

ANNUAL BUDGET

2011 / 2012



CITY OF ORLANDO, FLORIDA



ACKNOWLEDGEMENTS

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CITY OF ORLANDO

ELECTED CITY OFFICIALS

400 SOUTH ORANGE AVENUE • ORLANDO, FLORIDA 32801



Buddy Dyer
Mayor



Phil Diamond
Commissioner District 1



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Commissioner District 2



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Commissioner District 3



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Commissioner District 4



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Commissioner District 5



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Commissioner District 6

Guide to Readers

About the Budget

The Fiscal Year 2011/2012 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, 2011 through September 30, 2012. 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, providing 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, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Orlando, Florida for its annual budget for the fiscal year beginning October 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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TRANSMITTAL LETTER

To the Citizens of the City of Orlando:

The Mayor and City Council are charged annually with the responsibility of setting the guidelines for, and then developing a balanced budget. This responsibility involves making series of decisions about where, how and why taxpayer dollars are spent, and ensuring that this spending is done with the utmost transparency.

As a result of the nationwide economic downturn, the City has endured several years of diminishing revenue and, consequently, the Orlando City Council has had to make a number of difficult decisions to ensure the city government is able to live within its means while still providing the superior services residents depend on every day.

Despite the challenging economic climate, the budget outlined in this document for FY 2011/2012 shows Orlando to be on firm financial footing and in the best financial shape of any major city in Florida. This is a direct result of the choices and decisions that have been, and will continue to be made by the City's elected leaders. Highlights of this year's budget include:

- The millage rate will remain constant for the fourth consecutive year even though the City's taxable value once again declined. Orlando has also fought tax increases while other cities have raised tax rates. In fact, Orlando has a lower tax rate than it did 20 years ago and has the lowest tax rate of any major city in Florida.
- While local governments in Florida, and around the country, have drained their strategic reserves in order to balance their budgets, Orlando has not utilized its reserves. Since 2005 Orlando has added to its savings by 30%. That speaks volumes, especially in light of the economic downturn and the fact that Orlando is the only major city government in Florida, and one of few in the nation that has funded all of its committed retirement benefits.
- The FY2012 General Fund utilizes reserves to balance the budget. However, total reserves will continue to be maintained at the top of our reserve policy recommended level. The City has consistently been recognized for its management of reserves. Fitch has given Orlando a Triple-A bond rating, the highest score attainable. We will continue to maintain our reserves at a level necessary to maintain our solid financial position while also ensuring that we can respond in the event of a natural disaster, an all too real threat in Florida.





TRANSMITTAL LETTER

I encourage all of our citizens to become involved in the budget process. City staff conducts public budget workshops for the City Council. Each workshop is broadcast live on the City's public access channel and the Internet. Recordings are then posted on the Internet for those who are unable to view the broadcast live. In addition, two public hearings are held in September each year to formally adopt the millage rate and budget. Monthly financial reports are also posted to the Internet as are budget amendments approved throughout the fiscal year. We encourage you through these and other mechanisms to engage your government in discussions about the financial decisions we've made and our direction for the future.

Above all, we want citizens to see where their money goes, why that spending is important to the City and how it provides a benefit. I am proud of the work we have done to overcome our budget challenges and I hope that you are as well. I invite you to examine this document and the wealth of information it provides. Despite the ongoing economic challenges we face, we believe that the City is well positioned for a prosperous future. I look forward to working together with you as we make Orlando the best place anywhere to live, work and raise a family.

Sincerely,

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

Mayor Buddy Dyer



CHIEF FINANCIAL OFFICER LETTER



October 1, 2011

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) 2011/12, which totals \$923,291,847. Although there are signs of a slow recovery, this budget was nonetheless formulated during a continuing recession that has affected all levels of the economy. As has been stated before, the impact of the recession on all local Florida government budgets, including Orlando's, has also been compounded by the continuing effects of the approval of Amendment 1 and other property tax reform statutes. The budget being presented is the result of years of responsible decisions and choices made by the Mayor, Commissioners and City Departments. Guiding parameters and priorities for developing the budget were outlined by Mayor Buddy Dyer. As is required each year, the budget was formulated within the structure outlined by State formula. The Council was briefed on the budget and provided meaningful insight during two workshops that were held. The second workshop followed the Mayor's Budget Presentation on July 25, 2011. Citizens also had the opportunity to provide input throughout the preparation process and, as specified in Florida Statutes, during the two required public hearings held in September.

Paraphrasing a statement made by the Mayor in his budget address, for more than two years we have rolled up our sleeves every day and have made difficult, but necessary decisions to allow us to live within our means. The budget that will be outlined in the following paragraphs is a direct result of those difficult, but necessary decisions. As stated by the Mayor, the budget requires no additional cuts or reductions in services. Departments were asked to maintain a flat, current services budget. Critical functions have been continued. However, as the Mayor articulated, it is also primarily a basics budget, "maintaining our investments in important areas like police, fire, public works and our downtown core". As was the case last year, the Mayor was steadfast in his decision on "holding the line on taxes and keeping money in the pockets of our residents when they need it the most". The Mayor believes that Orlando is on sound financial footing and "is in the best financial shape of any major city in Florida". I too share that belief and feel that we can stand with any city in the Country. The City of Orlando has developed a fiscally responsible budget for FY 2011/12 and I am confident that it will help us remain on sound financial footing. Various aspects of the budget will be outlined below.

The General Fund budget for FY 2011/12 totals \$347,241,867. That is a decrease of \$9,139,532 when compared to the revised budget for the prior fiscal year. The largest portion of the decrease is the result of reduced revenue due to the unprecedented third consecutive fiscal year decline in the taxable value assessment base. The decline from FY 2010/11 was just under three percent. Although a decline, that percentage compares favorably with the prior fiscal year decline of almost 16%. As stated earlier, the budget reflects no change to the millage rate. It remains at 5.6500. Excess reserves of \$20.5 million, available due to prudent financial management, were used to balance the budget. Even if that total amount of strategic reserves were utilized, the General Fund reserve level would still be above the maximum level recommended by the City's Reserve Policy. Nonetheless, the goal is to minimize the actual use of reserves through the achievement of various efficiencies throughout the fiscal year and the continued implementation of cost saving strategies. To the extent actual financial performance exceeds our plan, the reserve draw will be reduced. There is a track record of accomplishment in this regard and that is the expectation again for FY 2011/12.



CHIEF FINANCIAL OFFICER LETTER

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

Citywide Staffing/Salaries and Benefits

Due to difficult, but necessary decisions made during the past three fiscal years the City eliminated over 400 positions during that period. As the Mayor indicated in his budget address those decisions, among many others, have helped put Orlando in the best financial shape of any major city in Florida. As a result, another round of position deletions was not deemed necessary this fiscal year, although two positions are being eliminated in the Parking Fund for non-financial reasons. The number of total City employees per thousand residents is at a low point of 12.5. That figure is even more telling taking into consideration that Orlando can proudly say it has more Police Officers and Firefighters per thousand residents than any other major city in Florida. The City has, at the same time, steadily reduced its number of overall employees. The number of non-sworn employees per thousand residents stands at 7.4. All of our bargaining groups had previously agreed to forgo salary increases for this fiscal year. The cooperation and partnership of the various Union leaders and membership should be recognized for this. Non-bargaining employees and Appointed Officials will also remain at existing salary levels. In an effort to generate cost savings, the City will be changing to a self-funded health benefit plan effective January 1, 2012. The change will be seamless from an employee perspective. There is funding in the budget to continue the previously established level of medical insurance for all employees and the insurance carrier will remain the same.

Executive Offices

Contributions to community service organizations will remain flat at \$1.6 million. The provision of emergency assistance is the largest category of funding at 31% of the total. The largest contribution within that category goes to The Coalition for the Homeless. Funding for Mayor's Grants will remain flat as well at \$145,000. These grants fall into three categories: neighborhood grants, education grants and faith based grants. Among the non-General Fund operations falling under the Executive Offices is the aforementioned Self Insurance Health Care Fund. That fund is budgeted at \$55 million for FY 2011/12. The Fund covers active employees, as well as retirees, and also includes funding for a claims reserve. The Greenwood Cemetery is also a non-General Fund operation falling under the Executive Offices. The Cemetery budget for the fiscal year is \$806,073.

Business and Financial Services

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 62% of the Department's General Fund budget is allocated toward salaries and benefits. The Department budget also includes some items that cover a myriad of City Departments, including the funding for City Hall operations and funding for the City's internal phone system. The FY 2011/12 budget benefits from organizational changes implemented in the prior year to help the City achieve cost savings while also helping to ensure that the government is run as efficiently and effectively as possible. Among the changes were the phase out of non-essential warehouse and supply operations; consolidation of Fleet Management and Facilities Management business operations and strategic outsourcing of non-specialized maintenance services. The budget includes a Risk Management fee premium holiday amounting to \$6.2 million. The General Fund portion is \$4.5 million. Fund expenditures for risk management premiums have been reduced accordingly. The \$6.2 million was transferred from the Risk Management Fund to the Self Insurance Health Care Fund in FY 2010/11 in order to establish reserves in that Fund. The premium holiday is possible due to available funding exceeding the reserves necessary for actual claims and the actuarially determined reserve for incurred, but not reported claims, as well as



CHIEF FINANCIAL OFFICER LETTER

maintaining a healthy fund balance. Vehicle replacement schedules were previously modified and continue to be evaluated. The replacement schedule changes already implemented will save the General Fund \$3 million during FY 2011/12, in addition to a like amount saved in FY 2010/11.

Economic Development

Stimulating the local economy and focusing on job creation and economic diversification remain a large part of the Department's mission. The Façade Grant Program has been allocated \$300,000; the Main Street Program \$165,000; the Business Assistance Program \$150,000 and the Impact Fee Assistance Program \$50,000. A total of \$325,747 has been allocated for the UCF Research Foundation Business Incubator, as previously approved by City Council in April 2011. In concert with the flat budget directive regarding contributions to community service organizations that was outlined under the Executive Offices, contributions to economic development organizations, other than the UCF Research Foundation, are also being held at the same level as FY 2010/11, or almost \$1 million. The Building Code Enforcement Fund is a non-General Fund operation that falls under the Economic Development Department. The Fund budget for FY 2011/12 is \$6,444,098. Due to the continuing economic slowdown, a total of four positions are being frozen in the Building Code Enforcement Fund in order to help balance the Fund. Freezing the four positions will result in a savings of slightly over \$250,000.

Families, Parks, and Recreation

The FY 2010/11 budget for Families, Parks and Recreation included the most significant changes within any Department. A total of 56 positions were deleted within the Department, amounting to 22% of the Department's workforce. As a result, the FY 2011/12 budget for salaries and Social Security costs is approximately \$1 million less than the actual costs incurred in FY 2009/10. The FY 2010/11 budget also included fee increases for Department services. No new fee increases are included for FY 2011/12. However, the fee increases previously implemented will generate \$300,000 in additional revenues annually. Fees were updated to better align with market conditions and costs, but still remain among the lowest in the region for most services. The After School All Stars (ASAS) Fund is a non-General Fund operation that falls under the Families, Parks and Recreation Department. The Fund budget for FY 2011/12 is \$1,545,948. Although a non-General Fund operation, ASAS still gets most of its revenue, \$1.1 million or 70%, via a transfer from the General Fund. Operation of the City owned Dubsdread Golf Course also falls under Families, Parks and Recreation. The combined budgets for the course operating and repair and replacement funds total \$2,014,829.

Fire

As the Mayor indicated in his budget address, the City's strong commitment to Police and Fire protection continues. Through the efforts of many individuals and groups, a SAFER grant was previously awarded to the City to fund 46 sworn firefighting positions for a period of two years. That two year period ends in FY 2011/12. The grant will provide \$2.8 million in funding during the fiscal year. Upon expiration of the grant funding, the 46 positions will be transferred to the EMS Transport Fund. Funding for the positions has been incorporated into that Fund's budget. The total EMS Transport Fund budget for FY





CHIEF FINANCIAL OFFICER LETTER

2011/12 is \$7,101,690 based upon the transport fees expected to be collected. The receipt of the SAFER grant and establishment of the EMS Transport Fund has allowed Orlando to remain the only major city in Florida with a staffing level of over two Firefighters per thousand residents. The level of funding allotted to the Fire Department for the fiscal year will also allow it to maintain its ISO rating of “1”, keeping it one of only 60 departments in the nation to receive that designation.

Housing and Community Development

The Department’s General Fund operations are minimal at a total of \$271,273. Funding has normally been provided primarily by Federal sources along with State Housing Initiatives Partnership funding, if available. Federal funding will be received in FY 2011/12. As part of the overall \$2,423,761 Community Development Block Grants budget, funding has been included for a variety of items. The Health Care Center for the Homeless renovation has been allocated a total of \$177,186. A total of \$150,000 has been allocated for the Seniors First H.E.A.R.T. Program and \$148,125 has been allocated for Quest facility improvements. Federal Emergency Shelter Grant funding of \$99,051 will be passed through the City to the BETA Center and Harbor House. The Neighborhood Stabilization Fund continues to budget and utilize the funding allocated through the American Recovery and Reinvestment Act of 2009. Homelessness Prevention and Rapid Re-Housing Program funds previously awarded continue to be budgeted and utilized as well.

Orlando Venues

The budget for the Orlando Venues Fund for FY 2011/12 is \$22,873,455. That budget includes the Amway Center, home of the Orlando Magic of the National Basketball Association, along with the Bob Carr Performing Arts Centre and the GEICO Garage. The budget includes revenues and expenditures associated with the various events to be held at the two venues, including utilization of the Garage. The budget for the City’s other major venue, the Citrus Bowl Stadium, is included under the Civic Facilities Authority Revenue Fund. That budget is \$4,412,790 for the fiscal year. In addition to the Orlando Magic, other professional sports franchises call Orlando home and utilize City facilities. Those franchises include the Orlando Predators of the indoor Arena Football League, Orlando City of the outdoor United Soccer League and the Orlando Fantasy of the indoor Lingerie Football League. The budget for the Orlando Venues Department also includes the Harry P. Leu Botanical Gardens Fund. The FY 2011/12 budget for the Gardens is \$2,631,720. The Department also includes the operations of the Mennello Museum of American Art. The FY 2011/12 budget for the Museum is \$592,850. Both the Botanical Gardens and Museum are heavily dependent upon the General Fund for support. The Gardens receives \$1.5 million from the General Fund or 58% of its revenues and the Museum \$465,000 or 78%.



Police

It was indicated under the Fire Department discussion that the City’s strong commitment to Police and Fire protection continues. As the Mayor outlined in his budget address, protecting our residents and visitors and preventing crime are functions of government that people depend upon every day. Visible evidence of the City’s strong commitment to the Department is the fact that it accounts for one third of the General Fund budget. Orlando also has more Police Officers per thousand residents than any other major city in Florida at



CHIEF FINANCIAL OFFICER LETTER

3.12. The Mayor indicated that “This budget continues our investment in the tools, training and technology necessary to keep Orlando safe.” New automation opportunities and the use of enhanced technology are examples of that investment. Fifteen positions continue to be funded by a previously awarded COPS grant. In FY 2011/12 that grant will provide just over \$1 million in funding to cover costs that otherwise would have been borne by the General Fund. The grant expiration date is June 2012. An extension until December 2012 will be requested. As such, no funding for the 15 positions is included in the General Fund. All the associated salary and benefit costs have all been reflected in the Grant Fund. A total of 74 of the Department’s positions are in the GOAA Police Fund providing public safety services at the Orlando International Airport. The budget for that Fund is \$7,789,356.



Public Works

The Public Works Department has the second highest number of employees, following the Police Department. The FY 2011/12 total is 631. That is 21% of the overall City total. The Department’s General Fund foot print is much smaller by comparison. General Fund employees in the Department total 116 or slightly over five percent of the total. The General Fund portion of the Department budget is \$18,635,363, which again is slightly over five percent of the General Fund total. A portion of the General Fund budget is supported by a contribution from the Stormwater Utility Fund. In FY 2011/12 that contribution will be \$2,552,197 or 13.7% of the total. Contributions are also made from the Stormwater Utility Fund and other Enterprise Funds: Parking, Solid Waste and Wastewater, to offset the costs of the Public Works Director. A contribution is also made by the Construction Management Internal Service Fund. The contributions from the five funds total \$164,589. Budget highlights for the Enterprise Funds that are part of the Public Works Department will be outlined in the following paragraph.

Enterprise Funds

Stormwater Utility Fees will not be increased for FY 2011/12. A total of \$8,351,325 of Stormwater Utility funded projects is included in this year’s Capital Improvement Program. The Solid Waste Fund budget of \$25,943,532 includes an automatic annual service charge fee increase of four percent per City Code 28.09. The Wastewater Revenue Fund budget of \$69,758,700 includes an eight percent commodity and capacity charge increase for FY 2011/12 per City Code 30.18. Increases thereafter will be an automatic annual service charge fee increase of five percent. The combined Parking System budget is \$17,482,771. That total includes the Parking System Fund, covering the majority of City garages and lots; the Downtown Transit Fund covering the lots under Interstate 4 and the Transportation Grant Fund covering the two garages near the Bob Carr Performing Arts Centre. The Parking Division is the only area where positions are being deleted this fiscal year. Two vacant positions are being deleted in the Parking System Fund as a result of efficiencies gained through technology and a thorough organizational review. Overall, after the two deletions, the Stormwater Utility, Solid Waste, Wastewater and three Parking Funds will have a total of 478 positions, which is almost 16% of the City total.



CHIEF FINANCIAL OFFICER LETTER

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 Amway Center, the Dr. Phillips Center for the Performing Arts and the Citrus Bowl, a total of \$39.1 million has been budgeted for debt service. Almost half of that debt service, \$18.9 million, will be funded via the pass through of County Tourist Development Tax revenue. A total of \$10.7 million will be funded through the Downtown CRA. An additional \$3.3 million will be provided through a Federal Build America Bonds subsidy with \$2.0 million to be funded from State Sales Tax Rebate proceeds pursuant to Section 288 Florida Statutes. Budget revisions for construction and/or additional debt service may occur as necessary during the fiscal year utilizing appropriate procedure.

Debt Service

The General Fund budget for debt service totals \$16,283,267 in FY 2011/12. The largest components are \$3.7 million associated with the Public Safety Initiative, \$2.7 million associated with the Parks Initiative and \$2.0 million associated with the FY 2003/04 construction initiative. A total of \$1,295,133 has been allocated in the General Fund for SunRail, Central Florida's exciting commuter rail project. Another \$750,000 has been allocated for SunRail in the Community Redevelopment Agency Fund. A total of \$1 million has been allocated in the General Fund for the Channel Migration Project. The system life for the City's remaining 12 analog channels will end in 2012. Community Venues debt service was discussed in the preceding paragraph. Additional debt service is budgeted for non-Community Venues related Community Redevelopment Area loans, Jefferson Garage and other parking facility construction and Wastewater system improvements.

Non-Departmental/Non-Operating

The budget for General Fund tax increment payments to the Community Redevelopment Districts will decrease by slightly under \$750,000 for FY 2011/12. The decrease is the result of the continuing economic downturn and the resultant decline of the taxable value assessment base, as reviewed in the overall City discussion earlier. Although there was a decrease for this fiscal year, the amount was much smaller than the prior year total decrease of slightly over \$3 million. Taxable value within all seven CRAs into which the City pays had a net overall decrease of one half of one percent. One Redevelopment District did in fact have an increase in the taxable value assessment base. Community Redevelopment Area IV, which incorporates the Universal Orlando Resort, increased by 7.66%. That was due to the opening of The Wizarding World of Harry Potter.

Other Post-Employment Benefits

The City first implemented Governmental Accounting Standards Board (GASB) Statement No. 45/ Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions (OPEB) in FY 2007/08. As was noted in our presentation during the budget workshop on July 25, in GASB's view, accounting for OPEB should follow the same basic principle as accounting for a pension plan; that is, OPEB is compensation for an employee's service and should be accounted for during the time period that service is performed. Although the GASB does not require OPEB contributions, the City's goal is to fully fund the Annual Required Contribution (ARC) each year. That has been done for the current year. Orlando is the only Florida city with a population over 200,000 that has fully funded its OPEB obligation. In fact, we are one of the few cities in the nation to do so. The FY 2011/12 budget includes an OPEB Trust Fund. The Fund budget is \$21,769,688. An actuary determines an employer's ARC. The OPEB Fund total is the ARC for the fiscal year as determined by our actuaries, Gabriel Roeder Smith & Company. The components of the ARC are an employer contribution, an implicit rate subsidy and a pay-as-you-go portion. Other Post-Employment Benefits are most often associated with retiree health care, but actually covers any benefit not provided by a pension plan. Life Insurance would be an example. The City's contract with the Laborers' International



CHIEF FINANCIAL OFFICER LETTER

Union of North America includes an article indicating that eligible Bargaining Unit employees who retire shall be provided with \$3,000 of permanent life insurance at no cost to the retiree.

Capital Improvement Program

Although at one-half the level of FY 2009/10, funding for General Fund capital improvement projects is consistent with FY 2010/11. The budget for FY 2011/12 is once again \$4.7 million. That is \$4.5 million lower than the FY 2009/10 total, but is a sustainable level. Funding has been allocated for what has been determined to be mission critical and core infrastructure projects that address maintenance and other issues. Mission critical projects include \$1 million for the Fire Equipment Replacement project. That funding will allow for the continuation of bunker gear and Life Pak replacements, as well as the replacement of extrication equipment, hose and other items. A second mission critical project is the allocation of \$1.5 million toward technology enhancement. Among other things, enterprise and critical systems will be upgraded and/or expanded; security and technology infrastructure will be enhanced and the City VoIP system will be upgraded. Core infrastructure projects include \$1 million that has been allocated for pavement rehabilitation. That funding will be combined with \$600,000 of Gas Tax funding budgeted for the same purpose. Various repaving, restriping and millwork will be accomplished where needed. A total of \$700,000 has also been included for sidewalk projects. Hazardous sidewalks will be repaired. Sidewalks will be constructed where none currently exist to provide a safe route for children going to school. A \$100,000 contingency has also been budgeted to address emergencies during the fiscal year.

As outlined in our July 11 budget workshop presentation, FY 2010/11 was the last fiscal year that a previously agreed upon dividend payment was received from the Orlando Utilities Commission (OUC). The OUC dividend provides for an annual payment of a portion of OUC's net income to the City. Fixed amount payments were agreed to by the City and the OUC Board as to the total amount of revenue that was to be received from FY07/08 through FY10/11. The agreement outlined the total amount to be received from both the dividend payment and franchise fees. The total payment grew from \$71.8 million to \$76.8 million during the period. The total amount for this fiscal year will be held flat at the FY 2010/11 level of \$76.8 million. Future year contributions will be subject to negotiation.

The Mayor relayed to the citizens through his budget address that the City has made the same tough spending decisions they have had to make during the last few years. By addressing the inherent issues and making changes that resulted in continuing, long term reductions to expenditures, a course was set that allowed the City to continue





CHIEF FINANCIAL OFFICER LETTER

to perform the functions of government that people depend upon every single day. The budget outlined above is the result of the tough decisions that were made. City Departments have been challenged to do more with less and it does not appear that things will get any easier. The Constitutional Amendment to be voted upon in 2012 that would change the growth cap on non-homestead property from 10% to 5% is evidence of that. We can also anticipate that efforts at the State level to refine the Property Tax system and/or governmental budgeting will not cease. Any such successful effort would have a negative impact on the City's revenue base.

As was noted in the Mayor's budget address, as well as in our budget workshop presentation that followed the address, the City continues to take its financial management responsibility seriously. Debt ratings from all three rating agencies (Fitch, S&P, Moody's) continue to remain top tier and are reflective of market recognition of high quality. Fitch gave Orlando a Triple-A bond rating in 2011, the highest "credit score" possible. S&P has lauded the City's strong reserve levels and willingness to make reductions as revenue streams weakened. Moody's has indicated that the City has conservative and well managed finances with strong liquid fund balances and strong management. The City's budget and Comprehensive Annual Report (CAFR) again each received Government Finance Officers Association awards. Per standard annual practice, the FY 2010/11 CAFR and FY 2011/12 budget documents will be submitted for review. Monthly budget to actual financial statements are submitted to City Council, provided to Department Directors and Fiscal Managers, posted to the Internet for public consumption and provided to the City's Audit Board. The Office of Business & Financial Services continues to focus on undertaking best budget and fiscal management practices in order to maintain the City's healthy financial condition. Mayor Dyer also continues to lead the way with his constant focus on budget monitoring and control. The City's mission is to deliver public services in a knowledgeable, responsive and financially responsible manner. The Mayor would like citizens to "be proud that they live in a well run, fiscally responsible city that is as careful with a dollar as they are". We strive every day to make those statements a reality.

I would like to once again express my sincere appreciation to the Mayor, City Commissioners, Department Directors and City employees for their support and cooperation during the budget development process. It is certainly best accomplished as a collective process and we cannot do it alone. The Mayor stated that we as a city have positioned ourselves for a better future. I couldn't agree more and I am excited to see what the future holds.

Respectfully Submitted,

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

Rebecca W. Sutton
Chief Financial Officer

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 around 50,000 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 235,000. In 2002 Florida A&M University College of Law opened its doors in downtown Orlando. The institution became the City's second accredited law school joining Barry University College of Law. Also, Downtown Orlando would experience a massive revitalization during this time, reinvigorating the Orlando urban core.

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 Amway Center hosts concerts, sports and other community events in addition to being the new home of the Orlando Magic and Orlando Predators. Citrus Bowl Phase 1 improvements are complete adding updated amenities including lighting, concessions, and field turf. The UCF Medical School opens in Lake Nona.
- 2013 SunRail commuter rail service begins, linking twelve stations between Orlando and DeBary. Construction begins on Phase 2, linking the five remaining stations.
- 2014 The Dr. Phillips Center for the Performing Arts will host opera, ballet, dance, and civic events as well as touring Broadway shows and comedy acts.

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, now known as SunRail. 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. On July 18, 2011, the Full Funding Grant Agreement with the Federal Transit Administration was signed moving the project to construction.

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 offers 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 future 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. Despite the onset of a global recession in 2008, the economic resilience of the Central Florida region will continue to be a reflection of the City of Orlando's rich history, and heritage which contribute 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.

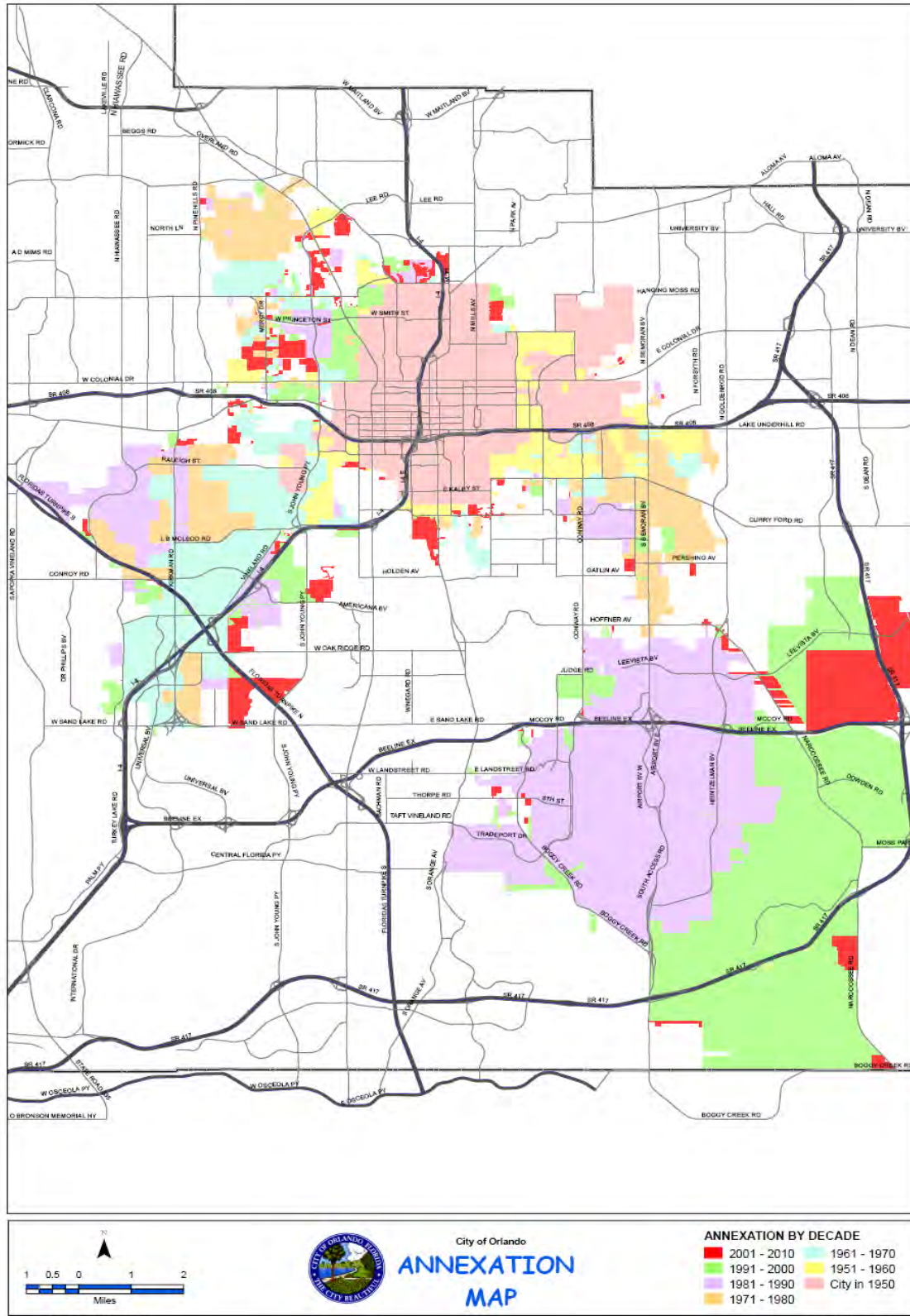
POPULATION

<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
2010	236,788	1,087,971	2,099,977
2011	241,777	1,145,956	2,134,411

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.

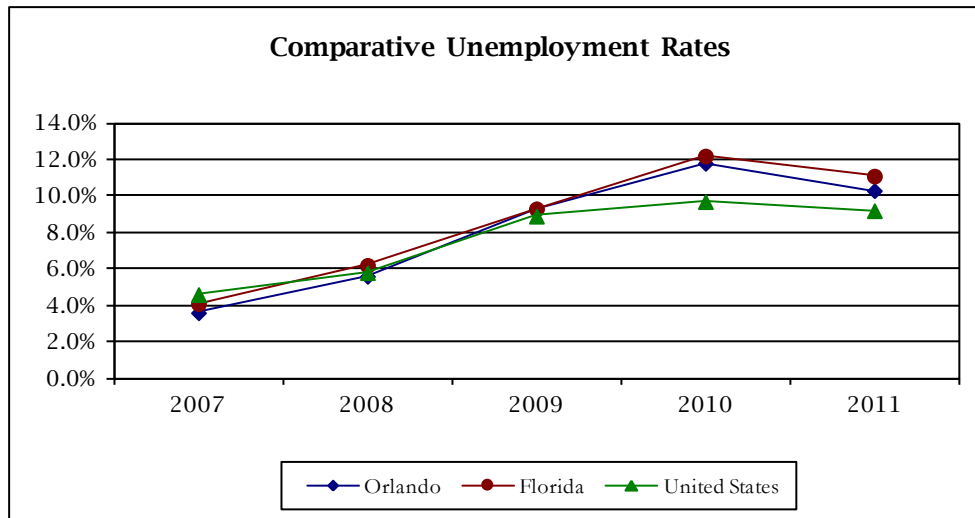
City of Orlando



City of Orlando

AVERAGE ANNUAL UNEMPLOYMENT RATE

	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>	<u>Florida</u>	<u>United States</u>
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%
2010	11.8%	12.3%	12.4%	12.2%	9.7%
2011	10.3%	10.5%	10.6%	11.1%	9.2%



Source: Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2011 is as of June. United States unemployment rate from U.S. Department of Labor, Bureau of Labor Statistics as of July.

City of Orlando

Major Orlando Employers

<u>Rank</u>	<u>Employer</u>	<u>Type of Business</u>	<u>Employees</u>
1.	Orange County Public Schools	Elementary and secondary schools	21,772
2.	Florida Hospital	General medical & surgical hospitals	16,700
3.	Orlando Health	General medical & surgical hospitals	14,000
4.	Universal Orlando	Motion picture & video production, entertainment and tourism	13,000
5.	Lockheed Martin Corporation	Aerospace	13,000
6.	Orange County Government	General Government	9,918
7.	SeaWorld Orlando	Leisure and Hospitality	7,000
8.	Mariott International Inc.	Leisure and Hospitality	6,312
9.	Starwood Hotels and Resorts	Leisure and Hospitality	5,369
10.	Darden Restaurants	Accommodation and Food Service, Management	4,800

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

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

<u>Rank</u>	<u>Industry</u>	<u>Employees</u>
1.	Leisure & Hospitality	209,300
2.	Professional & Business Services	164,600
3.	Education & Health Services	124,300
4.	Retail Trade	117,800
5.	Government	118,600
6.	Financial Activities (FIRE)	60,800
7.	Construction	46,700
8.	Other Services	48,000
9.	Wholesale Trade	38,500
10.	Manufacturing	37,700
11.	Transportation, Warehousing, & Utilities	30,000
12.	Information	23,500

Source: Metro Orlando Economic Development Commission
Employment by Industry Statistics - May 2011

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 3rd 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).

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.

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

2010 UCF Medical School opens with inaugural Class within the Medical City at Lake Nona.

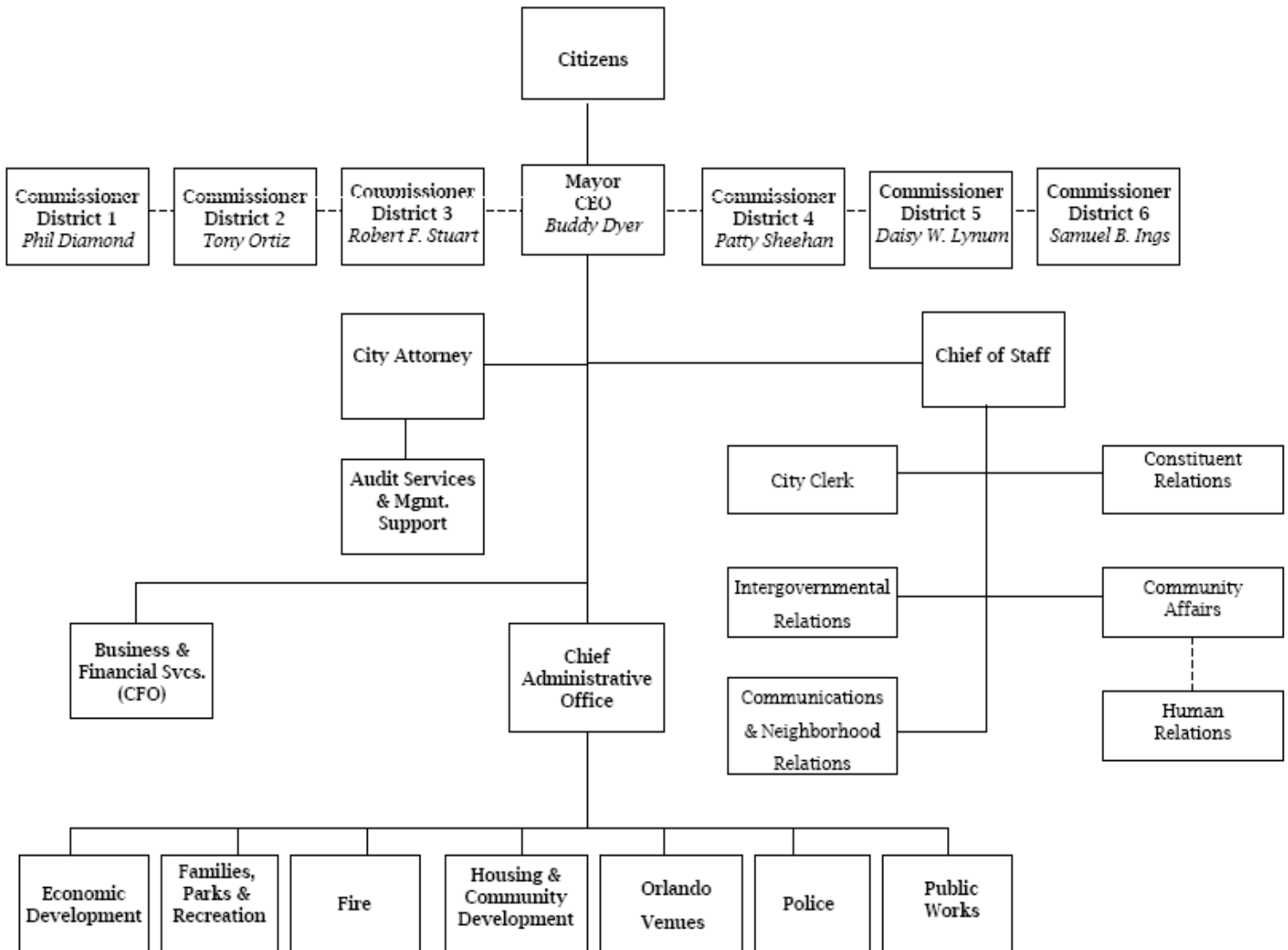
2010 Opening of the **Wizarding World of Harry Potter** at **Universal Studios**.

2010 Opening of the **Amway Center**.

2011 Groundbreaking on the **Dr. Phillips Center for the Performing Arts** is celebrated.

2011 The Full Funding Grant Agreement that funds the federal share of the cost to build Phase 1 of **SunRail** is signed. Groundbreaking is celebrated at the Florida Hospital station.

Organization Chart



City of Orlando

City of Orlando Government

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

As Chief Executive Officer, the Mayor oversees the daily administration of City operations and implementation of City policy through the C4 Committee and seven 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, along with express bus service from Lake and Volusia Counties. 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 and parking revenues) to operate a downtown circulator route that is free of charge to riders.
- The **SunRail** 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	110,169	2,071	18.80
Boca Raton	84,392	1,573	18.64
Tallahassee	181,376	2,841	15.66
Fort Lauderdale	165,521	2,350	14.20
Tampa	335,709	4,416	13.15
Orlando	241,777	3,023	12.50
St. Petersburg	248,729	2,712	10.90
Gainesville	124,354	1,281	10.30
Hollywood	140,768	1,340	9.52

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of June 9, 2011. Population estimates from Bureau of Economic and Business Research

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

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Orange	1,145,956	9,918	8.65
Lake	297,052	1,846	6.21
Osceola	268,685	1,500	5.58
Seminole	422,718	1,293	3.06

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on county websites as of June 9, 2011. Population estimates from Bureau of Economic and Business Research

City of Orlando

Mayor Buddy Dyer



Buddy Dyer is the dean of Florida's "big-city" mayors, having served Orlando's residents since 2003. Under Orlando's Strong Mayor form of government, Mayor Dyer serves as the City's chief executive and also helps govern and oversee operations and growth of its city-owned utility and the Orlando International and Executive Airports.

During his time in office Mayor Dyer has worked relentlessly to advance the community's shared vision for Orlando as the "Next Great American City".

In 2011, he was selected as American City and County Magazine's National Municipal Leader of the Year. The award highlights his work to diversify Central Florida's economy, secure Central Florida's first rail mass transit system, strengthen neighborhood safety and deliver more efficient, effective government to the residents of Orlando.

Mayor Dyer's commitment to bolstering police protection helped bring about the most dramatic reduction in crime in Orlando's history. This focus on safety has also helped make the Orlando Fire Department one of the most elite departments in the entire country. The Orlando Fire Department has an "ISO Rating" of 1, meaning they are one of the top 50 fire departments in America out of more than 60-thousand departments.

Mayor Dyer is leading the effort to diversify Central Florida's economy and create a new breed of high-tech, high-wage careers for residents in cutting edge industries such as digital media, life sciences and biotechnology, modeling, simulation, and training, and aviation and aerospace.

Mayor Dyer is a fierce advocate for the expansion of public mass-transit and for creating more walkable, livable communities. Through his leadership, Orlando is building Central Florida's first-ever commuter rail system called SunRail. Mayor Dyer has also become a national voice for America's cities in advancing the need for a nationwide high speed rail network. In 2011, Mayor Dyer will lead the United States Conference of Mayor's High Speed Rail Task Force, helping America's cities craft a unified voice in support of the creation of a nationwide high speed rail network in much the same way our nation's cities advocated for the creation of the interstate highway system more than a half century ago.

Mayor Dyer also engineered one of the most remarkable downtown resurgences anywhere in the country, anchored by the creation of world-class sports, arts and entertainment venues for the City's residents and visitors. In October 2010, Orlando's residents opened the Amway Center, referred to by many experts as the most advanced arena on the planet. Beyond a place where residents have access to world class sports and entertainment, the facility helped create more than 400 jobs in the midst of a nationwide recession.

While Orlando's accomplishments under Mayor Dyer's leadership fall under a broad range of categories, each has a common element; they were made possible because of the power of partnership. Since his first day in office, Mayor Dyer has fought to increase cooperation and partnership between Central Florida's many governments, its business and civic communities and its residents. The result of this effort is a new era of collaboration that has paved the way for a string of remarkable, "game changing" accomplishments for greater Orlando in a very short period of time and has set the City on course for a more prosperous future.

Prior to being Mayor, Buddy Dyer served for a decade in the Florida Senate. His colleagues elected him as their Democratic Senate Leader, a position he held for three years.

Mayor Dyer earned his undergraduate 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 the prestigious Florida Blue Key organization. He graduated with honors and received the highest score on the Florida Bar Exam that year. Before he chose to serve in public office, Mayor Dyer worked as an environmental engineer. He has also practiced law for more than 20 years. He often calls upon this dynamic professional background to serve the residents of Orlando. Where other elected leaders may only focus on the "big picture" or one specific area of expertise, Mayor Dyer has been able to create a broad shared vision for projects and policies while also playing a key role in the technical, legislative or legal process that is necessary to make them a reality.

Mayor Dyer was born in Orlando and raised in nearby Kissimmee. He and his wife Karen, an attorney, have two sons, Trey and Drew. When not in the office, the Mayor relishes his "other jobs" coaching little league or flag football for his sons' teams.

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 profiles of each Commissioner.

District 1 Commissioner Phil Diamond



Phil Diamond was elected to the City Council in 2002. He was re-elected in 2006 and 2010 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 and CPA 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. 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 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 a passion and duty to protect and serve.

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 degree. 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 Orlando, Commissioner Ortiz 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. This concept serves as a solid foundation for responsible development and economic growth. He further drove the Business Council to become the first Business Association on District 2, known as the Semoran Business Partnership. Recently, the Semoran Business Partnership obtained the Market Street Program designation. Commissioner Ortiz led the revitalization of the City of Orlando District 2 by initiating a Vision Plan to re-develop the Semoran corridor. This corridor is the main gate to the City of Orlando from the Orlando International Airport.

He also opened the first Seniors vs. Crime Office in Orlando; a special project of the Florida Office of the Attorney General. The Seniors vs. Crime Project was created to reinforce the message of crime prevention and to provide methods by which Florida’s senior population could be alerted to consumer fraud, con games, and other criminal acts.

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-Stars 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.

District 3**Commissioner Robert F. Stuart**

Robert Stuart was elected to the Orlando City Council, representing the citizens of District 3, on April 11, 2006 and took the oath of office on June 1, 2006. In 2010, he was re-elected to serve his second term that expires in 2014. District 3 is made up of some of Orlando's oldest and finest neighborhoods and it is also home to 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.

During his tenure on the City Council, Commissioner Stuart has worked closely with more than 36 neighborhood and community associations. In addition, District 3's Neighborhood Watch groups have ranked #1 in the City of Orlando with most group meetings and most citizen participants. Commissioner Stuart also started Orlando's Lake Alert System, an email alert program to tell citizens what is happening on our 108 lakes. Along with Mayor Dyer, he serves on Orlando's Finance Committee, overseeing our City's investment policy. He was instrumental in the creation of the Edgewater Drive Vision Task Force, the renovation of Historic Dubsdread Golf Course, and countless public safety initiatives.

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.

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 is a graduate of the University of Florida, is married to his college sweetheart, Ann, for 35 years and has two grown children and two grandchildren. He is also active at College Park Baptist Church. He also continues to umpire baseball throughout Central Florida, and has umpired in two Little League World Series Tournaments (1996 & 2005).

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.

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, Colonial-town bungalow for 17 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. She has also been recognized as a "Woman of Distinction" by the Citrus Council of the Girl Scouts.

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 as Secretary 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, a Belgian Shepherd named Kohlee and Mila and Lui, their two cats, as well as an assortment of tropical fish.

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 three granddaughters, Daniela, Ellessee and Lily. 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., Xi Beta Chapter, 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 numerous organizations, boards, committees and task groups such as: 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 Vice Chair BBIF Board of Directors; Immediate Past President of the National League of Cities Women in Municipal Government; Past President of the National Black Caucus of Local Elected Officials and Immediate Past President of the National Black Caucus of Local Elected Officials Foundation Board; Past President of the Florida Black Caucus of Local Elected Officials; African American Women's Technology Caucus; Elected Secretary/Treasurer of MetroPlan Orlando Transportation Board; Orange County Voter's League; Life Member NAACP; serves on the Nemours Council; and, 2005 Onyx Magazine Poll names Commissioner Lynum as one of 56 most influential African Americans in the State of Florida.

Internationally, Commissioner Lynum has represented Orlando and our country in Japan, Africa and China; participated in the US-China Exchange Association's US Business Matchmaking Conference in 2006, 2007 and 2008. Commissioner Lynum enjoys traveling and has visited many Caribbean and European countries as a tourist for over thirty-five (35) years. Both of her sons are fluent in Spanish and are also global citizens. Her hobbies are reading, traveling, and gardening.

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

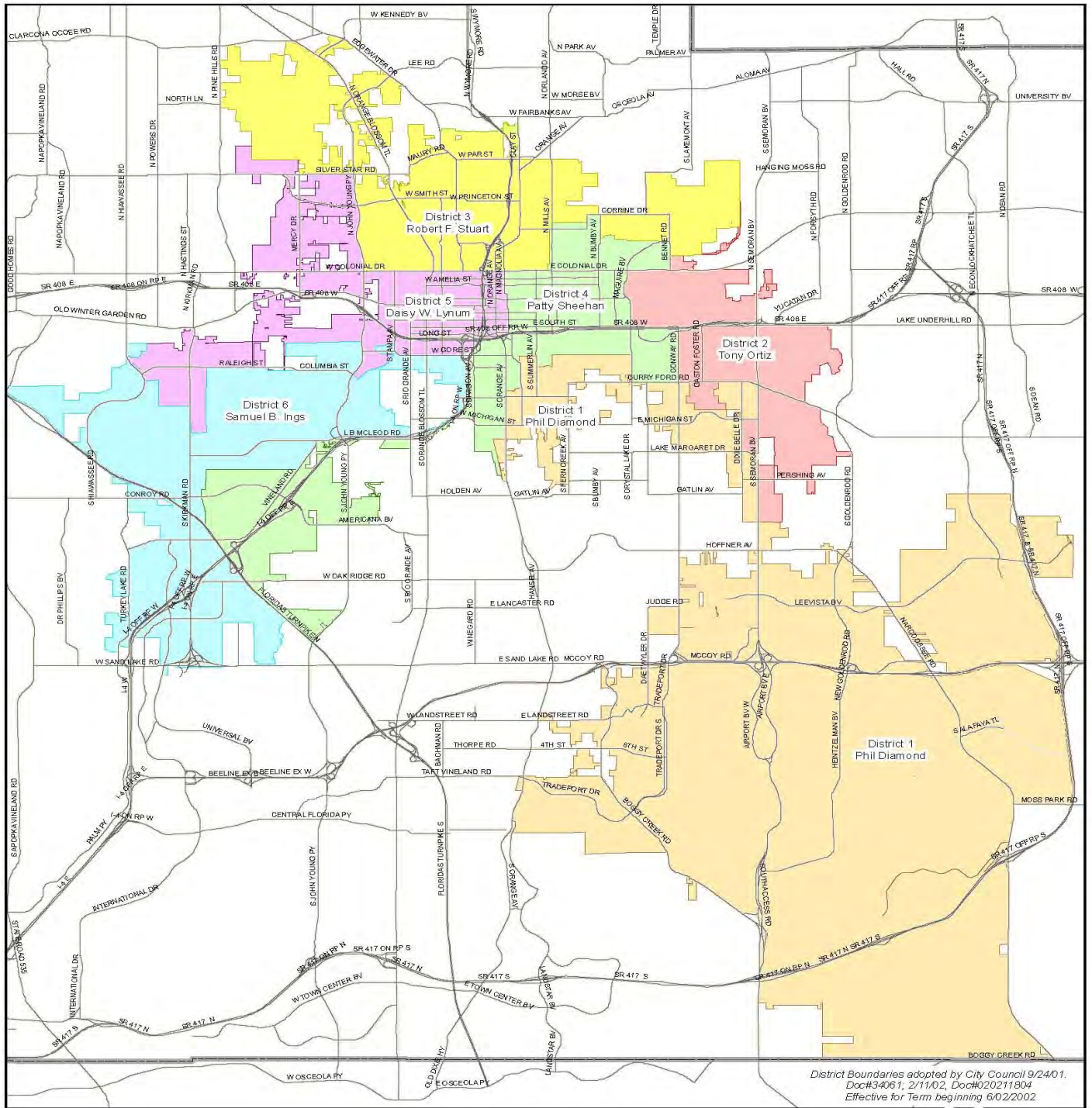
- Founder, President/Chief Executive Officer for Ark of Faith Ministries, Inc., Orlando, FL
- Former Region III Vice President of N.O.B.L.E. (National Organization of Black Law Enforcement Executives)
- Past Florida Chapter President of N.O.B.L.E., 1994/95
- Past Vice President of N.O.B.L.E., 1994
- 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, 2011)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	111.7 square miles
Population	241,777
Streets, Sidewalks and Bicycle Facilities:	
Streets - paved	636.85 miles
Streets - brick	55.30 miles
Sidewalks	940.86 miles
Off Road Bicycle Facilities	22.22 miles
On Street Bicycle Lanes	208.12 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	90
Boat Ramps	5
Playgrounds	51
Volleyball Courts-sand	10
Nature Parks	1
Pottery Studio	1
Fire Protection:	
Stations	17
Engine Companies	17
Tower Ladder Companies	7
Heavy Rescue	1
Rescue Companies	11
Dive Rescue Unit	1
Hazardous Material Unit	1
Woods Truck	3
Air & Light Unit	1
Command Vehicles	6
Boats/Jet Skis	3
Arson / Bomb Unit	1
Airport Fire Rescue Truck	1
Police Protection:	
Stations, Substations, Special Team Offices	18
Horse Patrols	8
Vehicular Patrol Units	
- patrol cars	613
- unmarked cars	174
- Mears lease	75
- motorcycles	35
- other vehicles	50
- 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 429 through 443.

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

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced).
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as that level of funding which will allow for continuation of current programs. As warranted by economic conditions and service level standards, proposed reductions or increments to that base budget are then outlined via separate documentation. Program prioritization forms, reduction plans or increment requests are reviewed with the CAO and other senior management and then with the Mayor. Neither prioritization forms, reduction plans or increment requests were solicited this fiscal year.
- As a continuing consequence of Property Tax Reform and current economic conditions, Departments were required to submit a flat budget for their General Fund operations. The account groups covered by the flat budget directive included supplies, contractual services, utilities, other operating, travel and non-operating. The flat budget directive covered the above account groups in the aggregate. Individual account group totals could be changed as long as the aggregate amount remained the same. The flat budget outlined previously also applied to all Internal Service areas and those areas receiving a General Fund subsidy. Enterprise Funds and Special Revenue Funds were not subject to the same requirement.
- 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 indirect cost allocation will be assessed by the General Fund against all Enterprise, Internal Service and other appropriate funds of the City. This assessment is based on a cost allocation plan prepared for the City by KPMG and will be used to reimburse the General Fund for administrative and support services provided to these funds. The cost allocation plan was prepared in accordance with full costing concepts, which recognize and incorporate expenditures of the City, with the exception of unallowable costs.
- 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 2011/2012 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 2011/2012).

Staff from the Office of Business & Financial Services 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. 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 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 continually evaluated and enhanced. Depending upon their mission and activities, not all organizational units will have Performance Indicators reflecting all five operational perspectives. New indicators continue to be developed. As is to be expected, some areas are further along than others. The Office of Business & Financial Services will continue to work toward developing improved and 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 or April 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.

FY 2011/2012 Budget Calendar

December 2010						
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 2011						
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 2011						
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 2011						
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 2011						
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 2011						
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 budget preparation overview and instructions for reorganizations

31 Annual Grant Plans due to Grants Development Supervisor

January
31 Reorganization requests due in Management & Budget (M&B)

31 Distribution of instructions and forms for revenue budgets and Revenue Manual revisions

February
Executive Management review of reorganization requests

11 Advance notice regarding Performance Management information

21 Revenue Manual revisions due in M&B

28 Revenue budgets due in M&B

March
7 Distribution of instructions and forms for expenditure requests

April
18 Expenditure requests due in M&B

May
25 CAO/M&B review of Capital Improvement Project requests.

June
1-30 M&B/CAO/Mayor review of budget requests and formulation of recommended budget

July
1 Certification of property values by Orange County Property Appraiser

11 First budget workshop

25 Second budget workshop/Proposed millage rate vote

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

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

October
1 Implementation of adopted budget

November-September
Monitoring of all budgets

June 2011						
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 2011						
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 2011						
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 2011						
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 2011						
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 2011						
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, Departments were required to submit a flat budget for FY 2011/2012. Those submittals were then reviewed by Management and Budget staff. Citywide budgets and priorities 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. However, 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.

The formal adoption process began with a budget workshop presentation on revenue by the Office of Business & Financial Services. A second budget workshop presentation regarding expenditures was then made by the Office of Business & Financial Services. 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 38 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. FY 2010/2011 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 “FY2010/2011 Revised Budget” is as of June 30, 2011. 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).

City of Orlando

F. BUDGET IMPLEMENTATION

Florida Statutes mandate that the fiscal year for local governments runs 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 34). The department mission statement provides general direction to division directors 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

2011/2012 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 27
Property Appraiser mails notice of proposed property taxes.	55		
First public hearing on tentative millage and budget; tentative millage and budget adopted at this hearing.	65-80	Sept. 3 - 18	September 12
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 4 - Oct. 3	September 15
Public hearing to adopt the final millage and budget (not less than 2 or more than 5 days after ad).	68-100	Sept. 6 - Oct. 8	September 19
Taxing authority forwards resolution or ordinance adopting millage to Property Appraiser and Tax Collector (within 3 days of final hearing).	103	Sept. 9 - Oct. 11	September 21
Property Appraiser notifies taxing authority of final adjusted tax roll.			
Property Appraiser extends roll.			September 30
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			October 4
Taxing authority certifies compliance with F.S. 200.065 and 200.068 to the Florida Department of Revenue (within 30 days of final hearing)	130	Oct. 6 - Nov. 7	October 4

City of Orlando

BUDGET REVISIONS

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

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

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

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

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

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

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

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

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

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

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

City of Orlando

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/expenses. 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

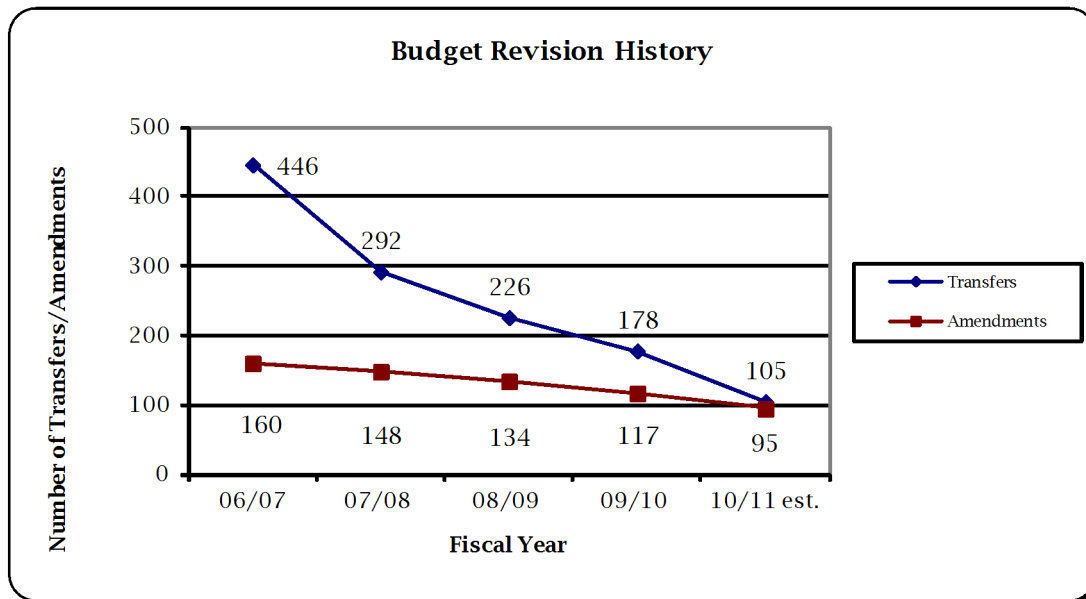
DEPARTMENT - An organizational unit responsible for carrying out a major governmental function. Economic Development and Fire are examples of City departments.

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.

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

ORGANIZATIONAL MISSION, OBJECTIVES AND GOALS

Each departmental section contains a mission statement, major accomplishments and unit goals and objectives. Those accomplishments, along with goals and objectives, are derived directly from the departmental mission statement. The departmental mission statement is crucial to fulfilling the City's overall mission.

The unit goals and objectives are subdivided into three time frames. The time frames are short, medium and long. Short term is defined as three months or less. Medium term is defined as between three and nine months. Long term is defined as nine months or more.

City of Orlando

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 Homelessness Prevention and Rapid Re-Housing (HPRP)** 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 **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 near the old Amway Arena site 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 21.02 percent of the revenues collected in Orange County in FY 2011/2012.

The **After School All Stars Fund** accounts for the partnership between the City and Orlando After-School All-Stars, a 501 C3 charitable organization, to offer before and after school programs at seven City middle schools sites.

Contribution from the General Fund, contribution from Orlando After-School All-Stars and charges for services.

City of Orlando

FUND STRUCTURE

Purpose

Source of Funds

GOVERNMENTAL FUNDSSPECIAL REVENUE FUNDS

The Building Code Enforcement 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 Dubsread Golf Course Fund accounts for the operations of the golf course. A private contractor manages the course.	Contribution from the General Fund and charges for services.
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, State and other grants.

City of Orlando

FUND STRUCTURE

Purpose

Source of Funds

GOVERNMENTAL FUNDS

SPECIAL REVENUE FUNDS

The **EMS Transport Fund** accounts for Fire Department provision of emergency ground medical transport and related services.

Fees based upon the life support charge category: advanced life support 1; advanced life support 2; basic life support and a mileage charge.

The **Designated Revenue Fund** accounts for the receipt of money related to various programs such as The Cop Shop, Police memorial, etc.

Donations and other receipts designated for a specific purpose.

The **Spellman Site Fund** accounts for the cost of the Internal Loan related to pollution remediation activities for the Lake Highland site (former Spellman Engineering Company property).

Contribution from the General Fund.

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.

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 Fund** 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 source is a contribution from the General Fund.

The **Orlando Venues Fund** is for the operation of the Performing Arts Centre, Amway Center and GEICO Parking Garage. The **Amway Center R&R Fund** accounts for the required contribution per the agreement between the City, Orange County and the Orlando Magic.

Charges for the use of the facilities, including ticket sales, service charges and a portion of concessionaire sales. The Amway Center R&R Fund source for the current fiscal year is a contribution from the Events Center Construction Fund.

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

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 Funds** are used to account for capital projects associated with 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), commodity charges (service charges), and in the case of the Wastewater R&R from a contribution from the Wastewater Revenue Fund.

City of Orlando

FUND STRUCTURE

Purpose	Source of Funds
<u>ENTERPRISE FUNDS</u>	
The 55 West 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 and support of transit systems within the downtown core.	Parking fees from several surface lots.
<u>PROPRIETARY FUNDS</u>	
<u>INTERNAL SERVICE FUNDS</u>	
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 that have assigned vehicles.
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 that have assigned staff.
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 that have assigned capital projects.
The Health Care Fund accounts for health insurance payments for the City's employees and retirees.	Fees assessed to other funds (employer contribution), contributions from employees and retirees.
<u>COMPONENT UNIT FUNDS</u>	
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.	Charges for the use of the facilities, including a portion of concession sales.

FUND STRUCTURE

Purpose

Source of Funds

FIDUCIARY FUNDS**PENSION TRUST FUNDS**

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

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

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Good afternoon Commissioners,

On July 13, 2009 I stood in this very spot and delivered a grim budget message to you and the residents of our City.

At that time, our country was plunging into the worst recession since the Great Depression.

Here in Orlando, the financial crisis had eroded our revenues, leaving us with a 40 million dollar budget deficit.

Worse still, the economic downturn meant the City would see increasingly larger deficits in the years ahead.

Orlando's financial future faced an unprecedented challenge.

On that day, we talked about choices.

Raising taxes.

Laying off police officers and firefighters... cutting everything to the bone.

Taking a short-term approach... and trying to put these decisions off until later.

All of those options were on the table.

And, those options would have been easy fixes to get our budget back on-line – or just delayed the inevitable.

Rather than taking that easy road... this government chose another path.

For more than two years now, we have rolled up our sleeves every day to make the difficult but necessary decisions that have reduced the size of our government... and allowed us to live within our means:

- We eliminated more than 400 positions
- We reduced or eliminated services
- We dramatically reduced the size of government with the only new spending going toward police and fire protection.
- Our employees stepped up and voluntarily relinquished cost of living increases.
- We challenged our departments to do more with less.



- We continued to fully fund our pension obligations.
- We made a commitment to delivering balanced budgets without raising taxes.
- We also kept our reserves, our safety net, intact. We are one of very few Florida governments who have not raided its reserves during this recession.

We made tough, responsible choices to reduce the size of our government... while maintaining our investments in important areas like police, fire, public works and our downtown core.

This careful planning has kept Orlando on firm financial footing through the toughest days of the recession and into this early period of recovery.

It has also enabled us to position ourselves for a better future.

Because of this hard work our residents can proudly say that right now... Orlando is in the best financial shape of any major city in Florida.

Let me say that again... Orlando is in the best financial shape of any major city in Florida.

Look at how we compare:

- ✓ Orlando has the lowest tax rate of any major city in Florida.
- ✓ Orlando has a lower tax rate than it did 20 years ago.
- ✓ Orlando has fought tax increases while other Florida cities have raised their tax rates in response to the negative effects of the recession.
- ✓ Orlando has balanced its budget without the need to drain its reserves. In fact, since 2005, Orlando has added to its savings by 30% while local governments around Florida have drained their strategic reserves.
- ✓ Orlando has more police officers per thousand residents than any other major city in Florida. At the same time, Orlando also has steadily reduced its number of overall employees.
- ✓ Orlando is the only major city government in Florida that has funded all of its committed retirement benefits.
- ✓ Fitch Ratings gave Orlando a Triple-A Bond Rating in 2011, the highest "credit score" possible.
- ✓ In the midst of this effort to reduce costs, we have been able to maintain our strategic investments in police and fire protection, critical infrastructure projects such as streets and sidewalks, new fire stations and police substations, critical upgrades to our storm and waste water systems as well as efforts to continue the revitalization of Downtown Orlando.



FY 2011/2012 Budget

Commissioners, we are in this position because of your hard work during challenging times.

I want to thank each of you for partnership and commitment to fiscal responsibility.

Today, I am proud to be with you as we share the message with our community that we do not face a budget deficit this year.

Accordingly, the budget we are proposing today requires no additional cuts or reductions in services.

More importantly, this budget includes no increases to our tax rate.

We are, once again, holding the line on taxes and keeping money in the pockets of our residents when they need it the most.

In a few minutes, our CFO Rebecca Sutton and Deputy CFO Ray Elwell will present an overview of the proposed budget and highlight some of our planned expenditures for the fiscal year ahead.



You will quickly realize this is a “basics” budget; one that allows our City to continue to perform the functions of government that people depend on every day... at the highest levels possible:

- Protecting our residents and visitors
- Preventing crime and responding to emergencies
- Maintaining our roads, parks and sidewalks
- Picking up trash
- Providing the infrastructure necessary for people to go about their lives; storm-water, waste-water and other health and safety functions.



I remarked last year that spending money to provide these functions is not glamorous.

There won't be headlines about the money we invest in our sidewalk rehabilitation program... or making sure residents trash is picked up twice a week.

But, providing these core services at the highest level possible is our mission.

It's precisely what this budget accomplishes.

This budget also provides funding to continue what I believe is our City's greatest success story in the midst of this recession...

A commitment to Police and Fire protection that has helped produce the most dramatic drop in crime in City history... and has helped our fire department remain among America's best departments.

Since 2007, violent crime has been cut by more than 40 percent in Orlando.

It's not enough just to bring crime down... we must now do everything possible to keep it down.

This budget continues our investment in the tools, training and technology necessary to keep Orlando safe.

That commitment also extends to the Orlando Fire Department.

We spent the past two years fighting for federal grant money to keep our firefighters on the job.

Those firefighters whose jobs were saved... have made us proud, along with the entire department.

They have maintained the department's ISO rating of one; making them one of only 60 departments, out of more than 50-thousand nationally, to achieve this designation.

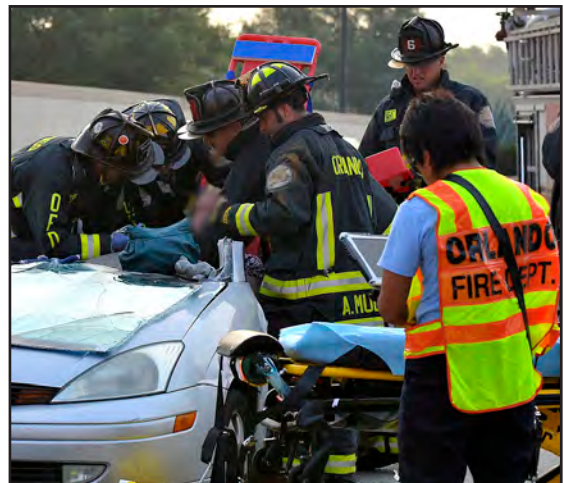
What does a designation like this mean for our residents?

A great example is our EMS response.

OFD's "code save" rate is 34 percent... compared to a national average of between 2 and 10 percent.

This means, if you have an emergency like a heart attack in the City of Orlando, you have a much greater chance of surviving it because of the proven performance of our Fire Department.

The most pressing issue on most people's minds during this recession has been creating new jobs and keeping the ones we have.





While it's not the function of our City government to create jobs; we do have an important role to play in helping to lay the foundation for the private sector to create jobs and opportunity.

So, our proposed budget continues to fund a diverse slate of business support programs and efforts to diversify our Central Florida economy.

It includes programs such as our Main Street districts and our Businesses Assistance Team.

SunRail is another terrific example of this commitment to jobs.

Just days ago, we kicked off the construction of our first-ever commuter rail system.

Our City commitment to this project is less than one tenth of one percent of our total budget.

In return, we get a once-in-a-generation project that will give our residents much-needed, less expensive alternative to their automobiles; while also generating more than 200-thousand jobs over the next 25 years.

It's the same sort of investment we are making with projects such as the Medical City at Lake Nona, the Dr. Phillips Center for the Performing Arts and downtown Orlando's planned Creative Village.

A Well-Run, Fiscally Responsible City

Commissioners, I hope each of you is proud of the work we have done to overcome our budget challenges and continue to provide the superior services our residents depend on every day.

I hope our residents are proud as well.

I often say the best part of my job is simply getting to talk with the people who call our City home.

What's going on in their lives.

What's important to them.

What concerns they have.



In the last few years, many of those conversations have focused on what steps Orlando's families are taking to tighten their belts... or what they're sacrificing today in order to provide in the future.

I want our residents to know that their government has made those same, tough spending decisions in these challenging times; and we've done so on their behalf.



MAYOR DYER'S BUDGET ADDRESS

I want them to see where their money goes... why that spending is important to our City... and how it provides a benefit to them.

And... I want them be proud that they live in a well-run, fiscally responsible city that is as careful with a dollar as they are.

Commissioners, Thank you again.

To all the dedicated men and women who serve the residents of our City... thank you as well for your commitment to Orlando.

Now, Ray and Rebecca will deliver our budget presentation.



Budget in Brief

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Budget in Brief

Fund Revenue Comparison By Fiscal Year

	FY 2009/2010 Actual Revenues	FY 2010/2011 Revised Budget	FY 2011/2012 Adopted Budget
General Fund	\$ 353,887,190	\$ 356,381,399	\$ 347,241,867
<u>SPECIAL REVENUE</u>			
911 Emergency Telephone System	580,512	394,279	494,000
After School All Stars	1,243,318	1,591,277	1,545,948
Building Code Enforcement	5,861,061	8,008,546	6,444,098
Capital Improvement Fund	16,732,662	66,836,999	9,885,275
CEB Lien Assessment Fund	742,797	911,291	912,691
Cemetery Trust Fund	566,082	831,701	806,073
Community Development Block Grants	2,936,951	5,448,854	2,423,761
Community Redevelopment Agency Fund	18,320,213	15,208,129	6,185,523
Contraband Forfeiture Trust Funds	319,138	69,325	200,000
CRA Trust Funds	38,221,025	31,252,237	30,997,921
Designated Revenue	916,243	1,190,089	162,473
Dubsdread Golf Course Funds	1,659,506	2,548,788	2,014,829
EMS Transport	-	1,299,832	7,101,690
Gas Tax Fund	15,573,101	28,758,432	8,710,933
GOAA Police Fund	7,949,180	9,003,790	7,789,356
Grant Fund	9,829,512	33,924,145	3,962,369
Harry P. Leu Gardens Trust Fund	2,486,598	2,729,376	2,631,720
HOME Investment Partnership Fund	1,029,563	5,008,477	1,532,773
HOPWA Grant Fund	3,778,805	4,585,806	3,904,209
HUD Homeless Grant Fund	98,814	117,662	114,145
Law Enforcement Training Fund	126,606	164,479	134,524
Mennello Museum Fund	453,292	601,683	592,850
Neighborhood Stabilization Fund	5,131,472	1,525,258	385,460
OCPS - Crossing Guard Fund	608,620	510,991	446,775
Special Assessment Funds	1,773,590	1,867,188	1,662,592
Spellman Site Fund	5,075,864	5,544,124	1,391,876
Street Tree Trust	76,702	220,000	210,000
Transportation Grant Fund	2,477,301	2,276,935	2,043,616
Transportation Impact Fee Funds	4,572,810	25,181,637	2,980,218
Utility Services Tax Fund	48,793,647	67,659,241	45,514,192

Continued on Page 60

Budget in Brief

Fund Expenditure Comparison By Fiscal Year

FY 2009/2010 Actual Expenses	FY 2010/2011 Revised Budget	FY 2011/2012 Adopted Budget	
\$ 345,350,770	\$ 356,381,399	\$ 347,241,867	General Fund
			<u>SPECIAL REVENUE</u>
361,289	394,279	494,000	911 Emergency Telephone System
1,142,796	1,591,277	1,545,948	After School All Stars
7,170,373	8,008,546	6,444,098	Building Code Enforcement
15,258,337	66,836,999	9,885,275	Capital Improvement Fund
398,612	911,291	912,691	CEB Lien Assessment Fund
724,725	831,701	806,073	Cemetery Trust Fund
2,967,943	5,448,854	2,423,761	Community Development Block Grants
24,155,141	15,208,129	6,185,523	Community Redevelopment Agency Fund
116,932	69,325	200,000	Contraband Forfeiture Trust Funds
38,625,642	31,252,237	30,997,921	CRA Trust Funds
242,683	1,190,089	162,473	Designated Revenue
1,419,749	2,548,788	2,014,829	Dubsdread Golf Course Funds
-	1,299,832	7,101,690	EMS Transport
15,908,825	28,758,432	8,710,933	Gas Tax Fund
7,935,596	9,003,790	7,789,356	GOAA Police Fund
9,894,051	33,924,145	3,962,369	Grant Fund
2,692,024	2,729,376	2,631,720	Harry P. Leu Gardens Trust Fund
1,029,563	5,008,477	1,532,773	HOME Investment Partnership Fund
3,778,805	4,585,806	3,904,209	HOPWA Grant Fund
98,804	117,662	114,145	HUD Homeless Grant Fund
50,019	164,479	134,524	Law Enforcement Training Fund
459,373	601,683	592,850	Mennello Museum Fund
5,142,751	1,525,258	385,460	Neighborhood Stabilization Fund
399,330	510,991	446,775	OCPS - Crossing Guard Fund
1,566,564	1,867,188	1,662,592	Special Assessment Funds
5,822,767	5,544,124	1,391,876	Spellman Site Fund
58,230	220,000	210,000	Street Tree Trust
2,449,309	2,276,935	2,043,616	Transportation Grant Fund
6,315,137	25,181,637	2,980,218	Transportation Impact Fee Funds
47,663,011	67,659,241	45,514,192	Utility Services Tax Fund

Continued on Page 61

Budget in Brief

Fund Revenue Comparison By Fiscal Year

	FY 2009/2010 Actual Revenues	FY 2010/2011 Revised Budget	FY 2011/2012 Adopted Budget
<u>DEBT SERVICE</u>			
6th Cent TDT Debt	\$ 15,748,685	\$ 18,671,434	\$ 18,867,267
Capital Improvement Series 2007B	2,601,840	3,665,986	3,666,802
Citrus Bowl CP Debt	800,837	6,641,204	293,720
CRA Debt Service - 2009	4,861,739	5,188,285	5,128,585
CRA Debt Service - 2010	76,964,342	5,602,343	5,602,344
CRA Debt Service - Internal Loan Fund	3,741,273	3,051,384	3,088,124
CRA Debt Service Refunding	269,558	1,103,550	1,166,800
CRA Debt Service - Conroy Road	2,352,451	2,259,746	2,259,767
CRA Debt Service - Republic Drive	3,406,452	3,299,600	3,299,556
CRA Debt Service - SIB	-	-	750,000
Events Center Debt Other	4,709,806	13,439,352	4,969,006
Events Center Master and CP	4,497,395	31,651,259	1,666,778
Jefferson Garage Debt	883,273	1,862,428	1,894,034
PAC Debt	1,426,384	16,770,441	528,780
Parking Facility Revenue Bonds Fund	3,657,224	3,440,213	3,482,063
Sales Tax Rebate Debt	2,056,512	2,233,340	2,000,004
Taxable Series H Debt	106,755	423,029	444,645
Wastewater Revenue Bond Funds	14,431,694	46,880,819	26,197,029
<u>ENTERPRISE</u>			
55 West Garage R&R Fund	36,324	66,240	75,000
Amway Center R&R Fund	-	600,000	600,000
CNL R&R	158,500	30,000	30,000
Community Venues Construction Admin.	3,424,618	2,948,530	3,202,269
Downtown Transit Fund	1,219,166	1,803,840	1,806,000
Orlando Venues Fund	21,367,124	22,460,465	22,873,455
Parking R&R Fund	222,064	520,000	2,000,000
Parking System Revenue Fund	13,792,202	19,088,691	13,633,155
Solid Waste Fund	23,793,914	27,519,919	25,943,532
Stormwater Utility Fund	29,594,683	40,664,512	22,910,775
Wastewater Construction Funds	25,733,217	66,952,426	14,628,925
Wastewater R & R Fund	2,399,039	5,741,897	4,450,974
Wastewater Revenue Fund	63,584,622	78,085,895	69,758,700

Continued on Page 62

Budget in Brief

Fund Expenditure Comparison By Fiscal Year

FY 2009/2010 Actual Expenses	FY 2010/2011 Revised Budget	FY 2011/2012 Adopted Budget	
\$ 16,940,177	\$ 18,671,434	\$ 18,867,267	<u>DEBT SERVICE</u>
3,581,184	3,665,986	3,666,802	6th Cent TDT Debt
2,698,455	6,641,204	293,720	Capital Improvement Series 2007B
4,888,049	5,188,285	5,128,585	Citrus Bowl CP Debt
77,304,761	5,602,343	5,602,344	CRA Debt Service - 2009
2,886,632	3,051,384	3,088,124	CRA Debt Service - 2010
270,397	1,103,550	1,166,800	CRA Debt Service - Internal Loan Fund
2,360,747	2,259,746	2,259,767	CRA Debt Service Refunding
3,395,176	3,299,600	3,299,556	CRA Debt Service - Conroy Road
-	-	750,000	CRA Debt Service - Republic Drive
34,269,397	13,439,352	4,969,006	CRA Debt Service - SIB
852,971	31,651,259	1,666,778	Events Center Debt Other
1,863,273	1,862,428	1,894,034	Events Center Master and CP
166,914	16,770,441	528,780	Jefferson Garage Debt
3,442,725	3,440,213	3,482,063	PAC Debt
1,497,569	2,233,340	2,000,004	Parking Facility Revenue Bonds Fund
106,755	423,029	444,645	Sales Tax Rebate Debt
7,348,890	46,880,819	26,197,029	Taxable Series H Debt
			Wastewater Revenue Bond Funds
-	66,240	75,000	<u>ENTERPRISE</u>
-	600,000	600,000	55 West Garage R&R Fund
-	30,000	30,000	Amway Center R&R Fund
2,998,752	2,948,530	3,202,269	CNL R&R
465,530	1,803,840	1,806,000	Community Venues Construction Admin.
15,672,914	22,460,465	22,873,455	Downtown Transit Fund
-	520,000	2,000,000	Orlando Venues Fund
15,140,405	19,088,691	13,633,155	Parking R&R Fund
22,760,513	27,519,919	25,943,532	Parking System Revenue Fund
17,311,826	40,664,512	22,910,775	Solid Waste Fund
34,813,848	66,952,426	14,628,925	Stormwater Utility Fund
1,393,929	5,741,897	4,450,974	Wastewater Construction Funds
62,543,181	78,085,895	69,758,700	Wastewater R & R Fund
			Wastewater Revenue Fund

Continued on Page 63

Budget in Brief

Fund Revenue Comparison By Fiscal Year

	FY 2009/2010 Actual Revenues	FY 2010/2011 Revised Budget	FY 2011/2012 Adopted Budget
<u>INTERNAL SERVICE</u>			
Construction Management Fund	\$ 3,991,435	\$ 4,403,335	\$ 4,255,211
Fleet Management Funds	30,060,997	26,717,771	23,689,922
Health Care	60,966	30,491,318	54,981,570
Internal Loan Fund	15,662,672	33,182,548	21,999,447
Pension Participant Services	156,534	152,203	100,924
Risk Management Fund	20,532,500	19,700,053	17,995,713
<u>COMPONENT UNIT</u>			
Civic Facilities Authority Revenue Fund	3,092,850	4,318,517	4,412,790
Downtown Development Board Fund	3,609,540	4,173,450	2,920,507
<u>PENSION TRUST</u>			
City Pension Funds	107,842,731	1,006,484	3,524,229
OPEB Trust Fund	25,947,719	20,890,421	21,769,688
TOTAL CITY OF ORLANDO	<u>\$ 1,090,621,812</u>	<u>\$ 1,259,354,898</u>	<u>\$ 923,291,847</u>

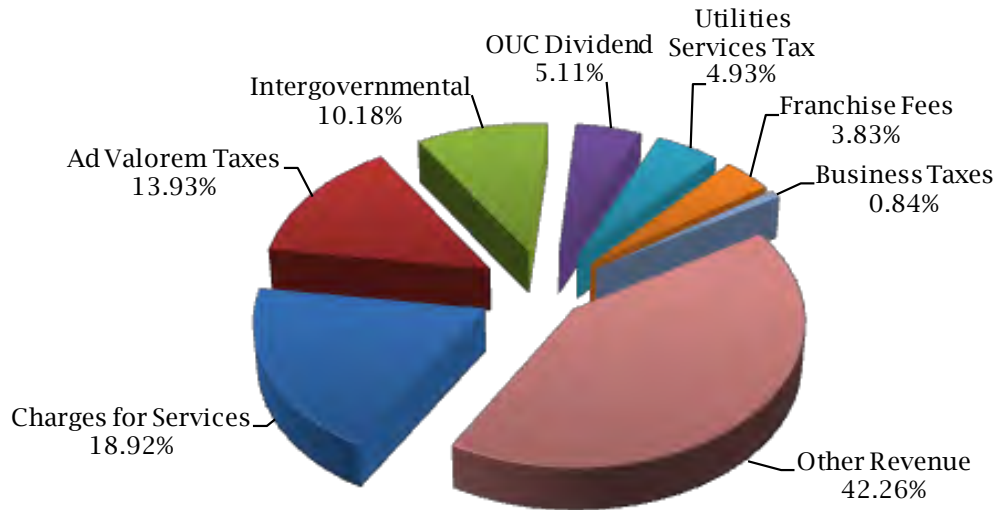
Budget in Brief

Fund Expenditure Comparison By Fiscal Year

FY 2009/2010 Actual Expenses	FY 2010/2011 Revised Budget	FY 2011/2012 Adopted Budget	
\$ 3,838,235	\$ 4,403,335	\$ 4,255,211	<u>INTERNAL SERVICE</u>
21,900,703	26,717,771	23,689,922	Construction Management Fund
-	30,491,318	54,981,570	Fleet Management Funds
23,818,455	33,182,548	21,999,447	Health Care
524,785	152,203	100,924	Internal Loan Fund
18,824,654	19,700,053	17,995,713	Pension Participant Services
			Risk Management Fund
			<u>COMPONENT UNIT</u>
4,117,800	4,318,517	4,412,790	Civic Facilities Authority Revenue Fund
3,764,773	4,173,450	2,920,507	Downtown Development Board Fund
			<u>PENSION TRUST</u>
51,119,230	1,006,484	3,524,229	City Pension Funds
13,886,493	20,890,421	21,769,688	OPEB Trust Fund
<u>\$ 1,027,969,249</u>	<u>\$ 1,259,354,898</u>	<u>\$ 923,291,847</u>	TOTAL CITY OF ORLANDO

Budget in Brief

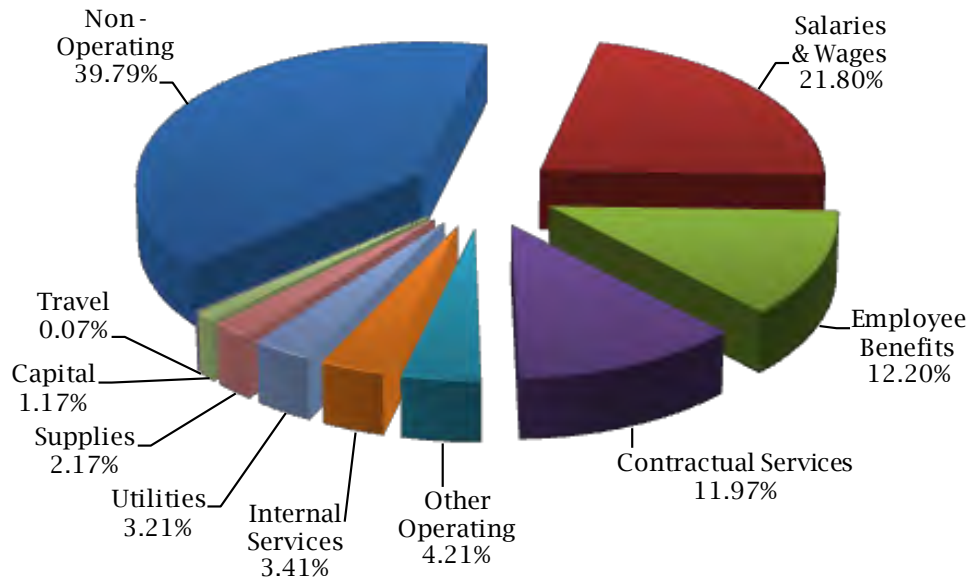
**Total Adopted Budget
Revenue Summary by Source
FY 2011/2012**



Revenue Source	Adopted Budget FY 2011/2012	%of Total
Charges for Services	\$ 174,714,675	18.92%
Ad Valorem Taxes	128,601,415	13.93%
Intergovernmental	93,966,959	10.18%
OUC Dividend	47,161,000	5.11%
Utilities Services Tax	45,513,838	4.93%
Franchise Fees	35,387,676	3.83%
Business Taxes	7,747,000	0.84%
Other Revenue	390,199,284	42.26%
Total	\$ 923,291,847	100.00%

Budget in Brief

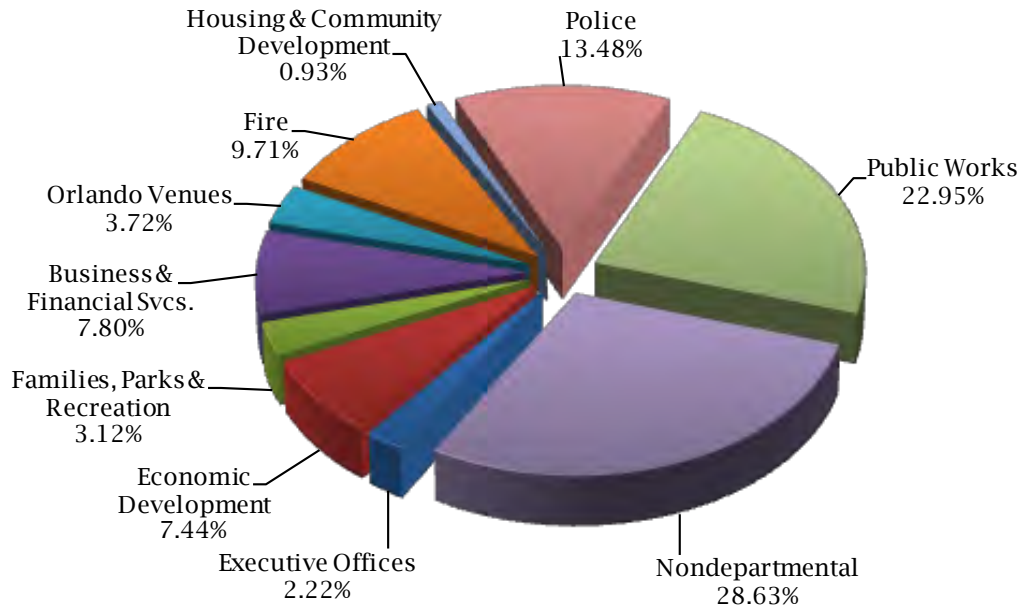
**Total Adopted Budget
Appropriation Summary by Object Code
FY 2011/2012**



Appropriation Source	Adopted Budget FY 2011/2012	%of Total
Non - Operating	\$ 367,413,510	39.79%
Salaries & Wages	201,263,567	21.80%
Employee Benefits	112,652,669	12.20%
Contractual Services	110,538,378	11.97%
Other Operating	38,863,823	4.21%
Utilities	31,460,820	3.41%
Internal Services	29,619,557	3.21%
Supplies	20,069,879	2.17%
Capital	10,808,777	1.17%
Travel	600,867	0.07%
Total	\$ 923,291,847	100.00%

Budget in Brief

**Total Adopted Budget
Appropriation Summary by Department
FY 2011/2012**



Appropriation Source	Adopted Budget FY 2011/2012	%of Total
Nondepartmental	\$ 264,368,548	28.63%
Public Works	211,906,850	22.95%
Police	124,433,241	13.48%
Fire	89,668,785	9.71%
Business & Financial Svcs.	72,000,183	7.80%
Economic Development	68,700,415	7.44%
Orlando Venues	34,313,084	3.72%
Families, Parks & Recreation	28,784,322	3.12%
Executive Offices	20,484,798	2.22%
Housing & Community Dev.	8,631,621	0.93%
Total	\$ 923,291,847	100.00%

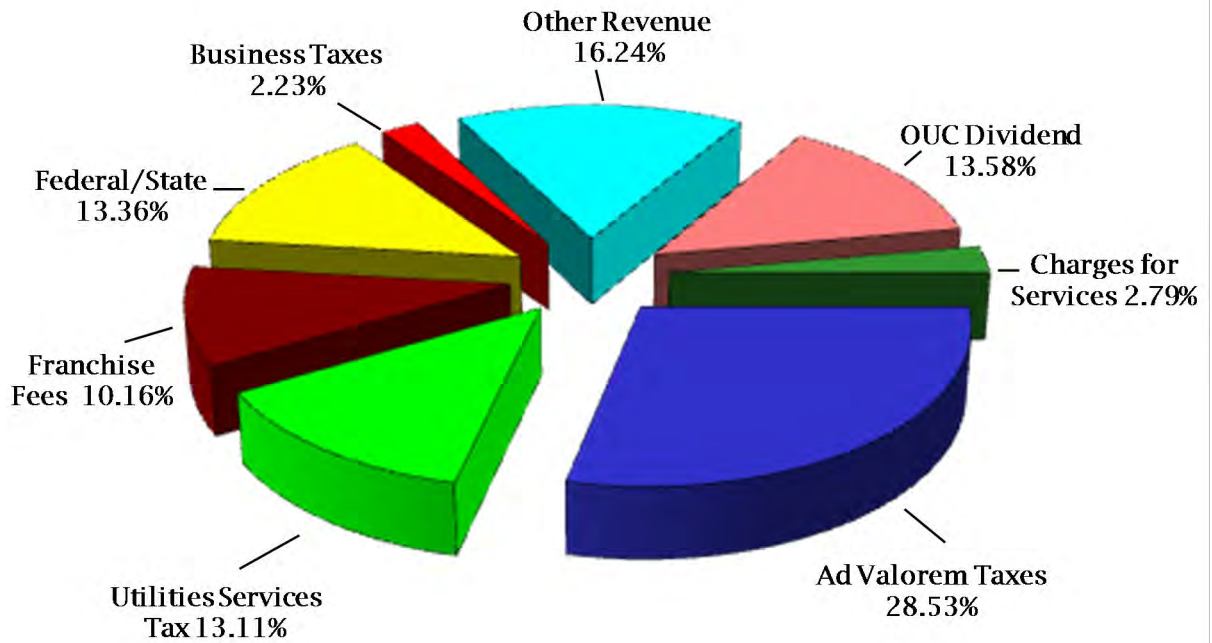
Budget in Brief

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

	ADOPTED	REVISED	ADOPTED	2011/2012	NET	%
	FY 2010/2011	FY 2010/2011	FY 2011/2012	% TOTAL	CHANGE	CHANGE
REVENUES						
Ad Valorem Taxes	\$ 102,786,748	\$ 102,582,159	\$ 99,073,307	28.53%	\$ (3,508,852)	(3.42%)
Utilities Services Tax	47,159,241	47,159,241	45,513,838	13.11%	(1,645,403)	(3.49%)
Charges for Services	12,759,369	12,759,369	9,687,395	2.79%	(3,071,974)	(24.08%)
Business Taxes	7,747,000	7,747,000	7,747,000	2.23%	-	0.00%
Franchise Fees	34,668,224	34,668,224	35,269,426	10.16%	601,202	1.73%
Federal/State Revenue	44,239,953	44,239,953	46,384,846	13.36%	2,144,893	4.85%
OUC Dividend	47,976,000	47,976,000	47,161,000	13.58%	(815,000)	(1.70%)
Other Revenue	59,098,336	59,249,453	56,405,055	16.24%	(2,844,398)	(4.80%)
	<u>\$ 356,434,871</u>	<u>\$ 356,381,399</u>	<u>\$ 347,241,867</u>	<u>100.00%</u>	<u>\$ (9,139,532)</u>	<u>(2.56%)</u>
APPROPRIATIONS						
By Department						
Executive Offices	\$ 19,700,444	\$ 19,820,443	\$ 19,613,925	5.65%	\$ (206,518)	(1.04%)
Business & Financial Svcs.	27,335,511	27,673,681	26,689,395	7.69%	(984,286)	(3.56%)
Economic Development	14,382,302	14,457,301	13,920,900	4.01%	(536,401)	(3.71%)
Families, Parks & Rec.	26,319,868	26,319,868	25,013,545	7.20%	(1,306,323)	(4.96%)
Fire	78,535,470	78,535,469	79,745,746	22.97%	1,210,277	1.54%
Housing & Community Dev.	278,221	278,221	271,273	0.08%	(6,948)	(2.50%)
Orlando Venues	68,300	68,300	-	0.00%	(68,300)	(100.00%)
Police	116,355,249	116,355,248	114,292,366	32.90%	(2,062,882)	(1.77%)
Public Works	19,069,923	18,762,874	18,635,363	5.37%	(127,511)	(0.68%)
Debt Service	16,899,958	15,650,123	16,283,267	4.69%	633,144	4.05%
Nondepartmental	37,489,625	38,459,871	32,776,087	9.44%	(5,683,784)	(14.78%)
	<u>\$ 356,434,871</u>	<u>\$ 356,381,399</u>	<u>\$ 347,241,867</u>	<u>100.00%</u>	<u>\$ (9,139,532)</u>	<u>(2.56%)</u>
By Major Category						
Salaries & Benefits	\$ 241,037,280	\$ 241,072,780	\$ 237,608,728	68.43%	\$ (3,464,052)	(1.44%)
Operating Costs	51,400,037	51,388,894	50,883,000	14.65%	(505,894)	(0.98%)
Internal Services	18,985,522	18,985,522	17,303,318	4.98%	(1,682,204)	(8.86%)
Capital & Nonoperating	28,112,074	29,284,080	25,163,554	7.25%	(4,120,526)	(14.07%)
Debt Service	16,899,958	15,650,123	16,283,267	4.69%	633,144	4.05%
	<u>\$ 356,434,871</u>	<u>\$ 356,381,399</u>	<u>\$ 347,241,867</u>	<u>100.00%</u>	<u>\$ (9,139,532)</u>	<u>(2.56%)</u>

Budget in Brief

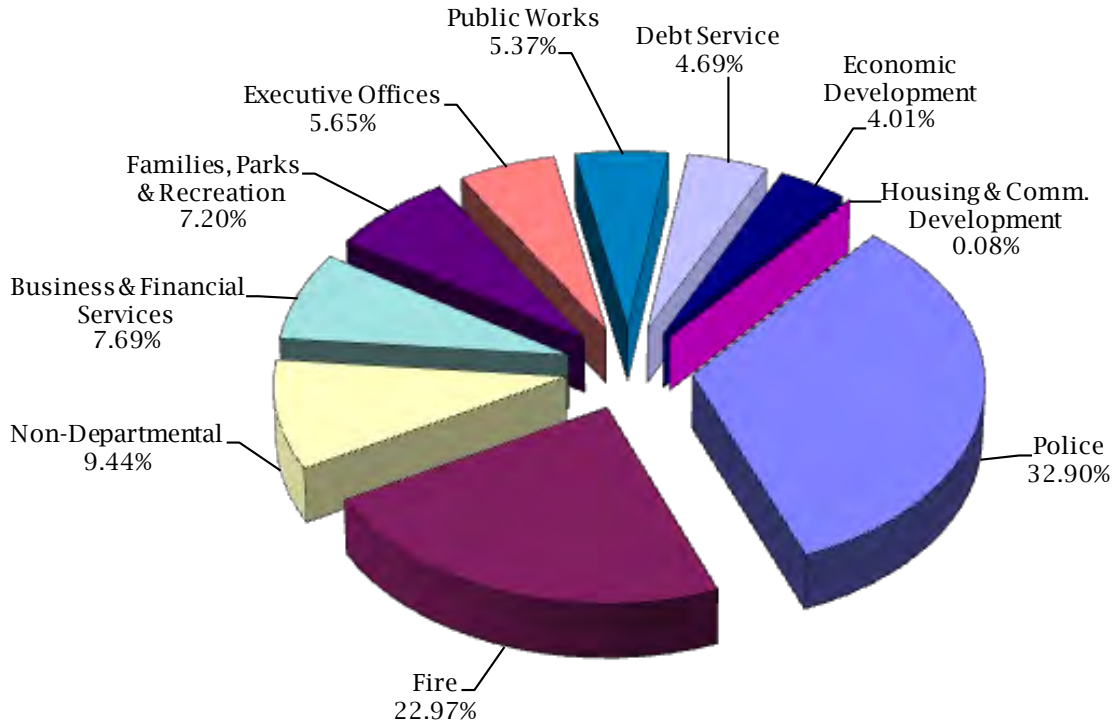
**General Fund Revenues by Source
FY 2011/2012**



Source of General Revenue	Adopted Budget FY 2011/2012	%of Total
Ad Valorem Taxes	\$ 99,073,307	28.53%
Other Revenue	56,405,055	16.24%
OUC Dividend	47,161,000	13.58%
Federal/State Revenue	46,384,846	13.36%
Utilities Services Tax	45,513,838	13.11%
Franchise Fees	35,269,426	10.16%
Charges for Services	9,687,395	2.79%
Business Taxes	7,747,000	2.23%
Total	\$ 347,241,867	100.00%

Budget in Brief

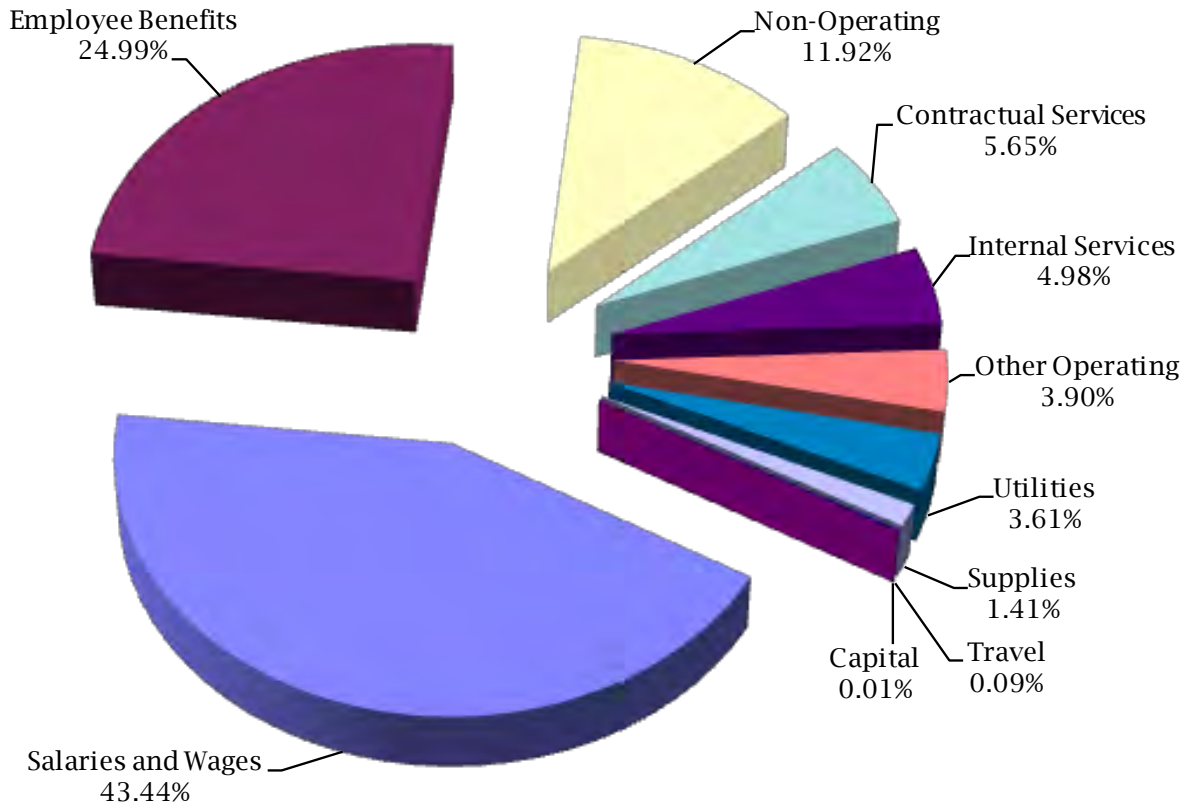
**General Fund Uses by Department
FY 2011/2012**



Department	Adopted Budget FY 2011/2012	%of Total
Police	\$ 114,292,366	32.90%
Fire	79,745,746	22.97%
Non-Departmental	32,776,087	9.44%
Business & Financial Svcs.	26,689,395	7.69%
Families, Parks & Recreation	25,013,545	7.20%
Executive Offices	19,613,925	5.65%
Public Works	18,635,363	5.37%
Debt Service	16,283,267	4.69%
Economic Development	13,920,900	4.01%
Housing & Community Dev.	271,273	0.08%
Total	\$ 347,241,867	100.00%

Budget in Brief

General Fund Uses by Object Code
FY 2011/2012



Object Code	Adopted Budget FY 2011/2012	%of Total
Salaries and Wages	\$ 150,838,285	43.44%
Employee Benefits	86,770,443	24.99%
Non-Operating	41,405,171	11.92%
Contractual Services	19,604,514	5.65%
Internal Services	17,303,318	4.98%
Other Operating	13,546,852	3.90%
Utilities	12,525,347	3.61%
Supplies	4,888,146	1.41%
Travel	318,141	0.09%
Capital	41,650	0.01%
Total	\$ 347,241,867	100.00%

Budget in Brief

CITYWIDE STAFFING SUMMARY
CITY OF ORLANDO
FY 2011/2012

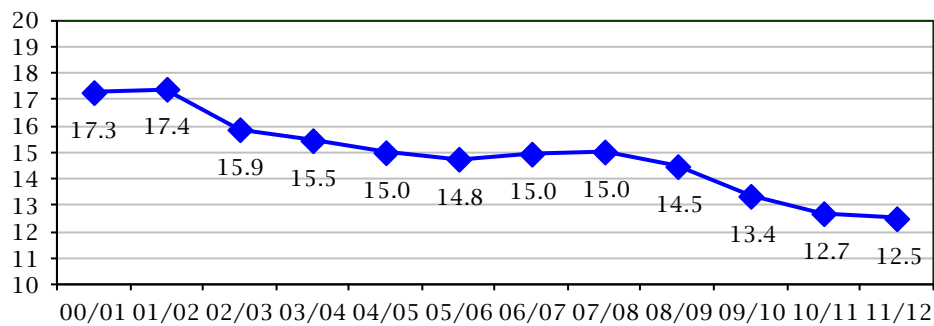
	Actual FY2009/2010	Revised Budget FY2010/2011	Adopted New Positions	Adopted Position Deletions	Adopted Position Transfers	Adopted FY2011/2012	Percent of Total
SUMMARY BY DEPARTMENT							
Executive Offices	145	143	-	-	-	143	4.73%
Business & Financial Services	246	227	-	-	-	227	7.51%
Economic Development	192	169	-	-	-	169	5.59%
Families, Parks & Recreation	252	198	-	-	-	198	6.55%
Fire	562	567	-	-	-	567	18.76%
Housing & Community Dev.	20	20	-	-	-	20	0.66%
Orlando Venues	95	92	-	-	-	92	3.05%
Police	997	976	-	-	-	976	32.29%
Public Works	653	633	-	(2)	-	631	20.87%
TOTAL CITY OF ORLANDO	3,162	3,025	-	(2)	-	3,023	100.00%
SUMMARY BY FUND							
General	2,253	2,122	-	-	-	2,122	70.21%
Wastewater Revenue	221	218	-	-	-	218	7.22%
Solid Waste	105	100	-	-	-	100	3.31%
Parking System Revenue	96	93	-	(2)	-	91	3.01%
GOAA Police	74	74	-	-	-	74	2.45%
Stomwater Utility	56	69	-	-	-	69	2.28%
Grant	63	62	-	-	-	62	2.05%
Building Code Enforcement	66	58	-	-	-	58	1.92%
Orlando Venues	55	55	-	-	-	55	1.82%
Fleet Management	39	36	-	-	-	36	1.19%
Construction Management	27	29	-	-	-	29	0.96%
Leu Gardens Trust	23	20	-	-	-	20	0.66%
Community Redevelopment Agency	17	17	-	-	-	17	0.56%
Community Dev. Block Grant	12	12	-	-	-	12	0.40%
Risk Management	15	11	-	-	-	11	0.36%
Civic Facilities Authority	7	7	-	-	-	7	0.23%
Community Venues Construction	7	7	-	-	-	7	0.23%
Transportation Grant	3	7	-	-	-	7	0.23%
EMS Transport	-	6	-	-	-	6	0.20%
After School All Stars	5	5	-	-	-	5	0.17%
Home Investment Partnership	4	4	-	-	-	4	0.13%
Downtown Development Board	4	3	-	-	-	3	0.10%
Mennello Museum	3	3	-	-	-	3	0.10%
Cemetery Trust	2	2	-	-	-	2	0.07%
Pension Participant Services	1	1	-	-	-	1	0.03%
Fire Pension	1	1	-	-	-	1	0.03%
Neighborhood Stabilization	1	1	-	-	-	1	0.03%
Health Care	1	1	-	-	-	1	0.03%
Downtown Transit	-	1	-	-	-	1	0.03%
Crossing Guard	1	-	-	-	-	-	0.00%
TOTAL CITY OF ORLANDO	3,162	3,025	-	(2)	-	3,023	100.00%

Budget in Brief

ADOPTED POSITION DELETIONS
FY 2011/2012

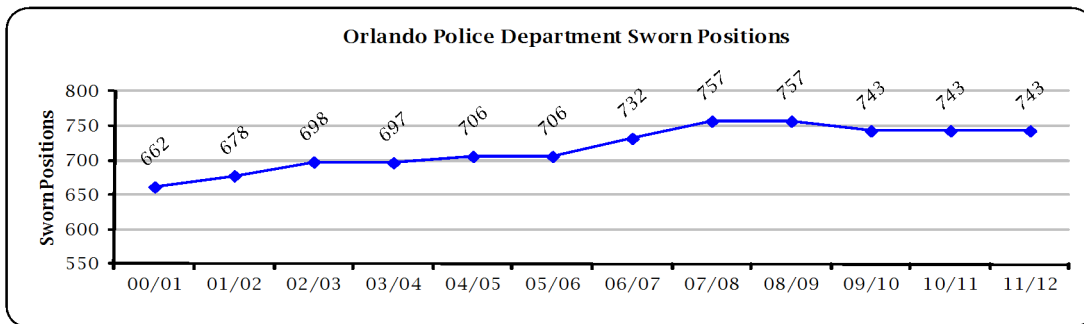
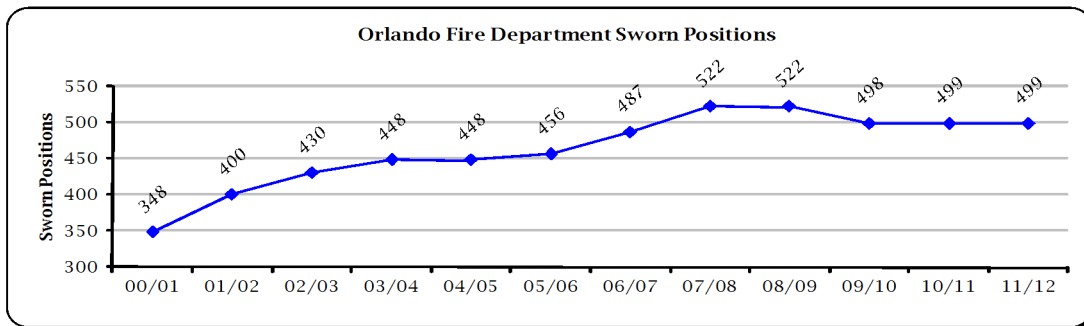
Program	#	Position Title	Pay Plan/ Level	Salary Amount
<u>PARKING FUND #401</u>				
<u>PUBLIC WORKS DEPARTMENT</u>				
768 Orange County Admin. Garage Operations	1	Gate Attendant	L01	\$ 25,938
769 Orange County Courthouse Garage Operations	1	Parking Facilities Asst. Supervisor	S17	39,456
TOTAL PARKING FUND	2			\$ 65,394
TOTAL ALL FUNDS	2			\$ 65,394

Employees per Thousand City Population



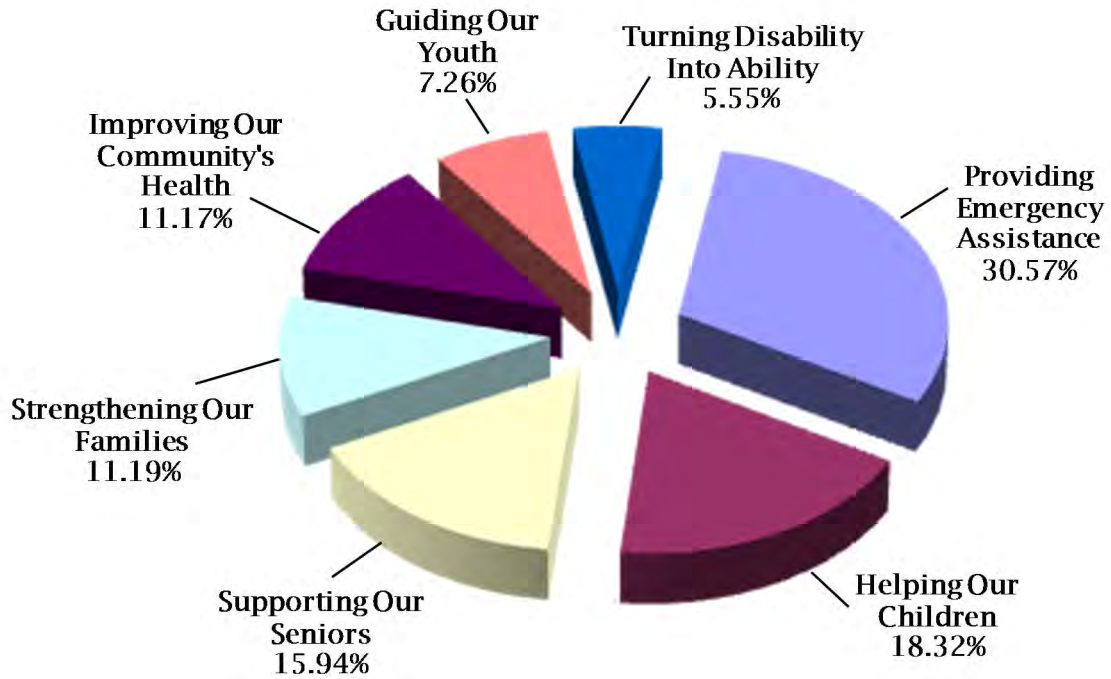
Fiscal Year

FY	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Employees	3,214	3,282	3,095	3,121	3,135	3,211	3,350	3,439	3,390	3,162	3,025	3,023
Population	185,951	188,494	194,913	201,851	208,900	217,567	224,055	228,765	234,130	236,788	238,300	241,777
per 1,000	17.3	17.4	15.9	15.5	15.0	14.8	15.0	15.0	14.5	13.4	12.7	12.5



Budget in Brief

**Community Service Organization Funding by Area of Focus
FY 2011/2012**



Focus Care Area	City Funding	%of Total
Providing Emergency Assistance	\$ 481,045	30.57%
Helping Our Children	288,194	18.32%
Supporting Our Seniors	250,768	15.94%
Strengthening Our Families	176,081	11.19%
Improving Our Community's Health	175,717	11.17%
Guiding Our Youth	114,223	7.26%
Turning Disability Into Ability	87,376	5.55%
Total:	\$ 1,573,404	100.00%

Budget in Brief

COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS

	Revised FY 2010/2011	Adopted FY 2011/2012
Boys and Girls Club of Central Florida	\$ 35,683	\$ 35,683
Center for Drug Free Living	99,126	99,126
Central Florida Police Athletic League	37,400	-
Central Florida Urban League	89,027	89,027
Children's Home Society	25,956	25,956
Christian Service Center	22,240	22,240
Coalition for the Homeless	270,365	270,365
Community Coordinated Care for Children	288,194	288,194
CredAbility, Inc.	6,430	6,430
Devereux Foundation, Inc.	16,162	16,162
Florida Senior Programs, Inc.	5,671	5,671
Guardian Care	37,308	37,308
Harbor House	130,544	130,544
Howard Phillips Center for Children & Families (ORHS)	76,591	76,591
Legal Aid Society	24,461	24,461
Lighthouse Central Florida	41,968	41,968
Orlando Day Nursery Association, Inc.	14,045	14,045
Orlando/Orange Compact	78,540	78,540
Quest (Life Concepts, Inc.)	45,408	45,408
Salvation Army	36,225	36,225
Seniors First, Inc.	207,789	207,789
Share the Care	21,671	21,671
Subtotal - Community Service Organizations	\$ 1,610,804	\$ 1,573,404

OTHER AGENCIES

Black Business Investment Fund	\$ 106,590	\$ 125,400
Central Florida Commission on Homelessness	74,800	74,800
Central Florida Sports Commission	72,350	72,350
Central Florida Urban League	50,000	(1) 50,000
Citizen's Review Panel Coordination (agency/individual TBD)	-	13,370
Citrus Sports	43,010	50,000
City Arts Factory	125,000	(2) 125,000
Community Foundation of Central Florida (Parramore Initiatives)	575,000	575,000
Digital Media Alliance Florida	18,700	18,700
Disney/SBA National Entrepreneur Center	74,800	100,000
Downtown Arts District	229,000	(3) 229,000
Economic Development Commission	342,232	342,232
Heart of Florida United Way/Citizens Review Panel Coordination	13,370	-
Heart of Florida United Way/Community Services Network	69,809	69,809
Hispanic Business Initiative Fund	59,466	80,000
Impact Fee Assistance Program	50,000	50,000
Ivanhoe Foundation, Inc.	14,960	14,960
MetroPlan	117,164	117,164
Mayor's Grants	145,000	145,000
MyRegion.org	37,400	(4) 37,400
National Center for Simulation	14,960	14,960
Orlando, Inc.	-	62,600
Orlando Science Center	448,800	448,800
SPCA of Central Florida	14,960	14,960
UCF Research Foundation	250,000	325,747
United Arts of Central Florida	427,791	427,791
Subtotal - Other Agencies	\$ 3,375,162	\$ 3,585,043

Funding provided by the General Fund unless otherwise noted.

(1) FY11 CRA; FY12 \$25,000 General Fd.; \$25,000 CRA

(2) CRA

(3) \$154,000 General Fd.; \$75,000 CRA.

(4) \$18,700 General Fd.; \$18,700 CRA.

Budget in Brief

**COMMUNITY SERVICE ORGANIZATIONS
RECOMMENDATIONS
GRANT FUNDING**

	Revised FY 2010/2011	Adopted FY 2011/2012
<u>Community Development Block Grant</u>		
BETA Center Childcare Development Program	\$ -	\$ 25,522
Center for Drug Free Living Women & Children Residential Program	-	60,763
Center for Independent Living Employment Training	-	30,011
Center for Independent Living Pre-purchase/Mortgage Counseling	-	18,261
City of Orlando PKZ Academic Excellence Project	25,000	-
City of Orlando Housing Counseling	150,000	-
Coalition for the Homeless Men's Service Center	800,000	-
Coalition for the Homeless 1st Steps Substance Abuse Prog.	85,000	-
CredAbility Pre-purchase/Mortgage Counseling	-	29,000
HANDS Inc. Pre-purchase/Mortgage Counseling	-	35,903
HANDS Inc. Homebuyers Club	-	17,350
Health Care Center for the Homeless Renovation	-	177,186
HELP Inc. Pre-purchase/Mortgage Counseling	-	9,746
HELP Inc. Homebuyers Club	-	15,028
Lakeside Behavioral Healthcare Services to Residents	66,724	-
Miracle of Love Facility Acquisition	-	33,750
Orlando Community & Youth Trust PKZ College Testing Readiness	-	27,138
Other Public Facility Improvements	159,140	371,250
Quest Facility Improvements	-	148,125
Seniors First Community Care for the Elderly	40,000	38,263
Seniors First H.E.A.R.T. Program	180,000	150,000
Subtotal - Community Development Block Grant	<u>1,505,864</u>	<u>1,187,296</u>
<u>Emergency Shelter Grant</u>		
Beta Center	-	34,051
Coalition for the Homeless	39,685	-
Harbor House	59,529	65,000
Subtotal - Emergency Shelter Grant	<u>99,214</u>	<u>99,051</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Facility based housing	959,926	786,361
Permanent housing placement assistance	80,000	73,000
Short term rental, mortgage and utility assistance	666,000	634,209
Supportive services	1,236,140	1,172,050
Tenant based rental assistance	691,240	634,500
Subtotal - HOPWA Grant	<u>3,633,306</u>	<u>3,300,120</u>
Total Grant Funding	<u>\$ 5,238,384</u>	<u>\$ 4,586,467</u>
TOTAL - ALL FUNDING	<u>\$ 10,224,350</u>	<u>\$ 9,744,914</u>

Budget in Brief

Capital Improvement Projects 2011/12

2011/2012**Capital Improvement (General Fund)**

Community Capital	\$	420,000
Fire Equipment Replacement		1,000,000
Hazardous Sidewalk Repair		300,000
Pavement Rehabilitation		1,000,000
School Safety Sidewalk Program		400,000
Technology Enhancement Projects		1,500,000
Unallocated/Reserved for Future Projects		100,000
General Fund Contribution Total	\$	4,720,000

Capital Improvement (CIP Fund Balance)

Strategic Land Acquisition	\$	3,000,000
CIP Fund Balance Allocation Total	\$	3,000,000

Gas Tax

Area Wide Signal System Fiber Interconnect	\$	100,000
Crystal Lk./Maguire Blvd. Debt Service		200,000
Hazardous Sidewalk Repair		200,000
Intersection Safety Improvements		94,000
Lee Vista Blvd. Debt Service		549,663
Lymmo East/West Extension		460,000
LYNX Annual Contribution		3,482,292
Narcoossee Rd. Debt Service - SR 528 to SR 417		1,814,050
New Traffic Signal Locations		94,000
Pavement Rehabilitation		600,000
School Safety Sidewalk Program		100,000
Traffic Counts and Travel Time Studies		94,000
Trail Projects		95,000
Gas Tax Total	\$	7,883,005

Other Funds

Citrus Bowl Improvements	\$	80,462
Iron Bridge Equipment Replacement		279,852
Iron Bridge Flume Repair		483,400
Iron Bridge Low Voltage Improvements		966,800
Iron Bridge Odor Control Improvements		483,400
Iron Bridge Wetlands Pump Station Improvements		96,680
Other Funds Total	\$	2,390,594

Continued on next page

Budget in Brief

Capital Improvement Projects 2011/12

	<u>2011/2012</u>
Service Charges	
5100 L.B. McLeod Rd Parking Area	\$ 350,000
Azalea Park Collection System	150,000
Boggy Creek/417 Force Main Relocation	600,000
Dean Road Slipline	500,000
Downtown District Sewer Implementation	500,000
Iron Bridge Equipment Replacement	299,073
Iron Bridge Flume Repair	516,600
Iron Bridge Low Voltage Improvements	1,033,200
Iron Bridge Odor Control Improvements	516,600
Iron Bridge Wetlands Pump Station Improvements	103,320
Ivanhoe Blvd. Wastewater Improvements	500,000
Lift Station 2 Collection System Piping	150,000
Lift Station Odor Control Improvements	1,000,000
Lift Station Rehabilitation	5,000,000
Lift Station Sensor Replacement	150,000
Lift Station Telemetry Replacement	200,000
Lift Stations - Underground Rehabilitation	1,050,000
Line Sewers	500,000
Marks Street Sewer Replacement	475,000
Par Street Wastewater Improvements	200,000
Parking Access and Revenue Control System (PARCS)	2,000,000
Raper Dairy Road Pipe Repair	150,000
Rapid Response Construction	500,000
Richmond Street Wastewater Improvements	200,000
Sewage ARV Replacement	150,000
Water Conserv I Pump Station	1,250,000
Water Conserv II Gas Holder Rehab	1,000,000
Water Conserv II Reclaimed Pump Replacement	2,000,000
Water Conserv II RIB Upgrades	300,000
Water Conserv II Trans. Pipeline Booster Pump Station	150,000
Yucatan Dr. Sewer Replacement	<u>1,700,000</u>
Service Charges Total	\$ 23,193,793
Sewer Capacity Charges	
Bruton Blvd. Slipline	\$ 1,200,000
Dahlia Drive Sewer Replacement	<u>1,125,000</u>
Sewer Capacity Charges Total	\$ 2,325,000

Continued on next page

Budget in Brief

Capital Improvement Projects 2011/12

	<u>2011/2012</u>
Stormwater Utility Fee	
Colonial/Maguire Drainage Improvements	\$ 400,000
Drainage Well Enhancement	375,000
Drainwell Repair and Rehabilitation	375,000
East Lake Arnold Drainage	400,000
Emergency Spill Cleanup	50,000
Fairgreen Street Drainage Improvements	250,000
Flood Studies	150,000
Ivanhoe Boulevard Drainage	900,000
Lake Enhancement Improvements	300,000
Lake Ivanhoe/Lake Formosa Interconnect	500,000
Lake Lawsona/Lake Greenwood Interconnect	500,000
Lake Notasulga/Haralson Estates	401,325
Mitigation Area Maintenance	200,000
Pasadena Street Drainage Improvements	400,000
Rapid Response Construction	400,000
Sandbar Removal	200,000
Shine Ave./Colonial Drainage Improvements	400,000
Stormwater Monitoring	50,000
Stormwater System Construction	500,000
Stormwater System Evaluation	600,000
System Repair and Rehabilitation	500,000
TMDL Implementation	400,000
Underdrain Construction	100,000
Stormwater Utility Total	\$ 8,351,325
Transportation Impact Fees	
Crystal Lk./Maguire Blvd. Debt Service	\$ 588,090
John Young Parkway Debt Service	402,510
President Barack Obama Parkway	1,000,000
Raleigh Street Intersection Improvements	200,000
Trail Projects	105,000
Transportation Studies/Professional Services	100,000
Transportation Impact Fees Total	\$ 2,395,600
CIP Total	<u>\$ 54,259,317</u>

More information on capital projects can be found in the Capital Improvements and Debt section, [pages 367 through 406](#)

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.

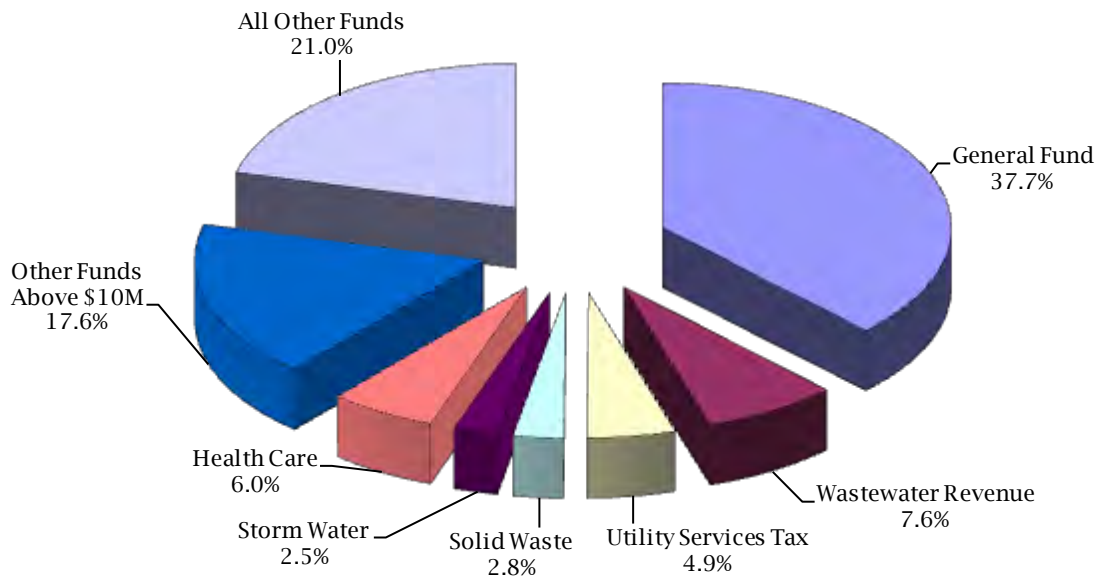
Enterprise funds, such as the wastewater utility, match revenues and expenses in much the same way as a profit center in the private sector. Some specialized funds are used to segregate grants and other designated revenues, which have contractual or statutory language restricting the use of the funds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

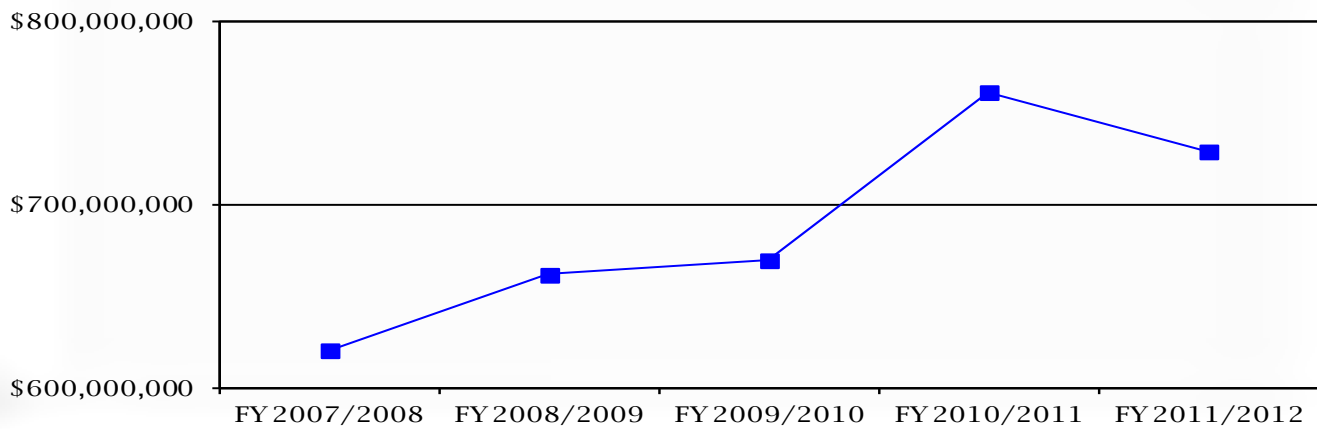
**Major Funds
(Greater Than \$10 Million in Annual Revenue)**



Rank	Major Fund (more than \$10 million)	Adopted FY 2011/2012	2011/2012 % Total	Cumulative %
1.	General Fund	\$ 347,241,867	37.61%	37.61%
2.	Wastewater Revenue Fund	69,758,700	7.56%	45.16%
3.	Health Care Fund	54,981,570	5.95%	51.12%
4.	Utility Services Tax Fund	45,514,192	4.93%	56.05%
5.	Solid Waste Fund	25,943,532	2.81%	58.86%
6.	Stormwater Utility Fund	22,910,775	2.48%	61.34%
7.	Orlando Venues Fund	22,873,455	2.48%	63.82%
8.	Internal Loan Fund	21,999,447	2.38%	66.20%
9.	OPEB Trust Fund	21,769,688	2.36%	68.56%
10.	CRA Trust Fund	19,600,625	2.12%	70.68%
11.	Risk Management Fund	17,995,713	1.95%	72.63%
12.	Fleet Management Fund	17,453,931	1.89%	74.52%
13.	Wastewater SRF Loan	15,167,291	1.64%	76.16%
14.	Parking System Revenue Fund	13,633,155	1.48%	77.64%
15.	Sixth Cent TDT A D/S Fund	12,286,054	1.33%	78.97%
	All Other Funds	194,161,852	21.03%	100.00%
	TOTAL	\$ 923,291,847	100.00%	

Revenue Detail

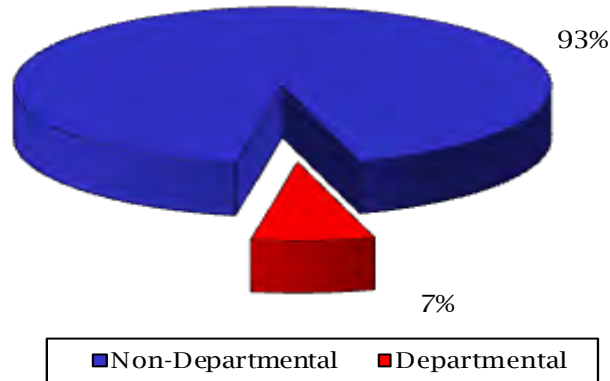
**Major Funds
Annual Revenue History**



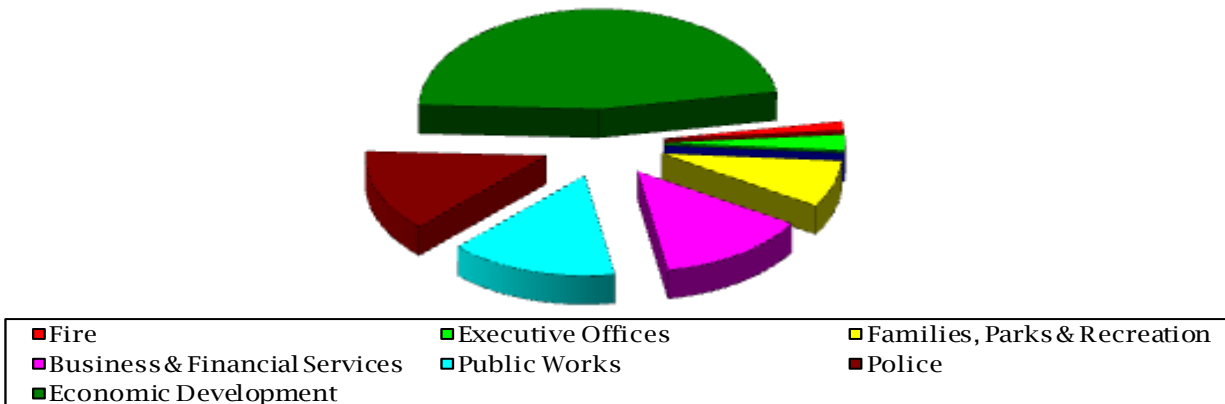
<u>Fund Description</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
General Fund	\$ 357,438,794	\$ 366,166,481	353,887,190	\$ 356,397,899	\$ 347,241,867
Wastewater Revenue Fund	43,915,156	36,872,219	63,584,623	78,085,895	69,758,700
Health Care Fund	-	-	60,966	38,491,318	54,981,570
Utility Services Tax Fund	45,332,189	47,930,491	48,793,647	67,659,241	45,514,192
Solid Waste Fund	24,078,820	23,343,606	23,793,914	26,019,919	25,943,532
Stormwater Utility Fund	25,944,650	29,269,158	29,594,683	41,180,591	22,910,755
Orlando Venues Fund	15,533,826	28,752,990	21,367,124	22,460,465	22,873,455
Internal Loan Fund	8,619,551	6,408,842	15,662,672	33,182,548	21,999,447
OPEB Trust Fund	22,449,173	24,097,352	25,947,719	20,890,421	21,769,688
CRA Trust Fund	19,357,076	24,663,107	25,139,356	20,520,378	19,600,625
Risk Management Fund	18,231,717	20,070,734	19,225,776	19,700,053	17,995,713
Fleet Management Fund	20,489,178	15,833,059	16,026,580	17,892,899	17,453,931
Wastewater SRF Loan	2,456,375	8,062,494	2,913,437	3,179,149	15,167,291
Parking System Revenue Fund	14,957,848	13,849,155	13,792,202	19,088,691	13,633,155
Sixth Cent TDT A D/S Fund	1,665,852	16,407,491	15,023,372	12,090,221	12,286,054
Total	\$ 620,470,206	\$ 661,727,180	\$ 674,813,261	\$ 776,839,688	\$ 729,129,975

Revenue Detail

**General Fund Revenues By Department
Non-Departmental vs. Departmental
FY 2011/2012**



**General Fund Revenues By Department
FY 2011/2012**



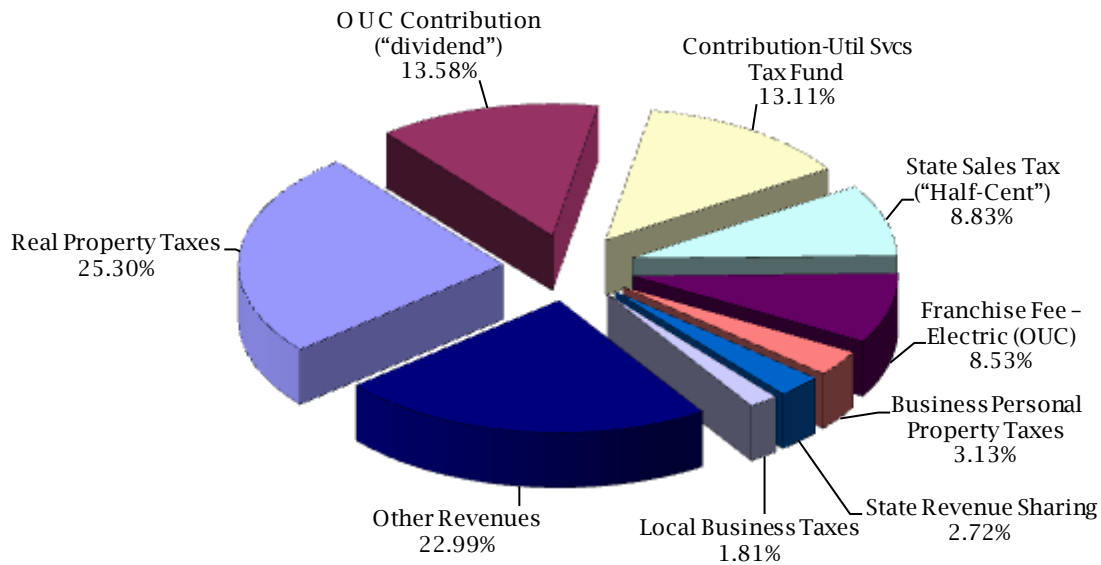
Department	Revised Budget FY 2010/2011	Adopted Budget FY 2011/2012	%of Total
Non-Departmental	\$ 327,076,116	\$ 321,529,688	92.60%
Police	3,441,450	3,413,825	0.98%
Economic Development	15,678,627	11,970,170	3.45%
Public Works	3,737,381	3,876,385	1.12%
Business & Financial Services	3,560,801	3,491,256	1.00%
Families, Parks & Recreation	1,785,099	1,943,789	0.56%
Executive Offices	748,191	643,020	0.19%
Fire	353,734	373,734	0.10%
Total	\$ 356,381,399	\$ 347,241,867	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 2011/2012, are shown in the table below.

Adopted Budget FY 2011/2012



Revenue Description	Actual	Actual	Actual	Revised	Adopted
	FY 2007/2008	FY 2008/2009	FY 2009/2010	Budget FY 2010/2011	Budget FY 2011/2012
Real Property Taxes	\$ 108,006,676	\$ 124,657,575	\$ 110,003,895	\$ 93,076,765	\$ 87,863,743
O U C Contribution (Dividend)	45,952,140	45,900,000	45,596,000	47,976,000	47,161,000
Contribution-Util Svcs Tax Fund	41,605,548	45,308,404	47,663,011	67,659,241	45,513,838
State Sales Tax (Half-Cent)	29,634,620	26,743,524	27,654,564	29,128,457	30,668,147
Franchise Fee - Electric (OUC)	25,147,856	27,071,491	28,575,491	28,808,000	29,623,000
Business Personal Property Taxes	11,030,060	12,199,984	11,724,839	9,205,394	10,859,564
State Revenue Sharing	9,183,993	8,392,219	8,390,316	8,720,879	9,451,620
Local Business Taxes	6,608,717	6,533,247	6,379,849	6,400,000	6,270,000
Other Revenues	80,269,184	69,360,037	67,899,225	65,406,663	79,830,955
Total	\$ 357,438,794	\$ 366,166,481	\$ 353,887,190	\$ 356,381,399	\$ 347,241,867

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 88

<u>Revenue Description</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Actual <u>FY 2009/2010</u>	Revised Budget <u>FY 2010/2011</u>	Adopted Budget <u>FY 2011/2012</u>
Real Property Taxes	\$ 111,736,939	\$ 128,951,377	\$ 113,765,213	\$ 96,954,964	\$ 91,524,732
Less: Discount for Real Taxes	(3,730,263)	(4,293,802)	(3,761,318)	(3,878,199)	(3,660,989)
Bus. Pers. Property Taxes	11,435,566	12,621,363	12,148,497	9,588,952	11,312,046
Less: Discount Bus. Pers. Taxes	(405,506)	(421,379)	(423,659)	(383,558)	(452,482)
Interest-Delinquent Taxes	350,283	378,577	440,553	300,000	350,000
TOTAL Property Tax Revenue	<u>\$ 119,387,019</u>	<u>\$ 137,236,136</u>	<u>\$ 122,169,286</u>	<u>\$ 102,582,159</u>	<u>\$ 99,073,307</u>

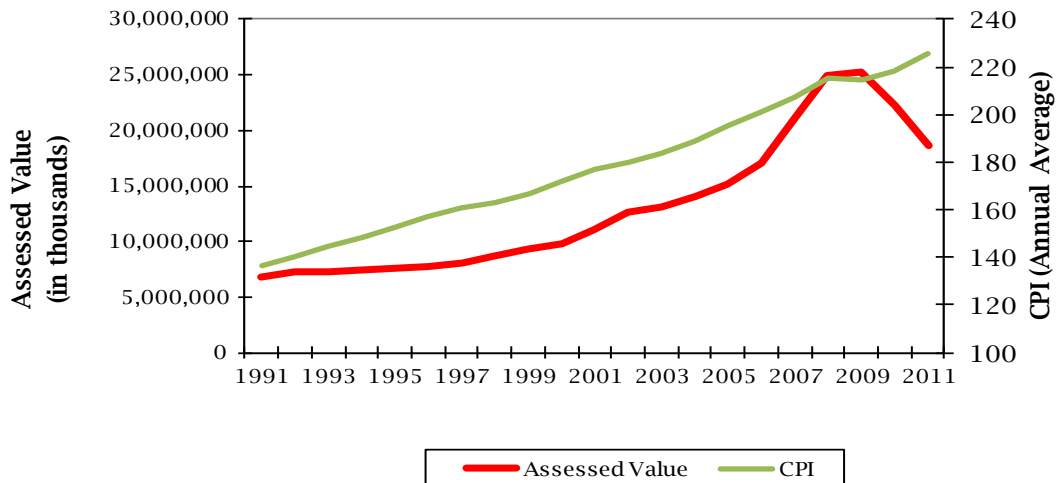
Revenue Detail

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

Fiscal Year (1)	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value
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	32,738,166,257	4,434,387,642	3,338,690	11,900,085,799	25,275,806,790
2010	28,597,253,609	4,386,281,455	3,642,541	10,776,709,502	22,210,468,103
2011	24,461,788,554	4,237,364,431	2,680,548	9,992,734,864	18,709,098,669

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 2011/2012 instead of making further adjustments affecting the residents of Orlando.

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

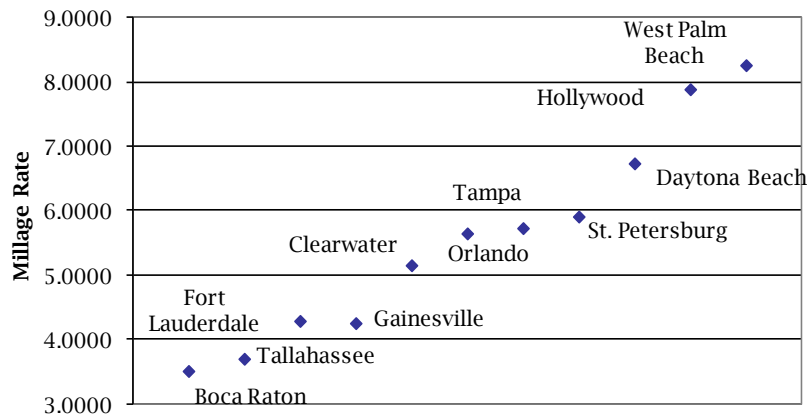
Fiscal Year	City of Orlando		
	Operations	Debt	Total
1997	6.0666	-	6.0666
1998	6.0666	-	6.0666
1999	6.0666	-	6.0666
2000	6.0666	-	6.0666
2001	6.0666	-	6.0666
2002	5.6916	-	5.6916
2003	5.6916	-	5.6916
2004	5.6916	-	5.6916
2005	5.6916	-	5.6916
2006	5.6916	-	5.6916
2007	5.6916	-	5.6916
2008	4.9307	-	4.9307
2009	5.6500	-	5.6500
2010	5.6500	-	5.6500
2011	5.6500	-	5.6500
2012	5.6500	-	5.6500

Revenue Detail

Operating Millage Rate Comparison
Select Florida Municipalities

Municipality	Operating Millage FY 2011/2012	Debt Service Millage FY 2011/2012	Total Millage FY 2011/2012	General Fund Budget FY 2011/2012*
Boca Raton	3.1500	0.3602	3.5102	\$ 160,042,000
Tallahassee	3.7000	0.0000	3.7000	135,095,000
Fort Lauderdale	4.1193	0.1695	4.2888	318,517,000
Gainesville	4.2544	0.0000	4.2544	103,074,000
Clearwater	5.1550	0.0000	5.1550	109,111,000
Orlando	5.6500	0.0000	5.6500	347,242,000
Tampa	5.7326	0.0000	5.7326	357,909,000
St. Petersburg	5.9125	0.0000	5.9125	199,872,000
Daytona Beach	6.2598	0.4798	6.7396	68,272,000
Hollywood	7.4479	0.4449	7.8928	166,274,000
West Palm Beach	8.0739	0.1932	8.2671	164,847,000

* numbers are rounded to the nearest thousand

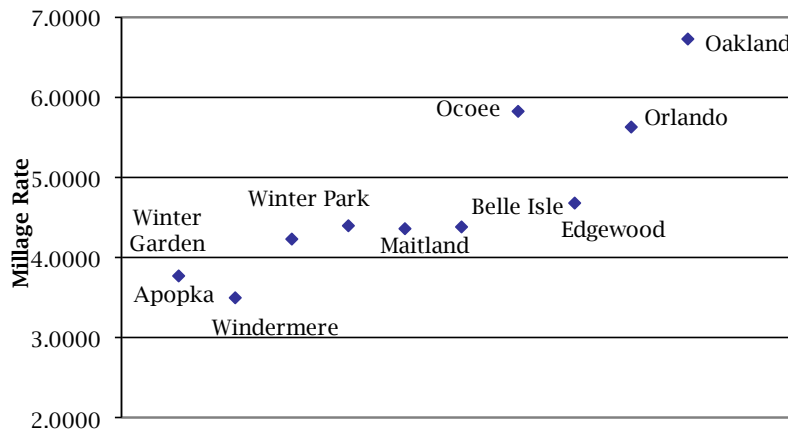


Revenue Detail

Operating Millage Rate Comparison
Select Orange County Municipalities

Municipality	Operating Millage FY 2011/2012	Debt Service Millage FY 2011/2012	Total Millage FY 2011/2012	General Fund Budget FY 2011/2012*
Windermere	3.7896	0.0000	3.7896	\$ 3,733,000
Apopka	3.5164	0.0000	3.5164	31,934,000
Winter Garden	4.2500	0.0000	4.2500	28,960,000
Winter Park	4.0923	0.3243	4.4166	42,511,000
Maitland	3.8800	0.5000	4.3800	35,512,000
Belle Isle	4.4018	0.0000	4.4018	5,459,000
Ocoee	5.8460	0.0000	5.8460	34,103,000
Edgewood	4.7000	0.0000	4.7000	2,750,306
Orlando	5.6500	0.0000	5.6500	347,242,000
Oakland	6.7500	0.0000	6.7500	3,185,000

*numbers are rounded to the nearest thousand



Revenue Detail

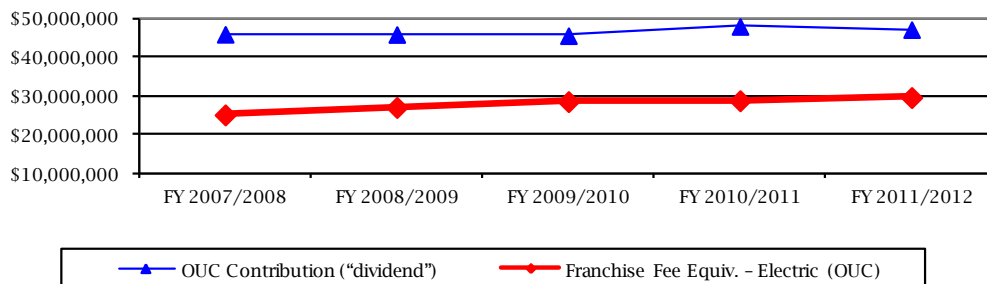
MAJOR REVENUE SOURCES
GENERAL FUND

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 by written agreement normally provides for an annual payment of 60% of OUC’s net income. The FY 2011/2012 amount is per agreement reached by the City and OUC as to the total amount of revenue that will be received. The agreement outlines the total amount of revenue to be received from both the dividend payment and franchise fees. The FY 2011/2012 amount will be held flat at the same level as FY 2010/2011.

<u>Revenue Description</u>	Actual FY 2007/2008	Actual FY 2008/2009	Actual FY 2009/2010	Revised Budget FY 2010/2011	Adopted Budget FY 2011/2012
OUC Contribution (“dividend”)	\$ 45,952,140	\$ 45,900,000	\$ 45,596,000	\$ 47,976,000	\$ 47,161,000
Percent Change	0.55%	-0.11%	-0.66%	5.22%	-1.70%
Franchise Fee Equiv. – Electric (OUC)	\$ 25,147,856	\$ 27,071,491	\$ 28,575,491	\$ 28,808,000	\$ 29,623,000
Percent Change	4.23%	7.65%	5.56%	0.81%	2.83%

OUC History



Revenue Detail

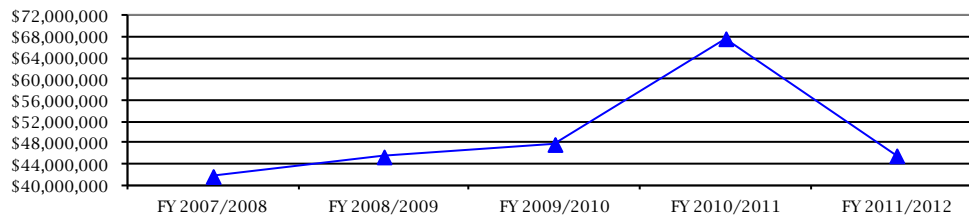
MAJOR REVENUE SOURCES
GENERAL FUND

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. Utility tax payments are forecast using historical data. See non General Fund revenues on page 101 for additional discussion. The transfers for FY 2007/2008 through FY 2011/2012 include interest earnings, which are not shown on the Utility Tax Collections chart below. The FY 2010/2011 total includes a one time additional amount of \$20.5 million. The additional amount was the result of accumulated revenues that exceeded budget.

<u>Revenue Description</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Contribution-Utilities Svcs. Tax Fund	\$ 41,605,548	\$ 45,308,404	\$ 47,663,011	\$ 67,659,241	\$ 45,513,838
Percent Change	3.48%	8.90%	5.20%	41.95%	-32.73%

Contribution - Utility Services Tax Fund



<u>Utility Tax Collections</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Communications svcs.	\$ 18,677,085	\$ 16,797,799	\$ 15,953,813	\$ 15,751,077	\$ 14,731,651
Electric/water	24,717,330	26,833,268	29,038,814	29,862,167	30,000,000
Natural gas	382,207	393,408	406,846	390,000	400,000
Propane	375,713	309,554	345,809	310,000	343,000
Fuel oil	4,128	1,839	3,015	2,000	3,000
Total	\$ 44,156,464	\$ 44,335,867	\$ 45,748,297	\$ 46,315,244	\$ 45,477,651

Revenue Detail

MAJOR REVENUE SOURCES
GENERAL FUND

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

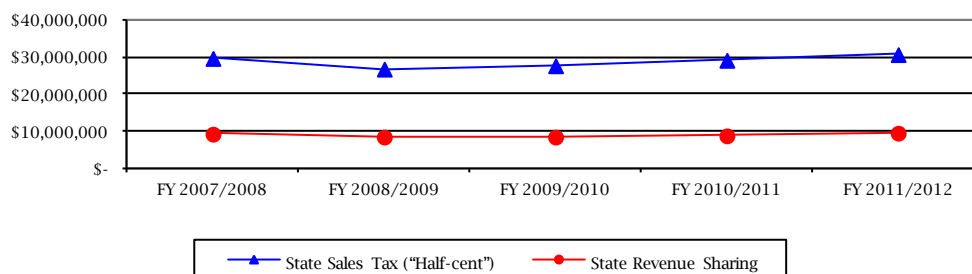
The State of Florida levies, and the Florida Department of Revenue collects, a 6% statewide sales tax, a portion of which is shared with counties and municipalities. Florida Statute (F.S.) 218.61(2) provides, “Money remitted by a sales tax dealer located within the county and transferred into the Local 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.”

<u>Revenue Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2007/2008</u>	<u>FY 2008/2009</u>	<u>FY 2009/2010</u>	<u>Budget FY 2010/2011</u>	<u>Budget FY 2011/2012</u>
State Sales Tax (“Half-cent”)	\$ 29,634,620	\$ 26,743,524	\$ 27,654,564	\$ 29,128,457	\$ 30,668,147
Percent Change	-1.75%	-9.76%	3.41%	5.33%	5.29%
State Revenue Sharing	\$ 9,183,993	\$ 8,392,219	\$ 8,390,316	\$ 8,720,879	\$ 9,451,620
Percent Change	-5.93%	-8.62%	-0.02%	3.94%	8.38%

Intergovernmental Revenues



Revenue Detail

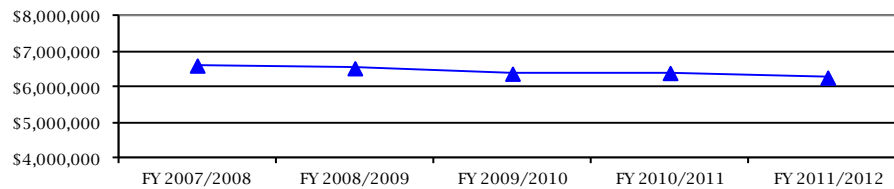
MAJOR REVENUE SOURCES
GENERAL FUND

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.

<u>Revenue Description</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Local Business Taxes	\$ 6,608,717	\$ 6,533,247	\$ 6,379,849	\$ 6,400,000	\$ 6,270,000
Percent Change	2.03%	-1.14%	-2.35%	0.32%	-2.03%

Local Business Taxes



<u>Description</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
# of Local Business Tax Receipts Issued	21,628	20,549	20,338	20,254	20,254

Revenue Detail

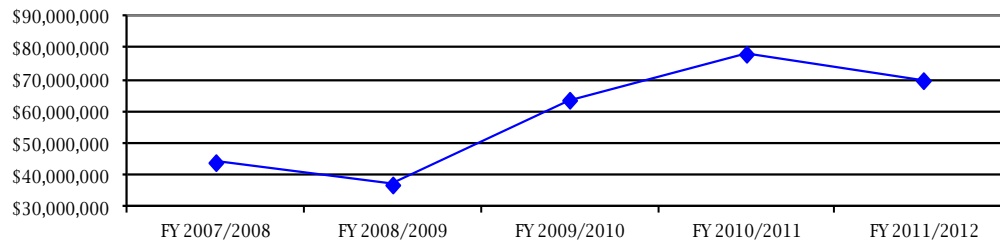
MAJOR REVENUE SOURCES
NON GENERAL FUNDS

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 inter-local agreements with various governmental agencies and collection systems. Per City Code, Wastewater user rates automatically increase by five percent each year. A previously approved supplemental rate increase of three percent was added to the automatic increase for FY 2011/2012. In addition, capacity charges previously budgeted in another fund are now budgeted here. The Wastewater Division provides budget estimates.

<u>Fund Description</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Actual <u>FY 2009/2010</u>	Revised Budget <u>FY 2010/2011</u>	Adopted Budget <u>FY 2011/2012</u>
Wastewater Revenue Fund	\$ 43,915,156	\$ 36,872,219	\$ 63,584,623	\$ 78,085,895	\$ 69,758,700
Percent Change	-17.71%	-16.04%	72.45%	22.81%	-10.66%

Wastewater Revenue Fund History



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

<u>Description</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Actual <u>FY 2009/2010</u>	Revised Budget <u>FY 2010/2011</u>	Adopted Budget <u>FY 2011/2012</u>
Millions of gallons treated	13,527	14,709	13,633	14,000	14,271
# of customers	73,700	72,267	71,736	72,000	73,000
<u>Commodity Charge</u>					
Residential	\$ 12,488,016	\$ 12,634,625	\$ 13,826,693	\$ 14,539,772	\$ 15,778,000
Commercial	\$ 16,858,478	\$ 16,004,787	\$ 17,864,006	\$ 20,466,495	\$ 20,435,100

Source: City of Orlando Wastewater Division

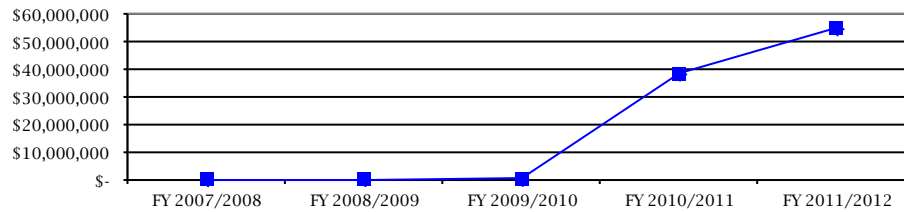
Revenue Detail

Health Care Fund

The Health Care Fund is an Internal Service Fund which was established to oversee the administration of employer financed health care provided by the City of Orlando. Under a self-funded arrangement, the employer assumes the health plan liability and risk in exchange for more significant control over the plan's administration and funding levels. The Fund collects contributions from the various operating Funds for the payment of health care premiums. Internal Service fund billings are based on the approved contract with the current health care provider for the upcoming fiscal year. Budget estimates for FY 2011/2012 provided by the City's health care consultant.

<u>Fund Description</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Health Care Fund	\$ -	\$ -	\$ 60,966	\$ 38,491,318	\$ 54,981,570
Percent Change	-	-	-	63035.93%	42.84%

Health Care Fund History



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.

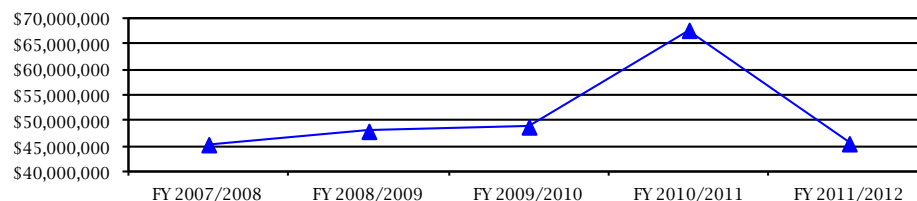
Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas. The Fund also receives the larger portion of the Communications Services Tax (CST), which is levied by the City of Orlando (currently 5.22%) and collected by the Florida Department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

<u>Fund Description</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Utilities Services Tax Fund	\$ 45,332,189	\$ 47,930,491	\$ 48,793,647	\$ 67,659,241	\$ 45,514,192
Percent Change	3.53%	5.73%	1.80%	38.66%	-32.73%

Utility Services Tax Fund History



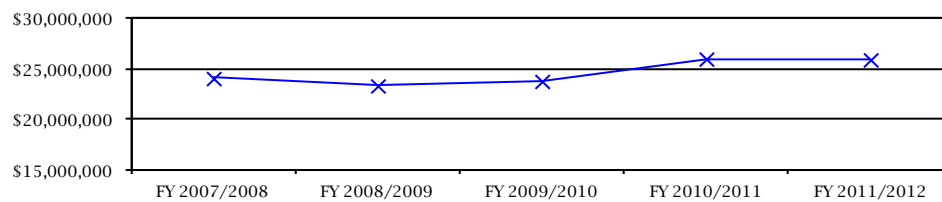
Revenue Detail

Solid Waste Management Fund

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

<u>Fund Description</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Solid Waste Fund	\$ 24,078,820	\$ 23,343,606	\$ 23,793,914	\$ 26,019,919	\$ 25,943,532
Percent Change	7.35%	-3.05%	1.93%	9.36%	-0.29%

Solid Waste Fund History



<u>Revenue</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Residential collections	\$ 9,721,515	\$ 10,596,089	\$ 9,527,561	\$ 9,924,478	\$ 10,364,736
Commercial collections	\$ 14,056,066	\$ 14,223,429	\$ 13,873,831	\$ 14,704,464	\$ 15,428,788

<u>Customers</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Residential	50,208	50,105	50,057	50,495	51,179
Commercial	8,476	8,169	8,148	8,243	8,373
Total	58,681	58,274	58,655	58,738	59,552

<u>Tons Collected</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Residential	66,952	67,928	73,107	70,698	77,296
Commercial	87,452	88,763	85,935	92,347	88,530
Total	154,404	156,691	159,042	163,045	165,826

<u>Collection Fee</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Residential per household	\$ 15.08	\$ 15.22	\$ 15.85	\$ 16.48	\$ 17.14
Commercial base rate per cubic yard	\$ 5.60	\$ 4.96	\$ 5.88	\$ 6.12	\$ 6.36

Source: City of Orlando Solid Waste Management Division

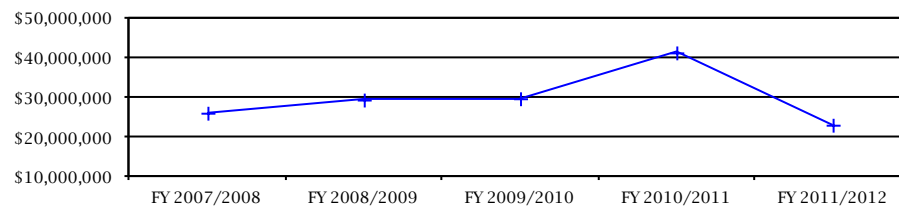
Revenue Detail

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 2007/2008</u>	<u>Actual</u> <u>FY 2008/2009</u>	<u>Actual</u> <u>FY 2009/2010</u>	<u>Revised</u> <u>Budget</u> <u>FY 2010/2011</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2011/2012</u>
Stormwater Utility Fund	\$ 25,944,650	\$ 29,269,158	\$ 29,594,683	\$ 41,180,591	\$ 22,910,755
Percent Change	6.45%	12.81%	1.11%	39.15%	-44.37%

Stormwater Utility Fund History



<u>Description</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Actual</u> <u>FY 2008/2009</u>	<u>Actual</u> <u>FY 2009/2010</u>	<u>Revised</u> <u>Budget</u> <u>FY 2010/2011</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2011/2012</u>
# of parcels (customers)	86,749	87,877	89,909	89,577	89,909
annual rate per ERU	\$ 108.96	\$ 119.88	\$ 119.88	\$ 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

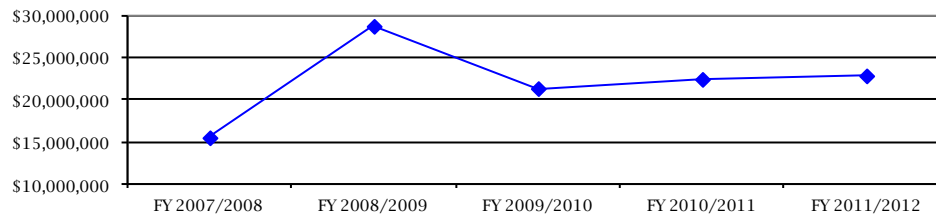
Revenue Detail

Orlando Venues Fund

The Orlando Venues Fund is an Enterprise Fund which receives fees for the use of the 18,500-seat event center (Amway Center) and the 2,500-seat performing arts center (Bob Carr Performing Arts Centre). Orlando Venues fiscal personnel estimate the revenues for the budget based on anticipated bookings.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Actual</u> <u>FY 2008/2009</u>	<u>Actual</u> <u>FY 2009/2010</u>	<u>Revised</u> <u>Budget</u> <u>FY 2010/2011</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2011/2012</u>
Orlando Venues Fund	\$ 15,533,826	\$ 28,752,990	\$ 21,367,124	\$ 22,460,465	\$ 22,873,455
Percent Change	-25.66%	85.10%	-25.69%	5.12%	1.84%

Orlando Venues Fund History



<u>Venue</u>	<u>Actual</u> <u>FY 2007/2008</u>	<u>Actual</u> <u>FY 2008/2009</u>	<u>0</u> <u>Actual</u> <u>FY 2009/2010</u>	<u>Revised</u> <u>Budget</u> <u>FY 2010/2011</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2011/2012</u>
<u>Amway Arena / Center</u>					
Total events	155	150	135	188	158
Total attendance	1,226,433	1,297,556	1,257,434	1,420,845	1,284,896
<u>Bob Carr Centre</u>					
Total events	226	215	222	204	162
Total attendance	330,158	328,213	305,737	317,229	285,000

Source: City of Orlando Venues Department

Events held at the Amway Center include concerts, family/ice shows, basketball games, arena football, hockey, and community events. Current tenants include the Orlando Magic of the National Basketball Association and the Orlando Predators of the Arena Football League. Orlando has been awarded a minor league hockey franchise that will begin playing in Fall of 2012.

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

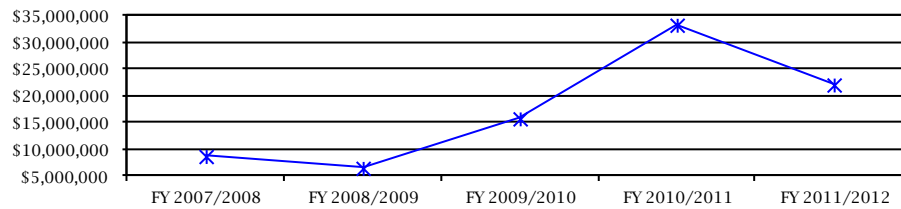
Revenue Detail

Internal Loan Fund

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

<u>Fund Description</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Actual <u>FY 2009/2010</u>	Revised Budget <u>FY 2010/2011</u>	Adopted Budget <u>FY 2011/2012</u>
Internal Loan Fund	\$ 8,619,551	\$ 6,408,842	\$ 15,662,672	\$ 33,182,548	\$ 21,999,447
Percent Change	8.81%	-25.65%	144.39%	111.86%	-33.70%

Internal Loan Fund History



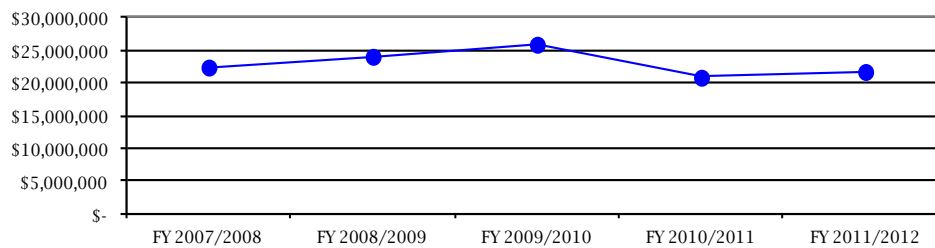
Revenue Detail

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 2011/2012 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, \$14,540,561 is the pay-as-you-go portion and \$7,187,207 is the employer pre-funding contribution. The remaining \$41,920 is an indirect cost allocation.

<u>Fund Description</u>	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2007/2008</u>	<u>FY 2008/2009</u>	<u>FY 2009/2010</u>	<u>Budget</u> <u>FY 2010/2011</u>	<u>Budget</u> <u>FY 2011/2012</u>
OPEB Trust Fund	\$ 22,449,173	\$ 24,097,352	\$ 25,947,719	\$ 20,890,421	\$ 21,769,688
Percent Change		7.34%	7.68%	-19.49%	4.21%

OPEB Trust Fund



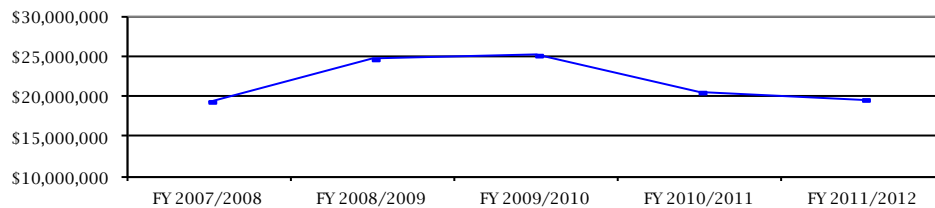
Revenue Detail

CRA Trust Fund

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

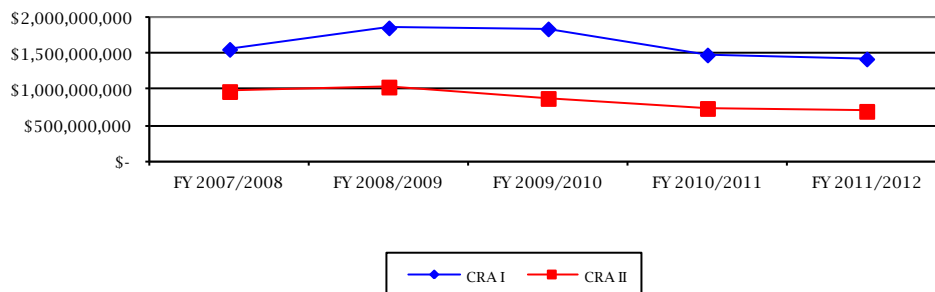
<u>Fund Description</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
CRA I/II Trust Fund	\$ 19,357,076	\$ 24,663,107	\$ 25,139,356	\$ 20,520,378	\$ 19,600,625
Percent Change	10.33%	27.41%	1.93%	-18.37%	-4.48%

CRA I/II Trust Fund History



<u>District/Assessed Value</u>	<u>FY 2007/2008</u>	<u>FY 2008/2009</u>	<u>FY 2009/2010</u>	<u>FY 2010/2011</u>	<u>FY 2011/2012</u>
CRA I	\$ 1,564,614,113	\$ 1,865,045,575	\$ 1,850,892,440	\$ 1,486,255,300	\$ 1,430,374,196
CRA II	\$ 974,859,183	\$ 1,038,005,788	\$ 878,451,666	\$ 738,656,045	\$ 698,263,820

CRA I/II Assessed Value



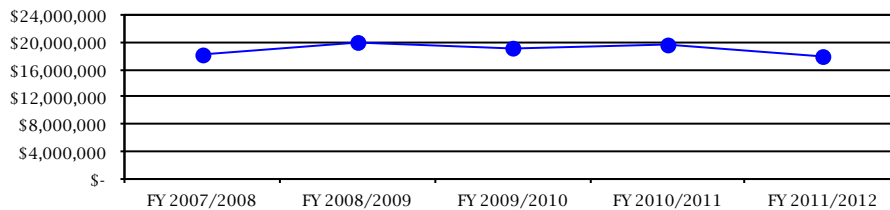
Revenue Detail

Risk Management Fund

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

<u>Fund Description</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Actual <u>FY 2009/2010</u>	Revised Budget <u>FY 2010/2011</u>	Adopted Budget <u>FY 2011/2012</u>
Risk Management Fund	\$ 18,231,717	\$ 20,070,734	\$ 19,225,776	\$ 19,700,053	\$ 17,995,713
Percent Change	-4.48%	10.09%	-4.21%	2.47%	-8.65%

Risk Management Fund History



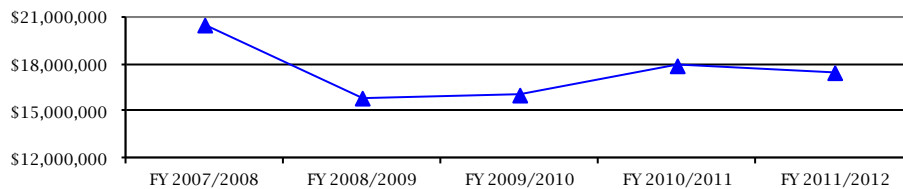
Revenue Detail

Fleet Management Fund

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

<u>Fund Description</u>	<u>Actual FY 2007/2008</u>	<u>Actual FY 2008/2009</u>	<u>Actual FY 2009/2010</u>	<u>Revised Budget FY 2010/2011</u>	<u>Adopted Budget FY 2011/2012</u>
Fleet Management Fund	\$ 20,489,178	\$ 15,833,059	\$ 16,026,580	\$ 17,892,899	\$ 17,453,931
Percent Change	10.81%	-22.72%	1.22%	11.65%	-2.45%

Fleet Management Fund History



Active Vehicles and Equipment as of 9/30/2011

<u>Type</u>	
Police vehicles and equipment	944
Fire vehicles and equipment	130
Public Works vehicles and equip	411
Other vehicles and equipment	620
Total	2,105

FY 2011/2012 Fuel Usage by Department

<u>Department</u>	<u>Cost</u>
Bus. and Financial Srvc.	\$ 156,463
Economic Development	3,111
Executive Offices	260,606
Families, Parks & Rec	193,595
Fire	649,053
Housing	5,180
Orlando Venues	17,304
Police	3,062,626
Public Works	2,846,647
Total	\$ 7,194,585

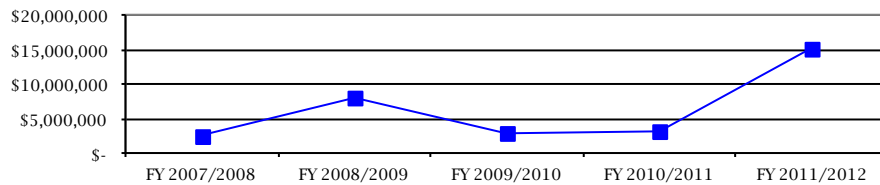
Revenue Detail

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 first set of SRF Loans was approved by City Council on June 21, 2004. The five State Revolving Fund loans under that plan totaled approximately \$80 million. On April 26, 2010 City Council approved the Wastewater Facilities Plan and Capital Financing Plan for a new set of loans expected to cover the next five year period. \$10 million in loan proceeds was made available by the Florida Department of Environmental Protection for FY 2011/2012.

<u>Fund Description</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Actual <u>FY 2009/2010</u>	Revised Budget <u>FY 2010/2011</u>	Adopted Budget <u>FY 2011/2012</u>
Wastewater SRF Loan	\$ 2,456,375	\$ 8,062,494	\$ 2,913,437	\$ 3,574,519	\$ 15,167,291
Percent Change	152.70%	228.23%	-63.86%	22.69%	324.32%

Wastewater SRF Loan



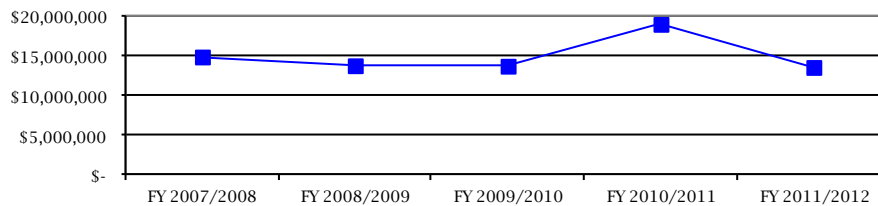
Revenue Detail

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 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 2007/2008</u>	Actual <u>FY 2008/2009</u>	Actual <u>FY 2009/2010</u>	Revised Budget <u>FY 2010/2011</u>	Adopted Budget <u>FY 2011/2012</u>
Parking System Revenue	\$ 14,957,848	\$ 13,849,155	\$ 13,792,202	\$ 19,088,691	\$ 13,633,155
Percent Change	22.24%	-7.41%	-0.41%	38.40%	-28.58%

Parking System Revenue Fund History



<u>Description</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Actual <u>FY 2009/2010</u>	Revised Budget <u>FY 2010/2011</u>	Adopted Budget <u>FY 2011/2012</u>
# of garage spaces	7,267	7,267	7,673	7,673	7,673
# of surface lot/street spaces	2,084	2,276	2,332	2,332	2,114
Parking ticket revenue	\$ 1,943,522	\$ 2,000,455	\$ 2,235,999	\$ 2,250,000	\$ 2,250,000
# of parking tickets	65,758	82,380	65,000	75,000	75,000

Source: City of Orlando Parking Division

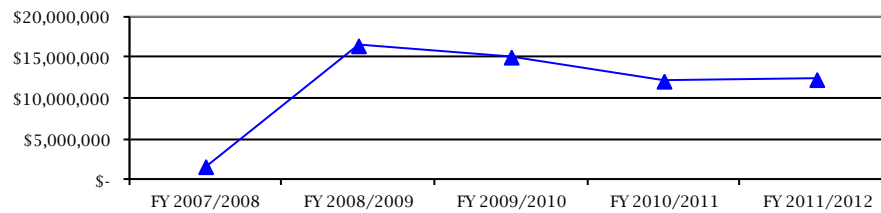
Revenue Detail

Tourist Development Tax (TDT) Debt Service Fund Series A

The TDT Debt Service Fund for Series A was established to track the activities of the 2008 Series A TDT Bonds. These bonds were issued pursuant to the Community Venues Inter-local Agreement between the City of Orlando, Orange County and the Community Redevelopment Agency to finance a portion of the costs of the Amway Center. All of the revenues noted in this fund are actually held by a Trustee (Wells Fargo) and are collected and distributed in accordance with the Bond Indenture. Also reference the Capital Improvements and Debt Section for more information on this fund's sources and uses.

<u>Fund Description</u>	Actual <u>FY 2007/2008</u>	Actual <u>FY 2008/2009</u>	Actual <u>FY 2009/2010</u>	Revised Budget <u>FY 2010/2011</u>	Adopted Budget <u>FY 2011/2012</u>
Sixth Cent TDT A D/S Fund	\$ 1,665,852	\$ 16,407,491	\$ 15,023,372	\$ 12,090,221	\$ 12,286,054
Percent Change		- 884.93%	-8.44%	-19.52%	1.62%

Sixth Cent TDT A D/S Fund History



Revenue Detail

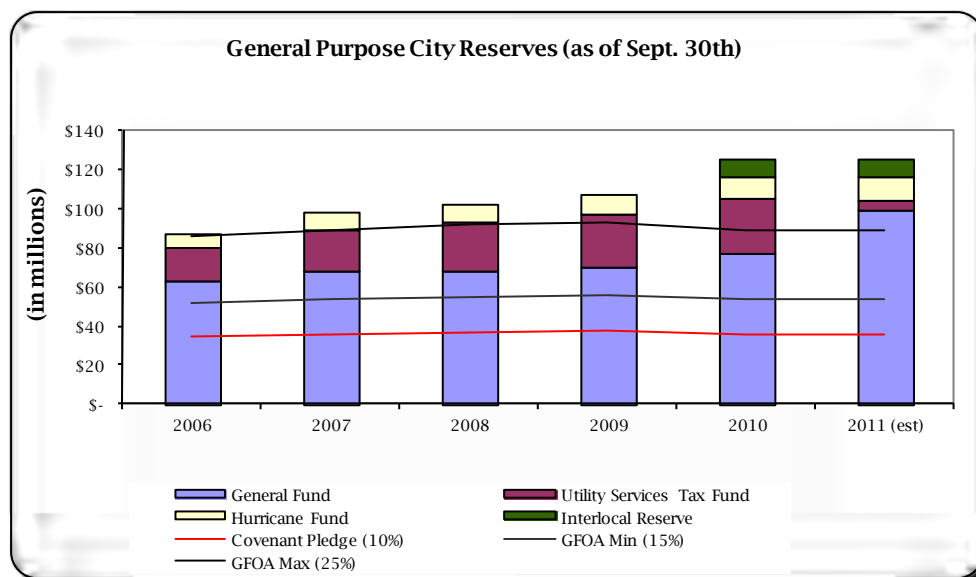
Fund Balance

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

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

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

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



Revenue Detail

Fund Balance (continued)

The table on page 111 contains a list of governmental 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 FY2010/2011" is the budgeted use of fund balance since this fiscal year is under audit at the time of publication. There is no expectation that final year-end results will necessitate a draw greater than the amount in the schedule and it is quite possible, in some instances, that the required draw will be less than what is shown.

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

Revenue Detail

Fund (1)	Fund Balance Status					
	Fund Balance 09/30/2010	Expected Change FY10/11 (2)	Estimated Balance 09/30/2011	Budgeted Change FY11/12 (3)	Projected Balance 09/30/2012	Percent Change FY11/12
General Fund (4)	\$ 76,662,158	\$ 20,500,000	\$ 97,162,158	\$ (20,500,000)	\$ 76,662,158	(21.10%)
911 Emergency Telephone System	987,483	-	987,483	-	987,483	-
After School All Stars	100,522	-	100,522	-	100,522	-
Building Code Enforcement	4,810,803	(2,550,222)	2,260,581	(711,057)	1,549,524	(31.45%)
Capital Improvement Fund	50,426,050	(42,146,862)	8,279,188	(3,000,000)	5,279,188	(36.24%)
CEB Lien Assessment	4,329,435	(621,099)	3,708,336	(639,938)	3,068,398	(17.26%)
Cemetery Trust Fund	365,218	-	365,218	(100,000)	265,218	(27.38%)
CNL Garage R&R Fund	999,540	-	999,540	-	999,540	-
Community Redevelopment Agency	43,178,321	(10,823,049)	32,355,272	(4,110,162)	28,245,110	(12.70%)
Contraband Forfeiture Trust	4,222,066	(218,758)	4,003,308	(200,000)	3,803,308	(5.00%)
Designated Revenue	1,009,577	(906,149)	103,428		103,428	-
Dubsread Golf Course Funds	819,707	(368,390)	451,317	-	451,317	-
Fleet Management Funds	54,018,949	(727,883)	53,291,066	-	53,291,066	-
Gas Tax Fund	16,370,635	(8,194,540)	8,176,095	-	8,176,095	-
Grant Fund	70,652	(889,844)	(819,192)		(819,192)	-
GOAA Police Fund	297,503	-	297,503	-	297,503	-
Health Care Fund	60,966	8,000,000	8,060,966	(6,158,108)	1,902,858	(76.39%)
Housing & Urban Dev. Grants	315,551	(585,674)	(270,123)	-	(270,123)	-
Internal Loan Fund	2,235,254	-	2,235,254	(1,532,768)	702,486	(68.57%)
Law Enforcement Training	161,610	(30,814)	130,796	(18,428)	112,368	(14.09%)
OCPS - Crossing Guard Fund	447,210	-	447,210	-	447,210	-
Pension Participant Services	337,595	-	337,595	-	337,595	-
Risk Management	20,652,806	(3,030,000)	17,622,806	(4,739,329)	12,883,477	(26.89%)
Special Assessment Funds	2,631,338	(1,050,597)	1,580,741	(881,613)	699,128	(55.77%)
Spellman Site Fund	477,062	-	477,062	-	477,062	-
Street Tree Trust Fund	972,811	(200,000)	772,811	(200,000)	572,811	(25.88%)
Transportation Impact Fee	29,848,909	(19,441,102)	10,407,807	(945,246)	9,462,561	(9.08%)
Utility Services Tax	28,658,951	(20,500,000)	8,158,951	-	8,158,951	-
Total All Funds	\$ 345,468,682	\$ (83,784,983)	\$ 261,683,699	\$ (43,736,649)	\$ 217,947,050	(16.71%)

Notes:

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

(2) For all Funds other than the General Fund, since FY2010/2011 is under audit at publication date, the amounts shown as a draw on, or increase to, fund balance in FY2010/2011 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. The General Fund amount shown is the expected draw on fund balance.

(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 FY2011/2012.

(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 2011/2012, along with a number of other strategies, in order to achieve a balanced budget. Given the signs of a gradual, but slow economic recovery, it was determined that budgeting the use of Fund Balance was a prudent action and would allow for continuing efforts toward generating recurring cost saving opportunities and strategies. Due to normal attrition factors, continued emphasis on the generation of operating cost savings 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 \$20.5 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 well as the majority of the nation, remains in such a period. Fund Managers have taken steps the last few years to address the construction slow down, such as deleting and freezing positions and reducing operating expenditures. Although available, it is anticipated that Fund Balance will not need to be drawn down to the budgeted amount.

Capital Improvement Fund (Non-Recurring)

Revenues in this Fund consist primarily of contributions from the General Fund. Fund Balance that accumulates as a result of interest earnings, project cost savings and project closures is periodically drawn down to fund additional projects. The FY2011/2012 Fund Balance allocation will be used to fund the Strategic Land Acquisition project.

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 FY2011/2012 Fund Balance allocation will be used to support the Code Enforcement Board Secretary and other various code enforcement activities.

Cemetery Trust Fund (Non-Recurring)

This Fund accounts for the operation of the City owned Greenwood Cemetery. There is existing plot availability, but revenues are to an extent dependent upon the economy. Fund Balance accumulated in prior years will be used to support Cemetery operations in FY 2011/2012. Although available, it is anticipated that Fund Balance will not need to be drawn down to the budgeted amount.

Revenue Detail

Changes in Fund Balance

Community Redevelopment Agency Fund (Non-Recurring)

Fund Balance from prior year tax increment revenues will provide funding for FY 2011/2012 Community Redevelopment Agency operations. Tax increment revenues may only be expended within the Community Redevelopment District. Dependent upon economic conditions, as well as the timing and nature of projects and initiatives within the District, revenues and expenditures may not match during a given fiscal year. The Fund Balance would be increased during good economic periods and/or periods of limited expenditures and then would be drawn upon during periods of constrained economic activity and/or periods of large expenditures. City staff engage in detailed financial planning which takes these ebbs and flows into account.

Contraband Forfeiture Trust Funds (Recurring)

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

Health Care Fund (Non-Recurring)

This fund accounts for health insurance payments for the City's employees and retirees. During FY 2010/2011 a pre-funding of FY 2011/2012 employer contributions took place. Available funding, previously contributed by the various Funds with personnel, was transferred from the Risk Management Fund to the Health Care Fund. The indicated Fund Balance change recognizes that pre-funding contribution.

Internal Loan Fund (Non-Recurring)

The Internal Loan Fund was created 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 various sources. Due to interest earnings, variable interest rates and revenue vs. expenditure cash flow timing differences, Fund Balance accumulates and is periodically drawn down.

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.

Revenue Detail

Changes in Fund Balance

Risk Management Fund (Non-Recurring)

As a result of prudent management of liabilities, the City had been able to recognize a General Fund rebate from the Risk Management Fund for the prior seven fiscal years. For FY 2011/2012 the strategy will be to undertake a premium payment holiday instead of providing a rebate. 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 FY2009/2010, the City had reserved \$33.5 million for those purposes. Even though the City has provided for a rebate or premium holiday in seven consecutive fiscal years, this is classified as a non-recurring event since future rebates or premium holidays are not guaranteed.

Special Assessment Funds (Recurring)

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

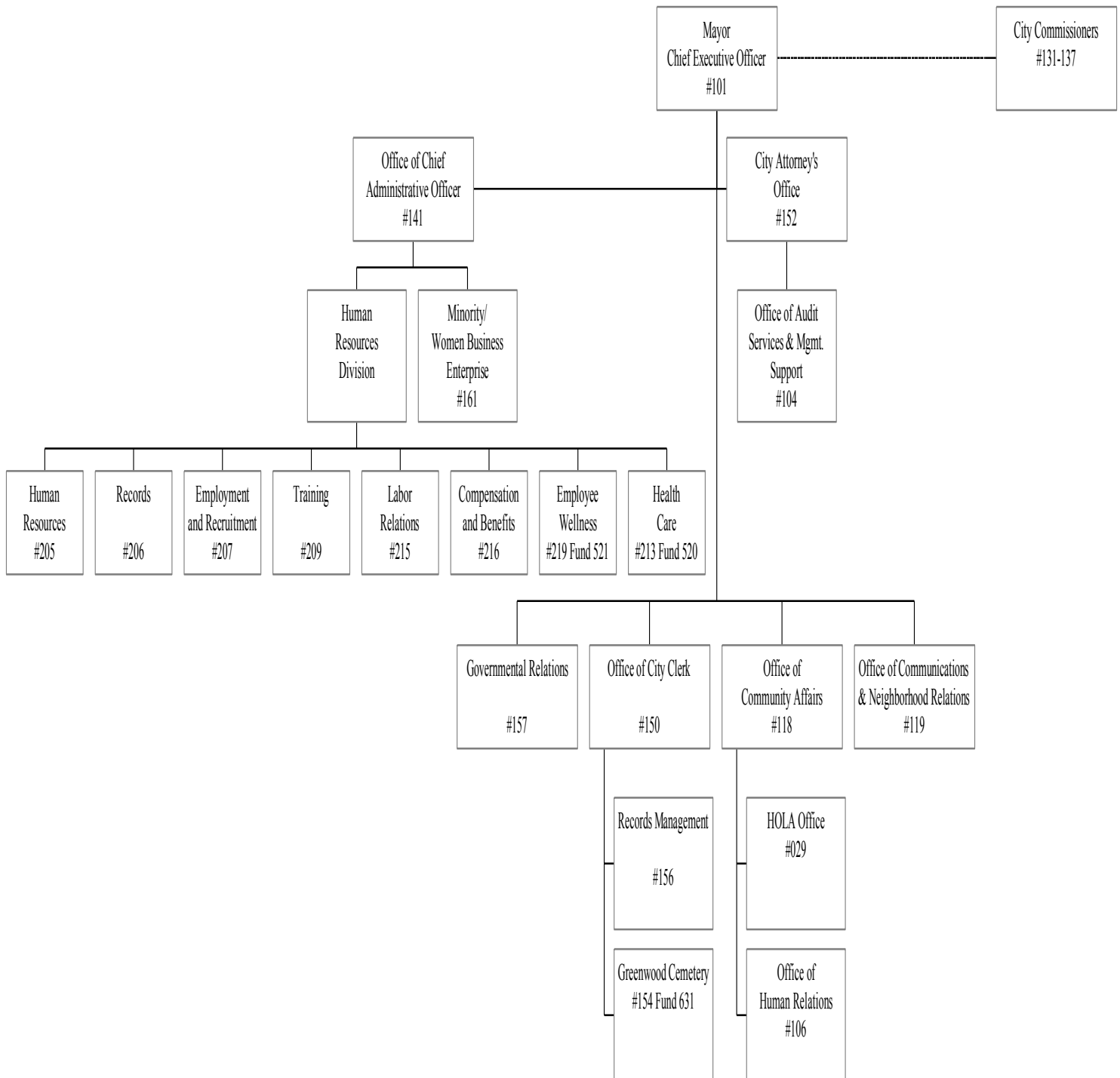
Street Tree Trust Fund (Recurring)

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 FY2011/2012 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 projects to be undertaken using funds generated by prior new construction. Those projects will increase road capacity in the City .

Executive Offices



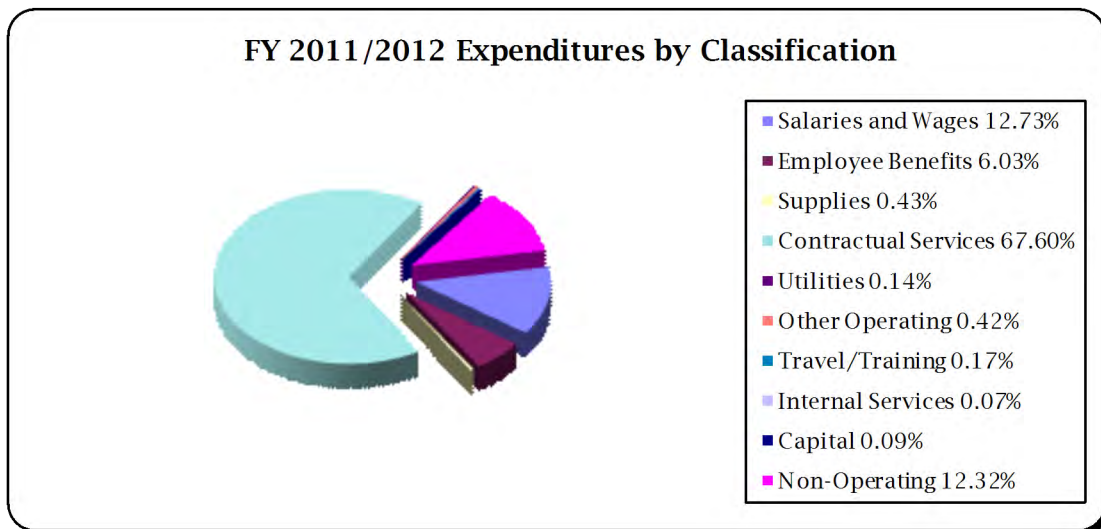
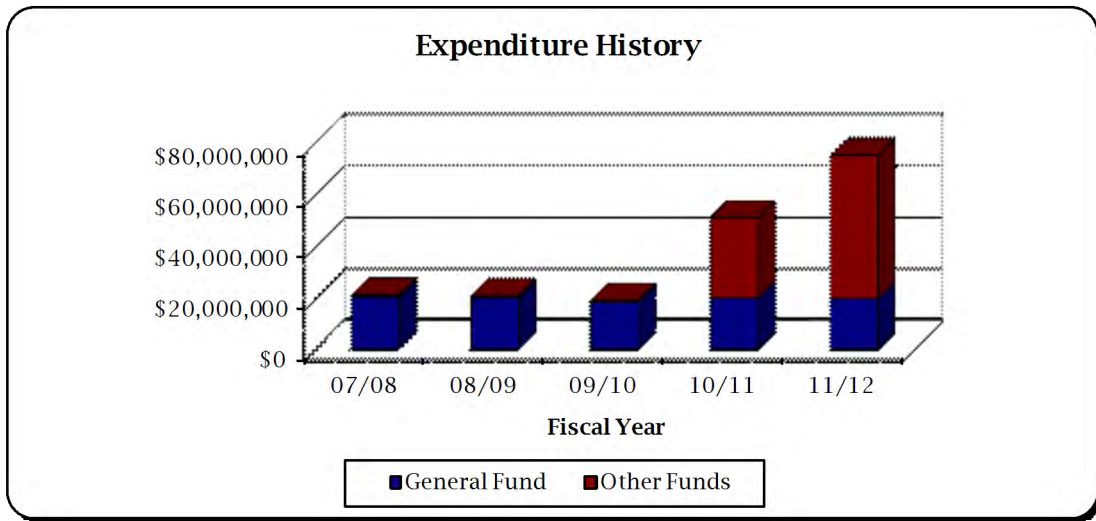
Executive Offices

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of the Mayor					
101 Office of the Mayor	\$ 884,153	\$ 1,108,924	\$ 1,139,620	\$ 30,696	2.77%
157 Governmental Relations	570,325	672,049	678,468	6,419	0.96%
Office of Community Affairs					
118 Community Affairs	504,804	602,914	594,030	(8,884)	(1.47%)
106 Office of Human Relations	356,148	424,298	443,258	18,960	4.47%
029 HOLA Office	136,610	165,590	171,066	5,476	3.31%
996 Nondepartmental - Neighborhood Grant	118,353	160,300	160,300	-	0.00%
Office of Communications & Neighborhood Relations					
119 Communications & Neighborhood Relations	1,210,380	1,364,436	1,481,102	116,666	8.55%
Office of the City Clerk					
150 City Clerk	713,757	793,848	987,628	193,780	24.41%
156 Records Management	272,664	289,809	275,363	(14,446)	(4.98%)
024 Workplace Giving	18,125	31,264	31,264	-	0.00%
997 Nondepartmental - Executive Offices	4,399,327	3,706,821	3,307,188	(399,633)	(10.78%)
TOTAL -- MAYOR	\$9,184,646	\$ 9,320,253	\$ 9,269,287	\$ (50,966)	
Office of City Commissioners					
131 City Commissioner-District 1	\$ 158,185	\$ 171,654	\$ 176,811	\$ 5,157	3.00%
132 City Commissioner-District 2	159,055	166,966	169,287	2,321	1.39%
133 City Commissioner-District 3	161,849	176,380	179,818	3,438	1.95%
134 City Commissioner-District 4	167,758	167,476	167,048	(428)	(0.26%)
135 City Commissioner-District 5	174,577	310,240	192,285	(117,955)	(38.02%)
136 City Commissioner-District 6	197,878	203,510	214,436	10,926	5.37%
TOTAL -- COMMISSIONERS	\$ 1,019,302	\$ 1,196,226	\$ 1,099,685	\$ (96,541)	
Office of Chief Administrative Officer					
141 Chief Administrative Officer	\$ 760,380	\$ 891,853	\$ 903,724	\$ 11,871	1.33%
161 Minority/Women Business Enterprise	475,872	532,240	549,399	17,159	3.22%
Human Resources Division					
021 Merits Program	21,364	-	-	-	0.00%
205 Human Resources	335,903	289,804	280,021	(9,783)	(3.38%)
206 Records	228,331	216,927	219,752	2,825	1.30%
207 Employment and Recruitment	676,151	695,678	674,751	(20,927)	(3.01%)
209 Training	199,486	367,507	368,889	1,382	0.38%
215 Labor Relations	281,014	304,841	308,635	3,794	1.24%
216 Compensation and Benefits	822,046	909,724	860,716	(49,008)	(5.39%)
993 Non Dept.- Human Resources	135,916	158,369	213,000	54,631	34.50%
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 3,936,463	\$ 4,366,943	\$ 4,378,887	\$ 11,944	
City Attorney's Office					
152 City Attorney	\$ 3,724,755	\$ 4,312,972	\$ 4,235,093	\$ (77,879)	(1.81%)
104 Office of Audit Svcs. and Mgmt. Support	401,643	624,049	630,973	6,924	1.11%
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,126,398	\$ 4,937,021	\$ 4,866,066	\$ (70,955)	
Projects					
TOTAL -- GENERAL FUND	\$ 18,266,809	\$ 19,820,443	\$ 19,613,925	\$ (206,518)	(1.04%)

Executive Offices

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
<u>HEALTH CARE FUND #520</u>					
Human Resources Division 213 Health Care	\$ -	\$ 30,491,318	\$ 54,896,570	\$ 24,405,252	80.04%
TOTAL -- HEALTH CARE FUND	\$ -	\$ 30,491,318	\$ 54,896,570	\$ 24,405,252	
<u>RISK MANAGEMENT FUND #521</u>					
Human Resources Division 219 Employee Wellness	\$ 98,258	\$ 113,615	\$ 116,070	\$ 2,455	2.16%
TOTAL -- RISK MANAGEMENT FUND	\$ 98,258	\$ 113,615	\$ 116,070	\$ 2,455	
<u>GREENWOOD CEMETERY FUND #631</u>					
Office of the City Clerk 154 Greenwood Cemetery	\$ 671,397	\$ 774,615	\$ 749,478	\$ (25,137)	(3.25%)
TOTAL -- GREENWOOD CEMETERY FUND	\$ 671,397	\$ 774,615	\$ 749,478	\$ (25,137)	
TOTAL -- EXECUTIVE OFFICES	\$ 19,036,464	\$ 51,199,991	\$ 75,376,043	\$ 24,176,052	47.22%
Expenditure by Classification					
Salaries and Wages	\$ 9,259,995	\$ 9,751,588	\$ 9,594,092	\$ (157,496)	(1.62%)
Employee Benefits	4,028,095	4,804,673	4,547,300	(257,373)	(5.36%)
Supplies	218,005	307,251	325,280	18,029	5.87%
Contractual Services	1,231,125	32,117,606	50,957,663	18,840,057	58.66%
Utilities	66,433	78,666	108,197	29,531	37.54%
Other Operating	249,949	267,213	317,194	49,981	18.70%
Travel/Training	87,688	124,768	125,188	420	0.34%
Internal Services	59,429	64,103	55,281	(8,822)	(13.76%)
Capital	103,400	70,000	70,000	-	0.00%
Non-Operating	3,732,345	3,614,123	9,275,848	5,661,725	156.66%
TOTAL -- EXECUTIVE OFFICES	\$ 19,036,464	\$ 51,199,991	\$ 75,376,043	\$ 24,176,052	47.22%

Executive Offices



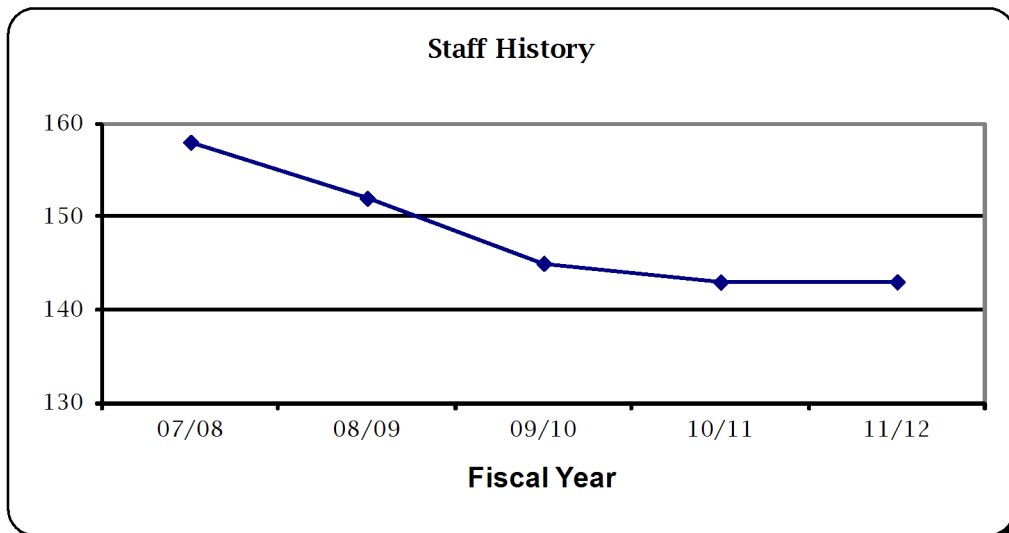
Executive Offices

DEPARTMENT STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
Office of the Mayor			
101 Office of the Mayor	9	9	9
157 Governmental Relations	2	3	3
Office of Community Affairs			
118 Community Affairs	5	5	5
106 Office of Human Relations	5	5	5
029 HOLA Office	2	2	2
Office of Communications			
119 Communications & Neighborhood Relations	15	15	15
Office of the City Clerk			
150 City Clerk	8	7	7
156 Records Management	4	4	4
TOTAL -- MAYOR	<u>50</u>	<u>50</u>	<u>50</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 -- COMMISSIONERS	<u>12</u>	<u>12</u>	<u>12</u>
Office of Chief Administrative Officer			
141 Chief Administrative Officer	5	5	5
161 Minority/Women Business Enterprise	6	6	6
Human Resources Division			
205 Human Resources	3	3	3
206 Records	3	3	3
207 Employment and Recruitment	8	7	7
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation and Benefits	11	10	10
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	<u>40</u>	<u>38</u>	<u>38</u>
City Attorney's Office			
152 City Attorney	34	34	34
104 Office of Audit Svcs. and Mgmt. Support	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	<u>39</u>	<u>39</u>	<u>39</u>
TOTAL -- GENERAL FUND	141	139	139

Executive Offices

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>HEALTH CARE FUND #520</u>			
Human Resources Division			
213 Health Care	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
<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	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	2	2	2
TOTAL -- EXECUTIVE OFFICES	<u>145</u>	<u>143</u>	<u>143</u>



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 financially 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 delicate recovery from the worst financial conditions in nearly a century, the Mayor's office guided the City of Orlando through the crafting of a balanced budget for fiscal year 2011/2012, which includes no deficits and requires no tax increases. Furthermore, the effort to cut costs and reduce the size of government over the past three years has put Orlando in the best financial position of any major city in Florida:
 - Orlando has the lowest tax rate of any major city in Florida.
 - Orlando has a lower tax rate than it did 20 years ago.
 - Mayor Dyer has fought tax increases while other Florida cities have raised their tax rates in response to the negative effects of the recession.
 - Orlando has balanced its budget *without* the need to drain its reserves. In fact, since 2005, Orlando has added to its savings by 30% while local governments around Florida have drained their strategic reserves.
 - Orlando has more police officers per thousand residents than any other major city in Florida. At the same time, Orlando also has steadily reduced its number of overall employees.
 - Orlando is the only major city government in Florida that has funded all of its committed retirement benefits.
 - Fitch Ratings gave Orlando a Triple-A Bond Rating in 2011, the highest "credit score" possible.
 - In the midst of this effort to reduce costs, Orlando has been able to maintain its strategic investments in police and fire protection, critical infrastructure projects such as streets and sidewalks, new fire stations and police substations, critical upgrades to our storm and waste water systems as well as efforts to continue the revitalization of Downtown Orlando.

Executive Offices

- Continued to place public safety as the City's top priority and invest in the tools, training and technology to ensure Orlando's Police Officers and Firefighters are able to perform their jobs at the highest level. This commitment to Police and Fire protection has helped produce the most dramatic drop in crime in City history; and has helped our Fire Department remain among America's best departments.
 - Since 2007, violent crime has been cut by more than 40 percent in Orlando. The rate of solved crimes has increased by 42 percent.
 - The Orlando Fire Department has maintained an ISO rating of one; making them one of only 60 departments, out of more than 50-thousand nationally, to achieve this elite designation.
- Successfully leveraged federal stimulus dollars for a wide variety of public works and infrastructure projects.
- Officially opened the City-owned Amway Center in October of 2010, the first of three new community venues.
- Broke ground on the Dr. Phillips Center for the Performing Arts:
 - Construction of the Dr. Phillips Center for the Performing Arts is expected to fuel an estimated \$315 million into the local economy in the first stage of the project alone. The Dr. Phillips Center will be a state-of-the-art center and is part of the City's \$1.1 billion Venues project which includes the new Amway Center and renovations to the Florida Citrus Bowl.
- Broke ground on Central Florida's first commuter rail system; SunRail:
 - SunRail is a 61.5 mile long commuter rail system scheduled to begin service in 2014.
 - More than 13,000 construction and operations jobs will be created, most of them almost immediately, generating more than \$350 M in household earnings. More than 113,000 construction jobs will be created within one-half mile of station stops. Over the next 30 years, SunRail is expected to create more than 250-thousand jobs and an 8 billion dollar economic impact.
- Continued to lead the effort to diversify Central Florida's economy and create a new breed of high-tech, high-wage careers for residents in cutting edge industries such as digital media, life sciences and biotechnology, modeling, simulation and training, and aviation and aerospace.
 - Continued progress toward the completion of all major facilities at the "Medical City at Lake Nona" with the construction of the Nemours Children's Health Care Campus and the Sanford Burnham Institute, along with the University of Central Florida Medical School and the VA Hospital.
 - Took the first steps toward constructing a "Creative Village," a live/work/play neighborhood which will be home to knowledge workers and high tech companies by securing a federal TIGER grant to pay for transit infrastructure related to the project.

Executive Offices

- Celebrated the sixth anniversary of the “Pathways for Parramore” initiative to build new, affordable homes, transform Church Street into a major east/west thoroughfare and expanded the “Parramore Kidz Zone” to provide after school activities, access to health care and social services to children and families. Juvenile crime is down 80 percent in Parramore since the inception of these programs.
- Expanded the “Strengthen Orlando” campaign, a comprehensive plan to help Orlando’s families “weather the storm” during this nationwide downturn, to place additional focus on small businesses:
 - As part of this effort, the City created a “concierge” for small businesses at City Hall and launched a main street program. In 2010/2011, our five neighborhood Main Street districts helped create nearly 600 jobs and 103 new businesses.
 - The City also encouraged residents to spend money at local businesses through our Buy Local Orlando program which now includes more than 500 local businesses.
 - Re-launched the City’s business assistance program, offering small grants to businesses.
- As part of the City’s environmental initiative, Greenworks Orlando, launched a variety of initiatives aimed at leading the way in areas of sustainability. These include electric vehicles, solar power and water reclamation programs.

Future Goals and Objectives

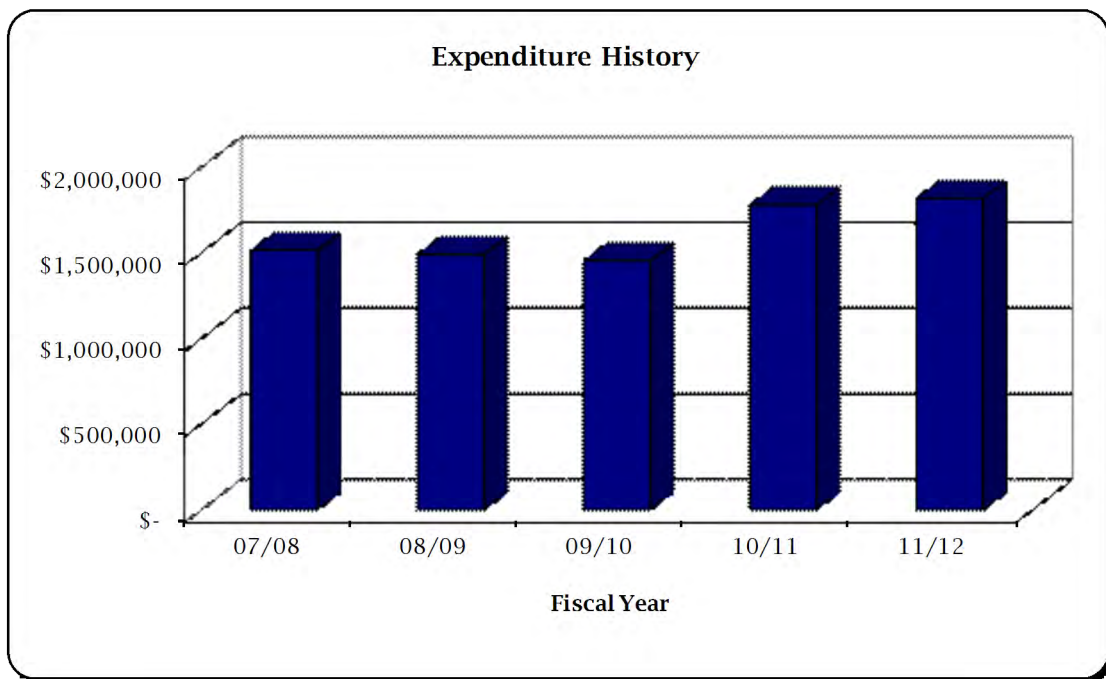
Long Term

- Maintain the City’s financial stability while reducing the size of government and investing in additional resources for neighborhood safety while continuing to find solutions to overcome the effects of the national recession.
- 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 the operations of the Amway Center and construction of the Dr. Phillips Center and a renovated Citrus Bowl.
- Provide oversight and leadership as Orlando’s new commuter rail system begins construction.
- Expand the City’s role as a national model for expanded passenger rail transit.
- Continue to seek and leverage federal resources to bolster a variety of functions the City performs; safety, transportation, energy, public works, etc.
- Help lay the foundation for the private sector to create jobs and opportunity for our residents.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
101 Office of the Mayor	\$ 884,153	\$ 1,108,924	\$ 1,139,620	\$ 30,696	2.77%
157 Governmental Relations	570,325	672,049	678,468	6,419	0.96%
TOTAL -- GENERAL FUND	\$ 1,454,478	\$ 1,780,973	\$ 1,818,088	\$ 37,115	2.08%
TOTAL -- OFFICE OF THE MAYOR	\$ 1,454,478	\$ 1,780,973	\$ 1,818,088	\$ 37,115	2.08%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
101 Office of the Mayor	9	9	9
157 Governmental Relations	2	3	3
TOTAL -- GENERAL FUND	11	12	12
TOTAL -- OFFICE OF THE MAYOR	11	12	12

Executive Offices

Office of Community Affairs

Mission Statement

To strengthen Orlando by connecting, informing and engaging all sectors of the community with City government to enhance the quality of life in Orlando through partnerships, resource distribution and superior public service.

Overview of Services/Programs

The Office of Community Affairs (OCA) informs, engages and connects with civic, community, arts, faith-based and non-profit organizations to raise awareness of City priorities, programs and services and develop partnerships that improve the quality of life in Orlando. Additionally, OCA connects community, arts/cultural civic and faith-based groups with the Mayor, City services, funding opportunities and other community resources to enhance the quality of life in Orlando. OCA has six focus areas:

- Arts/Cultural/Civic and Community Affairs
- Mayor's Matching Grant Programs
- Hispanic Office of Local Assistance (H.O.L.A.)
- Office of Human Relations
- Mayor Buddy Dyer's Cities of Service Initiative: *ORLANDO CARES*
- Volunteer Oversight

Major Accomplishments

- OCA researched, developed and implemented Mayor Buddy Dyer's Cities of Service Plan: *ORLANDO CARES*, engaging 700+ stakeholders and partners in six youth education initiatives.
- OCA co-produced the 6th annual Mayor's Neighborhood & Community Summit, consisting of 16 workshops and training sessions for more than 250 community organization and neighborhood association leaders on May 14, 2011.
- OCA coordinated the City's partnership with the Orlando Science Center, through the Office of Business & Financial Services and Public Works Department, which secured collaborative funding for the Center's new LEAD certified HVAC system, which was completed in FY10/11.
- OCA conducted two sessions with Mayor Dyer's Council of Clergy, engaging more than 190 leaders of faith institutions in on-going dialogue and partnerships with the Mayor and City government.
- OCA planned and produced Orlando's 2011 Hispanic Heritage kick-off hosted by Mayor Dyer and City Commissioners. More than 300 persons will attend and the event's catering will be sponsored (complimentary).
- OCA managed all activities of the Mayor's MLK Holiday Commission, including 10 commission meetings, publishing the Orlando MLK Holiday Commissions' Calendar of 21 events, populating the MLK Holiday Commission's city website, recruiting and recognizing 25 sponsors who donated nearly \$70,000 and producing the Mayor's Humanitarian Award Ceremony, attended by 59 students, their parents and siblings, principals and school guidance counselors (totaling 328) at the Sonesta (DoubleTree) Hotel .

Executive Offices

- OCA successfully closed out 28 FY 10/11 Mayor's Matching Grants totaling \$154,000 and serving more than 3,800 youth Citywide.
- OCA organized and implemented eight Dessert and Discussion with Seniors events hosted by Mayor Dyer at senior citizen residential facilities with more than 450 seniors attending (total).

Arts/Cultural/Civic and Community Affairs

The Arts/Cultural/Civic and Community Affairs team serves as a liaison to local arts/cultural and community based organizations. The OCA 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. Additionally, this team coordinates Mayor Dyer's Dessert and Discussions with Seniors; Coffee and Conversation with community-based and civic organizations, responds on behalf of the Mayor to civic/community and faith-based organizations and facilitated community leaders' participation in the Mayor's Amway Center tours.

Major Accomplishments

- Distributed \$2,675,293 to human service and arts/cultural organizations, including monitoring organizations' compliance and performance.
- Executed and monitored the contracts for services provided by 27, 501(c) (3) human service and arts/cultural organizations.
- Managed the FY 11/12 Citizen Review Panel (CRP) volunteer advisory committee/funding process.
- Engaged the human service agencies funded by the City in the Strengthen Orlando initiative, including posting information on the Strengthen Orlando website.
- Represented the City on the United Arts of Central Florida's Standards and Allocations Committee, which reviews and recommends distribution of \$487,630 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 OCPS students free access to performances.
- Established more than 100 partnerships with community/arts/faith-based/civic organizations.
- Represented the Mayor and City on four major arts and cultural boards.

Executive Offices

Future Goals and Objectives

Long Term

- Continue to engage Mayor Dyer in arts, cultural and community events/activities.
- Continue to represent the Mayor and City on four major arts and cultural boards.
- Continue to facilitate Mayor's Dessert and Discussion with Seniors in residential facilities.
- Continue to facilitate Mayor's Coffee and Conversation meetings with civic leadership groups.
- 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 11/12 to insure performance and compliance.
- Partner with arts and cultural organizations to provide citizens with free arts/cultural experiences.

Mayor's Matching Grant Program

The Mayor's Matching Grant (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 47 Mayor's Matching Grants, distributing \$291,000 in funding.
- Successfully closed out 28 Mayor's Matching Grants totaling \$154,000.
- 2010/2011 Mayor's Matching Grantees donated over 10,900 volunteer hours and \$302,742 in cash and in-kind contributions from community partners YTD.
- Conducted 57 technical assistance sessions, fielded over 1,200 technical assistance telephone calls and conducted 89 site visits.
- Conducted 16 MMG Application Workshops and 38 orientation sessions to new awardees of Mayor's Matching Grants.
- Continued to identify efficiencies within the program, including the consolidation of the three Mayor's Matching Grants (Mayor's Neighborhood Matching Grant, Mayor's Faith-Based and Community Matching Grant and Mayor's Educational Partnership Grant) into one grant (Mayor's Matching Grant), available bi-annually to neighborhood organizations, schools and nonprofit organizations.

Executive Offices

Future Goals and Objectives

Short Term

- Develop additional community and business partners for the Mayor's Matching Grant program.

Medium Term

- Host 12+ Application Workshops for the MMG program.
- Expand marketing efforts of the MMG program to increase the number of effective and high quality projects and programs funded.

Long Term

- Continue to engage City constituents with nonprofit organizations, schools and neighborhood organizations through Orlando Cares - Mayor Buddy Dyer's Cities of Service Initiative.
- Award Mayor's Matching Grants to strategically address community needs, such as youth crime prevention, public safety, academic enrichment and neighborhood improvement in support of the Mayor's Cities of Service Plan.
- 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.
- Manage and implement the Orlando Cities of Service Leadership Grant initiative on behalf of Mayor Dyer.
- Coordinate the U.S. Department of Education's partnership with the City in support of student achievement.

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

The Hispanic Office for Local Assistance 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. It partners with local agencies to help facilitate access to programs and resources.

Major Accomplishments

- Since 2006, 75,277 persons have been served at the HOLA site, which includes 24,702 in FY 10/11.
- Maintained database of over 180 community partners. Access to over 200 community and faith based organizations and businesses through the Working Together Coalition.

Executive Offices

- Added 20 new partners in FY 10/11.
- Participated in over 20 community events in FY 10/11.
- Provided advice to City elected officials and senior staff on Hispanic affairs.
- In partnership with Second Harvest Food Bank, \$229,920 in public assistance benefits were allocated to Orlando residents during FY 10/11.

Future Goals and Objectives

Short Term

- Develop and implement an Orange County Library partnership for job skills training.

Medium Term

- Add 20 new partnerships through personal interviews, outreach, events and referrals.
- Attend at least 12 events annually.

Long Term

- Continue to provide information and referral to persons and organizations coming in contact with the office staff.
- Continue partnership with Second Harvest Food Bank.
- Continue offering computer access to public visiting office.
- Continue to update information and referral data bank by adding new partners and community resources/information.
- Continue to manage resources by being conscious of expenditures, recycling and limiting the amount of imprint needs by accessing information and services online.

Office of Human Relations

Human Relations is an agent of the Equal Employment Opportunity Commission (EEOC) and the U. S. Department of Housing and Urban Development (HUD). The Human Relations team promotes 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 accommodations. This office is comprised of two major units:

The Discrimination Unit: This unit processes complaints of discrimination via mediation, investigation and 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.

Executive Offices

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 many agencies and organizations that provide social services for people in need.

Major Accomplishments

- Responded to more than 1,395 inquires, year-to-date.
- Processed the intake of more than 160 employment discrimination cases.
- Closed 29 employment discrimination cases.
- Received four housing discrimination cases for investigation and closed two of the four, plus settled one technical assistance housing issue.
- Planned and conducted education and outreach training for businesses and housing providers in Central Florida.
- Planned and presented two fair housing workshops and one mini sidewalk housing fair for Fair Housing Month - April 2011 Celebration, with more than 120 people attending; also, produced a Fair Housing Month Calendar of Events with eight fair housing activities.
- Developed and implemented City staff briefings on Human Relations services, including appropriate referrals, as applicable.
- Conducted education and outreach at the Mayor's Neighborhood and Community Summit (workshop presenter, table w/literature, etc.).
- Human Relations Official completed the HUD National Fair Housing Training Academy Five Week Course and successfully became a Certified Fair Housing Investigator; one of only five in the nation.
- Planned, managed and executed 21 events for the 2011 Dr. Martin Luther King, Jr. Holiday Celebration with the support of Orlando Mayor's Martin Luther King, Jr. Holiday Commission. OCA-Human Relations staffed 10 MLK Commission planning meetings and supported and attended the MLK events.

Future Goals and Objectives

Short Term

- Develop and implement an OCA/Human Relations Internship Program with Florida A & M University College of Law. Students will work as intake counselors on employment, housing and public accommodation cases.
- Provide an orientation/training for the Chapter 57 Review Board on their roles and duties, as outlined in the Chapter 57 Code of the City of Orlando.

Executive Offices

Mayor Buddy Dyer's Cities of Service Initiative: ORLANDO CARES

ORLANDO CARES engages citizens in service and channels volunteerism toward two of the City's priorities: Youth Educational Enhancement and Youth Crime Prevention. *ORLANDO CARES* is establishing Orlando as one of the easiest places in the country to volunteer by targeting volunteer efforts to address pressing local challenges and promote service as a core part of what it means to be an Orlando citizen. Orlando is one of 20 cities nationally, and the only Florida city, that received the two-year Cities of Service Leadership Grant.

Major Accomplishments

- Researched, developed and engaged partners to complete a successful High Impact Volunteer Service Plan, Mayor Buddy Dyer's Cities of Service: Orlando Cares, which was approved by Leadership Grant funders, Rockefeller Foundation and Bloomberg Philanthropies.
- Planned and conducted more than 10 community engagement meetings to create service plan.
- Developed key partnerships with a variety of organizations, including Orange County Library System, Walt Disney World, Scholastic Books, Orange County 4-H, Real Men Outdoors, COMPACT, Early Learning Coalition of Orange County, Adult Literacy League, Junior Achievement and Heart of Florida United Way, to implement 6 Orlando Cares volunteer initiatives.
- Launched Mayor Dyer's Cities of Service Plan: Orlando Cares on March 31, 2011.
- OrlandoCares.net website was launched, along with four of the six Orlando Cares initiatives.
- More than 30 students participated the first 10 week session of The Garden.
- Acquired a \$15,000 grant and 200 free books for Mayor Buddy's Book Club from Walt Disney World, 200 free books from Scholastic and signed up 350 members for the Mayor's Book Club.
- Mentored 32 students by recruiting/training volunteers through the COMPACT Expansion.
- Recruited more than 150 volunteers for six ORLANDO CARES initiatives since March 2011.
- Developed or conducted more than 30 volunteer training sessions.
- Established and distributed monthly ORLANDO CARES e-newsletters.
- Submitted VISTA Application for eight AmeriCorps Members.

Executive Offices

Future Goals and Objectives

Short Term

- Design and implement ORLANDO CARES info sessions.
- Train and supervise one AmeriCorps Public Ally and coordinate Public Allies Orlando Cares' volunteer service efforts.
- Launch final two remaining Cities of Service initiatives.
- Increase volunteer recruitment and training for all Orlando Cares initiatives.

Medium Term

- Identify and secure sponsors for five Orlando Cares volunteer initiatives.
- If approved, train and implement eight AmeriCorps VISTA members.

Long Term

- Meet or exceed Orlando Cares volunteer recruitment and youth engagement goals.
- Complete all reporting requirements for the Cities of Service Leadership Grant.

Volunteer Oversight

The Volunteer Team 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 evaluated and placed in various departments and offices throughout the City;
- 2) Employee volunteers, approximately six City employees, representing City departments/divisions and offices, serve on the V.O.I.C.E. Employee Volunteer Committee and coordinate more than 10 Volunteer City Team events annually. City staff and citizens are also encouraged to participate in the PKZ Mentors program.
- 3) Emergency Support Function (ESF) 15, which is the "Volunteers and Donated Goods" support function during a city emergency or disaster. OCA trains employee and citizen volunteers who are deployed as ESF 15 volunteers, staffing the Emergency Information Center during local disasters or emergencies.

Major Accomplishments

- Citizen, employee and youth volunteers were recognized by Mayor Dyer at his Annual Volunteer Appreciation Reception and at City Council during National Volunteer Week.
- Managed two Experience Works "volunteers" to answer the City's main phone lines 20 hours per week, one Experience Works "volunteer" at HOLA, three at Beardall, one at the Emergency Operations Center, saving the City approximately \$63,000 in FY10/11.
- Screened, processed and placed over 400 citizen volunteers to staff City departments.

Executive Offices

Future Goals and Objectives

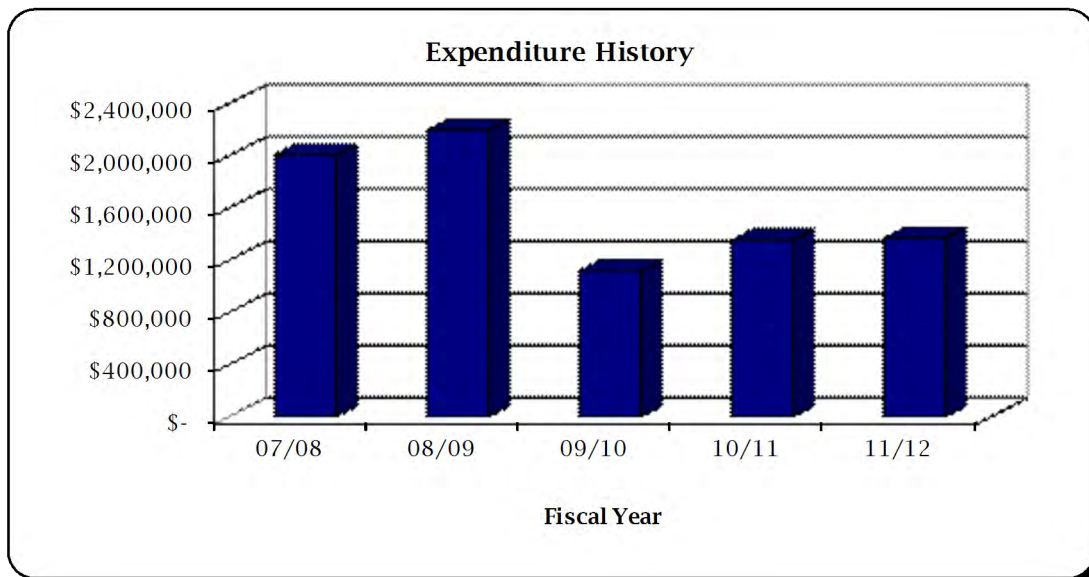
Medium Term

- Support the Mayor's Cities of Service Leadership Grant implementation.
- Continue to evaluate, place and recognize citizen and employee volunteers.
- Continue to facilitate the volunteer efforts of the VOICE Committee.
- Continue to plan and implement volunteer training and deployment for ESF 15.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of Community Affairs					
118 Community Affairs	\$ 504,804	\$ 602,914	\$ 594,030	\$ (8,884)	(1.47%)
106 Office of Human Relations	356,148	424,298	443,258	18,960	4.47%
029 HOLA Office	136,610	165,590	171,066	5,476	3.31%
996 Nondept. - Neighborhood Grant	118,353	160,300	160,300	-	0.00%
TOTAL -- GENERAL FUND	\$ 1,115,915	\$ 1,353,102	\$ 1,368,654	\$ 15,552	1.14%
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	\$ 1,115,915	\$ 1,353,102	\$ 1,368,654	\$ 15,552	1.15%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Office of Community Affairs			
118 Community Affairs	5	5	5
106 Office of Human Relations	5	5	5
029 HOLA Office	2	2	2
TOTAL -- GENERAL FUND	12	12	12
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	12	12	12

Executive Offices

Office of Communications & Neighborhood Relations

Mission Statement

The mission of the Office of Communications & Neighborhood Relations is strengthening Orlando by communicating and promoting City services to residents, neighborhood organizations and employees.

Overview of Services/Programs

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

- Graphic Design
- Interactive Programs
- Multi-Media
- Neighborhood Relations
- Special Events/Marketing

The Office of Communications & Neighborhood Relations is also responsible for providing emergency information during hurricanes or other disasters as part of the City's emergency plan.

Graphic Design

The Graphic Design Team creates professional marketing services to support City initiatives and departmental projects. Services include more than 40 different types of graphic design. This team assists clients with evaluating resources in determining the best marketing tools to use for their project.

Major Accomplishments

- Designed three new website layouts: Leu Gardens, Buy Local Orlando and Orlando Cares.
- Audited the cost savings taken from 2008, annual savings went from \$110,000 to \$348,636 of cost savings per year by utilizing in-house services.
- Branded "Mayors Neighborhood Outreach Team" - templates and color pallets were created to streamline jobs and get them out to the neighborhoods faster.
- Continued to promote and educate City employees about the City art and logo standards, insuring professional representation.
- Increased Graphic Designers productivity by 196% by teaching City staff the importance of submitting paperwork for requests and working to communicate on the front end needs of clients. Jobs went from 775 to 1,523 completed in one FY.
- Implemented monthly training with designers and tutorials were self taught and shared with the team. This was free added education/training.
- Major branding projects; Orlando Cares Program, Orlando at Work, OPD Summer Campaign, and Re-Branding of Parramore Kidz Zone (PKZ).

Executive Offices

Future Goals and Objectives

Short Term

- Provide City Standards and OCNR resources at new employee orientation by making a presentation, providing written guidelines or showing a video.
- Maximize graphic artists time for larger projects by using design templates created for Senior/ Recreation Centers.

Medium Term

- Build database of all City mastheads and artwork for letterheads and envelopes; retrievable on intranet by all City employees. Clients will work directly with vendors (SOS and OUC) to free up more time for design projects.
- Build database of all City logos; retrievable on Intranet by certain key members of Economic Development, Families, Parks & Recreation and Public Works.

Long Term

- Maintain the quantity and quality of jobs produced with an anticipated savings of \$348,636 annually.
- Work on a staggered schedule for the graphic designers to be here 4-8 non-traditional work hours a week, allowing for uninterrupted art time; increasing productivity while still maintaining complete client coverage.
- Submit design work into competitions for local, state and national recognition.

Interactive Programs

The Interactive Programs Team connects employees and citizens to City offices, services, and programs through CityofOrlando.net, the City's Intranet and the City's social media sites. In addition, the office trains and supports web authors in all City departments.

Major Accomplishments

- Launched new websites/web pages, including: Orlando Cares, Ask Your Mayor, Orlando at Work and Parking.
- Launched the redesign of these websites: LeuGardens.org, BuyLocalOrlando.net and Office of the Mayor.
- Reached more than 2,000 followers on twitter.
- Reached more than 2,500 followers on the City's official Facebook page.
- Uploaded more than 250 videos to YouTube.

Executive Offices

- Increased City News e-mail subscriptions to 2,500.
- In addition to e-mail, City News is also available online:
 - English web views of City News averaged 1,624 a week.
 - Spanish web views of City News averaged 478 a week.
- Worked with Technology Management Division to implement a broad scheme website caching system.
- Attracted more than 5 million visits to CityofOrlando.net.
- Attracted more than 181,111 visits to *Orlando En Español* web site.
- Completed more than 775 web projects.
- Developed a weekly employee e-mail.
- Developed an employee spotlight section on the City Intranet.
- Began storing all City Council meetings and Loop pieces on YouTube.
- Held a workshop with City marketing employees on City use of social media tools.
- Developed Council Highlights, providing a recap of Orlando City Council Meetings.
- Began to archive all City Council workshops on the City Clerk's site. Provided Council workshop minutes, presentations and videos from January 2009 - current.

Future Goals and Objectives

Short Term

- Finalize content management systems to further streamline management of the City's website.
- Implement a retiree information site on CityofOrlando.net.

Medium Term

- Recruit more web authors.
- Deploy selected content management system to external facing City websites.
- Move site analytics to Google Analytics.
- Increase awareness of City events through new technology.

Long Term

- Implement City social media policy.

Executive Offices

- Incorporate social media applications into the City's marketing initiatives and train City staff to effectively and efficiently use social media.
- Continue to explore new technology, such as streaming video, pod casting and social media applications to further promote City services and events.
- Increase City News subscriber list to more than 3,000 individuals.
- Explore no-cost options for live video streaming.

Multi-Media

The Multi-Media Team provides video, photography and technical services for the City. This team produces original programming to inform citizens about important and current topics. The Multi-Media Team provides electronic imagery for the City website, social media - Facebook, Flickr and YouTube, newsletters and presentations for City Council meetings. Additionally, this team provides on-location audio/visual support for events.

Major Accomplishments

- Expanded *THE LOOP* - the City's digital information network from 18 to 26 locations Citywide.
- Produced videos for State of Downtown, State of the City, Amway Center opening and public safety initiatives.
- Assisted with videos for U.S. Conference of Mayors and Dr. Phillips Center for the Performing Arts groundbreaking.
- Produced 24 *Decisions 2010/2011* shows.
- Recorded 61 Mayor's video messages.
- Produced more than 175 segments for THE LOOP.
- Produced and distributed more than 300 photos to constituents as part of the Mayor's Correspondence Program.
- Captured more than 1,200 images used by the Creative Services Team in marketing materials.
- Supported more than 150 events with multi-media services.
- Documented City events and initiatives through digital photography and video.
- Provided content for Bright House Network's Video-On-Demand channel.
- Moved Editing Suite adjacent to in-house Film Studio and made the following upgrades: switched from standard definition (SD) to high definition (HD) video cameras, added surround sound audio system and flat screen for screening room, painted chroma key green screen wall in studio, hard-wired studio to editing suite via electronic cabling and enhanced with additional studio-grade lighting.

Executive Offices

- Implemented electronic delivery of video assets via FTP site as a cost-savings measure decreasing the amount of video tapes and DVDs used.
- Continued integrating motion technology into video production.
- Purchased After-Effects software, the industry standard in video graphics for Editing Suite and sent staff to training to maximize its use and efficiency.
- Upgraded Council Chambers with additional wireless microphone outputs to further comply with the Americans with Disabilities Act.
- Assisted with the implementation of the new sound-system at Lake Eola Park and integration of the new Lake Eola Fountain music synchronization.
- Won a distinguished Bronze Telly Award for the Amway Center grand opening video.

Future Goals and Objectives

Short Term

- Begin Edit Suite upgrades to Final Cut Pro X software.
- Upgrade Edit Suite Mac computers to maximize video editing efficiency and diminish rendering time lengths.

Medium Term

- Expand community partnerships with Full Sail and UCF for internship opportunities.
- Restore sound-system inside City Hall rotunda.
- Add television quality lighting to Council Chambers.

Long Term

- Establish a capital replacement fund to help replace old, outdated and broken equipment in Council Chambers control room.

Neighborhood Relations

The Neighborhood Relations Team assists neighborhood groups and residents in effectively accessing and using City services and other community resources to enhance the quality of life in Orlando's neighborhoods. This team provides technical assistance, training, resources and guidance for establishing and maintaining neighborhood associations and provides technical assistance, resources and guidance to City departments conducting public outreach.

Major Accomplishments

- Partnered with Orange County Neighborhood Preservation & Revitalization Division to produce and implement 13 Community Connection workshops which trained more than 300 to be neighborhood leaders and volunteers.

Executive Offices

- Maintained an association contact database of 342 associations with more than 650 neighborhood contacts.
- Enhanced neighborhood outreach through partnerships and by hosting small events with neighborhood leaders, conducting meet & greets with staff and association boards, planning and facilitating Mayor's Night Out meetings and other special events, such as the Downtown Social.
- Supported and/or attended more than 100 meetings or events hosted by the City, neighborhood organizations or community organizations where staff was able to inform, connect and involve City residents.
- Merged the monthly neighborhood briefing into the weekly City News and created a Neighborhood Happenings section, which increased the number of neighborhood leaders and property managers receiving City News.
- Co-produced the 6th annual Mayor's Neighborhood & Community Summit on May 14, 2011 with more than 250 participants.
- Awarded the first annual Mayor's Neighborhood Champion Award at the Mayor's 6th Annual Neighborhood & Community Summit.
- Conducted two Mayor's Talks & Tours: Feb. 8 OFD Station 1 and June 10 Impact of Hospitality/ Tourism Industry @ Universal Orlando Resort.
- Facilitated Mayor's Coffee & Conversations events for neighborhood leaders.
- Produced, distributed and posted on cityoforlando.net a Neighborhood Organization Directory containing contact information.
- Produced and distributed over 5,000 magnets consisting of key City phone numbers.

Future Goals and Objectives

Short Term

- Enhance constituent correspondence program by recognizing citizen efforts that impact the City.
- Conduct an annual survey of neighborhood leaders to ensure effective communication and engagement in City services and programs.
- Determine four Talks & Tours topics and annual schedule.
- Increase Neighborhood Outreach Coordinators hands on involvement in the Mayor's Matching Grants Program through marketing the grants to neighborhood organizations and assisting the organizations in applying for the grants.
- Upgrade the neighborhood organization contact database to FileMaker.

Executive Offices

Medium Term

- Research the feasibility of hosting on-line chats and webinars for neighborhood organization leadership.
- Produce two neighborhood leadership training segments on cityoforlando.net.
- Research the costs and visibility of expanding the Meets & Greets session to include neighborhood tours conducted by neighborhood leaders and volunteers.
- Recognize the dedication and hard work of neighborhood leaders during National Volunteer Month in April, 2012.

Long Term

- Plan, implement and expand the 7th annual Mayor's Neighborhood and Community Summit on Saturday March 17, 2012.
- Expand OCNR's neighborhood web pages by adding links to other City departments, best practices, agenda and meeting notice templates and neighborhood organization manual, brochures, tutorials, etc.
- Produce 12 Community Connections training workshops held the second Saturday of each month, in partnership with Orange County.
- Expand e-mail contact and communication with neighborhood organization leadership, including attending at least four association meetings a month.
- Encourage nominations for the Mayor's Neighborhood Champion Award.
- Plan and launch a campaign aimed at neighborhood organizations linking to cityoforlando.net and City News.
- Enhance the individual neighborhood profiles available on cityoforlando.net by adding histories, photos and historical maps.

Special Events/Marketing

The Special Events/Marketing Team produces the City's four signature events - Blues-B-Q, Fireworks at the Fountain, Veterans Day Parade and Holiday Lights Orlando as well as coordinating and implementing other City events, such as State of Downtown, State of the City, Mayor's City Academy, Mayor's Work-alongs, media announcements, CityKidz!, Neighborhood and Community Summit, groundbreakings, ribbon cuttings and other special events throughout the year. This team works closely with City departments/offices, businesses, media and community groups to host nationally-recognized events that attract thousands of people. It also works with City departments to market initiatives, programs and services, including providing technical assistance from concept to collateral materials to evaluating marketing campaigns.

Executive Offices

Major Accomplishments

- Continued the philanthropic component to all Mayor's signature events.
- Assisted and supported City departments and the Mayor's Office in more than 75 special events.
- Completed 11 Mayor's "work-alongs" with both City departments and local civic organizations.
- Attracted more than 500,000 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.
- Increased marketing, public awareness and branding of City services, programs and events.
- Coordinated with local news stations to carry City events live.
- Produced the Mayor's City Academy Spring 2011 class that had 46 participants.
- Supported Mayor's Veterans Advisory Council's events and marketing efforts.
- Won two Golden Brick Awards from the Downtown Orlando Partnership for the Amway Center ribbon cutting/State of Downtown Event and the Amway Center Community Open House Event.

Future Goals and Objectives

Short Term

- Produce US Conference of Mayors, IDA Conference and NBA All-Star game in the first quarter.
- Create a generalized event checklist and supply to departments who coordinate events.

Medium Term

- Continue to cultivate community partnerships/sponsorships and their involvement with special events.

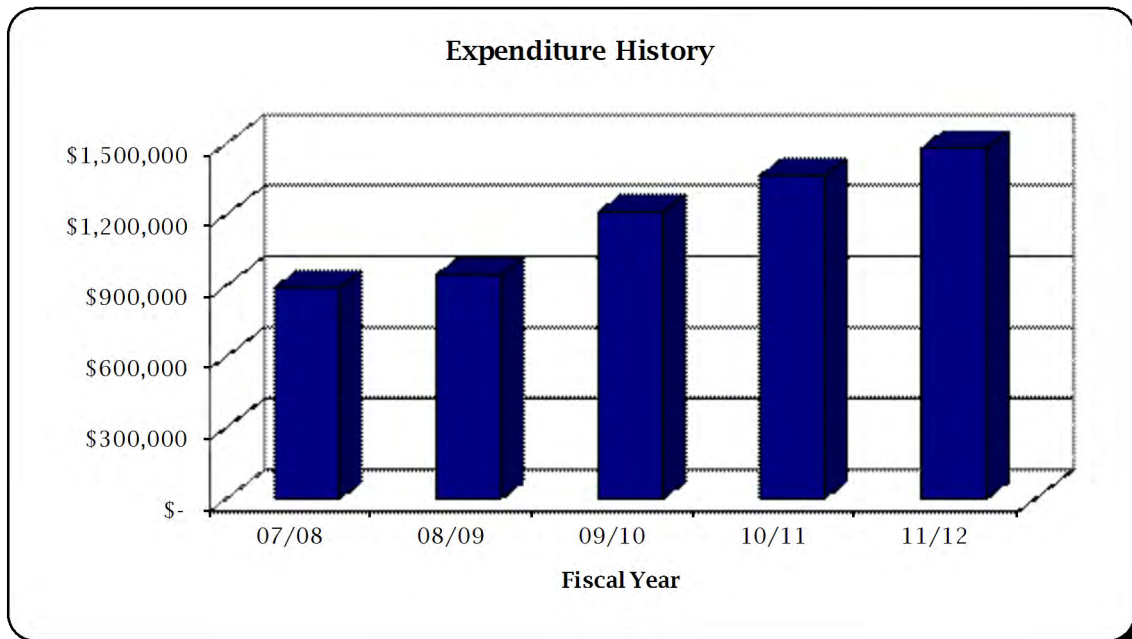
Long Term

- Attract more than 500,000 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.
- Produce and recruit at least 50 citizens for the annual *Mayor's City Academy*.
- Continue to work with City departments on their marketing and branding initiatives.
- Revise City News and increase subscriptions.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
119 Comm. & Neighborhood Relations	\$ 1,210,380	\$ 1,364,436	\$ 1,481,102	\$ 116,666	8.55%
TOTAL -- GENERAL FUND	\$ 1,210,380	\$ 1,364,436	\$ 1,481,102	\$ 116,666	8.55%
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS					
	\$ 1,210,380	\$ 1,364,436	\$ 1,481,102	\$ 116,666	8.55%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
119 Comm. & Neighborhood Relations	15	15	15
TOTAL -- GENERAL FUND	15	15	15
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS			
	15	15	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 entered into a contract with NOVUS Solutions, a paperless web-based council agenda program. The City Clerk's Office, in conjunction with the City's Technology Management Division, held training classes for key personnel from various City departments to familiarize them with the new NOVUS Solutions Program. The City Clerk's Office also performed several trial runs of the NOVUS program by having various departments draft sample Council agenda items. In keeping with the City Clerk's goal of streamlining the paperless agenda program, this new web-based system will enable the use of E-Readers and/or I-Pads, thus eliminating the need for hard copies of Council agenda items and council books. This effort continues the City Clerk's work toward a totally paperless agenda in order to reduce the printing of City Council agenda books and promote the City's "Green Works" initiative.
- The City Clerk's Office initiated a review of the number of paper supplements to the City Code that departments were receiving quarterly. After this analysis and discussion, the City reduced the number of printed copies from 200 to 40. Departments are now using the web-based Municode.
- The City Clerk's Office and the Office of Communications & Neighborhood Relations developed a new card-size City Board brochure to be used to recruit applicants for our numerous citizen volunteer boards and to as part of welcome packets for new businesses in the City.
- In preparation for the 2012 City elections, the City Clerk's Office has prepared updated candidate timelines, website information and candidate information packets.

Executive Offices

Future Goals and Objectives

Short Term

- The City Clerk's Office will perform parallel testing on the new NOVUS program for two Council meetings. Once the parallel tests are complete and City staff has had the opportunity to become familiar with NOVUS, the City Clerk's Office will be implementing the new agenda software (NOVUS) and plans to roll-out a truly paperless system that will save paper and time and ensure more efficiency and accuracy.
- The City Clerk's Office will complete internal review of new policies to address the use of City Hall facilities and legal advertising protocols.

Medium Term

- On or about October 2011, City Council will vote on the City Re-Districting Plan submitted by the Re-Districting Advisory Board. Once the Plan is approved by City Council, the City Clerk's Office will create new precinct lines and secure Polling Places for the City of Orlando's 2012 election.
- The City Clerk's Office, in conjunction with Technology Management, will research several calendaring and data base programs and will replace Lotus Notes this fiscal year.

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 to improve public records process by beginning implementation of a Citywide Google search mechanism.
- Began a unique campaign to educate the public about the City's history using social media.
- Working with the Permitting Division, trained staff to prep archived building plans for indexing and scanning.
- Conducted a major purge of records at the off-site storage center, allowing for additional space for new records.
- Began implementing a plan to keep the public computer in the Clerk's Office up to date to facilitate easy access for the public to frequently requested email records.

Executive Offices

Future Goals and Objectives

Short Term

- 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 improve response times to public record requests through the use of new technology including Citywide Google searches, better training of staff and better coordination among departments.

Medium Term

- Records and Archive Management will conduct an annual major purge of records in the Spring of 2012.

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 for the proper care of the facility by hosting a variety of community relations projects that included; monthly history tours, community/church cleanups and tree plantings.
- Began using social media applications to educate the community about the history of Orlando by telling stories of the citizens buried in the cemetery and their contributions to the City.

Future Goals and Objectives

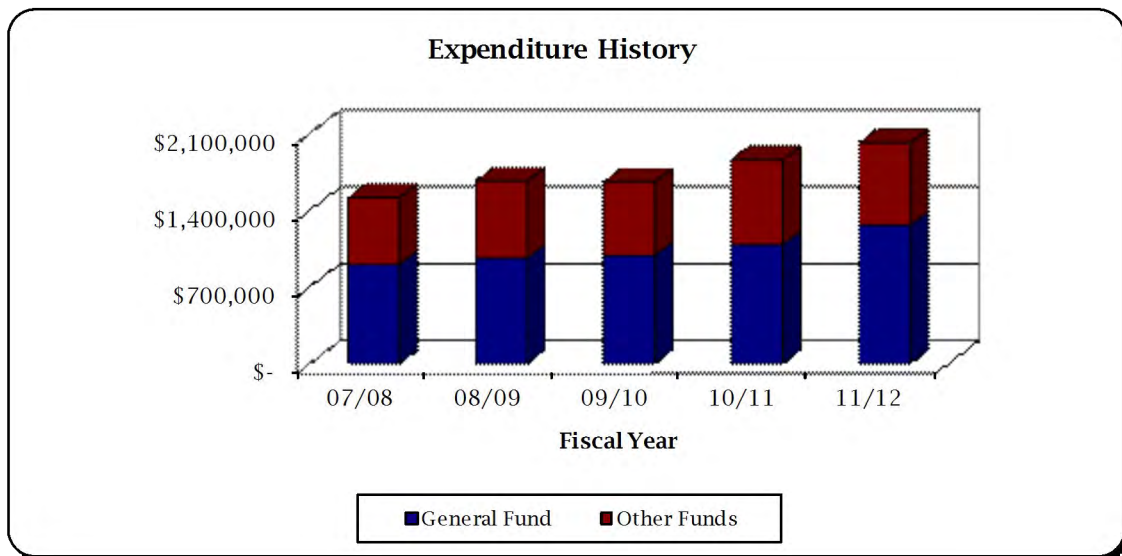
Short Term

- Greenwood staff will implement a grassing program for the older sections of the cemetery by updating the antiquated irrigation system.
- Staff will expand the historical tours to include some daytime strolls to accommodate the needs of younger groups.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
Office of City Clerk					
150 City Clerk	\$ 713,757	\$ 793,848	\$ 987,628	\$ 193,780	24.41%
156 Records Management	272,664	289,809	275,363	(14,446)	(4.98%)
TOTAL -- GENERAL FUND	\$ 986,421	\$ 1,083,657	\$ 1,262,991	\$ 179,334	16.55%
<u>GREENWOOD CEMETERY FUND #631</u>					
154 Greenwood Cemetery	\$ 671,397	\$ 774,615	\$ 749,478	\$ (25,137)	(3.25%)
TOTAL -- OFFICE OF CITY CLERK	\$ 1,657,818	\$ 1,858,272	\$ 2,012,469	\$ 154,197	8.30%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
Office of City Clerk			
150 City Clerk	8	7	7
156 Records Management	4	4	4
TOTAL -- GENERAL FUND	12	11	11
<u>GREENWOOD CEMETERY FUND #631</u>			
154 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD FUND	2	2	2
TOTAL -- OFFICE OF CITY CLERK	14	13	13

Executive Offices

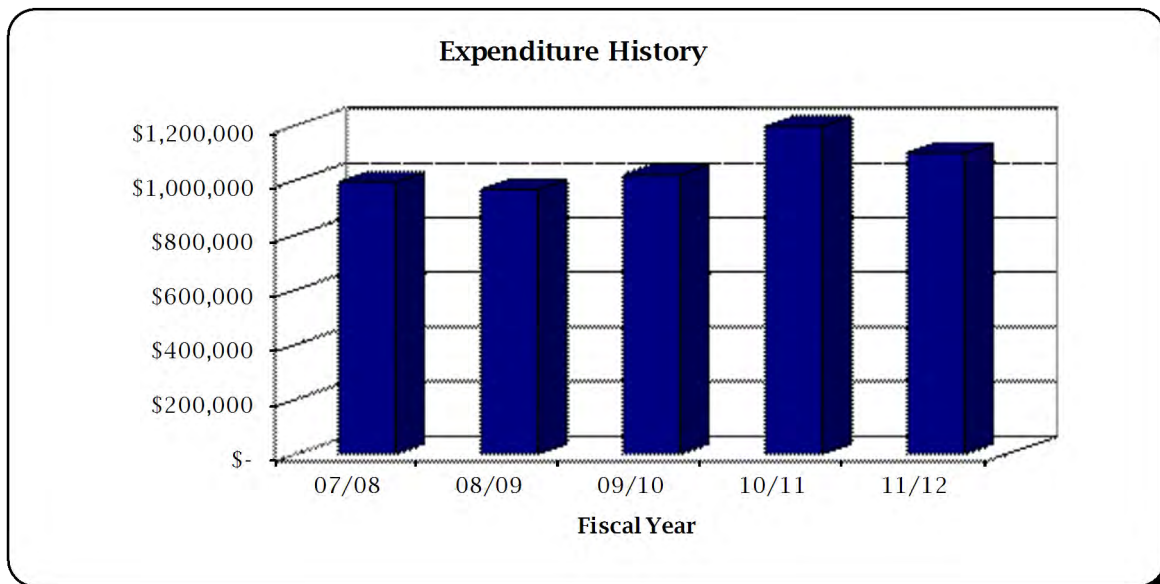
Office of City Commissioners

Mission

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

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Office of City Commissioners					
131 City Commissioner-District 1	\$ 158,185	\$ 171,654	\$ 176,811	\$ 5,157	3.00%
132 City Commissioner-District 2	159,055	166,966	169,287	2,321	1.39%
133 City Commissioner-District 3	161,849	176,380	179,818	3,438	1.95%
134 City Commissioner-District 4	167,758	167,476	167,048	(428)	(0.26%)
135 City Commissioner-District 5	174,577	310,240	192,285	(117,955)	(38.02%)
136 City Commissioner-District 6	197,878	203,510	214,436	10,926	5.37%
TOTAL -- GENERAL FUND	\$ 1,019,302	\$ 1,196,226	\$ 1,099,685	\$ (96,541)	(8.07%)
TOTAL -- CITY COMMISSIONERS	\$ 1,019,302	\$ 1,196,226	\$ 1,099,685	\$ (96,541)	(8.07%)



Executive Offices

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
	<u> </u>	<u> </u>	<u> </u>
<u>GENERAL FUND #100</u>			
Office of City Commissioners			
131 City Commissioner-District 1	2	2	2
132 City Commissioner-District 2	2	2	2
133 City Commissioner-District 3	2	2	2
134 City Commissioner-District 4	2	2	2
135 City Commissioner-District 5	2	2	2
136 City Commissioner-District 6	2	2	2
TOTAL -- GENERAL FUND	<u>12</u>	<u>12</u>	<u>12</u>
 TOTAL -- CITY COMMISSIONERS	<u>12</u>	<u>12</u>	<u>12</u>

Executive Offices

Office of Chief Administrative Officer

Mission

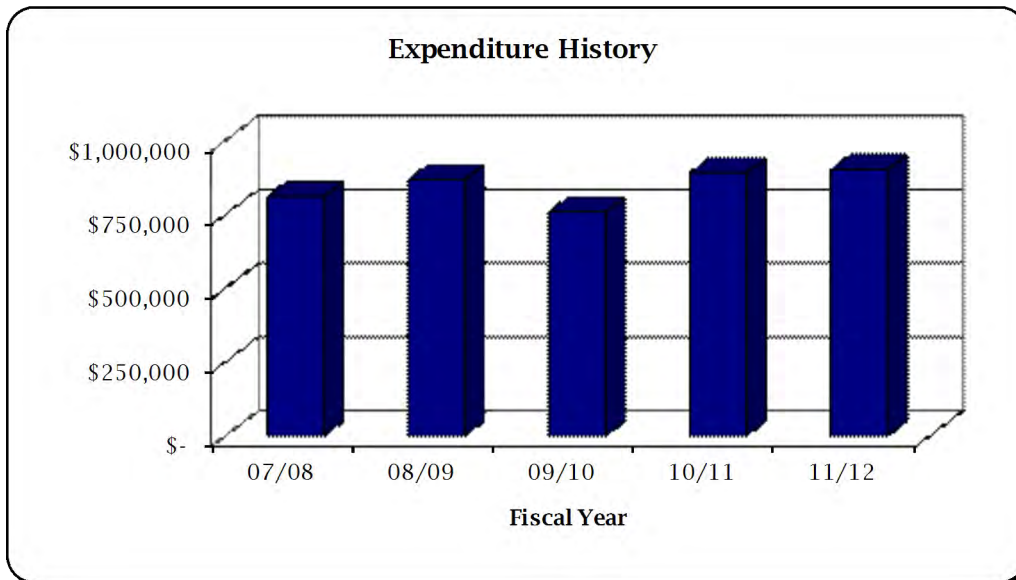
Implement the policy directives of the Mayor and Orlando City Council, while ensuring the provision of high quality and cost effective City services.

Overview of Services/Programs

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

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
Office of Chief Administrative Officer					
141 Chief Administrative Officer	\$ 760,380	\$ 891,853	\$ 903,724	\$ 11,871	1.33%
TOTAL -- GENERAL FUND	\$ 760,380	\$ 891,853	\$ 903,724	\$ 11,871	1.33%
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER					
	\$ 760,380	\$ 891,853	\$ 903,724	\$ 11,871	1.33%



Executive Offices

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
Office of Chief Administrative Officer:			
141 Chief Administrative Officer	5	5	5
TOTAL -- GENERAL FUND	5	5	5
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	5	5	5

Executive Offices

Minority/Women Business Enterprise

Mission

To ensure the fullest participation of Minority and Women Owned Businesses in City procurement opportunities. The M/WBE Office is committed to constantly refining our processes and procedures that will enable minority and women-owned businesses to participate on City contracts at a level that represents their availability in the industry.

Overview of Services/Programs

- Is a “one-stop shop” for information and support to help women and minority businesses navigating the City’s procurement and certification processes.
- Provides businesses with referrals to organizations that help women and minority business owners receive the services they need to start, develop and grow their companies.
- Participates in conferences and seminars that provide information to minority entrepreneurs regarding various business opportunities with the City of Orlando.
- Is responsible for tracking and reporting Purchasing and Public Works MBE and WBE performance on projects the Department monitors.

Major Accomplishments

- Maintained executive reporting of the M/WBE compliance and certification data on a monthly, quarterly and fiscal year basis.
- Utilized online outreach module to provide a streamlined and immediate process for notifications of projects and procurement opportunities to broad or highly targeted groups of certified vendors.
- Achieved 20% MBE Participation and 6% WBE Participation for fiscal year 2009/2010.
- Reached and exceeded the City’s M/WBE participation goal as compared to the last three fiscal years.
- Exceeded the Florida Department of Transportation (FDOT) DBE participation goal. FDOT DBE goal is 8.18%, achieved 10% DBE participation.
- Construction projects continue to exceed M/WBE participation goal percentage.
 - Fiscal year 2008/2009 had 31% M/WBE participation.
 - Fiscal year 2009/2010 had 25% M/WBE participation.
- Automation of the certification application has resulted in the reduction of processing time for applications to 30-45 days resulting in a significant increase in the number of certified firms.
- Professional Services awarded contracts achieved 28% M/WBE participation for fiscal year 2009/2010. This is a 3% increase as compared to fiscal year 2008/2009.

Executive Offices

Future Goals and Objectives

Short Term

- 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.
- Continue to automate and streamline compliance reporting requirements.
- Continue to provide input to improve accuracy and efficiency for the automated online M/WBE Contract Compliance Monitoring and Reporting System and the online Certification Process.
- Continue to promote and create an inclusive purchasing environment while building relationships and expanding opportunities for minority and women owned business.
- Staff will attend the 2011 Florida Minority Supplier Development Council Trade Fair, which provides networking opportunities and shares program policies with other M/WBE agencies across the State.
- Staff will attend the 2011 American Contract Compliance Association, which provides a training institute to educate compliance practitioners, support economic diversity, and promote equitable employment and contracting practices within public and private sector institutions.

Medium Term

- Continue to participate in interdepartmental conferences and workshops with the combined goal of "spreading the word" about the M/WBE program.
- Continue to strive to enhance the City's economic growth and sustainability for minority and women-owned businesses.

Long Term

- Commit to constantly refining our processes and procedures that will enable minority and women-owned businesses to participate on City contracts at a level that represents their availability in the industry.
- View the development of minority and women-owned business enterprises as an important part of the continuing development of the community.
- Pursue minority and women-owned business enterprises to take part in contracting activities as a continuing goal.
- Continue the automation of the online application by moving towards a paperless environment to eliminate the space needed to store documents and make better use of documents and information provided.

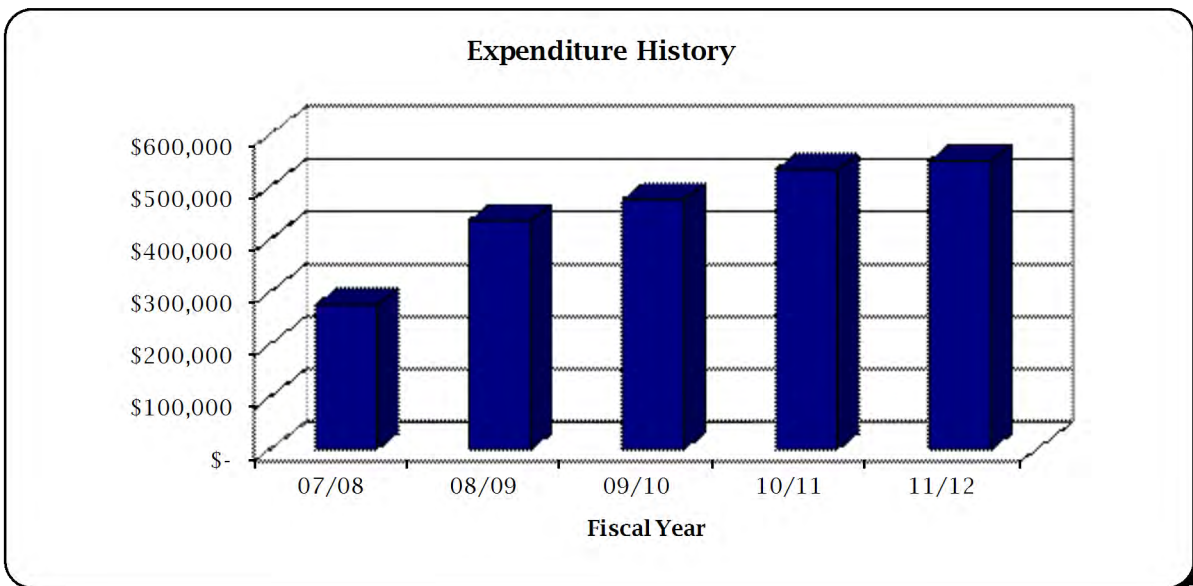
Executive Offices

- Continue to attend pre-bid Conferences, pre-construction conferences, and bid openings to ensure all participating parties understand the City's M/WBE requirements as well offer assistance with required reporting if needed.
- Continue to conduct site visits to ensure city-certified MWBE firms are performing quality work on various city projects.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
161 Minority/Women Business Enterprise	\$ 475,872	\$ 532,240	\$ 549,399	\$ 17,159	3.22%
TOTAL -- GENERAL FUND	\$ 475,872	\$ 532,240	\$ 549,399	\$ 17,159	3.22%
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	\$ 475,872	\$ 532,240	\$ 549,399	\$ 17,159	3.22%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
161 Minority/Women Business Enterprise	6	6	6
TOTAL -- GENERAL FUND	6	6	6
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	6	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 self-funding for health insurance.
- Negotiated various Union agreements and implemented Pension Plan changes.
- Developed wellness programs/initiatives that address the identified health issues in the employee population.
- Coordinated a Fitness Challenge event for employees.
- Negotiated Life/AD&D insurances, Short Term Disability and Flexible Spending Account insurance contracts.

Future Goals and Objectives

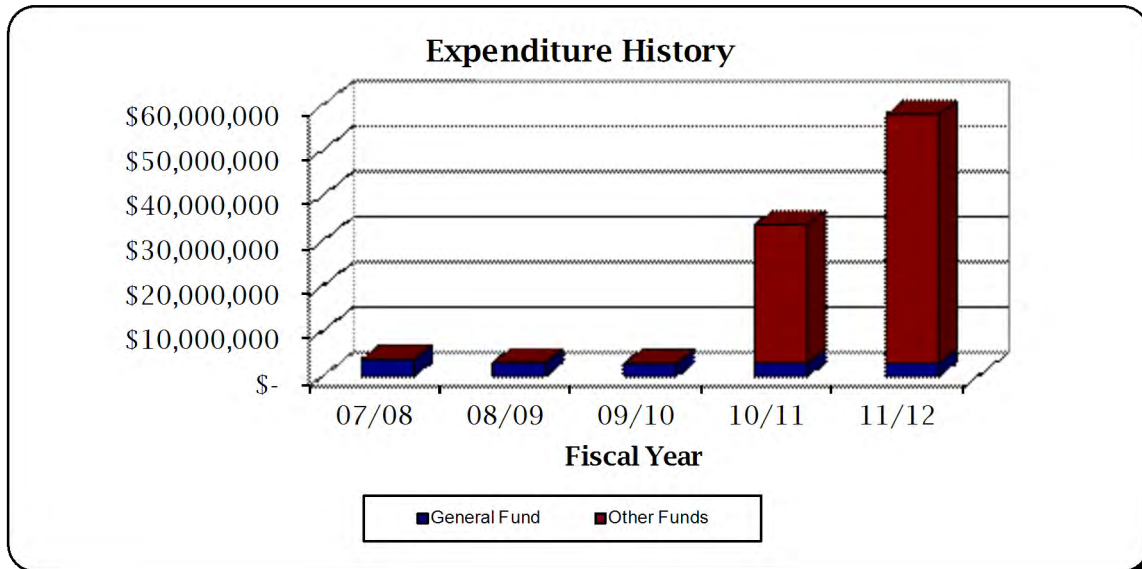
Long Term

- 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 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.
- Human Resources will negotiate seven union agreements in 2013.
- Human Resources will explore potential savings from employee health clinics.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Human Resources Division					
021 Merits Program	\$ 21,364	\$ -	\$ -	\$ -	N/A
205 Human Resources	335,903	289,804	280,021	(9,783)	(3.38%)
206 Records	228,331	216,927	219,752	2,825	1.30%
207 Employment & Recruitment	676,151	695,678	674,751	(20,927)	(3.01%)
209 Training	199,486	367,507	368,889	1,382	0.38%
215 Labor Relations	281,014	304,841	308,635	3,794	1.24%
216 Compensation & Benefits	822,046	909,724	860,716	(49,008)	(5.39%)
993 Non. Dept. - HR	135,916	158,369	213,000	54,631	34.50%
TOTAL -- GENERAL FUND	\$ 2,700,211	\$ 2,942,850	\$ 2,925,764	\$ (17,086)	(0.58%)
HEALTH CARE FUND #520					
Human Resources Division					
213 Health Care	\$ -	\$ 30,491,318	\$ 54,896,570	\$ 24,405,252	80.04%
TOTAL -- HEALTH CARE FUND	\$ -	\$ 30,491,318	\$ 54,896,570	\$ 24,405,252	80.04%
Risk Management Fund #521					
Human Resources Division					
219 Employee Wellness	\$ 98,258	\$ 113,615	\$ 116,070	\$ 2,455	2.16%
TOTAL -- RISK MANAGEMENT FUND	\$ 98,258	\$ 113,615	\$ 116,070	\$ 2,455	2.16%
TOTAL -- HUMAN RESOURCES DIVISION	\$ 2,798,469	\$ 33,547,783	\$ 57,938,404	\$ 24,390,621	72.70%



Executive Offices

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
Human Resources Division			
205 Human Resources	3	3	3
206 Classification and Pay	3	3	3
207 Employment and Recruitment	8	7	7
209 Training	1	1	1
215 Labor Relations	3	3	3
216 Compensation & Benefits	11	10	10
TOTAL -- GENERAL FUND	29	27	27
<u>HEALTH CARE FUND #520</u>			
Human Resources Division			
213 Health Care	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
<u>RISK MANAGEMENT FUND #521</u>			
Human Resources Division			
219 Employee Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
TOTAL -- HUMAN RESOURCES DIVISION	31	29	29

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; Criminal Justice; and Labor/ Employment/General Civil. The office is staffed by a City Attorney, one Deputy City Attorney; four Chief Assistant City Attorneys, thirteen full-time and two part-time Assistant City Attorneys.

Major Accomplishments

- Drafted sign ordinance, Semoran Special Plan, pill-mill moratorium and other miscellaneous Land Development Code revisions.
- Handled legal work related to opening of the Amway Center and construction close out.
- Assisted with drafting of contracts and agreements related to start of Dr. Phillips Performing Arts Center construction.
- Successfully defended City ordinances requiring retail gasoline signage near the airport, establishing the red-light camera program and regulating large group feedings.
- Handled 88% of new risk management cases in-house, notwithstanding an increase in the total number of cases filed.

Future Goals and Objectives

Long Term

- Continue drafting major revisions to the Land Development Code.
- Draft revisions to the 18A process, the building and fire code, the vehicles-for-hire ordinance and the vehicle towing ordinance.
- Work with the new Police Chief to support his safety initiatives.
- Assist Housing & Community Development with NSP3, which will provide funding for the rehabilitation of foreclosed homes.
- Continue to provide legal services relative to community venues construction and operations.
- Assist with the revision of standard purchasing processes and agreements.
- Provide the necessary legal support and advice to maintain the ongoing operations of the various City Departments.

Executive Offices

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 services.

Major Accomplishments

- Collected in excess of \$375,000 of new revenues through identification of unpaid business taxes, enforcing collection of delinquent business taxes and audits of utility taxes and roll-off franchises.
- Received a “clean” peer review opinion for the third consecutive triennial period.
- Achieved 100% management concurrence with internal control, compliance and efficiency audit recommendations.
- Completed the second phase of the continuous auditing program, including testing of data and initial scrubbing of anomaly results.
- Utilized our co-source internal audit partners to perform four audits involving certain expertise not available within our staff thus enhancing our value adding services.

Future Goals and Objectives

Short Term

- Continue to solicit management input regarding focus areas in the development of the Office's Annual Audit Plan.

Medium Term

- Commence the next phase of the continuous auditing program including introducing the program to management and finalizing the policies and procedures.

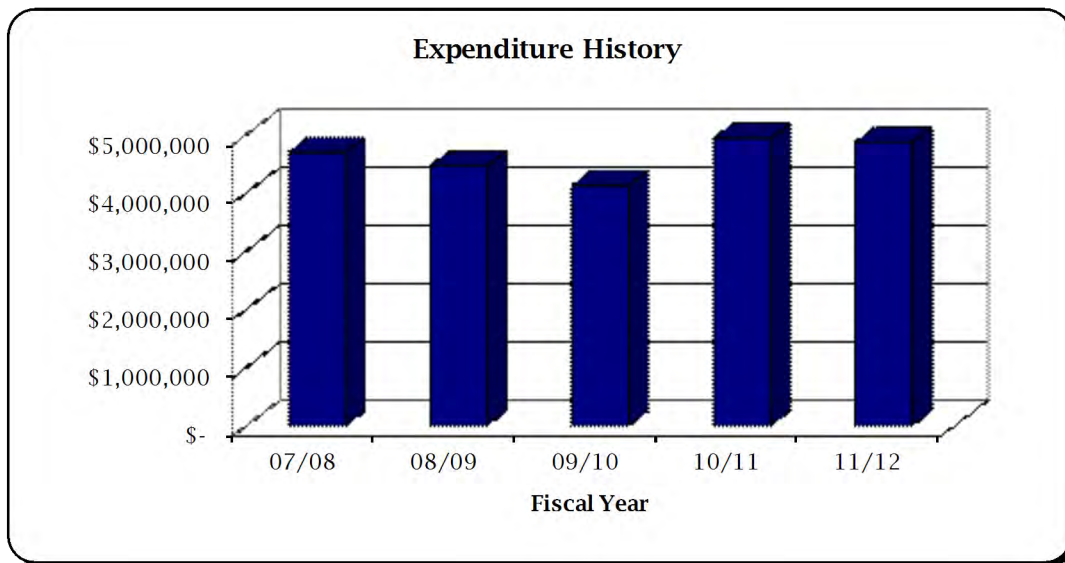
Long Term

- Continue to provide management with practical and innovative recommendations that add value to City government.
- Continue to utilize the contracted internal audit firms to enhance Office efficiency through co-sourcing arrangements of selected audits.

Executive Offices

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
City Attorney's Office					
152 City Attorney	\$ 3,724,755	\$ 4,312,972	\$ 4,235,093	\$ (77,879)	(1.81%)
104 Audit Svc.s. & Mgmt. Support	401,643	624,049	630,973	6,924	1.11%
TOTAL -- GENERAL FUND	\$ 4,126,398	\$ 4,937,021	\$ 4,866,066	\$ (70,955)	(1.44%)
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 4,126,398	\$ 4,937,021	\$ 4,866,066	\$ (70,955)	(1.44%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
City Attorney's Office			
152 City Attorney	34	34	34
104 Audit Services & Mgmt. Support	5	5	5
TOTAL -- GENERAL FUND	39	39	39
TOTAL -- CITY ATTORNEY'S OFFICE	39	39	39

Executive Offices

Executive Offices Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2009/2010	2010/2011	2011/2012
		Actual	Estimated	Proposed
Office of Community Affairs	Number of community events and special meetings participation by OCA staff, excluding HOLA	292	288	40
Office of Community Affairs	Number of community events and special meetings participation by the HOLA staff	30	38	12
Office of Community Affairs	Percentage of available funds awarded to cultural and arts organizations	100%	100%	100%
Office of Community Affairs	Percent of grant funds awarded	206%	136%	100%
Office of the City Clerk	Number of customer training sessions conducted	5	2	5
Executive Offices	Percentage of available funds awarded - human service funding	100%	100%	100%

Fiscal

Organizational Unit	Performance Indicator	2009/2010	2010/2011	2011/2012
		Actual	Estimated	Proposed
Office of Audit Services and Management Support	Annual benefits from revenue audits	\$268,329	\$880,528	\$225,000
Executive Offices	Executive Offices Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

Executive Offices

Executive Offices Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2009/2010	2010/2011	2011/2012
		Actual	Estimated	Proposed
Office of the City Clerk	Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	75.83%	49.59%	75.00%
Office of the City Clerk	Percentage of open public records requests	1%	1%	5%
Office of Audit Services and Management Support	Percentage of projects completed by the estimated completion date	100%	61.25%	70.00%
Office of Audit Services and Management Support	Percentage of projects completed within budgeted hours	83.25%	71.88%	70.00%

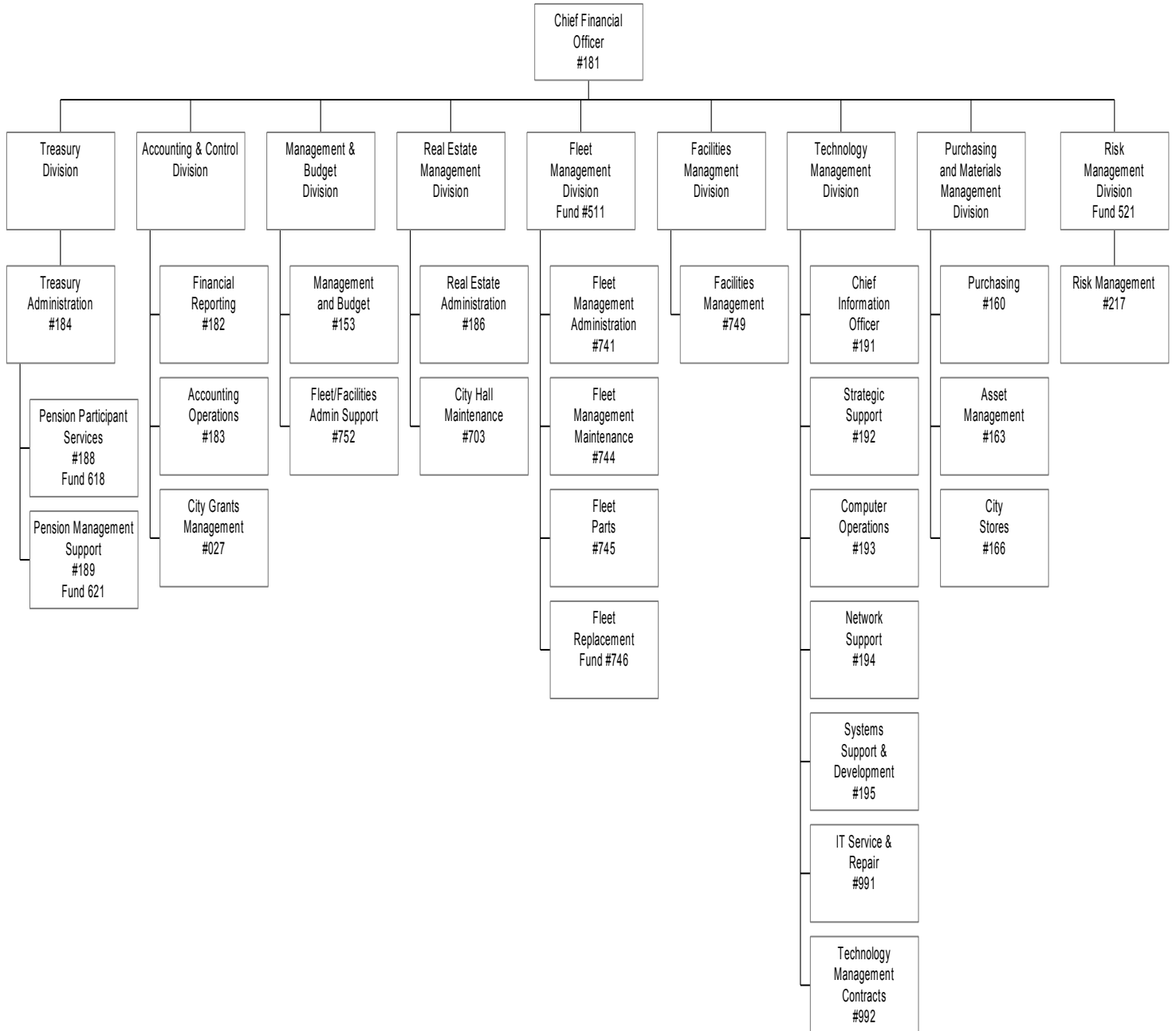
Outcome & Mission

Organizational Unit	Performance Indicator	2009/2010	2010/2011	2011/2012
		Actual	Estimated	Proposed
Office of Community Affairs	Number of new partners for HOLA	22	24	20
Office of Community Affairs	Number of unduplicated partnerships established and maintained	190	138	24
Office of Community Affairs	Number of applications submitted to MMG programs	71	48	30
Office of Community Affairs	Number of MMG Workshops conducted annually.	N/A	12	12
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	98.75%	98.13%	98.00%

Executive Offices

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Office of Business & Financial Services



Office of Business & Financial Services

DEPARTMENT EXPENDITURE SUMMARY

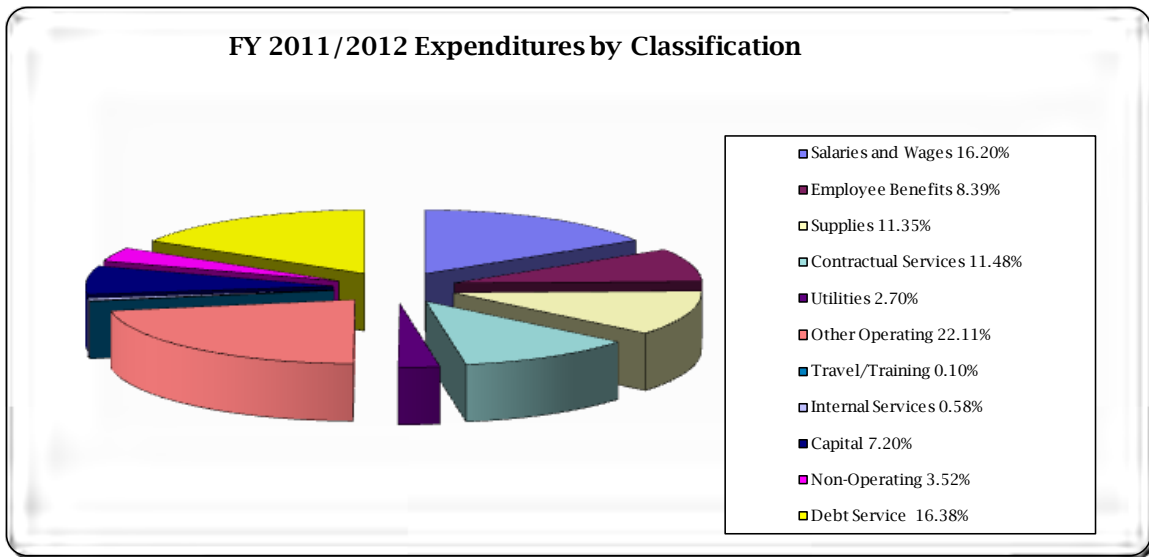
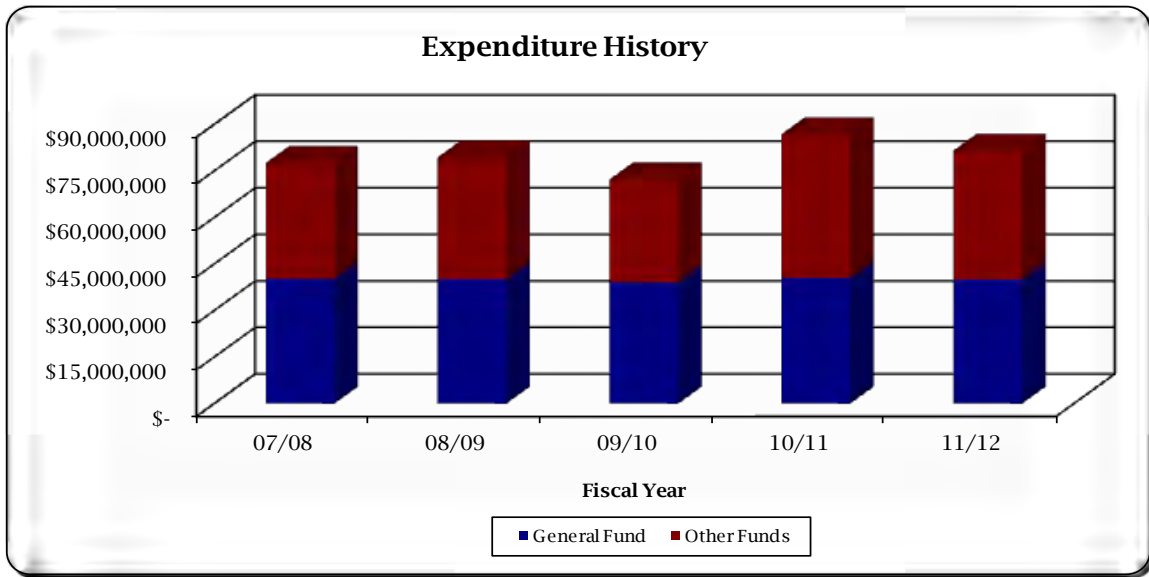
Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Chief Financial Officer					
181 Chief Financial Officer	\$ 503,615	\$ 692,900	\$ 699,337	\$ 6,437	0.93%
994 Nondepartmental - CFO	3,330,920	2,666,060	2,091,693	(574,367)	(21.54%)
Accounting and Control Division					
027 City Grants Management	293,421	360,045	377,269	17,224	4.78%
182 Financial Reporting	672,559	755,736	734,429	(21,307)	(2.82%)
183 Accounting Operations	1,160,007	1,142,041	1,149,836	7,795	0.68%
Facilities Management Division:					
749 Facilities Management	5,102,327	5,709,827	5,007,183	(702,644)	(12.31%)
Management and Budget Division					
153 Management and Budget	456,555	557,172	650,808	93,636	16.81%
752 Fleet/Facilities Admin Support	-	467,597	452,433	(15,164)	(3.24%)
Purchasing and Materials Management Division					
160 Purchasing	1,331,150	1,328,108	1,284,259	(43,849)	(3.30%)
163 Asset Management	241,153	252,322	240,386	(11,936)	(4.73%)
164 City Mail Service	87,054	-	-	-	N/A
165 Fleet/Facility Supply/Support	422,047	(7,078)	-	7,078	(100.00%)
166 City Stores	283,141	255,162	245,194	(9,968)	(3.91%)
995 Non Dept.-Purchasing Auctions	21,544	41,500	41,500	-	0.00%
Real Estate Management Division:					
186 Real Estate Management	417,066	440,391	441,250	859	0.20%
703 City Hall Maintenance	2,775,759	2,133,349	2,632,939	499,590	23.42%
Technology Management Division					
191 Chief Information Officer	669,714	803,633	760,339	(43,294)	(5.39%)
192 Strategic Support	1,223,645	1,899,547	1,881,286	(18,261)	(0.96%)
193 Computer Operations	1,151,662	1,185,650	1,182,880	(2,770)	(0.23%)
194 Network Support	1,595,128	1,407,417	1,246,433	(160,984)	(11.44%)
195 Systems Support and Development	2,396,447	1,766,529	1,592,962	(173,567)	(9.83%)
991 IT Service and Repair	54,067	72,840	95,000	22,160	30.42%
992 Technology Management Contracts	2,696,886	3,322,541	3,432,030	109,489	3.30%
Treasury Division					
184 Treasury Administration	363,852	420,392	449,949	29,557	7.03%
190 General Fund Debt Service	11,878,746	12,817,386	13,357,953	540,567	4.22%
TOTAL -- GENERAL FUND	\$ 39,128,466	\$ 40,491,067	\$ 40,047,348	\$ (443,719)	(1.10%)
FLEET MANAGEMENT FUND #511					
Fleet Management Division					
741 Fleet Management Admin.	\$ 706,326	\$ 584,727	\$ 552,685	\$ (32,042)	(5.48%)
744 Fleet Management Maintenance	13,117,971	14,229,700	15,027,524	797,824	5.61%
745 Fleet Parts	-	313,009	304,893	(8,116)	(2.59%)
963 Non Dept.-Fleet Management/Projects	1,407,047	2,608,059	1,342,613	(1,265,446)	(48.52%)
TOTAL -- FLEET MANAGEMENT FUND	\$ 15,231,344	\$ 17,735,495	\$ 17,227,715	\$ (507,780)	(2.86%)
FLEET REPLACEMENT FUND #512					
Fleet Management Division					
746 Fleet Replacement Program	\$ 4,646,587	\$ 7,719,037	\$ 5,730,947	\$ (1,988,090)	(25.76%)
Projects	1,629,322	1,105,835	505,044	(600,791)	(54.33%)
TOTAL -- FLEET REPLACEMENT FUND	\$ 6,275,909	\$ 8,824,872	\$ 6,235,991	\$ (2,588,881)	(29.34%)

Office of Business & Financial Services

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
<u>RISK MANAGEMENT FUND #521</u>					
Risk Management Division					
217 Risk Management Administration	\$ 813,136	\$ 882,730	\$ 845,104	\$ (37,626)	(4.26%)
218 Risk Management Non-Departmental	10,348,442	17,733,003	16,234,539	(1,498,464)	(8.45%)
220 Employee Health and Safety Projects	2,987 347,989	- 970,705	- 800,000	- (170,705)	N/A (17.59%)
TOTAL -- RISK MANAGEMENT FUND	\$ 11,512,554	\$ 19,586,438	\$ 17,879,643	\$ (1,706,795)	(8.71%)
<u>PENSION PARTICIPANT SERVICES FUND #618</u>					
Treasury Division					
188 Pension Participant Services	\$ 74,786	\$ 152,203	\$ 100,924	\$ (51,279)	(33.69%)
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 74,786	\$ 152,203	\$ 100,924	\$ (51,279)	
<u>FIRE PENSION FUND #621</u>					
Treasury Division					
189 Pension Management Support	\$ 67,190	\$ 76,714	\$ 71,831	\$ (4,883)	(6.37%)
TOTAL -- FIRE PENSION FUND	\$ 67,190	\$ 76,714	\$ 71,831	\$ (4,883)	
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 72,290,249	\$ 86,866,789	\$ 81,563,452	\$ (5,303,337)	(6.11%)
Expenditure by Classification					
Salaries and Wages	\$ 13,811,586	\$ 13,325,932	\$ 13,212,522	\$ (113,410)	(0.85%)
Employee Benefits	7,342,619	7,924,109	6,839,563	(1,084,546)	(13.69%)
Supplies	8,521,378	9,224,168	9,255,073	30,905	0.34%
Contractual Services	7,969,314	9,286,401	9,364,862	78,461	0.84%
Utilities	2,285,004	2,161,567	2,198,429	36,862	1.71%
Other Operating	10,521,411	18,662,155	18,031,185	(630,970)	(3.38%)
Travel/Training	13,932	87,643	83,356	(4,287)	(4.89%)
Internal Services	695,198	643,471	474,921	(168,550)	(26.19%)
Capital	5,691,636	5,304,929	5,874,515	569,586	10.74%
Non-Operating	3,559,425	7,429,028	2,871,073	(4,557,955)	(61.35%)
Debt Service	11,878,746	12,817,386	13,357,953	540,567	4.22%
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 72,290,249	\$ 86,866,789	\$ 81,563,452	\$ (5,303,337)	(6.11%)

Office of Business & Financial Services



Office of Business & Financial Services

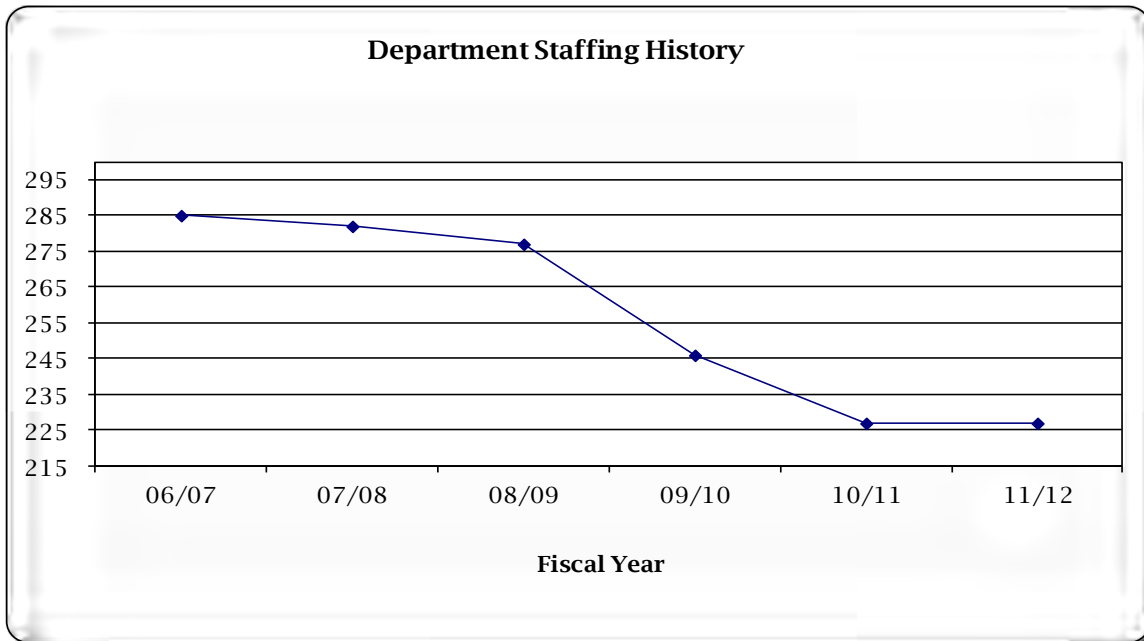
DEPARTMENT STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
Chief Financial Officer			
181 Chief Financial Officer	4	4	4
Accounting and Control Division			
027 City Grants Management	3	3	3
182 Financial Reporting	8	7	7
183 Accounting Operations	17	15	15
Facilities Management Division			
749 Facilities Management	43	40	40
Management and Budget Division			
153 Management and Budget	6	6	6
752 Fleet/Facilities Admin Support	-	7	7
Purchasing and Materials Management Division			
160 Purchasing	14	15	15
163 Asset Management	3	3	3
165 Fleet/Facility Supply/Support	8	-	-
166 City Stores	4	3	3
Real Estate Management Division			
186 Real Estate Management	4	4	4
Technology Management Division			
191 Chief Information Officer	5	7	7
192 Strategic Support	14	18	18
193 Computer Operations	15	13	13
194 Network Support	15	12	12
195 Systems Support and Development	23	17	17
Treasury Division			
184 Treasury Administration	4	4	4
TOTAL -- GENERAL FUND	190	178	178
<u>FLEET MANAGEMENT FUND #511</u>			
Fleet Management Division			
741 Fleet Management Admin.	7	3	3
744 Fleet Management Maintenance	32	28	28
745 Fleet Parts	-	5	5
TOTAL -- FLEET MANAGEMENT FUND	39	36	36
<u>RISK MANAGEMENT FUND #521</u>			
Treasury Division			
217 Risk Management Administration	14	10	10
TOTAL -- RISK MANAGEMENT FUND	14	10	10
<u>GRANT FUND #600</u>			
Facilities Management Division			
031 Energy Efficiency and Conservation	1	1	1
TOTAL -- GRANT FUND	1	1	1

Office of Business & Financial Services

DEPARTMENT STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>PENSION PARTICIPANT SERVICES FUND #618</u>			
Treasury Division			
188 Pension Participant Services	1	1	1
TOTAL -- PENSION PARTICIPANT SERVICES FUND	1	1	1
<u>FIRE PENSION FUND #621</u>			
Treasury Division			
189 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- BUSINESS & FINANCIAL SERVICES	246	227	227



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. This division consists of the Chief Financial Officer, Deputy Chief Financial Officer, the Department's Fiscal Manager, and associated support staff. This section provides financial guidance to the Mayor and City Council as well as overseeing all financial operations of the City.

Major Accomplishments

- Implemented reorganization plan to consolidate all City financial operations under the control of the Chief Financial Officer.
- Provided extensive ongoing financial guidance and direction for the Community Venues project.
- Integrate business support functions into the Office of Business and Financial Services Department, including Fleet, Facilities Management, Technology Management and Purchasing.

Future Goals and Objectives

Short Term

- The complexity of the community venues project will require continuing involvement of the Chief Financial Officer.
- Provide leadership for the Office of Business and Financial Services Department to create robust operating relationships between divisions and to advance a strong customer service approach when dealing with internal and external customers.

Medium Term

- 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.

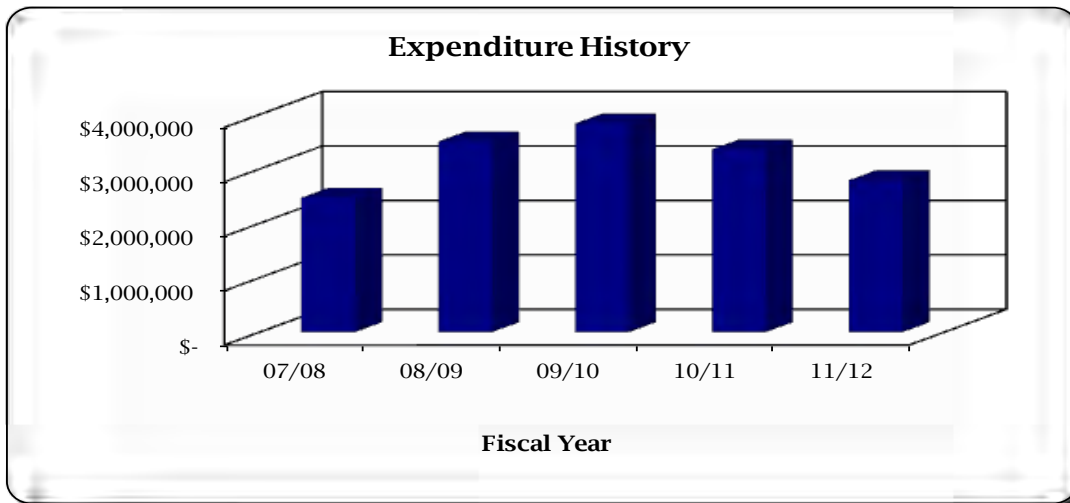
Long Term

- To continue serving as the financial advisor to the Mayor in dealings with other governmental agencies operating in and around the City, such as Orange County, Orlando Utilities Commission, and the Greater Orlando Aviation Authority.
- Work in partnership with Economic Development on formulating economic incentive agreements to attract businesses to the City of Orlando.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Chief Financial Officer					
181 Chief Financial Officer	\$ 503,615	\$ 692,900	\$ 699,337	\$ 6,437	0.93%
994 Nondepartmental - CFO	3,330,920	2,666,060	2,091,693	(574,367)	(21.54%)
TOTAL -- GENERAL FUND	\$ 3,834,534	\$ 3,358,960	\$ 2,791,030	\$ (567,930)	(16.91%)
TOTAL - CHIEF FINANCIAL OFFICER	\$ 3,834,534	\$ 3,358,960	\$ 2,791,030	\$ (567,930)	(16.91%)



STAFFING HISTORY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
181 Chief Financial Officer	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL - CHIEF FINANCIAL OFFICER	4	4	4

Office of Business & Financial Services

Accounting and Control Division

Mission Statement

To provide timely and accurate financial information and analyses in accordance with generally accepted accounting principles (GAAP) as applied to governmental units, assist management in making informed economic decisions, provide grant oversight, 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 that includes its financial operations, grants, pension, other postretirement benefits 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 September 30, 2009 Comprehensive Annual Financial Report (CAFR).
- Satisfactorily implemented in our fiscal year ended September 30, 2010 CAFR the requirements issued by the Government Accounting Standards Board (GASB):
 - GASB Statement Number 51 - "Accounting and Financial Reporting for Intangible Assets" - The implementation of GASB 51 resulted in the City capitalizing and amortizing software purchases above the capitalization thresholds. No other intangible assets met the capitalization thresholds.
 - GASB Statement Number 53 - "Accounting and Financial Reporting for Derivative Instruments" - The implementation of GASB 53 resulted in additional disclosures regarding the City's investments in derivative financial instruments.
- In cooperation with Technology Management, set up an AP_Invoices@cityoforlando.net email address so that Accounts Payable can receive invoices directly from vendors. This has resulted in improved efficiency with the departments as well as resolving vendor inquiries.
- In cooperation with Technology Management, worked to create an electronic file for every check that is generated by Accounts Payable. This has resulted in increased efficiencies when check copies are requested.
- Offered employees the ability to receive any reimbursement checks from Accounts Payable by direct deposit instead of via check. This has reduced the amount of time needed to follow up on unclaimed checks.
- Coordinated with Public Works to further improve their compliance with the Florida Prompt Payment Act.
- In cooperation with Technology Management, successfully implemented an electronic version of the Form W-2, Form 1099 Misc., and Form 1099R forms by creating a template and merging data from the payroll and financial reporting systems. This resulted in improved efficiency with the preparing and storage of these files.
- In response to the needs of the Orlando Fire Department, worked with the City's bank to set up a new lockbox for Emergency Medical Transportation services. Also worked with the third party invoicing company on the types of monthly reports needed for financial reporting and analysis.

Office of Business & Financial Services

Accounting and Control Division

- In cooperation with Purchasing and Materials Management, met on a monthly basis to discuss current issues and ways to improve the effectiveness and efficiency of processing accounts payable transactions.
- Enhanced several revenue collection forms (Solid Waste Deposit Form, Change Order Call-In Form) used by various departments in order to increase effectiveness and efficiency.
- Met with department fiscal managers on a quarterly basis and continued its focus on timely communication regarding financial reporting, purchasing, budget, grant, and other business matters.
- In cooperation with Technology Management, successfully implemented the Orlando Police Department's (OPD) conversion to the City's timekeeping system. In conjunction with this implementation, we also provided training to OPD managers on how to effectively use this system.
- In cooperation with Technology Management, upgraded the City's timekeeping system to a higher version. This enabled us to reduce the number of servers needed to support the system and also allows greater integration of the City's timekeeping devices.
- Continued to strengthen internal controls by adopting the new "Management & Administration of Grants and Other Financial Assistance" policy and procedure.
- Continued to provide grants training 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, Grant Oversight Committee (GOC) Orientations were provided to new GOC Committee members as needed.
- Continued to strengthen internal controls related to grants by conducting internal financial and compliance reviews of selected state and federal grant files and provided recommendations to each department directors and City staff involved with grants.
- Continued to monitor American Recovery and Reinvestment Act (ARRA) awards by conducting internal financial and compliance reviews each quarter.
- Participated in department-wide exercise to discuss the existing emergency preparation processes in place and implemented identified enhancements to policies and procedures.
- Continued the annual training of City Divisions on how to use the automated FEMA Forced Labor and Equipment report that will be used in the event of future disasters. We also continued the retraining of City Divisions 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.
- During the fiscal year ended September 30, 2011, used the externally prepared indirect cost plan to allocate City-wide and central services costs to enterprise funds within the City.
- Provided administrative support to Strengthen Orlando, Inc., a 501(c)(3) Florida not-for-profit corporation that was formed to support charitable activities of various departments within the City.

Office of Business & Financial Services

Accounting and Control Division

Future Goals and Objectives

Short Term

- Will implement the following accounting and disclosure requirements in the fiscal year ended September 30, 2011 CAFR:
 - GASB 54 – “Fund Balance Reporting & Governmental Fund Type Definitions”: This statement’s objective is to improve financial reporting by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions. This statement will result in additional fund balance categories and may also impact the number of special revenue funds reported by the City.
- Issue a Frequently Asked Questions document on the City’s Vendor website in order to provide additional information to vendors regarding the requirement for federal, state and local governments to deduct and withhold 3 percent of the value of payments to contractors for the purchase of property or services. This rule is effective January 1, 2013.
- In cooperation with Technology Management, complete the configuration of the views and provide training for the upgraded timekeeping system.

Medium Term

- In cooperation with Technology management, upgrade the cash receipts/point of sale system to the next version. This will provide greater functionality to how revenue is charged and recorded.
- In cooperation with Technology Management and the Fleet Division, streamline the state fuel tax reporting process by having more information available electronically
- Implement emergency procedures by installing backup printers in the City’s Emergency Operations Center.
- In cooperation with Human Resources, determine financial reporting impact of self-insured health care plan.

Long Term

- Will monitor new GASB pronouncements for any impact on the City’s accounting or financial reporting including:
 - Will review the impact that the GASB Exposure Drafts “Accounting and Financial Reporting for Pensions, an amendment of GASB Statement No. 27” and “Financial Reporting for Pension Plans, an amendment of GASB Statement No. 25” may have on the financial accounting and disclosures related to the City’s three pension plans. If the exposure drafts become GASB statements, they would be required to be implemented by the City for the year ending September 30, 2014.
 - Will review the impact of GASB 60 “Accounting and Financial Reporting for Service Concession Arrangements” may have on the financial accounting and disclosures related to the City’s performing arts center project. This is required to be adopted by the City for the year ending September 30, 2013 and would require retroactive application for all periods presented.
 - Will review the impact of GASB 61 “The Financial Reporting Entity: Omnibus an amendment of GASB Statements No. 14 and No. 34” may have on the financial accounting and disclosures related to the City’s component units. This is required to be adopted by the City for the year ending September 30, 2013.

Office of Business & Financial Services

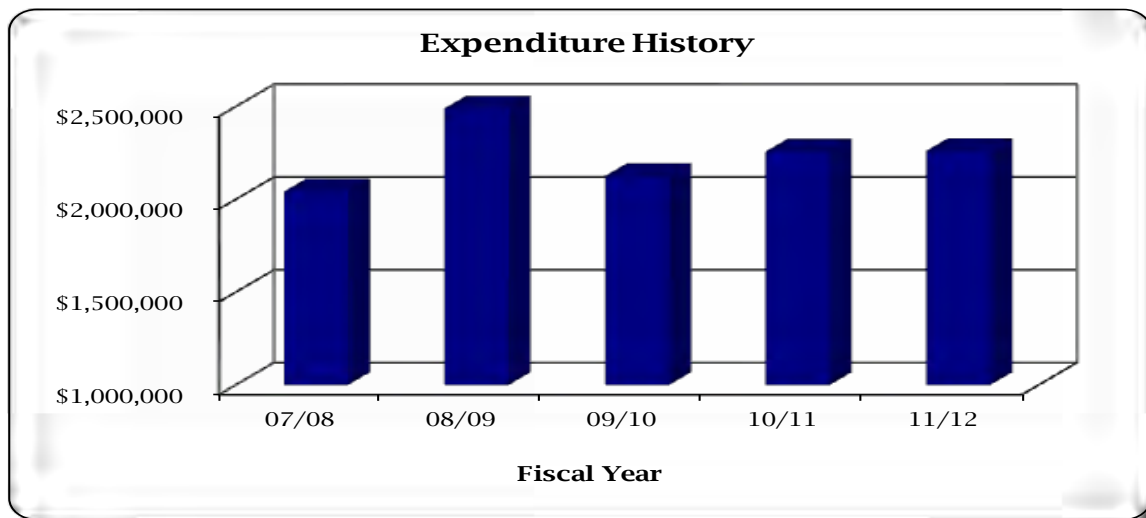
Accounting and Control Division

- In cooperation with Technology Management, will continue to evaluate ways to utilize all functionality of the City's timekeeping system as well as the timekeeping devices.
- Implement the 3 percent contractor withholding requirement effective January 1, 2013. In cooperation with Technology Management, determine what system enhancements will be needed to the financial reporting system. Also determine what operational changes will be needed to effectively identify what payments will require withholding.
- Implement the new W-2 reporting requirements regarding reporting the cost of coverage under an employer-sponsored group health plan effective for W-2's issued in 2013 for the calendar year 2012. In cooperation with Technology Management, determine what system enhancements, if any, will be needed to the payroll or financial reporting system to provide this additional information.
- 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 continue to investigate ways to automate the creation of vendor data in the City's financial software application (i.e. set-up of new vendors, e-invoicing, check and invoice scanning).
- In cooperation with Technology Management, will continue to pursue and implement an on-line payment system for City receivables and other Departments interested in receiving payments on-line.
- 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.
- In cooperation with Technology Management, will investigate the benefits of utilizing a payment kiosk(s) for revenue collections at City Hall.
- In cooperation with Technology Management and our bank, continue to investigate ways to further automate the bank reconciliation process and reduce the amount of time involved with identifying deposit sources or locations.
- Hold quarterly grant planning meetings with applicable departments and consider producing quarterly grant activity reports for department management.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Accounting and Control Division					
027 City Grants Management	\$ 293,421	\$ 360,045	\$ 377,269	\$ 17,224	4.78%
182 Financial Reporting	672,559	755,736	734,429	(21,307)	(2.82%)
183 Accounting Operations	1,160,007	1,142,041	1,149,836	7,795	0.68%
TOTAL -- GENERAL FUND	\$ 2,125,988	\$ 2,257,822	\$ 2,261,534	\$ 3,712	0.16%
TOTAL - ACCOUNTING & CONTROL DIVISION	\$ 2,125,988	\$ 2,257,822	\$ 2,261,534	\$ 3,712	0.16%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Accounting and Control Division			
027 City Grants Management	3	3	3
182 Financial Reporting	8	7	7
183 Accounting Operations	17	15	15
TOTAL -- GENERAL FUND	28	25	25
TOTAL - ACCOUNTING & CONTROL DIVISION	28	25	25

Office of Business & Financial Services

Facilities Management Division

Mission Statement

The mission of the Facilities Management Division is to safeguard the City's building asset inventory and infra-structure by maintaining reasonable internal controls to protect the City's assets and ensure the timely and accurate inspection (Facility Condition Assessment), general maintenance & repair, reduce deferred maintenance within budgetary constraints, facilitate renovation, perform preventive/predictive maintenance and manage the capital renewal/replacement program in a fiscally sound fashion that maintains the assets in safe & useable condition through their planned useful life and extends the planned useful life where possible.

Overview of Services/Programs

As a service support Division in the Office of Business and Financial Services, Facilities Management maintains the City's building asset inventory supporting uses that include Fire & Police in support of public safety, governmental operations, public use facilities, various leased properties for City and Public use and the wastewater infra-structure including Conserve One located south of the Orlando International Airport, Conserve Two on LB McCloud, Iron Bridge in Seminole County and the final wastewater outfall located in Christmas, FL.

These facilities include seventeen City Fire Stations, Police Department Headquarters & satellite offices, City Hall and various governmental administration/operation facilities, recreational and senior centers, museums, venues, parking garages, park structures, playgrounds, feature/functional fountains, ancillary infra-structure support structures including all wastewater complexes throughout the one hundred and six square miles of Orlando. Our Clients are City employees, citizens, tenants and the visiting public.

Facilities Management provides inspection, general maintenance & repair, renovation, ongoing preventive/predictive maintenance in the areas of plumbing, air conditioning and heating systems, electrical systems and emergency generators, building envelope, roof systems (including vegetated), photovoltaic and photo thermal conversion systems, rainwater harvesting collection and conveyance systems, City's proprietary keyway system, security x-ray equipment, security camera and proximity card systems, storm water collection and conveyance systems, seawalls and dock structures, elevators, driveways and sidewalks, park structures and playgrounds and a wide variety of feature and functional fountains.

Facilities Management manages the capital renewal/replacement of facility equipment and systems, facility strategic master planning, energy savings programs, LEED & Sustainability leadership, keeps all building drawings, operational documents and warranties, a uniform and documented procedure for the inventory, management, issuance and return of all keys for all City buildings.

Facilities Management also manages a variety of Life Safety Programs like Mold Monitoring and Mediation, Fire Suppression and Alarm systems, Burglar Alarms, Automated External Defibrillator program and Pest Control/Structure Termite Bond program.

Major Accomplishments

- Completed approximately work requests.
- Completed Alteration and Improvement requested projects.
- Responded to graffiti requests, which are down from the '08 - '09 numbers indicating that the program is realizing some success.
- Completed Phase Two of the Dubsdread Taproom structural analysis.

Office of Business & Financial Services

Facilities Management Division

- Orlando Operations Center HVAC/Generator upgrades (30% complete).
- Recreation Center Gym Floor Resurfacing 100% complete.
- Verified and loaded data for one hundred eleven meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.
- DOE Grant work
 - Thirteen of twenty six buildings upgraded to date.

Future Goals and Objectives

Short Term

- Continue efforts reviewing preventive maintenance programs to shift Division resources to meet increased service effectiveness and efficiency

Medium Term

- Upgrade to web-based ARCHIBUS.
- Continue efforts to upgrade the computerized maintenance management system (CMMS) towards a Computer Aided Facilities Management (CAFM).
- Complete Strategic Plan format that supports quarterly updates.

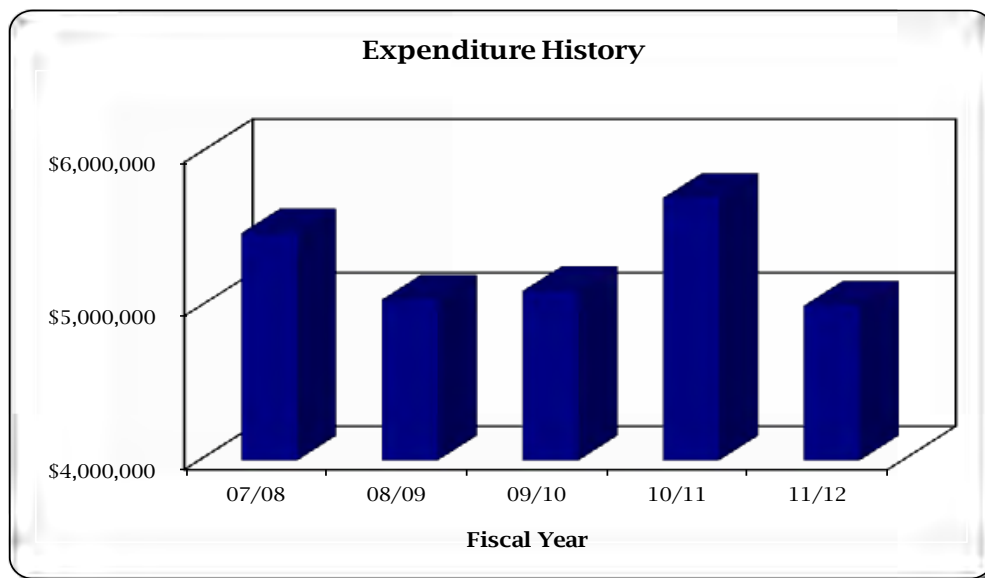
Long Term

- Continue to verify and loads several thousand meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.
- Electrical System Motor Control Center Condition Assessment (60% complete).
- HVAC High Cost Equipment Condition Assessment (70% complete).
- Develop a building design standard, to decrease operating and maintenance costs.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
<u>GENERAL FUND #100</u>					
Facilities Management Division					
749 Facilities Management	\$ 5,102,327	\$ 5,709,827	\$ 5,007,183	\$ (702,644)	(12.31%)
TOTAL -- GENERAL FUND	\$ 5,102,327	\$ 5,709,827	\$ 5,007,183	\$ (702,644)	(12.31%)
TOTAL -- FACILITIES MANAGEMENT DIVISION	\$ 5,102,327	\$ 5,709,827	\$ 5,007,183	\$ (702,644)	(12.31%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
Facilities Management Division			
749 Facilities Management	43	40	40
TOTAL -- GENERAL FUND	43	40	40
<u>GRANT FUND #600</u>			
Facilities Management Division			
031 Energy Efficiency and Conservation	1	1	1
TOTAL -- GRANT FUND	1	1	1
TOTAL -- FACILITIES MANAGEMENT DIVISION	44	41	41

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. Coordinates, organizes and prepares a five-year Capital Improvement Program and provides oversight and training in the development and implementation of that 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 presentations 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 eighth consecutive year.
- Developed the FY 2011/2012 budget while dealing with continuing national economic and housing value issues and the trickle down effects on the State and local economy. The status of the economy again resulted in a revenue reduction due to a decrease in the taxable value assessment base. Increases in the costs of employee benefits, primarily healthcare and the actuarially required contribution for employee pensions, also caused budget stress. In addition, budget development was accomplished with a complete turnover of Budget Analyst staff.
- 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 68% of the General Fund budget.
- Worked with Community Redevelopment Agency and Downtown Development Board staff and Advisory Board members to enhance the financial information that is provided and increase the frequency of budget presentations to the Boards.

Future Goals and Objectives

Short Term

- Work with the Human Resources Division and Controller to standardize the accounting for the new Medical Self Insurance Fund.
- Determine what is necessary and comply with Senate Bill No. 224 regarding local government accountability and the requirement to post budget information to the City's official website.

Office of Business & Financial Services

Management and Budget Division

Medium Term

- Given the continuing overall economic uncertainty, along with known cost increases due to Union collective bargaining agreements, begin work on analyzing information and developing strategies for balancing the FY 2012/13 budget.
- In recognition of the recent turnover of Budget Analyst staff, along with the need for succession planning, continue to further the education and cross training of all Division personnel.

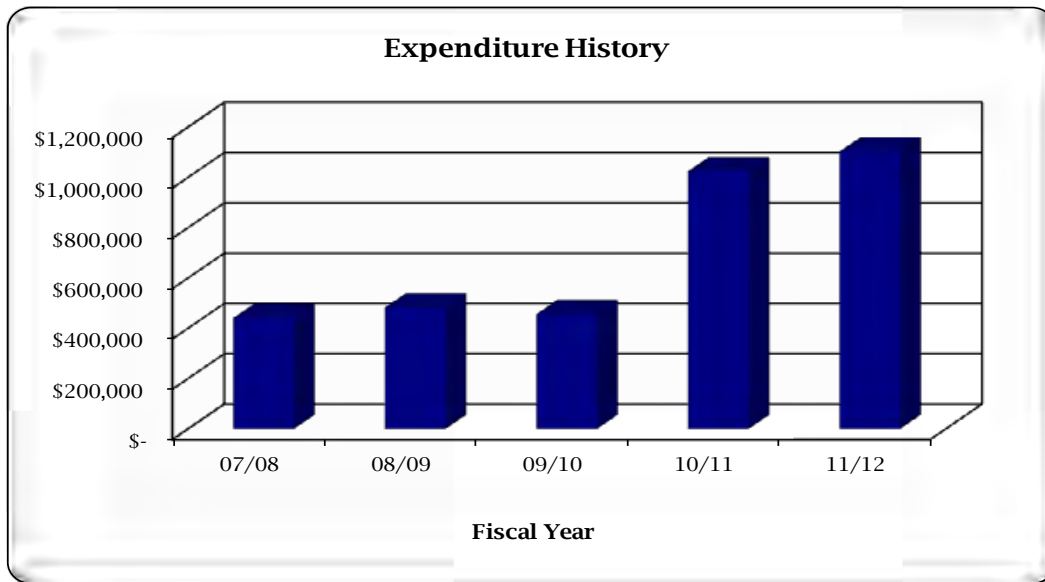
Long Term

- Continue to incorporate budgetary best practices in all aspects of budget processes including budget development, budget deliberations, communicating budget information and maintaining budget compliance.
- Continue to work with department fiscal personnel to refine and improve the established monitoring and forecast models for non-General Funds.
- Continue to participate in the Government Finance Officers Association Distinguished Budget Presentation Award program. Strive to improve the budget document through response to reviewer's comments and additional research. In addition, all staff will serve as reviewers for the program in order to glean additional ideas and information.
- Work toward enhancing and improving the financial information that is prepared for Elected and Appointed Officials, the Audit Board, Advisory Boards and City residents.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Management and Budget Division					
153 Management and Budget	\$ 456,555	\$ 557,172	\$ 650,808	\$ 93,636	16.81%
752 Fleet/Facilities Admin Support	-	467,597	452,433	(15,164)	(3.24%)
TOTAL -- GENERAL FUND	\$ 456,555	\$ 1,024,769	\$ 1,103,241	\$ 78,472	7.66%
TOTAL - MANAGEMENT & BUDGET DIVISION	\$ 456,555	\$ 1,024,769	\$ 1,103,241	\$ 78,472	7.66%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Management and Budget Division			
153 Management and Budget	6	6	6
752 Fleet/Facilities Admin Support	-	7	7
TOTAL -- GENERAL FUND	6	13	13
TOTAL -- MANAGEMENT AND BUDGET DIVISION	6	13	13

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 Services/Program

The Purchasing and Materials Management Division (Procurement) is dedicated to customer service and the timely acquisition of equipment, materials and services required by the City. Utilizing sound business processes, the Division manages in excess of 600 active contracts valued at approximately \$98.5 million. Procurement strives to support environmental preferable purchasing, procure goods and services at the best value and maximize competitive procurements and contracts with professionalism, integrity, fairness, and community inclusion. The Division is responsible for the accountability/control, transfer, and disposal of the City's capital assets through the Asset Management Program and the operation of City Stores in support of City-wide departments. The Division makes every effort to provide excellent customer service through technological advancements, improved business processes and planned outreach programs.

Major Accomplishments

Procurement

- Contract Management – Developed the functional requirements and negotiated a contract a City-wide Contract Management Database to increase efficiency and reduce current costs. The new software will result in a savings as it eliminates a fee of \$7,500.00 per year for licenses.
- Procurement Code – A comprehensive rewrite of Chapter 7, Procurement Code, is pending council approval in the fall. The Code represents the continuing efforts toward promoting efficiency in Procurement with sound business practices and will encompass the principles and policies of the Model Procurement Code formed by the American Bar Association.
- Contract Administration – Procured a software solution to streamline and expedite the consultant standard qualification process, submittal and evaluation process for CCNA. The paperless process will save the consultant, as well as the City resources, time and money.
- Operational Directives – Established the first set of procurement operational procedures, fifty-percent complete.
- Training – Facilitated two procurement customer training programs for internal customers. Purchasing Fundamental training is presented monthly and provides valuable information relating to the procurement process, policy and procedures.
- Hands-on Procurement lab training is provided every other month to demonstrate requisition entry, receiving, and other J.D. Edwards Software requirements.
- Vendor Outreach – 1) Presented two successful supplier outreach workshops titled “How to Do Business with the City of Orlando”, where suppliers met with Procurement staff, provided demonstration on registration process, an understanding of solicitation documents, responding to Bids and RFPs, as well as answering policy questions.
- Participated in the Annual Reverse Trade Show, sponsored by ECF of NIGP where suppliers network with multiple public agencies and learn how to register and do business with the City. Participated in several supplier diversity tradeshow throughout the year.

Office of Business & Financial Services

Purchasing & Materials Management Division

- Emergency Preparedness - Comprehensive revision to the Procurement Emergency Plan. Developed Disaster Contracts (D-Contracts) with GSA and State Contractors to support the City in emergency disaster relief efforts. Staff participated in tabletop exercises to prepare for these events.
- Awards - Received the esteemed Award of Excellence in Public Procurement for 2011 from the Florida Association of Public Procurement Officers (FAPPO). This award is generally recognized as the standard for the achievement of excellence, innovation and best practices in the profession of public procurement.
- Received the 2011 Best Practice Award from FAPPO for innovative solutions with the recent development and implementation of the City's eSupplier, a free self-service vendor registration and notification system. Currently, there are over 2,000 suppliers registered for this online service.
- Professional Development - Two Purchasing Agents received professional certifications, recognizing a high standard of competency in governmental procurement contracting; one employee received Certified Professional in Supply Management through the Institute of Supply Management.
- Performance Management - Monitor operational performance. The data is used to look at internal processes, chart growth and progress of each unit; and provide a benchmark of objective measures for goal setting.

Activity:	Volume/Dollars:	% Increase (+) or Decrease (-):
Solicitations Processed	216	5% +
Purchase Orders Issued	1,942 / \$30,300,738.12	28% +
Owner-Direct Purchase Orders	10 / \$1,744,590.51	New Project
Orders against Term Contracts	24,660 / \$97,858,243.55	6% +
Sole Source Processed	42	41% -
Cooperative Purchases	205	5% +
Capital Assets Created	2,700	200% +
Capital Assets Inventory (IED)	18,700	13%+
Sale of Surplus - Revenues Generated	\$478,544.00	10%+
City Stores - Green Products Sold	\$193,924.80	10%+
City Stores - Sales	\$947,660.00	No Change

Materials Management

City Stores

- Delivery - Due to staff reductions, City Stores was required to implement adjustments to the delivery schedule. The Fire Department receives deliveries two days a week and most other departments order in advance and pickup directly from City Stores.
- Sustainability - City Stores created an online catalog with over 2,600 items with printed photos of each product. Green Seal items have been identified in the catalog for easy access and support the green initiative.
- Inventory - City Stores continued to focus on a lean inventory and implementing just-in-time ordering.

Office of Business & Financial Services

Purchasing & Materials Management Division

Asset Management

The Asset Management Program's goal is to effectively prevent the loss of City property by maintaining accountability of the City's assets.

- Property Control - Asset Management maintained accurate inventory records, identified and created master records for over 2,700 new capital assets, representing a 200% increase from last fiscal year.
- Inventory - Approximately 18,700 capital assets are inventoried annually for 220 Program areas. Capital equipment inventoried was valued over 350 million dollars.
- State Mandate - The Asset Management Program, in cooperation with each program Property Custodian, is on target to meet the State's requirement for completing the City-wide annual inventory for capital assets for FY2010/11.
- Property Disposition - Managed the proper disposition of surplus equipment. Generated over \$478,544.00 from the sale of surplus equipment, a 10% increase from the same period last year. Monitored the disposition of fixed assets for the Amway Arena.

Future Goals and Objectives:

Short Term

- Electronic Sourcing - Focus on technology to increase efficiency. Develop an electronic quote tool to provide suppliers the ease of submitting quotes online, in real time. Will reduce errors and the time involved in submitting a quote; increase bidder response; and will result in a convenience for suppliers.
- Process Improvement - Complete the business process mapping effort; Identify streamlining opportunities and automation of business processes.
- Asset Management - Develop records for over 1500 capital asset records for the Amway Center.
- Outreach Programs - Participate in community outreach events to encourage participation in the procurement process and to promote utilization of M/WBE diversity and local community based suppliers.

Medium Term

- Contract Management Database - Complete the development and implementation of the City-wide contract repository to improve efficiency and to maintain contract compliance. The targeted completion date is Fiscal Year 11/12.
- Procurement Code, Chapter 7 - Executive level review process of sound business practices. Pending council approval in the fall.
- Automation - Develop a paperless system in SharePoint or ERP System to auto-fill and track forms with workflow to increase efficiency.
- Contract Administration, Phase I, Testing/Training for the implementation of the Government Forms Software to streamline consultant standard qualification process and review process under the CCNA.
- Proposal Methodology - Examine alternate rating methods for proposal evaluation/scoring, i.e., adjectival rating system.

Office of Business & Financial Services

Purchasing & Materials Management Division

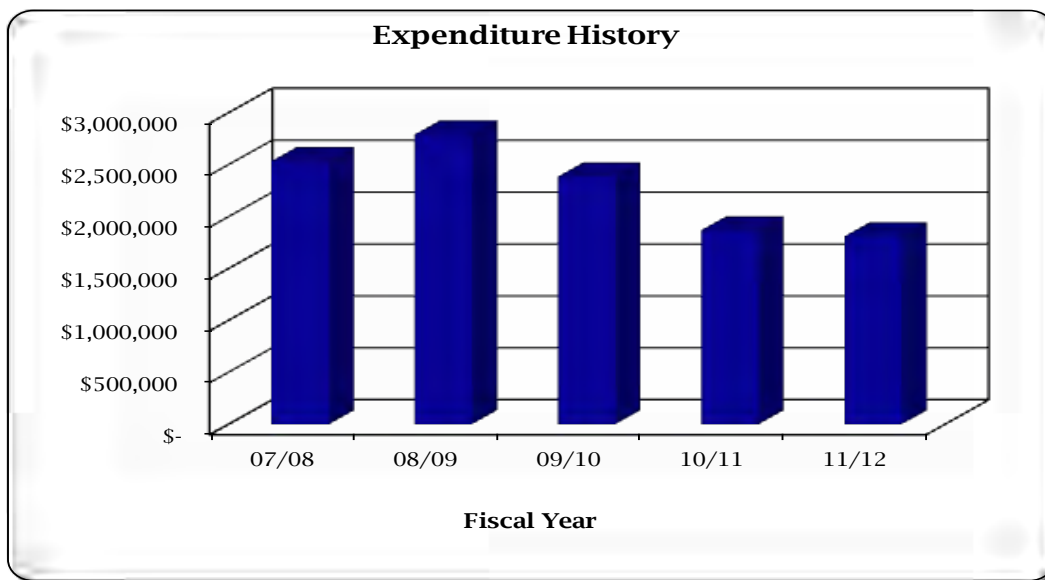
Long Term

- Electronic Sourcing - Research viable options for an electronic shopping cart for ordering from City Stores and term contracts.
- Strategic Sourcing - Collect and examine spend data to identify strategic sourcing opportunities to achieve documented savings.
- Emergency Management - Establish a streamlined emergency management supply system for critical supplies that emulates the State of Florida's Supply Warehouse.
- Implement Phase II, Go-Live of the Government Forms Software which will streamline and expedite the consultant standard qualification process, submittal process, and review process under the CCNA.
- Continuously review Procurement Policies and Procedures to reflect new Procurement Code revisions.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Purchasing and Materials Management Division					
160 Purchasing	\$ 1,331,150	\$ 1,328,108	\$ 1,284,259	\$ (43,849)	(3.30%)
163 Asset Management	241,153	252,322	240,386	(11,936)	(4.73%)
164 City Mail Service	87,054	-	-	-	N/A
165 Fleet/Facility Supply/Support	422,047	(7,078)	-	7,078	(100.00%)
166 City Stores	283,141	255,162	245,194	(9,968)	(3.91%)
995 Non Dept.-Purchasing Auctions	21,544	41,500	41,500	-	0.00%
TOTAL -- GENERAL FUND	\$ 2,386,089	\$ 1,870,014	\$ 1,811,339	\$ (58,675)	(3.14%)
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	\$ 2,386,089	\$ 1,870,014	\$ 1,811,339	\$ (58,675)	(3.14%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Purchasing & Materials Management Division			
160 Purchasing	14	15	15
163 Asset Management	3	3	3
165 Fleet/Facility Supply/Support	8	-	-
166 City Stores	4	3	3
TOTAL -- GENERAL FUND	29	21	21
TOTAL -- PURCHASING & MATERIALS MGMT. DIVISION	29	21	21

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

- Audited TRIM notices for all City-owned property.
- Acquired 18 properties for the Neighborhood Stabilization Program I.
- Maintained 92% occupancy of all City-owned properties available for rent.
- Completed numerous leases, renewals and amendments including the 55 West theatre space, Orlando Memorial Post, two Rowing Clubs, Fraternal Order of Police recreational land, caretaker agreements, Headstart, Lynx Blueprint office and various parking garage retail units.
- Leased property for 2 new cell towers adding new revenue.
- Mediated and settled additional property for Narcoossee Road expansion.
- Negotiated reduced rent for the Southwest and Southeast Orlando Police Department substations.
- Coordinated maintenance of city property including signage, fencing, cameras, keys and utilities.
- Acquired 20 acres of land for future park expansion at Area C, which is the last parcel of land in Orlando to be transferred from the Navy as a part of the base closure act.
- Rezoned, replatted and demolished buildings for the new W. Pine Street parking lot.
- Completed acquisition of property for Public Works drainage projects on W. Par Avenue and on Edgewater Drive.
- Acquired and demolished properties nearby the Amway Center and secured permits to establish temporary parking lots.
- Accepted donations of property from lenders on foreclosed property in the Parramore neighborhood.

Office of Business & Financial Services

Real Estate Management Division

Future Goals and Objectives

Short Term Goals

- Dispose of remaining NSP houses that have been rehabbed in compliance with Federal guidelines at market value.
- Acquisition of property for a new OPD southwest substation.
- Complete sublease transaction for a new theatre in space leased to the City for use as Arts and Entertainment.
- Complete the acquisition of property for the new W. Church Streetscape project.

Medium Goals

- Maintain an occupancy rate on City property available for lease at 80% or above.
- Complete acquisition of property for the new Pres. Barrack Obama Parkway.
- Add additional cell companies to existing cell towers to increase revenues.

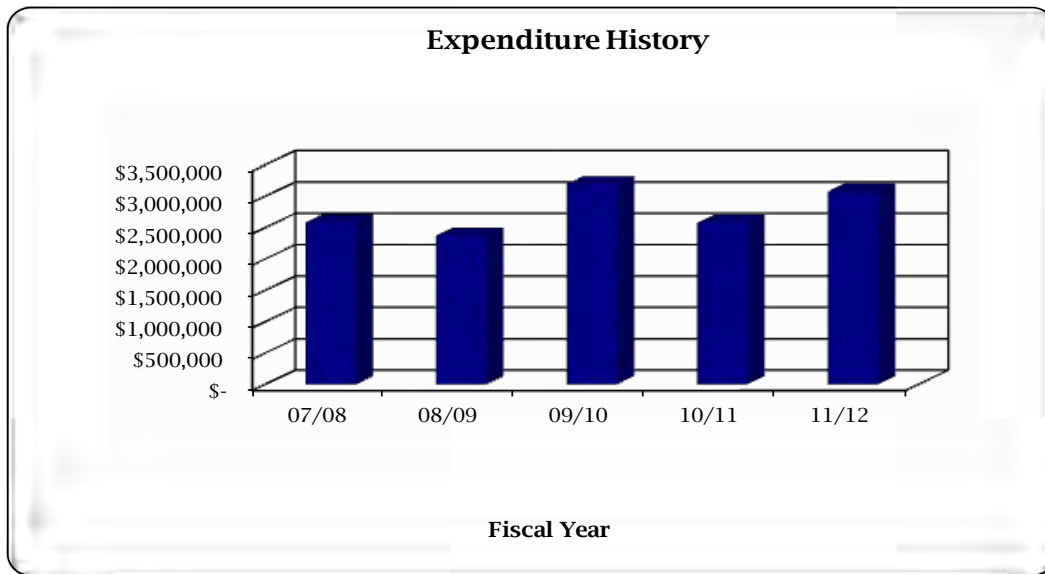
Long Term Goals

- Identify, market and dispose of surplus property at the best price and terms.
- Access the real estate market in order to begin the RFI/RFP process for the redevelopment of the McCoy Annex property.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Real Estate Management Division					
186 Real Estate Management	\$ 417,066	\$ 440,391	\$ 441,250	\$ 859	0.20%
703 City Hall Maintenance	2,775,759	2,133,349	2,632,939	499,590	23.42%
TOTAL -- GENERAL FUND	\$ 3,192,824	\$ 2,573,740	\$ 3,074,189	\$ 500,449	19.44%
TOTAL -- REAL ESTATE MANAGEMENT	\$ 3,192,824	\$ 2,573,740	\$ 3,074,189	\$ 500,449	19.44%



STAFFING HISTORY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Real Estate Management Division			
186 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4

Office of Business & Financial Services

Technology Management Division

Mission Statement

The mission of the Technology Management Division (TMD) is to plan and provide efficient, reliable and innovative solutions to City departments, as well as citizens, business partners and outside agencies.

Overview of Services/Programs

TMD leads strategic planning of information/communications technology by aligning Citywide IT planning, policies, procedures, personnel and budgeting with the strategic direction of the CIO. Functional areas consist of voice and data networks, desktop support, help desk, wireless communication, systems security, systems integration and development, geographic information systems and IT project management.

Major Accomplishments

- Implemented a consolidated backup system for physical, virtual and AIX based servers to increase efficiency and reduce the need for consumable backup tapes and tape drives.
- Assisted OPD to specify, acquire and deploy 492 OPD mobile computers. These ruggedized, heat-tolerant GETAC systems replaced OPD's previous inventory of semi-rugged Dell laptops.
- In accordance with FDLE, Homeland Security, and Criminal Justice Information System requirements, implemented a separate network infrastructure for sensitive public safety data. Access to the network requires dual-factor authentication.
- Initiated a "1Stop Shop" as a means to develop and provide a cohesive and comprehensive set of improved processes for clients requesting access to the TMD Information Technology (IT) Services Catalog.
- Cooperated with the Department of Homeland Security to implement a highly resilient internet perimeter to protect the City against certain forms of cyber attack.
- Continued conversion to virtual machine technology. 145 physical servers have been converted, reducing operational costs, improving reliability and lowering the carbon footprint of City datacenters by 20%.
- Consolidated Bob Carr and Citrus Bowl phone systems into the City's VoIP system.
- Implemented email archiving and e-discovery.
- Implemented the first phase of email encryption.
- Implemented OFD transport, consisting of realigning response zones from 200 to 2000 zones, updating mobile clients to report hospital status, modifying incident responses to align with transport plans, building the interface between CAD and ePCR, producing maps for initial transition and creating data analysis/reconciliation reports.
- Implemented crash reporting for OPD.
- Assisted HR to consolidate recruiting, training, and personnel management functions into a cloud-based system hosted by People Admin.
- Rolled out a new enterprise-wide, web-based GIS application to the City's internal users.
- Converted the Primrose facility to the City VoIP phone systems allowing for the complete elimination of Centrex services, reducing recurring costs by 80%.
- Trained seven TMD staff in formal business process modeling.
- Assisted OPD to implement the crime-free multi-housing website designed to reduce crime, drugs, and gangs on apartment properties.
- Continued the process of evaluating in-house services with the goal of replacing them with more cost-effective cloud-based solutions. A recent example is the migration of internally-hosted DNS to Go-Daddy.

Office of Business & Financial Services

Technology Management Division

- Conducted a major upgrade of Kronos, the City's time and collection system.
- Updated the City's web content filtering system to next-generation technology.
- TMD sponsored a series of internal innovation teams to explore emerging trends and potential business benefits for smart phone devices, telecommuting, and desktop virtualization.
- Began the migration away from Blackberry devices to iOS and Android handheld devices.
- Tested and initiated deployment of Chromebooks.

Future Goals and Objectives

Short Term

- Develop a formalized Project Management Process and implement PM solution.
- Redesign and implement a wireless network with increased capacity for internal and external users.
- Leverage virtual desktop technology to improve accessibility to City systems at reduced cost.

Medium Term

- Upgrade the City VoIP system to current technology.
- Identify and implement a modern and cost effective ERP solution
- Increase City staff's focus on computer and information security principles.
- Continue to work with City departments to expand eGovernment services to citizens.
- Implement self-service access to the IT services help desk.
- Upgrade the City VoIP system to current technology.

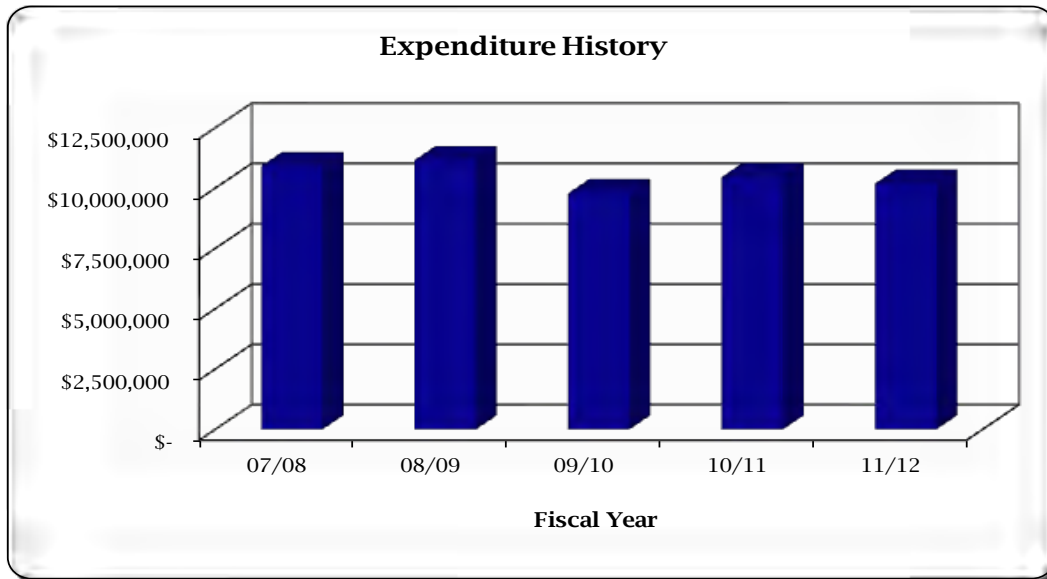
Long Term

- Develop a strategic plan to replace legacy enterprise-wide systems, including HRIS, Economic Development Information System (EDIS), OPD and ODF computer-aided dispatch, and document management.
- Succession planning is critical for the Technology Management Division. Of its 66 regular employees 15 (23%) are aged 60+ years or have 20+ years tenure.
- TMD continuously strives for process improvement; in particular, using Carnegie Mellon's Software Engineering Institute Capability Maturity Model Integration.
- Develop a strategic plan to incorporate information and communications technology to transform Orlando into a smart city. This will likely take many years and will require extensive coordination, sponsorship, and support across multiple functional silos.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund	2009/10	2010/11	2011/12	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	\$ 669,714	\$ 803,633	\$ 760,339	\$ (43,294)	(5.39%)
192 Strategic Support	1,223,645	1,899,547	1,881,286	(18,261)	(0.96%)
193 Computer Operations	1,151,662	1,185,650	1,182,880	(2,770)	(0.23%)
194 Network Support	1,595,128	1,407,417	1,246,433	(160,984)	(11.44%)
195 Systems Support and Development	2,396,447	1,766,529	1,592,962	(173,567)	(9.83%)
991 IT Service and Repair	54,067	72,840	95,000	22,160	30.42%
992 Technology Management Contracts	2,696,886	3,322,541	3,432,030	109,489	3.30%
TOTAL -- GENERAL FUND	\$ 9,787,551	\$ 10,458,157	\$ 10,190,930	\$ (267,227)	(2.56%)
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	\$ 9,787,551	\$ 10,458,157	\$ 10,190,930	\$ (267,227)	(2.56%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Technology Management Division			
191 Chief Information Officer	5	7	7
192 Strategic Support	14	18	18
193 Computer Operations	15	13	13
194 Network Support	15	12	12
195 Systems Support and Development	23	17	17
TOTAL -- GENERAL FUND	72	67	67
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	72	67	67

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 projects. 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, 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.
- Refinanced the City's loans under the Sunshine State Governmental Financing Commission 1986 Loan Program from variable rate to fixed rate to lock in favorable borrowing costs at historically low interest rates.
- 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.
- Conducted investment manager searches for a privately held opportunistic real estate portfolio manager, small-/mid-cap growth and value managers, hedge fund of funds and tactical global asset allocation managers.
- Established a Share Program within the Firefighters' Pension Plan to distribute funds accumulated since 1998 that are required under State law to be used to provide enhanced pension benefits for firefighters.
- 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.

Office of Business & Financial Services

Treasury Division

Future Goals and Objectives

Short Term

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

Medium Term

- 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.

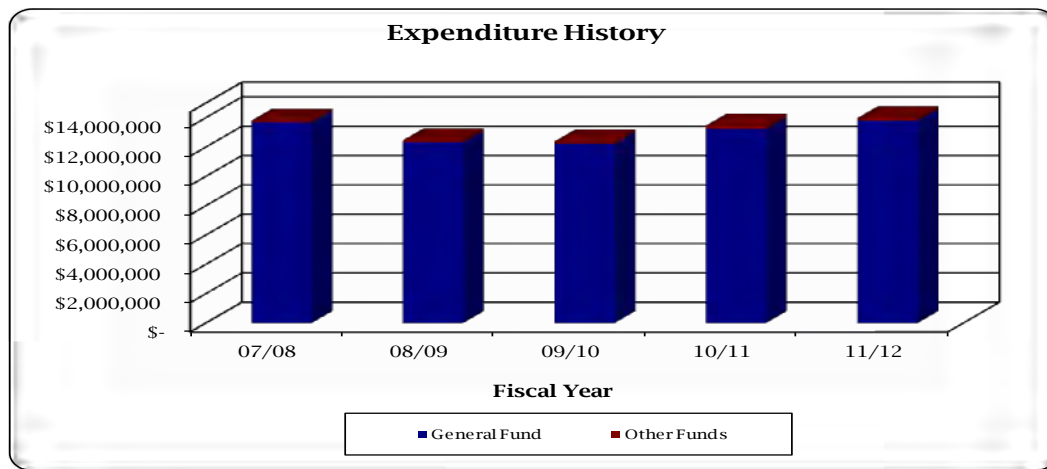
Long Term

- 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.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Treasury Division					
184 Treasury Administration	\$ 363,852	\$ 420,392	\$ 449,949	\$ 29,557	7.03%
190 General Fund Debt Service	11,878,746	12,817,386	13,357,953	540,567	4.22%
TOTAL -- GENERAL FUND	\$ 12,242,597	\$ 13,237,778	\$ 13,807,902	\$ 570,124	4.31%
PENSION PARTICIPANT SERVICES FUND #618					
188 Pension Participant Services	\$ 74,786	\$ 152,203	\$ 100,924	\$ (51,279)	(33.69%)
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 74,786	\$ 152,203	\$ 100,924	\$ (51,279)	
FIRE PENSION FUND #621					
189 Pension Management Support	\$ 67,190	\$ 76,714	\$ 71,831	\$ (4,883)	(6.37%)
TOTAL -- FIRE PENSION FUND	\$ 67,190	\$ 76,714	\$ 71,831	\$ (4,883)	
TOTAL -- TREASURY DIVISION	\$ 12,384,573	\$ 13,466,695	\$ 13,980,657	\$ 513,962	3.82%



STAFFING HISTORY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
184 Treasury Administration	4	4	4
TOTAL -- GENERAL FUND	4	4	4
PENSION PARTICIPANT SERVICES FUND #618			
188 Pension Participant Services	1	1	1
TOTAL -- PARTICIPANT SERVICES FUND	1	1	1
FIRE PENSION FUND #621			
189 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	6	6	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 Services/Programs

The **Fleet Management Division** assist 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 in order to delete obsolete inventory or add 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, hybrid or all electric, and all new Heavy trucks have the latest in engine and exhaust technology to meet all Federal EPA standards and utilize Biodiesel fuel.
- New Business Manager shared by Fleet and Facilities Management assisting in the management of the business and financial operations of our divisions. Work is performed under the supervision of the Division Managers.

Future Goals and Objectives

Short Term

- We will strive to 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.

Medium Term

- Fleet will maintain a safe, reliable and economical fleet through preventative maintenance and enhanced education and training programs for Fleet mechanics.

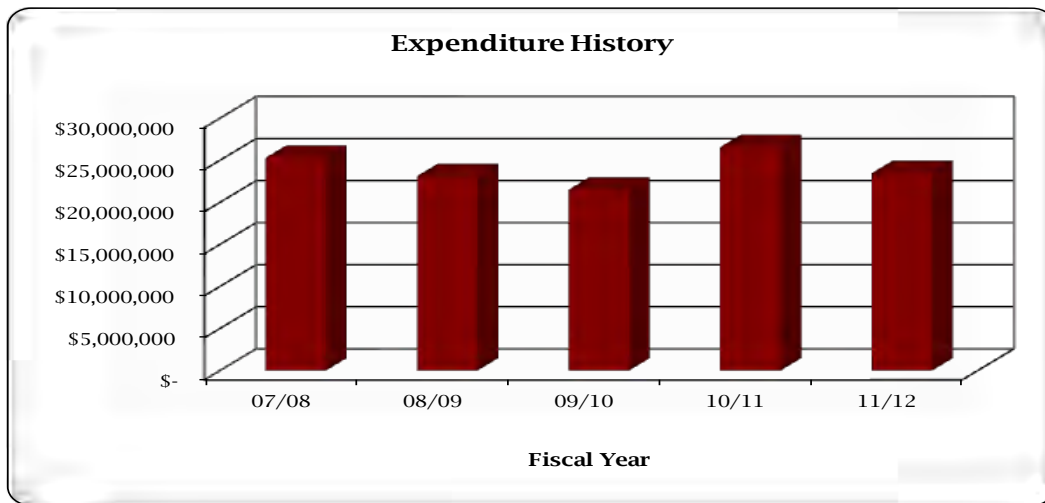
Long Term

- Fleet Management will continue to look for alternative fuels such as new sources for bio fuels, hydrogen fuel cells, hydraulic drives, hybrids, and electric vehicles.

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
FLEET MANAGEMENT FUND #511					
Fleet Management Division					
741 Fleet/Facilities Management Admin.	\$ 706,326	\$ 584,727	\$ 552,685	\$ (32,042)	(5.48%)
744 Fleet Management Maintenance	13,117,971	14,229,700	15,027,524	797,824	5.61%
745 Fleet Parts	-	313,009	304,893	(8,116)	(2.59%)
963 Non Dept.-Fleet Management/Projects	1,407,047	2,608,059	1,342,613	(1,265,446)	(48.52%)
TOTAL -- FLEET MANAGEMENT FUND	\$ 15,231,344	\$ 17,735,495	\$ 17,227,715	\$ (507,780)	(2.86%)
FLEET REPLACEMENT FUND #512					
Fleet Management Division					
746 Fleet Replacement Program	\$ 4,646,587	\$ 7,719,037	\$ 5,730,947	\$ (1,988,090)	(25.76%)
Projects	1,629,322	1,105,835	505,044	(600,791)	(54.33%)
TOTAL -- FLEET REPLACEMENT FUND	\$ 6,275,909	\$ 8,824,872	\$ 6,235,991	\$ (2,588,881)	(29.34%)
TOTAL -- FLEET MANAGEMENT DIVISION	\$ 21,507,253	\$ 26,560,367	\$ 23,463,706	\$ (3,096,661)	(11.66%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
FLEET MANAGEMENT FUND #511			
Fleet Management Division			
741 Fleet Management Admin.	7	3	3
744 Fleet Management Maintenance	32	28	28
745 Fleet Parts	-	5	5
TOTAL -- FLEET MANAGEMENT FUND	39	36	36
TOTAL -- FLEET MANAGEMENT DIVISION	39	36	36

Office of Business & Financial Services

Risk Management Division

Mission Statement

The City is exposed to various risks. The Risk Management Department seeks to reduce risk and protect the City's assets by identifying and then preventing or controlling the adverse effects of unexpected or unintended events.

Overview of Services/Programs

The Risk Management Division of the Office of Business and Financial Services is responsible for the protection of the City's assets from the risks of accident or fortuitous loss using a combination of loss prevention, self-insurance, and insurance to achieve the most effective protection at the most efficient cost.

The Risk Management Division also administers the City's Workers' Compensation, General Liability, Automobile Liability and Property Claims as well as the City-wide safety programs.

The Risk Management Division is comprised of a staff of ten. The Division Manager, a Claims Supervisor, three Adjusters, one Staff Assistant, three employees in the Safety Section, and one Office Assistant.

Major Accomplishments

- Recovered \$713,000 in damages to City property/assets caused by the Public.
- Recovered \$220,000 in insurance reimbursements from commercial insurance policy for destroyed fire truck and contents.
- Negotiated reduction in premiums, lowered deductibles, and obtained coverage enhancements on property insurance policy.
- Continued to develop and expand in house training resulting in enhanced safety awareness and financial savings.
- Resolved numerous claims in a fair, equitable, and appropriate manner

Future Goals and Objectives

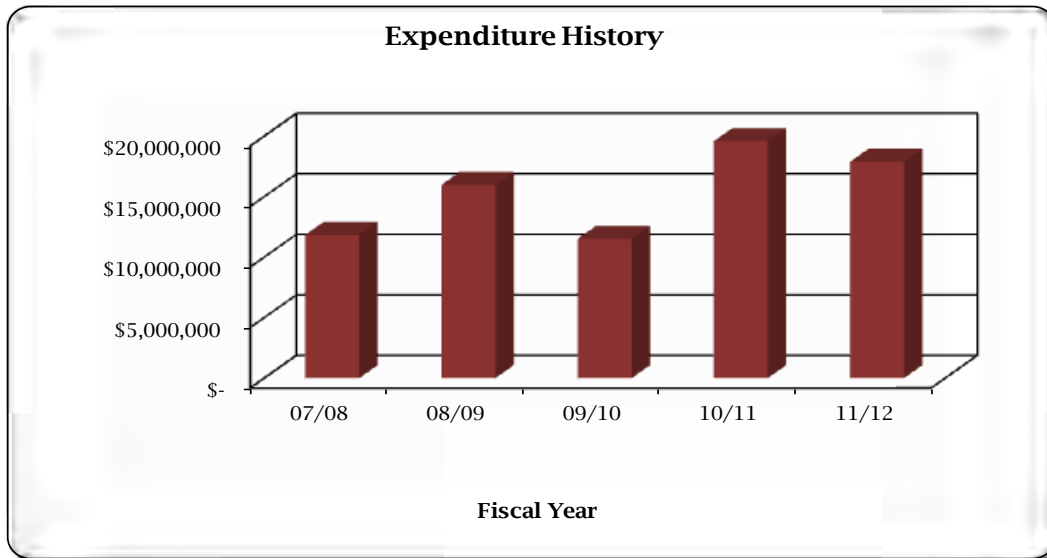
Long Term

- Continue to develop fiscally prudent and effective risk retention/transfer programs and provide fair claims handling to City operations.
- Integrate Risk Management processes and loss prevention programs into the new Amway Center.
- Evaluate all Risk Management programs and processes for opportunities to reduce expenses.
- Increase safety awareness by additional training programs and evaluating incentive programs.
- Evaluate options to reduce external legal expenses
- Explore value and implement if practical a formal Pharmacy benefit Program.
- Evaluate effectiveness of DriveCam driver improvement program trail to determine long range value

Office of Business & Financial Services

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
RISK MANAGEMENT FUND #521					
Risk Management Division					
217 Risk Management Administration	\$ 813,136	\$ 882,730	\$ 845,104	\$ (37,626)	(4.26%)
218 Risk Management Non-Departmental	10,348,442	17,733,003	16,234,539	(1,498,464)	(8.45%)
220 Employee Health and Safety Projects	2,987	-	-	-	N/A
	347,989	970,705	800,000	(170,705)	(17.59%)
TOTAL -- RISK MANAGEMENT FUND	\$ 11,512,554	\$ 19,586,438	\$ 17,879,643	\$ (1,706,795)	(8.71%)
TOTAL -- RISK MANAGEMENT DIVISION	\$ 11,512,554	\$ 19,586,438	\$ 17,879,643	\$ (1,706,795)	(8.71%)



STAFFING HISTORY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
RISK MANAGEMENT FUND #521			
Risk Management Division			
217 Risk Management Administration	14	10	10
TOTAL -- RISK MANAGEMENT DIVISION	14	10	10
TOTAL -- RISK MANAGEMENT DIVISION	14	10	10

Office of Business & Financial Services

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Real Estate Management Division	Percentage of Settlements Prior to Final Condemnation Hearing	100%	100%	100%

Employee Learning & Growth

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$242.14	\$260.32	\$200

Fiscal

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Real Estate Management Division	Properties Acquired Within the Established Value	100%	100%	90%
Fleet Management Division	Percentage of outside contractor work	29.06%	44.3%	45%
Fleet Management Division	Fleet Division expenditures/vehicle	\$4,329.20	\$1,812.70	\$1,500
Treasury Division	Active Portfolio investment return over the Lehman Aggregate Index	-0.07%	0.11%	0.5%
Treasury Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	-0.06%	-0.07%	0.1%
Treasury Division	Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	1.29%	0.88%	0.5%
Treasury Division	The percentage that the Banking Fund composite rate is less than the Bond Buyer's Revenue Bond Index	1%	1%	0.5%
Accounting & Control Division	Cost to Process one Accounts Receivable Transaction	\$16.51	\$11.73	\$12.00
Accounting & Control Division	Total Cost to Process one Accounts Payable Check	\$20.45	\$22.97	\$22.97
Accounting & Control Division	Cost to process one ProCard Transaction	\$9.13	\$10.15	\$10.15
Accounting & Control Division	Cost to process one Payroll Transaction	\$1.65	\$1.77	\$1.77
Office of Business & Financial Services	Office of Business and Financial Services Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes
Accounting & Control Division	Cost to Process one Revenue Collection Transaction	\$2.99	\$1.80	\$1.80

Office of Business & Financial Services

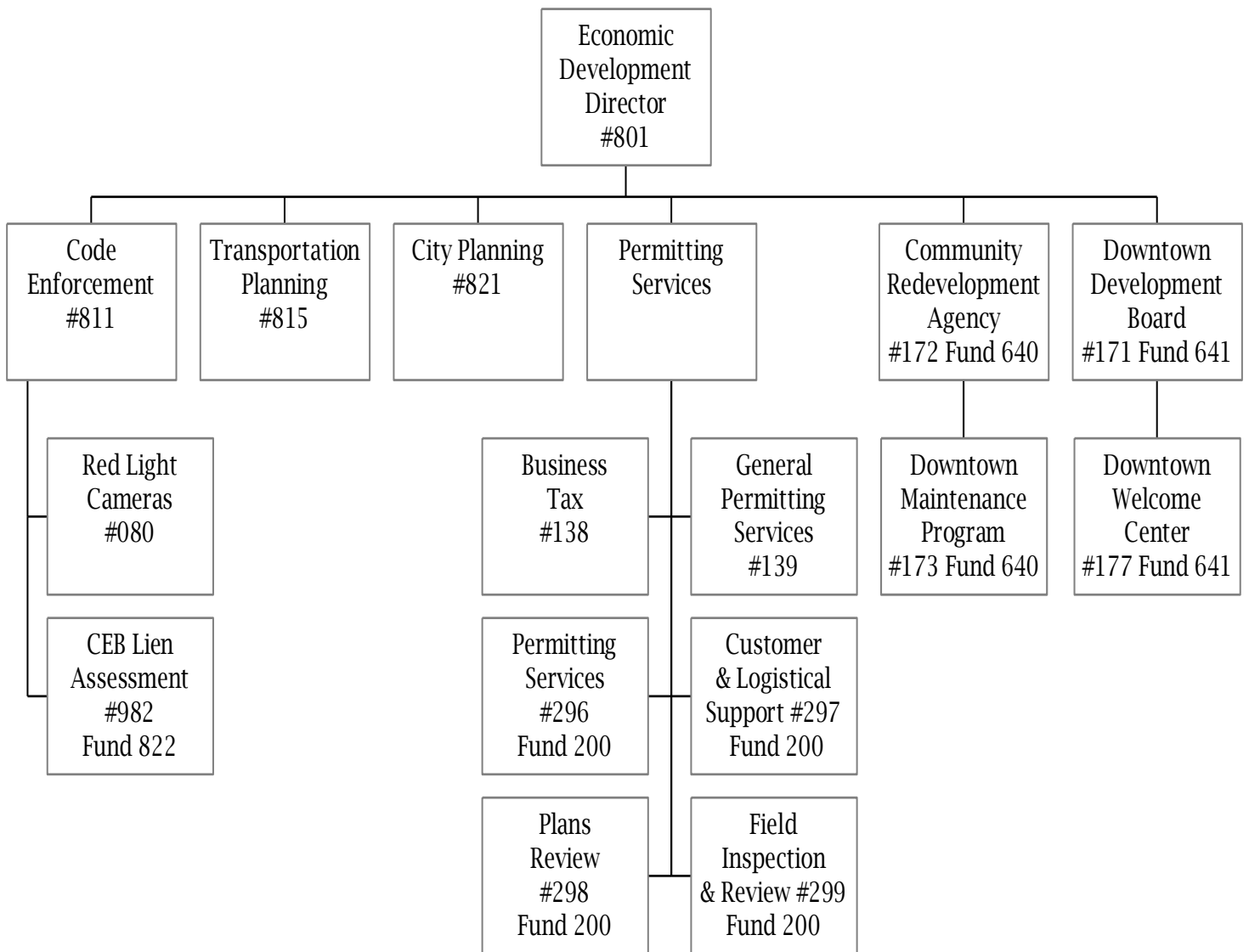
Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Accounting & Control Division	Accuracy level of the internally processed cash reports	100%	100%	100%
Accounting & Control Division	Refund processing time	13.5	17.83	20
Accounting & Control Division	Notification letters mailing time	72	72	72
Facilities Management Division	Completed scheduled PMs (%)	83.33%	290.92%	100%
Facilities Management Division	Work requests completed (%)	108.67%	102.36%	90%
Facilities Management Division	Number of work orders completed per day per trade	1.64	1.69	1.52
Fleet Management Division	Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	16.52%	20.35%	16%
Fleet Management Division	Number of vehicles/FTE	75	83	52
Technology Management Division	Percentage of Enterprise/Critical applications system wide uptime relative to service hours	99.58%	99.35%	99%
Technology Management Division	Percent of virus outbreaks contained/resolved in less than 2 hours	99%	99.31%	99%
Technology Management Division	Public safety network connectivity uptime percentage	99.89%	99.99%	99.5%
Technology Management Division	Percentage of GIS data updates completed per published schedule	94.2%	98.43%	98%
Technology Management Division	Percent of IT security requests for immediate account termination that are handled within 1 hour of receipt	99.63%	99.67%	99.5%
Technology Management Division	Percent of Plat & Survey Document Reviews Completed Within 1 Week	74.96%	75.28%	75%
Technology Management Division	Percent Addressing, Plat & Legal Description Reviews Completed Within 2 Working Days	95.17%	95.89%	95%
Accounting & Control Division	Percentage of employee direct deposits to total employee payments	81.18%	83.66%	85%
Accounting & Control Division	Average Percentage of Posting Accuracy	99.1%	99.16%	99.3%
Purchasing & Materials Management Division	Percentage of City Store stock inventory reductions.	146.45%	36.32%	3%

Outcome & Mission

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Real Estate Management Division	Occupancy Rate for City Property Available for Rent	92.86%	92.53%	90%
Risk Management Division	Per capita auto liability claims	\$1.11	\$1.34	\$1.25
Risk Management Division	Per capita general liability claims	\$1.45	\$1.57	\$1.25
Management and Budget Division	GFOA Award Score	3.3	3.09	3.00
Management and Budget Division	Receipt of GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes

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Economic Development Department



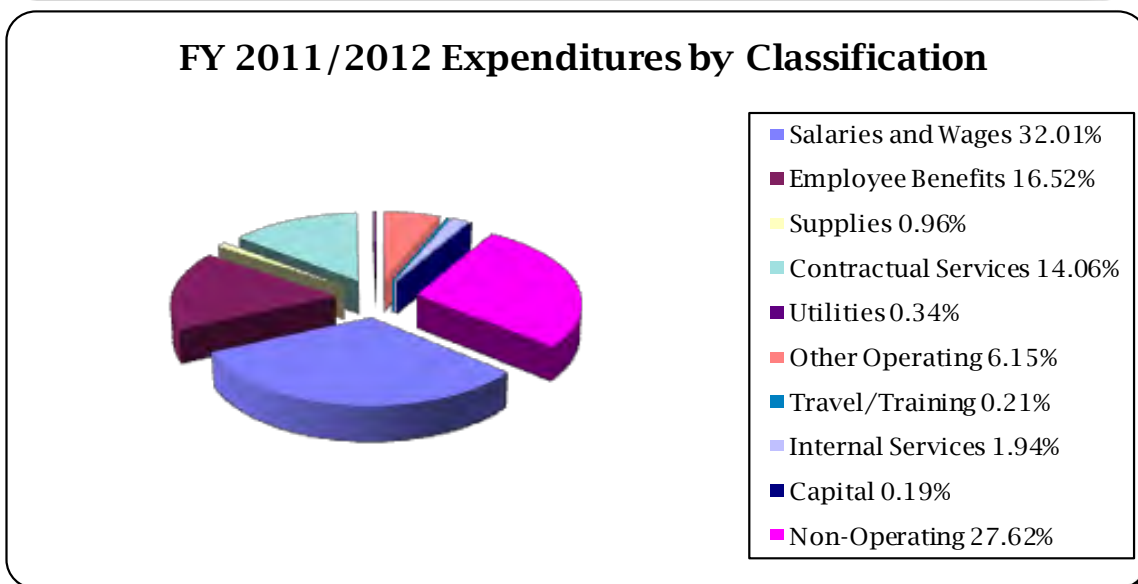
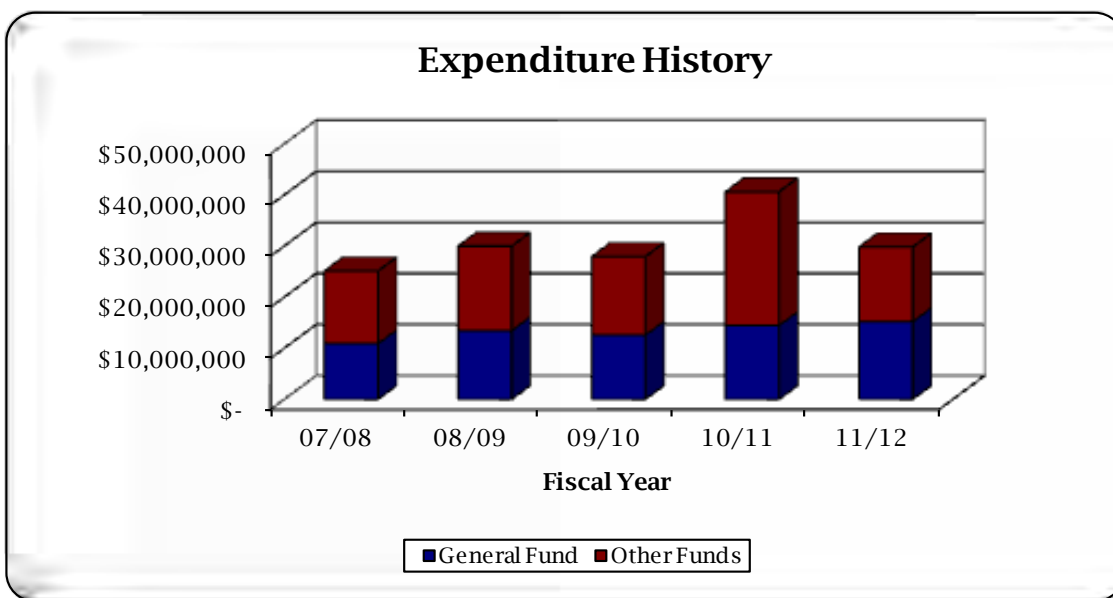
Economic Development Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development Business Development Division	\$ 907,474	\$ 1,233,565	\$ 921,385	\$ (312,180)	(25.31%)
145 Business Development	3,667	-	-	-	N/A
Permitting Services Division					
138 Business Tax	122,809	128,691	137,130	8,439	6.56%
139 General Permitting Services	1,173,505	1,160,179	1,063,872	(96,307)	(8.30%)
169 Permitting Satellite Office GF	57,512	37,392	-	(37,392)	(100.00%)
Code Enforcement Division					
080 Red Light Camera	1,276,317	2,144,444	2,085,590	(58,854)	(2.74%)
811 Code Enforcement	3,064,552	2,909,999	2,918,997	8,998	0.31%
Transportation Planning Division					
815 Transportation Planning	852,558	885,532	874,848	(10,684)	(1.21%)
City Planning Division					
821 City Planning	2,300,683	2,680,632	2,435,006	(245,626)	(9.16%)
3043 Quasi Judicial Hearings	1,025	10,000	-	(10,000)	(100.00%)
984 Nondepartmental - EDV	2,816,797	3,266,867	4,779,205	1,512,338	46.29%
TOTAL -- GENERAL FUND	\$ 12,576,899	\$ 14,457,301	\$ 15,216,033	\$ 758,732	5.25%
BUILDING CODE ENFORCEMENT FUND #200					
Permitting Services Division					
290 Nondepartmental	\$ -	\$ -	\$ (204,602)	\$ (204,602)	N/A
295 Permit Svc. Satellite Office	993,942	557,750	-	(557,750)	(100.00%)
296 Permitting Services	2,008,463	2,648,323	2,276,360	(371,963)	(14.05%)
297 Customer Svc. & Logistical Support	766,323	925,813	871,404	(54,409)	(5.88%)
298 Plans Review	919,259	1,236,236	940,100	(296,136)	(23.95%)
299 Field Inspection and Review	2,048,387	2,172,689	2,362,891	190,202	8.75%
Projects	-	10,000	-	(10,000)	(100.00%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 6,736,373	\$ 7,550,811	\$ 6,246,153	\$ (1,304,658)	(17.28%)
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 716,808	\$ 901,340	\$ 948,366	\$ 47,026	5.22%
173 Downtown Maintenance Program	951,047	1,021,680	1,064,947	43,267	4.23%
960 Nondepartmental - CRA	2,576,700	3,245,054	2,958,648	(286,406)	(8.83%)
Projects	699,281	8,944,838	100,000	(8,844,838)	(98.88%)
TOTAL -- CRA FUND	\$ 4,943,836	\$ 14,112,912	\$ 5,071,961	\$ (9,040,951)	(64.06%)
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Downtown Development Board	\$ 309,112	\$ 429,222	\$ 402,581	\$ (26,641)	(6.21%)
177 Downtown Welcome Center	109,336	12,233	11,105	(1,128)	(9.22%)
959 Nondepartmental - DDB	2,658,832	1,708,381	1,784,872	76,491	4.48%
Projects	573,741	1,824,980	580,000	(1,244,980)	(68.22%)
TOTAL -- DDB FUND	\$ 3,651,021	\$ 3,974,816	\$ 2,778,558	\$ (1,196,258)	(30.10%)
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division					
982 CEB Lien Assessment	\$ 4,539	\$ 427,596	\$ 429,477	\$ 1,881	0.44%
2472 CEB Housing Rehab	20,503	91,182	75,000	(16,182)	(17.75%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 25,042	\$ 518,778	\$ 504,477	\$ (14,301)	(2.76%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 27,933,171	\$ 40,614,618	\$ 29,817,182	\$ (10,797,436)	(26.59%)

Economic Development Department

Expenditure by Classification	2009/10 Actual Budget	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
Salaries and Wages	\$ 10,309,645	\$ 10,343,696	\$ 9,545,460	\$ (798,236)	(7.72%)
Employee Benefits	5,212,089	5,957,626	4,927,284	(1,030,342)	(17.29%)
Supplies	210,580	462,424	286,620	(175,804)	(38.02%)
Contractual Services	2,591,654	10,562,160	4,190,102	(6,372,058)	(60.33%)
Utilities	108,711	113,598	99,098	(14,500)	(12.76%)
Other Operating	2,305,055	1,950,612	1,834,884	(115,728)	(5.93%)
Travel/Training	26,503	58,910	63,415	4,505	7.65%
Internal Services	646,498	683,076	578,054	(105,022)	(15.37%)
Capital	554,031	941,321	56,040	(885,281)	(94.05%)
Non-Operating	5,968,404	9,541,195	8,236,225	(1,304,970)	(13.68%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 27,933,171	\$ 40,614,618	\$ 29,817,182	\$ (10,797,436)	(26.59%)

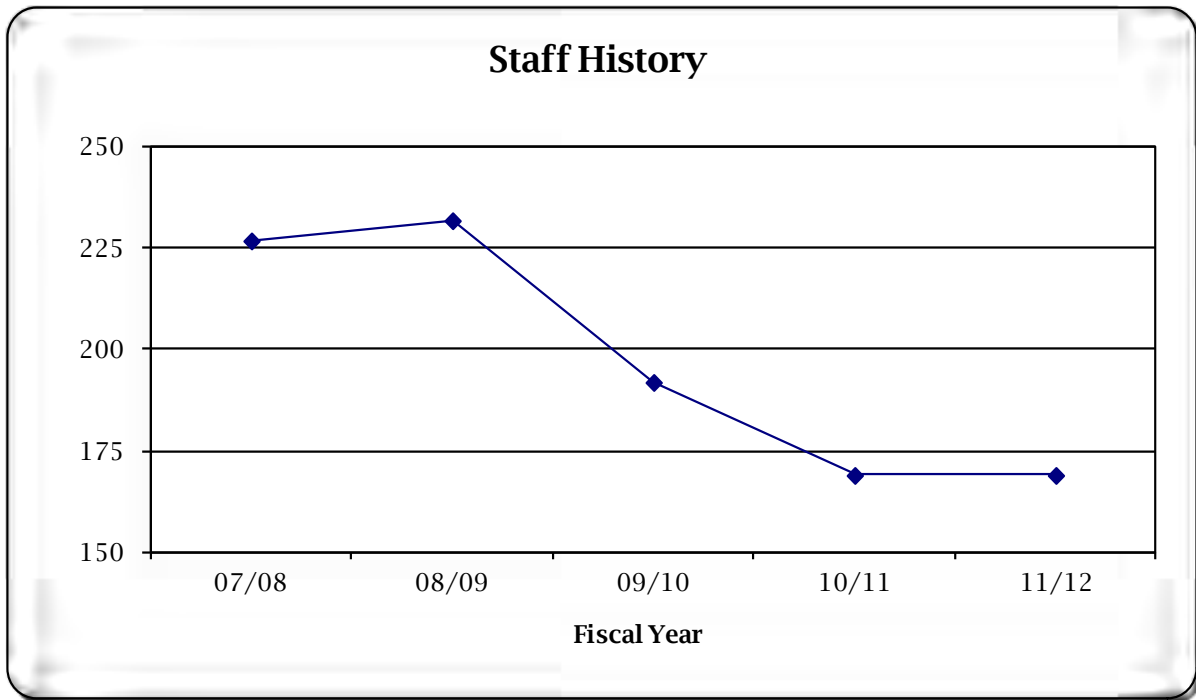


Economic Development Department

DEPARTMENT STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
801 Director of Economic Development	11	8	8
Permitting Division			
138 Business Taxes	2	2	2
139 General Permitting Services	15	12	12
169 Permitting Satellite Office GF	1	-	-
Code Enforcement Division			
080 Red Light Camera	6	7	7
811 Code Enforcement	32	29	29
Transportation Planning Division			
815 Transportation Planning	9	9	9
City Planning Division			
821 City Planning	29	24	24
TOTAL GENERAL FUND	<u>105</u>	<u>91</u>	<u>91</u>
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
295 Permit Svc s-Satellite Office	11	-	-
296 Permitting Services	8	8	8
297 Customer Service & Logistical Sup.	14	14	14
298 Plans Review	14	12	12
299 Field Inspection and Review	19	24	24
TOTAL BUILDING CODE ENFORCEMENT FUND	<u>66</u>	<u>58</u>	<u>58</u>
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #640</u>			
172 Redevelopment Agency	8	8	8
173 Downtown Maintenance Program	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY	<u>17</u>	<u>17</u>	<u>17</u>
<u>DOWNTOWN DEVELOPMENT BOARD FUND #641</u>			
171 Downtown Development Board	3	2	2
177 Downtown Welcome Center	1	1	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	<u>4</u>	<u>3</u>	<u>3</u>
TOTAL -- ECONOMIC DEVELOPMENT	<u><u>192</u></u>	<u><u>169</u></u>	<u><u>169</u></u>

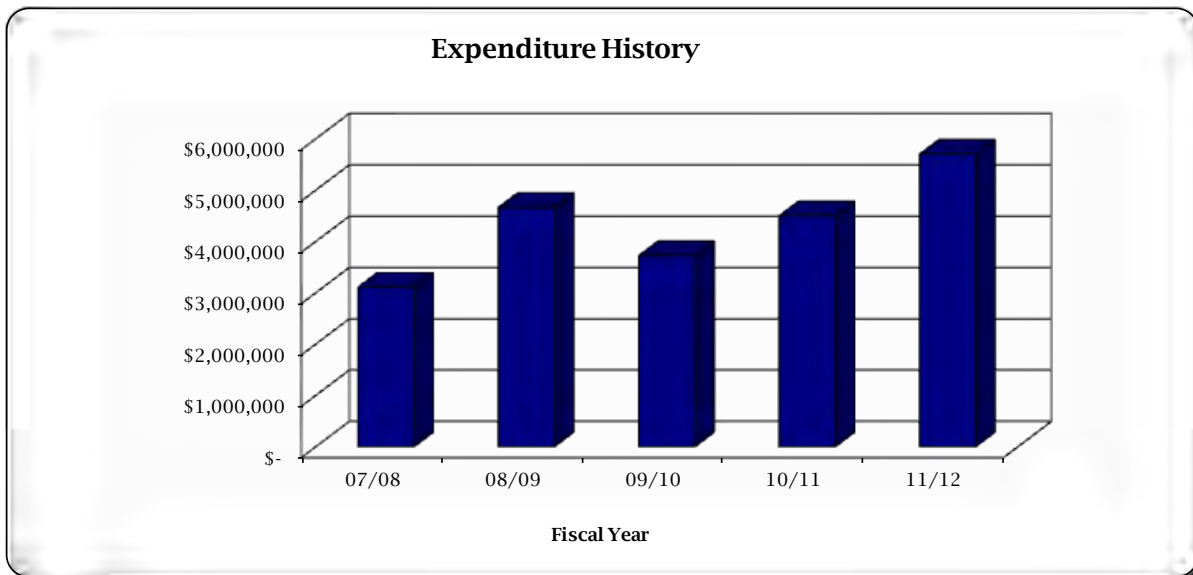
Economic Development Department



Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
801 Director of Economic Development	\$ 907,474	\$ 1,233,565	\$ 921,385	\$ (312,180)	(25.31%)
984 Nondepartmental - EDV	2,816,797	3,266,867	4,779,205	1,512,338	46.29%
TOTAL -- GENERAL FUND	\$ 3,724,272	\$ 4,500,432	\$ 5,700,590	\$ 1,200,158	26.67%
TOTAL -- DIRECTOR	\$ 3,724,272	\$ 4,500,432	\$ 5,700,590	\$ 1,200,158	26.67%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
801 Director of Economic Development	11	8	8
TOTAL GENERAL FUND	11	8	8
TOTAL -- DIRECTOR	11	8	8

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 occurs in compliance with life-safety, Building Code and Municipal 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 tax receipts. The Permitting staff examines plans, issues permits and conducts inspections for code compliance for both residential and commercial permitted projects. The staff also reviews, approves and issues Business Tax Receipts. Customers can expect clear consistent code application to ensure Orlando's Economic Competitiveness.

Major Accomplishments

- 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.
- Implemented the non-refundable deposit for all commercial projects. This deposit will cover some of the review costs associated with permitting commercial projects, when a project does not move forward. It will add no additional costs to projects that move forward and are issued for construction.
- Continued expansion of the Interactive Voice Response system. The daily volume of calls continues to increase as customers use the IVR system to pay for permits and normal permitting activity fees. This has led to a reduction in the number of customer visits and customer wait time. We anticipate usage of the IVR system to continue to increase in the coming year.

The City of Orlando Permitting Service's Division is responding to the economy and improving the way we do business. 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 following changes have been implemented:

- Commercial Plan Review time has been reduced 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.
- Sign Reviews are performed immediately 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).
- In order to better respond to public records requests, maximize space utilization and provide better customer service, plans are being scanned into the Document Management System allowing increasing accessibility by system users.

Economic Development Department

- In order to better respond to public records requests, maximize space utilization and provide better customer service, plans are being scanned into the Document Management System allowing increasing accessibility by system users.
- Worked diligently with other City Departments to insure that projects are approached holistically, leading to efficient resolution (i.e., Fire Department, Wastewater, Planning, Public Works).

Future Goals and Objectives

Short Term

- 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.

Medium Term

- Continue to cross train staff to improve customer relations.
- Continue to improve customer service and response time.
- Increased Customer Service Measures to meet Industry demands.

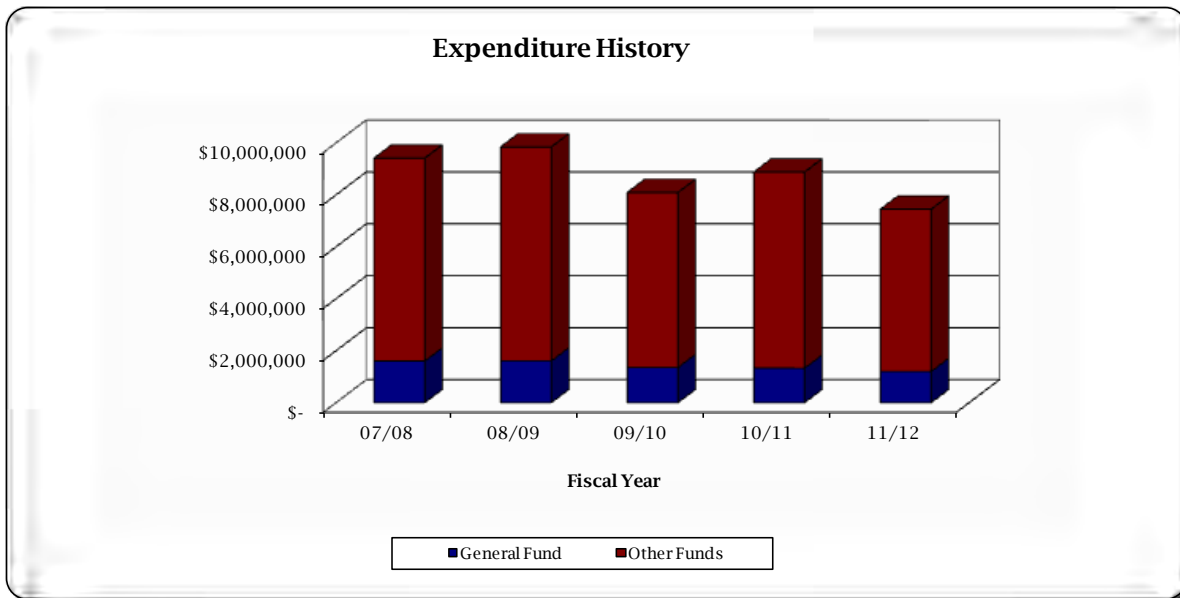
Long Term

- Establish a plan tag system to authenticate reviewed plans and permits.
- Investigate the migration to Electronic Plan review and Submittal.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Permitting Services Division					
138 Business Tax	\$ 122,809	\$ 128,691	\$ 137,130	\$ 8,439	6.56%
139 General Permitting Services	1,173,505	1,160,179	1,063,872	(96,307)	(8.30%)
169 Permitting Satellite Office GF	57,512	37,392	-	(37,392)	(100.00%)
TOTAL -- GENERAL FUND	\$ 1,353,826	\$ 1,326,262	\$ 1,201,002	\$ (125,260)	(9.44%)
BUILDING CODE ENFORCEMENT FUND #200					
Permitting Services Division					
290 Nondepartmental	\$ -	\$ -	\$ (204,602)	\$ (204,602)	N/A
295 Permit Svc. Satellite Office	993,942	557,750	-	(557,750)	(100.00%)
296 Permitting Services	2,008,463	2,648,323	2,276,360	(371,963)	(14.05%)
297 Customer Svc. & Logistical Support	766,323	925,813	871,404	(54,409)	(5.88%)
298 Plans Review	919,259	1,236,236	940,100	(296,136)	(23.95%)
299 Field Inspection and Review Projects	2,048,387	2,172,689	2,362,891	190,202	8.75%
	-	10,000	-	(10,000)	(100.00%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 6,736,373	\$ 7,550,811	\$ 6,246,153	\$ (1,304,658)	(17.28%)
TOTAL -- PERMITTING SERVICES DIVISION	\$ 8,090,199	\$ 8,877,073	\$ 7,447,155	\$ (1,429,918)	(16.11%)



Economic Development Department

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
Permitting Services Division			
138 Business Tax	2	2	2
139 General Permitting Services	15	12	12
169 Permitting Satellite Office GF	1	-	-
TOTAL GENERAL FUND	<u>18</u>	<u>14</u>	<u>14</u>
<u>BUILDING CODE ENFORCEMENT FUND #200</u>			
Permitting Services Division			
295 Permitting Services. Satellite Ofc.	11	-	-
296 Permitting Services	8	8	8
297 Customer Service & Logistical Sup.	14	14	14
298 Plans Review	14	12	12
299 Field Inspection and Review	19	24	24
TOTAL BUILDING CODE ENFORCEMENT FUND	<u>66</u>	<u>58</u>	<u>58</u>
TOTAL -- PERMITTING SERVICES DIVISION	<u><u>84</u></u>	<u><u>72</u></u>	<u><u>72</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 Services/Programs

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

- Off site sign cases increased 20% from the previous fiscal year.
- Commercial cases were up 18% from the previous fiscal year.
- Focused on cleaning up Parramore areas. With help from OPD and the Solid Waste department homeless sleeping and storage areas are being cleared of debris and carts.
- Continuing in house training and regularly taking advantage of free courses and seminars.
- Conducted monthly sweeps in areas with the greatest needs.
- Instituted proactive neighborhood visits focusing on educating home owners. Explaining what we do and how we can help. New informative door hangers were generated and they are being distributed to select neighborhoods.
- Implemented improvements to the call center systems. New voicemail box added and new caller options were created. These new tools have decreased out drop call rate dramatically.
- Removed red light cameras from five intersections due to a reduction in red light running violations. Removal of cameras will result in a substantial cost savings.

Future Goals and Objectives

Short Term

- Continue to improve response time and customer service.
- Continue to attend neighborhood meetings so that we can be proactive with potential issues.
- Continue to improve essential relations with OPD.
- Continue to identify and eliminate blighting influences, especially vacant and/or abandoned buildings, overgrown lots, and junk vehicles.
- Work with citizens and business owners in this tough economic climate.

Medium Term

- Continue to cross train our Inspectors.
- Continue to target habitual offenders.

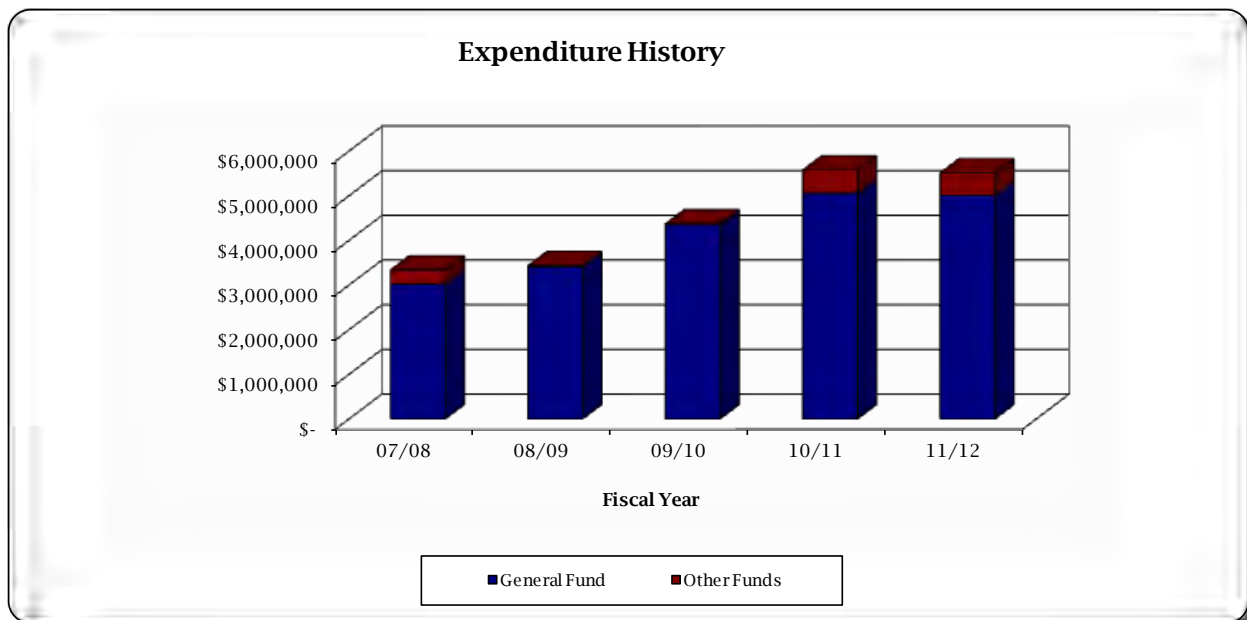
Long Term

- Improve compliance rate to less than 10 days (on average).
- Bring the average inspections per hour up from 1.2 to 1.5.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Code Enforcement Division					
080 Red Light Camera	\$ 1,276,317	\$ 2,144,444	\$ 2,085,590	\$ (58,854)	(2.74%)
811 Code Enforcement	3,064,552	2,909,999	2,918,997	8,998	0.31%
TOTAL -- GENERAL FUND	\$ 4,340,869	\$ 5,054,443	\$ 5,004,587	\$ (49,856)	(0.99%)
CEB LIEN ASSESSMENT FUND #822					
Code Enforcement Division					
982 CEB Lien Assessment	\$ 4,539	\$ 427,596	\$ 429,477	\$ 1,881	0.44%
2472 CEB Housing Rehab	20,503	91,182	75,000	(16,182)	(17.75%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 25,042	\$ 518,778	\$ 504,477	\$ (14,301)	(2.76%)
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 4,365,911	\$ 5,573,221	\$ 5,509,064	\$ (64,157)	(1.15%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Code Enforcement Division			
080 Red Light Camera	6	7	7
811 Code Enforcement	32	29	29
TOTAL GENERAL FUND	38	36	36
TOTAL -- CODE ENFORCEMENT DIVISION	38	36	36

Economic Development Department

Transportation Planning Division

Mission Statement

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

Overview of Services/Programs

The **Transportation Planning Division** (TPD) develops the City's plan for the roadway, transit, bicycle, and pedestrian systems to ensure that needed facilities are in place as development occurs. The Division monitors transportation system performance, develops financially feasible implementation strategies 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

- Adoption of Locally Preferred Alternative alignments for Parramore BRT and East West BRT expansion.
- Renewed SunRail funding Agreements consistent with adjusted timeline.
- Approval of Joint Use Agreements with FDOT for the future funding, and maintenance of the City's four SunRail Stations.
- Identified the \$7.5 million in funding necessary for City Council to approve the Grand National Drive Overpass agreement with FDOT.
- Selected, negotiated and renegotiated contract with Tindale Oliver and Associates for the City's Transportation Impact Fee Study.
- Approval of LYNX Interlocal Agreement which facilitates \$25 million in mobility investments in Downtown Orlando.
- Partnered with development community to acquire \$250,000 in signal and transit improvements.
- Developed transportation infrastructure capital and operating program for inclusion in Creative Village (Parramore BRT) TIGER II application and subsequent grant agreements with a total project cost of \$12,500,000.
- Developed transportation capital plan for East West BRT expansion with a total project cost of \$9,920,000.
-
- Developed Completed LYMMO Roadway repairs scope of work and secured \$170,000 through LYNX from Federal Transit Administration to procure contractor and undertake repairs. Scheduled project completion September 2010.
- Developed carshare implementation funding strategy with the Florida Department of Transportation. Anticipated project implementation is 2012.
- Developed changes to the City Transportation Element and Land Development Code to support mobility consistent with requirements contained in SB 360.
- 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.
- Maintained 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, LNYX's Transit Development Plan, Orange Blossom Trail Alternatives Analysis, Transportation Engineering and Planning continuing consultant selection committees, Central Florida Railroad track improvements, International Drive Circulator Study, OIA Intermodal Center Study, Sand Lake Road PD&E, and the Region's Long Range Transportation Improvement Plan Update.
- Updated the Major Thoroughfare Plan of the City's Transportation Element to better address growth and annexation activity in the Southeast.
- Added bike racks to the downtown core and Main Street Districts to significantly increase bicycle parking availability.

Economic Development Department

- Drafted revisions to the Land Development Code, Chapter 61, Parts 3 & 4 (Parking Code) for implementation in the Fall of 2012.
- Maintained comprehensive impact fee and concurrency databases with nearly \$40 million in entries.

Future Goals and Objectives

Short Term

- Develop capital project scopes of work for the Parramore BRT, Downtown Orlando East West BRT, and Gertrude's Walk projects in conjunction with LYNX.
- Advance Quiet Zone plans through FDOT and Federal Railroad Administration review process.
- Advance local funding agreements for OIA Connector Refresh and Orange Blossom Express/US 441 Alternatives Analysis projects on to the Orlando City Council for approval.
- Prepare City's portion of the regional TIGER III application through the US Department of Transportation for pedestrian safety improvements in conjunction with the Transportation Engineering Division.

Medium Term

- Negotiate Sunrail Station funding commitments with Florida Hospital and Orlando Health.
- Advance Orlando Amtrak assessment project for future grant opportunities.
- Develop trip tracking database for Developments of Regional Impact.
- Develop a proportionate fair share and a Transportation Concurrency Exception Area (TCEA) Strategy consistent the State's most recent Growth Management Bill.

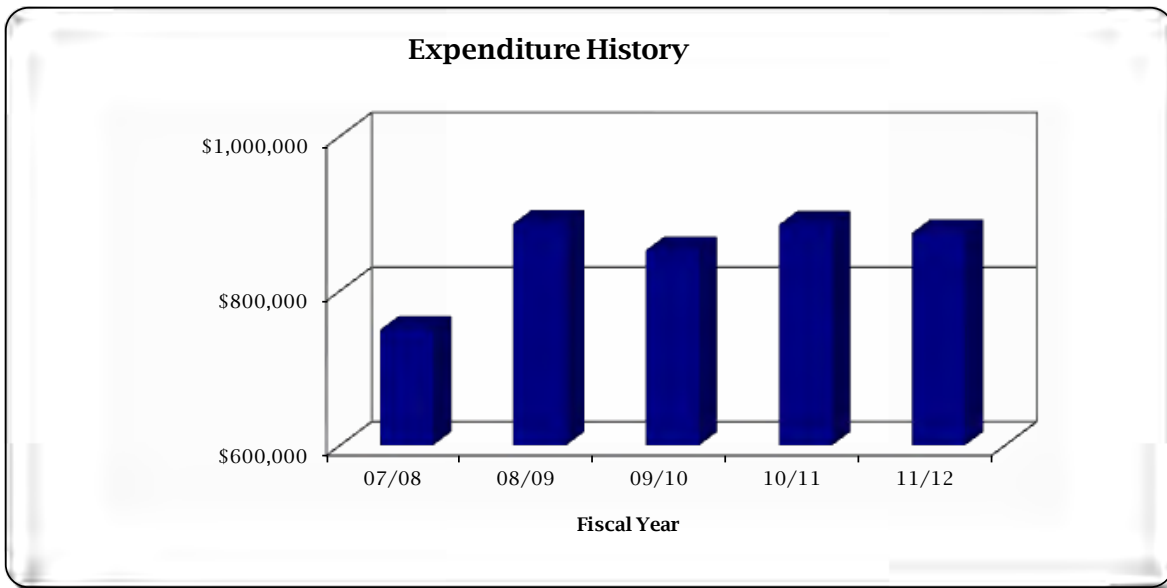
Long Term

- Revise the City's Transportation Impact Fee study and Ordinance as per Chapter 56, City Code.
- Develop Downtown bus rapid transit operations and maintenance financial plan.
- Pursue funding opportunities to enhance all modes of transportation.
- Continue to work towards implementation of SunRail and associated transit, bicycle, and pedestrian connections to the City's four stations.
- Remain actively involved in the regional decision-making process regarding transportation solutions and financial capabilities of proposed projects.
- In keeping with our goal of building a transportation system that promotes a livable community, the TPD will ensure that local, county and state transportation improvements develop in a manner that accommodates and fosters all modes of travel.
- Review and recommend changes to the Transportation Element of the City's Growth Management Plan to comply with the Evaluation and Appraisal Process as required by the State of Florida's Department of Community Affairs.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Transportation Planning Division 815 Transportation Planning	\$ 852,558	\$ 885,532	\$ 874,848	\$ (10,684)	(1.21%)
TOTAL -- TRANSPORTATION PLANNING	\$ 852,558	\$ 885,532	\$ 874,848	(\$10,684)	(1.21%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Transportation Planning Division 815 Transportation Planning	9	9	9
TOTAL -- GENERAL FUND	9	9	9
TOTAL -- TRANSPORTATION PLANNING	9	9	9

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.

Over view of Service/Program

The **City Planning Division** guides and facilitates the physical development of the City by ensuring that new development preserves and enhances the quality of life enjoyed by Orlando's citizens and 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 current and future development proposals within the City and provides staff support for various boards and committees, including the Board of Zoning Adjustment, Municipal Planning Board and Historic Preservation Board. In addition, the Division routinely prepares analyses and reports dealing with planning matters such as demographic projections, annexations, neighborhood plans and special projects.

Major Accomplishments

- Successfully completed seventh year as a Certified Community under the Local Government Comprehensive Planning Certification Program administered by the Florida Department of Community Affairs; this designation allowed for a streamlined growth management amendment approval process.
- Approved land development projects located throughout the City.
- Established the Downtown South Neighborhood Improvement District in cooperation with the Downtown South Main Street Program.
- Drafted significant changes to the Land Development Code after holding focus group meetings regarding use & performance standards, downtown signs, parking and landscaping.
- Drafted Code amendments creating the Semoran Boulevard Zoning Overlay and streamlining the Downtown Development Board's Development Review Committee.
- Completed numerous applicant and city-initiated Growth Management Plan amendments.

Future Goals and Objectives

Short Term

- Review public and private development proposals for conformance with City regulations.

Medium Term

- Prepare significant amendments to the Land Development Code to address changing conditions and needs and to make the Code more user-friendly.
- Prepare at least two Vision Plans.
- Promote context sensitive urban design and sustainable building practices by working with applicant to prepare a Planned Development Ordinance for the Creative Village development on the former Amway Arena property.

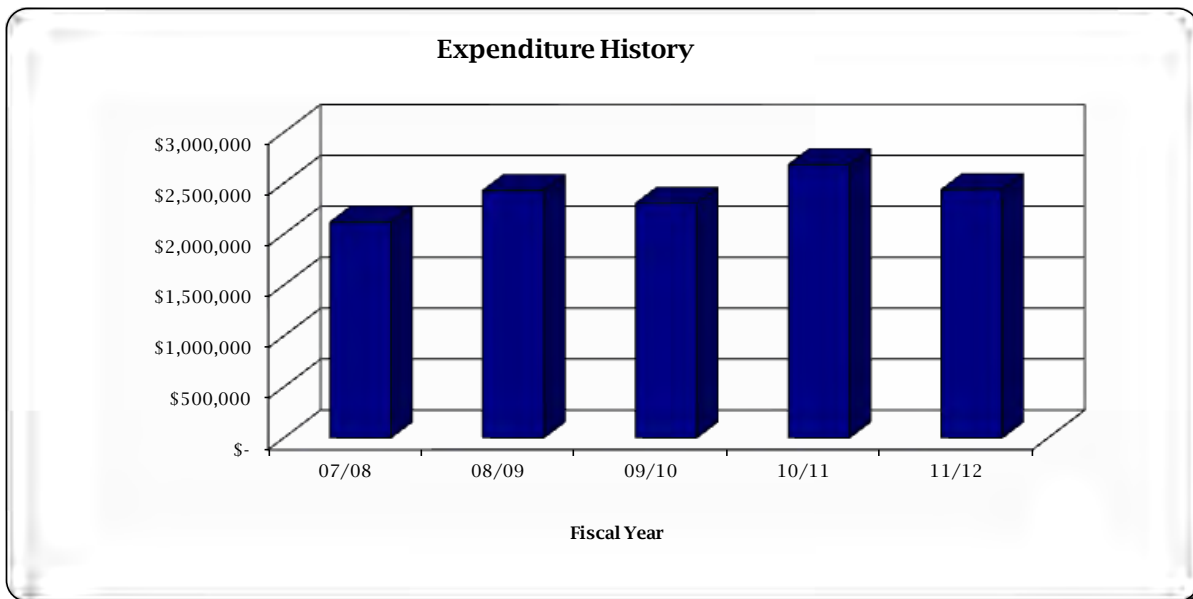
Long Term

- Manage the Orlando Main Street Program.
- Monitor the Downtown South Neighborhood Improvement District.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
City Planning Division					
821 City Planning	\$ 2,300,683	\$ 2,680,632	\$ 2,435,006	\$ (245,626)	(9.16%)
3043 Quasi Judicial Hearings	1,025	10,000	-	(10,000)	(100.00%)
TOTAL -- GENERAL FUND	\$ 2,300,683	\$ 2,680,632	\$ 2,435,006	\$ (245,626)	(9.16%)
TOTAL -- CITY PLANNING DIVISION	\$ 2,300,683	\$ 2,680,632	\$ 2,435,006	\$ (245,626)	(9.16%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
City Planning Division			
821 City Planning	29	24	24
TOTAL GENERAL FUND	29	24	24
TOTAL -- CITY PLANNING DIVISION	29	24	24

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

- Continued implementation Downtown Orlando Marketing Campaign that includes the following components:
 - New DowntownOrlando.com website
 - Social Media (Twitter and Facebook)
 - Advertising (Business and Consumer)
- Won an Award of Distinction from the International Downtown Association (IDA) for the Downtown Orlando Marketing Campaign.
- Successfully recruited Top Chef “The Tour” to the Downtown Orlando Farmers Market.
- Successfully recruited national chain hotel to Downtown Orlando.
- Created Downtown Meetings/Conference Attraction Program.
- Facilitated City Council adoption of the Downtown Orlando Signage Ordinance.
- Funded seven (7) major concerts and twenty-nine (29) special events.

Future Goals and Objectives

Short Term

- Complete implementation of Appearance Review Board (ARB) Process.
- Implement joint marketing, advertising, sponsorship, and partnership opportunities.

Medium Term

- Host the International Downtown Association 2012 Spring Conference.

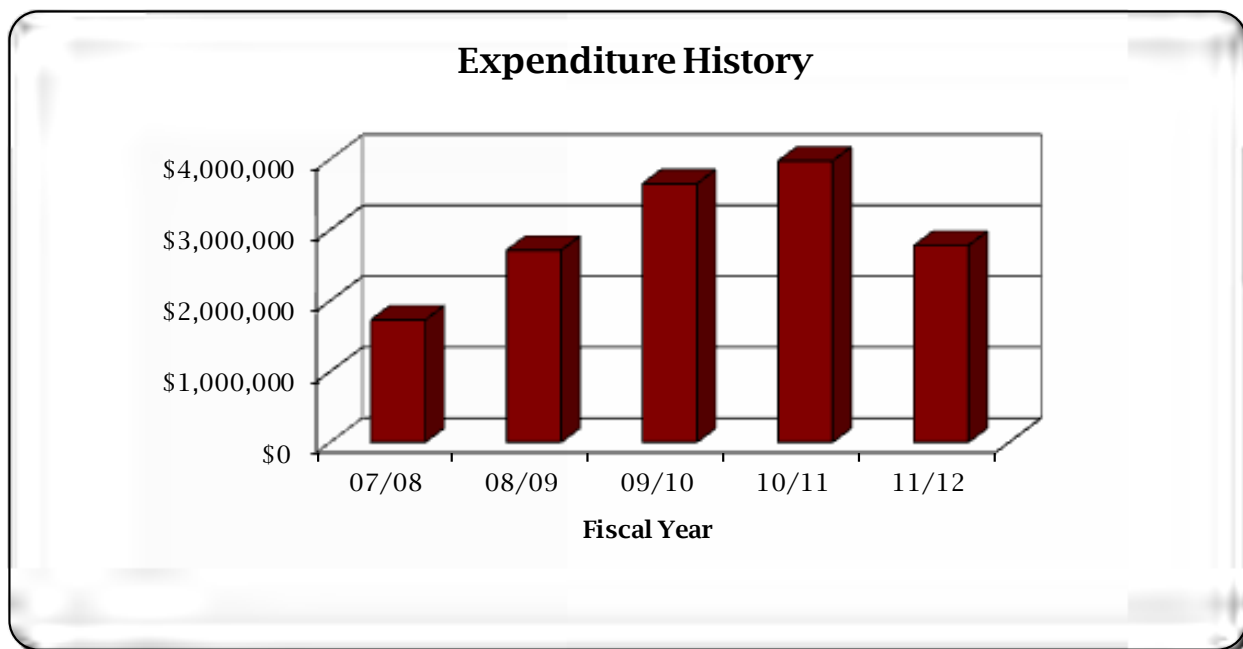
Long Term

- Continue business retention/recruitment strategy with emphasis on digital media, entertainment, and real estate.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
DOWNTOWN DEVELOPMENT BOARD FUND #641					
171 Downtown Development Board	\$ 309,112	\$ 429,222	\$ 402,581	\$ (26,641)	(6.21%)
177 Downtown Welcome Center	109,336	12,233	11,105	(1,128)	(9.22%)
959 Nondepartmental - DDB Projects	2,658,832 573,741	1,708,381 1,824,980	1,784,872 580,000	76,491 (1,244,980)	4.48% (68.22%)
TOTAL -- DDB FUND	\$ 3,651,021	\$ 3,974,816	\$ 2,778,558	\$ (1,196,258)	(30.10%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 3,651,021	\$ 3,974,816	\$ 2,778,558	\$ (1,196,258)	(30.10%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
DOWNTOWN DEVELOPMENT BOARD FUND #641			
171 Downtown Development Board	3	2	2
177 Downtown Welcome Center	1	1	1
TOTAL DOWNTOWN DEVELOPMENT BOARD FUND	4	3	3
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	4	3	3

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

- Installed fifteen (15) Homeless Donation Meters.
- Created of Retail Stimulus Program.
- Attracted Central Florida Urban League to Parramore.
- Completed Amended and Restated Incentive Agreement for 55 West.
- Secured City Arts Space at 54 West.
- Funded one (1) MEBA Grant - Draft Global Beer Lounge & Grill.
- Provided funding towards the implementation of the LYMMO East/West Expansion.

Future Goals and Objectives

Medium Term

- Complete Store Visibility Analysis.

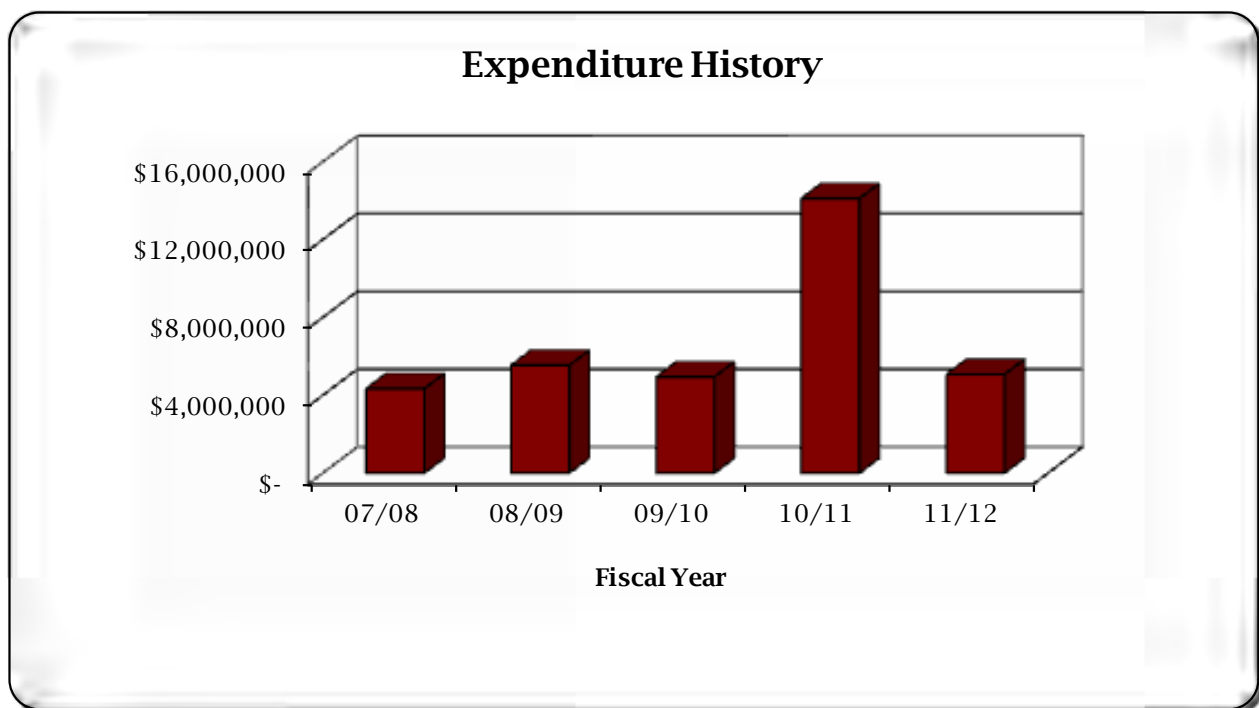
Long Term

- Facilitate transportation enhancements such as SunRail and LYMMO East/West Expansion.
- Continue to implementation Mayor's Pathway for Parramore Plan.
- Continue retail revitalization strategy.
- Encourage development of housing, including workforce housing.
- Increase emphasis on retention and recruitment of jobs.
- Facilitate public space enhancements.
- Support implementation of Creative Village.

Economic Development Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
COMMUNITY REDEVELOPMENT AGENCY FUND #640					
172 Redevelopment Agency	\$ 716,808	\$ 901,340	\$ 948,366	\$ 47,026	5.22%
173 Downtown Maintenance Program	951,047	1,021,680	1,064,947	43,267	4.23%
960 Nondepartmental - CRA Projects	2,576,700 699,281	3,245,054 8,944,838	2,958,648 100,000	(286,406) (8,844,838)	(8.83%) (98.88%)
TOTAL -- CRA FUND	\$ 4,943,836	\$ 14,112,912	\$ 5,071,961	\$ (196,113)	(64.06%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$ 4,943,836	\$ 14,112,912	\$ 5,071,961	\$ (196,113)	(64.06%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
COMMUNITY REDEVELOPMENT AGENCY FUND #640			
172 Redevelopment Agency	8	8	8
173 Downtown Maintenance Program	9	9	9
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	17	17	17
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	17	17	17

Economic Development Department

Economic Development Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Code Enforcement Division	Number of neighborhood meeting presentations	38	53	25
Code Enforcement Division	Ratio of voluntary compliance before CEB (%)	22%	50%	90%

Employee Learning & Growth

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	22	33	40

Fiscal

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Permitting Services Division	Revenue collected for business tax receipts	\$5,623,514	\$5,723,142	\$7,550,000
Transportation Planning Division	Annual percentage of grant applications and submittals approved or resulting in funding	100%	100%	100%
Economic Development Department	Economic Development Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

Economic Development Department

Economic Development Department Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Permitting Services Division	Percentage of inspections performed by requested date	97.67%	95.25%	100%
Permitting Services Division	Percentage of new Single Family Plan Reviews completed in one day	248.18%	77.63%	100%
Permitting Services Division	Percentage of Same Day Inspections completed on the same day	121.75%	133.19%	100%
Permitting Services Division	Percentage of Sign Reviews completed in one day	506.51%	156.02%	100%
Code Enforcement Division	Average number of inspections per hour per officer	1.95	1.17	1.5
Code Enforcement Division	Average number of days for case resolution	8.92	10.67	14
Code Enforcement Division	Average response time in hours to citizen complaints	29	25	24
Code Enforcement Division	Ratio of voluntary compliance (%)	96%	96%	90%
Code Enforcement Division	Ratio of induced compliance (%)	10%	93%	95%
Code Enforcement Division	Number of unresolved cases	409	840	110
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	99.81%	100%	95%
Community Redevelopment Agency	Number of plants, annuals & trees installed in streetscape & Plaza areas	3,083	2,234	5,000

Economic Development Department

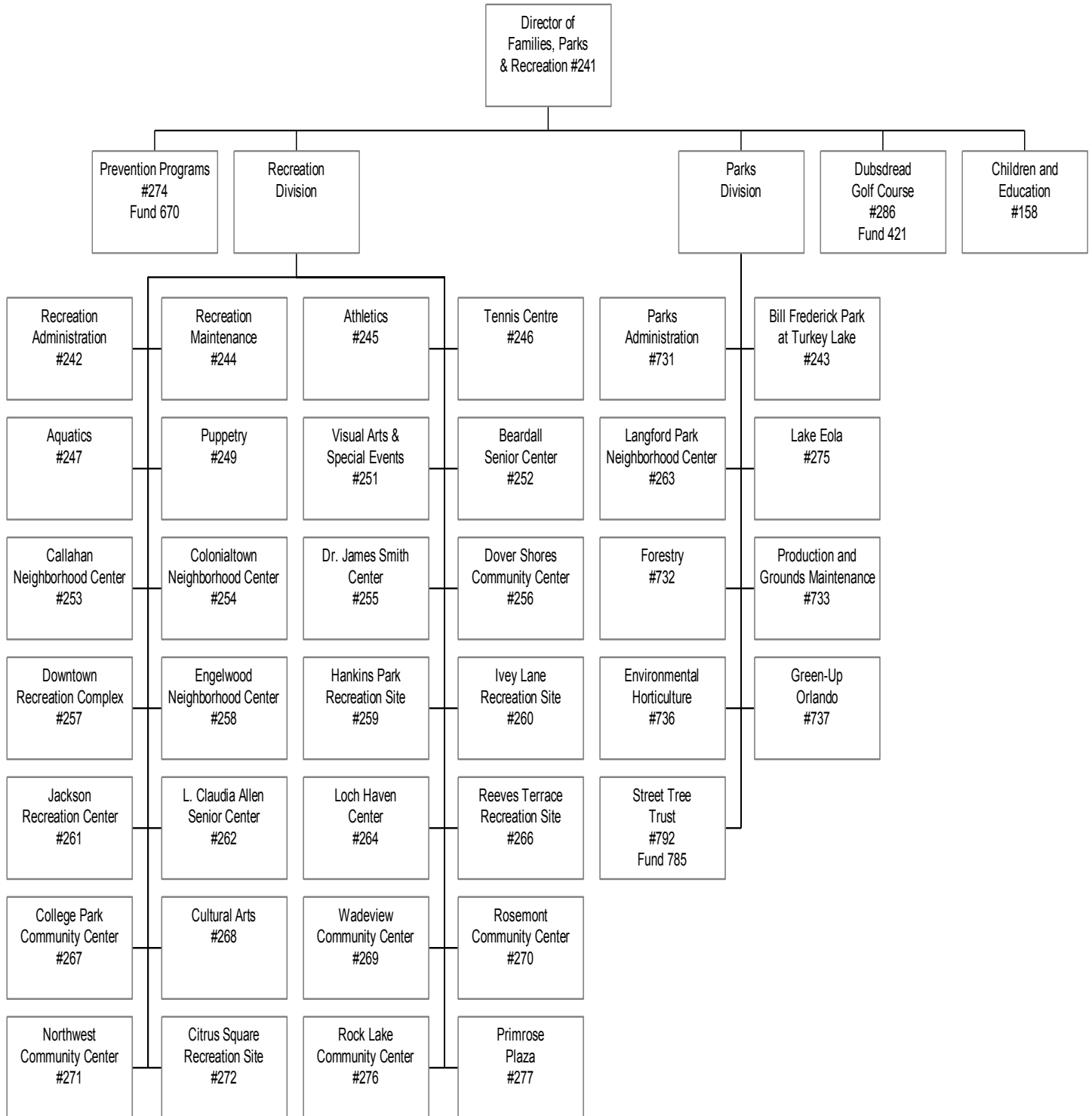
Economic Development Department Operational Performance

Balanced Scorecard Report

Outcome & Mission

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	274.27	280.13	284
Transportation Planning Division	Annual percentage of Transportation Element Amendments found in compliance	100%	100%	100%
Transportation Planning Division	Annual percentage of roadways meeting Transportation Mobility requirements	92%	95%	90%
Transportation Planning Division	Number of employees serving as members of committees at MetroPlan Orlando, LYNX and the ECFRPC	9	7	5
Transportation Planning Division	Total ridership number for LYMMO	1,180,712	1,076,937	1,000,000
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	125	70	125
City Planning Division	Number of Board of Zoning Adjustment Cases	62	55	70
City Planning Division	Number of Historic Preservation Board Certificates of Appropriateness	189	174	185

Families, Parks and Recreation Department



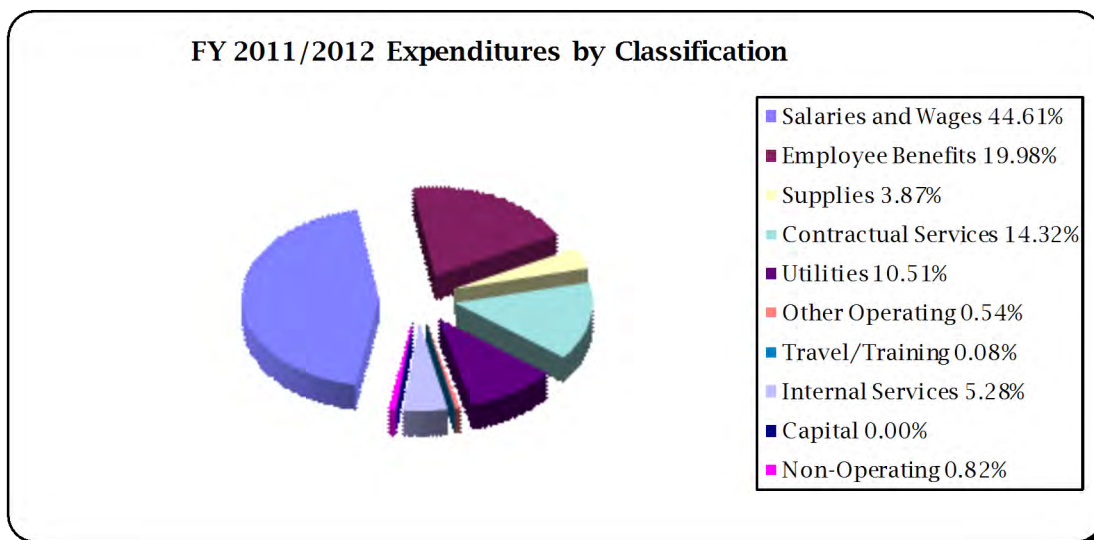
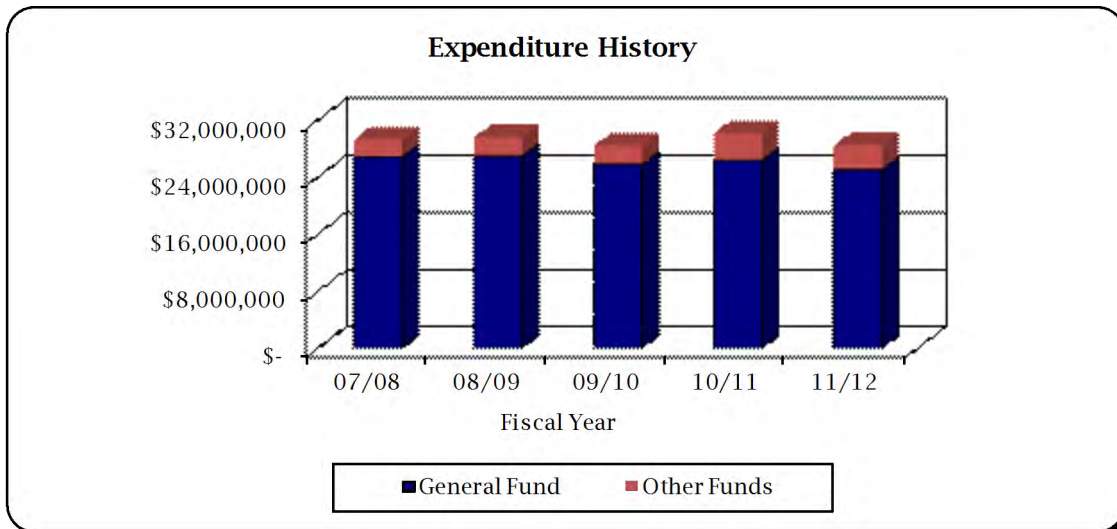
Families, Parks and Recreation Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	\$ 1,058,819	\$ 1,123,041	\$ 1,217,337	\$ 94,296	8.40%
158 Children and Education Recreation Division	278,311	575,000	575,000	-	0.00%
242 Recreation Administration	920,127	903,723	860,651	(43,072)	(4.77%)
244 Recreation Maintenance	1,940,550	1,705,085	1,386,477	(318,608)	(18.69%)
245 Athletics	994,161	970,657	1,042,571	71,914	7.41%
246 Tennis Centre	298,319	210,523	246,394	35,871	17.04%
247 Aquatics	1,330,239	1,299,584	1,301,790	2,206	0.17%
249 Puppetry	2,750	5,750	-	(5,750)	(100.00%)
251 Visual Arts & Special Events	6,762	5,925	-	(5,925)	(100.00%)
252 Beardall Senior Center	437,526	420,977	446,737	25,760	6.12%
253 Callahan Neighborhood Center	460,610	397,771	406,382	8,611	2.16%
254 Colonialtown Neighborhood Center	152,144	132,279	123,237	(9,042)	(6.84%)
255 Dr. James Smith Center	486,742	566,060	563,849	(2,211)	(0.39%)
256 Dover Shores Community Center	475,234	493,409	534,769	41,360	8.38%
257 Downtown Recreation Complex	342,867	363,605	385,947	22,342	6.14%
258 Engelwood Neighborhood Center	625,576	605,582	623,245	17,663	2.92%
259 Hankins Park Recreation Site	117,176	88,044	78,771	(9,273)	(10.53%)
260 Ivey Lane Recreation Site	169,517	143,079	135,539	(7,540)	(5.27%)
261 Jackson Recreation Center	362,158	404,173	409,942	5,769	1.43%
262 L. Claudia Allen Senior Center	343,991	320,814	341,299	20,485	6.39%
264 Loch Haven Center	74,372	80,216	55,907	(24,309)	(30.30%)
266 Reeves Terrace Recreation Site	122,719	131,389	139,310	7,921	6.03%
267 College Park Community Center	535,016	566,422	588,790	22,368	3.95%
268 Cultural Arts	180,836	160,966	197,874	36,908	22.93%
269 Wadeview Community Center	282,863	307,490	318,250	10,760	3.50%
270 Rosemont Community Center	529,383	588,143	628,216	40,073	6.81%
271 Northwest Community Center	592,419	576,906	579,317	2,411	0.42%
272 Citrus Square Recreation Site	88,692	104,208	108,725	4,517	4.33%
276 Rock Lake Community Center	182,812	125,813	110,128	(15,685)	(12.47%)
277 Primrose Plaza	38,851	49,628	70,793	21,165	42.65%
Parks Division					
731 Parks Administration	1,567,909	1,564,497	1,604,187	39,690	2.54%
243 Bill Frederick Park at Turkey Lake	902,501	923,952	943,348	19,396	2.10%
263 Langford Park Neighborhood Center	189,103	112,122	13,150	(98,972)	(88.27%)
275 Lake Eola	685,282	688,586	724,751	36,165	5.25%
732 Forestry	1,261,960	1,734,179	1,562,154	(172,025)	(9.92%)
733 Production/Grounds Maintenance	3,133,058	3,560,572	3,525,380	(35,192)	(0.99%)
735 Parks Irrigation	1,084,823	-	-	-	0.00%
736 Environmental Horticulture	1,632,667	2,124,779	1,909,535	(215,244)	(10.13%)
737 Green Up Orlando	321,029	306,874	306,938	64	0.02%
987 Non Departmental Dubsdread	14,790	10,600	7,000	(3,600)	(33.96%)
990 Non Departmental FPR	1,558,735	1,867,445	939,855	(927,590)	(49.67%)
TOTAL -- GENERAL FUND	\$ 25,783,398	\$ 26,319,868	\$ 25,013,545	\$ (1,306,323)	(4.96%)
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	\$ 1,419,749	\$ 1,980,398	\$ 1,672,925	\$ (307,473)	(15.53%)
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 1,419,749	\$ 1,980,398	\$ 1,672,925	\$ (307,473)	(15.53%)
AFTER SCHOOL ALL-STAR FUND #670					
274 Prevention Programs	\$ 1,142,796	\$ 1,591,277	\$ 1,545,948	\$ (45,329)	(2.85%)
TOTAL -- AFTER SCHOOLS ALL-STAR FUND	\$ 1,142,796	\$ 1,591,277	\$ 1,545,948	\$ (45,329)	(2.85%)
STREET TREE TRUST FUND #785					
792 Street Tree Trust	\$ 58,230	\$ 220,000	\$ 210,000	\$ (10,000)	(4.55%)
TOTAL -- STREET TREE TRUST FUND	\$ 58,230	\$ 220,000	\$ 210,000	\$ (10,000)	(4.55%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 28,404,173	\$ 30,111,543	\$ 28,442,418	\$ (1,669,125)	(5.54%)

Families, Parks and Recreation Department

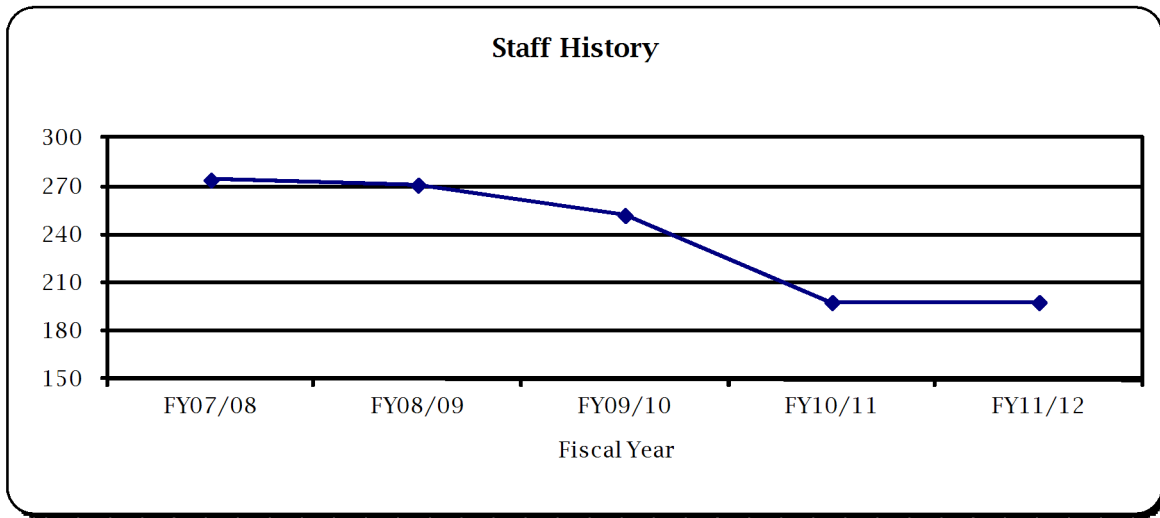
Expenditure by Classification	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 13,218,956	\$ 12,325,714	\$ 12,689,462	\$ 363,748	2.95%
Employee Benefits	6,600,002	7,221,287	5,683,404	(1,537,883)	(21.30%)
Supplies	1,025,444	1,243,121	1,099,594	(143,527)	(11.55%)
Contractual Services	2,060,187	3,616,824	4,072,475	455,651	12.60%
Utilities	2,916,852	3,090,285	2,988,014	(102,271)	(3.31%)
Other Operating	132,573	155,444	153,503	(1,941)	(1.25%)
Travel/Training	7,593	23,327	22,032	(1,295)	(5.55%)
Internal Services	2,023,161	1,625,300	1,501,966	(123,334)	(7.59%)
Capital	12,846	-	-	-	0.00%
Non-Operating	406,558	810,241	231,968	(578,273)	(71.37%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 28,404,173	\$ 30,111,543	\$ 28,442,418	\$ (1,669,125)	(5.54%)



Families, Parks and Recreation Department

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
241 Director's Office	11	12	12
Recreation Division			
242 Recreation Administration	10	7	7
244 Recreation Maintenance	21	6	6
245 Athletics	4	4	4
246 Tennis Centre	3	2	2
247 Aquatics	6	5	5
252 Beardall Senior Center	6	6	6
253 Callahan Neighborhood Center	4	4	4
254 Colonialtown Neighborhood Center	2	1	1
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	-	-
260 Ivey Lane Recreation Site	1	1	1
261 Jackson Recreation Center	4	4	4
262 L. Claudia Allen Senior Center	4	4	4
264 Loch Haven Center	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	-	-
277 Primrose Plaza	1	1	1
Parks Division			
731 Parks Administration	10	9	9
243 Bill Frederick Park at Turkey Lake	11	11	11
263 Langford Park Neighborhood Center	2	-	-
275 Lake Eola	6	6	6
732 Forestry	16	20	20
733 Production/Grounds Maintenance	43	24	24
735 Parks Irrigation	11	-	-
736 Environmental Horticulture	25	23	23
737 Green Up Orlando	3	3	3
TOTAL -- GENERAL FUND	247	193	193
<u>AFTER SCHOOL ALL-STARS FUND #670</u>			
274 Prevention Programs	5	5	5
TOTAL -- AFTER SCHOOLS ALL-STARS FUND	5	5	5
TOTAL -- FAMILIES, PARKS AND RECREATION	252	198	198

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 to inspire the appreciation of Central Florida's environment.

Overview of Services/Programs

The Director's Office of the Families, Parks and Recreation Department oversees all departmental operations, and manages the department's fiscal operations, strategic planning, marketing, event coordination, community relations, facility planning, grant writing and fundraising functions. The Director's Office also manages the City's Families, Parks and Recreation Advisory Board; oversees operations of Dubsdread Golf Course; and the Director also serves in a dual capacity as the City's Director of Children and Education, providing programmatic and policy-making leadership to City officials related to children's issues, including implementation of the City's Parramore Kidz Zone (PKZ) program.

Major Accomplishments

Fiscal Management

FPR has continued to effectively manage the City's parks and recreation facilities and programs within budget, despite difficult economic conditions this year. In addition to absorbing budget cuts through reductions in staff, FPR carefully managed expenses through close oversight of the use of seasonal staff, tight monitoring of contractors responsible for maintaining parks and ball fields, and careful control of spending on supplies and other costs. In addition, revenues were up as a result of the Department's new fee schedule that aligned the City of Orlando with other area municipalities and counties and represented the first fee adjustment for the Department in 15 years, including a new system for offering free after school programs and summer camps to low income City children, using documentation of food stamps eligibility as a means to confirm eligibility for the City's free program.

Grant Writing and Fundraising

In FY 2010/11, the Families, Parks and Recreation Department together with its sister non-profit organization, the Orlando Community and Youth Trust, Inc., secured \$1,094,402 in grant and other funding to support City operations, as follows:

Federal Summer Food Program	\$ 243,777
Heart of Florida United Way	\$ 100,000
Recreation Division Annual Golf Tournament	\$ 18,000
Ounce of Prevention Fund of Florida, Inc.	\$ 250,000
CDBG: Parramore Kidz Zone Tutoring Grant	\$ 25,000
CDBG: SAT Prep for Parramore Kidz Zone	\$ 28,875
Reeves Terrace Recreation Center Parking Lot	\$ 75,000
Englewood Neighborhood Center Gymnasium Refurbishment	\$ 101,250
Englewood Park Playground Renovation	\$ 195,000
Bikes Belongs Grant - Area C Mountain Bike Facility	\$ 5,000
Winter Park Health Foundation Grant - Area C Mountain Bike Facility	\$ 50,000

Families, Parks and Recreation Department

Parramore Kidz Zone (PKZ)

Parramore Kidz Zone (PKZ) connects Parramore youth with essential services, educational supports and opportunities and aims to lower teenage pregnancy and juvenile crime rates and improve the students' academic performance. This year marked PKZ's five year anniversary, with the following dramatic results:

- An 81% decline in juvenile arrests in Parramore since 2006.
- A continued trend of across-the-board improvements in Florida Comprehensive Assessment Test (FCAT) math and reading scores among Parramore's elementary, middle and high school students.
- A 21% decline in the teen birth rate among neighborhood girls.
- Since the launch, more than 2,500 children have been registered in PKZ programs including tutoring, mentoring, pre-school, athletics, and youth employment.
- PKZ's College Access Program, now in its third year, supports students through the college application process, including college tours, filling out applications, financial aid and scholarship forms. The program provided scholarships and college care packages to 12 Parramore students who enrolled in college in Fall 2011.
- This year, PKZ was selected to participate in the recently launched National League of Cities Institute for Youth, Education and Families (YEF Institute) "Municipal Leadership for Postsecondary Success" initiative to increase the rate of higher education completion in the neighborhood.
- Since 2005, the City has provided funding to Community Coordinated Care for Children, Inc. (4C) which provides child care assistance for working families in Parramore. The City has expanded the 4C guidelines to benefit parents/caregivers who are seeking employment, job training, education or are facing emergencies. As result of City funds and the programs expansion, all Parramore children previously on the waiting list now have access to child care.
- Steinway Society of Central Florida expanded its Piano Bank program at Harvest Baptist Church and Shiloh Baptist Church in the Parramore community. Students have been afforded the opportunity to develop their musical talents through complimentary piano lessons, keyboards and second life pianos provided by the generosity of donors and partnership with the Steinway Piano Galleries.
- In collaboration with the Early Learning Coalition of Orange County, Nap Ford Community School, and University of Central Florida College of Education, PKZ launched the PKZ Baby Institute modeled after the Harlem Children's Zone's Baby College. The PKZ Baby Institute teaches parents of young children (ages birth to five) the skills they need to ensure their children are "ready to learn" by the time they enter Kindergarten.
- PKZ hired a full-time Prevention and Intervention Coordinator who is engaging youth in community service projects, street outreach, college access, field trips, tutoring, mentoring, life skills, etc.
- PKZ launched the Back on Track employment program which is currently implementing a comprehensive youth employment program in the Parramore community for youth ages 16-24.
- The City of Orlando competed against charities in Charlotte, North Carolina, Miami, Florida and Atlanta, Georgia as part of the Ford Focus Drive with a Purpose Tour. Thanks to the support of our community, PKZ was the Grand Prize winner of the competition and, as a result, Ford donated \$27,814 to PKZ and presented a check to Mayor Dyer, NBA Player Marquis Daniels and PKZ youth at July 4th Fireworks at the Fountain at Lake Eola Park.
- PKZ was awarded a one-year \$250,000 Ounce of Prevention Fund of Florida grant to implement youth pregnancy prevention initiatives in the neighborhood.

Families, Parks and Recreation Department

- PKZ was awarded a three-year \$300,000 (\$100,000/per year) grant by the Heart of Florida United Way, through its Investing in Results “Building Safe Communities” initiative, to “move the needle” on crime in the community.

Future Goals and Objectives

Short Term

- Continue engaging in aggressive grant writing in order to leverage funding from federal, state, and local grants and philanthropy in support of Families, Parks and Recreation facilities and operations.
- Seek federal funding via the U.S. Department of Education’s Promise Neighborhoods program to scale up Parramore Kidz Zone to additional high poverty Orlando neighborhoods.
- Continue operating Dubsdread Golf Course as a self-sustaining financial operation, and maintain the high quality of the facility.
- Reach revenue goals while controlling operating expenses to meet or exceed the Fiscal 2012 plan.
- Better integrate and align the operations of After-School All-Stars into the FPR Department.

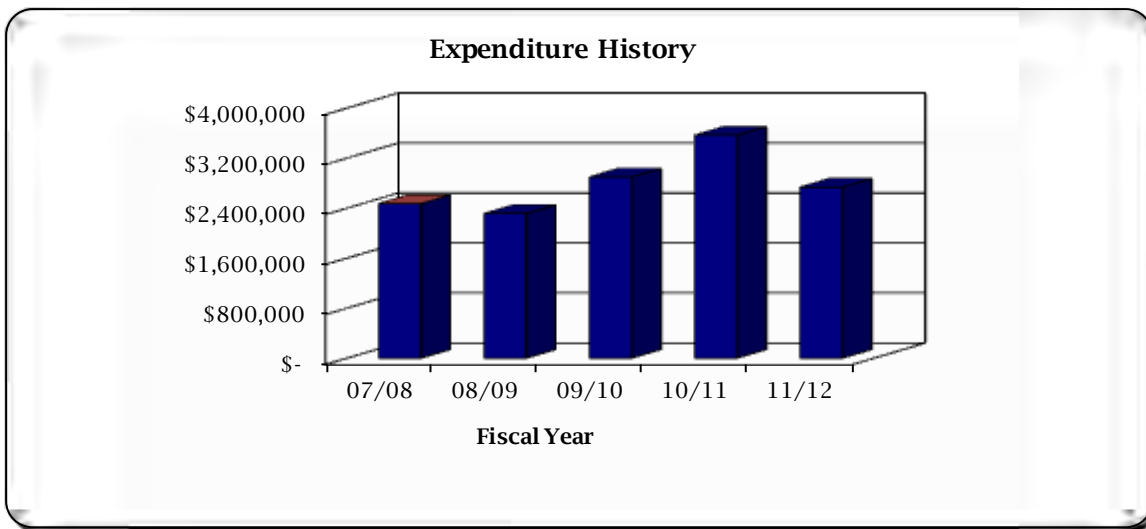
Medium Term

- Continue implementing the FPR Vision Plan over the next 10 -20 years.
- Obtain grants and philanthropic contributions to benefit the Department and sustain Parramore Kidz Zone into the future.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
241 Director's Office	\$ 1,058,819	\$ 1,123,041	\$ 1,217,337	\$ 94,296	8.40%
158 Children and Education	278,311	575,000	575,000	-	0.00%
990 Non Departmental FPR	1,558,735	1,867,445	939,855	(927,590)	(49.67%)
TOTAL -- GENERAL FUND	\$ 2,895,865	\$ 3,565,486	\$ 2,732,192	\$ (833,294)	(23.37%)
TOTAL -- DIRECTOR	\$ 2,895,865	\$ 3,565,486	\$ 2,732,192	\$ (833,294)	(23.37%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
241 Director's Office	11	12	12
158 Children and Education	-	-	-
TOTAL -- GENERAL FUND	11	12	12
TOTAL -- DIRECTOR	11	12	12

Families, Parks and Recreation Department

Orlando After-School All-Stars

Mission Statement

To provide comprehensive out-of-school programs in a safe environment that help youth become successful in school and life.

Overview of Services / Programs

The **Orlando After-School All-Stars** provide before-school, after-school and summer programs to middle school age youth throughout the City of Orlando. During the school year, Orlando ASAS offers a 36 week before and after school program at 6 Orange County Public Middle School sites and 1 OCPS charter school. During the summer, an 8 week summer camp is offered at 7 Orange County Public Middle School sites. Orlando ASAS utilizes a diversified and comprehensive intervention curriculum that includes academic, enrichment, athletic and service learning activities.

Major Accomplishments

Programs

- Provided school year services to over 1,600 regularly attending youth.
- Provided summer camp services to over 750 regularly attending youth.
- Offered 1,100 hours of supervised activities to youth during the year.
- Recognized as a “model program” by the FL-DOE 21st Century CLC Department annual review.
- 92% of regularly attending Orlando ASAS students met OCPS academic achievement standards.
- 73% of low level learners displayed improvement on FL-DOE standardized test scores.
- 98% of regularly attending Orlando ASAS students met OCPS attendance standards.
- Less than 1% of all regularly participating students received an OCPS discipline referral (suspension and/or expulsion) during the school year.
- Orlando ASAS students completed over 7,000 community service hours.
- 922 Orlando ASAS students participated in the free year round athletic league that included baseball, basketball, flag football, and volleyball.
- Through a partnership with Fifth-Third Bank and the City of Orlando FPR Department, provided free summer camps to 1,078 homeless youth throughout Orange County.

Grant Writing and Fundraising

In FY 2010/11 Orlando ASAS secured \$761,571 in grants and donations to support student programs, as follows:

- \$443,571 – FL-DOE 21st Century CLC Grant.
- \$162,000 – Fifth Third Bank Summer of Dreams program.
- \$50,000 – ASAS National Grant.

Families, Parks and Recreation Department

- \$32,000 – Baseball Tomorrow Grant.
- \$30,000 – Starbucks Youth Action Grant.
- \$25,000 – AT&T Grant.
- \$25,000 – Community Foundation Grant.
- \$24,000 – Kids Klassic Golf Tournament.

Future Goals and Objectives

Short Term

- Create and implement a new data system that includes enhanced tracking/reporting features, biometric capabilities, and staff payroll reporting feature.
- Create and implement high level STEM (science, technology, engineering and math) and performing arts enrichment programs at all sites.
- Create and implement an additional athletic league that serves only the female population. Sports will include volleyball, basketball and possibly softball.
- Procurement of a second FL-DOE 21st Century CLC grant.

Medium Term

- Increase population served to a minimum of 15% of the total middle school population of each site.
- Procurement of 5 new grants and/or 5 new corporate sponsors for student programming.
- If the NBA lockout ends, host a large scale fundraising event during NBA All-Star Week in conjunction with the ASAS National Office's Hoop Heroes program.

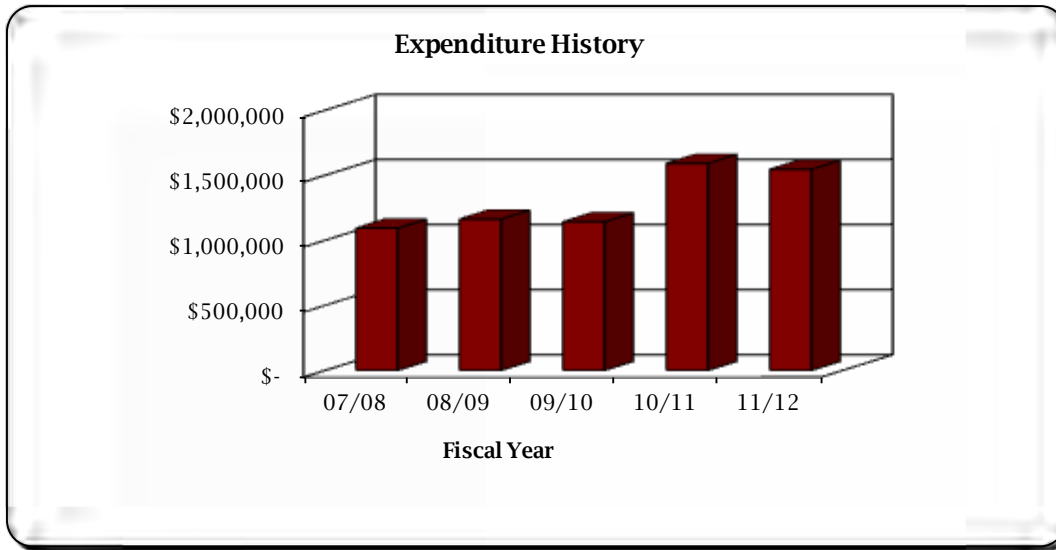
Long Term

- Creation of 5-year funding/programming plan that includes input from the City of Orlando FPR Department, ASAS Board of Directors, OCPS stakeholders and ASAS National Office.
- Continue the successful partnership with the Fifth Third Bank Summer of Dreams program and increase the sponsored student population to 2,000.
- Increase population served to a minimum of 20% of the total middle school population of each site.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
AFTER SCHOOL ALL-STARS #670					
274 Prevention Programs	\$ 1,142,796	\$ 1,591,277	\$ 1,545,948	\$ (45,329)	(2.85%)
TOTAL -- AFTERSCHOOL ALL-STARS FUND	\$ 1,142,796	\$ 1,591,277	\$ 1,545,948	\$ (45,329)	(2.85%)
TOTAL -- AFTER SCHOOL ALL-STARS	\$ 1,142,796	\$ 1,591,277	\$ 1,545,948	\$ (45,329)	(2.85%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
AFTER SCHOOL ALL-STARS FUND #670			
274 Prevention Programs	5	5	5
TOTAL -- AFTER SCHOOL ALL-STARS FUND	5	5	5
TOTAL -- AFTER SCHOOL ALL-STARS	5	5	5

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 four sections: Athletics, Community Centers and Aquatics, the Pottery Studio, and Recreation Facility Maintenance. The Division strives to provide a safe, drug free environment for the citizens of Orlando in order to promote educational, recreational, and leisure activities.

Major Division Accomplishments

- The Recreation Division partnered with over 100 agencies, community groups, corporations, faith based and non-profit organizations enhancing recreational opportunities for Orlando's citizens.
- The Recreation Division organized its' 3rd Annual Golf Tournament, raising over \$ 18,000 in funds to support the Division's programs and operations.
- The Recreation Division was part of the 2011 Youth Sports Management Exchange program hosted by Partners of the Americas and supported by the United States Department of State. The goal of the program is to increase and sustain sport and sport-related educational opportunities for marginalized youth in Ecuador, Colombia and the United States.
- The Recreation Division partnered with the Lumina Latino Student Success Initiative and its mission of building a statewide network to improve college readiness, access and success in higher education for Hispanic students and other under-represented groups.
- The Recreation Division became a founding member of the Central Florida Chapter for the Florida College Access Network (C.A.N.). Florida College Access Network engages communities for higher education promoting college-readiness, access, and success for limited-income, first generation, and underrepresented students with the BIG GOAL of increasing Florida's level of college-degree attainment for working adults to 60% by 2025.

Community Centers

- The Recreation Division held summer camp at 15 locations. 1,980 youth were registered including 1,538 children on the community support program who attended at no charge.
- The Division provided approximately 23,000 meals for summer camp children as part of the Federal Summer Food program, via a Florida Department of Education Grant.
- The John H. Jackson Center was chosen from hundreds of sites in the State of Florida as the host site for the new summer food training video. This will be shown to agencies across the state for years to come.
- The Recreation Division participated in the Summer of Dreams program, sponsored by Fifth Third Bank and other corporate partners. This program allowed 98 homeless children to participate in our summer camp. At camp, they received breakfast, lunch and snack every day, and every Friday they were sent home with a package of food for the weekend. At the end of the summer these participants received a backpack filled with supplies for school.

Families, Parks and Recreation Department

Community Center Events and Activities

A wide range of events and athletic activities took place at our Recreation Centers this past year with the support from corporate partners and volunteers. Some are listed below:

Sports Activities:

- Hankins Park and Rock Lake Quick Start Tennis Programs were sponsored by the USTA with Hebni Nutrition, impacting over 70 youth.
- The Jackson Community Center hosted the Adidas Game Face Campaign with Dwight Howard and the Orlando Magic. Action Marketing donated \$5,300 for the 25 youth that participated in the campaign. 200 spectators joined the event. 50+ Tennis shoes were also donated to the participants.
- Ivey Lane Center and Elementary School partnered to host a literacy fun run. Over 200 people attended the event.
- Over 260 participants, ranging in age from 7-16 years old played in the Junior Magic program at Engelwood Neighborhood Center.

Special Events

- More than 400 people participated in the Hankins Park 5K Walk and Health Fair hosted on March 19, 2011, hosted by Commissioner Samuel Ings.
- Harbor House hosted an anti-domestic violence event at the Ivey Lane Center, attended by 50 youth.

Senior Activities

- Programs, events and field trips - often implemented in collaboration with partner organizations - are offered to senior citizens at several City recreation centers. For instance, through a long term partnership with Seniors First, hundreds of seniors are served food weekly at our Northwest, Engelwood, and L. Claudia Allen Centers.

New Programs

- The Jackson Community Center's recording studio launched its first two week summer program for 35 children in the Parramore area in partnership with UCF CREATE.
- The Rock Lake Community Center partnered with the Junior League of Greater Orlando to create the "Hip Kids" program, which teaches and encourages healthy eating and lifestyles to 20 participants 7-11 years of age.
- The Wadeview Community Center hosted a "Trunk or Treat" event, in collaboration with Rural Metro, for Halloween.
- Among the many programs and partnerships operated at the Rosemont Community Center, one that stood out was a Robotic Camp hosted by the Orlando Science Center for 16 children.
- The Recreation Division hosted numerous community donations at recreation sites throughout the City. J.J. Reddick of the Orlando Magic donated 250 Thanksgiving baskets to members of the Rosemont community. Dwight Howard of the Orlando Magic donated 100 turkeys to families in the Callahan neighborhood. Harbor House gave away toys to over 100 children at Ivey Lane. The Junior League of Greater Orlando donated 70 boxes of food per month, which was distributed to 35 families in our afterschool and senior programs at Rock Lake. The Dover Shores Community Center S.P.A.R.K. program collected nonperishable food items, gently used clothing and toys to give to a local donation center. Informed Families hosted a community holiday dinner in December at Rock Lake, attended by more than 100 people, with approximately 75 children receiving Christmas gifts.

Families, Parks and Recreation Department

Facility renovations/refurbishments:

- The Orlando Magic partnered with the Recreation Division to remodel and furnish the computer lab and game room at Colonialtown Neighborhood Center.
- Community Development Block Grant funds (CDBG) from the Department of Housing and Urban Development (HUD) were approved to replaced the gym floor at Engelwood Community Center (\$101,250) and to construct a parking lot at Reeves Terrace Neighborhood Center (\$75,000).
- With funds contributed by District 5 Commissioner Daisy W. Lynum, the Northwest Community Center has begun construction of a recording studio, and the Rock Lake Community Center added exterior lighting to improve safety and evening utilization of the site.
- In the spring of 2011, the Dr. J.B. Callahan Center was chosen to receive a new look by the IKEA COMPANY. Over \$10,000 in merchandise was donated and installed to beautify the facility.
- The State of Florida provided \$200,000 through the OMYGA Golf Program to complete a makeover for the Dr. Dorsey Golf Facility at Callahan.

Aquatics

- The City operates 11 outdoor pools. This year we provided services for over 50,000 patrons during open swim hours. Swimming lessons for youth and adults totaled over 3,200 people, including youth enrolled in summer camp. Water Aerobics classes served 650 patrons, including an additional session at the Wadeview Pool. Adult Fitness continues to be a popular program, with over 8,000 patrons during operational hours.
- High School Swim Teams from Timber Creek, Edgewater, Colonial, Boone and Olympia and Bishop utilized City pools giving 600 youth the opportunity to be active in competitive swimming and water polo.
- In October, 1,650 children from Dover Shores Elementary school received swimming lessons at the Dover Shores Pool. Similarly, the College Park Pool offered swimming lessons to children from Princeton Elementary School and the John Long Pool served children attending Ferncreek Elementary School.
- Through a partnership with Camp LifeSavers, children ages 5-17 who enrolled in the Learn to Swim program received scholarships.

Orlando Pottery Studio

- The St. James Cathedral School facilitated a pottery program in which sixty (60) 4th & 5th graders participated, generating \$2,000 in revenue.
- The Studio facilitated clay programming for forty (40) outside organizations that served over 800 children. This also generated an extra \$5,000 in summer revenue.
- The Studio entered a nationally juried competition with children from Lake Eola Charter School this year. Three of the children had their work on display in St. Petersburg Florida at **National Council on Education for the Ceramic Arts**. Two of the students won awards of recognition.
- We have expanded our school year program for Parramore Kidz Zone children, serving up to 15 kids a week. An anonymous donor contributed \$2,000 for the 7 week camp.
- The Studio hosted 2 guest artists: nationally-known functional potter Bill van Gilder and a plaster mold making workshop with an Oregon clay artist Brett Stern.

Families, Parks and Recreation Department

- The Pottery Studio provided an art workshop for City employees and their families. The artwork created was entered into the 9th annual City Art Works exhibit.
- The Studio hosted 50 people at the Mayor's City Academy.
- The 18th Annual Summer Camp City Art Extravaganza was held in the City Hall Rotunda in August.

Athletics

- The City partnered with Little League Baseball, offering facilities and support for over 2,000 youth players and hosting District and Regional Tournaments.
- The City's contracted soccer leagues provided facilities and support for over 3,200 soccer players.
- An 18-hole disc golf course was constructed at Airport Lakes Park. This unique 9-hole course supports an actual 18-hole round of golf.
- Softball, baseball, volleyball, football, flag football, and sand volleyball leagues hosted over 63,000 participants.
- The Division's Athletics Section hosted a free track meet in June to 400 participants and over 1,000 spectators. The Athletics Section also hosted the 2011 MJBL Inner City World Series. 70 teams participated with over 1,000 spectators. Games were played at 13 different ball fields citywide.

Future Outlook

Short Term

- The Recreation Division will host its Fourth Annual Fundraising Golf Tournament.
- New partnerships will be created to enhance programs and services without incurring additional costs, and the "report card" system will be used to monitor service quality and ensure accountability of management staff at all levels.
- The Division will continue to promote its programs and facilities and pursue fundraising opportunities by participating in upcoming citywide special events.

Medium Term

- The Division will utilize a work plan to streamline processes, foster efficiency, and promote staff development to enhance accountability.

Long Term

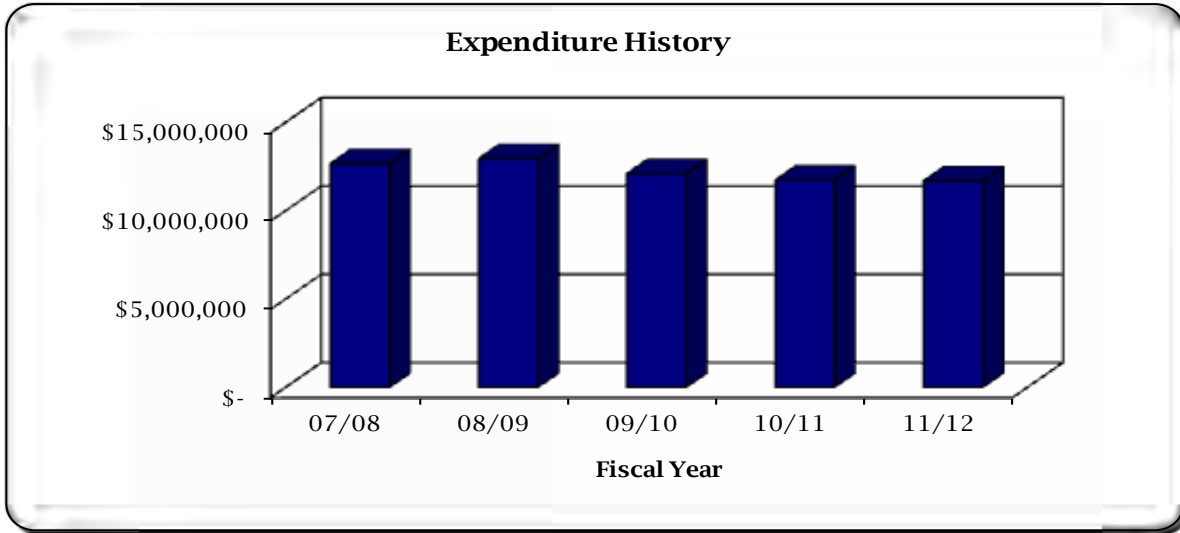
- The Division will continue to operate in an extremely fiscally efficient manner, including continued discipline in the scheduling of seasonal staff, and realignment of seasonal pay rates, and pursuit of low cost contracts to handle certain functions at a lower cost.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Recreation Division					
242 Recreation Administration	\$ 920,127	\$ 903,723	\$ 860,651	\$ (43,072)	(4.77%)
244 Recreation Maintenance	1,940,550	1,705,085	1,386,477	(318,608)	(18.69%)
245 Athletics	994,161	970,657	1,042,571	71,914	7.41%
246 Tennis Centre	298,319	210,523	246,394	35,871	17.04%
247 Aquatics	1,330,239	1,299,584	1,301,790	2,206	0.17%
249 Puppetry	2,750	5,750	-	(5,750)	(100.00%)
251 Visual Arts & Special Events	6,762	5,925	-	(5,925)	(100.00%)
252 Beardall Senior Center	437,526	420,977	446,737	25,760	6.12%
253 Callahan Neighborhood Center	460,610	397,771	406,382	8,611	2.16%
254 Colonialtown Neighborhood Center	152,144	132,279	123,237	(9,042)	(6.84%)
255 Dr. James Smith Center	486,742	566,060	563,849	(2,211)	(0.39%)
256 Dover Shores Community Center	475,234	493,409	534,769	41,360	8.38%
257 Downtown Recreation Complex	342,867	363,605	385,947	22,342	6.14%
258 Engelwood Neighborhood Center	625,576	605,582	623,245	17,663	2.92%
259 Hankins Park Recreation Site	117,176	88,044	78,771	(9,273)	(10.53%)
260 Ivey Lane Recreation Site	169,517	143,079	135,539	(7,540)	(5.27%)
261 Jackson Recreation Center	362,158	404,173	409,942	5,769	1.43%
262 L. Claudia Allen Senior Center	343,991	320,814	341,299	20,485	6.39%
264 Loch Haven Center	74,372	80,216	55,907	(24,309)	(30.30%)
266 Reeves Terrace Recreation Site	122,719	131,389	139,310	7,921	6.03%
267 College Park Community Center	535,016	566,422	588,790	22,368	3.95%
268 Cultural Arts	180,836	160,966	197,874	36,908	22.93%
269 Wadeview Community Center	282,863	307,490	318,250	10,760	3.50%
270 Rosemont Community Center	529,383	588,143	628,216	40,073	6.81%
271 Northwest Community Center	592,419	576,906	579,317	2,411	0.42%
272 Citrus Square Recreation Site	88,692	104,208	108,725	4,517	4.33%
276 Rock Lake Community Center	182,812	125,813	110,128	(15,685)	(12.47%)
277 Primrose Plaza	38,851	49,628	70,793	21,165	42.65%
TOTAL -- GENERAL FUND	\$ 12,094,413	\$ 11,728,221	\$ 11,684,910	\$ (43,311)	(0.37%)
TOTAL -- RECREATION	\$ 12,094,413	\$ 11,728,221	\$ 11,684,910	\$ (43,311)	(0.37%)

Families, Parks and Recreation Department



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Recreation Division			
242 Recreation Administration	10	7	7
244 Recreation Maintenance	21	6	6
245 Athletics	4	4	4
246 Tennis Centre	3	2	2
247 Aquatics	6	5	5
252 Beardall Senior Center	6	6	6
253 Callahan Neighborhood Center	4	4	4
254 Colonialtown Neighborhood Center	2	1	1
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	-	-
260 Ivey Lane Recreation Site	1	1	1
261 Jackson Recreation Center	4	4	4
262 L. Claudia Allen Senior Center	4	4	4
264 Loch Haven Center	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	-	-
277 Primrose Center	1	1	1
TOTAL -- GENERAL FUND	109	85	85
TOTAL -- RECREATION	109	85	85

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 the City of Orlando's Tree Management Plan and enforces the City's Tree Protection Ordinance; removes hazardous trees on City property; provides the City's Parks with adequate mowing, edging, trimming, trash removal, mulching, sod/seeding, weeding, pesticide application, and fertilization; installs and maintains efficient irrigation systems for Park landscape and turf areas; receives and stores landscape material for planting and replacement in parks and public spaces; 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 order to improve maintenance efforts in parks and public spaces through volunteer efforts; manages facility rentals and events in the best interest of public use at City parks and facilities; administers operations at Bill Frederick Park for camping, hiking, boat rentals, children's farm, regattas, disc-golf, horse boarding, swimming, fishing, beach games, re-unions and picnicking.

Major Accomplishments

- During the past year the Parks Division worked to implement elements of the Orlando Urban Forest Management Plan by planting 575 trees; (252 street trees, 73 project trees and 247 Green Up trees). Also trimmed approximately 3,120 trees and removed 863 trees. Additional programs and events allowed City residents an opportunity to receive trees such as the Orlando Wetlands Festival (500 trees), National Night Out (30 trees), National Public Lands Day (200 trees) and the Fourth Grade Forestry Project (795 trees) effectively promoting the planting of trees and increasing the City's tree canopy.
- Volunteers through the Green Up program have augmented maintenance efforts throughout the parks.
- The Parks Division is on target to operate within budget for FY 2010/2011. The reorganization of the Division that has taken place over the past two years has proven successful as it relates to cross-training and internal adjustments. Changes included outsourcing the grounds maintenance of 67 additional parks, scaling back on tree planting, moving the planting crew from Horticulture to Forestry to provide better young tree care maintenance, outsourcing stump grinding and turning in high cost equipment. In addition, centralizing park rentals has not only improved customer service, but led to a 24% increase in revenue.
- Projects completed this year include: the Mountain Bike Facility at Lake Druid Park, Mills Avenue improvements at Loch Haven Park, Orlando Veteran's Park, completion of the trail around Lake Baldwin, Mathews Park basketball court, Parramore Heritage playground and the Gore Street streetscape.
- Orlando's signature park, Lake Eola Park, received much needed attention through the completion of the Linton E. Allen Fountain renovation, renovation of the sound system, painting of light poles and rails, new fencing, improved Farmer's Market area, landscape and irrigation improvements, Sperry Fountain renovation, refurbished swan boats, gondolas and dock. The Park was in its glory for the annual Fireworks at the Fountain 4th of July event.

Families, Parks and Recreation Department

- Bill Frederick Park at Turkey Lake hosted National Public Lands Day on September 24, 2011. This annual program brings together federal, state and local public land agencies to educate volunteers of all ages about the environment and the need for a shared ethic of land stewardship. This year's event included a 5k walk/run as fundraiser which will highlight the unique features of this 175 acre park.
- Parks Division staff - often in collaboration with other City Divisions such as Stormwater, Streets and Drainage, as well as Orlando Wetlands and community volunteers - has improved naturalized park areas, removed invasive trees and plants at Demetree Park and Langford Park and completed invasive removal along the lakefront at Clear Lake Park.

Future Goals and Objectives

Short Term

- The centralized park rentals team is in the process of developing and implementing plans to better market our facilities and improve customer service.
- The City of Orlando is looking forward to opening its first ever off-leash dog facility at Lake Druid Park. The same park is serving as the location for the first Orlando Mountain Bike Park. Both of these facilities were promoted by true ground level interest from the community.
- Dover Shores Recreation Center and Englewood Park will be receiving new playground equipment. Both facilities are over 20 years old and in need of equipment and ADA upgrades.

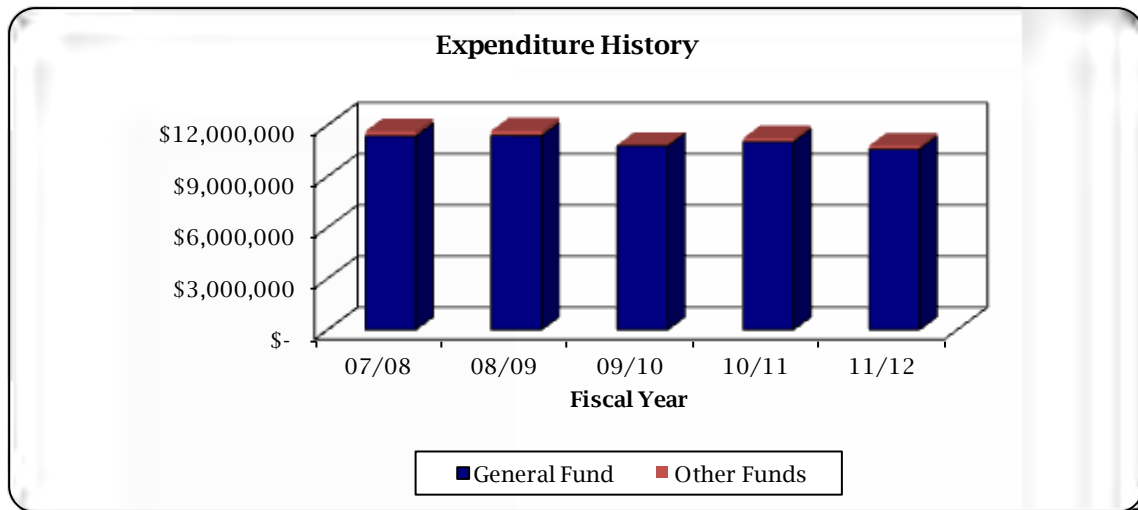
Medium Term

- The Parks Division trialed the ET (Evapo-transpiration/Smart Controllers) controller at Senator Beth Johnson Park. After testing for the past two years a savings was realized of 1,250 kgal or \$2,700 with the new system. The change to ET controllers will be implemented in other parks beginning with Gaston Edwards Park.
- Plans are being developed to improve the children's farm at Bill Frederick Park to include: a rental pavilion, ADA accessibility, refined parking and a physical link to the new "Nature Connect". This is an outdoor trail with areas that entice children to re-connect with nature through sight, sound, smell and physical interaction with natural elements.
- Final implementation of changes in the Forestry Program will reduce the waiting time for requested tree trimming to 4 - 8 weeks instead of 3 - 6 months, with responses to requests within 10 days.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Parks Division					
731 Parks Administration	\$ 1,567,909	\$ 1,564,497	\$ 1,604,187	\$ 39,690	2.54%
243 Bill Frederick Park at Turkey Lake	902,501	923,952	943,348	19,396	2.10%
263 Langford Park Neighborhood Center	189,103	112,122	13,150	(98,972)	(88.27%)
275 Lake Eola	685,282	688,586	724,751	36,165	5.25%
732 Forestry	1,261,960	1,734,179	1,562,154	(172,025)	(9.92%)
733 Production/Grounds Maintenance	3,133,058	3,560,572	3,525,380	(35,192)	(0.99%)
735 Parks Irrigation	1,084,823	-	-	-	N/A
736 Environmental Horticulture	1,632,667	2,124,779	1,909,535	(215,244)	(10.13%)
737 Green Up Orlando	321,029	306,874	306,938	64	0.02%
TOTAL -- GENERAL FUND	\$ 10,778,333	\$ 11,015,561	\$ 10,589,443	\$ (426,118)	(3.87%)
STREET TREE TRUST FUND #785					
792 Street Tree Trust	\$ 58,230	\$ 220,000	\$ 210,000	\$ (10,000)	(4.55%)
TOTAL -- STREET TREE TRUST FUND	\$ 58,230	\$ 220,000	\$ 210,000	\$ (10,000)	(4.55%)
TOTAL -- PARKS	\$ 10,836,562	\$ 11,235,561	\$ 10,799,443	\$ (436,118)	(3.88%)



Families, Parks and Recreation Department

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
Parks Division			
731 Parks Administration	10	9	9
243 Bill Frederick Park at Turkey Lake	11	11	11
263 Langford Park Neighborhood Center	2	-	-
275 Lake Eola	6	6	6
732 Forestry	16	20	20
733 Production/Grounds Maintenance	43	24	24
735 Parks Irrigation	11	-	-
736 Environmental Horticulture	25	23	23
737 Green Up Orlando	3	3	3
TOTAL -- GENERAL FUND	127	96	96
TOTAL -- PARKS	127	96	96

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, has been Orlando's historic golf course since 1924, 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. The course was completely rebuilt in 2008 so today's golfers are treated to the same beautiful scenery of the original course, and some of the best conditions including narrow fairways and heavily bunkered greens. A full restaurant and bar, pro shop, lit practice facilities complete the ultimate golfing experience.

Major Accomplishments

- Despite a challenging economy and detrimental years in recent history to the golf business, Dubsdread Golf Course completed another year with a positive cash flow. This comes at a time when golf course closures have reached an all time high.
- Dubsdread continues to host a large number of tournaments, leagues and golf outings for personal, corporate and charity organizations including Special Olympics, Orlando Minority Youth Golf Association (OMYGA), Executive Women's Golf Association, American Society of Engineers and the Thank You Veterans Golf Tournament. Dubsdread was also able to secure the 27th Annual City of Orlando Golf Championship for August 2011. This event started at Dubsdread 27 years ago and was moved to Rio Pinar in 2001 due to poor course conditions at that time. These events not only supply the club with rounds 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*, *The Orlando Sentinel* and *Orlando Weekly* readers this year.
- Total rounds played finished 1% above prior year exceeding 52,000. The average public golf course is estimated to finish with approximately 30,000 rounds. Dubsdread outperformed the average by more than 20,000 rounds for the 7th consecutive year. The course is expected to finish with a net cash gain of approximately \$26,000. Dubsdread will outperform prior year by nearly \$22,000.

Future Outlook

Short Term

- Continue to operate Dubsdread Golf Course as a self-sustaining financial operation.

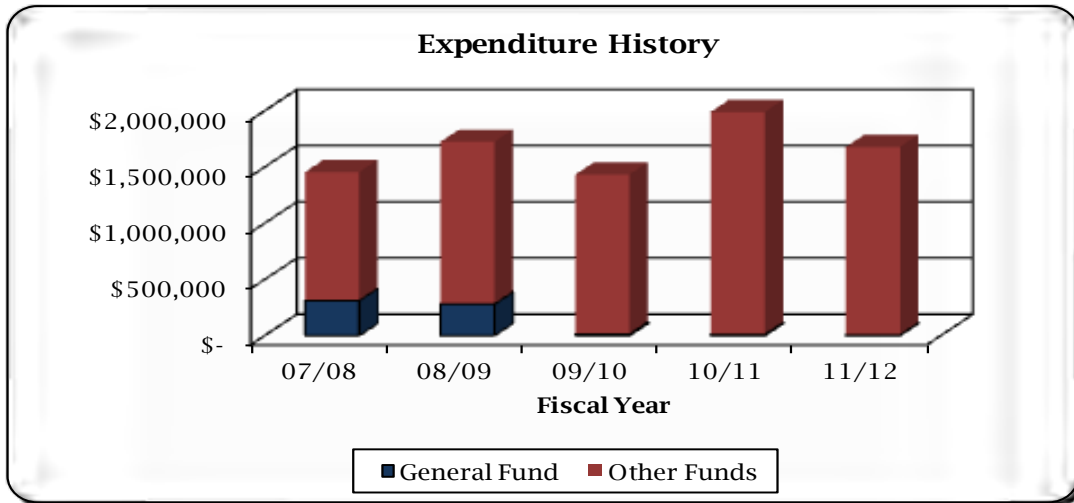
Medium Term

- Each year we will continue to raise the bar for not only municipal golf courses, but all public golf facilities making Dubsdread the leading standard in municipal and public golf course management, and quality for the citizens and visitors of Orlando.

Families, Parks and Recreation Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
987 Non Departmental Dubsdread	\$ 14,790	\$ 10,600	\$ 7,000	\$ (3,600)	(33.96%)
TOTAL -- GENERAL FUND	\$ 14,790	\$ 10,600	\$ 7,000	\$ (3,600)	(33.96%)
DUBSDREAD GOLF COURSE FUND #421					
286 Dubsdread Golf Course	\$ 1,419,749	\$ 1,980,398	\$ 1,672,925	\$ (307,473)	(15.53%)
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 1,419,749	\$ 1,980,398	\$ 1,672,925	\$ (307,473)	(15.53%)
TOTAL -- DUBSDREAD	\$ 1,434,539	\$ 1,990,998	\$ 1,679,925	\$ (311,073)	(15.62%)



Families, Parks and Recreation Department

Families, Parks and Recreation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Parks Division	Customer Satisfaction Index - Tree Program	97.73%	94.07%	90%

Employee Learning & Growth

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Parks Division	Total number of Parks Division incidents	84	85	70
Parks Division	Total number of training hours	1,057	1,130	1,000

Fiscal

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		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	Yes	Yes	Yes
Parks Division	Number of volunteer hours	7,589	11,286	10,000
Parks Division	Admissions revenue	\$119,065.34	\$132,109.71	\$120,000
Parks Division	Number of community service hours	17,641	2,476	N/A
Parks Division	Total value of outside contributions	\$7,400.00	\$25,744.00	\$10,000

Families, Parks and Recreation Department

Families, Parks and Recreation Department Operational Performance

Balanced Scorecard Report

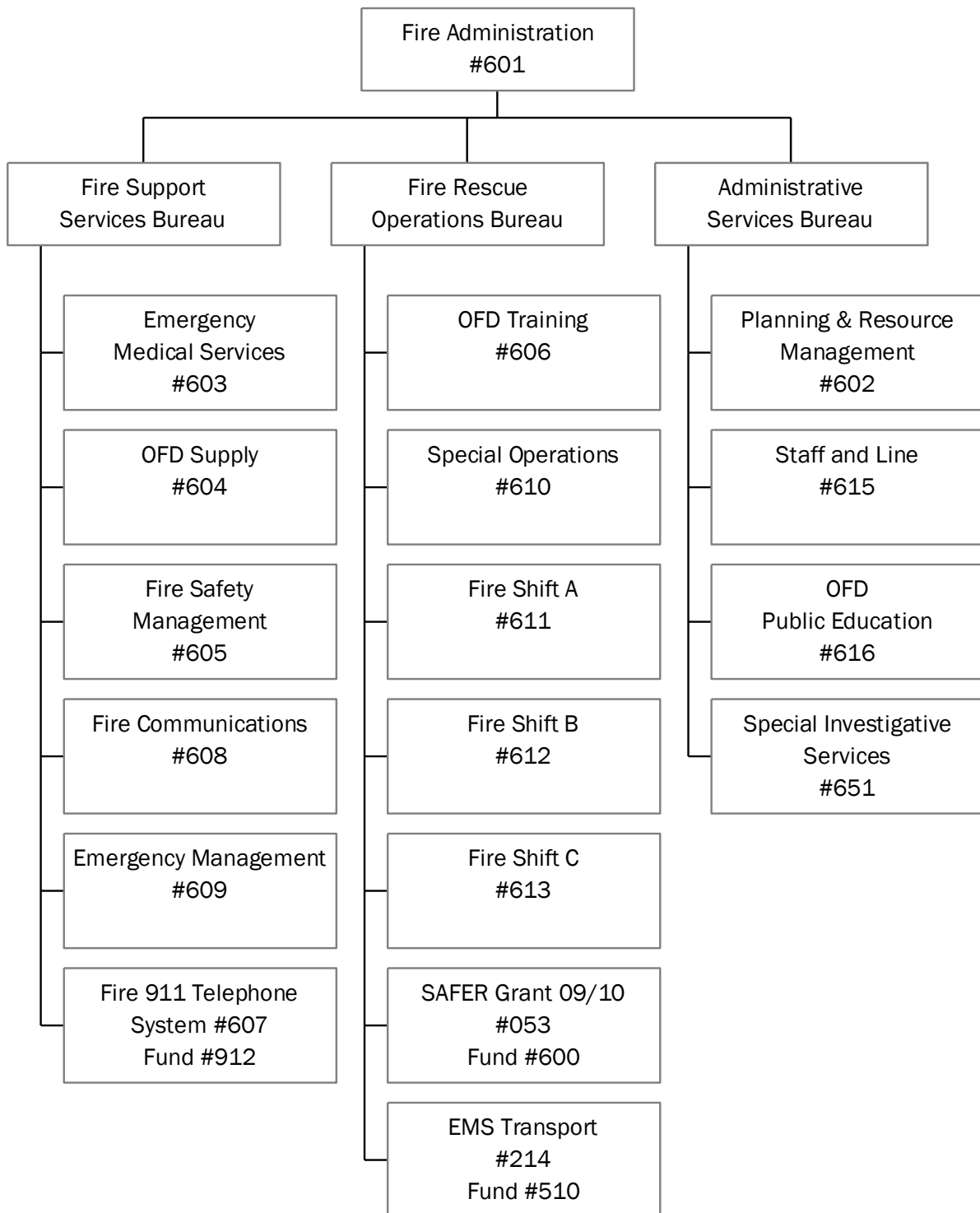
Internal Services

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered	78.5	68.21	80
Parks Division	Percentage of scheduled maintenance completed	97.54%	94.79%	93%
Parks Division	Tree keeper updated	Yes	Yes	Yes
Parks Division	Volume of water usage	123,397	123,340	105,000
Parks Division	Electricity usage (KW)	2,716,141	2,760,078	2,283,113
Parks Division	Total number of trees pruned	1,438	4,102	3,500
Parks Division	Total number of work orders older than 180 days	2,791	1,571	375
Parks Division	Total number of work orders older than 90 days	4,725	2,805	700
Parks Division	Total number of trees removed	510	828	700
Parks Division	Total number of "green-up" events	87	89	85
Parks Division	Percentage change of the total number of priority pruning in the inventory	17.07%	25%	N/A
Parks Division	Percentage change of the total number of priority removals in the inventory	21.9%	8%	N/A
Parks Division	Percentage change of the total number of stump removals in the inventory	-13.99%	5%	N/A

Outcome & Mission

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Recreation Division	Utilized program capacity	69.71%	60.53%	60%
Parks Division	Number of trees planted	1,533	743	650
Recreation Division	Total attendance	3,300,413	1,293,022	1,500,000
Parks Division	Tree City U.S.A award	Yes	Yes	Yes
Parks Division	Tree City U.S.A growth award	Yes	Yes	Yes
Parks Division	Playful City U.S.A award	Yes	Yes	Yes

Fire Department

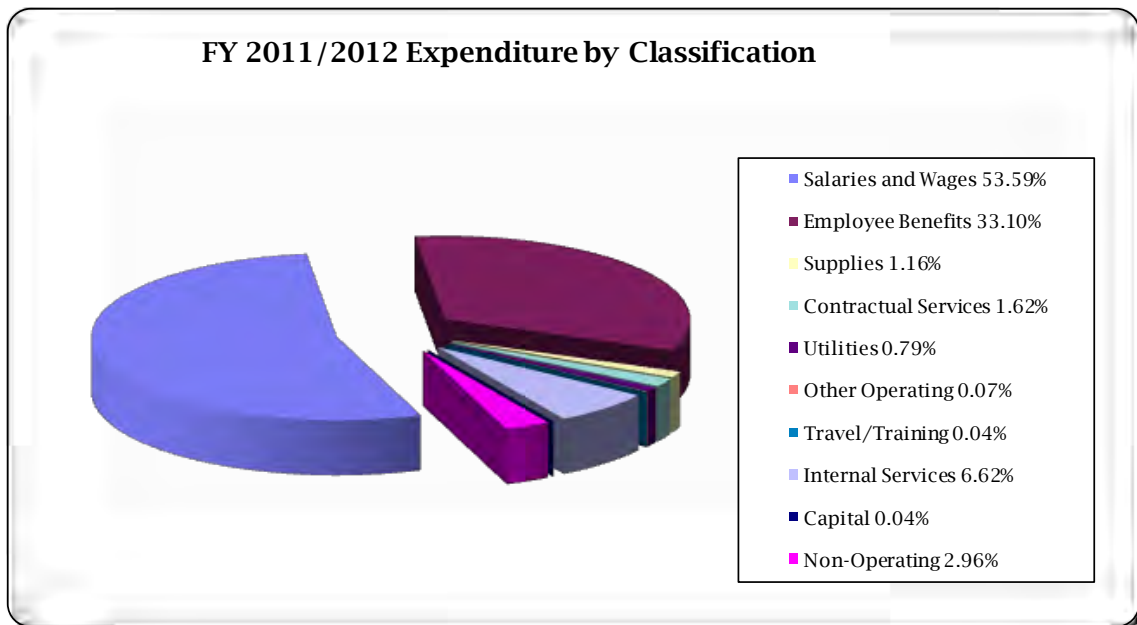
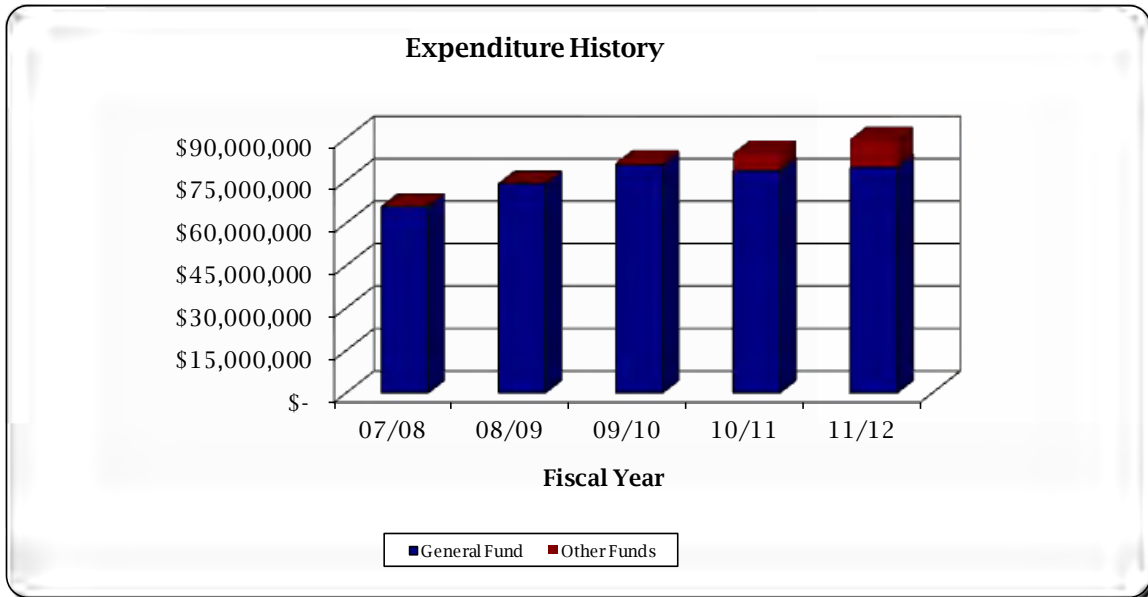


Fire Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,571,096	\$ 1,819,214	\$ 2,068,782	\$ 249,568	13.72%
Administrative Services Bureau					
602 Planning & Resource Management	505,404	540,049	550,164	10,115	1.87%
615 Staff and Line	391,757	407,578	425,441	17,863	4.38%
616 OFD Public Education	142,147	155,560	151,596	(3,964)	(2.55%)
651 Special Investigative Services	850,404	896,831	949,764	52,933	5.90%
Fire-Support Services Bureau					
603 Emergency Medical Services	1,089,550	1,126,543	1,247,903	121,360	10.77%
604 OFD Supply	325,649	516,658	441,968	(74,690)	(14.46%)
605 Fire Safety Management	999,866	1,073,410	1,123,573	50,163	4.67%
608 Fire Communications	1,968,932	2,363,073	2,377,481	14,408	0.61%
609 City Emergency Management	118,286	147,040	150,259	3,219	2.19%
Fire-Rescue Operations Bureau					
606 OFD Training	1,322,314	1,390,327	1,506,058	115,731	8.32%
610 Special Operations	309,785	427,730	442,316	14,586	3.41%
611 Fire Shift A	23,253,764	21,544,809	22,775,061	1,230,252	5.71%
612 Fire Shift B	21,898,420	21,527,555	22,700,380	1,172,825	5.45%
613 Fire Shift C	22,573,547	20,805,312	22,090,288	1,284,976	6.18%
026 Non Departmental Op Center	248,499	227,267	265,182	37,915	16.68%
989 Non Departmental-Fire	3,026,016	3,566,513	479,530	(3,086,983)	(86.55%)
TOTAL -- GENERAL FUND	\$ 80,595,436	\$ 78,535,469	\$ 79,745,746	\$ 1,210,277	1.54%
EMS TRANSPORT FUND #510					
Fire-Rescue Operations Bureau					
214 EMS Transport	\$ -	\$ 1,299,832	\$ 7,101,690	\$ 5,801,858	446.35%
TOTAL -- EMS TRANSPORT FUND	\$ -	\$ 1,299,832	\$ 7,101,690	\$ 5,801,858	446.35%
GRANT FUND #600					
Fire-Rescue Operations Bureau					
053 SAFER Grant 09/10	\$ 702,931	\$ 4,836,190	\$ 2,821,349	\$ (2,014,841)	(41.66%)
TOTAL -- GRANT FUND	\$ 702,931	\$ 4,836,190	\$ 2,821,349	\$ (2,014,841)	(41.66%)
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Fire-Support Services Bureau					
607 Fire 911 Emergency Phone System	\$ 5,450	\$ 35,316	\$ 35,316	\$ -	0.00%
TOTAL -- EMERGENCY TELEPHONE SYSTEM	\$ 5,450	\$ 35,316	\$ 35,316	\$ -	0.00%
TOTAL -- FIRE DEPARTMENT	\$ 81,303,817	\$ 84,706,807	\$ 89,704,101	\$ 1,210,277	5.90%
Expenditure by Classification					
Salaries and Wages	\$ 46,496,419	\$ 47,162,669	\$ 48,069,536	\$ 906,867	1.92%
Employee Benefits	26,376,753	28,709,332	29,695,549	986,217	3.44%
Supplies	631,187	1,105,733	1,045,033	(60,700)	(5.49%)
Contractual Services	686,434	940,402	1,452,885	512,483	54.50%
Utilities	715,012	656,113	712,141	56,028	8.54%
Other Operating	39,353	65,675	65,675	-	0.00%
Travel/Training	10,775	28,710	33,925	5,215	18.16%
Internal Services	6,311,022	6,020,515	5,937,031	(83,484)	(1.39%)
Capital	36,800	17,658	33,000	15,342	86.88%
Non-Operating	60	0	2,659,326	2,659,326	N/A
TOTAL -- FIRE DEPARTMENT	\$ 81,303,817	\$ 84,706,807	\$ 89,704,101	\$ 4,997,294	5.90%

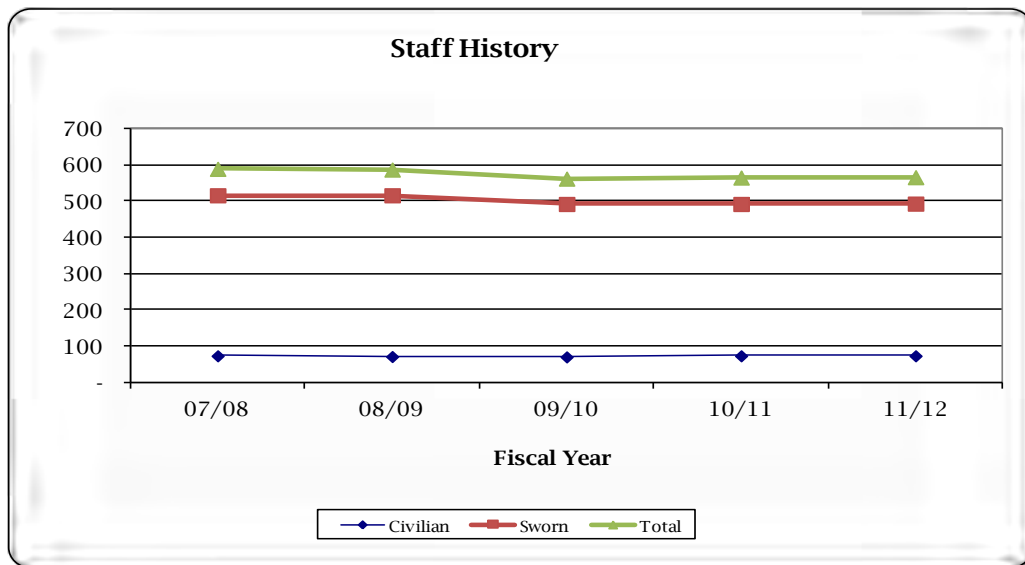
Fire Department



Fire Department

DEPARTMENT STAFFING SUMMARY

	Actual <u>2009/2010</u>	Revised Budget <u>2010/2011</u>	Adopted Budget <u>2011/2012</u>
<u>GENERAL FUND #100</u>			
601 Fire Administration	10	10	10
Administrative Services Bureau			
602 Planning & Resource Management	5	5	5
615 Staff and Line	3	3	3
616 Public Education	1	1	1
651 Special Investigative Services	5	4	4
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	1	1	1
Fire-Rescue Operations Bureau			
606 OFD Training	9	9	9
610 Special Operations	1	1	1
611 Fire Shift A	146	146	146
612 Fire Shift B	144	144	144
613 Fire Shift C	140	140	140
TOTAL -- GENERAL FUND	<u>516</u>	<u>515</u>	<u>515</u>
<u>EMS TRANSPORT FUND #510</u>			
Fire-Rescue Operations Bureau			
214 EMS Transport	-	6	6
TOTAL -- EMS TRANSPORT FUND	<u>-</u>	<u>6</u>	<u>6</u>
<u>GRANT FUND #600</u>			
Fire-Rescue Operations Bureau			
053 SAFER Grant 09/10	46	46	46
TOTAL -- GENERAL FUND	<u>46</u>	<u>46</u>	<u>46</u>
TOTAL -- FIRE	<u><u>562</u></u>	<u><u>567</u></u>	<u><u>567</u></u>



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 the 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, in addition to recognize 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. Also, coordinates all requests for maps and GIS studies with City Technology Management Division. 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 **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 **Division of Public Relations** is responsible for all community outreach programs, development and delivery, smoke alarm installation program, Citizen Fire Academy, Citizen Emergency Response Training (CERT), Citizen Corps, marketing and public relations for the Orlando Fire Department, Public Information dissemination and media relations, and OFD grant writing and management. Sections included in the Division are the Orlando Firefighters Pipes and Drums, OFD Honor Guard, OFD Explorers, OFD Fire Museum, and Orlando Fire Media.

The **Training Division** is responsible for the development, delivery, and administration of all training, including the disciplines of special operations for all sworn Fire Department personnel.

Major Accomplishments:

Planning and Resource Management Division

- Finalized plans for new Station 9.
- Took delivery of ten (10) new Rescue Trucks.
- Took delivery and readied one (1) new Sutphen Pumper (E-9).
- Took delivery and readied one (1) new Woods Truck (W-14).
- Serviced 5,300 hydrants.

Fire Department

Administrative Services Bureau

Division of Public Relations:

- Attended over 500 community events providing outreach.

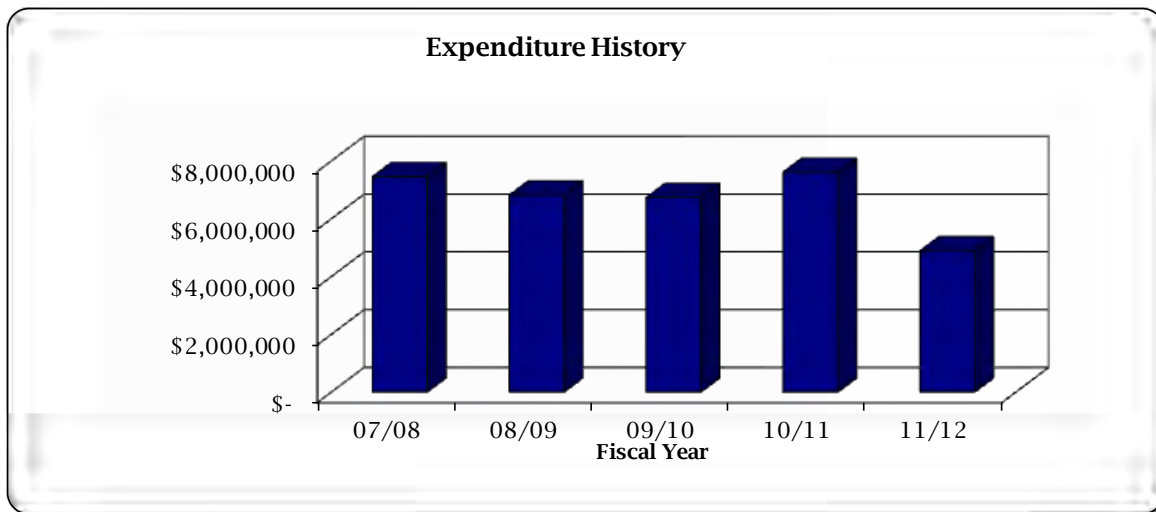
Training Division

- Completed 118,835 hours of company training (5 classes each month with a four hour assignment on each class) and managed quarterly Engineer, Relief Driver and Officer Academy training classes.
- Conducted eight site delivered Company Training Drills, consisting of approximately 14,520 hours which included Night Training, Multi-Company Training and Single Company Training.
- Conducted four Officer Academy classes to all Company and Chief Officers, consisting of approximately 1,558 hours.
- Conducted four Apparatus Engineer classes to all Engineers, consisting of approximately 1,410 hours, and an additional 1025 hours to approximately 170 Relief Driver personnel.
- Assisted the City Civil Service Section with the delivery of one District Chief Promotional Process
- Conducted new-hire orientation for 14 new firefighters which included all aspects of the job including EMS and live burn training.

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
601 Fire Administration	\$ 1,571,096	\$ 1,819,214	\$ 2,068,782	\$ 249,568	13.72%
Administrative Services Bureau					
602 Planning & Resource Management	505,404	540,049	550,164	10,115	1.87%
615 Staff and Line	391,757	407,578	425,441	17,863	4.38%
616 Public Education	142,147	155,560	151,596	(3,964)	(2.55%)
651 Special Investigative Services	850,404	896,831	949,764	52,933	5.90%
026 Non Departmental-Op Center	248,499	227,267	265,182	37,915	16.68%
989 Non Departmental-Fire	3,026,016	3,566,513	479,530	(3,086,983)	(86.55%)
TOTAL -- GENERAL FUND	\$ 6,735,323	\$ 7,613,012	\$ 4,890,459	\$ (2,722,553)	(35.76%)
TOTAL -- FIRE ADMINISTRATION	\$ 6,735,323	\$ 7,613,012	\$ 4,890,459	\$ (2,722,553)	(35.76%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
601 Fire Administration	10	10	10
Administrative Services Bureau			
602 Planning & Resource Management	5	5	5
615 Staff and Line	3	3	3
616 Public Education	1	1	1
651 Special Investigative Services	5	4	4
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, as well as the continual update of the Comprehensive Emergency Management Plan (CEMP) and City of Orlando's Continuity of Operations Plan (COOP) to keep the City operational during any disaster.

Overview of Services/Programs

The **Emergency Medical Services (EMS) Division** manages all 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 **Fire Safety Management Division** manages the municipal fire inspector program. The Office of the Fire Marshal 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 to insure compliance. In addition to this, the FSM Division also oversees the Field Operation Bureau Company Survey, Exit Check, and Pre Fire Plan programs.

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. This year the Communications Division became accredited through the National Academy of Emergency Dispatch, which only includes a little over 100 agencies nationwide. 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 and City 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.

Fire Department

Fire Support Services Bureau

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.

Major Accomplishments:

Emergency Medical Services (EMS) Division

- Certified 500+ personnel in Basic Life Support Training (CPR for Healthcare Professionals).
- Created and Provided in excess of 7,500 hours of emergency medical continuing education training to personnel.
- OFD now provides 100% ALS patient record review.
- Became an American Heart Association Training Site.
- Developed Policies and Procedures for EMS Transport.
- On site orientation for all personnel at local Emergency Departments to prepare crews for a seamless transition of Fire based EMS transport in the beginning of 2011.

Fire Safety Management Division

- Performed 11,227 Company Surveys.
- Performed 4,279 Full Fire Inspections.
- Completed 2,832 other Fire Prevention Activities.
- Conducted 697 Exit Checks.
- Found/Noted 8,237 violations.

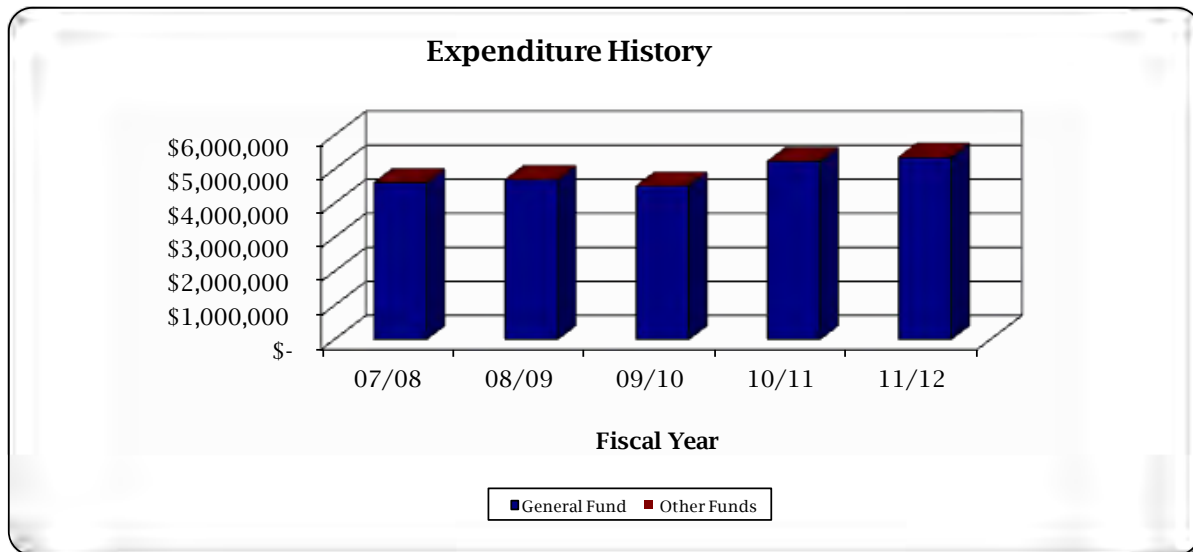
Emergency Management Division

- Hosted 380 meetings and/or training events for 9,120 attendees.
- Participated in statewide Hurricane Exercise and conducted five (5) hurricane scenario tabletop exercises.
- Provided 66 general disaster preparedness workshops to civic and community groups including business leaders.
- Participated in Hispanic Chamber of Commerce Business Expo and distributed 3000 brochures.
- Hosted 4 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 Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Fire-Support Services Bureau					
603 Emergency Medical Services	\$ 1,089,550	\$ 1,126,543	\$ 1,247,903	\$ 121,360	10.77%
604 OFD Supply	325,649	516,658	441,968	(74,690)	(14.46%)
605 Fire Safety Management	999,866	1,073,410	1,123,573	50,163	4.67%
608 Fire Communications	1,968,932	2,363,073	2,377,481	14,408	0.61%
609 City Emergency Management	118,286	147,040	150,259	3,219	2.19%
TOTAL -- GENERAL FUND	\$ 4,502,283	\$ 5,226,724	\$ 5,341,184	\$ 114,460	2.19%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
607 Fire 911 Emergency Phone System	\$ 5,450	\$ 35,316	\$ 35,316	\$ -	0.00%
TOTAL -- EMERGENCY TELEPHONE SYSTEM	\$ 5,450	\$ 35,316	\$ 35,316	\$ -	0.00%
TOTAL -- FIRE SUPPORT SERVICES BUREAU	\$ 4,507,732	\$ 5,262,040	\$ 5,376,500	\$ 114,460	2.18%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
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	1	1	1
TOTAL -- GENERAL FUND	52	52	52
TOTAL -- FIRE SUPPORT SERVICES BUREAU	52	52	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, dive 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 496 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 **Special Operations Section** is responsible for the training and administration of the various special operations teams, including: Hazardous Materials, Rope Rescue, Vehicle & Mechanical Rescue, Collapse Rescue, Trench Rescue, Structural Collapse, and Dive Rescue Operations, as well as act as an interface for the Florida Task Force Regional Team (FL-TF4).

The **Special Investigative Services Division (SIS)** also known as the Arson/Bomb Squad which has three primary functions:

- Investigation of fires to determine cause and origin. Those fires determined to be arson, are followed up through legal investigation for possible prosecution of a crime.
- Explosive Ordinance Disposal Services (EOD). Investigation and "Rendering Safe Procedures" involving explosive devices as well as post blast investigation. Provide "Threat Assessment" sweeps for public venues, special events and VIP protection in conjunction with the Secret Service.
- OFD Internal Affairs Investigations and Reporting. OFD's IRIS System. Handles the investigation of personnel for the Fire Chief or designee as needed.

Fire Department

Fire Rescue Operations Bureau

Major Accomplishments:

Field Operations Division

In the calendar year 2010 the Orlando Fire Department responded to 50,489 emergency alarms, 31,363 of which were emergency medical alarms.

Special Operations Section

The Special Operations Section conducted and administered the following training hours per discipline:

Hazardous Materials Technician - 2,710 team hours

Hazardous Materials Operations - 1,190 hours

Confined Space - 375 hours

Vehicle Mechanical Rescue - 275 hours

Rope Rescue - 1,920 hours

Collapse Rescue - 525 hours

Trench Rescue - 225 hours

Dive Rescue - 2,850 hours

Special Investigative Services Division

In 2010 the SIS Division responded to:

243 total Fire/Bomb related cases

9 Outside Fires

27 Vehicle Fires

90 Structure Fires

42 Suspicious Packages

33 Bomb Threats

6 Render Safe Procedures

2 Post Blast investigations

4 Threat Assessment Details

9 Secret Service VIP Protection Details

2 SWAT Warrant Support Details

124 Internal Investigations

Fire Department

Fire Rescue Operations Bureau

Future Goals and Objectives

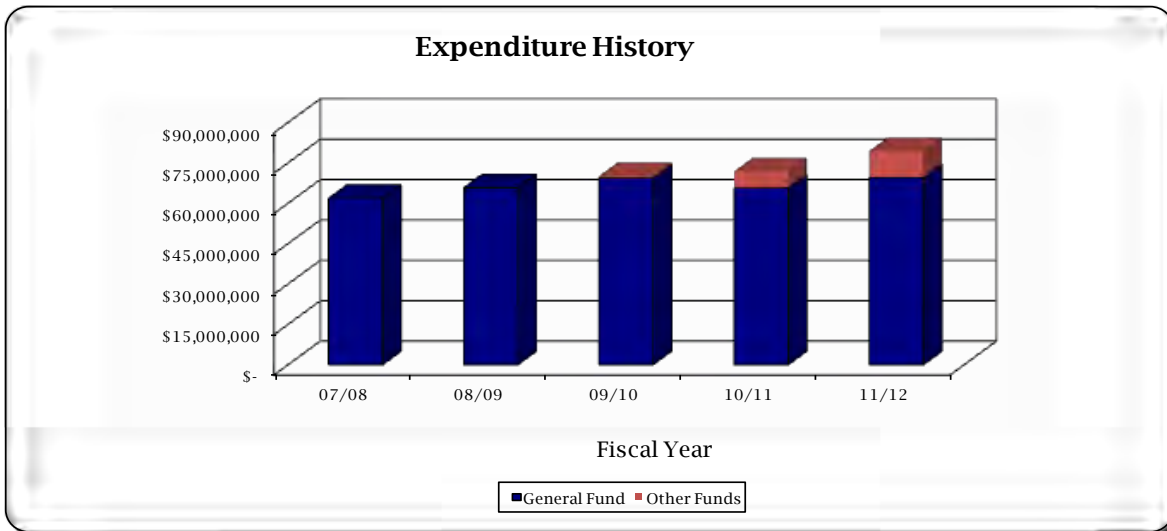
Long Term

OFD will strive to retain our ISO 1 rating, improve service delivery, and plan for future growth. As Southeast Orlando expands and develops with the opening of the “Medical City” we will need to continue to evaluate the growth and plan for coverage 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. OFD will be assuming the primary role of EMS Transport, for Advanced Life Support (ALS) and Auto Accidents, for the citizens and visitors in Orlando. The assumption of duties will not only have an improvement in continued patient care, but also provides a revenue source to the Fire Department that will help offset future costs.

Fire Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Fire-Rescue Operations Bureau					
606 OFD Training	\$ 1,322,314	\$ 1,390,327	\$ 1,506,058	\$ 115,731	8.32%
610 Special Operations	309,785	427,730	442,316	14,586	3.41%
611 Fire Shift A	23,253,764	21,544,809	22,775,061	1,230,252	5.71%
612 Fire Shift B	21,898,420	21,527,555	22,700,380	1,172,825	5.45%
613 Fire Shift C	22,573,547	20,805,312	22,090,288	1,284,976	6.18%
TOTAL -- GENERAL FUND	\$ 69,357,830	\$ 65,695,733	\$ 69,514,103	\$ 3,818,370	5.81%
EMS TRANSPORT FUND #510					
214 EMS Transport	\$ -	\$ 1,299,832	\$ 7,101,690	\$ 5,801,858	446.35%
TOTAL -- EMS TRANSPORT FUND	-	1,299,832	7,101,690	5,801,858	446.35%
GRANT FUND #600					
053 SAFER ARRA Grant 09/10	\$ 702,931	\$ 4,836,190	\$ 2,821,349	\$ (2,014,841)	(41.66%)
TOTAL -- GRANT FUND	\$ 702,931	\$ 4,836,190	\$ 2,821,349	\$ (2,014,841)	(41.66%)
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	\$ 70,060,761	\$ 71,831,755	\$ 79,437,142	\$ 7,605,387	10.59%



Fire Department

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
Fire-Rescue Operations Bureau			
606 OFD Training	9	9	9
610 Special Operations	1	1	1
611 Fire Shift A	146	146	146
612 Fire Shift B	144	144	144
613 Fire Shift C	140	140	140
TOTAL -- GENERAL FUND	<u>440</u>	<u>440</u>	<u>440</u>
<u>EMS TRANSPORT FUND #510</u>			
214 EMS Transport	-	6	6
TOTAL -- EMS TRANSPORT FUND	<u>-</u>	<u>6</u>	<u>6</u>
<u>GRANT FUND #600</u>			
053 SAFER Grant 09/10	46	46	46
TOTAL -- GENERAL FUND	<u>46</u>	<u>46</u>	<u>46</u>
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	<u>486</u>	<u>492</u>	<u>492</u>

Fire Department

Fire Department Operational Performance Balanced Scorecard Report

Employee Learning & Growth

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Number of EMS recertification training hours.	16	42	33
Fire-Rescue Operations Bureau	Percent of firefighters completing 20 hours of assigned EDP training during a month.	93.45%	97.3%	98%
Fire-Rescue Operations Bureau	Number of hours of ISO and other required department level facility fire training provided.	57	45	272
Fire-Rescue Operations Bureau	Number of hours of Officer Development level fire training provided.	12	12	16

Fiscal

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report.	Yes	Yes	Yes

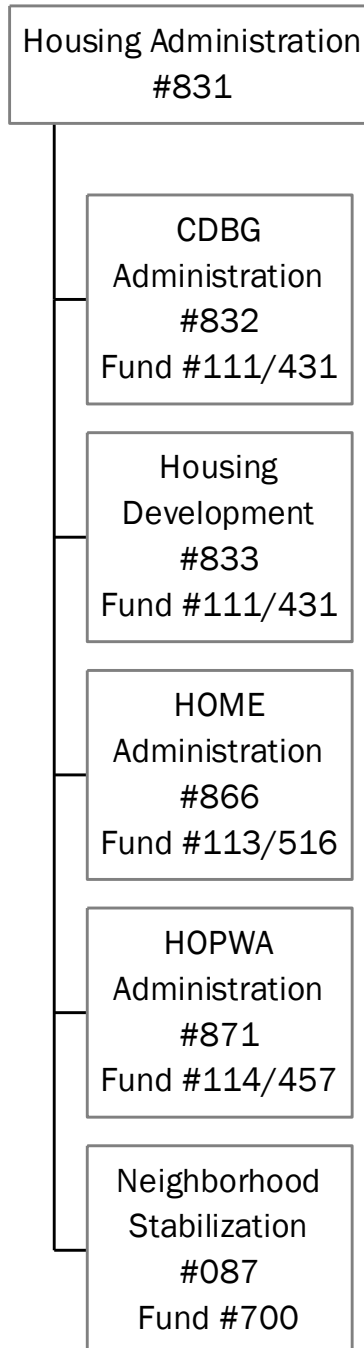
Internal Processes

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Response time of 6 minutes or better.	63.06%	61.98%	75%
Fire-Support Services Bureau	Effective firefighting force on scene for structure fire.	45.61%	38.23%	90%
Fire-Support Services Bureau	Overall Apparatus Reliability.	98.23%	98.24%	95%
Fire-Support Services Bureau	Percentage of 911 voice calls answered within 10 seconds.	98.73%	98.67%	90%
Fire-Support Services Bureau	Call response time less than 60 seconds - priority 1 calls.	74.89%	65.85%	90%
Fire-Support Services Bureau	Percentage of public hydrants inspections completed.	89.27%	70.61%	98%
Fire-Support Services Bureau	Percentage of units arriving within 4 minutes - priority 1 calls.	53.92%	45.98%	90%
Fire-Support Services Bureau	Percentage of units en-route within 1 minute - priority 1 calls.	68.94%	73.19%	90%

Outcome & Mission

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Percentage of inspected occupancies.	86.51%	70.86%	100%
Fire-Support Services Bureau	Total percentage of the building value saved from fire.	99.08%	98.46%	90%
Fire-Support Services Bureau	Percentage of EXIT Checks completed.	89.4%	87.23%	98%

Housing and Community Development Department

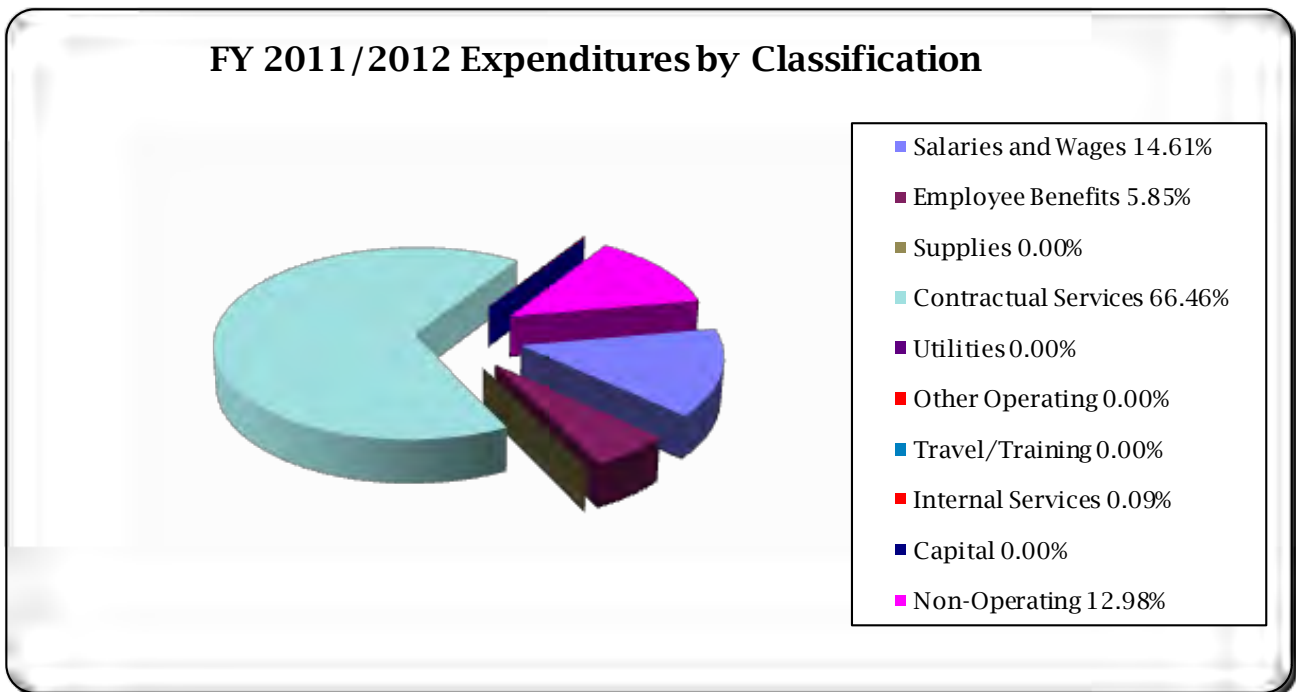
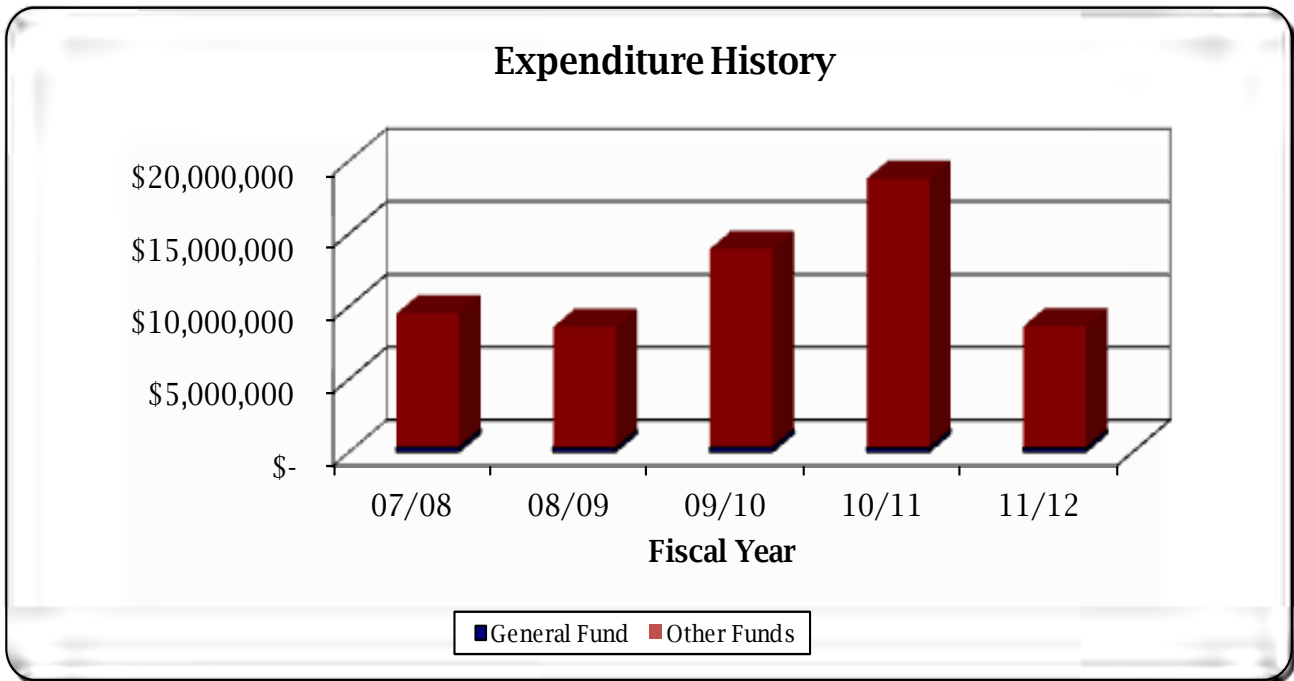


Housing and Community Development Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
831 Housing and Community Development	\$ 278,192	\$ 278,221	\$ 271,273	\$ (6,948)	(2.50%)
TOTAL -- GENERAL FUND	\$ 278,192	\$ 278,221	\$ 271,273	\$ (6,948)	(2.50%)
FY12 COMMUNITY DEV. BLOCK GRANT FUND #431					
Housing and Community Development Division					
1324011 CDBG Administration	\$ 2,099,995	\$ 4,565,115	\$1,948,626	\$ (2,616,489)	(57.31%)
1325011 Housing Development	379,552	450,000	450,000		0.00%
TOTAL -- CDBG FUND	\$ 2,479,547	\$ 5,015,115	\$2,398,626	\$ (2,616,489)	(52.17%)
FY12 HOME INVESTMENT PARTNERSHIP PROG. FUND #516					
Housing and Community Development Division					
1326011 HOME Administration	\$ 1,029,563	\$ 5,008,477	\$1,532,773	\$ (3,475,704)	(69.40%)
TOTAL -- HOME FUND	\$ 1,029,563	\$ 5,008,477	\$1,532,773	\$ (3,475,704)	(69.40%)
FY12 HOPWA GRANT FUND #457					
Housing and Community Development Division					
1327011 HOPWA Administration	\$ 3,778,805	\$ 4,585,806	\$3,904,209	\$ (681,597)	(14.86%)
TOTAL -- HOPWA GRANT FUND	\$ 3,778,805	\$ 4,585,806	\$3,904,209	\$ (681,597)	(14.86%)
ESG GRANT FUND #116					
Housing and Community Development Division					
3291011 ESG 2011/12 Grant	\$ 98,804	\$ 117,662	\$ 114,145	\$ (3,517)	(2.99%)
TOTAL -- ESG GRANT FUND	\$ 98,804	\$ 117,662	\$ 114,145	\$ (3,517)	(2.99%)
LOCAL HOUSING ASSISTANCE TRUST FUND #125					
Housing and Community Development Division					
3703011 SHIP	\$ 1,098,520	\$ 2,224,471	\$ -	\$ (2,224,471)	100.00%
TOTAL -- LOCAL HOUSING ASSISTANCE FUND	\$ 1,098,520	\$ 2,224,471	\$ -	\$ (2,224,471)	100.00%
NEIGHBORHOOD STABILIZATION PROGRAM FUND #700					
Housing and Community Development Division					
087 NSP Administration	\$ 5,142,751	\$ 1,525,258	\$ 385,460	\$ (1,139,798)	(74.73%)
TOTAL -- NEIGHBORHOOD STABILIZATION PROG. FUND	\$ 5,142,751	\$ 1,525,258	\$ 385,460	\$ (1,139,798)	(74.73%)
TOTAL - HOUSING & COMMUNITY DEVELOPMENT DEPT.	\$ 13,906,183	\$18,755,010	\$8,606,486	\$(10,148,524)	(54.11%)
Expenditure by Classification					
Salaries and Wages	\$ 946,702	\$ 1,613,078	\$1,258,587	\$ (354,491)	(21.98%)
Employee Benefits	337,633	495,190	503,690	8,500	1.72%
Supplies	18,861	20,650		(20,650)	(100.00%)
Contractual Services	9,803,952	13,783,702	5,719,773	(8,063,929)	(58.50%)
Utilities	4,855	2,297		(2,297)	(100.00%)
Other Operating	22,826	30,732		(30,732)	(100.00%)
Travel/Training	4,063	9,675	-	(9,675)	(100.00%)
Internal Services	38,888	24,082	7,658	(16,424)	(68.20%)
Capital	2,728,293	167,794	-	(167,794)	(100.00%)
Non-Operating	111	2,607,810	1,116,778	(1,491,032)	(57.18%)
TOTAL - HOUSING & COMMUNITY DEVELOPMENT DEPT.	\$ 13,906,183	\$18,755,010	\$8,606,486	\$(10,148,524)	(54.11%)

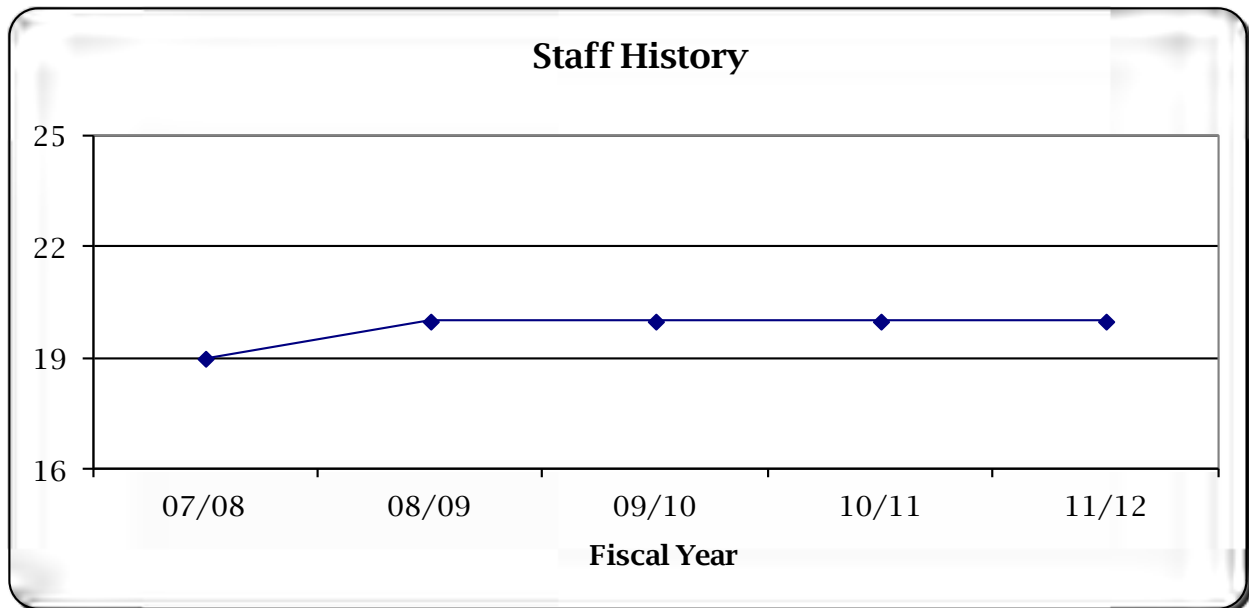
Housing and Community Development Department



Housing and Community Development Department

DEPARTMENT STAFFING SUMMARY

	Actual <u>2009/2010</u>	Revised Budget <u>2010/2011</u>	Adopted Budget <u>2011/2012</u>
<u>GENERAL FUND #100</u>			
Housing and Community Development Division			
831 Housing and Community Development	3	3	3
TOTAL -- GENERAL FUND	<u>3</u>	<u>3</u>	<u>3</u>
<u>COMMUNITY DEVELOPMENT BLOCK GRANT FUND #111</u>			
Housing and Community Development Division			
1324011 CDBG Administration	6	6	6
1325011 Housing Development	6	6	6
TOTAL -- CDBG FUND	<u>12</u>	<u>12</u>	<u>12</u>
<u>HOME INVESTMENT PARTNERSHIP PROGRAM FUND #113</u>			
Housing and Community Development Division			
1326011 HOME Administration	4	4	4
TOTAL -- HOME FUND	<u>4</u>	<u>4</u>	<u>4</u>
<u>NEIGHBORHOOD STABILIZATION PROGRAM FUND #700</u>			
Housing and Community Development Division			
087 NSP Administration	1	1	1
TOTAL -- NEIGHBORHOOD STABILIZATION PROGRAM FUND	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL -- HOUSING & COMMUNITY DEVELOPMENT DEPARTMENT	<u><u>20</u></u>	<u><u>20</u></u>	<u><u>20</u></u>



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

Through the Neighborhood Stabilization Program, the City of Orlando has purchased over 40 properties out of foreclosure. Those properties have been sold or rented to low to moderate income households.

Through the Homelessness Prevention and Rapid Re-housing Program the City has funded three area non-profit social service agencies to provide housing and counseling services to eligible citizens.

Through the Community Development Block Grant (Recovery) the City provided under drainage improvements to the Malibu Neighborhood.

Future Goals and Objectives***Long Term***

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

Housing and Community Development Department

Housing Department Operational Performance

Balanced Scorecard Report

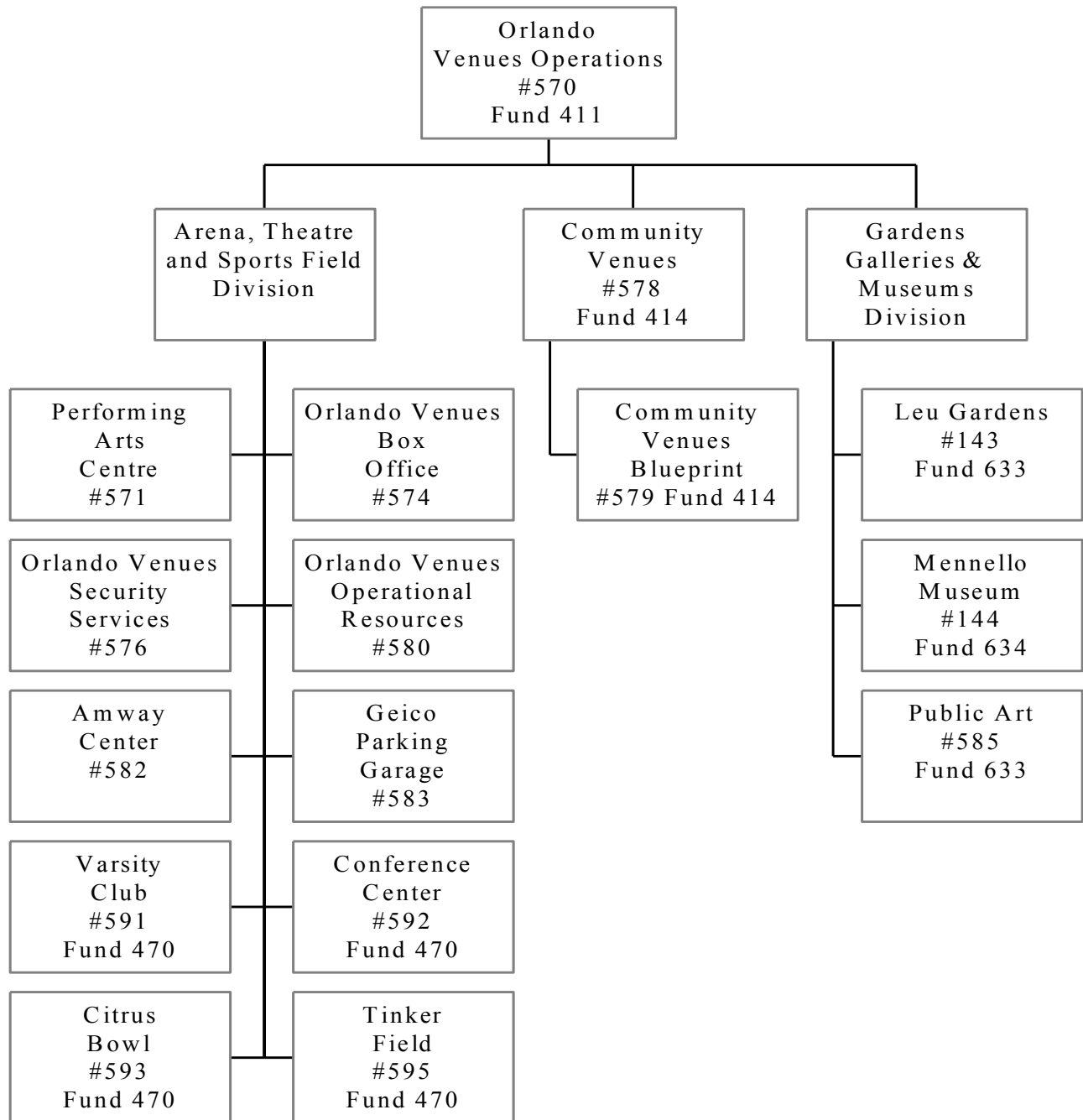
Fiscal

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Housing & Community Development	Housing & Community Development Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report.	No	No	Yes

Outcome & Mission

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Housing Rehabilitation Program.	25	18	25
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program.	67	15	19
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations.	10,492	2,085	11,000

Orlando Venues Department



Orlando Venues Department

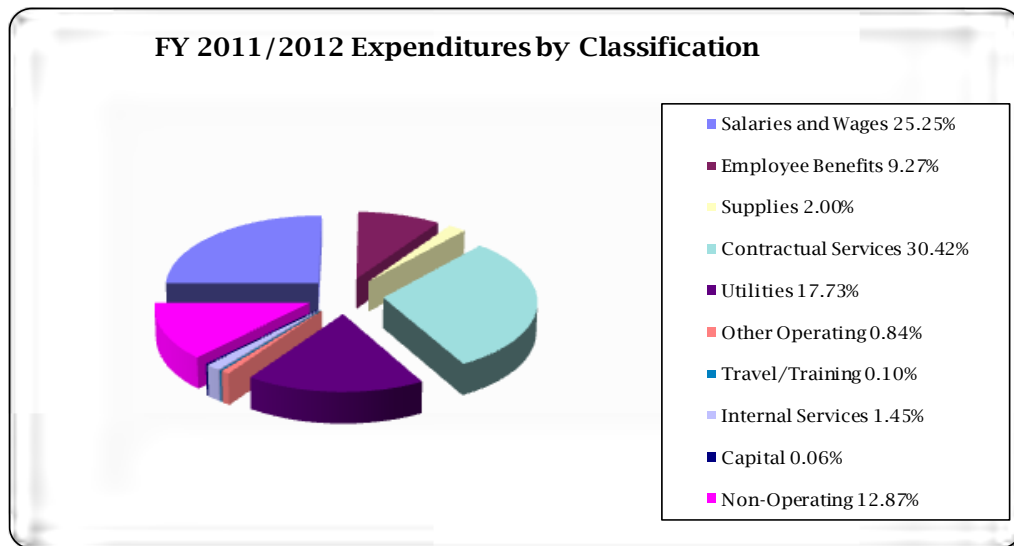
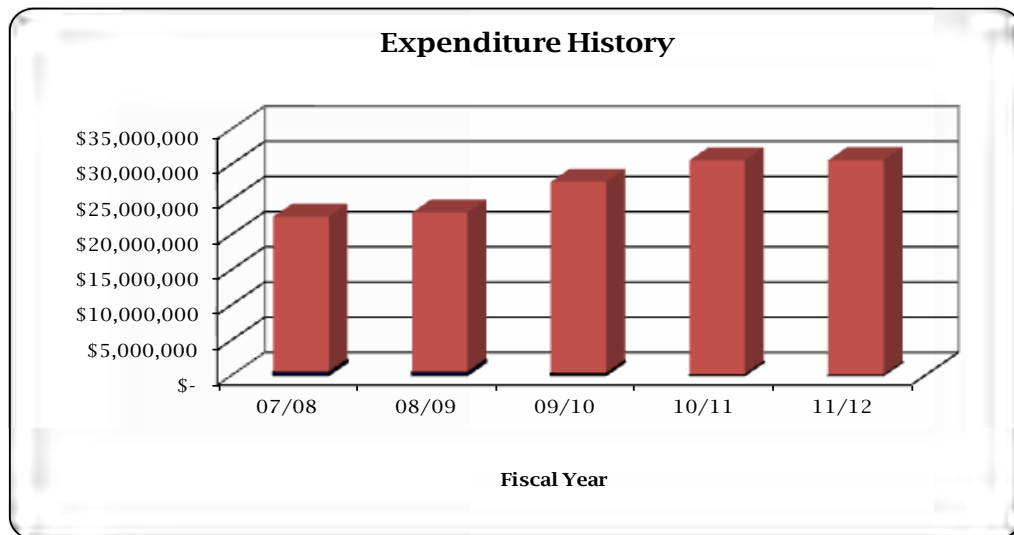
DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
GENERAL FUND #100					
Gardens, Galleries & Museums Division					
806 Public Art	\$ 27,321	\$ 68,300	\$ -	\$ (68,300)	(100.00%)
082 Nondepartmental Orlando Venues	223,227	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 250,549	\$ 68,300	\$ -	\$ (68,300)	(100.00%)
ORLANDO VENUES FUND #411					
Arena, Theatre and Sports Field Division					
570 Orlando Venues Operations	\$ 87,648	\$ (16,436)	\$ -	\$ 16,436	(100.00%)
571 Performing Arts Centre	1,796,188	1,644,843	1,586,413	(58,430)	(3.55%)
572 Arena	10,878,953	-	-	-	N/A
574 Orlando Venues Box Office	(1,092)	194,919	199,994	5,075	2.60%
576 Orlando Venues Security Services	1	(13,914)	-	13,914	(100.00%)
577 Orlando Venues Technical Services	1	-	-	-	N/A
580 Venues Operational Resources	11,012	(9,161)	-	9,161	(100.00%)
582 Amway Center	14,897	17,124,892	17,808,376	683,484	3.99%
583 Geico Parking Garage	150	(912,494)	(2,074,033)	(1,161,539)	127.29%
985 Nondepartmental - Orlando Venues Projects	4,098,044 262,872	1,864,852 -	1,769,151 438,000	(95,701) 438,000	(5.13%) N/A
TOTAL -- ORLANDO VENUES FUND	\$17,148,674	\$19,877,501	\$19,727,901	\$ (149,600)	(0.75%)
COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414					
Arena, Theatre and Sports Field Division					
578 Community Venues	\$ 2,057,578	\$ 2,003,214	\$ 1,621,686	\$ (381,528)	(19.05%)
579 Community Venues Blueprint	593,796	793,419	776,186	(17,233)	(2.17%)
730 Nondepartmental - Community Venues	347,379	151,897	804,397	652,500	429.57%
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	\$ 2,998,752	\$ 2,948,530	\$ 3,202,269	\$ 253,739	8.61%
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Arena, Theatre and Sports Field Division					
591 Varsity Club	\$ 37,743	\$ 24,000	\$ 21,000	\$ (3,000)	(12.50%)
592 Conference Center	34,219	62,194	72,219	10,025	16.12%
593 Citrus Bowl	2,534,092	2,433,143	3,173,753	740,610	30.44%
595 Tinker Field	345,441	341,870	325,995	(15,875)	(4.64%)
974 Nondepartmental - CFA	325,750	777,805	739,361	(38,444)	(4.94%)
Projects	654,480	679,505	80,462	(599,043)	(88.16%)
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	\$ 3,931,724	\$ 4,318,517	\$ 4,412,790	\$ 94,273	2.18%
H.P. LEU GARDENS TRUST FUND #633					
Gardens, Galleries & Museums Division					
143 H.P. Leu Gardens	\$ 2,542,713	\$ 2,609,023	\$ 2,480,420	\$ (128,603)	(4.93%)
585 Public Art	-	-	68,300	68,300	0.00%
9402 H.P. Leu Gardens Sales Shop	80,035	83,000	83,000	-	0.00%
Projects	69,276	37,353	-	(37,353)	(100.00%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,692,024	\$ 2,729,376	\$ 2,631,720	\$ (97,656)	(3.58%)
MENNELLO MUSEUM FUND #634					
Gardens, Galleries & Museums Division					
144 Mennello Museum of American Art	\$ 459,373	\$ 601,683	\$ 592,850	\$ (8,833)	(1.47%)
TOTAL -- MENNELLO MUSEUM FUND	\$ 459,373	\$ 601,683	\$ 592,850	\$ (8,833)	(1.47%)
TOTAL -- ORLANDO VENUES	\$ 27,481,096	\$ 30,543,907	\$ 30,567,530	\$ 23,623	0.08%

Orlando Venues Department

Expenditure by Classification

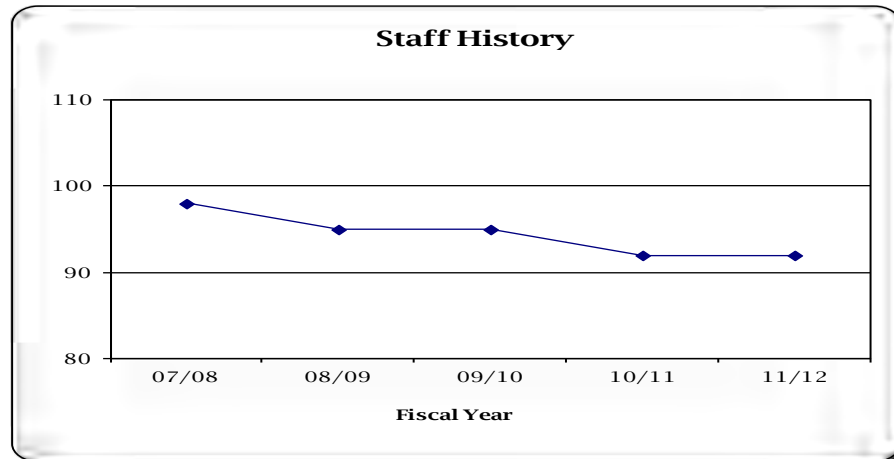
Salaries and Wages	\$ 7,098,360	\$ 7,297,622	\$ 7,718,189	\$ 420,567	5.76%
Employee Benefits	2,955,144	2,894,932	2,832,833	(62,099)	(2.15%)
Supplies	613,057	967,386	610,343	(357,043)	(36.91%)
Contractual Services	9,208,789	10,418,166	9,298,034	(1,120,132)	(10.75%)
Utilities	2,454,296	5,225,593	5,418,704	193,111	3.70%
Other Operating	316,960	217,196	258,464	41,268	19.00%
Travel/Training	46,198	23,400	31,598	8,198	35.03%
Internal Services	556,740	398,175	444,706	46,531	11.69%
Capital	90,759	86,552	20,000	(66,552)	(76.89%)
Non-Operating	4,140,792	3,014,885	3,934,659	919,774	30.51%
TOTAL -- ORLANDO VENUES	\$27,481,096	\$30,543,907	\$30,567,530	\$ 23,623	0.08%



Orlando Venues Department

DEPARTMENT STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/11	Adopted Budget 2011/12
<u>ORLANDO VENUES FUND #411</u>			
Arena, Theatre and Sports Field Division			
570 Orlando Venues Operations	16	15	15
571 Performing Arts Centre	3	4	4
572 Arena	11	-	-
574 Orlando Venues Box Office	2	2	2
576 Orlando Venues Security Services	12	12	12
577 Orlando Venues Technical Services	1	-	-
580 Venues Operational Resources	5	7	7
582 Amway Center	5	15	15
TOTAL -- ORLANDO VENUES FUND	55	55	55
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</u>			
Arena, Theatre and Sports Field Division			
578 Community Venues	3	3	3
579 Community Venues Blueprint	4	4	4
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	7	7	7
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Arena, Theatre and Sports Field Division			
593 Citrus Bowl	6	6	6
595 Tinker Field	1	1	1
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	7	7	7
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
Gardens, Galleries & Museums Division			
143 H.P. Leu Gardens	23	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	23	20	20
<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	95	92	92



Orlando Venues Department

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 Center, Bob Carr Performing Arts Centre, Florida Citrus Bowl and Tinker Field, Harry P. Leu Gardens and the Mennello Museum of American Art. 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 Center

- Amway Center opens doors to general public for a special celebratory community unveiling on October 1, 2010.
- On October 8, 2010, Vicente Fernandez becomes the inaugural artist to perform at the Amway Center.
- First Orlando Magic NBA game played in the new facility on October 10, 2010.
- Allen Johnson nominated as Pollstar's Facility Executive of the Year (Pollstar, November 2010).
- Reported as #12 on Venues Today's Top Stops (Venues Today, December 2010).
- Amway Center receives multiple Golden Brick Awards from the Downtown Orlando Partnership in categories including Public Project and Public Art Collection (April 7, 2011).
- Amway Center receives LEED Gold certification becoming the first designed and constructed NBA arena to receive such an honor (April 7, 2011).
- American Institute of Architects recognizes the Amway Center with an Orlando 2011 Design Honor Award and an Award of Merit for Geico Garage (April 9, 2011).
- Lady Gaga's "Monster Ball Tour" on April 15 becomes Amway Center's highest grossing concert with \$1,460,286 in total gross ticket sales.
- Nominated by Sports Business Journal as one of the finalists in the Sports Business Awards "Sports Facility of the Year (May 18, 2011).
- During the Orlando Magic's inaugural Amway Center season 816,421 tickets were sold, drawing over three-quarters of a million people to downtown Orlando (October 2010 - April 2011).
- Bon Jovi concert on May 15 sets highest concert attendance record with 15,996 fans.
- Bon Jovi concert yields highest individual event concession sales to date at \$279,265.
- Four shows - Sade, Britney Spears, NKOTBSB and American Idol Live! - over eight days (July 17-24) brought more than 50,000 fans to the Amway Center and generated over \$461,000 in concession sales and \$3.5 million in total gross ticket sales.

Orlando Venues Department

- As of August 8, 2011, the Amway Center has generated \$18.6 million in gross tickets sales and sold 338,443 tickets for the current fiscal year (not including Orlando Magic ticket sales).
- As of July 1, 2011, total concession sales totaling \$9.9 million.

Bob Carr Performing Arts Centre

- Reported as #11 on Venues Today's Top Stops Year-End Report of highest grossing performing arts centers in North America (Venues Today, Dec. 2010).
- Reported as #49 on Pollstar's Top 100 Worldwide Theatre Venues, up from #58 the previous year (Pollstar, January 2011).
- Reported as #15 on Venue Today's Top Stops (Venues Today, February 2011).
- Presented 40 performances of Wicked over five weeks for a total gross of \$5,858,532 in ticket sales (February 23 - March 27, 2011).
- Updated venue logo debuts.
- As of August 8, 2011 the Bob Carr Performing Arts Centre has generated \$11.5 million in tickets sales and sold 197,422 tickets for the current fiscal year.

Florida Citrus Bowl Stadium

- Presented the 31st Annual Florida Classic, continuing the historic state rivalry between Florida A&M University and Bethune-Cookman University (November 20, 2010).
- Reported as #13 on Venues Today's Top Stops Year-End Report (Venues Today, December 2010).
- Hosted FHSAA High School Football Championships for the fifth time (December 2010).
- Presented the Champs Sports Bowl and Capital One Bowl, with 4-day turn-around between games (Dec. 28, 2010 & Jan. 1, 2011).
- Hosted the sold-out Monster Jam 2011 and generated \$1,009,827 in total gross ticket sales (January 29, 2011).
- Orlando City Soccer hosts two international "friendlies" against Bolton Wanderers on July 17, 2011 and Newcastle United on July 23, 2011.
- As of August 8, 2011 the Florida Citrus Bowl generated \$13.1 million in tickets sales and sold 310,772 tickets for the current fiscal year.
- Host of the 2011 MEAC/SWAC Challenge, Bethune Cookman University v. Prairie View A&M (September 4, 2011).
- Set to host Orlando Calling, a brand new major music festival spanning two days and featuring over 100 bands, five stages and an anticipated daily attendance of 50,000 people. This will be the inaugural year of a minimum three year commitment to host this event (November 12 & 13, 2011).

Orlando Venues Department

Tinker Field

- Presented WJRR Earthday Birthday 18 concert, with \$405,085 in gross ticket sales (April 16, 2011)
- Hosted Electric Daisy Carnival at over 89% capacity covering two days and generating \$1,292,089 in total gross ticket sales which receives Pollstar's Boxoffice Spotlight (Pollstar, June 2011)

Future Goals and Objectives

Short Term

- Newly hired Orlando Venues Social Media Coordinator to develop social media campaigns increasing online presence and engagement while tracking growth across multiple platforms including Facebook, Twitter, YouTube and Foursquare.
- Develop Amway Center print and online collateral showcasing the facility's various hospitality and meeting spaces to increase rental business revenue.
- Management and maintenance of AmwayCenter.com website to transition over to Orlando Venues. Begin additional integration of photo galleries and video into website interface.
- Roll out transitional Amway Center Year 2 branding campaign - progressing from *Enter Legend*.
- Drupal CMS website tutorials and training for Orlando Venues Marketing Department.
- Find dining/retail tenant to lease the vacant storefront on the NW corner of the Amway Center.

Medium Term

- Maximize media and promotional opportunities related to the 2012 NBA All Star Weekend showcasing the Amway Center as the epicenter of entertainment.
- Overhaul/revamp OrlandoVenues.net website and potentially create microsites for Bob Carr Performing Arts Centre and a sister microsite for Citrus Bowl/Tinker Field.
- Begin AmwayCenter.com enhancements (maps, history, art & artists, etc.).
- Roll out Amway Center augmented reality smart phone app.

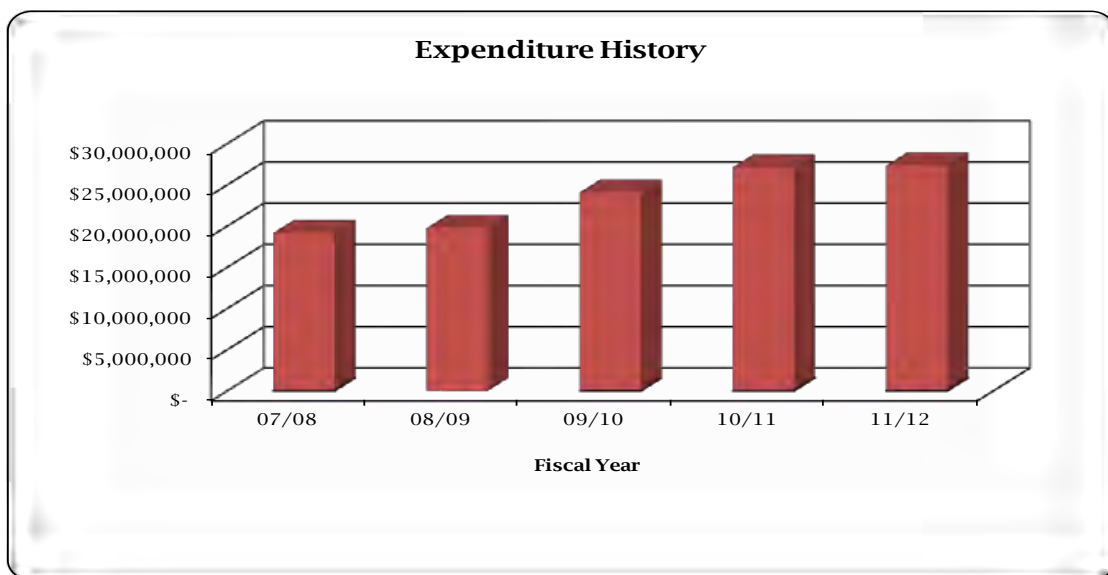
Long Term

- Strengthen promotional partnerships within the community.
- Increase attendance to all Orlando Venues facilities.
- Sustained build out of AmwayCenter.com featuring numerous site enhancements and social media integration.

Orlando Venues Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change Adopted to Revised
ORLANDO VENUES FUND #411					
Arena, Theatre and Sports Field Division					
570 Orlando Venues Operations	\$ 87,648	\$ (16,436)	\$ -	\$ 16,436	(100.00%)
571 Performing Arts Centre	1,796,188	1,644,843	1,586,413	(58,430)	(3.55%)
572 Arena	10,878,953	-	-	-	N/A
574 Orlando Venues Box Office	(1,092)	194,919	199,994	5,075	2.60%
576 Orlando Venues Security Services	1	(13,914)	-	13,914	(100.00%)
577 Orlando Venues Technical Services	1	-	-	-	N/A
580 Venues Operational Resources	11,012	(9,161)	-	9,161	(100.00%)
582 Amway Center	14,897	17,124,892	17,808,376	683,484	3.99%
583 Geico Parking Garage	150	(912,494)	(2,074,033)	(1,161,539)	127.29%
985 Nondepartmental - Orlando Venues	4,098,044	1,864,852	1,769,151	(95,701)	(5.13%)
985 Nondepartmental - Orlando Venues	262,872	-	438,000	438,000	N/A
TOTAL -- ORLANDO VENUES FUND	\$ 17,148,674	\$ 19,877,501	\$ 19,727,901	\$ (149,600)	(0.75%)
COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414					
Arena, Theatre and Sports Field Division					
578 Community Venues	\$ 2,057,578	\$ 2,003,214	\$ 1,621,686	\$ (381,528)	(19.05%)
579 Community Venues Blueprint	593,796	793,419	776,186	(17,233)	(2.17%)
730 Nondepartmental - Community Venues	347,379	151,897	804,397	652,500	429.57%
TOTAL -- COMMUNITY VENUES ADMIN FUND	\$ 2,998,752	\$ 2,948,530	\$ 3,202,269	\$ 253,739	8.61%
CIVIC FACILITIES AUTHORITY REVENUE FUND #470					
Arena, Theatre and Sports Field Division					
591 Varsity Club	\$ 37,743	\$ 24,000	\$ 21,000	\$ (3,000)	(12.50%)
592 Conference Center	34,219	62,194	72,219	10,025	16.12%
593 Citrus Bowl	2,534,092	2,433,143	3,173,753	740,610	30.44%
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Projects	654,480	679,505	80,462	(599,043)	(88.16%)
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	\$ 3,931,724	\$ 4,318,517	\$ 4,412,790	\$ 94,273	2.18%
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	\$ 24,079,151	\$ 27,144,548	\$ 27,342,960	\$ 198,412	0.73%



Orlando Venues Department

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>ORLANDO VENUES FUND #411</u>			
Arena, Theatre and Sports Field Division			
570 Orlando Venues Operations	16	15	15
571 Performing Arts Centre	3	4	4
572 Arena	11	-	-
574 Orlando Venues Box Office	2	2	2
576 Orlando Venues Security Services	12	12	12
577 Orlando Venues Technical Services	1	-	-
580 Venues Operational Resources	5	7	7
582 Amway Center	5	15	15
TOTAL -- ORLANDO VENUES FUND	55	55	55
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #414</u>			
Arena, Theatre and Sports Field Division			
578 Community Venues	3	3	3
579 Community Venues Blueprint	4	4	4
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	7	7	7
<u>CIVIC FACILITIES AUTHORITY REVENUE FUND #470</u>			
Arena, Theatre and Sports Field Division			
593 Citrus Bowl	6	6	6
595 Tinker Field	1	1	1
TOTAL -- CIVIC FACILITIES AUTHORITY FUND	7	7	7
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	69	69	69

Orlando Venues Department

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

Mission Statement

The Mission of Harry P. Leu Gardens is to help people 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 and activities are regulated by deed restrictions of December 1961, overseen by the Harry P. Leu Foundation.

Major Accomplishments

- Total visitation through June 2011 is 129,142.
- A total of 132 group garden tours were given to 4,640 visitors.
- Membership in the Gardens reached 4,404 members thru June 2011. Membership income was \$115,168 thru June 2011.
- Volunteer hours totaled 7,505 thru June 2011 providing service in the Leu House Museum, the Gardens and Garden House. Twenty-nine new volunteers were recruited in 2011.
- Free First Mondays All-Day admissions were enjoyed by 10,272 guests.
- Special Events income reached \$104,747 with 21,207 guests attending 23 events, through June 2011.
- Wedding attendance was 12,361 and produced \$97,353 in income thru June 2011.
- A total of 30,221 guests attended meetings and receptions within Garden House and produced \$117,078.
- A total of 126 horticulture and fine art classes were held and 1,383 guests attended thru June 2011. Education income reached \$32,255 thru June 2011.

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

- 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.
- More than 1,500 pounds of vegetables and citrus were donated to local food banks from the organic vegetable garden.

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.
- Repaired concrete sidewalks to remove any trip hazards.

Orlando Venues Department

Future Goals and Objectives

Long Term

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.
- Communicate mission of Leu Gardens to diverse audiences by:
 - Publishing a quarterly newsletter and class schedule.
 - Collaborating with organizations with similar missions in Central Florida in reaching diverse audiences.
 - Sending monthly membership email blast to communicate items of interest in education, horticulture, facility rental and special events.
 - Creating new signage educating visitors of the various collections in the gardens.

The goal of the Education Department is to become the primary resource for horticultural and environmental information for Central Florida residents by:

- Diversifying educational topics to include horticulture, environmental issues, 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 that may be appropriate for Central Florida's environment.
- Maintaining the numerous and distinct collections of both herbaceous and woody plants.

The Leu House Museum conservation strategy safeguards the Gardens' historical significance by:

- Offering daily interpretive tours throughout the year.
- Preserving the home and other historic buildings on the property listed on the National Register of Historic Properties.

The Marketing Department plans to position the Gardens as a cultural, horticultural and educational resource destination by:

- Attracting more Central Florida residents to the Gardens through local media coverage.
- Attracting more tourists to the Gardens through partnership with Visit Orlando.
- Offer one day a month free admission from 9 am to 5 pm.
- Attracting more Florida residents to the Gardens by exhibiting at state-wide festivals.

Orlando Venues Department

The Membership department plans to increase membership by:

- Increasing membership renewal rates.
- Offering discounts to events, classes and gift shop.
- Enhancing the perceived value of the Gardens' membership.

The Special Events Department will present the Gardens as an important cultural asset by:

- Producing events that reinforce the Gardens' mission and goals.
- Producing a wide variety of events to attract diverse audiences.

The Volunteer Program will continue to recruit, train and evaluate volunteers:

- Creating a greater awareness and appreciation of the mission of the Gardens .
- Creating a non-paid workforce to preserve and maintain the plant collections and interpret the history of Leu Gardens and provide exemplary customer service to guests as they arrive at the Gardens' Welcome Center (Garden House).

Orlando Venues Department

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

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.

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.

Major Accomplishments

- Four exhibitions of outstanding quality were shown in the 10/11 fiscal year:
 - Grady Kimsey and Maury Hurt: Central Florida's Living Legends.
 - Sacred Spaces: Devotional Images with Photographs by Alex Harris.
 - 1934: A New Deal for Artists.
 - Florida Art: Part One.

- Received a programming grant from Orange County for \$ 25,000 to fund the 1934 Exhibition.

- The 9th Annual Orlando Folk Festival was held February 12 and 13; over 5,600 visitors attended the event. The Mennello Museum of American Art Board of Trustees assisted with the project. The project was funded by the Friends of the Mennello Museum of American Art and grant funding from an Orange County Cultural Tourism grant.

- Family Day continues to be popular and is bringing over 350 additional visitors to the Museum annually.

- Our partnership with Bank of America's Museums on Us program is bringing an additional 500 visitors to the Museum annually.

- The Friends of the Mennello Museum held the 8th 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.

- The exhibition "1934: A New Deal for Artists" was partially funded by a grant by Orange County Arts and Cultural Affairs and the Friends of the Mennello Museum.

Orlando Venues Department

Future Goals and Objectives

Short Term

- Exhibitions of outstanding quality scheduled :
 - Eight from Florida.
 - William H. Johnson: An American Modern.
- Fall fundraiser for the Orlando Folk Festival will feature the auction of art and celebrity pumpkins and homemade pies.

Medium Term

- Exhibitions of outstanding quality scheduled:
 - The Flying Horse Press-41st Anniversary Exhibit.
 - The Florida Watercolor Society.
- The Friends of the Mennello Museum will assist with the exhibition costs of the “The Flying Horse Press” exhibition. We have also applied for grant funding from Orange County Arts and Cultural Affairs and have received pledges from individuals for support.
- The 10th Annual Orlando Folk Festival is scheduled for February 11th and 12th, 2012. The City appointed board plans on assisting with planning and implementation. We have applied for grant funding from United Arts of Central Florida.

Long Term

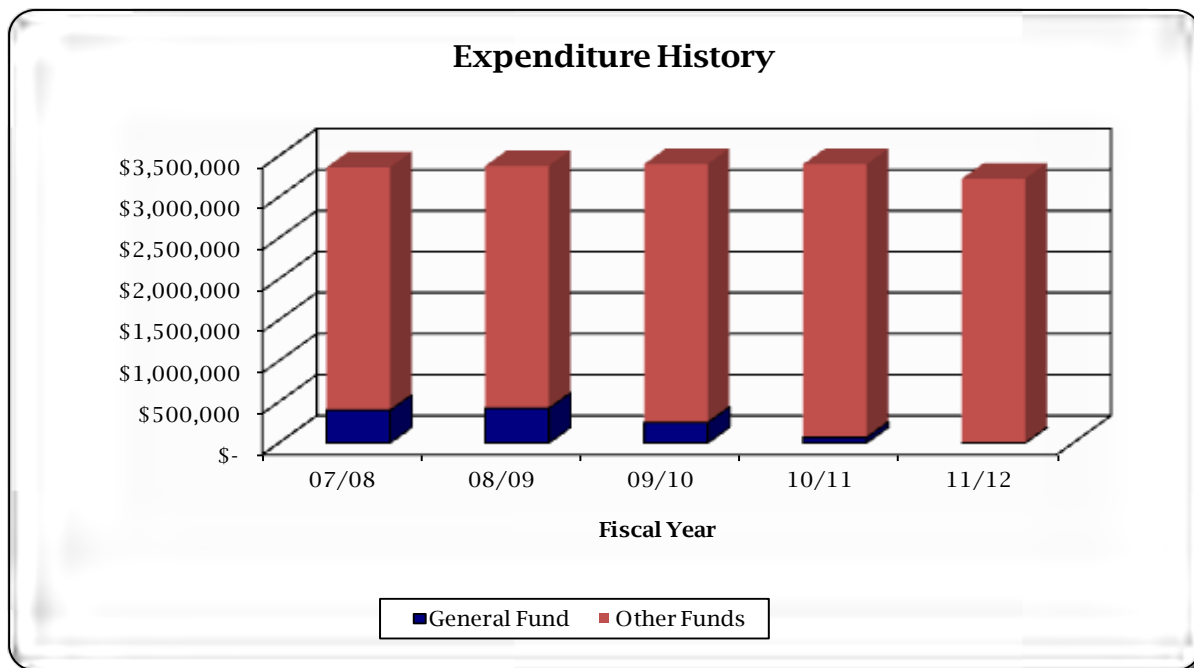
- Increase attendance 20%.
- Increase collaborative programming with Central Florida Arts entities strengthening the arts scene.

Develop a volunteer and docent program and increase outreach to schools, community and senior centers.

Orlando Venues Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
806 Public Art	\$ 27,321	\$ 68,300	\$ -	\$ (68,300)	(100.00%)
082 Nondepartmental - Orlando Venues	223,227	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 250,549	\$ 68,300	\$ -	\$ (68,300)	(100.00%)
H.P. LEU GARDENS TRUST FUND #633					
143 H.P. Leu Gardens	\$ 2,542,713	\$ 2,609,023	\$ 2,480,420	\$ (128,603)	(4.93%)
585 Public Art	-	-	68,300	68,300	N/A
9402 H.P. Leu Gardens Sales Shop Projects	80,035	83,000	83,000	-	0.00%
	69,276	37,353	-	(37,353)	(100.00%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,692,024	\$ 2,729,376	\$ 2,631,720	\$ (97,656)	(3.58%)
MENNELLO MUSEUM FUND #634					
144 Mennello Museum of American Art	\$ 459,373	\$ 601,683	\$ 592,850	\$ (8,833)	(1.47%)
TOTAL -- MENNELLO MUSEUM FUND	\$ 459,373	\$ 601,683	\$ 592,850	\$ (8,833)	(1.47%)
TOTAL -- GARDENS, GALLERIES & MUSEUMS	\$ 3,401,945	\$ 3,399,359	\$ 3,224,570	\$ (174,789)	(5.14%)



Orlando Venues Department

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>H.P. LEU GARDENS TRUST FUND #633</u>			
143 H.P. Leu Gardens	23	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	<u>23</u>	<u>20</u>	<u>20</u>
<u>MENNELLO MUSEUM FUND #634</u>			
144 Mennello Museum of American Art	3	3	3
TOTAL -- MENNELLO MUSEUM FUND	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL -- GARDENS, GALLERIES & MUSEUMS	<u><u>26</u></u>	<u><u>23</u></u>	<u><u>23</u></u>

Orlando Venues Department

Orlando Venues Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Orlando Venues	Bob Carr Performing Arts Center - Total Attendance	305,737	317,229	285,000
Orlando Venues	Amway Center - Total Attendance	1,257,434	1,420,845	1,284,896
Orlando Venues	Florida Citrus Bowl - Total Attendance	326,261	332,451	316,000
Orlando Venues	Varsity Club - Total Attendance	12,485	11,227	7,000
Harry P. Leu Gardens	Number of visitors	131,561	133,840	142,000
Harry P. Leu Gardens	Number of outreach events participated	18	27	26
Harry P. Leu Gardens	Number of participants at outreach events	1,636	3,241	3,000
Mennello Museum of American Art	Annual Attendance	24,455	16,815	15,572
Mennello Museum of American Art	Number of website visits	6,473	25,414	22,419
Mennello Museum of American Art	Number of General memberships	108	84	94
Mennello Museum of American Art	Number of Friends memberships	154	40	34
Mennello Museum of American Art	Number of positive reviews through fan-mail	31	52	47
Public Arts	Number of Visits to public arts website	19,040	13,500	5,000
Public Arts	Attendance at art receptions	53.75	106.25	150

Fiscal

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Harry P. Leu Gardens	Revenue from user fees	\$952,385	\$898,150	\$900,000
Harry P. Leu Gardens	Number of Volunteer hours	9,934	9,485	9,800
Harry P. Leu Gardens	Spending Level - Leu Gardens	94.27%	98.71%	100%
Harry P. Leu Gardens	Revenue Level - Leu Gardens	94.28%	106.2%	100%
Mennello Museum of American Art	Total revenue	\$47,305.25	\$37,074.99	\$32,998.70
Mennello Museum of American Art	Total funds raised by the Friends	\$443,321.77	\$553,823.46	\$553,579.67
Mennello Museum of American Art	Value of grants awarded	\$142,563	\$147,555	\$25,000
Orlando Venues	Orlando Venues Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	Yes	Yes

Orlando Venues Department

Orlando Venues Operational Performance

Balanced Scorecard Report

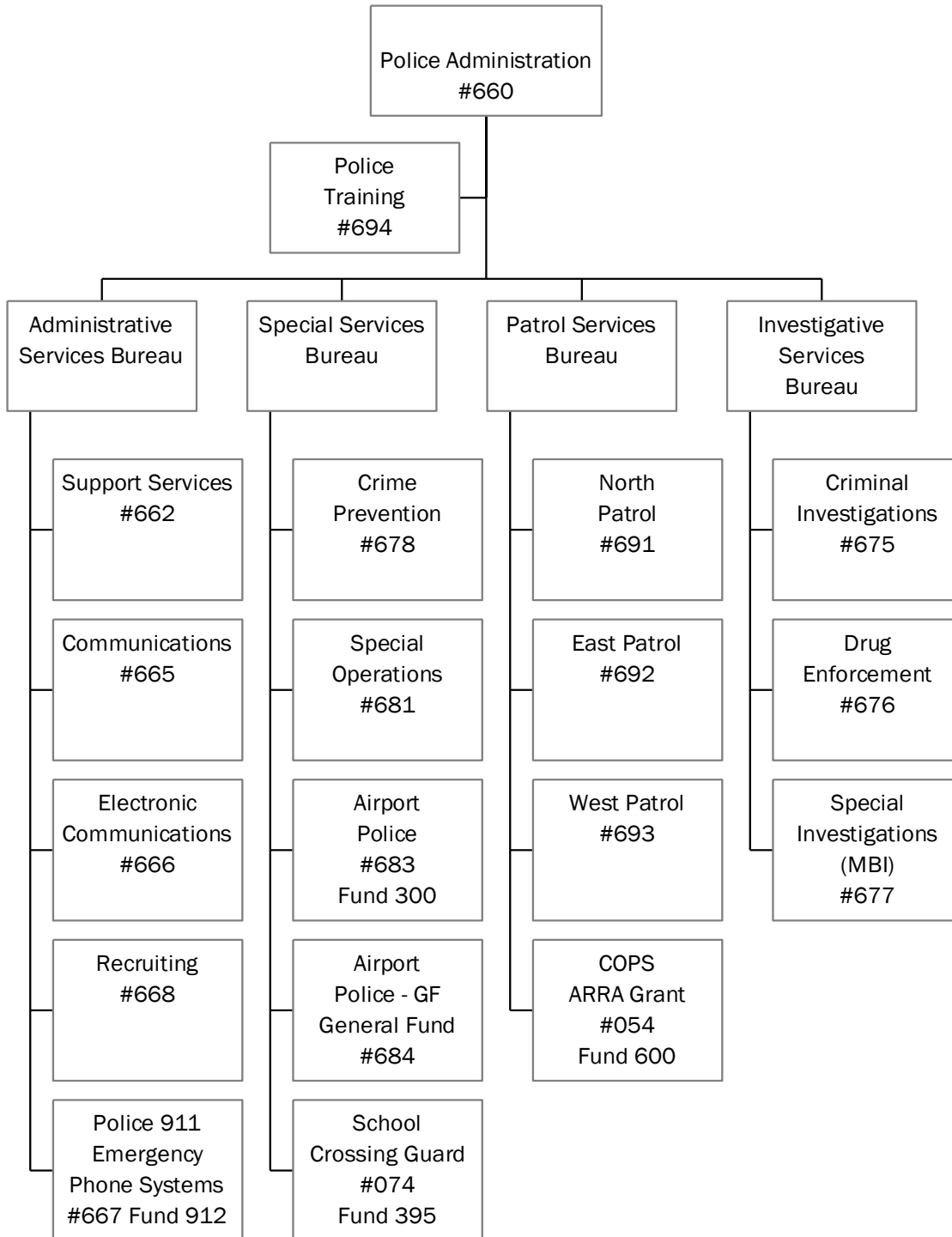
Internal Processes

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Public Arts	Number pieces in collection	745.5	759	765
Public Arts	Number of large outdoor pieces of art maintained or repaired	0.81	0.88	2
Public Arts	Number of smaller pieces maintained or repaired	2	5	6
Public Arts	Annual number of entries	90	105	120

Outcome & Mission

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Orlando Venues	Bob Carr Performing Arts Center - Total Events	222	204	162
Orlando Venues	Amway Center - Total Events	135	188	158
Orlando Venues	Florida Citrus Bowl - Total Events	214	224	170
Orlando Venues	Tinker Field - Total Events	166	121	120
Orlando Venues	Varsity Club - Usage	111	91	60
Public Arts	Percentage of collection "on view"	98%	98%	98%

Police Department



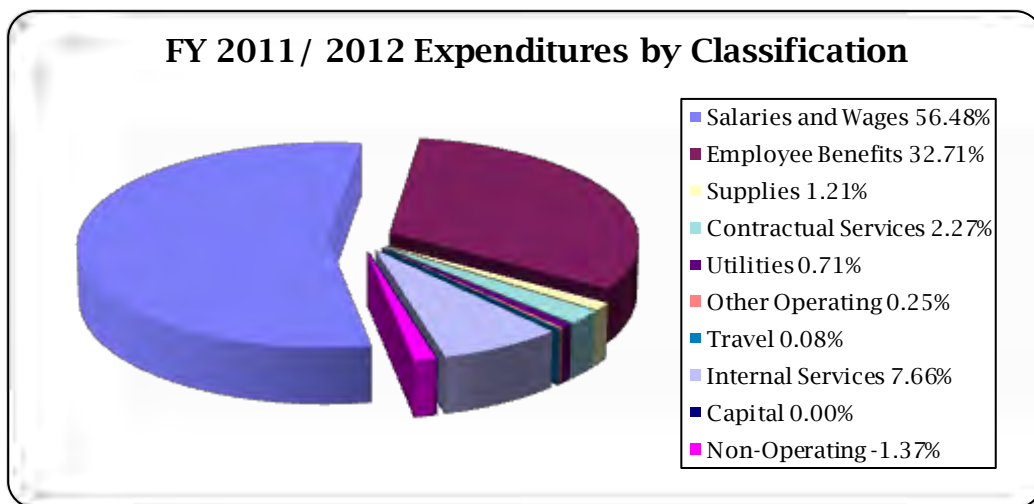
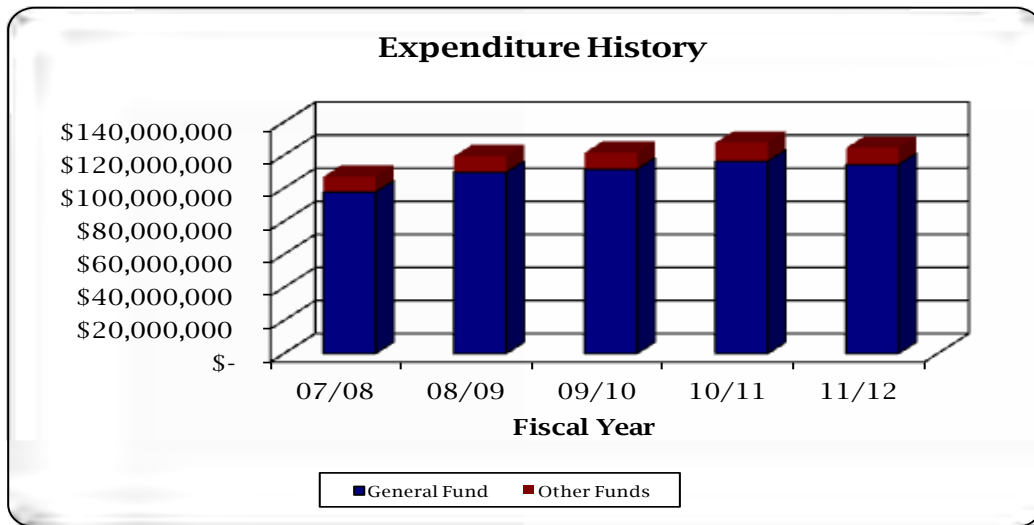
Police Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 5,502,139	\$ 6,015,028	\$ 5,716,823	\$ (298,205)	(4.96%)
694 Police Training	2,098,989	1,858,917	1,881,968	23,051	1.24%
Police-Administrative Services Bureau					
662 Police Support Services	3,528,869	3,728,560	3,628,674	(99,886)	(2.68%)
665 Communications	6,530,211	6,457,826	6,461,872	4,046	0.06%
666 Electronic Communication Systems	154,881	185,265	186,111	846	0.46%
668 Police Recruiting	379,996	462,092	431,773	(30,319)	(6.56%)
Police-Investigative Services Bureau					
675 Criminal Investigations Division	16,563,750	17,216,610	16,990,164	(226,446)	(1.32%)
676 Drug Enforcement Division	2,808,457	2,972,906	2,927,112	(45,794)	(1.54%)
677 Special Investigations	1,827,634	1,788,393	1,853,412	65,019	3.64%
Police-Special Services Bureau					
678 Crime Prevention	6,308,823	6,498,182	6,567,313	69,131	1.06%
681 Special Operations	5,939,331	6,593,790	6,744,970	151,180	2.29%
684 Airport Police-General Fund	935,398	1,112,189	1,420,601	308,412	27.73%
Police-Patrol Services Bureau					
691 North Patrol	20,785,733	20,817,679	20,955,704	138,025	0.66%
692 East Patrol	15,097,625	15,663,874	16,106,431	442,557	2.83%
693 West Patrol	17,280,003	17,499,560	18,193,021	693,461	3.96%
028 Primrose Building	133,975	152,000	141,000	(11,000)	(7.24%)
988 Non-Departmental Police	5,556,201	7,332,377	4,085,417	(3,246,960)	(44.28%)
TOTAL -- GENERAL FUND	\$ 111,432,016	\$ 116,355,248	\$ 114,292,366	\$ (2,062,882)	(1.77%)
LAW ENFORCEMENT TRAINING FUND #110					
Police-Patrol Services Bureau					
695 Law Enforcement Training	\$ 50,019	\$ 164,479	\$ 134,524	\$ (29,955)	(18.21%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 50,019	\$ 164,479	\$ 134,524	\$ (29,955)	(18.21%)
GOAA POLICE FUND #300					
Police-Special Services Bureau					
683 Airport Police	\$ 7,935,596	\$ 9,003,790	\$ 7,789,356	\$ (1,214,434)	(13.49%)
TOTAL -- GOAA POLICE FUND	\$ 7,935,596	\$ 9,003,790	\$ 7,789,356	\$ (1,214,434)	(13.49%)
OCPS CROSSING GUARD FUND #395					
Police-Special Services Bureau					
074 School Crossing Guard	\$ 399,330	\$ 510,991	\$ 446,775	\$ (64,216)	(12.57%)
TOTAL -- OCPS CROSSING GUARD FUND	\$ 399,330	\$ 510,991	\$ 446,775	\$ (64,216)	(12.57%)
GRANT FUND #600					
054 COPS ARRA Grant 09/10	\$ 1,082,554	\$ 1,026,930	\$ 1,076,220	\$ 49,290	4.80%
055 STOP Violence Grant	111,950	30,926	-	-	(100.00%)
TOTAL -- GRANT FUND	\$ 1,194,505	\$ 1,057,856	\$ 1,076,220	\$ 49,290	1.74%
CONTRABAND FORFEITURE TRUST FUND #672					
696 Law Enforcement Trust Fund	\$ 116,932	\$ 69,325	\$ 200,000	\$ 130,675	188.50%
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 116,932	\$ 69,325	\$ 200,000	\$ 130,675	188.50%
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
Police-Administrative Services Bureau					
667 Police 911 Emergency Phone System	\$ 355,839	\$ 357,838	\$ 444,000	\$ 86,162	24.08%
TOTAL -- EMERGENCY TELEPHONE SYS. FUND	\$ 355,839	\$ 357,838	\$ 444,000	\$ 86,162	24.08%
TOTAL -- POLICE DEPARTMENT	\$ 121,484,236	\$ 127,519,527	\$ 124,383,241	\$ (3,105,360)	(2.46%)

Police Department

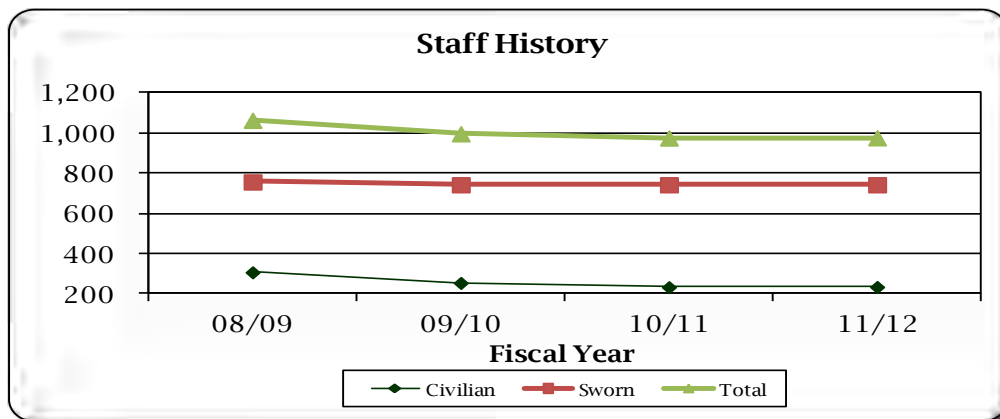
Expenditure by Classification	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
Salaries and Wages	\$ 66,130,602	\$ 70,952,409	\$ 70,249,279	\$ (703,130)	(0.99%)
Employee Benefits	38,428,266	42,017,748	40,680,902	(1,336,846)	(3.18%)
Supplies	1,333,853	1,565,538	1,509,298	(56,240)	(3.59%)
Contractual Services	2,832,202	2,790,383	2,828,750	38,367	1.37%
Utilities	843,907	885,201	885,201	-	0.00%
Other Operating	215,457	305,050	305,050	-	0.00%
Travel	74,467	102,130	102,130	-	0.00%
Internal Services	10,889,609	10,935,529	9,528,456	(1,407,073)	(12.87%)
Capital	716,270	-	-	-	N/A
Non-Operating	19,602	(2,034,461)	(1,705,825)	328,636	(16.15%)
TOTAL -- POLICE DEPARTMENT	\$ 121,484,236	\$ 127,519,527	\$ 124,383,241	\$ (3,136,286)	(2.46%)



Police Department

DEPARTMENT STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
660 Police Administration	39	34	34
694 Police Training	10	11	11
Administrative Services Bureau			
662 Police Support Services	59	43	43
665 Communications	94	94	94
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	4	6	6
Investigative Services Bureau			
675 Criminal Investigations Division	138	137	137
676 Drug Enforcement	22	22	22
677 Special Investigations	13	12	12
Special Services Bureau			
678 Crime Prevention	55	54	54
681 Special Operations	56	56	56
Patrol Services Bureau			
691 North Patrol	122	134	134
692 East Patrol	133	133	133
693 West Patrol	160	150	150
TOTAL -- GENERAL FUND	906	887	887
<u>GOAA POLICE FUND #300</u>			
Police-Special Services Bureau			
683 Airport Police	74	74	74
TOTAL -- GOAA POLICE FUND	74	74	74
<u>OCPS CROSSING GUARD FUND #395</u>			
Police-Special Services Bureau			
074 School Crossing Guard	1	-	-
TOTAL -- OCPS CROSSING GUARD FUND	1	-	-
<u>GRANT FUND #600</u>			
054 COPS ARRA Grant 09/10	15	15	15
055 STOP Violence Grant	1	-	-
TOTAL -- GRANT FUND	16	15	15
TOTAL -- POLICE	997	976	976



Police Department

Mission Statement

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

Overview of Services/Programs

The **Orlando Police Department** is organized into the Chief's Staff and four bureaus: Administrative Services, Special Services, Investigative Services and Patrol Services. The current staffing for the Police Department consists of 743 authorized sworn positions and 233 civilian employees, totaling 976 employees.

The **Chief's Staff (Police Administration)** is comprised of the Staff Director, the Professional Standards Division, the Criminal Justice Section, and the Violent Crimes Initiative Lieutenant. The Staff Director oversees the Public Information Officer and the Police Chaplains. The Professional Standards Division consists of the Training/Accreditation and Inspections Section (In-Service Training and Field Training Units), the Strategic Planning/Grants Section (Planning Administration and Police Planning Units), the Internal Affairs Section and the Fiscal Management Section (Budget/Payroll Unit).

The **Administrative Services Bureau** includes the Support Services Division, Communications Division, Technology Management, and the Recruiting Unit. The Support Services Division includes the Forensic Imaging Unit, Supply Unit, Report Review/Info Unit, the Records Management Section (Records/ID Unit and Traffic Citation Unit) and the Property and Evidence Section. The Communications Division consists of the Operations Section, Technical Support Section and the Administration Section.

The **Special Services Bureau** includes the International Airport Division, Crime Prevention Division, Police Volunteer Coordinator and Special Operations Division. The International 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 Relations and the Neighborhood Watch Units). The Special Operations Division includes the Traffic Enforcement Section (Motors, Traffic Homicide and School Crossing Guard Units) and the Special Patrol Section (Mounted Patrol, K-9, Reserve, Auxiliary, Aviation Spotter 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 the Youth Services Section (Sex Crimes, Crimes Against Children, Gang, School Resource Officer, and Super Kids Units), the Violent Crimes Section (Homicide, Robbery, Assault & Battery, and Fugitive Investigative Units) and the Property Crimes Section (Property, Economic Crimes, and Auto Theft Units). The Drug Enforcement Division consists of the Uniform Drug Section and officers assigned to the Metropolitan Bureau of Investigation (MBI). The Intelligence Unit includes Homeland Security, and Intelligence personnel.

The **Patrol Services Bureau** contains the East, West and North Patrol Divisions. The North Patrol Division includes Patrol, Community Service Officer (CSO), and the Neighborhood Patrol Units (NPU). The West Patrol Division has Patrol, Tactical Squads (TAC), and the International Drive Team Units. The East Patrol Division includes Patrol Units.

Police Department

Major Accomplishments

- The Orlando Police Department hosted the International Association of Chiefs of Police (IACP) Annual Conference in which over 14,400 members of the IACP, their families and exhibitors attended the conference and trade show. The delegates represented Chiefs of Police, Sheriffs, and law enforcement executives from throughout the world.
- The Chief's Staff, Professional Standards Division, Strategic Planning/Grants Section, closed 22 grants this past year, totaling \$2,173,757. This section is currently managing 16 grants, totaling \$9,030,194.
- The Chief's Staff, In-Service Training Unit, provided 40 hours of training to approximately 720 officers which included training on the new X26 Tasers.
- The Administrative Services Bureau, Property and Evidence Unit donated 65 bicycles to community organizations and churches.
- The Administrative Services Bureau, Records/ID Unit, initiated an increase in fees for fingerprinting services, crash reports and background checks, resulting in a 48% increase in revenue.
- The Administrative Services Bureau, Report Review Unit, implemented an electronic crash report system. Since its inception, 10,648 crash reports have been uploaded, 7,917 have been sold, resulting in \$23,751 in revenue.
- The Administrative Services Bureau, Report Review Unit's on-line reporting system generated 2,918 reports with revenue of \$123,320.
- The Administrative Services Bureau, Communications Division, processed 217,616 911- emergency calls and 378,638 non-emergency calls, with an answering rate of 92.68% meeting Department and State goals. The Division received \$444,272.57 in 911 reimbursements from Orange County 911 Public Safety Office.
- The Administrative Services Bureau, Communications Division, completed the second phase of the City's 800 MHz Re-banding Project for the re-banding of the 800MHz portable and mobile radios that was mandated by the Federal Communications Commission (FCC).
- The Administrative Services Bureau, Recruiting Unit, began a media marketing campaign that included the creation of an "OPD Recruiting" Facebook page and a radio ad campaign.
- The Special Services Bureau, K-9 Unit, conducted 762 searches, 279 tracks, 284 specialty-detection sniffs (drug and bomb sniffs) and made 221 arrests.
- The Special Services Bureau, Motors Units, conducted 9,744 traffic stops and issued 5,882 traffic citations.
- The Special Services Bureau, Mounted Patrol Unit, partnered with Florida Citrus Sports to purchase a police horse. A contest was held during a middle school summer camp to name the horse, and the name chosen was "Achieve."
- The Special Services Bureau, Mounted Patrol Unit Stable Clean-Up day was held on July 15, 2011; approximately 75 volunteers built a fence, installed fence screening, cleaned stables, cleaned the grounds, planted shrubs, and rebuilt the corral.
- The Special Services Bureau, Marine Patrol Unit was re-established and City lakes and waterways were patrolled each weekend and holiday throughout the summer months.
- The Special Services Bureau, Motors Unit TAC Detail began in May 2011 to assist with crime problems in the City. Using unmarked vehicles, Motors Units impacted crime by making numerous arrests and seizing a number of firearms.

Police Department

Major Accomplishments (cont.)

- The Special Services Bureau, Community Relations Unit, assisted in the implementation of the Crime Free Multi-Housing (CFMH) program. CFMH is a crime prevention program designed to reduce crime and drug use.
- The Special Services Bureau, Community Relations Unit, held 4 Citizen Police Academies, 2 open academies, 1 Hispanic Citizens Police Academy, and 1 Teen Police Academy with a total of 125 participants.
- The Special Services Bureau, International Airport Division, increased patrols and conducted an educational campaign for airport employees in an effort to reduce property crime. As a result, vehicle burglaries at the Orlando International Airport were reduced by approximately 60%.
- The Special Services Bureau, Neighborhood Watch Unit hosted the 2nd Annual National Night Out Kick-off Event and sponsored 6 National Morning Out Events for senior citizens, 72 National Night Out neighborhood parties, and 10 National Night Out Goes To Church parties.
- In November of 2010, OPD participated in a multi-agency full scale exercise that tested catastrophic incident plans. Airport personnel and OPD special teams participated in this exercise.
- The Investigative Services Bureau, Drug Enforcement Division, made over 813 arrests, of which over 480 were felony drug arrests.
- The Investigative Services Bureau, Drug Enforcement Division, seized 101 crime related guns, investigated over 724 Crimeline complaints and executed 81 search warrants.
- The Investigative Services Bureau, Middle School Resource Officer and Super Kids Unit's instructed 2,564 middle and 708 elementary school students, along with 286 summer camp youth in the Gang Resistance Education and Training Curriculum (G.R.E.A.T).
- The Investigative Services Bureau, Criminal Investigations Division, continues the Sexual Predator and Offender Tracking (SPOT) Program. This program identified 363 sex offenders and 48 sexual predators in Orlando that will be contacted regularly by law enforcement personnel.
- The Investigative Services Bureau, Homicide Unit, solved two cold case homicides and three cold case sexual battery cases by submitting DNA for testing through funding from the National Institute of Justice's Solving Cold Cases with DNA Grant.
- The Patrol Services Bureau completed several long term operations within the city, resulting in numerous arrests, hundreds of contacts, large seizures of crime guns and currency.
- The Patrol Services Bureau, International Drive Unit, conducted approximately 2,500 traffic stops, made 200 arrests and handled 10,000 calls for service.
- The Patrol Services Bureau, TAC Units, made 660 felony arrests, 463 misdemeanor arrests, seized 106 firearms, 69 vehicles and \$142,773 in cash.
- The Patrol Services Bureau continues "Operation Free Windsor Cove". This operation resulted in the reduction of overall Crime (YTD Part 1 Crime; reduction of 48%), aggravated assaults (reduction of 55%), burglaries (reduction of 58%), and calls for service (reduction of 20%).
- The Patrol Services Bureau, Neighborhood Patrol Unit, made 315 felony arrests and 478 misdemeanor arrests, 266 of which were drug related.

Police Department

Future Goals and Objectives

Short Term

- The Administrative Services Bureau, Recruiting Unit, will host a women's law enforcement career forum in November 2011.
- The Chief's Staff, Professional Standards Division, Strategic Planning/Grants Section has 9 grants applications pending, with a possible award total of \$1,785,483 for FY 11/12.
- The Administrative Services Bureau continues to improve building security by installing an electronic visitor access system in the main lobby and electronic access card systems in parking areas.

Medium Term

- The Special Services Bureau, Motors Units, will coordinate the purchase of 35 new police motorcycles. The Motors Units will participate in the security details/escorts for the candidates in the 2012 presidential election.
- The Patrol Services Bureau will plan for a neighborhood police satellite office possibly within the south Goldwyn area.
- The Special Services Bureau, Community Relations Unit, will continue to build upon the success and recruitment of apartment complexes to participate in the Crime Free Multi-Housing (CFMH) program.
- The Special Services Bureau, Community Relations Unit, will hold several Citizens Police Academies, Hispanic Citizens Police Academies and Teen Police Academies throughout the year.
- The International Airport Division will participate in a tabletop exercise that will involve the Orlando Utilities Commission and several other agencies that would respond to an act of terrorism.
- The Administrative Services Bureau, Recruiting Unit, will redesign the OPD Recruiting website to include links, video, a military personnel information page, and an updated women's page.
- The Administrative Services Bureau will continue to improve building security by converting current OPH building cameras to an electronic web based system.

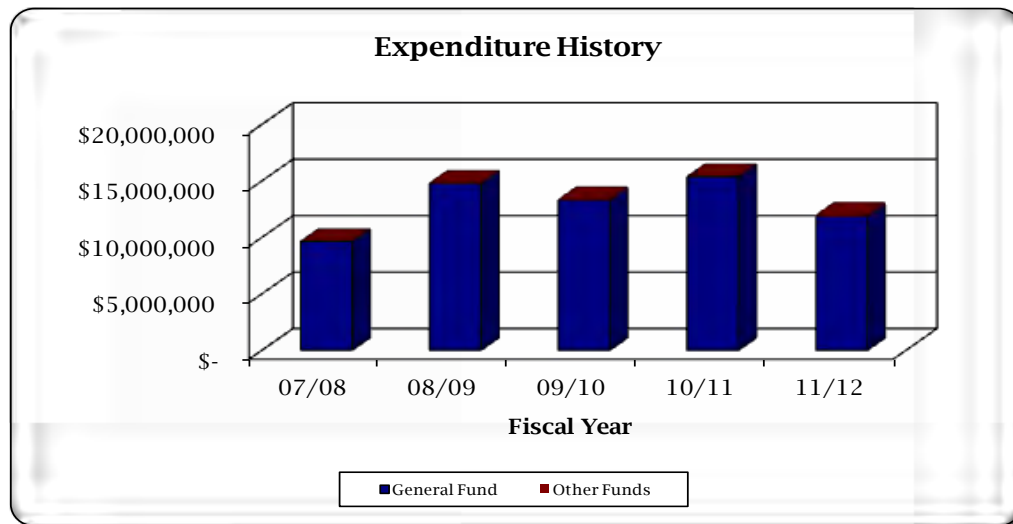
Long Term

- The Patrol Services Bureau will begin planning for construction of a new substation located within the Southwest corridor.
- The Administrative Services Bureau, Communications Division, will increase the radio coverage at the Amway Center and southeast section of the City to improve both officer and citizen safety.
- The Administrative Services Bureau, Communications Division, will implement enhanced 911 technologies to facilitate the receipt of data in the form of text messages, video, pictures, emails, and other modern communications technology when reporting 911 emergency calls for service.
- The Orlando Police Department anticipates hiring and training 35 new officers.
- The Special Services Bureau, Special Operations Division, will coordinate and staff the upcoming NBA "All-Star Game" and related activities in February 2012.
- The Orlando Police Department will complete the re-accreditation process and will be re-accredited in 2012.
- The Investigative Services Bureau, Criminal Investigations Division, will continue to focus on domestic violence cases and will restructure policies related to case filing procedures and obtaining domestic violence arrest warrants.

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
660 Police Administration	\$ 5,502,139	\$ 6,015,028	\$ 5,716,823	\$ (298,205)	(4.96%)
694 Police Training	2,098,989	1,858,917	1,881,968	23,051	1.24%
028 Primrose Building	133,975	152,000	141,000	(11,000)	(7.24%)
988 Non-Departmental Police	5,556,201	7,332,377	4,085,417	(3,246,960)	(44.28%)
TOTAL -- GENERAL FUND	\$ 13,291,304	\$ 15,358,322	\$ 11,825,208	\$ (3,533,114)	(23.00%)
CONTRABAND FORFEITURE TRUST FUND #672					
696 Law Enforcement Trust Fund	\$ 116,932	\$ 69,325	\$ 200,000	\$ 130,675	188.50%
TOTAL -- LAW ENFORCEMENT TRUST	\$ 116,932	\$ 69,325	\$ 200,000	\$ 130,675	188.50%
TOTAL -- POLICE ADMINISTRATION	\$ 13,408,236	\$ 15,427,647	\$ 12,025,208	\$ (3,402,439)	(22.05%)



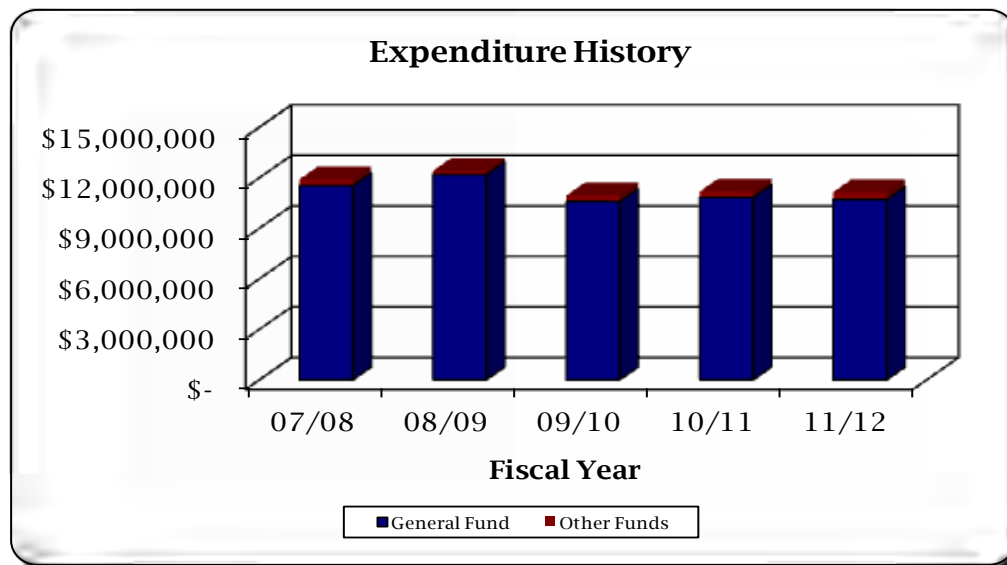
STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
660 Police Administration	39	34	34
694 Police Training	10	11	11
TOTAL -- GENERAL FUND	49	45	45
TOTAL -- POLICE ADMINISTRATION	49	45	45

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Administrative Services Bureau					
662 Police Support Services	\$ 3,528,869	\$ 3,728,560	\$ 3,628,674	\$ (99,886)	(2.68%)
665 Communications	6,530,211	6,457,826	6,461,872	4,046	0.06%
666 Electronic Communication Systems	154,881	185,265	186,111	846	0.46%
668 Police Recruiting	379,996	462,092	431,773	(30,319)	(6.56%)
TOTAL -- GENERAL FUND	\$10,593,958	\$10,833,743	\$10,708,430	\$ (125,313)	(1.16%)
911 EMERGENCY TELEPHONE SYSTEM FUND #912					
667 Police 911 Emergency Phone System	\$ 355,839	\$ 357,838	\$ 444,000	\$ 86,162	24.08%
TOTAL -- EMERGENCY TELEPHONE SYS. FUND	\$ 355,839	\$ 357,838	\$ 444,000	\$ 86,162	24.08%
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	\$10,949,797	\$11,191,581	\$11,152,430	\$ (39,151)	(0.35%)



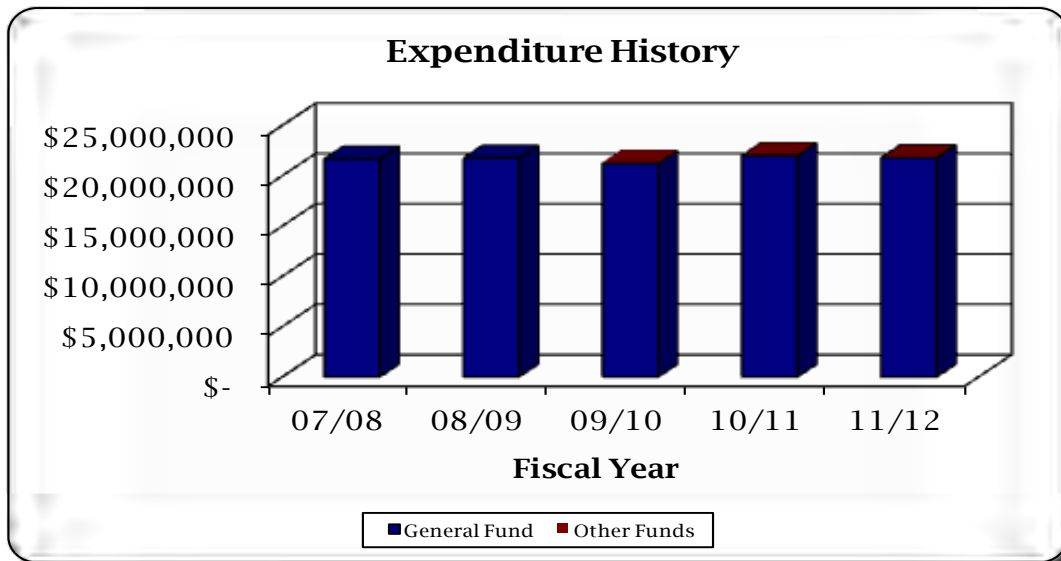
STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Police-Administrative Services Bureau			
662 Police Support Services	59	43	43
665 Communications	94	94	94
666 Electronic Communication Systems	1	1	1
668 Police Recruiting	4	6	6
TOTAL -- GENERAL FUND	158	144	144
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	158	144	144

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Investigative Services Bureau					
675 Criminal Investigative Services	\$16,563,750	\$17,216,610	\$16,990,164	\$ (226,446)	(1.32%)
676 Drug Enforcement Division	2,808,457	2,972,906	2,927,112	(45,794)	(1.54%)
677 Special Investigations	1,827,634	1,788,393	1,853,412	65,019	3.64%
TOTAL -- GENERAL FUND	\$21,199,841	\$21,977,909	\$21,770,688	\$ (207,221)	(0.94%)
GRANT FUND #600					
055 STOP Violence Grant	\$ 111,950	\$ 30,926	\$ -	\$ 94,290	(100.00%)
TOTAL -- GRANT FUND	\$ 111,950	\$ 30,926	\$ -	\$ 94,290	(100.00%)
TOTAL -- INVESTIGATIVE SERVICES BUREAU	\$21,311,792	\$22,008,835	\$21,770,688	\$ (112,931)	(1.08%)



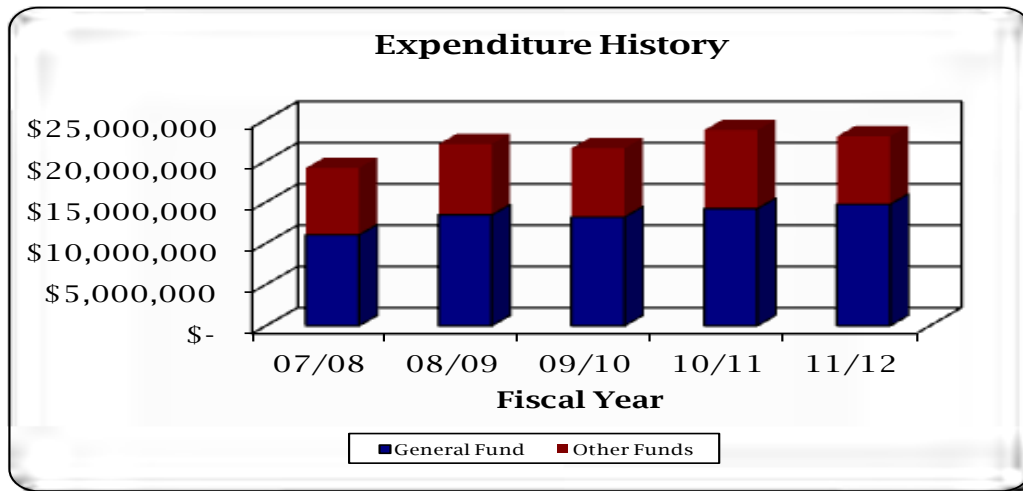
STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Police-Investigative Services Bureau			
675 Criminal Investigative Services	138	137	137
676 Drug Enforcement Division	22	22	22
677 Special Investigations	13	12	12
TOTAL -- GENERAL FUND	173	171	171
GRANT FUND #600			
055 STOP Violence Grant	1	-	-
TOTAL -- GRANT FUND	1	-	-
TOTAL -- INVESTIGATIVE SERVICES BUREAU	174	171	171

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Special Services Bureau					
678 Crime Prevention	\$ 6,308,823	\$ 6,498,182	\$ 6,567,313	\$ 69,131	1.06%
681 Special Operations	5,939,331	6,593,790	6,744,970	151,180	2.29%
684 Airport Police-General Fund	935,398	1,112,189	1,420,601	308,412	27.73%
TOTAL -- GENERAL FUND	\$13,183,552	\$14,204,161	\$14,732,884	\$ 528,723	3.72%
GOAA POLICE FUND #300					
683 Airport Police	\$ 7,935,596	\$ 9,003,790	\$ 7,789,356	\$ (1,214,434)	(13.49%)
TOTAL -- GOAA POLICE FUND	\$ 7,935,596	\$ 9,003,790	\$ 7,789,356	\$ (1,214,434)	(13.49%)
OCPS CROSSING GUARD FUND #395					
074 School Crossing Guard	\$ 399,330	\$ 510,991	\$ 446,775	\$ (64,216)	(12.57%)
TOTAL -- OCPS CROSSING GUARD FUND	\$ 399,330	\$ 510,991	\$ 446,775	\$ (64,216)	(12.57%)
TOTAL -- SPECIAL SERVICES BUREAU	\$21,518,478	\$23,718,942	\$22,969,015	\$ (749,927)	(3.16%)



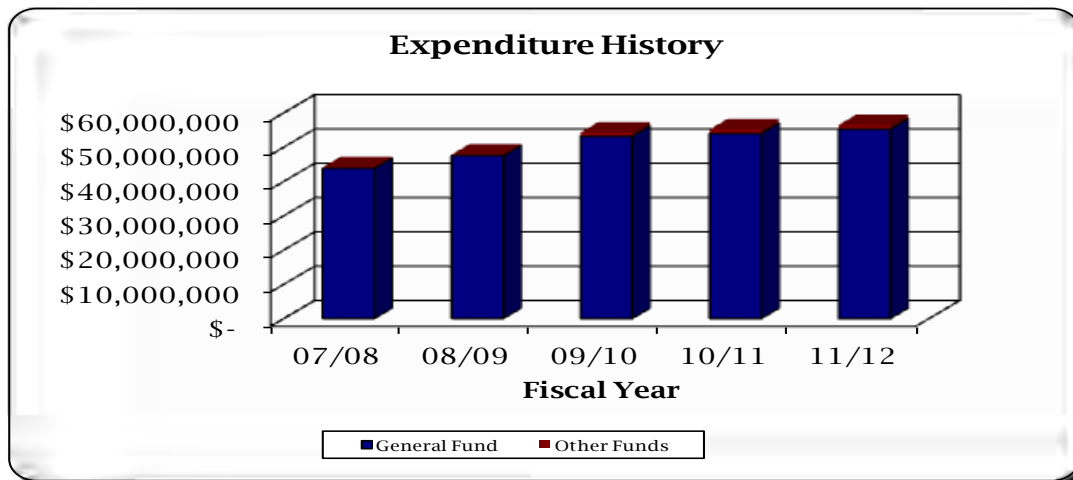
STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Police-Special Services Bureau			
678 Crime Prevention	55	54	54
681 Special Operations	56	56	56
TOTAL -- GENERAL FUND	111	110	110
GOAA POLICE FUND #300			
683 Airport Police	74	74	74
TOTAL -- GOAA POLICE FUND	74	74	74
OCPS CROSSING GUARD FUND #395			
074 School Crossing Guard	1	-	-
TOTAL -- OCPS CROSSING GUARD FUND	1	-	-
TOTAL -- SPECIAL SERVICES BUREAU	186	184	184

Police Department

EXPENDITURE SUMMARY

Fund Office/Bureau Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
GENERAL FUND #100					
Police-Patrol Services Bureau					
691 North Patrol	\$20,785,733	\$20,817,679	\$20,955,704	\$ 138,025	0.66%
692 East Patrol	15,097,625	15,663,874	16,106,431	442,557	2.83%
693 West Patrol	17,280,003	17,499,560	18,193,021	693,461	3.96%
TOTAL -- GENERAL FUND	\$53,163,361	\$53,981,113	\$55,255,156	\$ 1,274,043	2.36%
LAW ENFORCEMENT TRAINING FUND #110					
695 Law Enforcement Training	\$ 50,019	\$ 164,479	\$ 134,524	\$ (29,955)	(18.21%)
TOTAL -- LAW ENF. TRAINING FUND	\$ 50,019	\$ 164,479	\$ 134,524	\$ (29,955)	(18.21%)
GRANT FUND #600					
054 COPS ARRA Grant 09/10	\$ 1,082,554	\$ 1,026,930	\$ 1,076,220	\$ 49,290	4.80%
TOTAL -- GRANT FUND	\$ 1,082,554	\$ 1,026,930	\$ 1,076,220	\$ 49,290	4.80%
TOTAL -- PATROL SERVICES BUREAU	\$54,295,934	\$55,172,522	\$56,465,900	\$ 1,293,378	2.34%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Police-Patrol Services Bureau			
691 North Patrol	122	134	134
692 East Patrol	133	133	133
693 West Patrol	160	150	150
TOTAL -- GENERAL FUND	415	417	417
GRANT FUND #600			
054 COPS ARRA Grant 09/10	15	15	15
TOTAL -- GRANT FUND	15	15	15
TOTAL -- PATROL SERVICES BUREAU	430	432	432

Police Department

Police Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Police Administrative Services Bureau	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport).	93.85%	93%	90%
Police Investigative Services Bureau	Percentage of 6th graders instructed in GREAT Core Curriculum.	94%	97%	80%

Fiscal

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report.	Yes	Yes	Yes

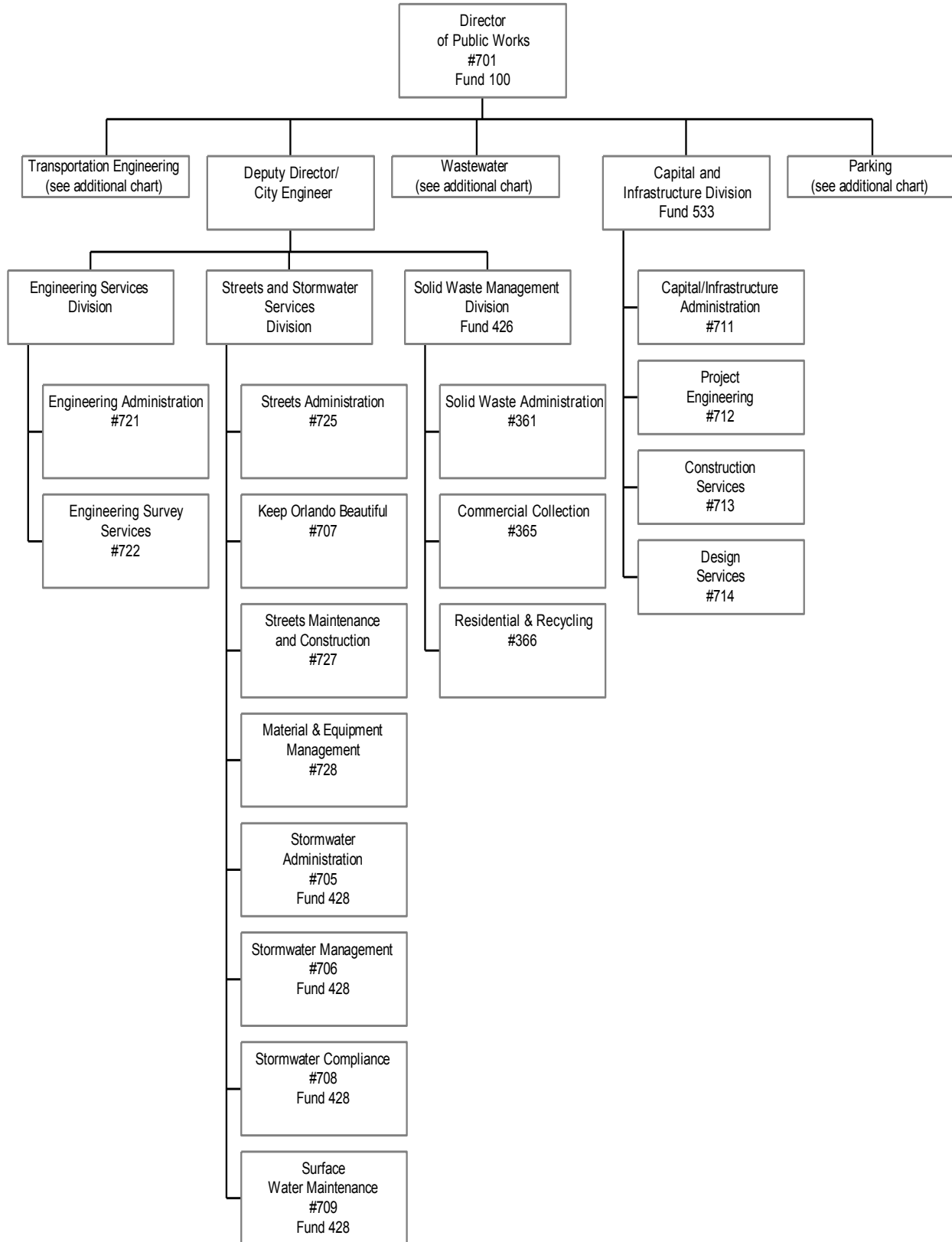
Internal Processes

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 90 calendar days or less (reported YTD).	88.31%	92%	80%
Police Department	Average Code 2 call queue time in minutes (excludes Airport).	3.25	3.3	3.5
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes).	12.6	12.63	13.2
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes).	35.1	34.97	35.4
Police Investigative Services Bureau	Percentage of cases cleared.	85%	94.95%	85%

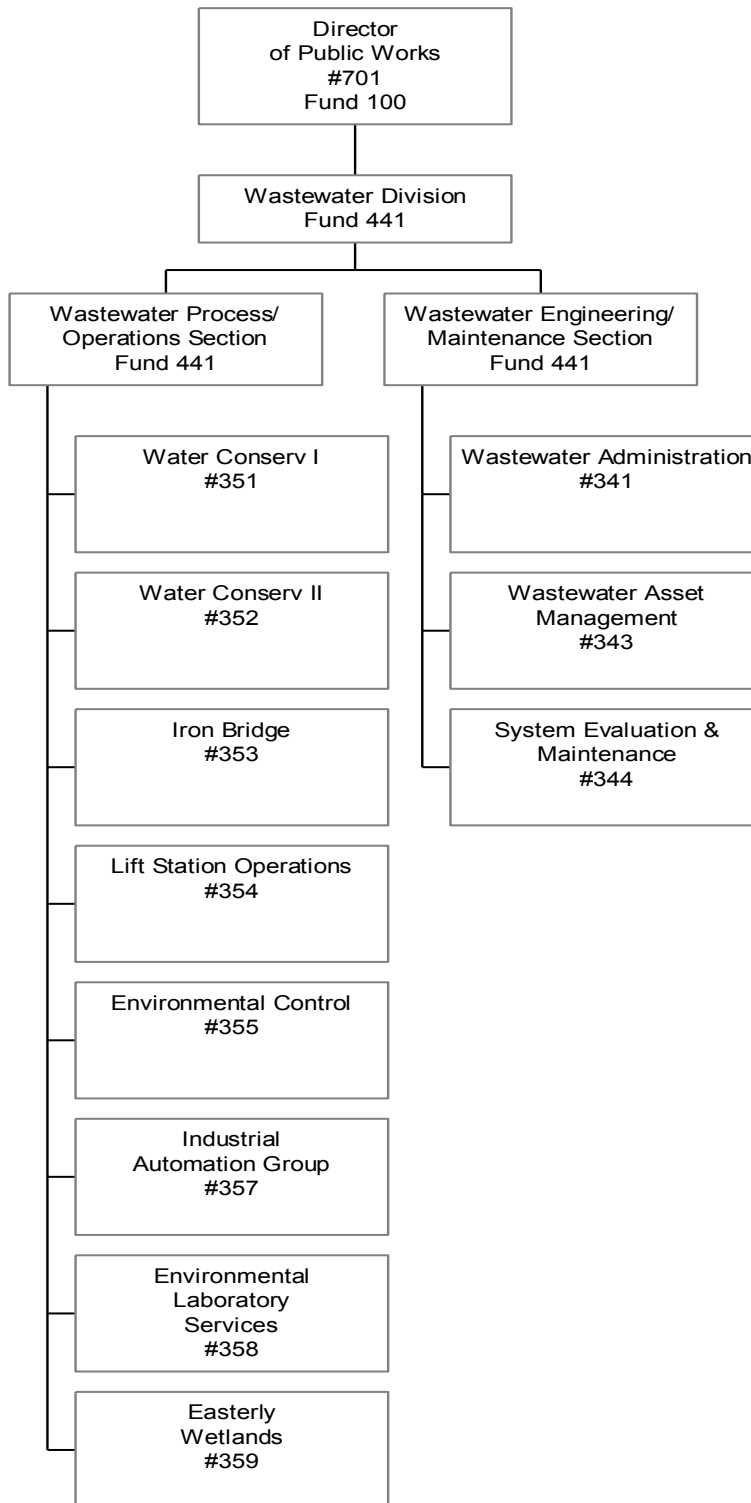
Outcome & Mission

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Police Department	Percent change of Part 1 Crimes.	-6%	-4%	0%
Police Department	Percent change of the total number of violent crimes.	-5.78%	2.5%	0%
Police Department	Percentage change in the number of property crimes.	-6.06%	-5.6%	0%

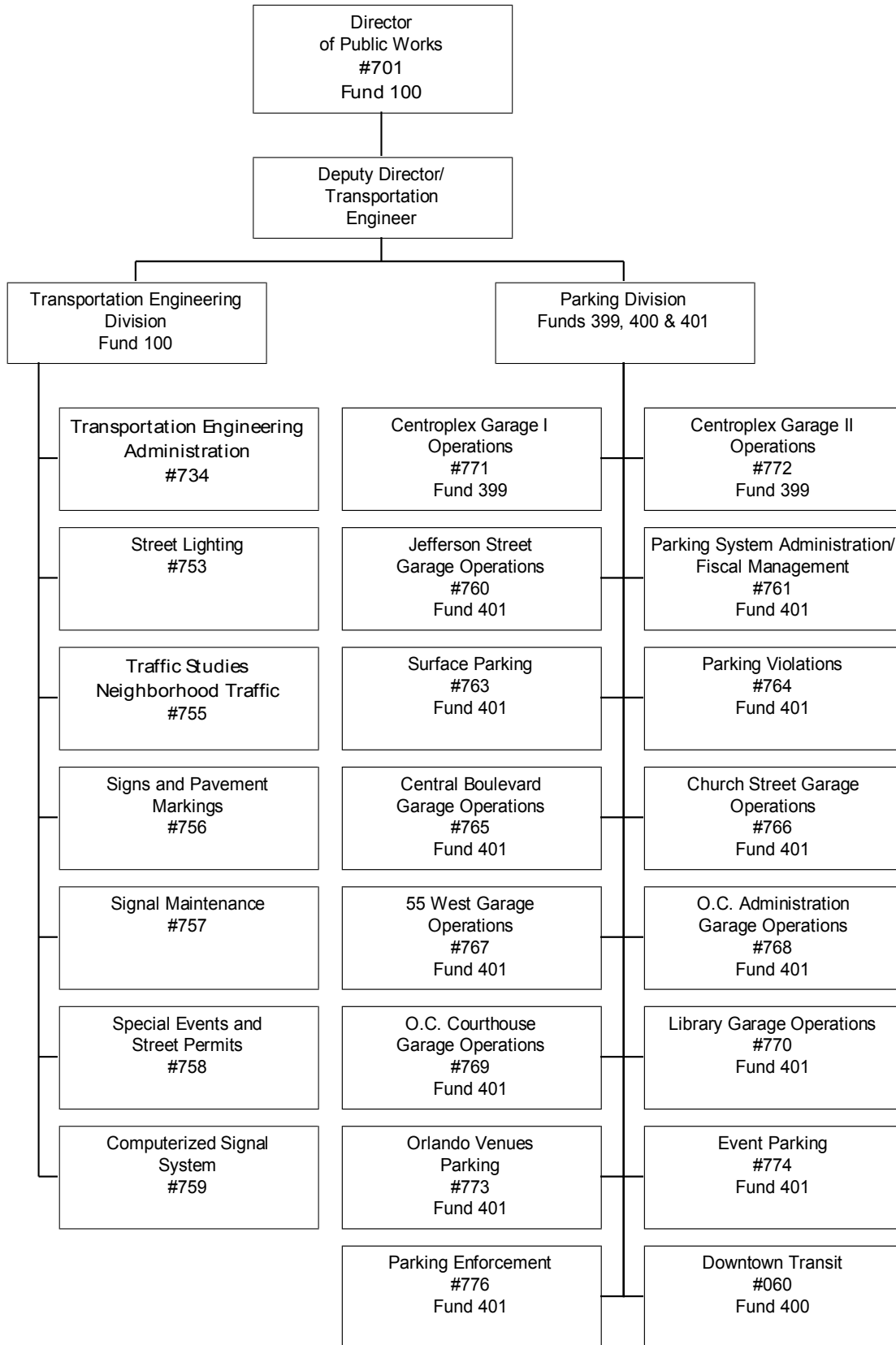
Public Works Department



Public Works Department



Public Works Department



Public Works Department

DEPARTMENT EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
701 Director of Public Works	\$ 462,820	\$ 453,342	\$ 444,011	\$ (9,331)	(2.06%)
Engineering/Engineering Services Division					
719 Engineering Projects and Construction				-	N/A
721 Engineering Administration	627,537	751,431	675,179	(76,252)	(10.15%)
722 Engineering Survey Services	809,126	865,744	874,046	8,302	0.96%
723 Engineering Records and Drafting	374,330	(27,087)	-	27,087	(100.00%)
Engineering/Streets & Stormwater Services Division					
707 Keep Orlando Beautiful	115,753	129,401	129,777	376	0.29%
725 Streets Administration	396,351	2,417,854	2,566,739	148,885	6.16%
726 Right of Way Management	3,537,604	-	-	-	N/A
727 Street Maintenance & Construction	2,242,908	2,307,398	2,309,070	1,672	0.07%
728 Material & Equipment Management	903,829	1,035,547	984,238	(51,309)	(4.95%)
986 Nondepartmental - Public Works	860,654	1,005,460	482,904	(522,556)	(51.97%)
Transportation Engineering Division					
734 Transportation Engineering Administration	181,410	424,436	429,335	4,899	1.15%
753 Street Lighting	6,042,516	5,792,361	6,038,201	245,840	4.24%
754 Transportation Engineering PM/CM Services	455,145	-	-	-	N/A
755 Traffic Studies/N'hood Traffic Management	462,163	449,778	480,260	30,482	6.78%
756 Signs and Pavement Markings	1,085,474	1,076,431	1,038,991	(37,440)	(3.48%)
757 Signal Maintenance	1,022,709	1,054,595	1,129,513	74,918	7.10%
758 Special Events and Street Permits	360,972	376,681	387,030	10,349	2.75%
759 Computerized Signal System	676,278	706,703	743,270	36,567	5.17%
812 Director of Transportation	443,611	-	-	-	N/A
025 Non Departmental City Commons Garage	1,149,599	1,260,667	1,265,883	5,216	0.41%
TOTAL -- GENERAL FUND	\$ 22,210,788	\$ 20,080,742	\$ 19,978,447	\$ (102,295)	(0.51%)

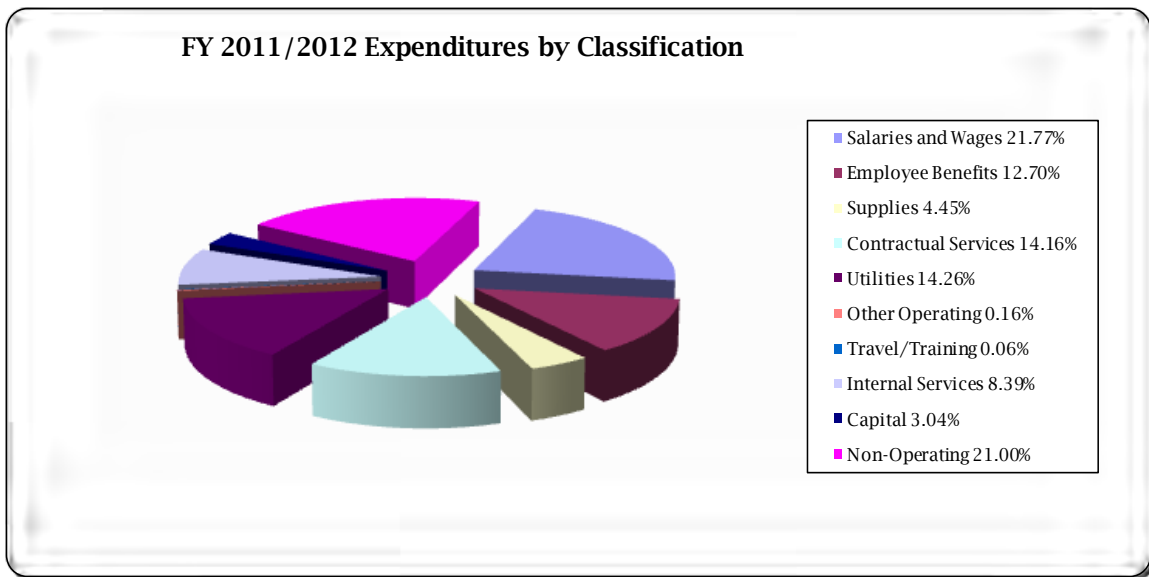
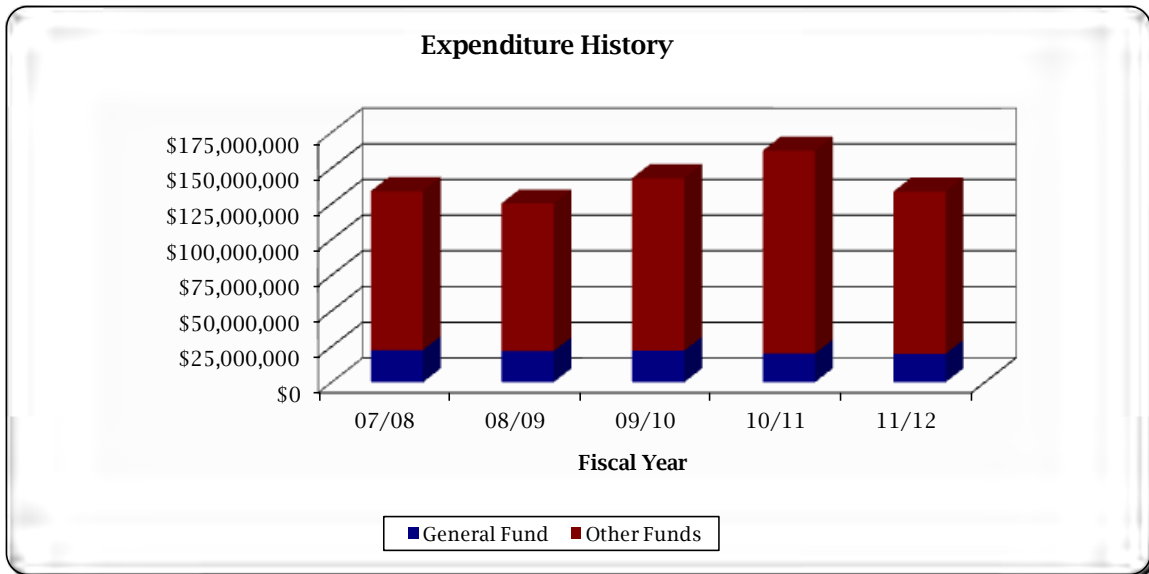
Public Works Department

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2009/10	2010/11	2011/12	Change	%
Office/Division	Actual	Revised	Adopted	to Adopted	Change
Program Number and Name	Expenditures	Budget	Budget	Revised	
<u>TRANSPORTATION GRANT FUND #399</u>					
Parking Division					
771 Centroplex Garage I Operations	\$ 594,049	\$ 100,460	\$ 149,218	\$ 48,758	48.53%
772 Centroplex Garage II Operations	384,977	615,038	413,453	(201,585)	(32.78%)
978 Nondepartmental - Centroplex Garages	1,356,349	1,447,503	1,389,705	(57,798)	(3.99%)
TOTAL -- TRANSPORTATION GRANT FUND	\$ 2,335,375	\$ 2,163,001	\$ 1,952,376	\$ (210,625)	(9.74%)
<u>DOWNTOWN TRANSIT FUND #400</u>					
Parking Division					
060 Downtown Transit	\$ 180,530	\$ 907,234	\$ 673,670	\$ (233,564)	(25.74%)
TOTAL -- DOWNTOWN TRANSIT FUND	\$ 180,530	\$ 907,234	\$ 673,670	\$ (233,564)	(25.74%)
<u>PARKING SYSTEM REVENUE FUND #401</u>					
Parking Division					
760 Jefferson Street Garage	\$ 239,489	\$ 479,289	\$ 205,005	\$ (274,284)	(57.23%)
761 Parking System Admin/Fiscal Mgmt.	776,006	830,509	771,890	(58,619)	(7.06%)
763 Surface Parking	285,753	430,695	345,248	(85,447)	(19.84%)
764 Parking Violations	460,654	466,263	465,938	(325)	(0.07%)
765 Central Boulevard Garage Operations	1,039,486	1,094,024	1,369,166	275,142	25.15%
766 Church Street Garage Operations	554,663	731,568	634,348	(97,220)	(13.29%)
767 55 West Garage Operations	570,877	843,363	734,486	(108,877)	(12.91%)
768 O.C. Administration Garage Operations	411,482	517,798	411,732	(106,066)	(20.48%)
769 O.C. Courthouse Garage Operations	748,904	769,653	814,857	45,204	5.87%
770 Library Garage Operations	720,386	941,438	704,092	(237,346)	(25.21%)
773 Orlando Venues Parking	681,733	-	-	-	N/A
774 Event Parking	462,529	41,450	-	(41,450)	(100.00%)
775 Parking Operations	-	-	-	-	N/A
776 Parking Enforcement	441,941	526,623	546,575	19,952	3.79%
979 Nondepartmental - Parking	4,225,918	7,677,374	6,003,256	(1,674,118)	(21.81%)
Projects	162,469	817,432	-	(817,432)	(100.00%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 11,782,289	\$ 16,167,479	\$ 13,006,593	\$ (3,160,886)	(19.55%)
<u>SOLID WASTE FUND #426</u>					
Solid Waste Management Division					
361 Solid Waste Administration	\$ 1,151,695	\$ 1,162,257	\$ 1,170,733	\$ 8,476	0.73%
365 Commercial Collection and Transportation	7,854,222	7,920,187	8,790,124	869,937	10.98%
366 Residential & Recycling	9,405,370	10,511,307	10,828,580	317,273	3.02%
977 Nondepartmental - Solid Waste	4,330,146	5,037,841	5,130,102	92,261	1.83%
Projects	-	2,812,000	-	(2,812,000)	(100.00%)
TOTAL -- SOLID WASTE FUND	\$ 22,741,433	\$ 27,443,592	\$ 25,919,539	\$ (1,524,053)	(5.55%)
<u>STORMWATER UTILITY FUND #428</u>					
Engineering/Streets & Stormwater Services Division					
705 Stormwater Administration	\$ 573,682	\$ 482,489	\$ 487,446	\$ 4,957	1.03%
706 Stormwater Management	2,919,334	2,130,478	2,433,207	302,729	14.21%
708 Stormwater Compliance	697,311	726,467	775,965	49,498	6.81%
709 Surface Water Maintenance	3,264,741	4,046,615	3,393,042	(653,573)	(16.15%)
965 Nondepartmental - Stormwater	7,095,160	7,183,112	7,430,284	247,172	3.44%
Projects	1,703,761	15,097,836	3,950,000	(11,147,836)	(73.84%)
TOTAL -- STORMWATER UTILITY FUND	\$ 16,253,988	\$ 29,666,997	\$ 18,469,944	\$ (11,197,053)	(37.74%)

Public Works Department

DEPARTMENT EXPENDITURE SUMMARY					
Fund	2009/10	2010/11	2011/12	Change	%
Office/Division	Actual	Revised	Adopted	to Adopted	Change
Program Number and Name	Expenditures	Budget	Budget	Revised	
WASTEWATER REVENUE FUND #441					
Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 3,374,571	\$ 3,100,283	\$ 3,534,928	\$ 434,645	14.02%
342 Wastewater Billing				-	N/A
343 Wastewater Asset Management	529,881	600,647	595,458	(5,189)	(0.86%)
344 System Evaluation & Maintenance	4,791,946	5,290,809	5,306,349	15,540	0.29%
347 Wastewater PM/CM Services				-	N/A
Wastewater Process/Operations Section					
351 Water Conserv I	2,768,572	2,690,607	2,446,578	(244,029)	(9.07%)
352 Water Conserv II	6,979,524	8,538,510	7,988,381	(550,129)	(6.44%)
353 Iron Bridge	8,884,146	10,088,641	9,665,107	(423,534)	(4.20%)
354 Lift Station Operations	3,421,773	3,862,549	4,180,382	317,833	8.23%
355 Environmental Control	1,284,744	1,315,567	1,446,848	131,281	9.98%
357 Industrial Automation Group	1,741,678	2,183,567	2,264,093	80,526	3.69%
358 Environmental Lab Services	737,288	784,231	864,768	80,537	10.27%
359 Easterly Wetlands	383,177	1,541,632	430,214	(1,111,418)	(72.09%)
975 Nondepartmental - Wastewater Projects	28,615,572	19,953,405	10,654,712	(9,298,693)	(46.60%)
	193,642	1,502,424	-	(1,502,424)	(100.00%)
TOTAL -- WASTEWATER REVENUE FUND	\$ 63,706,512	\$ 61,452,872	\$ 49,377,818	\$ (12,075,054)	(19.65%)
CONSTRUCTION MANAGEMENT FUND #533					
CIP/Infrastructure Division					
711 CIP/Infrastructure Admin.	\$ 505,758	\$ 598,844	\$ 616,158	\$ 17,314	2.89%
712 Project Engineering	709,618	860,809	846,572	(14,237)	(1.65%)
713 Construction Services	1,612,184	1,824,704	1,750,596	(74,108)	(4.06%)
714 Design Services	464,570	485,811	493,512	7,701	1.59%
964 NonDept.-Proj./Const.Mgmt.	501,133	583,845	526,140	(57,705)	(9.88%)
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 3,793,263	\$ 4,354,013	\$ 4,232,978	\$ (121,035)	(2.78%)
SUPPLEMENTAL STAFF FUND #555					
Solid Waste Management Division					
715 City Supplemental Staff	\$ (3,438)	\$ -	\$ -	\$ -	N/A
TOTAL -- PUBLIC WORKS	\$ 143,000,740	\$ 162,235,930	\$ 133,611,365	\$ (28,624,565)	(17.64%)
Expenditure by Classification					
Salaries and Wages	\$ 28,951,747	\$ 29,932,191	\$ 29,091,952	\$ (840,239)	(2.81%)
Employee Benefits	17,154,873	19,324,009	16,967,607	(2,356,402)	(12.19%)
Supplies	5,491,404	7,903,188	5,942,127	(1,961,061)	(24.81%)
Contractual Services	18,794,100	21,497,168	18,925,092	(2,572,076)	(11.96%)
Utilities	18,265,035	17,878,386	19,051,036	1,172,650	6.56%
Other Operating	189,401	243,391	216,762	(26,629)	(10.94%)
Travel/Training	52,287	72,875	84,723	11,848	16.26%
Internal Services	11,930,881	12,769,471	11,205,397	(1,564,074)	(12.25%)
Capital	(2,270,774)	16,032,065	4,062,787	(11,969,278)	(74.66%)
Non-Operating	44,441,786	36,583,186	28,063,882	(8,519,304)	(23.29%)
TOTAL -- PUBLIC WORKS	\$ 143,000,740	\$ 162,235,930	\$ 133,611,365	\$ (28,624,565)	(17.64%)

Public Works Department



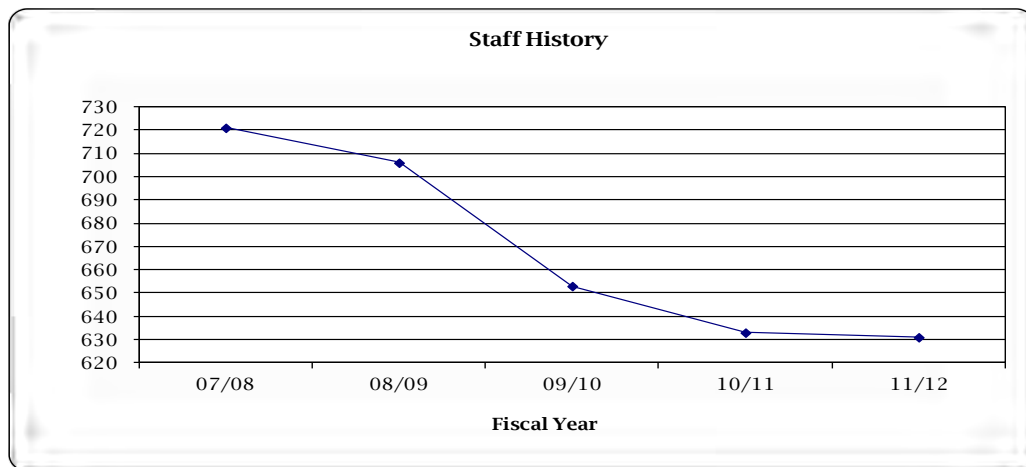
Public Works Department

DEPARTMENT STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
701 Director of Public Works	4	4	4
Engineering/Engineering Services Division			
719 Engineering Projects & Construction			
721 Engineering Administration	6	6	6
722 Engineering Survey Services	11	11	11
723 Engineering Records and Drafting	5	-	-
Engineering/Streets and Stormwater Services Division			
707 Keep Orlando Beautiful	1	1	1
725 Streets Administration	5	8	8
726 Right-of-Way Management	22	-	-
727 Street Maintenance & Construction	32	32	32
728 Material & Equipment Management	10	12	12
Transportation Engineering Division			
734 Transportation Engineering Administration	2	3	3
754 Transportation Engineering PM/CM Services	4	-	-
755 Traffic Studies/N'hood Traffic Management	5	5	5
756 Signs and Pavement Markings	12	11	11
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
812 Director of Transportation	3	-	-
TOTAL -- GENERAL FUND	145	116	116
<u>TRANSPORTATION GRANT FUND #399</u>			
Parking Division			
772 Centroplex Garage II Operations	3	7	7
TOTAL -- TRANSPORTATION GRANT FUND	3	7	7
<u>DOWNTOWN TRANSIT FUND #400</u>			
Parking Division			
060 Downtown Transit	-	1	1
TOTAL -- DOWNTOWN TRANSIT FUND	-	1	1
<u>PARKING SYSTEM REVENUE FUND #401</u>			
Parking Division			
760 Jefferson Street Garage	-	-	-
761 Parking System Admin/Fiscal Mgmt.	10	11	11
763 Surface Parking	4	4	4
764 Parking Violations	5	5	5
765 Central Boulevard Garage Operations	-	17	17
766 Church Street Garage Operations	-	8	8
767 55 West Garage Operations	-	10	10
768 O.C. Administration Garage Operations	-	5	4
769 O.C. Courthouse Garage Operations	-	13	12
770 Library Garage Operations	-	10	10
773 Centroplex Parking	-	-	-
774 Event Parking	-	-	-
775 Parking Operations	67	-	-
776 Parking Enforcement	10	10	10
TOTAL -- PARKING SYSTEM REVENUE FUND	96	93	91

Public Works Department

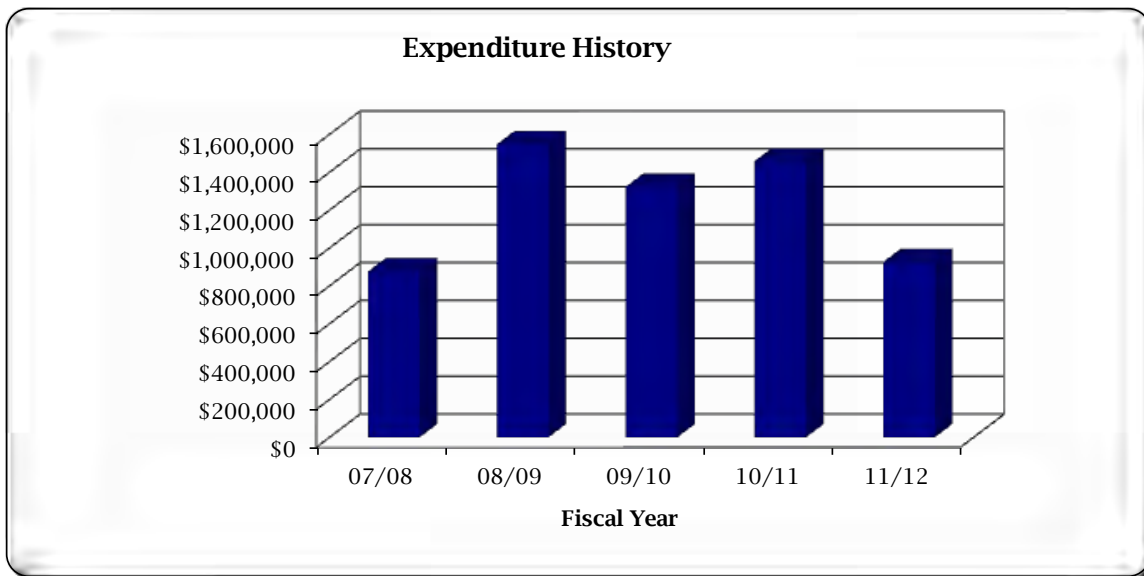
	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>SOLID WASTE FUND #426</u>			
Solid Waste Management Division			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	33	32	32
366 Residential & Recycling	58	54	54
TOTAL -- SOLID WASTE FUND	105	100	100
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets and Stormwater Services Division			
705 Stormwater Administration	5	4	4
706 Stormwater Management	16	26	26
708 Stormwater Compliance	7	7	7
709 Surface Water Maintenance	28	32	32
TOTAL -- STORMWATER UTILITY FUND	56	69	69
<u>WASTEWATER REVENUE FUND #441</u>			
Wastewater Division/Engineering/Maintenance Section			
341 Wastewater Administration	16	16	16
343 Wastewater Asset Management	8	8	8
344 System Evaluation & Maintenance	50	49	49
Wastewater Division/Process/Operations Section			
351 Water Conserv I	12	10	10
352 Water Conserv II	27	27	27
353 Iron Bridge	37	37	37
354 Lift Station Operations	24	24	24
355 Environmental Control	15	15	15
357 Industrial Automation Group	22	22	22
358 Environmental Lab Services	7	7	7
359 Easterly Wetlands	3	3	3
TOTAL -- WASTEWATER REVENUE FUND	221	218	218
<u>CONSTRUCTION MANAGEMENT FUND #533</u>			
CIP/Infrastructure Division			
711 CIP/Infrastructure Administration	6	7	7
712 Project Engineering	6	7	7
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL -- CONSTRUCTION MANAGEMENT FUND	27	29	29
<u>SUPPLEMENTAL STAFF FUND #555</u>			
Solid Waste Management Division			
715 Rapid Assistance Program			
TOTAL -- SUPPLEMENTAL STAFF FUND	-	-	-
TOTAL -- PUBLIC WORKS	653	633	631



Public Works Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change to Adopted Revised	% Change
<u>GENERAL FUND #100</u>					
701 Director of Public Works	\$ 462,820	\$ 453,342	\$ 444,011	\$ (9,331)	(2.06%)
986 Nondepartmental - Public Works	860,654	1,005,460	482,904	(522,556)	(51.97%)
TOTAL -- GENERAL FUND	\$ 1,323,474	\$ 1,458,802	\$ 926,915	\$ (531,887)	(36.46%)
TOTAL -- DIRECTOR	\$ 1,323,474	\$ 1,458,802	\$ 926,915	\$ (531,887)	(36.46%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
701 Director of Public Works	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- DIRECTOR	4	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, contractor sidewalk construction 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 Division manages the databases used for sidewalk, stormwater, and pavement inventories.

Major Accomplishments

- Managed the street pavement surface rehabilitation for 53.27 miles of City streets.
- Completed a sidewalk inventory with condition assessment citywide. The inventory is being used to identify critical areas of missing sidewalk and damage points slated for repair.
- Constructed 1.86 miles of new sidewalks and 50 ADA compliant curb ramps citywide.
- Continue to coordinate study, design and construction projects funded by Florida Department of Environmental Protection. Continue to work with regulatory agencies and other stakeholders on all watersheds to which the City drains, to ensure the City's responsibilities are accurately identified and to minimize the City's cost share to the greatest extent possible.
- Drainage well replacement is continuing in locations where the existing wells are failing. Replacement wells are being designed to provide more effective flood control as well as improved pollution abatement.
- Continue to work on the design and installation of stormwater retrofits in the Howell Branch Basin. Baffle boxes have been completed in the Spring Lake, Lake Adair and Lake Winyah basins. Design is completed for a baffle box for Lake Concord, an enlargement of the water feature in Guernsey Park, and an exfiltration gallery to be constructed in Ivanhoe Plaza Park, which will provide improved water quality for both Lake Adair and Lake Ivanhoe.
- Within the Lake Angel basin in Holden Heights, stormwater conveyance retrofits were completed along 18th and 19th Streets last year, and an area along Division Avenue was diverted away from the basin the year prior. Work is proceeding on enlargement of the two water bodies to improve flood protection in this area.
- Coordinated with St. Johns River Water Management District in the Howell Creek Basin Master Stormwater Management Plan Study, and continue to implement projects for this basin.
- Continue to coordinate with Orange County and the City of Winter Park for a drainage evaluation to address flooding problems in the vicinity of Minnesota Avenue. Projects will be implemented and funded by the City of Orlando to the extent the problems exist in and are created by development within the corporate limits of Orlando.
- Initiated a stormwater inventory project. Finished the inventory with condition assessment for the Lake Eola, Lake Dot and Lake Lucerne basins, work progressing on completion of the entire Southeast Lakes basin (a total of 19 water bodies, including Lake Eola and Lake Lucerne).
- Reviewed and approved an increased number of commercial and single-family subdivision plats.
- Continuing the Real-time Kinematic Geographic Positioning Systems into our survey services deliverables increasing the amount and type of data provided to the public.
- Increased the number of bench marks within the city limits to support the cities land development and prepare for the next FEMA Community Rating and NPDS Permit Review.

Public Works Department

Future Goals and Objectives

Short Term

- Will evaluate floodplain studies to develop necessary engineering and GIS work products to establish a 100-year Base Flood Elevation for many Zone A areas within the City limits.
- Survey Services will continue to merge electronic data collection and CAD into the Civil 3D platform; increasing the efficiency, production and performance of the overall program; and the streamlining of the plat review process through the creation of a self-guided checklist for consultants preparing subdivision plats.
- Engineering Services will maintain the sidewalk inventory, stormwater inventory, and street pavement inventory databases to ensure they remain current.
- Engineering Services will provide the community outreach requirements to individual homeowners in support of the Orlando Walks sidewalk project.

Medium Term

- Survey Services will support the Orlando Walks sidewalk project with sketch and description requirements for sidewalk encroachment easement.

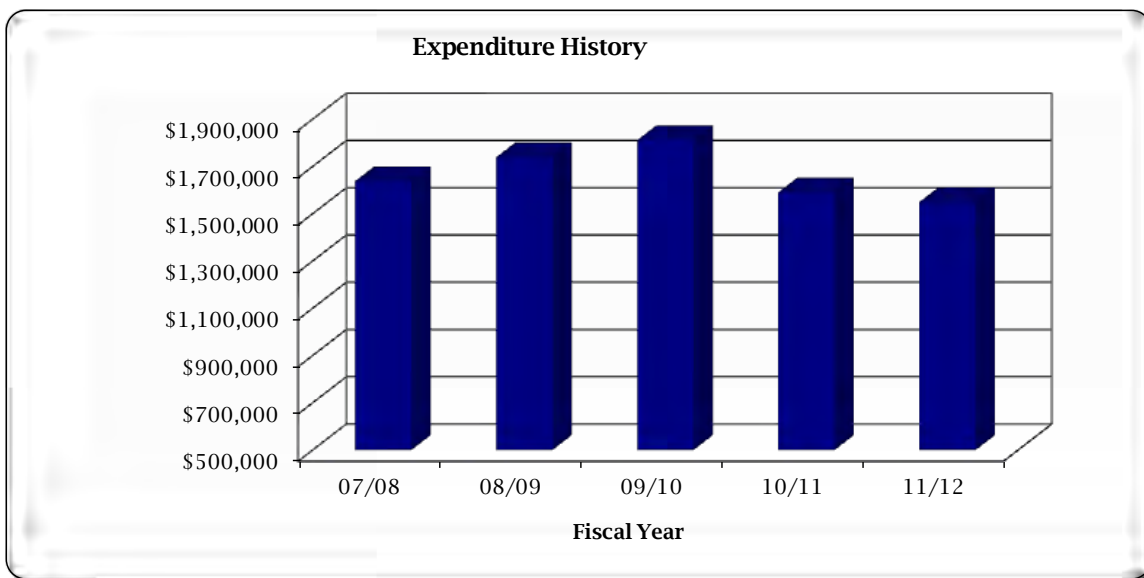
Long Term

- Will complete a stormwater system conceptual improvement evaluation and permitting project in the Southeast Lakes area consisting of 19 landlocked lakes.
- Will initiate additional stormwater retrofit projects in the Howell Branch chain of lakes to meet State of Florida nutrient levels for TMDL (Total Maximum Daily Load) requirements for both Lake Jesup as well as City lakes that have been identified as impaired.

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Engineering/Engineering Services Division					
721 Engineering Administration	\$ 627,537	\$ 751,431	\$ 675,179	\$ (76,252)	(10.15%)
722 Engineering Survey Services	809,126	865,744	874,046	8,302	0.96%
723 Engineering Records and Drafting	374,330	(27,087)	-	27,087	(100.00%)
TOTAL -- GENERAL FUND	\$ 1,810,993	\$ 1,590,088	\$ 1,549,225	\$ (40,863)	(2.57%)
TOTAL -- ENGINEERING SERVICES	\$ 1,810,993	\$ 1,590,088	\$ 1,549,225	\$ (40,863)	(2.57%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Engineering/Engineering Services Division			
721 Engineering Administration	6	6	6
722 Engineering Survey Services	11	11	11
723 Engineering Records and Drafting	5	-	-
TOTAL -- GENERAL FUND	22	17	17
TOTAL -- ENGINEERING SERVICES	22	17	17

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.
- Completed the Year 8 audit of the City's NPDES Municipal Separate Storm Sewer System (MS-4) permit, and have initiated the first year of our new permit.
- Managing an annual \$800,000 stormwater area maintenance contract.
- Managed Stormwater Utility Fee billing program that is currently generating \$22,900,000 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 (more than 5,000 acres) with over 19 miles of shoreline, 77 retention ponds, and 83 canal, ditch and swale locations. Also treated 1,100 acres of lakes, ponds, swales, and ditches with herbicides to control noxious plants, such as hydrilla.
- Continue to work with lakefront property owners, assisting them with interpretation of aquatic plant maintenance permits they have obtained from the State.
- Provided educational presentations, displays, and public service announcements, as well as print and video media discussing pollution abatement and illicit discharge prevention to the citizens of Orlando.
- Continue to manage the Think Blue Program (formerly 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.
- Created a crew dedicated exclusively to the repair of brick streets using landscape and litter control forces, and continue to balance these needs against sidewalk and other concrete repair needs.
- Provided street sweeping and litter control services that included sweeping residential streets every twenty working days, commercial/industrial routes every eleven working days, and the Downtown Entertainment District five times per week for a cumulative production total of over 46382 curb miles swept.
- Removed approximately 7,000 tons of debris from the streets and rights-of-way to prevent it from entering lakes or groundwater.
- Repaired or replaced over 300,000 square feet of damaged sidewalk, reducing our repair backlog wait time to about one month.
- 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.
- Use of Rapid Response contractors has been greatly increased to complete projects that could not be accomplished in a timely fashion using in-house forces. Several drainage well replacements have been completed using Rapid Response contractors, as well as emergency repairs such as replacement of a collapsed 7-foot diameter pipe in close proximity to condos in the Rosemont area.

Public Works Department

- The Division has implemented 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 continues to work with interested and motivated community development districts, Main Street programs and other groups wishing to pay for and maintain landscaped areas to a higher standard.
- Through the Keep Orlando Beautiful program (KOB), 6,200 volunteer hours were put towards litter prevention and removal, waste reduction and recycling efforts, and beautification events. This saved the City of Orlando \$133,000; the national volunteer rate is \$21.25/hour towards community preservation.

Future Goals and Objectives

Short Term

- Will continue to determine the water quality of 93 City lakes by sampling on a quarterly basis. The overall water quality of the six major drainage basins will continue to be monitored through macro invertebrate sampling on a biennial basis. Vegetative inventories will also be performed on all lakes on a five-year cycle to determine the human disturbance gradient of each water body.
- 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.
- 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.
- 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 maintain the sidewalk inventory and condition assessment started in FY 2007/2008 to ensure it remains an up-to-date tool to determine future sidewalk repairs, replacement workload and budget requirements.
- Continue to promptly respond to blocked storm sewer calls to minimize street flooding and protect public safety.
- Continue to maintain the stormwater sewer system and street transportation system in a cost effective manner, through inspections, repair and replacement.
- Continue safety training to minimize accidents and injuries and to maintain productivity.
- 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 the loss of litter crews, KOB will be essential in the identification and utilization of 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.

Medium Term

- The Division will research the additional monitoring requirements under the new MS-4 permit to ensure that they are implemented in the most cost-effective manner possible.
- Stormwater staff will continue to monitor the development of the Statewide Stormwater Rule by state agencies and implementation of Numeric Nutrient Criteria by the EPA. These new criteria have the potential to be extremely costly to the City. The ability of our staff to provide science-based input to the process can ensure our limited resources are applied in the most cost-effective manner, which in turn results in savings to the citizens of Orlando.
- The Division will be partnering with Buy Local Orlando and GreenWorks Orlando to facilitate large-scale training on stormwater pollution prevention to even more local businesses.
- The Division will complete its 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.
- Through the use of inmate labor, the Division expects to be able to achieve a greater number of annual maintenance cycles (15 cycles per year, generally, as opposed to only 9) than would have otherwise been attainable. The Division will evaluate the inmate work crews for cost-effectiveness and feedback from the community with the goal of forming one or two more crews for FY 2011/2012.
- The Division will continue to maintain a list of brick street repair needs, with the focus on addressing repairs on the poorest-condition, most heavily traveled brick streets.

Public Works Department

- The Division will accelerate work on the inventory and condition assessment of the City's stormwater management system, which will be used to determine capacity and repair deficiencies in the system.
- Elevations will be established at which advance warning of flooding will be provided via our remote lake level sensing stations.
- KOB has taken the lead in public space recycling and has developed an event recycling program in which six tons of recyclables were collected. KOB will increase this amount as well as introduce permanent public space recycling at Lake Eola Park and downtown Orlando.

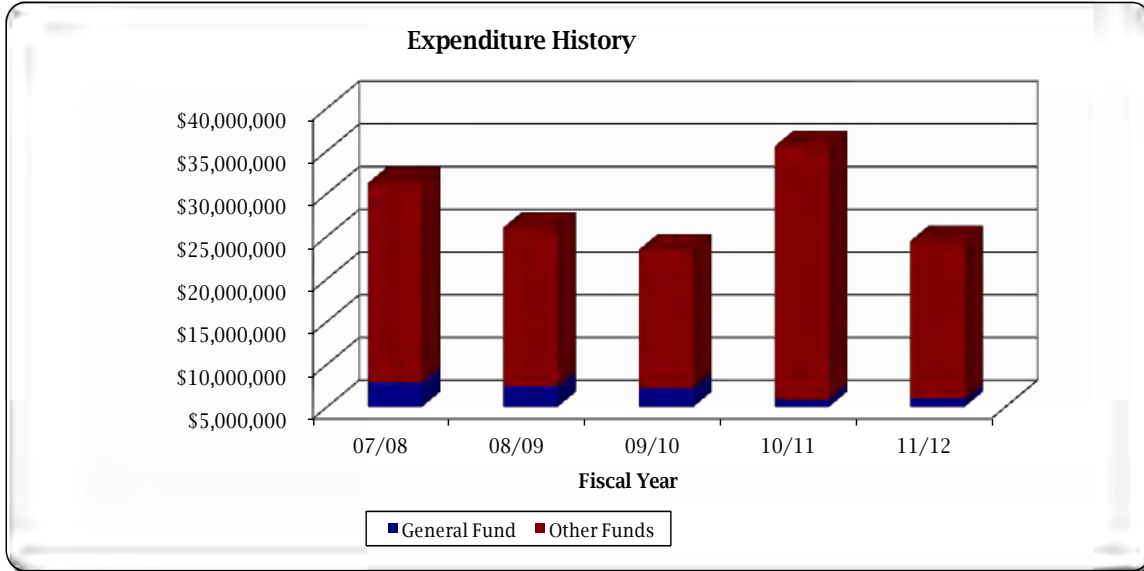
Long Term

- The Division will continue to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors, with the goal of earmarking 50% of stormwater revenue for capital projects.
- The Division is working toward collection of data for the second year of the new NPDES permit.
- 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, and will participate in voluntary Nutrient Reduction Programs to ensure that the City's responsibilities are accurately quantified.
- The Division will remain actively involved in the management of various stormwater projects to ensure that the Division's stormwater goals are achieved.

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change to Adopted Revised	% Change
GENERAL FUND #100					
Engineering/Streets & Stormwater Services Division					
707 Keep Orlando Beautiful	\$ 115,753	\$ 129,401	\$ 129,777	\$ 376	0.29%
725 Streets Administration	396,351	2,417,854	2,566,739	148,885	6.16%
726 Right-of-Way Management	3,537,604	-	-	-	N/A
727 Street Maintenance & Construction	2,242,908	2,307,398	2,309,070	1,672	0.07%
728 Material & Equipment Management	903,829	1,035,547	984,238	(51,309)	(4.95%)
TOTAL -- GENERAL FUND	\$ 7,196,445	\$ 5,890,200	\$ 5,989,824	\$ 99,624	1.69%
STORMWATER UTILITY FUND #428					
Engineering/Streets & Stormwater Services Division					
705 Stormwater Administration	\$ 573,682	\$ 482,489	\$ 487,446	\$ 4,957	1.03%
706 Stormwater Management	2,919,334	2,130,478	2,433,207	302,729	14.21%
708 Stormwater Compliance	697,311	726,467	775,965	49,498	6.81%
709 Surface Water Maintenance	3,264,741	4,046,615	3,393,042	(653,573)	(16.15%)
965 Nondepartmental - Stormwater Projects	7,095,160	7,183,112	7,430,284	247,172	3.44%
	1,703,761	15,097,836	3,950,000	(11,147,836)	(73.84%)
TOTAL -- STORMWATER UTILITY FUND	\$ 16,253,988	\$ 29,666,997	\$ 18,469,944	\$ (11,197,053)	(37.74%)
TOTAL -- STREETS & STORMWATER SERVICES	\$ 23,450,433	\$ 35,557,197	\$ 24,459,768	\$ (11,097,429)	(31.21%)



Public Works Department

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>GENERAL FUND #100</u>			
Engineering/Streets & Stormwater Services Division			
707 Keep Orlando Beautiful	1	1	1
725 Streets Administration	5	8	8
726 Right-of-Way Management	22	-	-
727 Street Maintenance & Construction	32	32	32
728 Material & Equipment Management	10	12	12
TOTAL -- GENERAL FUND	70	53	53
<u>STORMWATER UTILITY FUND #428</u>			
Engineering/Streets & Stormwater Services Division			
705 Stormwater Administration	5	4	4
706 Stormwater Management	16	26	26
708 Stormwater Compliance	7	7	7
709 Surface Water Maintenance	28	32	32
TOTAL -- STORMWATER UTILITY FUND	56	69	69
TOTAL -- STREETS & STORMWATER SERVICES	126	122	122

Public Works Department

Transportation Engineering Division

Mission Statement

The Transportation Engineering Division manages the City's efforts for providing safe, efficient and balanced movement of people, vehicles, goods, pedestrians, and bicyclists by efficiently and effectively permitting, designing, constructing, operating, and maintaining the City's transportation infrastructure.

Overview of Services/Programs

To accomplish its mission, the Division manages, maintains and operates the City's traffic signal system, traffic signs and pavement markings, streetlights, intelligent transportation systems, Neighborhood Traffic Management Program, street and lane closures, right of way permits, traffic studies and statistics. The Division also coordinates with external agencies, assists in the development and implementation of the Transportation Capital Improvement Program, reviews development plans and makes recommendations regarding mitigation for impacts to the City's transportation network.

Major Accomplishments

- Completed the traffic signal pre-emption project, which was funded with \$1.9 million Federal Funds through a Local Agency Program agreement with FDOT.
- Completed reconstruction of Bumby Avenue between Colonial Drive and SR408, which was funded with \$900,000 of ARRA Funding through the FDOT.
- Completed Phase 1 of the Downtown Intelligent Transportation System Project.
- Secured \$3.4 million in Federal Funds in a Local Agency Program grant from FDOT for Phase 2 of the Intelligent Transportation System Project.
- Secured \$0.8 million in Federal Funds in a Local Agency Program grant from FDOT for installing miscellaneous fiber optic cables.
- Completed the study and developed 60% plans for the Grand National Drive Overpass.
- Initiated the design of the Orlando Urban Trail (Dinky Line Phase 2) from Magnolia Avenue to Virginia Drive.
- Managed the permitting, design and construction of the Pine Street Extension/Conversion to two-way project.
- Managed the design of the Boone Avenue extension.
- Completed the design and right-of-way phases, and initiated construction of the President Barack Obama Parkway Project.
- Completed "ATMS.now" Implementation Project, which upgraded central traffic signal management software to modern windows-based software allowing Traffic Management Center operators to manage multiple intersections.
- Installed 53,000 linear feet of pavement markings.
- Upgraded traffic control signs in 96 neighborhoods.
- Improved protection for the signal system infrastructure from damage by contractors who perform construction in or adjacent to City rights of way and easements by responding to over 8,500 locate requests within 48 hours, during the first half of FY 2009-2010.
- Replaced 8 signal equipment cabinets (7 damaged by vehicles, and 1 related to maintenance).
- Repaired 2 complete traffic signal assemblies, including wires, signal heads, and poles, due to damage resulting from crashes or oversized vehicles.
- Replaced 72 in-pavement loop assemblies.
- LED technology is present in 514 of the 518 locations with electronic traffic control devices.
- Installed 8 new traffic signal assemblies related to City, FDOT, and developer projects.
- Rebuilt or upgraded signals in 6 intersections.
- Performed 10 system upgrades or major repairs to the traffic communication system.
- Replaced 13 failed traffic surveillance CCTV cameras with new IP-based cameras to allow monitoring of traffic conditions at critical intersections.
- Coordinated traffic signal retiming of four (4) primary corridors through the Orlando-Orange County area. This project consisted of Colonial Drive from Mills Avenue to Old Cheney Highway (13 locations), Curry Ford Road from Conway Road to Woodgate Boulevard (6 locations), Michigan Street from Orange Avenue to Bumby Avenue (7 locations), and Semoran Boulevard from Dahlia Drive to T. G. Lee Boulevard (18 locations).

Public Works Department

- Replaced 55,000 feet of outdated copper wire communications cable with fiber optic cable able to handle current and future needs and reduce maintenance costs.
- Upgraded 32 signalized intersections to modern Ethernet communications.
- Added video detection to 29 intersections to allow signals to respond better to traffic demand.
- Added CCTV cameras to 8 intersections to allow Traffic Management Center staff to monitor traffic conditions and incidents.
- Added 8 dynamic message signs to provide guidance to drivers entering the downtown network.
- Fabricated and installed signage surrounding the new Amway Center.
- Replaced and upgraded all roadway signs surrounding Universal Studios.
- Upgraded all pavement markings in the area of Universal Boulevard, Major Boulevard, Hollywood Way, Turkey Lake and Vineland Roads.
- Approved 805 ROW Permits.
- Issued 673 Street Lane or Sidewalk Authorizations (SLS).
- Conducted 2,536 Inspections of Construction Projects, and Utility Maintenance work zones.
- Approved 341 Special Event Permits: 18A Permits - 192, Block Party Permits- 77, Arena Events - 65, and Citrus Bowl Events- 7.
- Issued 121 Permits for Banners - 14, and Film Shoots-107.

Future Outlook

Short Term

- Continue designing the International Drive Congestion Management Project, including transit-only lanes, and prepare construction documents.
- Construct Traffic Signal Pre-emption System for the Orlando Fire Department.
- Continue coordination with FDOT to complete the design of the Grand National Drive Overpass.
- Complete the design of the Orlando Urban Trail (Dinky Line Phase 2) from Magnolia Avenue to Virginia
- Complete construction of the intersection improvement at Kirkman Road and Raleigh Street.
- Increase the number of employees capable of performing “in-house” arterial signal timing and network capacity analyses.
- Design, construct/rehabilitate traffic signals at 9 intersections.
- 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.
- Complete the ITS Phase 2 Design-Build project.
- Complete installation of transit signal priority system on International Drive. (completed in October 2011)
- Complete installation of 2.4 miles of fiber optic cables in the old Lymmo conduit system to support Lymmo kiosk information system upgrade, Lymmo security system, and future traffic management system needs. (completed in October 2011)
- Complete parking management system demonstration project to provide real-time information to drivers attending downtown events (completed in October 2011)

Medium Term

- Return Narcoossee Road between SR 528 and Leevista Boulevard to FDOT jurisdiction.
- Construct the President Barack Obama Parkway Project Phase 2
- Investigate FEMA Local Mitigation Strategy grant program to fund project to sustain traffic flow on critical corridors.

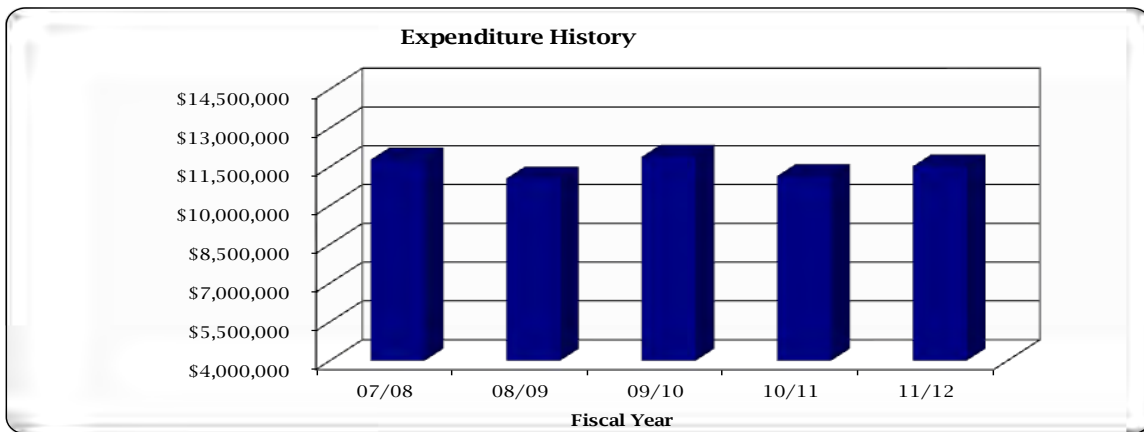
Long Term

- Coordinate with Lake Nona Development on the design of the six lane widening project on Narcoossee Road from SR 417 to the SR 528.
- Expand Intelligent Transportation System (ITS) throughout the City.
- Complete the Boone Avenue extension.
- Continue development of an automated inventory system for the Sign and Signal Shops.
- Continue installation of audible pedestrian signals.

Public Works Department

EXPENDITURE SUMMARY

Fund	2009/10	2010/11	2011/12	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	\$ 181,410	\$ 424,436	\$ 429,335	\$ 4,899	1.15%
753 Street Lighting	6,042,516	5,792,361	6,038,201	245,840	4.24%
754 Transportation Engineering PM/CM Services	455,145	-	-	-	N/A
755 Traffic Studies/N'hood Traffic Management	462,163	449,778	480,260	30,482	6.78%
756 Signs and Pavement Markings	1,085,474	1,076,431	1,038,991	(37,440)	(3.48%)
757 Signal Maintenance	1,022,709	1,054,595	1,129,513	74,918	7.10%
758 Special Events and Street Permits	360,972	376,681	387,030	10,349	2.75%
759 Computerized Signal System	676,278	706,703	743,270	36,567	5.17%
812 Director of Transportation	443,611	-	-	-	N/A
025 Non Departmental City Commons Garage	1,149,599	1,260,667	1,265,883	5,216	0.41%
TOTAL -- GENERAL FUND	\$ 11,879,876	\$ 11,141,652	\$ 11,512,483	\$ 365,615	3.33%
TOTAL -- TRANSPORTATION ENGINEERING	\$ 11,879,876	\$ 11,141,652	\$ 11,512,483	\$ 365,615	3.33%



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
GENERAL FUND #100			
Transportation Engineering Division			
734 Transportation Engineering Administration	2	3	3
754 Transportation Engineering PM/CM Services	4	-	-
755 Traffic Studies/N'hood Traffic Management	5	5	5
756 Signs and Pavement Markings	12	11	11
757 Signal Maintenance	11	11	11
758 Special Events and Street Permits	4	4	4
759 Computerized Signal System	8	8	8
812 Director of Transportation	3	-	-
TOTAL -- GENERAL FUND	49	42	42
TOTAL -- TRANSPORTATION ENGINEERING	49	42	42

Public Works 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 7,253 parking spaces, 1,014 surface lot spaces and 1,079 metered 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 full administration, financial, and maintenance support to the LYMMO downtown transit circulator.

Major Accomplishments

- Completed the seal coating of pavement surface, and restriped parking stalls at the Garland Parking Lot.
- Installed new lane control signage; seal coated ramp to roof and replaced expansion joint; painted new layout of parking stalls; replaced elevator air conditioning system at Church Street Garage.
- Completed major concrete repairs to ten parking median islands, and installed new ADA ramp, signage and pavement markings in Lot 10. Refreshed all parking space lines in Lots 9, and 10.
- Completed all items in the Engineering Report for the modernization of merchant spaces at 301-333 W. Church St.
- Completed the waterproofing of the exterior masonry stair towers and helix ramps at Administration Garage
- Completed detailing of landscaping areas at all parking properties with a cost reduction plan to replace high maintenance plantings, and by using city staff, saving contractual cost of \$25,000.
- Completed the modernization of the merchant restrooms at the Church St. Garage.
- Completed exterior pressure washing, painting & structural preservation repairs to Church St. Garage.
- Completed 2,320 work orders for repairs, enhancements and installation of equipment at all garages and surface lots.
- Completed asphalt repairs and seal coated surface in Lot 9.
- Developed and implemented new event parking initiative staffed by seasonal employees in lieu of contracted staff saving over \$100,000 annually while improving efficiency and effectiveness.
- Completed install of credit card terminals in remaining parking garages bringing the capability to every city owned garage.
- Completed creation of and implementation of an online parking reservation system that provides reserved parking capability for all events at the Amway Center.
- Successfully developed and completed operating plan for the high profile Casey Anthony case at the Orange County Courthouse Garage that resulted in zero complaints.
- Coordinated the development of a Smartphone application that maps all city parking facilities, rates, locations and hours of operation and links to the online parking reservations.
- Restructured parking programs enhancing event parking operations and personnel cost tracking and management.

Public Works Department

Future Goals and Objectives

Short Term

- Focus on and improve lighting efficiency even further by exploring emerging LED technology for our roof top and area lighting fixtures.
- Perform Capital Planning and budgeting for energy, water and resource conservation devices or systems.
- Train staff in work simplification techniques for improved maintenance performance to reduce cost.

Medium Term

- Replace/upgrade Parking Access and Revenue Control System (PARCS) that includes incorporating parking options into a web-based application and improves not only daily and monthly options but also all event parking options and equipment.
- Evaluate and redesign the Internet website to provide citizens more information and better payment options.
- Enhance roving cleanliness enhancement squad in each parking garage to focus on meticulously cleaning public areas. We are also moving toward “green cleaning” in our garages to reduce the negative effects on the environment and reduce cleaning cost.
- Explore and evaluate automated operational methods and alternatives in facilities not requiring human interaction.
- Explore and evaluate improvements in security to include a web-based system.
- Move toward “green cleaning” in our garages to reduce the negative effects on the environment and reduce cleaning cost.
- Emphasize the maintenance and beautification of existing garages to meet downtown goals and objectives for increasing the number of visitors to the downtown area.
- Train staff to recognize signs of structural deterioration and to provide a solution for the proper prevention and repair to reduce cost.

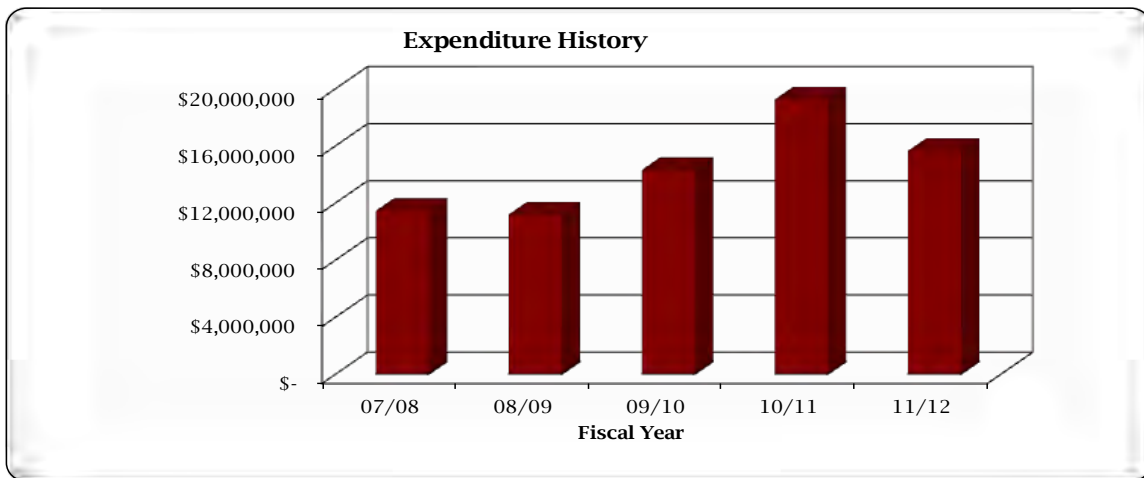
Long Term

- Undertake all aspects and measures of corrosion control to reduce structural corrosion damage at all parking facilities.
- Continue with strategic plan and long range parking plan including future demands, site acquisition needs, financing and scheduling.
- Implementation of Parking Access and Revenue Control System (PARCS) at all facilities.

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change Adopted to Revised	% Change
TRANSPORTATION GRANT FUND #399					
Parking Division					
771 Centroplex Garage I Operations	\$ 594,049	\$ 100,460	\$ 149,218	\$ 48,758	48.53%
772 Centroplex Garage II Operations	384,977	615,038	413,453	(201,585)	(32.78%)
978 Nondepartmental - Centroplex Garages	1,356,349	1,447,503	1,389,705	(57,798)	(3.99%)
TOTAL -- TRANSPORTATION GRANT FUND	\$ 2,335,375	\$ 2,163,001	\$ 1,952,376	\$ (210,625)	(9.74%)
DOWNTOWN TRANSIT FUND #400					
Parking Division					
060 Downtown Transit	\$ 180,530	\$ 907,234	\$ 673,670	\$ (233,564)	(25.74%)
TOTAL -- DOWNTOWN TRANSIT FUND	\$ 180,530	\$ 907,234	\$ 673,670	\$ (233,564)	(25.74%)
PARKING SYSTEM REVENUE FUND #401					
Parking Division					
760 Jefferson Street Garage	\$ 239,489	\$ 479,289	\$ 205,005	\$ (274,284)	(57.23%)
761 Parking System Admin/Fiscal Mgmt.	776,006	830,509	771,890	(58,619)	(7.06%)
763 Surface Parking	285,753	430,695	345,248	(85,447)	(19.84%)
764 Parking Violations	460,654	466,263	465,938	(325)	(0.07%)
765 Central Boulevard Garage Operations	1,039,486	1,094,024	1,369,166	275,142	25.15%
766 Church Street Garage Operations	554,663	731,568	634,348	(97,220)	(13.29%)
767 55 West Garage Operations	570,877	843,363	734,486	(108,877)	(12.91%)
768 O.C. Administration Garage Operations	411,482	517,798	411,732	(106,066)	(20.48%)
769 O.C. Courthouse Garage Operations	748,904	769,653	814,857	45,204	5.87%
770 Library Garage Operations	720,386	941,438	704,092	(237,346)	(25.21%)
773 Orlando Venues Parking	681,733	-	-	-	N/A
774 Event Parking	462,529	41,450	-	(41,450)	(100.00%)
776 Parking Enforcement	441,941	526,623	546,575	19,952	3.79%
979 Nondepartmental - Parking Projects	4,225,918 162,469	7,677,374 817,432	6,003,256 -	(1,674,118) (817,432)	(21.81%) (100.00%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 11,782,289	\$ 16,167,479	\$ 13,006,593	(\$3,160,886)	(19.55%)
TOTAL -- PARKING DIVISION	\$ 14,298,193	\$ 19,237,714	\$ 15,632,639	(\$3,605,075)	(18.74%)



Public Works Department

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>TRANSPORTATION GRANT FUND #399</u>			
Parking Division			
772 Centroplex Garage II Operations	3	7	7
TOTAL -- TRANSPORTATION GRANT FUND	3	7	7
<u>DOWNTOWN TRANSIT FUND #400</u>			
Parking Division			
060 Downtown Transit	-	1	1
TOTAL -- DOWNTOWN TRANSIT FUND	-	1	1
<u>PARKING SYSTEM REVENUE FUND #401</u>			
Parking Division			
761 Parking System Admin/Fiscal Mgmt.	10	11	11
763 Surface Parking	4	4	4
764 Parking Violations	5	5	5
765 Central Boulevard Garage Operations	-	17	17
766 Church Street Garage Operations	-	8	8
767 55 West Garage Operations	-	10	10
768 O.C. Administration Garage Operations	-	5	4
769 O.C. Courthouse Garage Operations	-	13	12
770 Library Garage Operations	-	10	10
775 Parking Operations	67	-	-
776 Parking Enforcement	10	10	10
TOTAL -- PARKING SYSTEM REVENUE FUND	96	93	91
TOTAL -- PARKING DIVISION	99	101	99

Public Works Department

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 53,000 residential and 6,551 commercial customers with quality collection and transportation services at a competitive price.
- Provided 95% of the City with automated garbage collection.
- Collected 84,970 tons of commercial waste, 63,100 tons of residential garbage, 19,739 tons of residential yard waste, and 5,108 tons of residential recycling in FY 10-11.
- Engaged the RFP process for contractors for emergency debris management 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.
- Expanded drop-off Recycling program throughout the City and participated in event recycling in various venues.

Future Goals and Objectives

Short Term

- Expand distribution of the Solid Waste Division E-Newsletter to a broader customer base.

Medium Term

- Solid Waste Management Division will endeavor to improve the recycling diversion rate by promoting and expanding Citywide the commercial businesses recycling program.

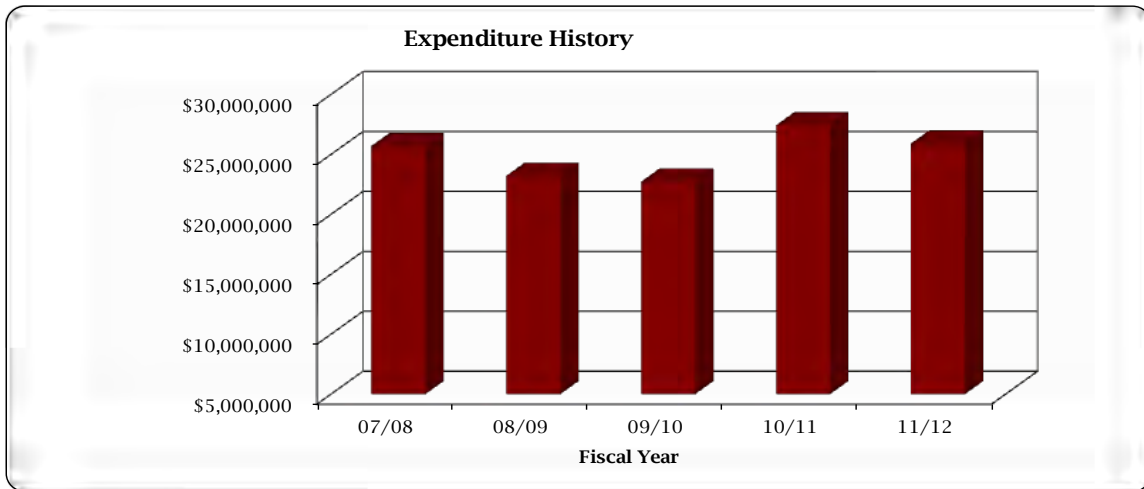
Long Term

- 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.
- 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 during early 2012. This should result in increased diversion of waste from the landfill and reduce the cost of disposal of waste for these homes.
- Plan and prepare initiatives to meet the proposed State mandated 75% recycling diversion rate goal.
- Explore alternative fuel collection vehicles/hybrids for future additions to the collection fleet to promote green initiatives.

Public Works Department

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2009/10 Actual Expenditures	2010/11 Revised Budget	2011/12 Adopted Budget	Change to Adopted Revised	% Change
SOLID WASTE FUND #426					
Solid Waste Management Division					
361 Solid Waste Administration	\$ 1,151,695	\$ 1,162,257	\$ 1,170,733	\$ 8,476	0.73%
365 Commercial Collection	7,854,222	7,920,187	8,790,124	869,937	10.98%
366 Residential & Recycling	9,405,370	10,511,307	10,828,580	317,273	3.02%
977 Nondepartmental - Solid Waste Projects	4,330,146	5,037,841	5,130,102	92,261	1.83%
	-	2,812,000	-	(2,812,000)	(100.00%)
TOTAL -- SOLID WASTE FUND	\$ 22,741,433	\$ 27,443,592	\$ 25,919,539	\$ (1,524,053)	(5.55%)
SUPPLEMENTAL STAFF FUND #555					
Solid Waste Management Division					
715 City Supplemental Staff	\$ (3,438)	\$ -	\$ -	\$ -	N/A
TOTAL -- SOLID WASTE MANAGEMENT	\$ 22,737,995	\$ 27,443,592	\$ 25,919,539	\$ (1,524,053)	(5.55%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
SOLID WASTE FUND #426			
Solid Waste Management Division			
361 Solid Waste Administration	14	14	14
365 Commercial Collection and Transportation	33	32	32
366 Residential & Recycling	58	54	54
TOTAL -- SOLID WASTE FUND	105	100	100
TOTAL -- SOLID WASTE MANAGEMENT	105	100	100

Public Works Department

Wastewater Division

Mission Statement-Wastewater Division

The mission of the Wastewater Department is to provide the most effective, customer-oriented wastewater collection and treatment to the citizens of Orlando and Central Florida.

Engineering/Maintenance - The mission of Engineering and Maintenance Services is to protect surface water and groundwater quality and the health of the citizens of Orlando by properly maintaining the Division's infrastructure, and developing new infrastructure to support future growth. This section of the Division is responsible to design, construct, inspect and maintain infrastructure to collect, convey, process, and reuse wastewater generated within the City's service area.

Process/Operations - The mission of Process and Operations Services is to protect human health and our environment through safe, effective, cost efficient conveyance, 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 nearly 800 miles of sanitary sewers and force mains in the wastewater collection system, and customer service related to sewer billing and over 200 lift stations located throughout the City.

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 Easterly Wetlands, the Environmental Laboratory and the Industrial Automation group. The Environmental Control program regulates and monitors industrial discharges and oversees the oil and grease program, environmental studies, evaluations and remediation projects within the City's limits.

Major Accomplishments

- The successful completion of the Phase II Eastern Regional Reclaimed Water Distribution System (ERRWDS) projects has greatly improved/increased the service capabilities of the existing Eastern Reclaimed Water System by providing final connection of the existing Eastern Service Area to the City's Iron Bridge Regional Water Reclamation Facility's reclaimed water storage and pumping system. This increased supply of approximately 25 million gallons per day of reclaimed water is anticipated to meet the reclaimed water capacity needs of the Eastern Regional System beyond the year 2025. In addition, the completion of this major project has allowed existing residential irrigation systems that are now being served by potable water to be switched over to reclaimed water service. Baldwin Park was converted to reclaimed water at the end of March 2011 saving nearly 1.0 million gallons per day of potable water. The ERRWDS system represents a significant positive water resource impact on the Floridan Aquifer which is currently the sole potable water supply source for the City of Orlando as well as the East Central Florida Region. The Division has also advanced design of future ERRWDS projects intended to optimize the use of the available supply of reclaimed water in the Eastern Service Area.
- To realize schedule and cost efficiency objectives, City crews are routinely performing repair and improvement work in the wastewater collection and reclaimed water systems instead of using contractors. As an example, crews from Sewer Evaluation & Maintenance (SEM) performed the connection of Baldwin Park to the reclaimed water system including the construction of a new meter and valve assembly.
- Provided a high level of service to our customers by responding to 22,000 requests for line locates and 250 calls regarding stopped sewers. In most cases, service was restored within one hour of receiving the customer's call. City crews video inspected and cleaned 12,000 feet of laterals.
- Video inspected nearly 50 miles and cleaned over 300 miles of collection system piping preserving the integrity of the system and preventing overflows.
- To achieve better treatment efficiency at a lower cost, the Division is evaluating odor control measures in the wastewater collection system including lift stations. Currently, the Division is implementing odor control improvements at one of the system's largest lift stations, Lift Station 248.
- Improving lift station pumping capabilities by upgrading key lift stations. Improvements to LS 5 are underway. Consultant selection will be completed soon for improvements to LSs 1 and 7 followed by a selection process for LS 3. These lift stations are critical to future development and redevelopment within the downtown core of the City.
- The Division's facilities conveyed, treated to high standards and reused over 13 billion gallons of wastewater.

Public Works Department

- The Orlando Easterly Wetlands continues to treat over 5 billion gallons annually removing 48% of the nitrogen and 68% of the phosphorus entering the Wetlands.
- The Industrial Automation Group is completing the reconfiguration of the SCADA system at the Water Conserv II WRF Facility to improve operations and process control. They have also been instrumental in developing the automation for the Super Critical Water Oxidation Project.
- The Division continues to work with the Orlando Utilities Commission (OUC) to implement Project RENEW, which potentially 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 WRF, will accommodate additional flows that may result from project RENEW.
- The Division is nearing completion of two major construction projects at the Water Conserv II facility. The electrical and power generation project is replacing all of the electrical infrastructure and emergency generators at the facility. The Master Pump Station and Equalization project is building a new master pumping station to accommodate the deep gravity lines that are currently surcharged. This project will also equalize the influent flows to the treatment plant which will dramatically lower our peaking factor and improve hydraulic and treatment efficiencies throughout the facility.
- Completed the design of process improvements to the Water Conserv II WRF and entered the bidding phase of the project. The planned improvements will improve the efficiencies of the aeration process, nitrogen removal and settling.
- Completed rehabilitation of the master pump station influent structure at the Iron Bridge Regional WRF. This project restored the integrity of the structure and the revised design is intended to provide reliable service for decades to come
- 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.
- Old and worn out equipment items are being replaced at the Iron Bridge WRF using City forces. This approach is saving money and restoring the reliability of the treatment processes.
- Complete selection of contractors for biosolids hauling and agricultural land application.
- Selected a partner who will develop a brown grease to bio-fuels facility on the site of the Water Conserv II WRF.
- The Environmental Control section regulates over 1,335 businesses that discharge waste that contain oil and grease to the collection system. This also includes 250 private sanitary sewer collection systems that discharge to the collection system. Implementation of the oil and grease management program has resulted in a 75% reduction in sewer system overflows caused by grease blockages. The main objectives of the oil and grease management program are to minimize the introduction of fat-soluble waste to the collection system and to reduce maintenance costs. The oil and grease program is self funded with a monthly administrative fee of \$20.00 per account to cover the cost of inspections and monitoring. The Surcharge Program recovers the cost of treating abnormally high strength wastewater generated by significant commercial users. The Surcharge Program has generated revenues of \$524,653.01 through the end of the third quarter of FY 2010.

Future Goals and Objectives

Engineering & Maintenance

Short Term

- Continue to promptly respond to stopped sewer calls to minimize sanitary sewer overflows and protect the public health.
- Continue maintaining the sanitary sewer system in a cost effective manner, through inspection, repair and replacement.
- Continue safety training to minimize accidents and injuries and to maintain 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.
- Staff will continue to evaluate new means of performing system repairs in an effort to boost productivity.

Medium Term

- Select engineering consultants for LS 1 and 7 improvements and start the design process.

Public Works Department

- Continue equipment replacement work at the Iron Bridge WRF.
- Complete design for conversion of canned lift stations to submersible stations and prepare for funding through the State Revolving Fund (SRF) in January 2011.
- Select engineering consultant for LS 3 improvements.

Long Term

- Advertise the following projects for bidding: Yucatan Drive Sanitary Sewer Replacement, Silver Star Force Main, Raper Dairy Road Sanitary Sewer Lining and Bruton Blvd. Sanitary Sewer Lining.
- Continue odor evaluations and improvements within the collection system.
- Staff will be identifying and prioritizing drainage basins within the service area that need repairs to control infiltration/inflow and improve operational efficiency.

Process/Operations

Short Term

- Continue efficient operations of the Division's three water reclamation facilities and remain in compliance with permit conditions.
- Staff will complete large scale renovation project at the Easterly Wetlands to remove accumulated organic matter, thereby, ensuring future nutrient removal capabilities. Work performed with City staff is expected to save over \$500,000.
- Continue working with the City's Brown Grease to Bio-Fuels partner in order to develop a viable project for both partners.
- Continue safety training to minimize accidents and injuries and to maintain productivity.

Medium Term

- 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.
- Select engineering consultant to design improvements to the Easterly Wetlands PS system so that all the reclaimed water produced at the plant can be sent to the wetlands. This work is being prompted by the proposed numeric nutrient criteria for surface waters.
- Continue evaluation of anaerobic digester improvements and determine path forward to restoration of components that require modification and/or replacement.

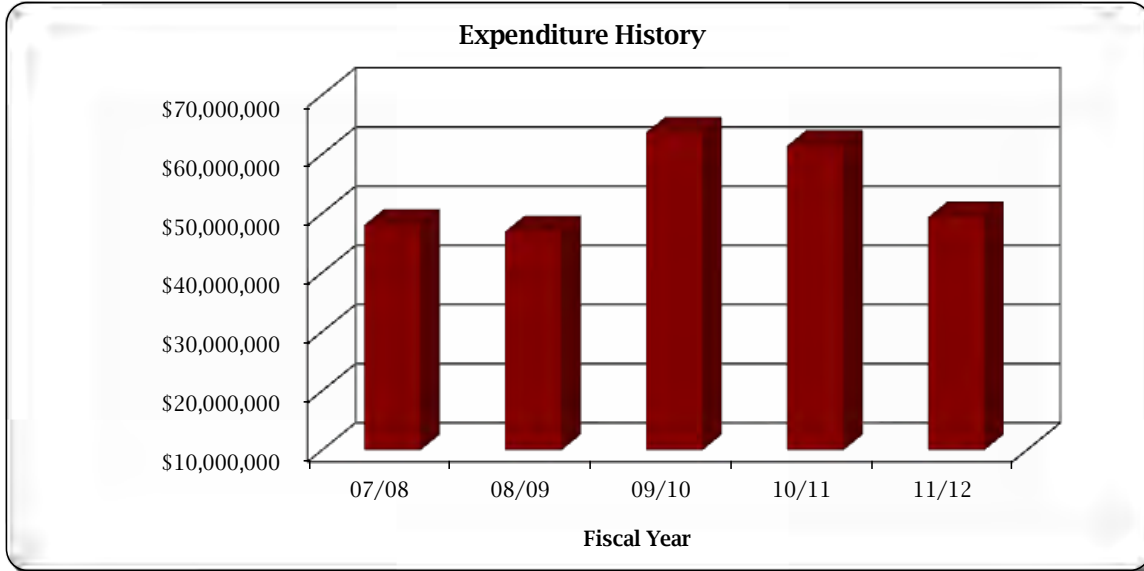
Long Term

- Staff will continue to work with its consultant on the Water Conserv II WRF to prepare for stricter regulation of total nitrogen in the reclaimed water.
- 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.
- Participate with Orange County on a project to augment the capacity of the transmission pipeline to deliver reclaimed water to the Conserv II Distribution Center.

Public Works Department

EXPENDITURE SUMMARY

Fund	2009/10	2010/11	2011/12	Change	
Office/Division	Actual	Revised	Adopted	to Adopted	%
Program Number and Name	Expenditures	Budget	Budget	Revised	Change
WASTEWATER REVENUE FUND #441					
Wastewater Division					
Wastewater Engineering/Maintenance Section					
341 Wastewater Administration	\$ 3,374,571	\$ 3,100,283	\$ 3,534,928	\$ 434,645	14.02%
343 Wastewater Asset Management	529,881	600,647	595,458	(5,189)	(0.86%)
344 System Evaluation & Maintenance	4,791,946	5,290,809	5,306,349	15,540	0.29%
Wastewater Process/Operations Section					
351 Water Conserv I	2,768,572	2,690,607	2,446,578	(244,029)	(9.07%)
352 Water Conserv II	6,979,524	8,538,510	7,988,381	(550,129)	(6.44%)
353 Iron Bridge	8,884,146	10,088,641	9,665,107	(423,534)	(4.20%)
354 Lift Station Operations	3,421,773	3,862,549	4,180,382	317,833	8.23%
355 Environmental Control	1,284,744	1,315,567	1,446,848	131,281	9.98%
357 Industrial Automation Group	1,741,678	2,183,567	2,264,093	80,526	3.69%
358 Environmental Lab Services	737,288	784,231	864,768	80,537	10.27%
359 Easterly Wetlands	383,177	1,541,632	430,214	(1,111,418)	(72.09%)
975 Nondepartmental - Wastewater Projects	28,615,572	19,953,405	10,654,712	(9,298,693)	(46.60%)
	193,642	1,502,424	-	(1,502,424)	(100.00%)
TOTAL -- WASTEWATER REVENUE FUND	\$ 63,706,512	\$ 61,452,872	\$ 49,377,818	\$ (12,075,054)	(19.65%)



Public Works Department

STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
<u>WASTEWATER REVENUE FUND #441</u>			
Wastewater Division/Engineering/Maintenance Section			
341 Wastewater Administration	16	16	16
343 Wastewater Asset Management	8	8	8
344 System Evaluation & Maintenance	50	49	49
Wastewater Division/Process/Operations Section			
351 Water Conserv I	12	10	10
352 Water Conserv II	27	27	27
353 Iron Bridge	37	37	37
354 Lift Station Operations	24	24	24
355 Environmental Control	15	15	15
357 Industrial Automation Group	22	22	22
358 Environmental Lab Services	7	7	7
359 Easterly Wetlands	3	3	3
TOTAL -- WASTEWATER REVENUE FUND	<u>221</u>	<u>218</u>	<u>218</u>

Public Works Department

CIP/Infrastructure Division

Mission Statement

Manage the design, construction and 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 pay applications, invoices, and change orders for City construction projects, helps ensure compliance with grant requirements, State Statutes and City Policies, and monitors the fiscal health 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 fifty-one capital projects either in the design/ engineering phase or under construction that are managed by the Division. The combined annual budgets for these projects amount to around \$90 - 110 million.

Major Accomplishments

- Completed the Management and Construction of the Federally Funded (ARRA) Grant Project Bumby Avenue Resurfacing Project valued at almost \$1,000,000
- Secured \$2 Million in Federal Funds for the Orlando Walks Citywide Sidewalk Project - providing for 18 miles of new sidewalks throughout the City
- Managed the Construction of \$8.8 Million President Barack Obama Parkway Project from Conroy Rd to Metrowest Blvd
- Secured approximately \$1 million in Federal Grants for the Orlando Urban Trail - Dinky Line Segment
- Initiated the design of the International Drive Congestion Management Improvements using \$607,000 in Federal Funds and worked with FDOT to identify an approach to securing \$3.7 million of Federal Funds for construction in the summer of 2013.
- Secured approximately \$500,000 in Federal Funds for Improvements to Gaston Edwards Park
- Secured \$500,000 in Federal Funds for the design of a segment of the Shingle Creek Trail
- Secured \$1.4 million in Federal Funds for Streetscape Improvements for Semoran Boulevard between Curry Ford Road and Colonial Drive
- Managed the design and construction of Venues infrastructure projects, including the Citrus Bowl Improvements.
- Delivered fifteen construction projects totaling over \$75 million within budget, including the following: Lake Eola Fountain Upgrade, the Events Center Parking Garage, various infrastructure projects tied to the Events Center, various ERRWDS projects throughout the City, Conserve Two Electrical Upgrades, Fire Station #9 and Iron Bridge Main Influent Channel Improvements.
- Delivered a number of CDBG funded projects for both the Housing and Families, Parks and Recreation departments including, ZL Riley Park, Gore Street Streetscape and the 436 Privacy Wall.
- The Division has continued to implement 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.
- Favorably negotiated numerous design-build and professional services contracts saving the City well over \$600 thousand.
- Completed implementation of a Project Management Software System (IPM) to improve the efficiency and effectiveness of project management and tracking.

Public Works Department

Future Goals and Objectives

Short Term

- Manage the Orlando Walks Construction Project and begin to identify the locations for Phase 2 Orlando Walks Project

Medium Term

- Complete the Design of the International Drive Congestion Management Project and secure the \$3.7 million in Federal Funds for the construction.
- Manage the construction of five projects funded with Federal Highway Administration Funds with a value of over \$18 million.

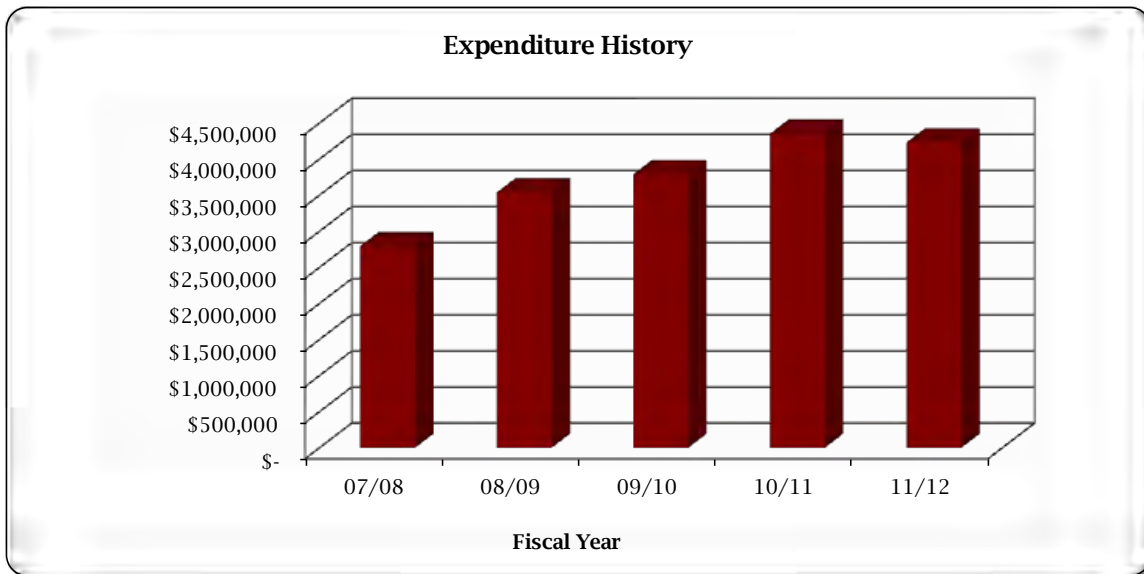
Long Term

- 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.
- 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 vertical projects.
- Refine the design-build procurement process following FDOT procedures so it can be used on other grant projects. This will help to make more of the City's projects production ready and can help attract available grant funding that must be committed in a current fiscal year.

Public Works Department

EXPENDITURE SUMMARY

Fund	2009/10	2010/11	2011/12	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.	\$ 505,758	\$ 598,844	\$ 616,158	\$ 17,314	2.89%
712 Project Engineering	709,618	860,809	846,572	(14,237)	(1.65%)
713 Construction Services	1,612,184	1,824,704	1,750,596	(74,108)	(4.06%)
714 Design Services	464,570	485,811	493,512	7,701	1.59%
964 NonDept.-Proj./Const.Mgmt.	501,133	583,845	526,140	(57,705)	(9.88%)
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 3,793,263	\$ 4,354,013	\$ 4,232,978	\$ (121,035)	(2.78%)
TOTAL -- CIP/INFRASTRUCTURE	\$ 3,793,263	\$ 4,354,013	\$ 4,232,978	\$ (121,035)	(2.78%)



STAFFING SUMMARY

	Actual 2009/2010	Revised Budget 2010/2011	Adopted Budget 2011/2012
CONSTRUCTION MANAGEMENT FUND #533			
CIP/Infrastructure Division			
711 CIP/Infrastructure Administration	6	7	7
712 Project Engineering	6	7	7
713 Construction Services	11	11	11
714 Design Services	4	4	4
TOTAL -- CONSTRUCTION MANAGEMENT FUND	27	29	29
TOTAL -- CIP/INFRASTRUCTURE	27	29	29

Public Works Department

Public Works Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Parking Division	Percent of tickets contested	0.14%	0.17%	1%
Solid Waste Management Division	Average Number of Residential and Commercial Complaints received	2,212	2,197	950

Fiscal

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Wastewater Division	Average O&M cost per 1,000 gallons of wastewater treated	\$0.93	\$1.00	\$1.15
Streets & Stormwater Services Division	Number of volunteer hours	7,489	11,156	5,800
Streets & Stormwater Services Division	Average cost per curb mile for street sweeping	\$15.78	\$36.07	36.99
Streets & Stormwater Services Division	Average cost of asphalt repair per square yard	\$48.10	\$39.01	\$35.62
Streets & Stormwater Services Division	Average annual cost per acre to maintain lake water quality.	\$171	\$170.88	152.69
Streets & Stormwater Services Division	Dollar amount of stormwater revenue collected	\$23,276,970.00	\$22,995,608.00	\$19,000,000
Streets & Stormwater Services Division	Annual administrative cost as a percentage of revenue collected.	6.8%	4.49%	1.78%
Solid Waste Management Division	Revenues from the residential collection	\$9,521,502.00	\$9,848,600.00	\$10,364,736
Solid Waste Management Division	Average Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Pick Up	\$23.95	\$23.72	\$23.75
Solid Waste Management Division	Average Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$17.19	\$17.72	\$17.89
Solid Waste Management Division	Average Cost per Month per Household for Recycling Collection	\$5.79	\$5.79	\$5.74
Solid Waste Management Division	Average Revenue per Month From Recycled Newsprint	\$4,007.08	\$3,955.50	\$4,068
Solid Waste Management Division	Revenues from the commercial collection	\$13,883,174.00	\$14,417,650.00	\$15,427,777
Solid Waste Management Division	Average Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$4.92	\$5.13	\$5.25
Solid Waste Management Division	Average Revenue per Month From On-Call Claw Truck Service	\$3,677.75	\$3,564.75	\$3,455
Public Works Department	Public Works Department Falling Within the "Normal" Range as Evidenced by Monthly Budget Financial Status Report	Yes	No	Yes

Public Works Department

Public Works Department Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of inspection of worksites and barricade locations completed per shift	95.06%	84.83%	93%
Streets & Stormwater Services Division	Average cycle time in working days to clean residential streets	24.92	20	20
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	993.49	976.25	755
Transportation Engineering Division	Linear feet of twisted-pair cable replaced	54,172	50,200	40,000
Transportation Engineering Division	Percentage of locate requests investigated within 48 hours	98%	100%	100%
Transportation Engineering Division	Percentage of Repair or Replace requests completed within 24 hours	93%	99%	99%
Transportation Engineering Division	Intersections Analyzed - The number of Safety Studies conducted on signalized intersections	N/A	6	10
Solid Waste Management Division	Tons of Residential MSW collection	63,356	60,456	47,665
Solid Waste Management Division	Tons of recycled materials	4,889	4,976	5,159
Solid Waste Management Division	Tons of Commercial MSW collection	82,610	81,135	79,646
Wastewater Division	Percent completion of scheduled Reclamation Facility Preventive Maintenance tasks	94.19%	94.38%	95%
Wastewater Division	Percent completion of scheduled Lift Station inspections	73.58%	84%	90%
Wastewater Division	Percent completion of scheduled Lift Station Preventive Maintenance tasks	93.25%	88.75%	95%
Wastewater Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	71.60%	65.36%	90%
Wastewater Division	Percent of damaged laterals with service out of order restored to service within 24 hours	100%	100%	100%
Wastewater Division	Percent of damaged main lines restored to service within 24 hours	100%	100%	100%
Wastewater Division	Percent of failed force mains repaired to service within 24 hours	97.23%	100%	100%
Wastewater Division	Average footage of cleaned sewer lines per month	1,715,300	2,204,376	125,000

Public Works Department

Public Works Department Operational Performance

Balanced Scorecard Report

Outcome & Mission

Organizational Unit	Performance Indicator	2009/10	2010/11	2011/12
		Actual	Estimated	Proposed
Wastewater Division	Percent compliance with Federal & State permit standards for wastewater process performance	100%	99.99%	100%
Wastewater Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%
Streets & Stormwater Services Division	Percent of lakes with degrading water quality.	5.4%	4.3%	4.3%

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 of capital improvements that includes publicly funded federal, state, or local projects, and may include privately funded projects for which the City has no fiscal responsibility. Projects necessary to ensure that any adopted level-of-service standards are achieved and maintained for the 5-year period must be identified as either funded or unfunded and given a level of priority for funding. 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 five-year schedule of capital improvements. Modifications to update the 5-year capital improvement schedule may be accomplished by ordinance and are not considered amendments to the Growth Management Plan.

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 periodically implements a personal computer replacement program over multiple years and also undertakes similar programs for equipment 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. 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.

The majority of the projects in the Capital Budget are described on [pages 386 to 391](#). The entire financing plan along with more detailed project descriptions can be found in the companion City publication entitled ***2011-2016 Capital Improvement Program***.

The 2011/2012 Adopted Capital Budget by Fund schedule starting on [page 369](#) indicates if the project is part of the CIE and 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: 93-812-003	PROJECT NAME: Pres. Barack Obama Parkway	FINANCIAL PROJECT #	PAGE					
DEPARTMENT: ECONOMIC DEVELOPMENT		PRIORITY: Critical Deficiency		2491						
DIVISION: TRANSPORTATION PLANNING										
PROBLEM IDENTIFICATION OR NEED: Based on the City's adopted Thoroughfare Plan, future growth projections and transportation modeling, President Barack Obama Parkway has been identified as a future roadway deficiency and road network connectivity improvements will be needed. The overall corridor is from Old Winter Garden Road to Conroy Road.				PROJECT RANKING Department Rating 1.3 CIE Requirement Y						
RECOMMENDED SOLUTION (PROJECT DESCRIPTION): An overall study of the corridor and design to the 30% level was initiated in 2005/07. The final design and construction will occur in segments. The segments of the roadway are as follows: Segment 1 - Conroy Rd. to LB McLeod Rd. - In Design Segment 2 - LB McLeod Rd. to Metrowest Blvd. - In Design Segment 3 - Metrowest Blvd. Extension-Eagle Nest Park to Obama Pkwy. Segment 4 - Metrowest Blvd. to Raleigh Segment 5 - Raleigh St. to Carter St. Segment 6 - Carter St. to Old Winter Garden/Pine Hills Rd.				CONTACT: Charles Ramdatt 3186 REMARKS The roadway will be designed as a four lane divided arterial with a parallel multi-use path. Segments 1-3 are funded for construction. Funding in 2010/11 is for segments 4-6 design and ROW. IFT-Southwest						
\$1M request for FY2011-12 is additional ROW acquisition-Suddath Vanlines				SERVICE AREA CLUSTER 3						
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR				LOCATION						
FUND	2011/12	2012/13	2013/14	2014/15	2015/16	FIVE YR	LATER	PRIOR	Total	
IFT	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$21,466,250	\$22,466,250	
OF	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$0	\$5,000,000	
ALL	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000	\$5,000,000	\$21,466,250	\$27,466,250	
PROJECT COST BY PHASE				IMPACT ON OPERATING COST (+/-)						
Project Phasing		Estimated Time		Estimated Cost						
Description		From	To							
Consultant Design of Signalization and TCP				\$92,000		Salaries, Wages, Benefits \$0				
City Design/PM				\$508,750		Operating Costs \$50,000				
Right of Way Acquisition				\$800,000		Other Capital Costs \$0				
Roadway construction				\$17,000,000		Total Annual Operating Costs: \$50,000				
Geotechnical testing for Construction				\$75,000						

Capital Improvements and Debt

FY 2011/2012 Capital Budget Calendar

December 2010

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 2011

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 2011

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 2011

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 2011

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 2011

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

June 2011

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 2011

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 2011

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 2011

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 2011

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 2011

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 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.

January
31 Project request input complete and ready for review by the Office of the CAO and the Office of Business and Financial Services.

March - June
Project review and analysis.

May
25 Project request review with Departments, the Office of the CAO and the Office of Business and Financial Services.

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
12 First public hearing to adopt proposed millage rate, operating budget and Capital Budget.
19 Second public hearing to adopt proposed millage rate, operating budget and Capital Budget.

October
1 Implementation of adopted budget

November-December
CIP document published.

Capital Improvements and Debt

FUNDING SOURCES FOR CAPITAL PROJECTS

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 2011/12 the City Council set aside \$4.7 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.

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

FUNDING SOURCES FOR CAPITAL PROJECTS

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 2011/2012.

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 2011/2012 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2011/2012 Budget Resolution and is considered the approved capital budget.

	<u>2011/12</u>	<u>Function</u>	<u>CIE</u>
Capital Improvement (General Fund)			
Community Capital	\$ 420,000	GEN	N
Fire Equipment Replacement	1,000,000	PSF	N
Hazardous Sidewalk Repair	300,000	TRA	N
Pavement Rehabilitation	1,000,000	TRA	N
School Safety Sidewalk Program	400,000	TRA	Y
Technology Enhancement Projects	1,500,000	GEN	N
Unallocated/Reserved for Future Projects	100,000	GEN	N
General Fund Contribution Total	\$ 4,720,000		
Capital Improvement (CIP Fund Balance)			
Strategic Land Acquisition	\$ 3,000,000	EDV	N
CIP Fund Balance Allocation Total	\$ 3,000,000		
Gas Tax			
Area Wide Signal System Fiber Interconnect	\$ 100,000	TRA	Y
Crystal Lk./Maguire Blvd. Debt Service	200,000	TRA	N
Hazardous Sidewalk Repair	200,000	TRA	N
Intersection Safety Improvements	94,000	TRA	N
Lee Vista Blvd. Debt Service	549,663	TRA	N
Lymmo East/West Extension	460,000	TRA	Y
LYNX Annual Contribution	3,482,292	TRA	Y
Narcossee Rd. Debt Service - SR 528 to SR 417	1,814,050	TRA	N
New Traffic Signal Locations	94,000	TRA	N
Pavement Rehabilitation	600,000	TRA	N
School Safety Sidewalk Program	100,000	TRA	Y
Traffic Counts and Travel Time Studies	94,000	TRA	N
Trail Projects	95,000	REC	N
Gas Tax Total	\$ 7,883,005		
Other Funds			
Citrus Bowl Improvements	\$ 80,462	REC	N
Iron Bridge Equipment Replacement	279,852	WAS	N
Iron Bridge Flume Repair	483,400	WAS	N
Iron Bridge Low Voltage Improvements	966,800	WAS	N
Iron Bridge Odor Control Improvements	483,400	WAS	N
Iron Bridge Wetlands Pump Station Improvements	96,680	WAS	N
Other Funds Total	\$ 2,390,594		

Continued on next page

Capital Improvements and Debt

FY 2011/2012 Adopted Capital Budget by Fund

	<u>2011/12</u>	<u>Function</u>	<u>CIE</u>
Service Charges			
5100 L.B. McLeod Rd Parking Area	\$ 350,000	WAS	N
Azalea Park Collection System	150,000	WAS	N
Boggy Creek/417 Force Main Relocation	600,000	WAS	N
Dean Road Slipline	500,000	WAS	N
Downtown District Sewer Implementation	500,000	WAS	N
Iron Bridge Equipment Replacement	299,073	WAS	N
Iron Bridge Flume Repair	516,600	WAS	N
Iron Bridge Low Voltage Improvements	1,033,200	WAS	N
Iron Bridge Odor Control Improvements	516,600	WAS	N
Iron Bridge Wetlands Pump Station Improvements	103,320	WAS	N
Ivanhoe Blvd. Wastewater Improvements	500,000	WAS	N
Lift Station 2 Collection System Piping	150,000	WAS	N
Lift Station Odor Control Improvements	1,000,000	WAS	N
Lift Station Rehabilitation	5,000,000	WAS	N
Lift Station Sensor Replacement	150,000	WAS	N
Lift Station Telemetry Replacement	200,000	WAS	N
Lift Stations - Underground Rehabilitation	1,050,000	WAS	N
Line Sewers	500,000	WAS	N
Marks Street Sewer Replacement	475,000	WAS	N
Par Street Wastewater Improvements	200,000	WAS	N
Parking Access and Revenue Control System (PARCS)	2,000,000	TRA	N
Raper Dairy Road Pipe Repair	150,000	WAS	N
Rapid Response Construction	500,000	WAS	N
Richmond Street Wastewater Improvements	200,000	WAS	N
Sewage ARV Replacement	150,000	WAS	N
Water Conserv I Pump Station	1,250,000	WAS	N
Water Conserv II Gas Holder Rehab	1,000,000	WAS	N
Water Conserv II Reclaimed Pump Replacement	2,000,000	WAS	N
Water Conserv II RIB Upgrades	300,000	WAS	N
Water Conserv II Trans. Pipeline Booster Pump Station	150,000	WAS	N
Yucatan Dr. Sewer Replacement	1,700,000	WAS	N
Service Charges Total	\$ 23,193,793		
Sewer Capacity Charges			
Bruton Blvd. Slipline	\$ 1,200,000	WAS	N
Dahlia Drive Sewer Replacement	1,125,000	WAS	N
Sewer Capacity Charges Total	\$ 2,325,000		

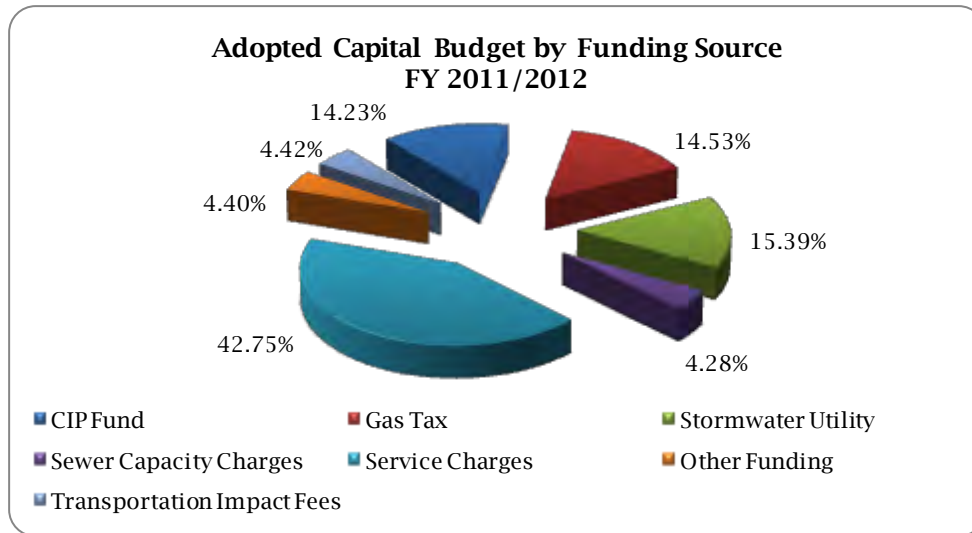
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Capital Improvements and Debt

FY 2011/2012 Adopted Capital Budget by Fund

	<u>2011/12</u>	<u>Function</u>	<u>CIE</u>
Stormwater Utility Fee			
Colonial/Maguire Drainage Improvements	\$ 400,000	STR	N
Drainage Well Enhancement	375,000	STR	Y
Drainwell Repair and Rehabilitation	375,000	STR	N
East Lake Arnold Drainage	400,000	STR	N
Emergency Spill Cleanup	50,000	STR	N
Fairgreen Street Drainage Improvements	250,000	STR	N
Flood Studies	150,000	STR	N
Ivanhoe Boulevard Drainage	900,000	STR	N
Lake Enhancement Improvements	300,000	STR	Y
Lake Ivanhoe/Lake Formosa Interconnect	500,000	STR	N
Lake Lawsona/Lake Greenwood Interconnect	500,000	STR	N
Lake Notasulga/Haralson Estates	401,325	STR	N
Mitigation Area Maintenance	200,000	STR	N
Pasadena Street Drainage Improvements	400,000	STR	N
Rapid Response Construction	400,000	STR	N
Sandbar Removal	200,000	STR	N
Shine Ave./Colonial Drainage Improvements	400,000	STR	N
Stormwater Monitoring	50,000	STR	N
Stormwater System Construction	500,000	STR	N
Stormwater System Evaluation	600,000	STR	N
System Repair and Rehabilitation	500,000	STR	Y
TMDL Implementation	400,000	STR	N
Underdrain Construction	100,000	STR	N
Stormwater Utility Total	\$ 8,351,325		
Transportation Impact Fees			
Crystal Lk./Maguire Blvd. Debt Service	\$ 588,090	TRA	N
John Young Parkway Debt Service	402,510	TRA	N
President Barack Obama Parkway	1,000,000	TRA	Y
Raleigh Street Intersection Improvements	200,000	TRA	N
Trail Projects	105,000	REC	N
Transportation Studies/Professional Services	100,000	TRA	N
Transportation Impact Fees Total	\$ 2,395,600		
CIP Total	\$ 54,259,317		

Capital Improvements and Debt



FUNDING SOURCE	FUNDING AMOUNT	
	FY 2011/2012	% of TOTAL
Service Charges	\$ 23,193,793	42.75%
Stormwater Utility	8,351,325	15.39%
Gas Tax	7,883,005	14.53%
CIP Fund	7,720,000	14.23%
Transportation Impact Fees	2,395,600	4.42%
Other Funding	2,390,594	4.40%
Sewer Capacity Charges	2,325,000	4.28%
Total	\$ 54,259,317	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 30 projects in FY 2011/2012 totaling \$21,193,793. The remaining \$2,000,000 is for one project funded from Parking Service Charges.

The Stormwater Utility Fee is expected to generate \$22.5 million in FY 2011/2012. A portion is reserved for capital improvements, with the balance reserved for operating and maintenance expenses. Stormwater improvements during FY 2011/2012 will include 23 projects at a cost of \$8.4 million.

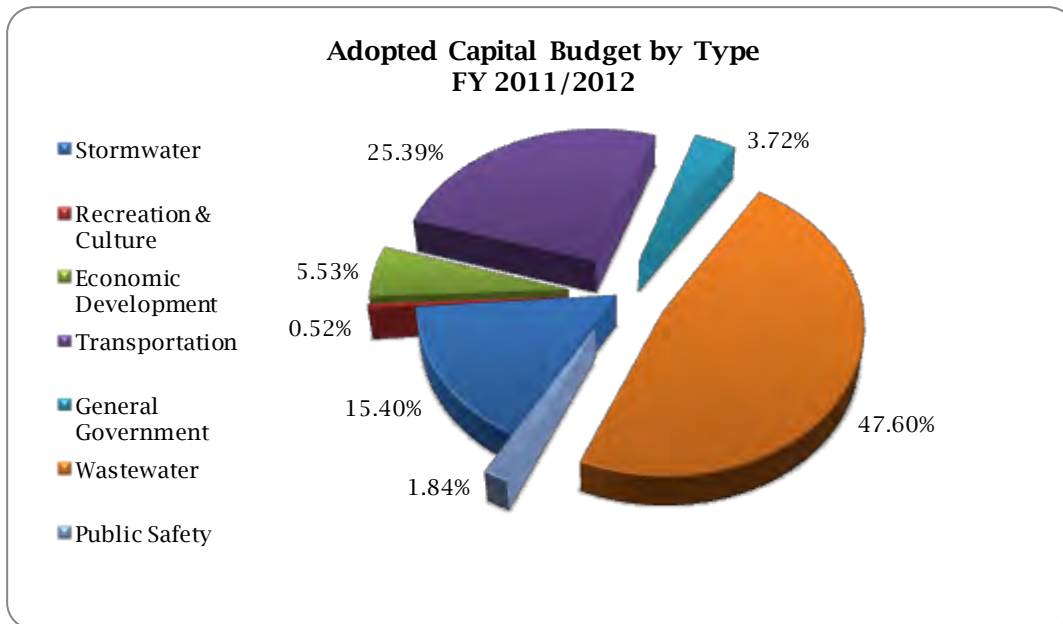
Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. The City of Orlando’s portion of the total net revenue is 21.02%, which is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Gas Tax will fund nine projects, debt service on three completed projects and a contribution to the local bus system in FY 2011/12.

Capital Improvements and Debt

USES OF FUNDS

Capital Budget expenditures are categorized by one of eight service types. The service types are as follows:

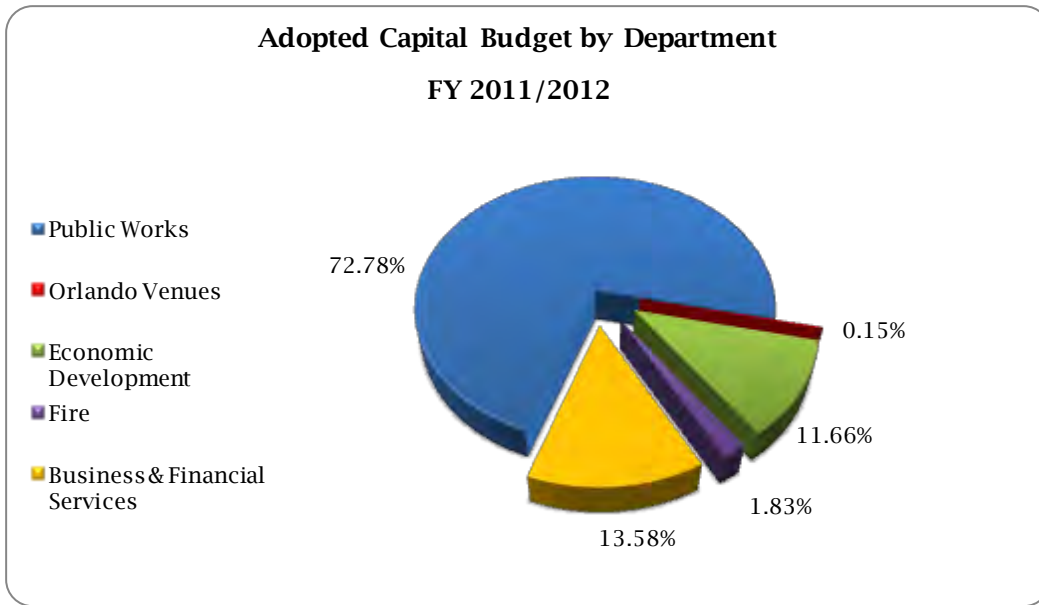
- Economic Development
- General Government
- Public Safety
- Recreation and Culture
- Solid Waste
- Stormwater
- Transportation
- Wastewater



TYPE	FUNDING AMOUNT	
	FY 2011/2012	% of TOTAL
Wastewater	\$ 25,828,925	47.60%
Transportation	13,778,605	25.39%
Stormwater	8,351,325	15.40%
Economic Development	3,000,000	5.53%
General Government	2,020,000	3.72%
Public Safety	1,000,000	1.84%
Recreation & Culture	280,462	0.52%
Total	\$ 54,259,317	100.00%

Wastewater projects capture 48 percent of funding, transportation projects account for 26 percent and stormwater 15 percent of the total expenditures, for a combined total of 89 percent. Public Safety, Recreation and Culture, Economic Development 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, Economic Development, General Government and Public Safety rely heavily on CIP funding. Transportation projects have dedicated sources in Gas Tax and Transportation Impact Fees, but also rely on a variety of other sources.

Capital Improvements and Debt

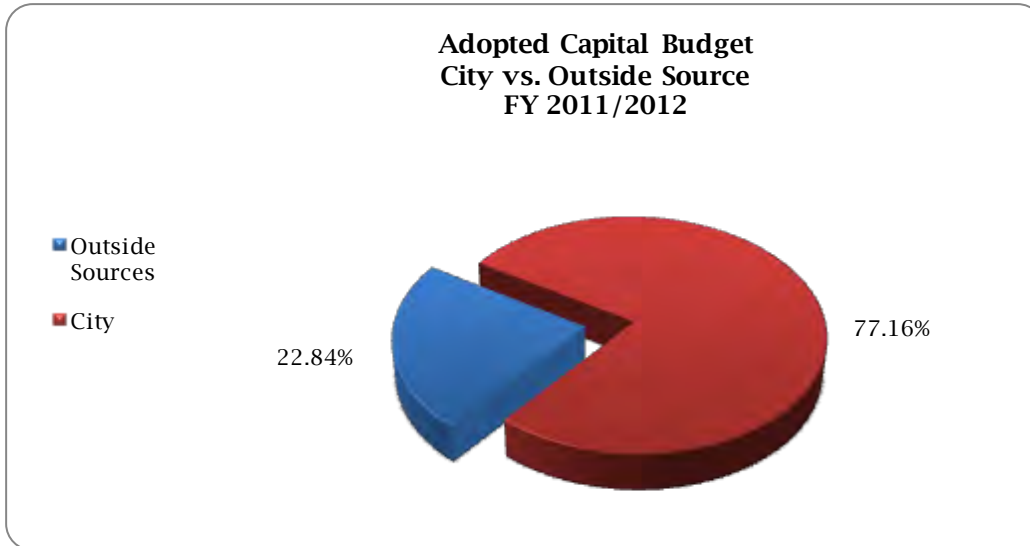


DEPARTMENT	FUNDING AMOUNT	
	FY 2011/2012	% of TOTAL
Public Works	\$ 39,488,250	72.78%
Business & Financial Svcs.	7,366,223	13.58%
Economic Development	6,324,382	11.66%
Fire	1,000,000	1.83%
Orlando Venues	80,462	0.15%
Total	\$ 54,259,317	100.00%

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 2011/2012</u>	<u>% of TOTAL</u>
City	\$ 41,868,723	77.16%
Outside Sources	12,390,594	22.84%
Total	\$ 54,259,317	100.00%

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, \$10 million of the project total listed under Service Charges is considered State Aid. That dollar amount is anticipated to be funded by the State Revolving Loan Fund (SRF) in FY 2011/12. The specific projects to be funded remain to be determined. Sewer Service Charges would then provide funding for the resulting debt service.

Capital Improvements and Debt

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

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.

Some capital projects may require debt financing, resulting in scheduled annual debt service payments. 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 394 through 406](#). 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 996 miles of streets within the City, with the City responsible for maintaining over 692 miles. There are also over 800 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.

The estimated known impacts of capital projects on the operating budget are outlined on the following page.

Continued on next page

Capital Improvements and Debt

	Estimated Annual Operating Cost	Estimated Annual Total Cost	<u>Comments</u>
Capital Improvement Fund			
Community Capital	\$ 11,000	\$ 11,000	maintenance
Capital Improvement Fund Total	<u>\$ 11,000</u>	<u>\$ 11,000</u>	
Gas Tax			
Area Wide Signal System Fiber Interconnect	\$ 101,200	\$ 101,200	supplies/software support
New Traffic Signal Locations	44,418	44,418	supplies/replace parts
Gas Tax Total	<u>\$ 145,618</u>	<u>\$ 145,618</u>	
Stormwater Utility Fee			
Lake Enhancement Improvements	\$ 3,000	\$ 3,000	replace parts
System Repair and Rehabilitation	2,000	2,000	repairs
Stormwater Utility Total	<u>\$ 5,000</u>	<u>\$ 5,000</u>	
Transportation Impact Fees			
President Barack Obama Parkway	\$ 50,000	\$ 50,000	landscaping contract
Transportation Impact Fees Total	<u>\$ 50,000</u>	<u>\$ 50,000</u>	
Operating Cost Impact Total	<u><u>\$ 211,618</u></u>	<u><u>\$ 211,618</u></u>	

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 2011/2012 Capital Budget are these type of projects, the impact on the FY 2011/2012 operating budget, particularly in the General Fund, is negligible.

A listing of repair, renovation, replacement and maintenance projects is shown below. This represents almost 37% of the Capital Budget total.

	<u>2011/12</u>
Dahlia Drive Sewer Replacement	\$ 1,125,000
Drainwell Repair and Rehabilitation	375,000
Fire Equipment Replacement	1,000,000
Hazardous Sidewalk Repair	500,000
Iron Bridge Equipment Replacement	578,925
Iron Bridge Flume Repair	1,000,000
Iron Bridge Low Voltage Improvements	2,000,000
Ivanhoe Blvd. Wastewater Improvements	500,000
Lift Station Rehab	5,000,000
Lift Station Sensor Replacement	150,000
Lift Station Telemetry Replacement	200,000
Lift Stations Underground Rehabilitation	1,050,000
Par Street Wastewater Improvements	200,000
Pavement Rehabilitation	1,600,000
Raper Dairy Road Pipe Repair	150,000
Reline Concrete Sewers	500,000
Richmond Street Wastewater Improvements	200,000
Sewage ARV Replacement	150,000
System Repair and Rehabilitation	500,000
Water Conserv II Gas Holder Rehab	1,000,000
Water Conserv II Reclaimed Pump Replacement	2,000,000
Yucatan Drive Sewer Replacement	1,700,000
	<u>\$ 20,353,925</u>

Capital Improvements and Debt

RECURRING AND NON-RECURRING CAPITAL PROJECTS

For the FY 2012 Capital Budget, projects have been classified as either recurring or non-recurring projects. Recurring capital expenditures are those that are included in almost every budget and will have no significant impact on the operating budget. Examples of this include the purchase of vehicles as part of the fleet's replacement schedule and the planned routine cycle of replacing technology equipment. Non-recurring capital expenditures would be new projects that occur infrequently, would be considered non-routine and may have an impact on the operating budget. Examples include the construction of a new City building or a Park, increasing the number of City vehicles, etc.

<u>Recurring Capital Projects</u>	<u>FY 2011/2012 Budget</u>
Area Wide Signal System Fiber Interconnect	\$ 100,000
Citrus Bowl Improvements	80,462
Community Capital	420,000
Crystal Lk./Maguire Blvd. Debt Service	788,090
Drainwell Repair and Rehabilitation	375,000
Drainage Well Enhancement	375,000
Emergency Spill Cleanup	50,000
Fire Equipment Replacement	1,000,000
Flood Studies	150,000
Hazardous Sidewalk Repair	500,000
Intersection Safety Improvements	94,000
Iron Bridge Equipment Replacement	578,925
John Young Parkway Debt Service	402,510
Lake Enhancement Improvements	300,000
Lee Vista Blvd. Debt Service	549,663
Lift Station Telemetry Replacement	200,000
Line Sewers	500,000
LYNX Annual Contribution	3,482,292
Mitigation Area Maintenance	200,000
Narcoossee Rd. Debt Service - SR 528 to SR 417	1,814,050
Pavement Rehabilitation	1,600,000
Rapid Response Construction - Stormwater	400,000
Rapid Response Construction - Wastewater	500,000
School Safety Sidewalk Program	500,000
Sandbar Removal	200,000
Stormwater Monitoring	50,000
Stormwater System Construction	500,000
Stormwater System Evaluation	600,000
System Repair and Rehabilitation	500,000
Technology Enhancement Projects	1,500,000
TMDL Implementation	400,000
Traffic Counts and Travel Time Studies	94,000
Transportation Studies/Professional Services	100,000
Unallocated/Reserved for Future Projects	100,000
Underdrain Construction	100,000
Total	<u>\$ 19,103,992</u>

Capital Improvements and Debt

RECURRING AND NON-RECURRING CAPITAL PROJECTS

<u>Non-Recurring Capital Projects</u>	<u>FY 2011/2012 Budget</u>
5100 L.B. McLeod Rd Parking Area	\$ 350,000
Azalea Park Collection System	150,000
Boggy Creek/417 Force Main Relocation	600,000
Bruton Blvd. Slipline	1,200,000
Colonial/Maguire Drainage Improvements	400,000
Dahlia Drive Sewer Replacement	1,125,000
Dean Road Slipline	500,000
Downtown District Sewer Implementation	500,000
East Lake Arnold Drainage	400,000
Fairgreen Street Drainage Improvements	250,000
Iron Bridge Flume Repair	1,000,000
Iron Bridge Low Voltage Improvements	2,000,000
Iron Bridge Odor Control Improvements	1,000,000
Iron Bridge Wetlands Pump Station Improvements	200,000
Ivanhoe Blvd. Wastewater Improvements	500,000
Ivanhoe Boulevard Drainage	900,000
Lake Ivanhoe/Lake Formosa Interconnect	500,000
Lake Lawsona/Lake Greenwood Interconnect	500,000
Lake Notasulga/Haralson Estates	401,325
Lift Station 2 Collection System Piping	150,000
Lift Station Odor Control Improvements	1,000,000
Lift Station Rehabilitation	5,000,000
Lift Station Sensor Replacement	150,000
Lift Stations - Underground Rehabilitation	1,050,000
Lymmo East/West Extension	460,000
Marks Street Sewer Replacement	475,000
New Traffic Signal Locations	94,000
Par Street Wastewater Improvements	200,000
Parking Access and Revenue Control System (PARCS)	2,000,000
Pasadena Street Drainage Improvements	400,000
President Barack Obama Parkway	1,000,000
Raper Dairy Road Pipe Repair	150,000
Raleigh Street Intersection Improvements	200,000
Richmond Street Wastewater Improvements	200,000
Sewage ARV Replacement	150,000
Shine Ave./Colonial Drainage Improvements	400,000
Strategic Land Acquisition	3,000,000
Trail Projects	200,000
Water Conserv I Pump Station	1,250,000
Water Conserv II Gas Holder Rehab	1,000,000
Water Conserv II Reclaimed Pump Replacement	2,000,000
Water Conserv II RIB Upgrades	300,000
Water Conserv II Trans. Pipeline Booster Pump Station	150,000
Yucatan Dr. Sewer Replacement	1,700,000
Total	\$ 35,155,325

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 \$29,512,463. It carries an interest rate of 2.6% and provides for semi-annual principal and interest payments of \$935,660 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 that began in September 2010.

The fourth loan authorized in FY 2006 was originally for \$6,330,000 and was later amended to \$29,030,360. It carries an interest rate of 2.56% and provides for semi-annual principal and interest payments of \$994,072 beginning in December 2011.

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 \$553,071 that began in February 2009.

The \$10 million in FY 2011/2012 as 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

<u>Fiscal Year</u>		
2011	\$	3,079,747
2012		3,460,840
2013		3,460,840
2014		3,460,840
2015		3,460,840
2016-2020		17,304,199
2021-2025		17,304,198
2026-2030		8,337,724
2031-2035		381,092
	\$	<u>60,250,320</u>

Capital Improvements and Debt

Anticipated Savings, Revenues and Other Benefits of Capital Projects

Although not quantifiable at this time, a number of projects may have future savings, additional revenue or positive environmental impacts. The applicable projects are discussed below.

Lift Stations—Underground Rehabilitation—this type of lift station is considered a permit-required confined space. Per safety regulations, in order to enter confined space permitted areas, a two-man crew, fall protection and gas monitor are required. Lift Station employees must enter these areas for inspections and maintenance. The new equipment will eliminate the safety hazard and liability associated with entering confined spaces.

Super Critical Water Oxidation— the Wastewater Division spends in excess of \$800,000 for land application of wastewater sludge generated at the Iron Bridge and Water Conserv II Water Reclamation Facilities. Costs continue to escalate due to competition for rapidly diminishing land application sites and site permitting fees. Land application is being phased out throughout Central Florida due to residential encroachment into previously agricultural areas. Super Critical Water Oxidation presents significant potential for capital and operational cost savings. There are projected environmental benefits as well. The resultant products of this process are carbon dioxide, water and small amounts of inert substances.

Capital Improvements and Debt

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

The following is a listing and detailed description of projects included in the FY 2011/2012 adopted capital budget that are funded at \$1 million or more. These projects account for 64% of the Capital Budget and may incorporate a mix of funding sources. Further information on these projects can be found in the Capital Improvement Program document available from the Office of Business and Financial Services.

	<u>2011/12</u>
Lift Station Rehabilitation	\$ 5,000,000
LYNX Annual Contribution	3,482,292
Strategic Land Acquisition	3,000,000
Iron Bridge Low Voltage Improvements	2,000,000
Parking Access and Revenue Control System (PARCS)	2,000,000
Water Conserv II Reclaimed Pump Replacement	2,000,000
Narcoossee Rd. Debt Service - SR 528 to SR 417	1,814,050
Yucutan Dr. Sewer Replacement	1,700,000
Pavement Rehabilitation	1,600,000
Technology Enhancement Projects	1,500,000
Water Conserv I Pump Station	1,250,000
Bruton Blvd. Slipline	1,200,000
Dahlia Drive Sewer Replacement	1,125,000
Lift Stations - Underground Rehabilitation	1,050,000
Fire Equipment Replacement	1,000,000
Iron Bridge Flume Repair	1,000,000
Iron Bridge Odor Control Improvements	1,000,000
Lift Station Odor Control Improvements	1,000,000
President Barack Obama Parkway	1,000,000
Water Conserv II Gas Holder Rehab	1,000,000
	<u>\$ 34,721,342</u>

Continued on next page

Capital Improvements and Debt

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

Lift Station Rehabilitation—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 the City's 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.

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.

Strategic Land Acquisition—It often becomes necessary for the City to purchase land for a variety of reasons. Alternatively, the City periodically becomes aware of property for sale which, upon evaluation meets a present or anticipated planning need. A dedicated funding source should be established for this purpose.

Iron Bridge Low Voltage Improvements—The existing low voltage electrical system at the Iron Bridge Water Reclamation Facility is reaching the end of its useful life. The existing low voltage switch gear, transformers and motor control centers will be replaced.

Parking Access and Revenue Control System (PARCS)—The current PARCS consists of hardware and components dating back 13 years with software dating back nine years. Nine of the fee computers are currently obsolete including main servers, ticket dispensers and parking gates. None of the obsolete equipment is under a service agreement. If any of this obsolete equipment fails, new equipment will have to be added compounding the current problem. The system crashes often resulting in overtime and poor customer service. There are problems with data corruption and card access history lapses resulting in ineffectiveness and inefficiencies within the operation. The current system is not credit card enabled and does not have web-based functionalities that would permit a customer to purchase and pay for parking on line. This system does not allow management real time access via a web connection to revenue, count, gate cycle and card access reporting. Efficient and timely space management and traffic control are critical to support the Amway Center in the core downtown area and will become more of a factor when the new DPAC opens.

Water Conserv II Reclaimed Pump Replacement—The pumps for the Reclaimed Water Transmission Pump Station at the Water Conserv II Water Reclamation Facility are over 20 years old. They have operated successfully to transport reclaimed water to the Water Conserv II Distribution Center where reclaimed water is distributed to customers in east Orange and east Lake Counties. As the pumps age, their efficiency and reliability decrease and maintenance requirements increase.

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.

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.

Continued on next page

Capital Improvements and Debt

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (\geq \$1 million)

Pavement Rehabilitation—A continuing program of pavement rehabilitation is required to maintain in excess of 630 miles of pavement within the City of Orlando. Pavement surfaces have a life of approximately 15 years depending upon traffic loading, environment and drainage conditions. An updated condition assessment completed in December 2006 indicates that Orlando's average pavement condition is relatively good and a budget of \$2.5M is required to keep the conditions at the same level. Pavement rehabilitation spending below \$2.5M will result in overall declining pavement surface conditions. Deferring maintenance costs will result in a significant backlog of needs.

Technology Enhancement Projects—The funding of this project is designated to the continuous upkeep and improvement of the City's technology infrastructure, which will include all enterprise hardware and software that will benefit the network, servers, desktop, operating systems, storage and overall security systems.

Water Conserv I Pump Station—The Water Conserv I Water Reclamation Facility (WRF) will be decommissioned within two years. However, some areas of the facility will continue to operate as it receives raw wastewater from the Conserv I service area, pumps raw wastewater to Iron Bridge and repumps reclaimed water into the distribution system. One of the process areas that will have to be improved is the pump into the wastewater force main that will transport the wastewater to the Iron Bridge WRF.

Bruton Blvd. Slipline—The sanitary sewer collection system on Bruton Boulevard handles the wastewater generated in major sections of western Orlando. Recently, the capacity of the collection system has been compromised by solids deposition in the line and deterioration of the pipe.

Dahlia Drive Sewer Replacement—The gravity sewer collection system on Dahlia Drive, upstream of Lift Station #12, is undersized and experiences supercharged conditions during periods of high flow.

Lift Stations - Underground Rehabilitation—The City of Orlando Lift Stations section currently maintains 201 wastewater lift stations located throughout the City. Twenty two (22) of these lift stations are underground stations that were installed between 1955 and 1968. The stations range from 15-25 feet deep. These underground stations have to be entered through a "man way" by means of a vertical ladder. These stations are becoming obsolete, making it difficult to obtain parts. This type of lift station is also considered a permit-required confined space. Per safety regulations, in order to enter confined space permitted areas, a two-man crew, fall protection and gas monitor are required. Lift Station employees must enter these areas for inspections and maintenance.

Fire Equipment Replacement—Fire Rescue Operations utilizes complex equipment that must be replaced on cycles according to conditions or standards. Equipment such as fire hose, extrication equipment, self contained breathing apparatus, air bottles, EMS defibrillators, bunker gear and other equipment that needs replacement at the discretion of the Fire Chief within budgeted allotment.

Iron Bridge Flume Repair—The sheet pilings that form the sidewalls of Iron Bridge Water Reclamation Facility have deteriorated and are structurally unsound thus needing repairs during Fiscal Year 2012.

Iron Bridge Odor Control Improvements—The biofilter system at Iron Bridge has exceeded its useful life span. The filter media has been replaced several times and fails very quickly causing odor control problems.

Capital Improvements and Debt

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$1 million)

Lift Station Odor Control Improvements—Hydrogen sulfide creates unpleasant odors at the lift stations and also creates a corrosive environment inside of the sanitary collection system, which deteriorates the piping and structures. Initially address Lift Stations 3, 45, 138, 248.

President Barack Obama Parkway—Based on the City's adopted Thoroughfare Plan, future growth projections and transportation modeling, President Barack Obama Parkway has been identified as a future roadway deficiency and road network connectivity improvements will be needed. The overall corridor is from Old Winter Garden Road to Conroy Road.

Water Conserv II Gas Holder Rehabilitation—The cover of the floating gas holder at the digestion facility at Conserv II has deteriorated allowing gases to escape causing a safety hazard. In addition, the three fixed gas holder covers need repair.

Capital Improvements and Debt

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (\$500,000 to \$1 million)

The following is a listing and brief description of projects included in the FY 2011/2012 adopted capital budget that are funded between \$500,000 and \$1 million. These projects account for 18% of the Capital Budget. Combined with the more detailed project descriptions on the preceding three pages, over 81% of the Capital Budget has been accounted for. Further information on these and projects under \$500,000 can be found in the Capital Improvement Program document available from the Office of Business and Financial Services.

	<u>2011/12</u>	<u>Project Description</u>
Crystal Lake/Maguire Blvd. Debt Service	\$ 788,090	City reimbursement to the Orlando Orange County Expressway Authority for funding advance.
Boggy Creek/417 Force Main Relocation	600,000	A planned roadway expansion requires approximately 3,000 feet of 24 inch sanitary force main to be removed and relocated.
Stormwater System Evaluation	600,000	Field investigation, mapping, water quality monitoring relative to the City's entire stormwater system.
Iron Bridge Equipment Replacement	578,925	Replace aging equipment at the Iron Bridge Plant that is critical to operations.
Lee Vista Blvd. Debt Service	549,663	Set aside funds for debt service.
Dean Road Slipline	500,000	The condition of the pipe joints must be addressed to prevent future failures.
Downtown District Sewer Implementation	500,000	Study and evaluate additional sewage flow and plan accordingly.
Hazardous Sidewalk Repair	500,000	Quickly respond to hazardous locations and make the area safer.
Ivanhoe Boulevard Drainage	500,000	Upgrade the system along Ivanhoe Boulevard between Poinsettia Avenue and Gerda Terrace.
Ivanhoe Boulevard Wastewater Improvements	500,000	Repair or replacement of deteriorated or deficient sanitary sewer lines.
Lake Ivanhoe/Lake Formosa Interconnect	500,000	An effective outfall must be maintained from Lake Ivanhoe to Lake Formosa.
Lake Lawsona/Lake Greenwood Interconnect	500,000	An outfall needs to be constructed from Lake Lawsona to Fern Creek, which in turn flows to Lake Greenwood.
Rapid Response Construction-Wastewater	500,000	Repair or replacement of wastewater infrastructure required to be performed on an emergency basis.
Reline Concrete Sewers	500,000	Reline concrete sewers to address misaligned pipe, deteriorated pipe or leaking joints.
School Safety Sidewalk Program	500,000	Program to construct sidewalks/bike paths along collector/arterial streets at identified locations.
Stormwater System Construction	500,000	Funds are needed to address storm sewer lining projects.
System Repair and Rehabilitation	500,000	Traditional repairs involving excavation and complete pipe replacement.
	\$ 9,116,678	

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.

Amway Center

The City began construction on this public private partnership in July 2008 directly in the heart of downtown Orlando. The Orlando Magic served as the developer of the Amway Center, which hosts NBA basketball and other sporting events, major national events, concerts and family shows. Opened in the fall of 2010, the facility is owned and operated by the City of Orlando on behalf of the Central Florida community. The Amway Center was designed to reflect the character of the community, meet the goals of the users and build on the legacy of sports and entertainment in Orlando. The building's exterior features a modern blend of glass and metal materials, along with ever-changing graphics via a monumental wall along one facade. A 180-foot tall tower serves as a beacon amid the downtown skyline. At 875,000 square feet, the new arena is almost triple the size of the old Amway Arena (367,000 square feet). The Leadership in Energy and Environmental Design (LEED) Gold certified building features a sustainable, environmentally-friendly design and unmatched technology, featuring 1,100 digital monitors, the tallest high-definition video board in an NBA venue and multiple premium amenities available to all patrons in the building. Since opening one year ago, more than 1.4 million people have experienced the Amway Center, attending 200 different events, ranging from the biggest names in pop music, to sporting events and family shows, while also playing host to numerous free community events, rented private meeting space and several conferences.

Performing Arts Center

The Dr. Phillips Center for the Performing Arts will be a unique, world-class destination that will showcase the region's performance groups, including the Orlando Philharmonic, Orlando Ballet, Orlando Opera, and Festival of Orchestras. In addition, it will provide a venue for touring shows. The facility will be built in two stages that will eventually contain three concert halls, education space, and an outdoor theater that will host free public concerts. Construction on the first two halls began in June 2011 and is expected to last 38 months.

Citrus Bowl

In 2010, the City expended \$10 million in the first phase of planned enhancements at the Florida Citrus Bowl Stadium just in time for the annual Florida Classic football game that November. Improvements included structural work, lighting and technology that will allow the Citrus Bowl to remain competitive in attracting world-class events and Bowl Games. Currently, the stadium is home to the annual Capital One and Champs Sports Bowls, Florida Classic Bethune-Cookman vs. Florida A&M football game, USL's Orlando City Lions and other events.

Capital Improvements and Debt

PUBLIC PARTICIPATION IN DETERMINING CAPITAL NEEDS

During the development of the capital improvement budget, public input is received in order to determine what capital needs should be funded. The City has several advisory boards that meet throughout the fiscal year in which capital budget recommendations may be formulated or that are related to the growth and development of the City.

Affordable Housing Advisory Committee: The Board reviews the established policies and procedures, ordinances, land development regulations, and adopted local comprehensive plan of the City of Orlando and recommends to the Mayor and City Council specific initiatives to encourage or facilitate affordable housing.

Downtown Development Board: The Board mission is to revitalize and preserve property values, reduce present and prevent future deterioration, and encourage development in the Orlando central city area.

Families, Parks and Recreation Board: The Board consults with, advises and assists the Mayor and City Council in establishing a city-wide comprehensive system of supervised recreational, cultural and educational facilities and programs in their broadest sense, including, but not limited to sports, athletics, playgrounds, recreation centers, and activities for the diversion and entertainment of both residents and visitors; advises as to the proper care and management of facilities and charging rental fees for use of such facilities; recommend to FP&R Director adoption of rules and regulations pertaining to conduct of third persons at, in, or about public facilities and on public property under the direction of Department of Families, Parks & Recreation.

Historic Preservation Board: The Board promotes the welfare of the City through preservation and protection of historic structures, sites, monuments and areas. Recommends to Municipal Planning Board establishment of historic districts, designation of historic landmarks, and holds public hearings.

Municipal Planning Board: The Board represents the local planning agency responsible for Growth Management Program; prepares comprehensive plan of municipal improvements; reviews plats; recommends zoning and other land development regulations; coordinates land development and regulatory functions of other City boards by consolidating recommendations to City Council.

Public Art Advisory Board: The Board establishes a Public Art Master Plan; recommends specific projects, selection of art works, landscaping and architectural enhancements

Additionally, the public is invited to attend and comment on the Capital Improvement Program during the public hearings for budget adoption.

Capital Improvements and Debt

DEBT SERVICE OVERVIEW

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

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

	Target	9/30/08	9/30/09	9/30/10
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures				
Debt Limit (within the covenant program limitation)	20% max	7.00%	6.80%	5.40%
Goal / Target	10% max			
Weighted Average Maturity of Debt Program(s):				
Self Supporting	15 yr max	15.4	16.6	16.1
Non-Self Supporting	20 yr max	13.8	14.5	14.0
General Government Direct Debt per Capita	\$850 max	\$1,158	\$1,342	\$1,365
Net Direct Debt as a Percentage of Ad Valorem Property Values				
General Government	2.5% max	1.1%	1.2%	1.4%
Total Tax Supported	3.5% max	1.5%	1.9%	2.5%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	25.90%	29.30%	31.70%

Figures for 9/30/11 are currently under review due to changes to GASB 54.

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
Predominant Speculative	Ba	BB	BB
Speculative, Low Grade	B	B	B
Poor to Default	Caa	CCC	CCC
Highest Speculation	Ca	CC	CC
Lowest Quality	C	C	C
In Default or Arrears		DDD	DDD
Questionable Value		DD, D	DD, D

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

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

City of Orlando Debt Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Capital Improvement Special Revenue Bonds, Series 2009B	Aa2	AA-	AA+
Capital Improvement Special Revenue Bonds, Series 2008B	Aa2	AA-	AA+
Capital Improvement Special Revenue Bonds, Series 2008A	Aa2	AA-	AA+
Capital Improvement Special Revenue Bonds, Series 2007B	Aa2	AA-	AA+
Capital Improvement Special Revenue Bonds, Series 2007A	Aa2	AA-	AA+

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, 2010.

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. The Wastewater bond covenants require that four separate debt service coverage tests be met. The City met all four coverage tests for fiscal year 2010.

OUTSTANDING DEBT

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.

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

Parking System Revenue Bonds:

The City operates 13,169 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.

Orlando Venues Revenue Bonds:

In March 2008, the City issued Senior, Second Lien, and Third Lien Tourist Development Tax (TDT) Revenue Bonds, 6-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 began in November 2010. For the fiscal year ended September 30, 2010, the total interest paid was \$16.3 million and 6th Cent TDT revenue distributions received totaled \$14.9 million. Total principal and interest remaining on the bonds as of September 30, 2010 is \$662 million, with annual requirements ranging from \$18.7 million in FY 2011, 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 6-Cent TDT revenues monthly to the City for the payment of the debt service on these bonds. TDT revenues are collected countywide and remitted to a trustee.

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.

For the fiscal year ended September 30, 2010, the total principal and interest paid was \$1,986,566, and State sales tax revenue distributions received totaled \$2,000,004. Total principal and interest remaining on the bonds as of September 30, 2010 is \$55.9 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 as a "facility for a professional sports franchise." The City received this certification for the events center on November 30, 2007.

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

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, 2006B, 2007A, 2008A, and 2010A 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.

Variable Rate Notes/Loans

Sunshine State Governmental Financing Commission (SSGFC) Loan (Series 1986)

The outstanding tax-exempt loans totaling \$41,271,338 were refunded on October 5, 2010.

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, alternative minimum tax (AMT), 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 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.

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 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.

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 3.01% for 2009-2010. The following descriptions summarize the major individual loans (in excess of \$3,000,000 outstanding) and briefly explain the projects constructed:

CRA - Housing Incentives

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

CRA - Parramore Housing/Office Complex

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

Capital Improvements and Debt

DESCRIPTION OF DEBT OUTSTANDING

Events Center Construction

The \$12,000,000 (plus capitalized interest) was used to partly finance the construction of the new Amway Center.

Geico Garage

The \$14,500,000 loan was used to finance a portion of the City owned parking garage, which is connected to the new Amway Center.

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 Street Garage

The \$21,200,000 loan was used to finance the construction of a 1,045 space City owned parking garage.

Lake Highland Remediation Project

This is a \$12,925,000 pollution remediation contract to clean up city property located in the Lake Highland area of which \$8,525,000 has been drawn as of September 30, 2010.

Narcoossee Road

The \$20,222,361 loan provided funding for a 4.5-mile, 4-lane urban section that 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.

Courthouse Garage

The loans provided the Parking System's share in the original and expanded Courthouse garage (\$4,536,500 and \$6,000,000, respectively).

Parks Initiative Loan

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

Plaza Cinema Café

The \$6,000,000 loan provided a project incentive for the completion of the Plaza Cinema Café (a 12-screen movie theatre in downtown Orlando).

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

DESCRIPTION OF DEBT OUTSTANDING

Real Estate Acquisition

The \$8,500,000 loan was used for the acquisition of real estate for strategic planning.

Capital Improvements and Debt

CITY OF ORLANDO

Description of Individual Bond Issues and Loans Outstanding - Summarized below are the City's bond and loan issues that are outstanding at September 30, 2010:

	Purpose of Issue	Principal Issued	Principal Outstanding
PRIMARY GOVERNMENT:			
Governmental Activities			
Community Redevelopment Agency-- Republic Dr. (Universal Blvd) Tax Increment Revenue Refunding Bonds, Series 2002	Refunding	\$ 45,620,000	\$ 34,740,000
Conroy Road, Series 1998A	Conroy Rd. Interchange	28,010,000	23,380,000
Downtown District, Series 2009B	Refunding	5,975,000	5,975,000
Downtown District, Series 2009C	Performing Arts Series	50,955,000	50,955,000
Downtown District, Series 2009A	Performing Arts Series	14,475,000	14,475,000
Downtown District, Series 2010A	Performing Arts Series	4,760,000	4,760,000
Downtown District, Series 2010B	Performing Arts Series	71,415,000	71,415,000
Total		<u>221,210,000</u>	<u>205,700,000</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 2002	Parks, etc. construction	33,690,000	8,690,000
Series 2004	Parks, etc. construction	15,070,000	5,000,000
Series 2005A	Capital Prjs., Expo Centre	23,335,000	19,440,000
Series 2006A	Jefferson St. Garage	24,495,000	21,645,000
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	56,955,000
Series 2008B	Refunding	9,175,000	6,100,000
Series 2008A	Refunding	14,510,000	11,380,000
Series 2009B	Refunding	15,965,000	15,965,000
Series 2010A	Refunding	9,160,000	9,160,000
Series 2010B	Refunding	17,650,000	17,650,000
Total		<u>319,256,338</u>	<u>246,276,338</u>
Total Governmental Activities		<u>\$ 540,466,338</u>	<u>\$ 451,976,338</u>

Capital Improvements and Debt

CITY OF ORLANDO

Description of Individual Bond Issues and Loans Outstanding --Summarized below are the City's bond and loan issues that are outstanding at September 30, 2010:

	<u>Purpose of Issue</u>	<u>Principal Issued</u>	<u>Principal Outstanding</u>
Business-Type Activities			
Wastewater Revenue Bonds --	Wastewater Treatment		
Senior Debt Issues:	and Distribution		
2002A		\$ 46,970,000	\$ 27,735,000
2003A		26,450,000	7,185,000
2006A		18,240,000	15,490,000
Total Wastewater Senior Debt Issues		<u>91,660,000</u>	<u>50,410,000</u>
Wastewater State Revolving Fund	Wastewater projects	60,623,859	48,322,711
Total		<u>152,283,859</u>	<u>98,732,711</u>
Parking Revenue Bonds --			
Series 2004	Refunding	15,040,000	5,580,000
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	30,350,000
Senior Tourist Development Tx. Bonds	Events Center projects	<u>310,885,000</u>	<u>310,885,000</u>
Capital Improvements Bonds			
Series 2009A	Events Center projects	11,950,000	11,950,000
Series 2009C	Events Center projects	<u>40,000,000</u>	<u>40,000,000</u>
Total Business-Type Activities		<u>\$ 671,978,859</u>	<u>\$ 607,497,711</u>

- (1) These variable rate bonds and loans are subject to a 15% interest rate cap. The tax-exempt, taxable Series H and tax-exempt Series H loans had interest rates of .92%, 1.52% and 1.52% respectively on September 30, 2010.
- (2) The amortization requirement of the covenant program (not the individual issues) variable rate obligation require a minimum amortization over the last 1/3 (10 years) of the normal (30 years) maturity.

Capital Improvements and Debt

CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2011-2040

Governmental Activities				
Fiscal Year	Community Redevelopment Agency Bonds	Conroy Road Special Assessment Bonds	Republic Drive Tax Increment Revenue Ref. Bonds	Capital Improvement Revenue Bonds
2011	\$ 11,894,179	\$ 2,281,040	\$ 3,330,444	\$ 12,507,493
2012	11,897,729	2,282,390	3,333,756	12,215,933
2013	11,902,379	2,280,550	3,335,356	11,964,177
2014	12,152,004	2,280,520	3,334,156	11,889,749
2015	12,393,654	2,282,010	3,334,344	10,206,131
2016	13,158,154	2,279,730	3,334,662	10,067,048
2017	13,158,954	2,283,680	3,334,856	13,614,465
2018	13,162,354	2,283,280	3,334,669	14,700,040
2019	13,158,567	2,283,530	3,333,844	14,709,174
2020	13,160,919	2,284,140	3,332,125	14,689,842
2021	13,125,898	2,284,820	3,334,256	14,610,921
2022	13,092,526	2,280,280	3,334,725	14,595,523
2023	13,055,884	2,280,520	3,333,625	15,513,221
2024	13,018,057	2,279,960	3,332,737	17,481,739
2025	12,913,819	2,283,310	3,335,025	7,735,529
2026	12,807,247	2,279,990	-	7,238,566
2027	12,686,559	-	-	8,184,239
2028	12,563,162	-	-	8,084,047
2029	12,435,921	-	-	7,979,351
2030	12,293,710	-	-	7,870,159
2031	12,151,387	-	-	7,766,241
2032	11,994,474	-	-	7,322,261
2033	11,826,662	-	-	5,066,730
2034	11,646,753	-	-	3,536,200
2035	11,458,563	-	-	3,533,225
2036	11,260,472	-	-	3,529,288
2037	11,055,908	-	-	3,524,162
2038	10,837,876	-	-	3,522,513
2039	10,605,668	-	-	-
2040	10,368,821	-	-	-
	\$ 367,238,260	\$ 36,509,750	\$ 50,008,580	\$ 273,657,967

Capital Improvements and Debt

CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2011-2040

Business-type		Activities		Component Unit			
Wastewater Revenue Bonds	Orlando Venues Bonds	Parking Revenue Bonds	Total Principal & Interest Primary Government	Civic Facilities Authority Bonds	Total Principal & Interest Reporting Entity (1)	Fiscal Year	
\$ 11,328,779	\$ 24,015,908	\$ 1,963,969	\$ 67,321,812	\$ -	\$ 67,321,812	2011	
11,229,519	24,163,138	1,953,638	67,076,103	-	67,076,103	2012	
11,308,531	24,616,758	1,948,531	67,356,282	-	67,356,282	2013	
11,196,663	24,900,557	-	65,753,649	-	65,753,649	2014	
11,118,000	26,367,621	-	65,701,760	-	65,701,760	2015	
-	26,655,670	-	55,495,264	-	55,495,264	2016	
-	26,685,635	-	59,077,590	-	59,077,590	2017	
-	26,677,892	-	60,158,235	-	60,158,235	2018	
-	26,638,520	-	60,123,635	-	60,123,635	2019	
-	25,429,990	-	58,897,016	-	58,897,016	2020	
-	25,559,011	-	58,914,906	-	58,914,906	2021	
-	25,892,917	-	59,195,971	-	59,195,971	2022	
-	26,208,490	-	60,391,740	-	60,391,740	2023	
-	26,438,793	-	62,551,286	-	62,551,286	2024	
-	26,535,477	-	52,803,160	-	52,803,160	2025	
-	26,477,258	-	48,803,061	-	48,803,061	2026	
-	26,421,917	-	47,292,715	-	47,292,715	2027	
-	26,376,993	-	47,024,202	-	47,024,202	2028	
-	26,307,964	-	46,723,236	-	46,723,236	2029	
-	26,240,169	-	46,404,038	-	46,404,038	2030	
-	26,170,063	-	46,087,691	-	46,087,691	2031	
-	26,095,441	-	45,412,176	-	45,412,176	2032	
-	26,026,678	-	42,920,070	-	42,920,070	2033	
-	25,946,836	-	41,129,789	-	41,129,789	2034	
-	25,863,905	-	40,855,693	-	40,855,693	2035	
-	25,775,676	-	40,565,436	-	40,565,436	2036	
-	25,684,948	-	40,265,018	-	40,265,018	2037	
-	25,594,099	-	39,954,488	-	39,954,488	2038	
-	108,355,299	-	118,960,967	-	118,960,967	2039	
-	3,406,795	-	13,775,616	-	13,775,616	2040	
<u>\$ 56,181,492</u>	<u>\$ 837,530,418</u>	<u>\$ 5,866,138</u>	<u>\$ 1,626,992,605</u>	<u>\$ -0-</u>	<u>\$ 1,626,992,605</u>		

Notes:

- (1) This schedule represents only bonded indebtedness; therefore, the Sunshine State Governmental Financing Commission (SSGFC) and the Wastewater State Revolving Fund loans are not included in this schedule.

Capital Improvements and Debt

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Supplemental Information

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Supplemental Information

**APPROPRIATION SUMMARY –BY MAJOR OBJECT CODE
BUDGET FY 2011/2012**

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
General Fund	\$ 150,838,285	\$ 86,770,443	\$ 4,888,146	\$ 19,604,514	\$ 12,525,347	\$ 13,546,852
<u>SPECIAL REVENUE</u>						
911 Emergency Telephone System	458,267	2,799	12,589	-	-	2,000
After School All Stars Fund	1,092,851	272,928	9,967	108,531	4,559	-
Building Code Enforcement	2,958,183	1,533,551	38,000	160,252	34,660	6,500
Capital Improvement Fund	-	-	73,084	1,008,000	-	-
CEB Lien Assessment Fund	-	-	6,200	446,396	-	-
Cemetery Trust Fund	112,947	48,474	15,000	330,000	43,000	500
Community Development Block Grants	616,368	229,030	-	1,187,297	-	-
Community Redevelopment Agency Fund	1,072,290	497,553	129,200	281,000	27,018	9,300
Contraband Forfeiture Trust Funds	-	-	20,000	20,000	-	-
CRA Trust Funds	-	-	-	-	-	5,842,710
Designated Revenue Fund	-	-	-	162,473	-	-
Dubsdread Golf Course Funds	712,530	204,567	32,170	369,127	80,769	80,579
EMS Transport Fund	1,884,048	892,247	126,200	510,800	-	-
Gas Tax Fund	-	-	-	700,000	-	1,000
GOAA Police Fund	4,783,248	2,642,414	98,045	162,894	29,568	3,140
Grant Fund	2,244,800	1,383,661	-	-	-	-
Harry P. Leu Gardens Trust Fund	986,038	520,581	185,800	205,700	145,600	21,000
HOME Investment Partnership Funds	78,352	47,570	-	1,133,305	-	-
HOPWA Grant Funds	218,192	90,081	-	3,300,120	-	-
HUD Homeless Grant Fund	-	-	-	99,051	-	-
Law Enforcement Training Fund	-	-	70,000	-	-	-
Mennello Museum Fund	229,390	92,034	26,843	99,627	3,963	28,586
Neighborhood Stabilization Fund	203,521	21,098	-	-	-	-
OCPS - Crossing Guard Fund	352,890	48,134	-	-	-	-
Special Assessment Funds	-	-	-	-	-	-
Spellman Site Fund	-	-	-	-	-	-
Street Tree Trust	50,000	6,600	81,070	70,000	-	-
Transportation Grant Fund	147,643	83,400	18,200	1,508,141	55,150	400
Transportation Impact Fee Funds	-	-	-	744,090	-	-
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 - 2010	-	-	-	-	-	-
CRA Debt Service - Internal Loan	-	-	-	-	-	-
CRA Debt Service Refunding	-	-	-	-	-	-
CRA Debt Service - Conroy Road	-	-	-	1,060	-	-
CRA Debt Service - Republic Drive	-	-	-	-	-	-
CRA D/S - State Infrastructure Bank	-	-	-	-	-	-
Events Center Debt Other	-	-	-	-	-	-
Events Center Master and CP	-	-	-	-	-	-
Jefferson Garage Debt	-	-	-	-	-	-
PAC Debt	-	-	-	-	-	-
Parking Facility Revenue Bonds Fund	-	-	-	-	-	-
Sales Tax Rebate Debt	-	-	-	-	-	-
Taxable Series H Debt	-	-	-	-	-	-
Wastewater Revenue Bond Funds	-	-	-	-	-	-

Supplemental Information

APPROPRIATION SUMMARY –BY MAJOR OBJECT CODE
BUDGET FY 2011/2012

Travel	Internal Services	Capital	Non-Operating	Total	
\$ 318,141	\$17,303,318	\$ 41,650	\$41,405,171	\$347,241,867	General Fund
					<u>SPECIAL REVENUE</u>
-	1,243	-	17,102	494,000	911 Emergency Telephone System
-	44,757	-	12,355	1,545,948	After School All Stars Fund
17,450	215,404	-	1,480,098	6,444,098	Building Code Enforcement
-	100,000	774,900	7,929,291	9,885,275	Capital Improvement Fund
-	-	-	460,095	912,691	CEB Lien Assessment Fund
-	18,737	50,000	187,415	806,073	Cemetery Trust Fund
-	6,012	-	385,054	2,423,761	Community Development Block Grants
25,000	87,147	56,040	4,000,975	6,185,523	Community Redevelopment Agency Fund
20,000	-	-	140,000	200,000	Contraband Forfeiture Trust Funds
-	-	-	25,155,211	30,997,921	CRA Trust Funds
-	-	-	-	162,473	Designated Revenue Fund
-	-	-	535,087	2,014,829	Dubsdread Golf Course Funds
5,215	1,009,211	33,000	2,640,969	7,101,690	EMS Transport Fund
-	40,000	14,000	7,955,933	8,710,933	Gas Tax Fund
16,080	53,967	-	-	7,789,356	GOAA Police Fund
-	138,376	-	195,532	3,962,369	Grant Fund
-	169,671	-	397,330	2,631,720	Harry P. Leu Gardens Trust Fund
-	-	-	273,546	1,532,773	HOME Investment Partnership Funds
-	783	-	295,033	3,904,209	HOPWA Grant Funds
-	-	-	15,094	114,145	HUD Homeless Grant Fund
60,000	-	-	4,524	134,524	Law Enforcement Training Fund
-	25,539	-	86,868	592,850	Mennello Museum Fund
-	155	-	160,686	385,460	Neighborhood Stabilization Fund
-	17,786	-	27,965	446,775	OCPS - Crossing Guard Fund
-	-	-	1,662,592	1,662,592	Special Assessment Funds
-	-	-	1,391,876	1,391,876	Spellman Site Fund
-	2,330	-	-	210,000	Street Tree Trust
-	23,524	-	207,158	2,043,616	Transportation Grant Fund
-	70,000	220,000	1,946,128	2,980,218	Transportation Impact Fee Funds
-	-	-	45,514,192	45,514,192	Utility Services Tax Fund
					<u>DEBT SERVICE</u>
-	-	-	18,867,267	18,867,267	6th Cent TDT Debt
-	-	-	3,666,802	3,666,802	Capital Improvement Series 2007B
-	-	-	293,720	293,720	Citrus Bowl CP Debt
-	-	-	5,128,585	5,128,585	CRA Debt Service - 2009
-	-	-	5,602,344	5,602,344	CRA PAC Debt Service - 2010
-	-	-	3,088,124	3,088,124	CRA Debt Service - Internal Loan
-	-	-	1,166,800	1,166,800	CRA Debt Service Refunding
-	-	-	2,258,707	2,259,767	CRA Debt Service - Conroy Road
-	-	-	3,299,556	3,299,556	CRA Debt Service - Republic Drive
-	-	-	750,000	750,000	CRA D/S - State Infrastructure Bank
-	-	-	4,969,006	4,969,006	Events Center Debt Other
-	-	-	1,666,778	1,666,778	Events Center Master and CP
-	-	-	1,894,034	1,894,034	Jefferson Garage Debt
-	-	-	528,780	528,780	PAC Debt
-	-	-	3,482,063	3,482,063	Parking Facility Revenue Bonds Fund
-	-	-	2,000,004	2,000,004	Sales Tax Rebate Debt
-	-	-	444,645	444,645	Taxable Series H Debt
-	-	-	26,197,029	26,197,029	Wastewater Revenue Bond Funds

Supplemental Information

**APPROPRIATION SUMMARY –BY MAJOR OBJECT CODE
BUDGET FY 2011/2012**

	Salaries & Wages	Employee Benefits	Supplies	Contractual Services	Utilities	Other Operating
<u>ENTERPRISE</u>						
55 West Garage R&R Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amway Center R&R Fund	-	-	-	-	-	-
CNL R&R	-	-	-	-	-	-
Community Venues Construction Admin	723,979	265,016	30,200	1,357,849	16,008	24,472
Downtown Transit Fund	346,988	60,351	20,050	65,920	15,500	-
Orlando Venues Fund	4,840,208	1,738,341	276,500	6,373,592	4,728,280	175,506
Parking R&R Fund	-	-	-	-	-	-
Parking System Revenue Fund	2,835,952	2,012,838	179,350	1,270,480	615,722	47,100
Solid Waste Fund	3,964,183	2,624,164	829,736	1,229,651	6,009,398	18,820
Stormwater Utility Fund	2,960,867	1,772,733	1,283,917	4,889,261	212,759	32,639
Wastewater Construction Funds	-	-	-	-	-	-
Wastewater R & R Fund	-	-	-	-	-	-
Wastewater Revenue Fund	10,715,139	5,943,108	4,075,000	8,847,290	6,233,011	77,150
<u>INTERNAL SERVICE</u>						
Construction Management Fund	2,415,905	1,192,286	31,600	4,250	15,664	4,200
Fleet Management Funds	1,540,509	961,796	8,347,115	2,136,390	128,274	2,830,000
Health Care Fund	81,682	26,577	-	49,000,000	-	-
Internal Loan Fund	-	-	-	-	-	-
Pension Participant Services	38,464	25,120	500	30,562	161	1,000
Risk Management Fund	606,312	320,316	25,881	1,367,650	8,495	14,690,960
<u>COMPONENT UNIT</u>						
Civic Facilities Authority Revenue	938,574	216,861	91,000	1,261,266	524,853	8,900
Downtown Development Board Fund	168,709	80,734	7,500	507,720	2,900	1,409,009
<u>PENSION TRUST</u>						
City Pension Funds	46,253	25,263	4,100	3,228,119	161	4,500
OPEB Trust Fund	-	-	-	-	-	-
TOTAL CITY OF ORLANDO	\$ 201,263,567	\$ 112,652,669	\$ 21,032,963	\$ 113,782,378	\$ 31,460,820	\$ 38,866,823

Supplemental Information

**APPROPRIATION SUMMARY –BY MAJOR OBJECT CODE
BUDGET FY 2011/2012**

Travel	Internal Services	Capital	Non- Operating	Total	
\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	<u>ENTERPRISE</u>
-	-	-	600,000	600,000	55 West Garage R&R Fund
-	-	-	30,000	30,000	Amway Center R&R Fund
5,000	2,256	-	777,489	3,202,269	CNL R&R
-	20,221	-	1,276,970	1,806,000	Community Venues Construction Admin
26,598	121,804	-	4,592,626	22,873,455	Downtown Transit Fund
-	-	2,000,000	-	2,000,000	Orlando Venues Fund
-	240,463	-	6,431,250	13,633,155	Parking R&R Fund
11,000	5,402,814	111,287	5,742,479	25,943,532	Parking System Revenue Fund
12,221	1,760,095	5,410,325	4,575,958	22,910,775	Solid Waste Fund
-	-	-	14,628,925	14,628,925	Stormwater Utility Fund
-	-	1,950,974	2,500,000	4,450,974	Wastewater Construction Funds
40,402	2,711,344	680,500	30,435,756	69,758,700	Wastewater R & R Fund
					Wastewater Revenue Fund
					<u>INTERNAL SERVICE</u>
7,900	149,433	-	433,973	4,255,211	Construction Management Fund
-	122,511	5,809,326	1,814,001	23,689,922	Fleet Management Funds
-	278	-	5,873,033	54,981,570	Health Care Fund
-	-	-	21,999,447	21,999,447	Internal Loan Fund
1,360	130	-	3,627	100,924	Pension Participant Services
-	2,899	-	973,200	17,995,713	Risk Management Fund
					<u>COMPONENT UNIT</u>
-	125,436	20,000	1,225,900	4,412,790	Civic Facilities Authority Revenue
-	1,759	-	742,176	2,920,507	Downtown Development Board Fund
					<u>PENSION TRUST</u>
34,500	154	-	181,179	3,524,229	City Pension Funds
-	-	-	21,769,688	21,769,688	OPEB Trust Fund
<u>\$ 600,867</u>	<u>\$ 29,989,557</u>	<u>\$ 17,172,002</u>	<u>\$ 356,470,201</u>	<u>\$ 923,291,847</u>	TOTAL CITY OF ORLANDO

Supplemental Information

CITY OF ORLANDO, FLORIDA
GOVERNMENTAL FUND REVENUES
LAST FIVE FISCAL YEARS
(modified accrual basis of accounting)
(in thousands of dollars)

	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>
Revenues					
Property Taxes	\$ 122,169	\$ 137,236	\$ 119,387	\$ 116,112	\$ 92,733
Intergovernmental:					
OUC Contribution	45,596	45,900	45,952	45,700	47,800
State Sales Tax	27,655	26,744	29,635	30,164	30,225
Other Intergovernmental	102,612	88,833	81,792	74,316	71,345
Business Taxes and franchises fees	42,632	41,190	39,805	38,303	37,022
Utilities services tax	46,840	45,380	45,015	42,899	40,945
Licenses, permits and fees	23,246	37,266	43,388	50,319	48,751
Fines and forfeitures	3,858	4,841	3,494	3,809	2,858
Investment earnings	23,516	30,879	8,544	15,074	11,358
Securities lending income	751	-	5,423	6,771	2,969
Special assessments	1,394	941	408	20,088	1,262
Other revenue	29,276	33,452	40,814	26,338	22,632
Total revenue	<u>\$ 469,545</u>	<u>\$ 492,662</u>	<u>\$ 463,657</u>	<u>\$ 469,893</u>	<u>\$ 409,900</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
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	32,738,166,257	4,434,387,642	3,338,690	11,900,085,799	25,275,806,790
2010	28,597,253,609	4,386,281,455	3,642,541	10,776,709,502	22,210,468,103
2011	24,461,788,554	4,237,364,431	2,680,548	9,992,734,864	18,709,098,669
2012	23,905,294,724	4,359,002,821	3,973,236	10,067,071,228	18,201,199,553

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%.

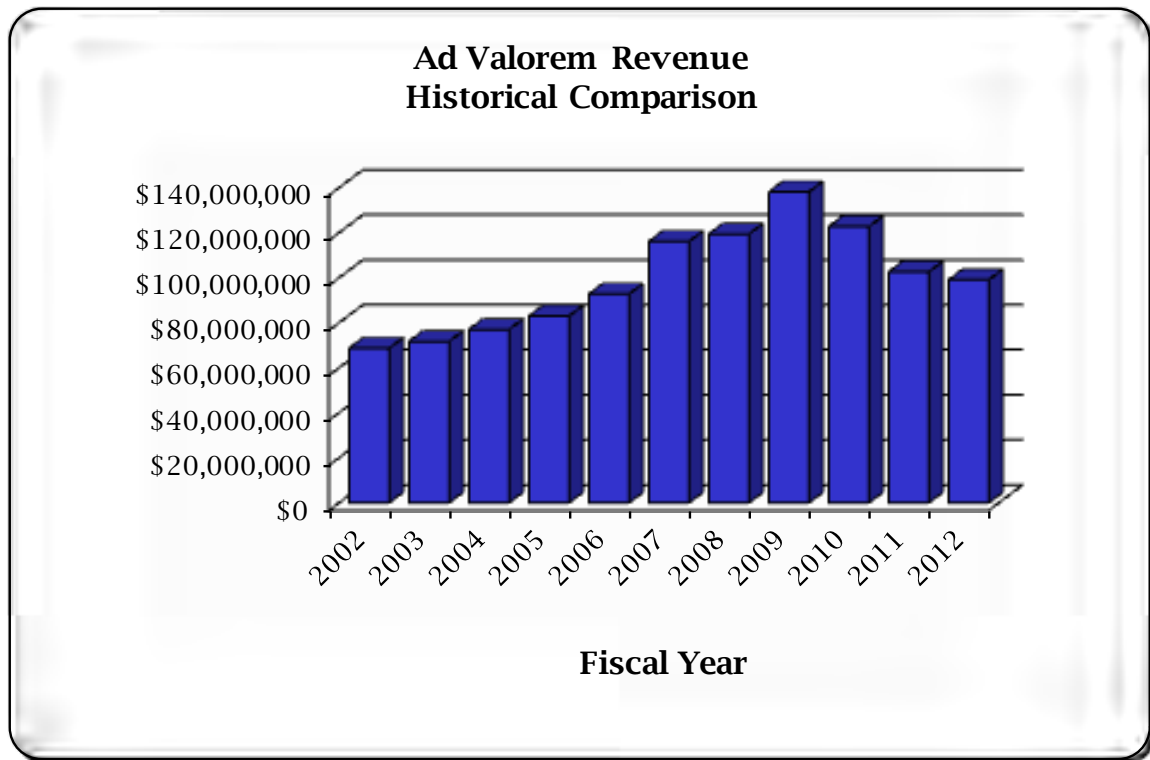
Estimated actual taxable value is calculated by dividing assessed value by those percentages.

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 and again in FY 2010/2011 amid the 2008-2010 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)	
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
2009	5.6500	4.4347	7.1500	1.0000	0.3748	0.4158	19.0253
2010	5.6500	4.4347	7.6730	1.0000	0.3748	0.4158	19.5483
2011	5.6500	4.4347	7.8940 (3)	1.0000	0.3748	0.4158	19.7693

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.

(3) All Millage rates are for operating purposes, except for the Orange County School Board. The 7.8940 millage rate consists of 6.3940 mills for operating purposes and 1.5000 mills for local capital improvement purposes.

The Florida Constitution limits the City and County millage capacity (non debt related) to 10.0000 mills.

Supplemental Information

**CITY OF ORLANDO, FLORIDA
PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN FISCAL YEARS**

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy (1)		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
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	547,445	123,095,584	99.50
2009	143,816,532	141,332,685	98.27	-	141,332,685	98.27
2010	127,026,785	124,996,513	98.40	-	124,996,513	98.40

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	2010			2001		
		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	\$ 1,073,579,581	1	4.78 %	\$ 1,440,569,183	1	11.45 %
HIW-KC Orlando LLC	Developer	189,846,364	2	0.84	-	-	0.00
Forbes Taubman Orlando	Developer	123,707,863	3	0.55	-	-	0.00
ZML-Sun Center, LLP	Developer	118,314,343	4	0.53	101,234,725	5	0.80
Orlando Outlet Owner LLC	Commercial	92,911,750	5	0.41	62,281,994	9	0.49
MMM Lakewood, Ltd.	Developer	88,933,318	6	0.40	103,505,556	4	0.82
Paramount Lake Eola LP	Mixed Use Development	87,357,987	7	0.39	-	-	0.00
ACP/UTAH Orange Ave, LLC	Developer	74,729,137	8	0.33	-	-	0.00
OOC Owner LLC	Commercial	67,423,817	9	0.30	-	-	0.00
B T Orlando, LP	Commercial	65,850,878	10	0.29	-	-	0.00
Southern Bell Telephone	Communications	-	-	0.00	196,563,225	2	1.56
Highwood/Florida Holdings LP	Developer	-	-	0.00	175,349,437	3	1.39
AT&T Communications	Communications	-	-	0.00	101,121,874	6	0.80
Sentinel Communications	Communications	-	-	0.00	73,305,403	7	0.58
CNL APF Partnership LP	Developer	-	-	0.00	66,535,650	8	0.53
USI Gaedeke Associates LP	Developer	-	-	0.00	57,939,020	10	0.46
Other Taxpayers		20,486,366,149		91.18	10,205,049,284		81.10
Total		\$ 22,469,021,187		100.00 %	\$ 12,583,455,351		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	
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
2009	187,482,735	47,930,491	235,413,226	24,315,000	10,787,697	35,102,697	14.91
2010	183,450,258	48,793,647	232,243,905	35,150,000	13,794,332	48,944,332	21.07

(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)	Build America Bond Subsidy (2)	Debt Service Requirements			Coverage
			Principal	Interest	Total	
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
2009	24,584,519	-	2,205,000	608,998	2,813,998	8.74
2010	22,895,294	2,118,388	-	7,542,704	7,542,704	3.32

(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%.

(2) The Downtown CRA Series 2009C and 2010B Bonds were issued as Direct Subsidy Build America Bonds. The CRA is eligible, subject to certain conditions, to receive cash subsidy payments from the United States Treasury equal to 35% of the interest payable on each interest payment date.

Supplemental Information

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY
REPUBLIC DRIVE (UNIVERSAL BOULEVARD) DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST SEVEN FISCAL YEARS (1)**

Fiscal Year	Tax Increment Revenue (2)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
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
2009	9,128,483	1,535,000	1,769,944	3,304,944	2.76
2010	\$ 8,100,819	\$ 1,590,000	\$ 1,714,263	\$ 3,304,263	2.45

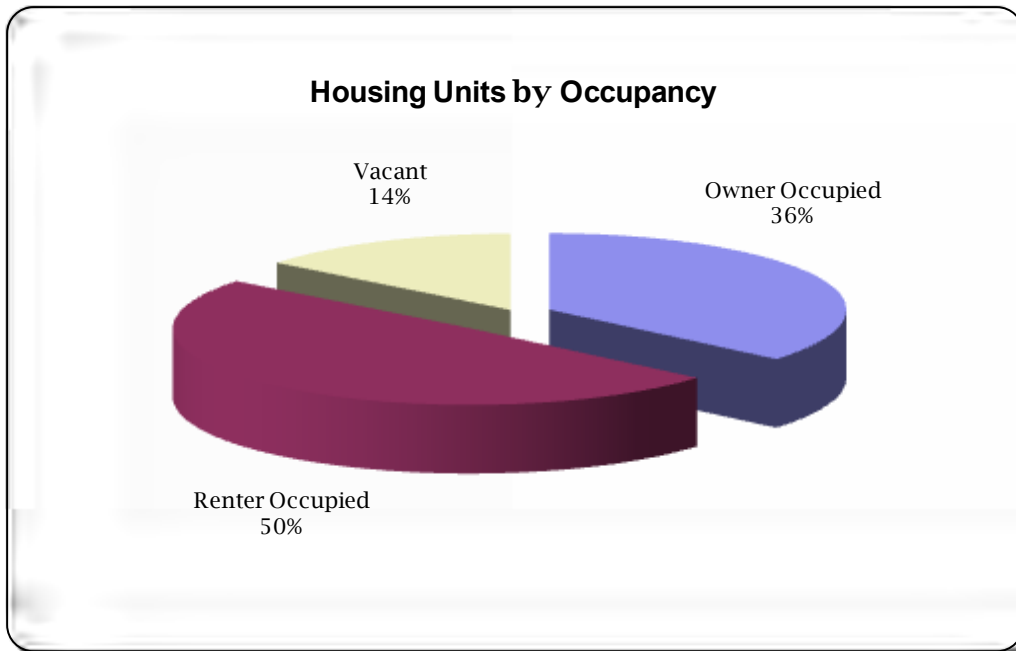
(1) FY 2003 was the first year of the Tax Increment Revenue Bonds.

(2) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando and Orange County applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.

Supplemental Information

CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$	43,601
Per Capita Income	\$	29,386
Median Age		36.1
Housing Units		107,005
Owner Occupied		36.2%
Renter Occupied		49.4%
Vacant		14.4%



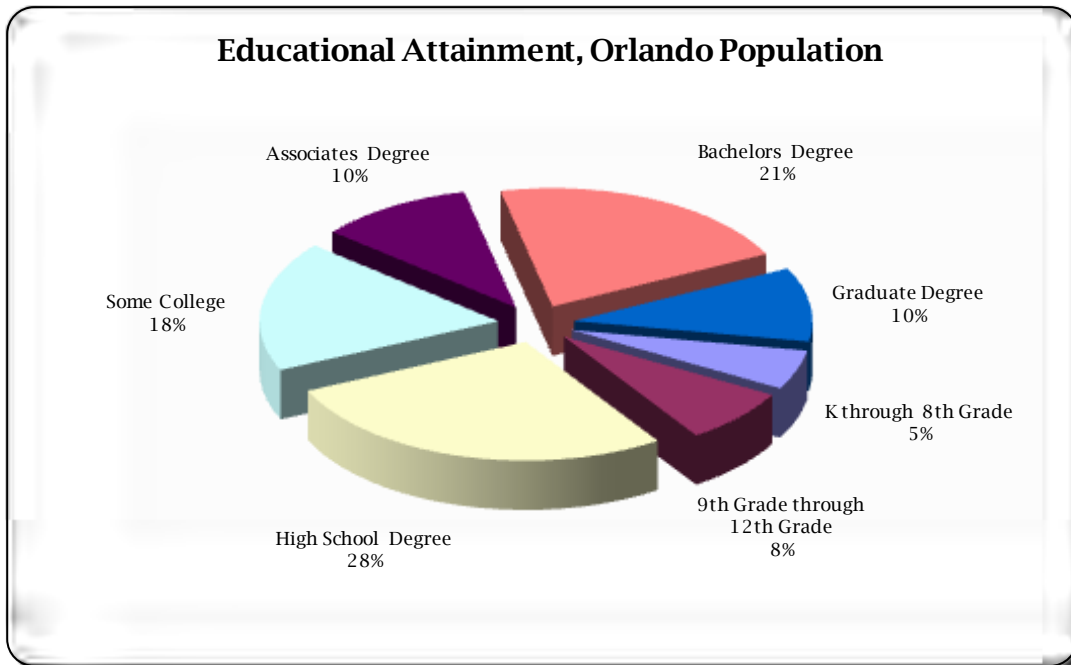
Supplemental Information

CITY OF ORLANDO DEMOGRAPHIC STATISTICS CONTINUED

Educational Attainment:

K through 8th Grade	5.4%
9th Grade through 12th Grade	7.5%
High School Degree	27.6%
Some College	17.8%
Associates Degree	10.5%
Bachelors Degree	21.2%
Graduate Degree	10.1%

Source for Demographic Data: Metro Orlando Economic Development Commission



Supplemental Information

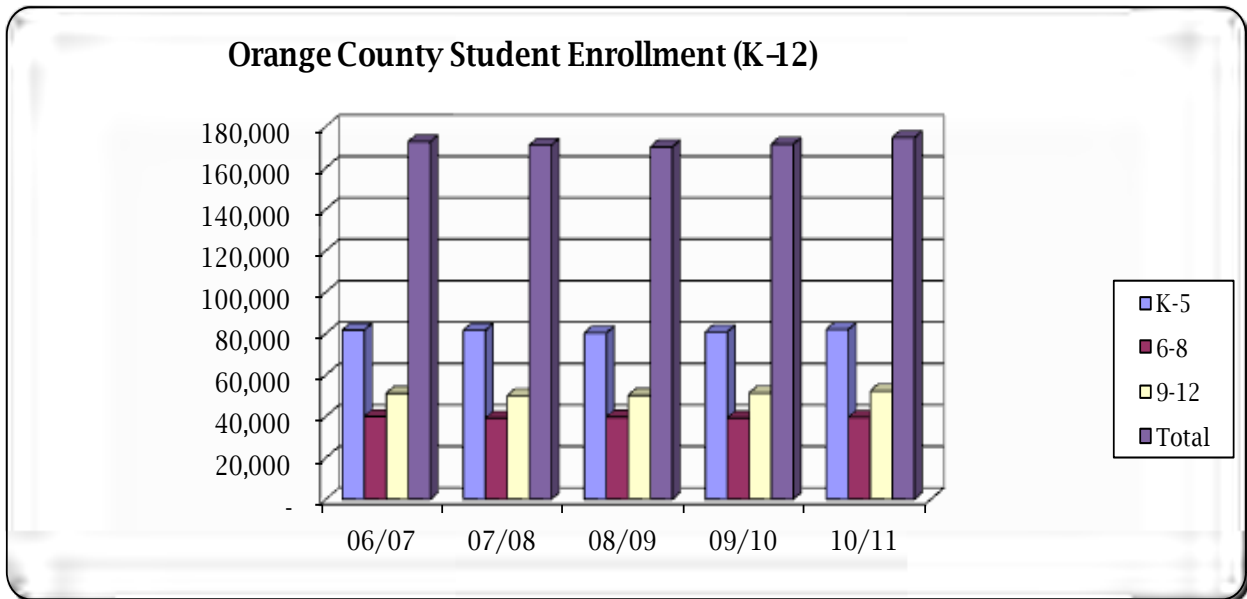
SCHOOL ENROLLMENT 2010/2011, ORANGE COUNTY AND ORLANDO

	Number of Schools*		
	Elementary	Middle	High
Orange County	127	34	19
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	1,571
K	13,331
1	13,760
2	13,629
3	14,074
4	13,853
5	13,381
6	13,545
7	13,267
8	13,601
9	13,118
10	14,691
11	13,383
12	11,052
Total	176,256
Orlando Only	35,428



Note: Data obtained from the Orange County School Board Website. School Districts in Florida follow county borders. School-age children in the City of Orlando attend Orange County Schools.

Supplemental Information

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Appendix

Policy Overview

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

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

- Establish broad goals to guide government decision making
- Develop approaches to achieve goals
- Develop a budget consistent with approaches to achieve goals
- Evaluate performance and make adjustments

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 431)
- 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 446)
- 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 452)
- Debt Policy - The Debt Policy, reviewed annually by the City Council, sets the parameters by which the City can use long-term borrowings to finance capital construction. (Page 474)
- Reserve Policy - A policy that formally defined fund reserve levels was adopted by the City Council in 2004. This policy contains a description of the applicable fund, the nature of its revenue sources (volatile/non-volatile), and the desired target fund reserve level. (Page 483)

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 FY2011/2012 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 and Technology Management Divisions as a joint operation. These Divisions have 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 performance-driven appropriation process. 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. Program prioritization forms, 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 sustaining; i.e., current revenues will cover current expenditures, including debt service.
- An indirect cost allocation will be assessed by the General Fund against all Enterprise, Internal Service and other appropriate funds of the City. This assessment is based on a cost allocation plan prepared for the City by KPMG and will be used to reimburse the General Fund for administrative and support services provided to these funds. The cost allocation plan was prepared in accordance with full costing concepts, which recognize and incorporate expenditures of the City, with the exception of unallowable costs.
- 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 26, 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.

2100.1 Organization and Policy – Budget (Page 433)

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.

2100.2 Financial Policies Guiding the Budget (Page 435)

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.

2100.3 Revenue Policy (Page 437)

This policy guides the City's overall revenue objectives. While policy 2100.2 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.

2100.4 Expenditure Policy (Page 441)

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 2100.2. These details include prioritizing essential City services in funding decisions, and striving to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

2120.2 Operating Budget Appropriation for Prior-Year Encumbrances (Page 444)

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 prohibited re-appropriation of funds from Salaries and Wages or Benefits.

Appendix

Department of Finance

Management and Budget Section 2100.1

2100.1 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 and other budget-related processes

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of and receives direction from the Mayor

: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 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 2100.1

5. Review 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, Chief Financial Officer, Chief Administrative Officer, City Attorney, and Chief of Staff.

Appendix

Department of Finance

Management and Budget Section 2100.2

2100.2 SUBJECT: FINANCIAL POLICIES GUIDING THE BUDGET

:1 OBJECTIVE:

Establish financial policies that guide development of the City's budget.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of and receives direction from the Mayor .

: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 set of policies and procedures.

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 by policy or law to be accounted for in another fund.

Appendix

Department of Finance

Management and Budget Section 2100.2

- 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 2100.3

2100.3 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 was adopted by City Council on 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 2100.3

- 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 un-appropriated 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 2100.3

3. The impact of normal cost increases and expenditure growth on the fee to be charged in the future
 4. The impact of users opting not to use the service because of the fee
 5. The cost of administering the user fee
 6. Distribution of the City's revenue burden as measured by ability to pay and the benefits received
 7. Other policy considerations specific to the proposed fee
- c. The amount of a fee will not exceed the overall cost of providing the facility, infrastructure, or service for which the fee is imposed. When calculating the potential cost to be recovered, the following will be considered:
 1. Costs which are directly related to the provision of the service
 2. Indirect costs, or support costs, which are general in nature but are necessary for the delivery of the service
 - d. When determining the percentage of the total cost that can be recovered through a user fee, the following factors will be considered:
 1. The nature of the facility, infrastructure, or service
 - a. Proprietary services shall be self-supporting
 - b. The cost of governmental services should be supported with general tax dollars to the extent the benefit and enjoyment is community-wide
 2. The nature and extent of the direct benefit to the fee payer (when a service or facility results in a substantial, immediate and direct benefit to fee payers, a higher percentage of the cost should be recovered by the fee)
 3. The level of demand for the service
 4. Ease of collection
 - e. User fees will be reviewed and updated on an ongoing basis to ensure they keep pace with changes in cost of the related service as well as changes in the method or level of service delivery.

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Department of Finance

Management and Budget Section 2100.3

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 2100.4

2100.4 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 was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The expenditure objectives and policies stated herein shall provide the framework for developing and ensuring adherence to the City's budget.

B. Objective

The City of Orlando will provide the level of expenditure necessary for the ongoing health, safety, and welfare of its residents, businesses, and visitors. In order to accomplish this objective, the following statements shall guide the allocation of resources:

- 1) The City will identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of service.
- 2) Essential City services will receive first priority in funding decisions. Essential City service refers to those activities that protect lives and property.
- 3) The City shall require that, to the extent possible, increased demand for service as a result of growth shall be paid for through taxes and fees collected as a result of that growth.

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Department of Finance

Management and Budget Section 1200.4

- 4) The budget will be structured so that the City Council and the general public can readily establish the relationship between expenditures and the achievement of service objectives. The budget shall be developed using budget best practices, and annually the City will strive to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

C. Policies

1) Appropriation and Control

- a. Budgets shall be appropriated by the City Council. The level of control is established at:

1. Department level for the General Fund
2. Project level for capital improvement projects
3. Fund level for all other funds

- b. The level of budgetary control shall not be exceeded. Departments shall also reduce their expenditures to offset revenue shortfalls.

- c. Appropriations are not guaranteed from one fiscal year to the next. Each year appropriation levels shall be based on a detailed review of spending needs, priorities, expected results, and available funding.

- d. At the close of the fiscal year, the Department of Finance shall prepare a comprehensive annual financial report that contains statements which compare audited expenses relative to budgetary appropriations. The report will include an explanation of each instance in which expenditures exceeded appropriation.

2) Maintenance of Capital Assets

Within the resources available each year, the City will maintain all physical assets at a level adequate to protect the City's capital investment, to minimize future maintenance and replacement costs, and to maintain current service level.

3) Avoidance of Operating Deficits

The City will take immediate corrective action if at any time during the fiscal year expenditure projections exceed revenue estimates. Corrective action may include a hiring freeze or other expenditure reducing measure.

The following actions shall not be used to balance the budget when an operating deficit is identified:

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Department of Finance

Management and Budget Section 1200.4

- 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 2120.2

2120.2 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 was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

All valid encumbrances with a balance remaining at fiscal year end will be carried forward to the ensuing fiscal year. The purpose of this policy is to provide criteria for determining which encumbrances are eligible for budget re-appropriation in that ensuing fiscal year.

B. Re-Appropriation Criteria

In accordance with City Policy 615, Department Directors, Office Directors, and Division Managers are responsible for requesting operating budget appropriations in the fiscal year when expenditures are expected to be made. No carry-forward of operating budget appropriations to a future fiscal year for encumbrances will be permitted except for the limited circumstances contained in this policy.

The following requirements must be met for a budget re-appropriation to cover an encumbrance carried forward from a prior fiscal year:

- 1) Operating expenses related to a valid purchase order that is limited to a one-time item or event and the expectation for payment is in the next fiscal year. Eligible items should come primarily from the Contractual Services Account Group.
- 2) Re-appropriation for capital outlay (equipment) when an encumbrance has been approved and a purchase order is issued, but the equipment has a production lead-time that makes delivery by the end of the fiscal year impractical. Eligible items must come from encumbrances in the Capital Account Group.

C. Prohibitions, Restrictions and Exceptions

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Management and Budget Section 2120.2

- 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 called an Evaluation and Appraisal Report (or EAR). Between such major updates, the City amends the Plan in accordance with State law.

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 enter the second 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 through 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 2,134,411 (April 1, 2010) to 2,510,500, with the City of Orlando proper growing from 241,978 to 310,587 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.

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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.

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The City will also provide leadership to stimulate affordable housing demonstrations within new and existing neighborhoods throughout the City. The City will institute strong and directed housing policies and work with the Orlando Housing Authority, non-profit development corporations and the private housing sector to meet the very real and growing affordable housing needs of the community.

But simply preserving the housing that already exists and providing affordable new housing in and near the City's activity centers are not enough to solve the problems facing Orlando. The City also is aware of the fact that low-income housing will become more and more difficult to provide, and that the homeless and economically disadvantaged in our society must be re-incorporated into an economic system that has, by and large, passed them by.

ORLANDO'S ECONOMIC FRAMEWORK

Orlando'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 location 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.

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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.

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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.

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.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636)

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.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

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.

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- Policy 1.1.6 Capital improvements shall be prioritized in a manner that is consistent with the Growth Management Plan. This prioritization system shall be comprised of the following three components:
- a. The timing of capital improvements shall be based on the following priorities:
 1. To preserve the health and ensure the safety and welfare of the public by eliminating or preventing a critical breakdown in the City's public facilities and services.
 2. To maintain existing public facilities through a repair and replacement program.
 3. To eliminate existing deficiencies in a timely and cost efficient manner.
 4. To accommodate new growth through the timely and cost effective planning and construction of new or expanded public facilities.
 - 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.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007)*
- 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

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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.

(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007)

Policy 1.1.9 All operating costs associated with public facilities and services programmed in the Capital Improvements Element shall be incorporated into the five year operating budget. The budget process shall be amended to ensure that operating revenue needed to support capital improvements is provided.

Objective 1.2 Upon plan adoption, the City shall utilize the Level of Service (LOS) standards identified in this plan to evaluate and permit new development in order to maintain adopted level of service standards for existing and future needs.

Policy 1.2.1 The LOS standards adopted for each of the following public facilities and services shall apply to new development: roads, schools, wastewater, parks, stormwater, potable water, solid waste and public transit.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 3090; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)

Policy 1.2.2 Figure TE-1B and Transportation Policy 1.8.3 depict the Traffic Circulation Level of Service standards within city boundaries. Assessment of the level of service for major thoroughfares, where required, within city boundaries shall be based on peak hour directional traffic, using the most recent Highway Capacity Manual or other accepted procedures.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

Policy 1.2.3 The City shall exempt the area shown in Figure TE-3A from Transportation Concurrency for roadways in order to promote infill development and encourage use of alternative transportation modes.

The City of Orlando's Transportation Concurrency Exception Area (TCEA) shall be the corporate limits of the City of Orlando, Florida as of July 7, 2010 (the most recent date the Department of Community Affairs posted the list of jurisdictions that qualified as a Dense Urban Land Area according to the Florida Legislative Office of Economic and Demographic Research per Section 163.3164 (34), Florida Statutes).

Developments inside the TCEA shall be deemed to meet state requirements to achieve and maintain level-of-service standards for transportation.

Any properties annexed by the City of Orlando after July 7, 2010 shall be required to comply with the applicable transportation concurrency and/or mobility requirements of Orange County until such time as the jurisdictional boundary of the City of Orlando is updated to include the annexed property and recorded in accordance with Chapter 171.091, Florida Statutes, and subsequently included in the Florida Legislative Office of Economic and Demographic Research's annual calculations of population and density. This policy is applicable regardless of whether or not the annexed property has an adopted City future land use designation.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

Appendix

Policy 1.2.4 Improvements to the transportation system shall be prioritized based on safety considerations, existing deficiencies, multimodal and environmental considerations, physical, economic and policy constraints, contribution to quality urban design, required right-of-way needs, level of service, and appropriate system continuity.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904)

Policy 1.2.5 Major thoroughfares operating at a level of service of “F” should not be significantly degraded as a result of a proposed new development project, unless an appropriate mitigation plan, proportionate to the impacts of the proposed development, is approved consistent with the City’s adopted mobility strategies. Significant degradation occurs when the increase in vehicles per hour per lane (vphpl) exceeds the following percentages:

Limited Access Facilities

4 Lanes	29%
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6 Lanes	18%
---------	-----

Arterials and Collectors

2 Lanes Undivided	56%
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4 Lanes Undivided	34%
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4 Lanes Divided	25%
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6 Lanes Divided	17%
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One-Way Roads

2 Lanes	25%
---------	-----

3 Lanes	17%
---------	-----

4 Lanes	15%
---------	-----

Constrained Facilities

4 or 6 Lanes	10%
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(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

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:

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<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.

(Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702)

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

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636)

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.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)

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:

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

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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
Floodprone Areas	Development allowed in 100 year floodplain with compensatory storage loss for floodplain and no development in the floodway.

(Amended June 29, 1998, Effective July 30, 1998, Doc. No. 31329; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)

Appendix

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.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)

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

<u>Minimum Line Pressure</u>	<u>Demand Condition</u>
50 psi	Average Day
40 psi	Peak Day
25 psi	Peak Day + Fire Flow

These LOS shall be based on the average day demand.

(Amended January 30, 2006, Effective March 2, 2006, Doc. No. 060130908; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)

Policy 1.2.12 Throughout the planning period, the City shall strive to maintain or improve a 30-minute weighted average headway on the majority of the designated transit service corridors shown in Figure TE-52.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

Policy 1.2.13 Transit corridors must be given high priority for transit frequency increases to provide additional capacity to the transportation system, consistent with Transportation Objective 1.13 and associated policies.

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(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

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.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636)

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)

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
Middle	100%	Middle School Attendance Zones
High	100%	High School Attendance Zones

** Permanent FISH + "In-Slot" school, not to exceed Core Capacity for Elementary and Middle school types. Permanent FISH, not to exceed Core Capacity for High Schools.*

The LOS for Blankner K-8 is as follows: grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle 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.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102)

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.

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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.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636)

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.

(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007)

Policy 1.4.2 Existing development shall be responsible for the costs associated with the repair and replacement of existing public facilities and services through the payment of property revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.

Policy 1.4.3 Existing development shall be responsible for the cost of capital improvements needed to eliminate pre-1991 existing deficiencies through property tax revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.

Policy 1.4.4 Development shall bear a proportionate share of the cost of providing new or expanded public facilities and infrastructure required to maintain adopted levels of service through impact fees, site-related developer dedications, and developer contributions.

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)

Appendix

<u>Special Purpose Governmental Funds</u>	<u>Other Government Funds</u>
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CRA	General Fund
Gas Tax	Debt Service Funds
Transportation Impact Fee Funds	Capital Projects Fund

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)

- 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.*

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)

- 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.

- 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.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)

- 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.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)

- 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.

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- Policy 1.4.14 The City shall develop policies and strategies regarding the maximum deployment of short or intermediate term debt in conjunction with the utilization of hedging tools (i.e. swaps, caps, etc.) to minimize the potential for future interest rate volatility.
- Policy 1.4.15 The City shall not rely on the use of general obligation (property tax) bonds. The City shall rely on various revenue bond alternatives where borrowing is considered appropriate.
- Policy 1.4.16 The City shall limit non-self-sufficient debt service to be no greater than 25% of non ad valorem government revenues. (Subsidized proprietary or other government funds)
(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)
- 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.
(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)
- 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.
(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636)
- 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.
(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)
- 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.
(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)
- 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.

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- 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 Transportation Element Figure TE-2. The projects shown in the first five year planning period of Figure TE-2 shall be included in Capital Improvements Figure CI-14, except those that do not meet the requirements of Capital Improvements Policy 1.1.2 or those that have already been fully funded by other means.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)*
- 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 transportation 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.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)*
- 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.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904)*
- 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.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904)*
- Policy 1.4.30 Impact fee assessments to individual developments shall not exceed that development's share of anticipated transportation improvements within the Transportation Benefit Area.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904 Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)*
- 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.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)*
- 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.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904)*
- Policy 1.4.33 The City shall appropriate funds on an annual basis sufficient to meet the commitment stated in Policy 1.4.32.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904)*
- Policy 1.4.34 The City shall actively support the establishment of dedicated revenue sources for public transit. The City shall work with regional partners to identify grants, state and federal funding sources, as well as local sources to fund construction and operation of transit projects shown in Transportation Figure TE-2.
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(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

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.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904)

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 and construct the bicycle and pedestrian projects identified in Transportation Figure TE-2.

(Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

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 shall be required. The developer's project must be revised based on amendment to the Fund Schedule that directly impact the project.

(Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

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.

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1. 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.
2. Whether the area that will be served by the CDD is amenable to separate special-district government.

(Amended April 19, 2004, Effective July 5, 2004, Doc. No. 040419907)

Policy 1.4.42 If long term level of service deficiencies are projected, the City may choose to adopt a long-term concurrency management system and a financially feasible long-term capital improvements schedule to address those deficiencies.

(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007)

Policy 1.4.43 As part of the Evaluation and Appraisal Reporting process, the City shall monitor progress toward implementation of the projects identified in Transportation Figure TE-2 and amend the figure consistent with City plans and Metroplan's Long Range Transportation Plan.

(Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

Objective 1.5 The City shall continue evaluation and implementation of the fiscal evaluation and monitoring process to ensure the financial feasibility, successful coordination and implementation of the Growth Management Plan.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636)

Policy 1.5.1 The fiscal evaluation model shall review and project revenues and funding mechanisms, debt service and capacity, and project capital and operating costs annually for the five year program. This model shall be sensitive to economic conditions and be integrated into the land development review process taking into account the impact development permits have on revenues, capital and operating costs.

Policy 1.5.2 The capital improvements monitoring system shall track the funding, construction and completion of capital improvements identified in the Capital Improvements Element, and monitor capital and operating budget amendments to the Capital Improvements Element. An annual status report on all capital improvements shall be prepared and included in the Capital Improvement Program.

Policy 1.5.3 The capital improvements monitoring system shall also include a repair and replacement schedule and inventory that describes condition, useful life and value of all equipment and public facilities.

GOAL 2: 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.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636)

Policy 2.1.1 The City's Concurrency Management System must include the procedures, requirements, and analysis needed to ensure that the adopted level of service standards for schools, potable water, wastewater, solid waste, stormwater, and recreation and open space are not lowered by development below adopted LOS standards and that needed public facilities to serve the development are provided concurrent with development.

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(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

Policy 2.1.2 The City's Concurrency Management System shall encourage a concentrated urban form in order to efficiently accommodate its projected population and employment. The City recognizes that the benefits of a concentrated urban form maximizes the use of the existing infrastructure, promotes efficiency in the areas of transportation, public facilities and services, neighborhood protection, energy consumption and environmental protection.

Policy 2.1.3 The City shall deny the approval and issuance of development permits and development orders for development which would reduce the level of service standards for 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.

(Amended May 16, 1994, Effective July 28, 1994, Doc. No. 27538; Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

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.

(Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702)

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 Reserved.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)

Policy 2.2.2 Reserved.

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	<i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
Policy 2.2.3	Reserved.
	<i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
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. Such development shall support a range of transportation alternatives to satisfy mobility needs, manage congestion, and achieve healthy, vibrant urban centers. Developments inside the Transportation Concurrency Exception Area are exempted from compliance with the concurrency management system and shall comply with the mobility requirements of the Growth Management Plan and the City's Land Development Code.(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)
Policy 2.2.5	Reserved.
	<i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
Policy 2.2.6	Reserved.
	<i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
Policy 2.2.7	Reserved.
	<i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
Policy 2.2.8	Reserved.
	<i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
Policy 2.2.9	Reserved.
	<i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
Policy 2.2.10	Reserved.
	<i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
Policy 2.2.11	Reserved.
	<i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>

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Policy 2.2.12	Reserved. <i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
Policy 2.2.13	Reserved. <i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i> <i>Policy 2.2.14 The City shall monitor performance of the roadway system inside the Transportation Concurrency Exception Area (TCEA) by monitoring Level of Service for every major thoroughfare within the TCEA. (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
Policy 2.2.15	Reserved. <i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
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. <i>(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)</i>
Policy 2.2.17	Reserved. <i>(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101)</i>
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: <ol style="list-style-type: none"> 1. Adequate plant capacity is available, or under construction, at the time a development permit is issued; not to exceed permitted plant capacity; and 2. Line capacity is available, or under construction, at the time a development permit is issued, not to exceed 90% of available line capacity. <i>(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)</i>
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: <ol style="list-style-type: none"> 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. <i>(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)</i>

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- 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.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610; Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004)*
- Policy 2.2.21 The solid waste LOS standards shall be applied through the application of the following performance standards to ensure that solid waste public facilities are in place when the impacts of development occur:
1. Adequate truck fleet capacity is available at the time a development permit is issued, or
 2. The necessary capital equipment is programmed in the Capital Improvements Element to be purchased at the time a development permit is issued; or
 3. The necessary capital equipment is guaranteed in a development agreement which provides for the actual purchase of the equipment upon issuance of a development permit.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)*
- Policy 2.2.22 The stormwater LOS standards shall be applied, through the application of the following performance standards to ensure that stormwater public facilities are in place when the impacts of development occur:
1. The necessary improvements are in place at the time a development permit is issued; or
 2. The necessary improvements are guaranteed in a development agreement that ensures that the improvements will be in place at the time a development permit is issued.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610)*
- 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.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103)*
- 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.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)*
- Policy 2.2.25 Prior to June 1st 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.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)*
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- 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.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)*
- 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.
- (Amended July 7, 2008, Effective September 30, 2008 Doc. No. 0807071001)*
- 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.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)*
- Policy 2.2.29 The City shall include the ten (10) year DCOP in the annual update of the CIE.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)*
- Policy 2.2.30 The City hereby incorporates by reference the OCPS 10-Year Capital Outlay Plan for 2010-2011, adopted by the Orange County School Board on September 7, 2010, which includes school capacity sufficient to meet anticipated student demands projected by OCPS.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended December 14, 2009, Effective March 11, 2010, Doc. No. 0912141101; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102)*
- 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.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)*
- 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:
- a. Elementary: 110% of Adjusted FISH using Modified Middle School Attendance Zones as CSAs
 - b. Middle: 100% of Adjusted FISH using Middle School Attendance Zones as CSAs
 - c. 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.)
- The LOS for Blankner K-8 is as follows: grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle schools.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102)*
- 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 2009/2010 - 2018/2019 for areas where significant backlogs exist.

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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. All CSAs must achieve the adopted LOS standards identified in CIE Policy 2.2.32 and PSFE Policy 1.1.1 by 2014, with the exception of the backlogged CSAs which have been placed in a long term concurrency management system. Each backlogged CSA must meet the adopted LOS by 2017. The backlogged CSAs are identified below and the existing and projected LOS standards are identified accordingly.

Backlogged CSA	Adopted LOS Standard	2009-10 (Existing)	2013/14 (5 Year)	2016-17 (LTCMS 10 Year)
CSA DD	110%	109.4%	114.6%	100.6%
Gotha	100%	110.1%	104.0%	81.9%
Meadow Woods	100%	106.6%	108.1%	99.3%
66-M-W-4 (2012)	100%	n/a	100.8%	100%

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102)

Policy 2.2.35 The City shall annually review compliance and appropriateness of the adopted LOS standard.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001)

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FIGURE CI-14
CITY OF ORLANDO CAPITAL IMPROVEMENT ELEMENT
CAPITAL IMPROVEMENTS FUND SCHEDULE

	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</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
Capital Improvement Fund Total	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
Gas Tax						
Roadways						
Area Wide Signal Fiber System Upgrade	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Mass Transit						
Lynk Annual Contribution	3,482,292	4,255,000	4,255,000	4,255,000	4,255,000	20,502,292
Bicycle and Pedestrian Facilities						
School Safety Sidewalk Program	100,000	100,000	100,000	100,000	100,000	500,000
Gas Tax Total	\$ 3,682,292	\$ 4,455,000	\$ 4,455,000	\$ 4,455,000	\$ 4,455,000	\$ 21,502,292
Federal Funds						
Roadways						
School Safety Sidewalk Program	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000
Federal Funds Total	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000
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	\$ -	\$ -	\$ 254,000	\$ -	\$ -	\$ 254,000
Residential/Recycling Collection Vehicles	-	254,000	-	-	254,000	508,000
Wastewater						
West Lake Fairview Sanitary Sewer	-	-	3,000,000	-	-	3,000,000
Service Charges Total	\$ -	\$ 254,000	\$ 3,254,000	\$ -	\$ 254,000	\$ 3,762,000
State Aid						
Roadways						
Narcoossee Road 4-Lane (Goldenrod to Lee Vista)	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ 3,000,000
State Aid Total	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ 3,000,000
Stormwater Utility Fee						
Stormwater						
Drainage Well Enhancement	\$ 375,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,575,000
Lake Enhancement Improvements	300,000	400,000	400,000	400,000	400,000	1,900,000
System Repair and Rehabilitation	500,000	500,000	500,000	500,000	500,000	2,500,000
Stormwater Utility Fee Total	\$ 1,175,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 5,975,000

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FIGURE CI-14
CITY OF ORLANDO CAPITAL IMPROVEMENT ELEMENT
CAPITAL IMPROVEMENTS FUND SCHEDULE

	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>FIVE YEAR</u>
Transportation Impact Fees						
Roadways						
Augusta National Extension: 2-Lane Hoffner to Bent P.	\$ -	\$ 400,000	\$ 1,000,000	\$ -	\$ -	\$ 1,400,000
Boggy Creek: 4-Lane Jetport to Greenway	-	150,000	-	1,000,000	-	-
Grand National Dr. 4-Lane Oak Ridge to Sand Lake	-	-	1,000,000	-	-	1,000,000
Narcoossee Road 4-Lane (Goldenrod to Lee Vista)	-	-	6,000,000	-	-	6,000,000
President Barack Obama Parkway	1,000,000	-	-	-	-	1,000,000
Transportation Impact Fees Total	\$ 1,000,000	\$ 550,000	\$ 8,000,000	\$ 1,000,000	\$ -	\$ 9,400,000
Total	\$ 6,257,292	\$ 6,859,000	\$ 25,309,000	\$ 7,055,000	\$ 6,309,000	\$ 50,639,292

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.

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.

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- 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.
- 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
 - 2. General Governmental (including the General Fund)
 - i) Covenant Program
 - ii) General Obligation

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This distinction recognizes that self-supporting proprietary programs do not directly or indirectly place a burden on taxpayers in the form of increased taxes. As long as each system's user rates meet the needs of both operations and debt service, the debt program is not considered part of either the General Government or Tax-Supported Debt of the City.

Having made these classifications, the Mayor and City Council shall commit to:

- A. Act with regard to self-supporting proprietary operations, when necessary, to increase rates to ensure that each operation maintains rate coverages (revenue to debt service ratios) as required by the higher of either City policy or related debt covenants.
- B. Limit the level of annual debt service as a percentage of available annual revenues to ensure a reasonable ability to address recurring operations and maintenance and/or capital requirements on a pay-as-you-go basis for all self-supporting governmental operations.
- C. Establish the annual subsidy required and compare it to the actual subsidy needed for all non self-supporting proprietary operations.
- D. Adhere to debt limits established herein to ensure current and future flexibility for all Non Self-Supporting Debt.

V. Manage the Use/Commitment of Pledgable Resources

- A. The City uses its Covenant Program as the primary financing mechanism and security source used to finance general government capital projects.
- B. The City recognizes that pledgable revenue sources are limited. The City will treat the use of each as a deployment of a scarce resource, and careful attention will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources as a secondary pledge should be thoughtfully addressed, used strategically, and, wherever possible, be:
 - 1. Limited to specific dollar amounts, and
 - 2. Subject to recapture, if and when the primary revenue pledge demonstrates sufficient strength on its own.

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.

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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

(i). Election to Issue Fixed Rate Debt

The City has available to it two separate fixed rate programs: long-term Fixed Rate Debt and

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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.

Appendix

(iv). Debt Program Targets

In general, the City seeks to lower its overall cost of funds through an issuance of Variable Rate Debt and Medium Term Notes since these products are generally lower than fixed rates of interest.

In addition, the Variable Rate Debt would simultaneously create a hedge against its variable rate investments to protect its financial condition in lower interest rate environments. The potential savings and benefits justify interest rate exposure as long as the risk is mitigated by limiting the amount of the Net Variable Rate Debt. In considering Net Variable Rate Debt, the rating agencies generally recognize the issuer's ability to match its assets and liabilities and generally exclude or net variable rate debt equal to (i) certain variable rate assets and (ii) applied Debt Hedging Products such as interest rate caps and swaps where appropriate. The following targets are established for the overall City's debt portfolio, including all Self-Supporting Debt and Non Self Supporting Debt:

Overall City and CRA Debt

<u>Overall City and CRA</u>	<u>Targets</u>
<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%

Covenant Program

The following targets are established for the Covenant Program:

<u>Covenant Program</u>	<u>Targets</u>
<ul style="list-style-type: none"> • Fixed Rate • Goal 	40-50%
<ul style="list-style-type: none"> • Unhedged or Net Variable Rate: • Goal • Maximum 	25-35% 50%
<ul style="list-style-type: none"> • 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.

Appendix

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:

<u>Other Debt Programs</u>	<u>Target Maximum Net Variable Rate Debt (1) Exposure</u>
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.

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

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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,

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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.

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 28th day of February, 2011.

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)

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CRA Funds and Impact Fee Funds have been excluded from this Policy. In the case of the CRA Funds, the three CRA Districts are required by statute to return any excess funds to the contributing taxing authorities. Furthermore, the Downtown District must have a reasonable expectation that year-end reserves will be spent within three fiscal years in order to hold those balances.

The City's two Impact Fee Funds (Transportation and Wastewater) must be spent on new, system expansion oriented capital projects. Since these funds are limited to fund capital projects, an operating reserve is not necessary. Year-end balances must have an anticipated use. While anticipated projects may be reprioritized, the ultimate use must always comply with the special purpose restriction.

Other funds have been excluded from this Policy because (1) there are already other legal restrictions that control the ability to maintain reserves, (2) the funds are to be used to fund future liabilities (pension funds), (3) the funds are small and have no material impact on City operations, or (4) other special circumstances exist.

FACTORS IN DETERMINING APPROPRIATE OPERATING RESERVE LEVELS:

Operating Fund Size

The size of the fund's expenditure budget is an important factor in determining the appropriate level of reserves to maintain. In general, the smaller the fund, the greater the appropriate reserve level as a percentage of budgeted expenditures.

Negative Budgetary Event Risk

The relative risk of a negative budgetary event should be taken into consideration in setting the required reserve for an operating fund. The greater the likelihood that external events can negatively impact the fund's budget, the greater the need for reserves that can absorb such a financial shock.

Cash Flow Issues

Another consideration in establishing a minimum reserve level is the cash flow issues related to major revenues. Are these revenues received on a somewhat level basis during the fiscal year (monthly based on activity), or are they received annually or seasonally (e.g. occupational license which are due in September and delinquent October 1 for the then ensuing fiscal year or property taxes which are received from November through March and then drawn down through the next November)? A fund that has more seasonal revenues will require a greater reserve.

Elasticity of Revenues

The elasticity of a revenue refers to how a revenue source responds to changes in economic growth. Revenues that grow as the economy grows are elastic revenues. Elastic revenues include sales taxes, franchise fees and utility taxes. Inelastic revenues are revenues that remain flat or do not change with economic growth. These include occupational licenses and fines. The higher the percentage of elastic revenues in a fund, the lower the need for reserves.

Discretionary Authority

Discretionary authority refers to the ability of the governing body to quickly adjust a particular revenue. Revenues that can be changed by action of the City Council and can be implemented within a short period are highly discretionary. Examples of highly discretionary revenues include user fees for the wastewater system and parking facility rates (hourly or monthly). Revenues that are not discretionary include sales taxes (rate is set by the State) and State shared revenue. Between these two extremes are revenues that have a moderate degree of discretion that allows for changes but only at certain times or under certain restrictions (notice requirements, etc.). Property taxes, which can be changed by City Council only once a year, require notices and public hearings, and have a statutory cap, are moderately discretionary.

Appendix

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:

- not exceed 3.0% of Budgeted Expenditures, and
- 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, 2010
(\$'s in millions)

Funds	2010/2011 Budget	Reserve Policy				Actual
		Minimum		Maximum		
General Fund						\$ 85.7
Utilities Services Tax						\$ 8.2
Disaster Recovery Fund						\$ 11.0
Total General Fund	\$ 356.4	\$ 53.5	15%	\$ 89.1	25%	\$ 104.9 29%
Enterprise Funds						
Self Supporting						
Wastewater System (1)	\$ 67.8	\$ 6.8	10%	\$ 13.6	20%	\$ (12.3) -18%
Parking System	\$ 18.1	\$ 1.8	10%	\$ 3.6	20%	\$ 9.0 50%
Stormwater System	\$ 22.9	\$ 2.3	10%	\$ 4.6	20%	\$ 16.5 72%
Solid Waste Management	\$ 24.7	\$ 2.5	10%	\$ 4.9	20%	\$ 2.4 10%
Enterprise Funds						
Non-Self Supporting						
Orlando Venues	\$ 22.5	\$ -	0%	\$ 2.3	10%	\$ 1.9 8%
CFA	\$ 3.7	\$ -	0%	\$ 0.4	10%	\$ - 0%

(1) Wastewater System operating reserves are being replenished via rate increases that were approved by City Council in September 2009. Although not yet at the minimum level, reserves should be positive as of September 30, 2011. In addition, Wastewater System capital reserves are available as can be seen on [page 487](#).

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City of Orlando
 Operating Reserve Level Status
 Presented as of September 30, 2010
 (\$'s in millions)

<u>Funds</u>	<u>2010/2011 Budget</u>	<u>Reserve Policy</u>				<u>Actual</u>
		<u>Minimum</u>		<u>Maximum</u>		
Capital Project Funds						
Capital Improvement Fund	\$ 6.9	\$ -	0%	\$ 0.7	10%	\$ - 0%
Internal Service Funds						
Fleet Management Fund	\$ 17.0 (1)	\$ 0.9	5%	\$ 1.7	10%	\$ 3.6 21%
Risk Management Fund	\$ 33.4 (2)	\$ 3.3	10%	\$ 5.0	15%	\$ 20.6 62%

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

(2) Reflects the outstanding liability for claims as of September 30, 2010.

Appendix

City of Orlando
 Capital Reserve Level Status
 Presented as of September 30, 2010
 (\$'s in millions)

<u>Funds</u>	<u>Unrestricted</u>	<u>Restricted</u>		<u>Total</u>
	<u>Capital Projects Reserve</u>	<u>R&R</u>	<u>Other</u>	
Enterprise Funds				
Self Supporting				
Wastewater System	\$ 47.8	5.1	23.2	76.1
Parking System	\$ 2.6	3.2	2.4	8.2
Stormwater System	\$ 9.4	-	-	9.4
Solid Waste Management	\$ -	-	-	-
Capital Project Funds				
Capital Improvement Fund	\$ 38.2	-	-	38.2
Internal Service Funds				
Fleet Management Fund	\$ -	-	50.4 (3)	50.4
Risk Management Fund	\$ -	-	-	-

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

Appendix

**Reserve History for General,
Utilities Services Tax and
Disaster Recovery Funds**

<u>Fiscal Year</u>	<u>Combined Ending Fund Balance</u>	<u>Subsequent Year's Budgeted Expenditures</u>	<u>Fund Balance as % of Expenditures</u>
2010	\$ 104,829,859	\$ 356,434,871	29.41%
2009	\$ 89,313,749	\$ 360,372,404	24.78%
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%

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GLOSSARY

ACCOUNT GROUP - A defined group of related accounts. Expenditures are budgeted at this level, while actual expenses are charged at the line item level (see "line item").

ACCRUAL - The City of Orlando utilizes a modified accrual system of accounting whereas obligations are classified as expenditures if the goods or services are expected to be received during the fiscal year whether or not a cash payment is expected to be made within that fiscal year.

ACTIVITY - A significant element of a department's programmatic responsibilities performed for the purpose of accomplishing a function for which a department is responsible.

ADOPTED BUDGET - The original budget as approved by the City Council at the beginning of the fiscal year.

AD VALOREM TAX - A tax levied on the assessed value of real property (also known as "property tax").

AGENDA ITEM (Council) - Any item scheduled to be reviewed/approved by the City Council at a scheduled meeting.

AMENDED BUDGET - The current or revised budget, resulting from changes to the Adopted Budget during the fiscal year as modified by the City Council action.

ANNEXATION - A process approved by the City Council that expands the City's boundaries to incorporate a specified area and extends the City's services and regulations to the new area.

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.

BALANCED SCORECARD - A multi-dimensional framework for managing organizational performance across key operational perspectives. The Balanced Scorecard aims to achieve a balanced set of performance measures and targets that allow managers to track progress in key areas.

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.

Glossary

BUDGETARY ACCOUNTS – Accounts used to record the formally adopted annual operating budget in the general ledger. This budgetary integration is the basis of the City's management control process. Also referred to as line items, budgetary accounts are grouped by similar items for uniformity of purchasing decisions

BUDGETARY CONTROL – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

BUREAU – An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

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.

Glossary

CONTINGENCY - Funds accumulated for future purposes, or unplanned expenditures.

CONTRACT ORDER SYSTEM - A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

CONTRACTUAL SERVICES - Services rendered to a government by private firms, individuals, or other governmental agencies.

DEBT SERVICE - Annual or periodic principal and interest payments on debt.

DEBT SERVICE FUND - One or more funds established to account for expenditures used to repay the principal and interest on debt.

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.

Glossary

FUND BALANCE - The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - The conventions, rules & procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP are set forth by SAS No. 69, *The meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principles" in the Independent Auditor's Report*.

GENERAL FUND - The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND - Bonds for which the full faith and credit of the issuing government are pledged.

GOALS - General aims of the organization, departments, and divisions (based on vision).

GOVERNMENTAL FUNDS - Funds generally used to account for tax-supported activities.

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.

Glossary

LINE ITEM - A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

LOCAL OPTION - Voted by local referendum, e.g., Local Option Sales Tax.

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.

Glossary

PAYMENTS IN LIEU OF TAXES - Payments to local governments that help offset losses in property taxes due to nontaxable lands within their boundaries.

PERFORMANCE BUDGET - A budget that focuses on activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. The City of Orlando monitors the progress of Division Managers in meeting their performance targets via 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.

Glossary

SPECIAL REVENUE FUND - A type of fund used to account for the proceeds of a specific revenue source (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.

STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) - A state entitlement program designed to foster public/private partnerships to create and preserve affordable housing.

STATUTE - A written law enacted by a duly organized and constituted legislative body.

SURPLUS - The amount of remaining funding from a budget appropriation after all liabilities have been paid.

TAX BASE - The total taxable value of property within the local government's legal boundaries.

TAXES - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges.

TAX INCREMENT FINANCING - Financing secured by the anticipated incremental increases in tax revenues, resulting from the redevelopment of an area.

TRANSFER (of appropriation) - A transaction which reallocates all or part of any item in an approved budget to another line item.

TRANSPORTATION IMPACT FEE - A charge based on projected trips that will be generated by development or redevelopment of a property.

TRUST AND AGENCY FUND - A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

UNRESERVED FUND BALANCE - The portion of a fund's balance that is not legally restricted for a specific purpose.

USER CHARGES - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

UTILITY TAX - A tax levied by the City on the customers of various utilities such as electric, 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

BTR - Business Tax Receipts

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

DARE - Drug Awareness & Resistance Education

DDB - Downtown Development Board

DRC - Development Review Committee

DRI - Development of Regional Impact

ECD - Economic Development

EDV - Economic Development Department

Glossary

EEOC - Equal Employment Opportunity Commission

EMS - Emergency Medical Services

ERT - Emergency Response Team

ESG - Emergency Shelter Grant

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

GEN - General Government

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

HPRP - Homelessness Prevention and Rapid Re-Housing Program

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

Glossary

LDC - Land Development Code

LOS - Level of Service

LTD - Long Term Disability

MADS - Maximum Annual Debt Service

MAIG - Mayors Against Illegal Guns

M.E.R.I.T.S. - My Efforts Result in Total Service (Employee Recognition Program)

MF - Multi Family

MGD - Million gallons per day

MPB - Municipal Planning Board

MSA - Metropolitan Statistical Area

M/WBE - Minority and Women Business Enterprise

NACSLB - National Advisory Council on State and Local Budgeting

NCIC - National Crime Information Center

NPDES - National Pollution Discharge Elimination System

NSP - Neighborhood Stabilization Program

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

PSF - Public Safety

PWK - Public Works Department

R & R - Repair and Replacement

REC - Recreation and Culture

RFQ/RFP - Request for Qualifications/Request for Proposal

Glossary

R-O-W - Right-of-way

SAFER – Staffing for Adequate Fire and Emergency Response Grant

SBA – State Board of Administration

SHIP - State Housing Initiatives Partnership

SHS - State Homeland Security

SIS – Special Investigative Services Division

SOL - Solid Waste

SRF - State Revolving Fund

SSGFC - Sunshine State Governmental Financing Commission

STR – Stormwater

TCEA – Transportation Concurrency Exception Area

TDT – Tourist Development Tax

TIF - Tax Increment Financing

TIGER – Transportation Investment Generating Economic Recovery Grant

TIS – Traffic Impact Study

TM – Technology Management

TMDL – Total Maximum Daily Load (A Stormwater Contaminants Measure)

TRA – Transportation

TSA – Transportation Safety Administration

TRIM - Truth in Millage

UCF – University of Central Florida

VCC – Valencia Community College

VEN – Orlando Venues Department

WAS – Wastewater

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>.
