Orange County/City of Orlando Consolidation of Services Study Commission

FINAL REPORT

May 2, 2006

Orange County/City of Orlando
Consolidation of Services Study Commission
P. O. Box 1393
Orlando, Florida 32802-1393
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May 23, 2006

Mayor Richard T. Crotty
Commissioner Teresa Jacobs, District 1
Commissioner Robert B. Sindler, District 2
Commissioner Mildred Fernandez, District 3
Commissioner Linda Stewart, District 4
Commissioner Bill Segal, District 5
Commissioner Homer L. Hartage, District 6
Post Office Box 1393
Orlando, Florida 32802-1393

Dear Mayor Crotty and Commissioners:

It is my privilege to transmit herewith the final report of the Orange County/City of Orlando Consolidation of Services Study Commission.

As Chairman, I would like to express my appreciation for their work to the members of the Commission, the Commission staff, the County and City liaisons, and the many County, City, and OUC personnel that assisted the work of the Commission.

In the course of its work, the Commission found the staffs of both the County and the City to be highly professional and dedicated. Those qualities are producing positive results for the citizens of this community.

The Commission was also impressed with the level of cooperation between those staffs. The media tends to focus on the occasional areas of conflict. In the main, staff cooperation is excellent, as is reflected in the vast array of interlocal agreements between the two governments. That cooperation receives little attention, but is a testament to the professionalism of the two staffs and has significantly improved the efficiency of both governments.

In fulfilling its responsibilities, the Commission divided its work among six committees, each of which studied an area of governmental operations. The findings and recommendations in those six areas are included in our final report. Several themes are recurring:

- **Greater Emphasis on Joint Planning.** In almost all areas that require significant capital investment, the concept of joint planning and coordination should be expanded. Communication between the decision makers in the City and County staffs should be more

formalized and joint-planning meetings should take place with greater frequency.

- **Greater Emphasis on Identifying Direct or Specific Funding Sources**. In certain areas, improvements in important services could be enhanced if a dedicated funding source existed. For some of the studied services, funding sources exist but at different levels in the City and the County. For other services, specific funding sources have been identified but have not been implemented. In yet other areas, specific funding sources should be identified.

- **Greater Coordination in the Purchase of Technological Systems**. The purchase of software and hardware should be coordinated through standards that maximize interoperability. The existence of compatible systems will enhance opportunities to deliver services more efficiently in the future.

- **Greater Use of Combined Websites**. Several of the Commission's committees recommended that the departments they studied create joint, one-stop websites where the average citizen can learn about or apply for both City and County service at one location. This concept may also be one that could be incorporated in other areas not studied by this Commission.

It is the Commission's hope that this report will assist in improving the delivery of services to both the City's and the County's residents and will serve as a reference guide for further recommendations or studies.

Sincerely,

W. Scott Gabrielson
Chairman
Consolidation of Services Study Commission

CC: Mayor Buddy Dyer
Commissioner Phil Diamond, District 1
Commissioner Betty T. Wyman, District 2
Commissioner Robert F. Stuart, District 3
Commissioner Patty Sheehan, District 4
Commissioner Daisy W. Lynum, District 5
Commissioner Samuel B. Ings, District 6

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6/14/2006

FINAL REPORT

Orange County/City of Orlando Consolidation of Services Study Commission

TABLE OF CONTENTS

Section	Title	Page
I	Members and Staff	I - 1
II	Introduction	II - 1
III	Organization and Approach	III - 1
IV	Committees	IV - 1
V	Mission `	V - 1
VI	Commission Meetings and Public Input	VI - 1
VII	Fire and Emergency Services Committee Report and Recommendations	VII - 1
VIII	Parks and Recreation Committee Report and Recommendations	VIII - 1
IX	Transportation Committee Report and Recommendations	IX - 1
X	Water Utilities Committee Report and Recommendations	X - 1
XI	Purchasing Committee Report and Recommendations	XI - 1
XII	Planning Committee Report and Recommendations	XII - 1
XIII	Appendix A, Charter Amendment	XIII - 1
XIV	Appendix B, Orange County Ordinance	XIV- 1
XV	Documents	XV - 1

SECTION I

Members and Staff

FINAL REPORT

Orange County/City of Orlando Consolidation of Services Study Commission

I. COMMISSION MEMBERS AND STAFF

Commission Members

William Scott Gabrielson, Esq., Chairman (Former Vice-Chairman; elected by Commissioners to replace former Chairman, Richard L. Spears, who resigned January 27th, 2006)
(City of Orlando Appointee)
Shareholder, Mateer & Harbert

Jimmy Goff, Vice-Chairman (Former Member; elected by Commissioners to replace former Vice-Chairman, William Scott Gabrielson, when he became Chairman)
(Orange County Appointee)
Principal, ZHA Inc.

Cesar E. Calvet, Member
(Orange County Appointee)
President of CNL Bank Latin Banking Group

Douglas B. Kelly, Esq., Member
(Orange County Appointee)
Corporate Counsel for Marriott International

Monty Knox, Member
(Orange County Appointee)
Vice President, Knox Nursery

Frances Pignone, Member
(Orange County Appointee)
Former Orange County Commissioner

Don Ammerman, Member
(City of Orlando Appointee)
President, ConTech Properties

Kathy Putnam, Member
(City of Orlando Appointee)
Senior Public Information Officer for the State Road 408 (East-West Expressway) Widening Project

Jim Kallinger, Member
(Legislative Delegation Appointee)
Executive Director, Purpose Orlando

Carolyn Fennell, Member (Replaced Commission Richard L. Spears when he resigned on January 27th, 2006)
(Legislative Delegation Appointee)
Director of Public Affairs, Greater Orlando Aviation Authority

Commission Members (Continued)

Cari Coats, Member (Replaced the late Commissioner Irby G. Pugh when he passed on January 28th, 2006)
(City of Orlando Appointee)
Chief Operating Officer for CNL Real Estate Advisors , CNL Bank

Former Commission Members

Richard L. Spears, Former Chairman (Resigned January 27th, 2006)
(Legislative Delegation Appointee)
Florida Ethics Commissioner

Irby G. Pugh, Esq., Former Member (Deceased January 28th, 2006)
(City of Orlando Appointee)
Owner, Irby G. Pugh P.A.

Commission Staff

Dennis L. O'Neil
Executive Director

Diego "Woody" Rodriguez
Legal Counsel
Marchena & Graham, P.A.

Elinor Adams
Administrative Assistant

SECTION II

Introduction

II. INTRODUCTION

The 2004 Orange County Charter Review Commission placed a charter amendment (Appendix A to this Commission Report) on the November 2, 2004, general election ballot to create an Orange County/City of Orlando Consolidation of Services Study Commission. Voters approved the amendment.

On January 11, 2005, the Board of County Commissioners passed an ordinance (Appendix B to this Commission Report) to implement the approved charter amendment. The Orange County/City of Orlando Consolidation of Services Study Commission was composed of 11 members: 5 members appointed by Orange County, 4 members appointed by the City of Orlando, and 2 members appointed by the Orange County Legislative Delegation. The Orange County Legislative Delegation also appointed an alternate member. The Commissioners had to be appointed no later than February 1, 2005. No elected officials could be appointed to the Commission. The Commission had to adjourn sine die no later than May 2, 2006 (18 months following the November 2 general election).

SECTION III

Organization and Approach

III. ORGANIZATION AND APPROACH

The Commission held its first meeting on April 6, 2005. At their next meeting, April 18, 2005, the Commission elected a chairman and a vice-chairman. The Commission contracted for an administrative assistant on June 8, 2005; retained legal counsel on June 21, 2005; and hired the executive director on August 8, 2005. The Commission adopted Robert's Rules of Order as its rules of procedure, and decided to proceed by forming committees to study the areas that the Commission thought to be service consolidation possibilities. Three committees (Fire and Emergency Services, Parks and Recreation, and Transportation) were designated at the July 27, 2005 Commission Meeting. Two more (Water Utilities and Purchasing) were designated on August 8, 2005, and a sixth (Planning) was established at the December 13th Commission Meeting. The Commission Chairman selected Committee chairman and members.

The Commission and its Committees met regularly and diligently. The Commission met 25 times and the various Committees met a total of 56 times. The Commission concluded its deliberations on time and well within its projected budget.

SECTION V

Mission

V. MISSION

The charge of the Commission was to conduct a comprehensive study of the consolidation of City of Orlando and Orange County government services and provide a report to the city and county not later than September 1, 2006, with specific findings and recommendations regarding:

- efficiencies in service delivery,
- economies of scale,
- opportunities for enhanced intergovernmental cooperation between the two local government
- and other related issues.

The Commission was guided by the principle that there had to be a compelling reason to recommend consolidation of any services. Given the short time period of its existence and its small staff, the Commission did not have time to do exhaustive research, but determined to make recommendations based on the best available evidence so as to fulfill the mission given it by the citizens of Orange County and the City of Orlando, with the proviso that in some cases more research might be required before action on the recommendations could proceed.

SECTION VI

Commission Meetings and Public Input

VI. COMMISSION MEETINGS AND PUBLIC INPUT

The Commission sought and received public input on the Commission Mission from a variety of people and organizations. The Commission Meeting dates and presenters are shown below.

COMMISSION MEETING DATE	STAFF/PUBLIC INPUT
April 6, 2005	Training Session: **Ajit Lalchandani** - Orange County Administrator; **Scott Justice** – Charter Review Commission Member; **Linda Akins** – Orange County Director of Government Relations; **Tom Drage** – Orange County Attorney
April 18, 2005	**Linda Akins**, Orange County Director of Government Relations; **John Lowndes** – Assistant Orange County Attorney; **Elaine Walker** – Orange County Purchasing and Contracts Administrator; **Carol Foglesong** – Assistant Orange County Comptroller
May 16, 2005	**Honorable Richard T. Crotty** – Mayor of Orange County; **Honorable Buddy Dyer** - Mayor of Orlando; **Honorable Linda Chapin** - former Mayor of Orange County; **Kevin Edmonds** - Director, City of Orlando General Administration Department; **Ajit Lalchandani**, Orange County Administrator
June 21, 2005	**Byron Brooks** - Interim Chief Administrative Officer, City of Orlando; **Dave Hardison** - Orange County Office of Management & Budget; **Carol Foglesong** - Assistant Orange County Comptroller
July 27, 2005	**Elinor Adams** – Administrative Assistant, Consolidation of Services Study Commission
August 8, 2005	**Honorable Gary Bruhn** – Mayor of Windermere; **Ray Gilley** - President and CEO, Metro Orlando Economic Development Commission; **Angie Sharkey** - Board Member, Colonialtown Neighborhood Association; **Tom Cook** – Downtown Development Board
August 22, 2005	None
September 6, 2005	None
September 27, 2005	**Richard M. LaRue** – Orange County Homeowners Association Alliance; **Deirdre MacNab** – Orange County League of Women Voters; **Doug Head** – County Watch
October 10, 2005	Honorable **Gary Bruhn** - Mayor of the Town of Windermere, representing the Council of Mayors of Orange County
October 31, 2005	**James C. Rinaman**, Jr., Esq. – City of Jacksonville/Duval County consolidation; **Dean J. Grandin** – City of Orlando Planning Division Manager; **Chris Testerman** – Orange County Planning Manager
November 21, 2005	**Tanja Gerhartz** – Director, City of Orlando Economic Development Department; **Tom Sorley** – Director, and **Lorenzo Williams** - Assistant Director, Orange County Public Safety Communications
December 13, 2005	**Linda Watson** – Executive Director, LYNX
December 16, 2005	**James Chanseler** – Vice-President of Operations and Maintenance, and **Scott Kelly** - Director of Water, Waste Water, and Reuse Treatment, Jacksonville Electric Authority (JEA)
January 9, 2006	None
January 30, 2006	None
February 6, 2006	None
February 20, 2006	First Public Hearing. No public input.
March 7, 2006	Second Public Hearing. **Darnell Davis** and **Dr. Maurice Woodard** gave input to the Commission.
March 20, 2006	Third Public Hearing. No public input.
March 29, 2006	Fourth Public Hearing. **Bobby Beagles**, **Kathrein Markle**, **Bill Klinger**, **Shannon Raybon**, **Mark Byrd**, and **Aaron Kaufman** gave input.
April 10, 2006	Fifth Public Hearing. **Deirdre MacNab**, co-president of the League of Women Voters of Orange County, and **Allen Arthur,** former Orange County Commissioner, gave input.
April 17, 2006	None
April 24, 2006	None
May 2, 2006	Final meeting

Photo provided by Orange County Fire Rescue Department

Photo provided by City of Orlando Fire Department

SECTION VII

Fire & Emergency Services Committee Report & Recommendations

Photo provided by Orange County Fire Rescue Department

Photo provided by City of Orlando Fire Department

Fire and Emergency Services Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

Table of Contents

Members ..... VII - 2
Meeting Schedule ..... VII - 2
Side-By-Side Comparisons ..... VII - 2
Findings of Fact ..... VII - 2
Conclusions ..... VII - 11
Recommendations ..... VII - 12
Chart Depicting the Committee Schedule and Presenters ..... Appendix A
Side-By-Side Comparison of County Fire Rescue Department and the Orlando Fire Department ..... Appendix B
Side-By-Side Comparison of the Orange County 911 Communications Center and the City of Orlando Operations Center ..... Appendix C
Additional Documentation Submitted by the Orange County Fire Rescue Department (County Fire Department) ..... Appendix D
Additional Documentation Submitted by the City of Orlando Fire Department ..... Appendix E
Orange County 2005 Fire/Rescue Services Impact Fee Update Study ..... Appendix F
Rescue Transport Costs ..... Appendix G

Fire and Emergency Services Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

MEMBERS

The Fire and Emergency Services Committee consisted of the following individuals:

- Jimmy Goff, Chairman
- Don Ammerman
- Cari Coats
- Carolyn Fennell
- Jim Kallinger
- Frances Pignone
- Kathy Putnam

MEETING SCHEDULE AND PRESENTERS

The Fire and Emergency Services Committee (the "Committee") held its first meeting on August 22, 2005 and met on fourteen separate occasions, concluding its deliberations on March 21, 2006. A follow-up meeting was held on April 6, 2006 to further discuss committee recommendations. A chart compiling the Committee's schedule of meetings and the presenters is attached as Appendix A to this report.

SIDE-BY-SIDE COMPARISONS

Two detailed Side-By-Side Comparisons of the data presented and considered by the Committee are attached as Appendixes B and C to this report. Appendix B contains a side-by-side comparison of the Orange County Fire Rescue Department and the City of Orlando Fire Department. Appendix C contains a comparison of the two department's 911 Centers. The data cited in the Side-by-Side Comparisons is information provided by either Orange County or the City of Orlando and is not based on any independent calculations or studies prepared by the Committee.

FINDINGS OF FACT

The following findings of fact were determined by the Committee to be of significance and are the basis for their conclusions and recommendations:

Fire and Emergency Services
Fact #1

Photo provided by Orange County Fire Rescue Department

The Orange County Fire Rescue Department (hereinafter referred to as the "County Fire Department"), the fourth largest Fire Department in Florida (based on personnel), responds to more than 86,000 calls per year. See Appendix D to this report for additional information on the County Fire Department. The Orlando Fire

Photo provided by City of Orlando Fire Department

Department answered 47,537 calls in 2005. See Appendix E to this report for additional information on the Orlando Fire Department
.

Photo provided by City of Orlando Fire Department

Fire and Emergency Services
Fact #2

The County and City fire departments have established themselves as modern and efficient providers of public safety services across complex urban and suburban areas, including significant residential, industrial, military, tourism, and higher educational facilities. The County has additional expertise in firefighting in rural areas. The County Fire Department has contracted with the cities of Oakland, Orlando (for the Lake Nona area), Maitland, Ocoee, Winter Garden, Edgewood, Belle Isle, and Eatonville to provide dispatch and/or fire service. Due to its size, financial strength, and governance, the County Fire Department is able to provide many sophisticated services beyond firefighting. In addition to EMS transport, fire

Photo provided by City of Orlando Fire Department

inspections, and public education activities, the Department also operates a series of technical rescue teams, an aero-medical transport program, bicycle rescue teams and many other activities. *(Source: Barry Luke, Division Chief, Fire Communications, County Fire Department).*

Fire and Emergency Services
Fact #3

The County Fire Department operating budget is derived exclusively from a Municipal Service Taxing Unit (MSTU) fund created in 1981. This budget is unique because the County Fire Department receives no funds from Orange County's general funds. All expenditures including personnel services, apparatus purchase, equipment, and other support expenses are spent from this fund. The County Fire Department also receives funding from Fire/Rescue Impact Fees that are now used for new construction and growth related capital expenditures. See Appendix F to this report - Orange County 2005 Fire/Rescue Services Impact Fee Update Study. (*Source: County Fire Department)*

Fire and Emergency Services
Fact #4

Both Orange County and the City of Orlando have 911 Communication Centers that receive emergency calls for both law enforcement and fire/emergency services. Orange County has the Orange County 911 Communications Center (County Communications Center), a consolidated center that also serves the cities of Belle Isle, Eatonville, Edgewood, Maitland, Oakland, Ocoee, Windermere and Winter Garden. This contractual relationship has proven to be successful for the County Fire Department and the cities by providing seamless dispatch and response of the closest units regardless of jurisdictional boundaries. The City of Orlando has the

City of Orlando Communications Center – Photo provided by the Orlando Operations Center

Orlando Operations Center. Both Centers share their facilities with law enforcement. Approximately 80% of 911 calls coming into the Centers are for law enforcement. *(Source: Barry Luke, Division Chief, Fire Communications, County Fire Department)*

Fire and Emergency Services Fact #5

On an average day, the County Fire Department receives 270 to 280 emergency calls. The performance standard for operators is that the calls must be answered within 10 seconds, 90% of the time. Then, the operators who receive the calls have 60 seconds to dispatch the Fire responders; the average call process time is 46 seconds. *(Source: Barry Luke, Division Chief, Fire Communications, County Fire Department)*

Photo provided by County Fire Department

Fire and Emergency Services Fact #6

Computers are relied upon at both the County Communications Center and the Orlando Operations Center to determine what vehicles are available for calls, the best vehicle to dispatch, and the best route to the scene. Each Center currently uses different computer-aided dispatch, mapping and record management systems. Consolidation of these centers would be costly. Estimates for a new integrated computer-aided dispatch and records management system are in excess of $3 million. *(Source: Rudy Johnson, Assistant Chief, Laura Kinnear, Communications Manager; and Priscilla Mallory, Communications Assistant Manager, Orlando Fire Department)*

Fire and Emergency Services Fact #7

Both Orange County and Orlando operate extremely busy and very professional 911 Centers, with highly trained professional management and staff. Both 911 Centers work at full capacity in a high-pressure environment. Due to the inherent stress of the job duties, there are always a number of unfilled positions. Table 1 below compares the workload of both centers. *(Source: Kathy Miller, Deputy Chief, Orlando Fire Department)*

Table 1
2005 COMMUNICATIONS CENTERS WORKLOAD

ACTION	CITY OF ORLANDO	ORANGE COUNTY
Phone calls received	212,719	335,674
Radio transmissions handled	800,000	Not tracked
Emergency Incident responses	47,537	86,000
Total Unit* responses (*Unit = one vehicle)	86,016	183,000

Fire and Emergency Services Fact #8

Both jurisdictions reported that in 2005 45% of all 911 calls originated from cell phones. This is a significant fact because cell phone calls are not always linked to the Global Positioning Satellite (GPS) location of the call that appears on the Call Center's computer. This situation creates difficulties in matching the call to the Enhanced 911 System, so additional time is needed to determine the location of the caller. Further problems are created when the caller is in transit and is no longer at the incident location. Dispatchers must expend additional time to determine the location of the emergency rather than the location of the caller. It is expected that this problem will worsen as more residents elect to use cell phones instead of having landline phones installed in their homes or utilize Voice Over Internet Protocol systems. *(Source: Kathy Miller, Deputy Chief, Orlando Fire Department).*

Fire and Emergency Services Fact #9

Sometimes multiple 911 Centers are notified of the same accident with multiple responses initiated by the relevant Dispatch Centers. *(Source: T.J. Lyon, Division Chief, Fire Operations*, County *Fire Department)*.

Fire and Emergency Services Fact #10

The Orange County 911 Coordinator collects updated information from all jurisdictions and provides all ten 911 communications centers within Orange County with weekly updates about new street addresses, new subdivisions and other relevant changes to maps. This coordination is crucial to ensure correct and prompt response by all fire departments. *(Source: Deborah Caruthers, Orange County Public Safety 911 Coordinator)*

Fire and Emergency Services Fact #11

Each communications center houses the Emergency Operations Center for their respective jurisdiction. During state of emergencies, such as hurricanes, this has proven to be an effective way to manage these events and the increased demand for emergency services. Both Centers serve as an automatic back up to the other. If a catastrophic interruption occurs, calls seamlessly transfer to the other center for processing and dispatch. This has happened twice in the last two years. Evidence was presented to the Committee by the City of Orlando that redundancy in regard to the County Communications Center and the Orlando Operations Center is a good policy, given the likelihood of hurricanes and other natural or man-made disasters. The County Fire Department indicated there was no impediment to consolidation of the two 911 Centers. The question is how to best achieve that redundancy at the lowest cost to taxpayers. The ability of the personnel from the temporarily inoperative Center to safely and quickly relocate to the other Center is also a consideration in this matter. *(Source: Robert Bowman, Chief, and Jim Reynolds, Deputy Chief, Orlando Fire Department)*

Fire and Emergency Services Fact #12

Emergency services share common radio channels. All emergency service providers are utilizing the 800 mega-hertz radio system. The radios used in this frequency band are programmable and contain channels for all emergency service providers in the area. This allows one agency to talk to another agency directly. There are also multiple statewide mutual aid channels available for use when agencies from outside the region provide assistance. This technology makes radio communications nearly seamless from one

jurisdiction to another. *(Source: Kathy Miller, Deputy Chief, Orlando Fire Department).*

Fire and Emergency Services Fact #13

In 2005, the County Fire Department provided assistance to the Orlando Fire Department on 1,363 occasions. Those incidents resulted in the County Fire Department committing 17,001 minutes to City of Orlando residents. This resulted in an average of 11.01 minutes for each County unit committed to each call. The Orlando Fire Department assisted the County Fire Department on 603 occasions. The Orlando Fire Department was committed to unincorporated Orange County residents for 19,128 minutes. The City units committed approximately 19.26 minutes for each call to County residents. *(Source: Orange County and City of Orlando)*

Photo provided by County Fire Department

Fire and Emergency Services Fact #14

The County Fire Department provides medical transportation for designated areas. It believes that this continuity of care provides a higher level of emergency medical services. Additionally, as a result of providing medical transportation services the County Fire Department has generated revenue over the past 5 years in excess of $16 million with an average collection rate of 66% of net billable. All of the collected revenues are utilized to continually improve pre-hospital emergency care service.

Photo provided by County Fire Department

Both Orange County and the City of Orlando use private transport companies to ensure transport is available to all residents. The City of Orlando uses Rural Metro to provide transport service for City residents and has accepted the response standards specified in Orange County's contract with Rural Metro. When Rural Metro cannot transport, the Orlando Fire Department provides the service. The Orlando Fire Department has transport capable rescues, but has made a policy decision to use Rural Metro for a number of stated reasons including high call volume and the impact on overall operational strategy. The reasoning for the transport decision by each jurisdiction is in Appendix G to this report - Rescue Transport Costs. *(Source: Kathy Miller, Deputy Chief, Orlando Fire Department).*

Fire and Emergency Services Fact #15

The Orange County Emergency Medical Services Medical Director provides standing orders that direct that patients be taken to the nearest facility. An exception to this directive can occur if the patient is in stable condition and requests an alternate facility. *(Source: Roger Duryea, General Manager, Rural Metro Ambulance).*

Fire and Emergency Services
Fact #16

People transported by EMS transportation make up 15% of the emergency room visits in Orange County. *(Source: Dr. George Ralls, Orange County Emergency Medical Services Medical Director).*

Fire and Emergency Services
Fact #17

Orange County government has established a clinic system, the Primary Care Access Network (PCAN), to provide health care services to uninsured residents. Twenty-one percent (21%) of Orange County residents have no health insurance. This system appears to have helped to provide primary care in lieu of hospital emergency rooms. *(Source: Pete Clarke, Deputy Director, and Randy Lewis, Senior Program Manager, Health and Family Services Department, Orange County)*

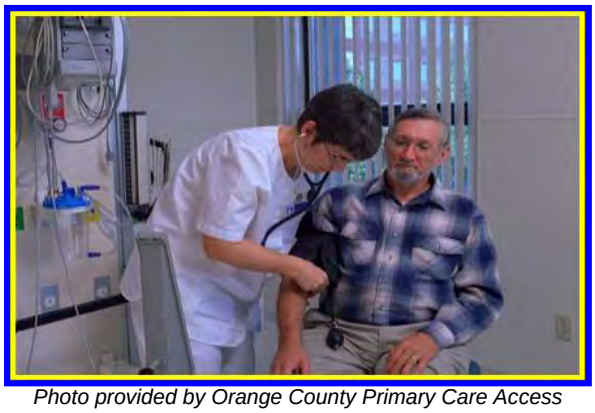

Photo provided by Orange County Primary Care Access Network (PCAN)

Fire and Emergency Services
Fact #18

"Wall Time" is a term used to describe the time a vehicle and crew have to wait at a hospital emergency room (ER) until the patient is accepted by the hospital and is a problem faced nationwide by all emergency transporters.

- Dr. George Ralls, Orange County EMS Medical Director, said that "wall time" is a national problem. He opined that volume isn't the problem.
- According to Dr. Ralls, there is a tremendous need in this community for unscheduled care and walk-in ER patients shouldn't be blamed for the wall time" problem, as these low acuity patients are seen quickly. The fixed costs related to these patients are there anyway. The problem of "wall time" is not primarily related to the number of patients coming to the emergency rooms for health care; but instead may be attributable to the amount of time it takes for a patient before he or she can be admitted to an ER bed, and, if necessary, eventually moved to an appropriate hospital ward. During certain times of the year hospitals are busier, but this may not justify adding beds only to accommodate this periodic influx of patients.
- Dr. Todd Husty, EMS Director for Seminole County, Maitland, and Winter Park, has addressed the "wall time" problem by defining it as a hospital "internal disaster" (disaster defined as need outstripping supply) so that the hospital can take actions that usually it wouldn't, and by setting a 15 minute goal for EMS personnel transferring a transported patient to ER care, and a 45 minute maximum rule. The approach has reduced instances of wall time to 2-4% of Seminole County transports.
- Of the 450,000 patients seen at Orange County emergency rooms in 2005, 76,000 were EMS transported, while the rest were walk-ins. Of the transported patients, 50% were admitted to a hospital. Twenty (20)% to 30% of the walk-ins were admitted. The 911-call volume for Orange County is substantially greater than that of Seminole County because Orange County has more

residents and also 35,000,000 visitors per year. In addition, there is an increase in the number of patients treated because of the specialized types of hospital services provided in Orange County. *(Source: Dr. George Ralls, Orange County Medical Director).*

- The County Fire Department Communication monitors emergency room availability and patients are transported in accordance with established protocols. *(Source: Dr. George Ralls, Orange County Medical Director).*

"Wall Time" is a term used to describe the time a vehicle and crew have to wait at a hospital emergency room (ER) until the patient is accepted by the hospital – Photo provided by the Orange County Primary Access Network (PCAN)

Fire and Emergency Services Fact #19

The National Fire Incident Reporting System (NFIRS) provides what data must be collected, stored, searchable and kept in fire communications system records. System records can be the most costly part of migrating to a new software application because the records in the present system must be moved to the new software. Migration of records from one software application to the other requires the building of intricate programming "scripts". These scripts create a cross walk from one application to the other so that data contained in each report field are properly migrated from the old application to the new application. Such a crosswalk is also required for all occupancy data, so even if you wanted to leave your incident data in the old application archive, you would still have to migrate huge stores of data from the occupancy files to the new software. All users of the software would have to be trained and become proficient so that incident or inspection data is accurately captured. The cost of purchasing a new software application is not large (less than $500,000) but the cost of migration can be very expensive when the labor and scripting costs are added. A clear and compelling business benefit must be present in order to justify the decision to migrate from one application to another. *(Source: Kathy Miller, Deputy Chief, Orlando Fire Department).*

Fire and Emergency Services Fact #20

Both the City of Orlando and Orange County are rated by the Insurance Services Organization (ISO), which is an independent protection rating organization that is used to set insurance rates nationally. The ISO does not conduct self-assessments/peer reviews. It only collects data on and analyzes the fire suppression service capability of a community. Their analysis is based on criteria such as: fire alarms (how well the agency receives alarms and dispatches its resources); the number of engine companies (distribution); and, water supply (whether the community has a sufficient water supply, etc.). The ISO rating is derived from a comprehensive study of a wide array of factors including deployment strategy, response times, staffing, training and infrastructure. The ratings are on a 1-10 scale with a rating of 1 being the best.

- The City of Orlando has an ISO rating of 2.
- Orange County's ISO rating is split 4/9. This score reflects the diverse urban, suburban, and rural service areas that the County Fire Department protects. Essentially, ISO only classifies a community's ability to fight fire; this service accounts for only about 2% of the County Fire Department's annual emergency responses. A comprehensive public fire protection program includes many aspects of which the ISO rating, a fire insurance rating tool, is but just one of those factors. The County Fire Department is satisfied with the 4/9 rating and realizes it is an appropriate balance between available funds and fire service delivery.
- The ISO has recently partnered with the Commission of Fire Service Accreditation International (CFAI) to enhance its ability to rate fire departments. The CFAI provides a comprehensive system of fire and emergency service evaluation that helps local governments determine their risks and fire safety needs, evaluate the performance of the organizations involved, and provide a method for continuous improvement. The self-assessment process covers 10 categories that address all aspects of fire service.
- Within these categories are performance indicators and core competencies to which the agency must show effectiveness. The County Fire Department is currently seeking accreditation and will file a formal application this year.

The Orlando Fire Department is also seeking Accreditation through this process. By obtaining accreditation, the Orlando Fire Department will have validated its business processes as well as its deployment strategy, via the ISO's public protection rating, and its performance, by meeting nationally accepted fire service performance standards found in Section 1710 of the National Fire Protection Association Code ("NFPA 1710"). The Orlando Fire Department is committed to providing high quality cost effective service through constant review of its business processes. *(Source: Kathy Miller, Deputy Chief, Orlando Fire Department).*

Fire and Emergency Services
Fact #21

The current City-County jurisdictional boundary is jagged. Islands and enclaves exist creating a fragmented service area, inefficient service delivery and increased response times. Cost inefficiencies are created because of overlapping response areas. *(Source: City of Orlando GIS, Orange County Property Appraiser).*

Fire and Emergency Services
Fact #22

Economies of scale are already being realized through like purchasing contracts at the local and state level. *(Source: Orlando Fire Department)*

Fire and Emergency Services
Fact #23

Both the County Fire Department and the Orlando Fire Department have programs in place that have resulted in similar success in the hiring and promotion of minorities and women. There is not a statistically significant difference in the relevant percentages of minorities and women in

their respective workforces. The Orlando Fire Department pointed out that their numbers went down somewhat as a result of the recent retirement of a number of minority and female employees, to include a number in supervisory positions. *(Source: Donna Easton, Administrative Assistant to Deputy Chief Jim Fitzgerald, Orange County Fire Department; Mark Oakes, Assistant Chief, and Jim Reynolds, Deputy Chief, Orlando Fire Department)*

Photo provided courtesy of County Fire Department

CONCLUSIONS

Based upon testimony received by the Committee members during its various meetings, the Committee by a majority vote adopted the five conclusions that follow at their meeting held on March 21, 2006:

Fire and Emergency Services Conclusion #1

Both the County Fire Department and the City Fire Department are well run, professional organizations that handle very large volumes of emergency responses.

Fire and Emergency Services Conclusion #2

The County Fire Department and the City Fire Department have joint response, automatic aid and mutual aid agreements, and Memorandums of Understanding with each other.

Fire and Emergency Services Conclusion #3

"Wall time" is an issue for patient transporters within Orange County.

Fire and Emergency Services Conclusion #4

911Communication Centers redundancy is good policy.

Fire and Emergency Services Conclusion #5

The present fire and emergency services boundaries between Orange County and the City of Orlando cause inefficiencies such as the duplication of the delivery of emergency services, as well as both agencies responding to the same calls.

RECOMMENDATIONS

Consolidation of the County Fire Department and City Fire Department was studied for efficiencies in service delivery, economies of scale, opportunities for enhanced intergovernmental cooperation and other related issues. The Committee recommends that the Study Commission adopt the following recommendations for further consideration by both the County and the City:

Fire and Emergency Services Recommendation # 1

That, because the Committee found that neither efficiencies in service delivery nor economies of scale would result from consolidation of services, and because bigger is not necessarily better, neither the Orange County and the City of Orlando Fire Departments nor their services be consolidated.

Fire and Emergency Services Recommendation # 2

That Orange County and the City of Orlando should develop a fire service boundary agreement that rounds off jurisdictional boundaries to clearly establish service delivery areas for both agencies.

Fire and Emergency Services Recommendation #3

That the 911 Communications Centers of Orange County and the City of Orlando not be consolidated, but that Orange County and the City of Orlando acquire technology improvements to allow interoperability, thus speeding up emergency call response times and the availability of units and maintaining current redundancy.

Fire and Emergency Services Recommendation # 4

That Orange County and the City of Orlando planning for land use, new developments, etc., should include fire and emergency services representatives and should include joint planning for emergency service provision, for example, planning future locations for fire stations, especially in areas that are underserved.

Fire and Emergency Services Recommendation # 5

That the Fire Rescue Administrations from both Orange County and the City of Orlando address the potential of joint purchasing of fire and emergency vehicles and equipment, establishing common radio terminology, improving accountability practices, and coordinating emergency response resources and command procedures, based on the National Incident Management System and Section 1561 of the National Fire Protection Association Code (NFPA 1561) - Emergency Services Incident Management System.

Fire and Emergency Services Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

APPENDIX A, MEETING SCHEDULE AND PRESENTERS, to the Fire and Emergency Services Committee Report

FIRE AND EMERGENCY SERVICES COMMITTEE MEETING DATE	PRESENTER(S)	FORMAL PRESENTATION(S)
August 22, 2005	**Jim Fitzgerald** - Deputy Chief , Orange County Fire Rescue Department; **Thomas Lyon** – Division Chief, Orange County Fire Rescue Department; **Matt McGrew –** Acting Division Chief, Orange County Fire Rescue Department	Orange County Fire Rescue Presentation
September 9, 2005	**Barry Luke** - Division Chief, Orange County Fire Rescue Department;	Orange County Fire Rescue Communications Presentation
September 26, 2005	**Rudy Johnson -** Assistant Chief, Orlando Fire Department; **Laura Kinnear** - Fire Communications Manager, Orlando Fire Department; **Priscilla Mallory** - Orlando Fire Department	City of Orlando Fire Department Communications Overview
October 6, 2005	**Roger Duryea** - Rural Metro	Rural Metro Ambulance Presentation; City of Orlando Fire Department EMS 2004 Incidents; City of Orlando Fire Department Fire Incidents 2004; City of Orlando Fire Department Risk Assessment Presentation
October 27, 2005	**Jason Brown** - President of IAFF Local 2057; Orange County Fire Rescue Department, **Steve Clelland** - President of IAFF Local 1365, Orlando Fire Department; **Ron Glass** - Chairman of IAFF Local 1365 Pension Board, Orlando Fire Department	
November 2, 2005	**Robert Heffner** - Regional Chief, Rural Metro; **Pete Clarke** - Deputy Director, Orange County Health and Family Services (Primary Care Access Network	Primary Care Access Network (PCAN) Presentation
November 8, 2005	**Dana Loncar** – Director of Government Relations, Orlando Regional Health Care; **Joe Bob Pearce** – Manager of Trauma and Emergency Services, Orlando Regional Medical Center; **Bob Stein** - Director, emergency Department, Health Central	Health Central Emergency Department Presentation
December 8, 2005	Committee Discussion	
January 6, 2006	Committee Discussion	
January 23, 2006	**Dr. Todd Husty** – EMS Director for Seminole County, Maitland, and Winter Park; **Dr. George Ralls**, Orange County Medical Director	
February 7, 2006	Committee Discussion	
February 21, 2006	Committee Discussion	
March 9, 2006	Committee Discussion	
March 21, 2006	Committee Discussion	
April 6, 2006	Committee Discussion	

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
ORGANIZATION **DEPARTMENT:** Orange County Fire Rescue Department (OCFRD) **MANAGER:** Fire Chief Carl Plaugher	**ORGANIZATION** **DEPARTMENT:** Orlando Fire Department (OFD) **MANAGER:** Fire Chief Robert Bowman
2005 STAFF **TOTAL:** 1099 • Professionals (certified): 940 • Support staff: 159 • Covered by Collective Bargaining: 1,011 • Paramedics: 320 • EMTs: 620)	**2005 STAFF** **TOTAL:** 510* • Professionals (certified): 446 • Support staff: 64* • Covered by Collective Bargaining: 494 • Paramedics: 236 • EMTs: 210) (* includes some fire academy personnel)
AT THE END OF FY 2005, HOW MANY FTEs DID YOU HAVE IN THE FOLLOWING CATEGORIES? **TOTAL:** 1,099 • Fire Fighters: 879** • Supervisors and managers: 52 • Information systems and/or technical support: 4 • Clerical support: 28 • Other: 136 ** This includes FF, engineers, lieutenants, captains, and recruits	**AT THE END OF FY 2005, HOW MANY FTEs DID YOU HAVE IN THE FOLLOWING CATEGORIES?** **TOTAL:** 507 • Fire Fighters: 446 • Supervisors and managers: 20 • Information systems and/or technical support: 0 • Clerical support: 5 • Other: 36
MINIMAL STAFFING (REQUIRED PER UNIT): • **Engines:** 1 Lieutenant, 1 Engineer, 2 Fire Fighters x 22 engines staffed at 4 personnel with the remaining 15 engines staffed at 1 Lieutenant, 1 Engineer and 1 Firefighter • **Tower/Ladder:** 1 Lieutenant, 1 Engineer, 1 Fire Fighter • **Heavy Rescue:** 1 Lieutenant, 1 Engineer, 2 Fire Fighters • **Rescue:** 1 Firefighter Paramedic, 1 Firefighter EMT	**MINIMAL STAFFING (REQUIRED PER UNIT):** • **Engines:** 1 Lieutenant, 1 Engineer, 2 Fire Fighters (except engines 2, 3, 7, 11, 12 with a staffing of 1 Fire Fighter but which often have 2 during non-peak vacation period) • **Tower/Ladder:** 1 Lieutenant, 1 Engineer, 2 Fire Fighters • **Heavy Rescue:** 1 Lieutenant, 1 Engineer, 3 Fire Fighters • **Rescue:** 1 Engineer, 1 Fire Fighter
FIRE DEPARTMENT WORK SCHEDULE: • Fire fighters work a 24 hours-on-duty, 48 hours-off-duty shift schedule • There are three 24-hour shifts: A Shift, B Shift, and C Shift Each shift has managers, supervisors and firefighters	**FIRE DEPARTMENT WORK SCHEDULE:** • Fire fighters work a 24 hours on duty, 48 hours off duty shift schedule, with a Kelly Day every 8th shift • There are three 24-hour shifts: A Shift, B Shift, and C Shift • Schedule creates an average 48 hour work week and is FLSA compliant • No overtime is generated for an employee working a normal work week Each shift has managers, supervisors and firefighters

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT

Firefighters			
Ethnic Group	Male	Female	Percentage
Caucasian	550	79	72.8%
African-American	87	6	10.7%
American Indian	7	1	0.9%
Asian-American	10	1	1.3%
Hispanic	106	13	13.7%
Other	3	0	0.3%
TOTAL	763	100	100%

Firefighter Age By Decade			
Birth Years	Male	Female	Total
1940-1949	11	0	11
1950-1959	199	12	211
1960-1969	266	44	310
1970-1979	226	35	261
>1980	61	9	70
Average Age	39	37	

WORKFORCE COVERED BY COLLECTIVE BARGAINING			
Section	Permanent Employees	Covered	Non-Covered
Fire Chief's Office	3	1	2
Logistics	75	48	27
Life Safety Education	10	8	2
Communications	57	52	5
Administration	31	3	28
Tng & Information Technology	25	17	8
Office of Emergency Management	8	0	8
Operations	890	882	8
TOTAL:	1,099	1,011	88

FINANCIAL INFORMATION

FY 2004 ACTUALS FOR THE MSTU FUND:
$101,477,000

FY 2005 ACTUALS FOR THE MSTU FUND:
$113,814,000

PAY PLAN:
Firefighter = $33,726 - $55,392
Engineer = $43,771 - $63,773
Lieutenant = $48,005 - $ $68,591
Captain = $51,246 - $71,774
(**Note**: All positions above are plus incentives (see benefits plan section).)

ORLANDO FIRE DEPARTMENT

Firefighters			
Ethnic Group	# Male	# Female	Percentage
Caucasian	307	25	75.8%
African-American	39	1	9.2%
American Indian	0	0	0%
Asian-American	3	0	0.69%
Hispanic	50	3	12.2%
Other	3	0	0.69%
TOTAL	404	29	100%

Firefighter Age By Decade			
Birth Years	Male	Female	Total
1940-1949	2	0	2
1950-1959	38	2	40
1960-1969	180	10	190
1970-1979	167	17	184
>1980	17	0	17
Average Age	Not known	Not known	

WORKFORCE COVERED BY COLLECTIVE BARGAINING			
Section	Permanent Employees	Covered	Non-Covered
Fire Support Services	50	41	9
Fire Rescue	446	443	3
Fire Admin	14	10	4
TOTAL:	510	494	16

FINANCIAL INFORMATION

FY 2003/2004 BUDGET:
$51,026,000

FY 2004/2005 BUDGET:
$56,910,000

PAY PLAN:
Firefighter = $38,716 - $59,115
Engineer = $50,267 - $65,164
Lieutenant = $55,123 - $72,039
(**Note**: Does not include incentives or specialty pay)

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT

BENEFITS PLAN:
Incentives = EMT - $0.60 per/hour; paramedic - $2.35 per/hour; paramedic II - $2.57 per/hour
EMS supervisors = $2.88 per/hour
Longevity = $0.15 per/hour (5 years)
Longevity = $0.30 per/hour (10 years)
Longevity = $0.60 per/hour (15 years)
Longevity = $0.90 per/hour (20 years)
Longevity = $1.20 per/hour (25 years)
High risk = FRS @ 19.67% and FICA @ 7.65%, Total: 27.32%
Regular = FRS @ 8.22% and FICA @ 7.65%, Total: 15.87%
Average Health insurance per person = $6,650

OPERATING EXPENDITURES (FY 2005)
TOTAL: $105,514,000

- Employee salaries: $57,473,000
- Overtime: $2,870,000
- Benefits: $21,440,000
- Training: $255,000
- Equipment and maintenance (including systems and software support): $3,563,000
- Facility use and maintenance: $1,496,000**
- Other: $18,418,000
- Operating expenditure per staff member: $96,000
- Average salary: $52,296

** This includes maintenance of buildings, building renovations, utilities, and leases

BUDGET AND PERSONNEL OVERVIEW				
Section	FY 04 Budget (Thousands)	FY 05 Budget (Thousands)	Perma-nent Employ -ment	FTEs
Fire Chief's Office	$229	$274	3	3
Logistics	$10,175	$15,862	75	75
Life Safety Education	$655	$621	10	10
Communi-cations	$2,901	$3,557	57	57
Administra-tion	$13,092	$13,832	31	31
Training & Information Technology	$2,997	$3,947	25	25
Office of Emergency Manage-ment	$3,186 (General Fund)	$1,069 (General Fund)	8	8
Operations	$70,710	$75,188	890	890
TOTAL:	$103,946	$114,349	1099	1099

ORLANDO FIRE DEPARTMENT

BENEFITS PLAN:
36.10%

OPERATING EXPENDITURES (FY 2005)
TOTAL: $55,792,000

- Employee salaries: $31,512,000
- Overtime: $907,000
- Benefits: $15,841,000
- Training: $61,000
- Equipment and maintenance (including systems and software support): $4,937,000
- Facility use and maintenance: $15,000
- Other: $2,519,000
- Operating expenditure per staff member: $109,000
- Average salary: $61,788

BUDGET AND PERSONNEL OVERVIEW				
Section	FY 04 Budget (Thousands)	FY 05 Budget (Thousands)	Perma-nent Employ -ment	FTEs
Fire Support Services	$4,558	$4,684	50	50
Fire Rescue	$44,908	$48,502	446	446
Fire Admin	$1,706	$2,250	14	14
TOTAL:	$51,172	$55,430	510	510

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
FUNDING SOURCE: The Orange County Fire Rescue Department (OCFRD) is not funded by a general fund (as is the City of Orlando Fire Department). The OCFRD gets its funding from a Municipal Service Taxing Unit (MSTU). The MSTU derives its funds from properties located in unincorporated Orange County. Because OCFRD generates its own revenue within its own fund, it must pay for goods and services and operate solely within the limitations of the MSTU fund. That is not the case for a department that is funded from a general fund (as with the Orlando Fire Department [OFD]). Examples of things for which the OCFRD must pay include: paying for services provided by Orange County's General Fund Departments (indirect costs), and paying other County funds for services (internal service charges such as Risk and ISS), which in a General Fund Department like the OFD may not be the case.	**FUNDING SOURCE:** General revenues and 911 tax
COST TO OUTFIT NEW FIRE FIGHTER: $6,100	**COST TO OUTFIT NEW FIRE FIGHTER:** $6,020
EQUIPMENT • 37 Engines (includes 1 Compressed Air Foam Unit) • 27 Rescues • 1 Air and Light • 3 Heavy Rescues • 4 Aerial apparatus • 6 Tankers • 15 Woods • 6 Battalion chiefs • 10 Rescue boats • 1 Mobile helicopter • 1 Medical helicopter • 3 EMS Supervisors • 1 Safety officer • 1 Assistant chief • Reserves o 16 Engines o 1 Aerial	**EQUIPMENT** • 15 Engines • 5 Tower/ladders • 8 Rescues • 1 Air/Light Truck • 1 Heavy Rescue • 1 HAZMAT Unit • 1 Dive Van • 2 Boats • 1 Crash Fire Rescue (Executive Airport) • 4 Woods Trucks • 5 District Chief Vehicles • 1 Division/Assistant Chief • 1 Mass Casualty Unit • 1 Disaster Emergency Response Trailer • 1 Arson Bomb Unit • 1 Bike Unit • 3 special operations support units • 1 foam truck • Reserves o 7 Engines o 2 Towers/ladders o 3 Rescues

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT

TECHNOLOGY
• Computer Aided Dispatch (CAD)
• MDTR
• Automatic Vehicle Location (AVL)
• Digital Mapping
• 800 MHZ Radio System – Gold Elite Radio Consoles
• Fire Station Alerting System
• Firefighter Location Technology
• Enhanced Mapping
• Reverse 911
• Emergency Medical Dispatch (EMD)
• TRP 1000 Multiple Agency Radio
• Records Management System (RMS)
• Mobile Data Computer (MDC) System
• Motobridge
• Enhanced 911
• 18 Mobile Field Repeaters
• Incident Command System
  o FEMA Compliant National Incident Management System
  o In accordance with the National Fire Protection Association, which establishes industry standards, OCFRD requires one individual to assume the role of Incident Commander from the beginning of operations at the scene of each incident (NFPA 1561, 5.1.10)
	TECHNOLOGY
	• Computer Aided Dispatch (CAD): Motorola Printrak (implemented in 2002, $9 million cost)
	• MDTR
	• Automatic Vehicle Location (AVL)
	• Digital Mapping
	• 800 MHZ Radio System – Gold Elite Radio Consoles
	• Fire Station Alerting System
	• Firefighter Location Technology
	• Enhanced Mapping
	• Reverse 911 capable
	• Priority Dispatch Emergency Medical Dispatch (EMD) Pro-QA Software
	• TRP1000 Multiple Agency Radio Communications Interoperability System
	• Bio-Key RMS
	• Mobile computer terminals
	• Motobridge
	• Bell South Interact Telephone System
	• SmartZone capability – can work off of other agencies' 800 MHZ radio sites

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
OPERATIONAL DATA **SERVICES:** o Firefighting o Emergency Medical Services o Hazardous Materials Mitigation o Advanced Technical Rescue o High Angle Rescue o Confined Space Rescue o Technical Rescue o Wild land Fires o USAR o Air Medical Transport (Fire Star) o Community Health Initiatives o Fire Protection o Public Education • CERT • BERT • Citizens Fire Academy • Immunizations • Health Fairs • Childrens Safety Village o Fire Safety Management (inspections) • Building inspections • After hours fire safety checks o Pre fire planning **NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2003:** 77,000 **NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2004:** 86,000 **NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2005:** 96,000 **NUMBER OF FIRE/EMS UNITS MANAGED:** 87 staffed units per shift. **Note:** Does not include reserve apparatus or peak activity units and support staff.	**OPERATIONAL DATA** **SERVICES:** o Firefighting o Emergency Medical Services o Hazardous Materials Mitigation o Advanced Technical Rescue o High Angle Rescue o Confined Space Rescue o Technical Rescue o Wild land Fires o USAR o Community Health Initiatives o Fire Protection o Public Education • CERT • BERT • Citizens Fire Academy • Hispanic CERT (first in the nation) • Immunizations • Health Check • Firefit Kids • Neighborhood Emergency Training (NET) o Fire Safety Management (inspections) o Company (fire personnel) inspections o Hydrant servicing (fire personnel) o Pre fire planning o Arson Bomb o Accelerant Detection Dog (Arson Dog) o Water Dive Rescue **NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2003:** 42,163 (alarms in CAD system created 47,315) **NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2004:** 45,661 (alarms created 51,842) **NUMBER OF EVENTS RESULTING IN THE DISPATCH OF FIRE/EMS UNITS in FY 2005:** 48,347 (alarms created 54,228) **NUMBER OF FIRE/EMS UNITS MANAGED:** 45, not counting administrative personnel, JR Units and Ambulance Company units

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT

PERFORMANCE MEASURES			
Measure	Standard	FY 2004	FY 2005
5.2.2.1 Engine Company 4 personnel	NFPA 1710	53%	60%
5.2.2.2 Truck Companies	4 person 1/6	16%	16%
5.2.2.3 Heavy rescue	4 person 3/3	100%	100%
5.2.1.2.5 Chief officer staff aides	1 person ICT	100%	100%
5.2.3.1.1 =< 8 minutes for arrival on scene of structural fire (15 fire fighters & 1 chief)	75% of time (OCFRD standard)	83%	83%
5.2.3.1.2 rapid intervention team capable on first assignment	NFPA 1710	100%	100%
5.2.3.3.2 Incident commander upgrades IRIC to full rapid intervention	NFPA 1710	100%	100%
5.2.3.3.3 Incident safety officer deployed	NFPA 1710	100%	100%
5.3.1 EMS operations	=>940 EMT	100%	100%
5.3.2.2 Minimal level of firefighter training is first responder/AED	=>940 EMT	100%	100%
5.5 Airport Rescue and fire fighting services	N/A	N/A	N/A
Call handling one minute 90% of time	NFPA 1710	100%	100%
Turnout time	90 seconds	100%	100%
=/< 240 seconds travel time for first engine on scene of structural fire	330 seconds 75% of time (OCFRD std)	64.8%	64.8%
=< 240 seconds travel time for 1st responder or higher level capability on scene of medical emergency	330 seconds 75% of time**(OCFRD standard)	64.8%	64.8%
=< 8 minutes travel time for arrival of ALS unit on the scene of an emergency medical incident	75% of time (OCFRD standard)	45.9%	45.9%

** Fire Rescue Element

Note: Variations in response times are due largely in part to suburban and rural responses. Urban response times are consistent with City of Orlando.

DISPATCH BREAKDOWN:
77% EMS, 23% Fire

OTHER FUNCTIONS AND RESPONSIBILITIES:
Office of Emergency Management

NUMBER OF SQUARE MILES COVERED:
800

AVERAGE SQUARE MILES PER STATION:
21.1 square miles

ORLANDO FIRE DEPARTMENT

NFPA 1710 COMPLIANCE			
Deployment/ performance description	Standard	FY 2004	FY 2005
5.2.2.1 Engine Company 4 personnel	NFPA 1710	60%	60%
5.2.2.2 Truck Companies	NFPA 1710	100%	100%
5.2.2.3 Heavy rescue	NFPA 1710	100%	100%
5.2.1.2.5 Chief officer staff aides	NFPA 1710	0%	0%
5.2.3.1.1 =< 8 minutes for arrival on scene of structural fire (15 fire fighters & 1 chief) 90% of time	NFPA 1710	53%	64%
5.2.3.1.2 rapid intervention team capable on first assignment	NFPA 1710	100%	100%
5.2.3.3.2 Incident commander upgrades IRIC to full rapid intervention	NFPA 1710	100%	100%
5.2.3.3.3 Incident safety officer deployed	NFPA 1710	100%	100%
5.3.1 EMS operations			
5.3.2.2 Minimal level of firefighter training is first responder/AED	NFPA 1710	100%	100%
5.5 Airport Rescue and fire fighting services	NFPA 1710	Yes	Yes
Call handling one minute 90% of time	NFPA 1710	92%	93%
1 minute turnout time 90% of time	NFPA 1710	68%	67%
=/< 240 seconds travel time for first engine on scene of structural fire 90% of time	NFPA 1710	75%	77%
=< 240 seconds travel time for 1st responder or higher level capability on scene of medical emergency 90% of time	NFPA 1710	71%	72%
=< 8 minutes or less travel time for arrival of ALS unit on the scene of an emergency medical incident 90% of time	(OFD standard is 4 minutes) NFPA 1710	98%	97%

DISPATCH BREAKDOWN:
61% EMS, 39% Fire

OTHER FUNCTIONS AND RESPONSIBILITIES:
N/A

NUMBER OF SQUARE MILES COVERED:
109.6

AVERAGE SQUARE MILES PER STATION:
6.6 square miles

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT

NUMBER OF FIRE STATIONS: 37

STATION COVERAGE AREA	
STATION	**AREA (Sq Miles)**
#20	46.4
#27	11.1
#28	42.7
#29	29.4
#30	7.9
#31	15.3
#33	8.7
#34	38.7
#35	15
#36	21.7
#37	13.6
#40	10.6
#41	6.2
#42	6.2
#43	7.2
#50	4.6
#51	6.5
#52	5.9
#53	6.5
#54	10.9
#55	15.3
#56	9.5
#58	13.9
#63	8.7
#65	8.3
#66	5.7
#70	7.5
#71	8.1
#72	7.2
#73	4.8
#76	69.4
#80	10.7
#81	11.2
#82	48.6
#83	23.7
#84	196.2
#85	23.6

NUMBER OF FIRE STATIONS: 14

STATION COVERAGE AREA	
STATION	**AREA (Sq Miles)**
#1	1.83
#2	2.923
#3	4.90
#4	3.66
#5	3.15
#6	4.78
#7	5.55
#8	6.66
#9	6.66
#10	10.39
#11	7.68
#12	5.88
#13	4.46
#14	5.70

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
BATTALIONS: 6 (Fire Stations: 37) Fire Battalion 1 • Fire Station 20 • Fire Station 27 • Fire Station 28 • Fire Station 29 • Fire Station 40 • Fire Station 41 Fire Battalion 2 • Fire Station 30 • Fire Station 33 • Fire Station 34 • Fire Station 35 • Fire Station 37 • Fire Station 42 • Fire Station 43 Fire Battalion 3 • Fire Station 31 • Fire Station 36 • Fire Station 52 • Fire Station 54 • Fire Station 56 • Fire Station 58 Fire Battalion 4 • Fire Station 50 • Fire Station 51 • Fire Station 53 • Fire Station 55 • Fire Station 70 • Fire Station 73 Fire Battalion 5 • Fire Station 63 • Fire Station 66 • Fire Station 71 • Fire Station 72 • Fire Station 76 • Fire Station 81 Fire Battalion 6 • Fire Station 65 • Fire Station 80 • Fire Station 82 • Fire Station 83 • Fire Station 84 • Fire Station 85	**DISTRICTS:** 4 (Fire Stations: 14) District 1 • Station 1 • Station 2 • Station 3 • Station 5 District 2 • Station 7 • Station 9 • Station 10 • Station 12 District 3 • Station 4 • Station 6 • Station 11 District 4 • Station 8 • Station 13 • Station 14

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
SPECIAL UNITS: • High Angle Rescue • Confined Space Rescue • Technical Rescue • HAZMAT • Bike Patrol • Mass Casualty Unit • Compressed Air Foam Unit • USAR • Air Trailer (SCBA) • Air and Light Unit • Bronto – 114 foot Articulating Aerial • Mobile Command Unit • Firestar helicopter	**SPECIAL UNITS:** o High Angle Rescue o Confined Space Rescue o Technical Rescue o HAZMAT o Bike Unit o Mass Casualty Trailer o Foam Trailer o USAR o Crash Fire Fighting Unit o Air/Light o Disaster Emergency Response Trailer (DERT) o Arson Bomb o Accelerant Detection Dog (Arson Dog) o 3 special operations support units o Water Dive Rescue
NUMBER OF RESIDENTIAL POPULATION SERVED: 677,185 (2005) [unincorporated Orange County]	**NUMBER OF RESIDENTIAL POPULATION SERVED:** 217,327 (2005)
PAID FIRE AND EMERGENCY MEDICAL SERVICES (EMS) STAFFING PER 1,000 RESIDENTIAL POPULATION: 1.62 (1099 [staff] divided by 677,185 [resident population] X 1,000)	**PAID FIRE AND EMERGENCY MEDICAL SERVICES (EMS) STAFFING PER 1,000 RESIDENTIAL POPULATION:** 2.35 (510 [staff] divided by 217,327 [2005 resident population] X 1,000)
PAID FIRE AND EMERGENCY MEDICAL SERIVCES (EMS) COST PER CAPITA FOR RESIDENTIAL POPULATION: $155.81 ($105,514,000 [2005 operating expenditures] divided by 677,185 [unincorporated area population])	**PAID FIRE AND EMERGENCY MEDICAL SERIVCES (EMS) COST PER CAPITA FOR RESIDENTIAL POPULATION:** $256.72 ($55,792,000 [2005 operating expenditures] divided by 217,327 [2005 resident population])
NUMBER OF POPULATION SERVED (INCLUDE VISITORS): 792,000 (2000 Census estimated daytime population [1,008,951] plus 100,000 visitors [source: Tim Malinovski] minus 317,000 (Orlando workday population) [Orlando Sentinel 10/22/05]] (1,008,951 is Orange County total resident population [896,344] plus total workers in area [551,930] minus total workers living in area [439,323]	**NUMBER OF POPULATION SERVED (INCLUDE VISITORS):** 328,677
PAID FIRE AND EMERGENCY MEDICAL SERVICES (EMS) STAFFING PER 1,000 SERVICE POPULATION: 1.39 (1099 [staff] divided by 792,000 [service population] X 1,000)	**PAID FIRE AND EMERGENCY MEDICAL SERVICES (EMS) STAFFING PER 1,000 SERVICE POPULATION:** 1.55 (510 [staff] divided by 328,677 [service population] X 1,000)
PAID FIRE AND EMERGENCY SERVICES (EMS) COST PER CAPITA FOR SERVICE POPULATION: $133.22 ($105,514,000 [2005 operating expenditures] divided by 792,000 [service population])	**PAID FIRE AND EMERGENCY SERVICES (EMS) COST PER CAPITA FOR SERVICE POPULATION:** $169.75 ($55,792,000 [2005 resident population] divided by 328,677 [service population])
OPERATING EXPENDITURES PER CALL: $1,370	**OPERATING EXPENDITURES PER CALL:** $1,173

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT

NOTE: The Orange County Fire Rescue Department (OCFRD) is not funded by a general fund (as is the City of Orlando Fire Department). The OCFRD gets its funding from a Municipal Service Taxing Unit (MSTU). The MSTU derives its funds from properties located in unincorporated Orange County. Because OCFRD generates its own revenue within its own fund, it must pay for goods and services and operate solely within the limitations of the MSTU fund. That is not the case for a department that is funded from a general fund (as with the OFD). Examples of things for which the OCFRD must pay include: paying for services provided by Orange County's General Fund Departments (indirect costs), and paying other County funds for services (internal service charges such as Risk and ISS), which in a General Fund Department like Orlando Fire Department may not be the case.

INSURANCE SERVICE OFFICE'S (ISO) RATING:
4-9

CAPITAL IMPROVEMENT BUDGET:
$10.1M ($6M from impact fees, $4.1M from MSTU)

PARTNERSHIPS/AGREEMENTS

Partnerships: Orange County Services Provided		
Municipality	Dispatch	Fire & EMS
Oakland	X	X
Edgewood	X	X
Bell Isle	X	X
Eatonville	X	X
Maitland	X	
Ocoee	X	
Winter Garden	X	
Windermere	X	

OTHER PARTNERSHIPS:

- USAR Teams (Orange County, City of Orlando, Seminole County)

ORLANDO FIRE DEPARTMENT

Note: Orlando Fire Department (OFD) is funded out of the City of Orlando General Fund. As a department within the larger City budgeting structure, OFD is a costing center, rather than an enterprise fund. OFD must operate within the allocated budget approved by City Council. OFD is "charged" annually for shared administrative services such as fleet maintenance (vehicle depreciation and maintenance) and risk management, including vehicle insurance and deductibles. All supply, equipment and materials are expensed to OFD's budget. Salary and benefit expense is also expensed to OFD's budget. The City does not charge both ad valorem taxes and an MSTU for public safety funding.

INSURANCE SERVICE OFFICE'S (ISO) RATING:
2

CAPITAL IMPROVEMENT BUDGET:
Approved for FY 05/06 is $557,000
Extrication equipment
Fire Hose
Defibrillator replacements
Firefighting gear
Thermal imagers
Fire station design work
No impact fee for new construction

PARTNERSHIPS/SUPPORT AGREEMENTS

Partnerships: City of Orlando Services Provided		
Municipality	Dispatch	Fire & EMS
N/A		

OTHER PARTNERSHIPS:

- USAR Teams (Orange County, City of Orlando, Seminole County)

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
INTEROPERABILITY (DEFINTION OF INTEROPERABILITY: In real time, two or more centers are able to communicate and share information) **INTEROPERABLILTY POSSIBLE WITH THE FOLLOWING CENTER(S) LOCATED WITHIN ORANGE COUNTY:** Yes – multiple access methods (console patch, MOTOBRIDGE shared talk groups) **HINDERENCES TO INTEROPERABILITY:** o Computer systems are different o Time delay in making a phone call **SUPPORT AGREEMENTS:** o Mutual Aid, Interlocal, and Automatic Aid **COOPERATIVE EFFORTS:** • Urban Search and Rescue • Joint Response • Mutual Aid **AUTOMATIC AID/MUTUAL AID:** • **Automatic Aid** o Formal agreement between agencies o Involves approved geographic areas o Involves designated equipment / apparatus o A request for assistance is "pre-approved" o Dispatch occurs quickly o Automatic Aid between OCFRD and other agencies about 20 times a day o There is a 2 to 3 minute delay in unit response due to time lost in calling the other agency by phone • **Mutual Aid** o Emergency Backup between agencies o Used in Catastrophic or highly unusual events o Requires approval before units are assigned	**INTEROPERABILITY** (DEFINTION OF INTEROPERABILITY: In real time, two or more centers are able to communicate and share information) **INTEROPERABILITY POSSIBLE WITH THE FOLLOWING CENTER(S) LOCATED WITHIN ORANGE COUNTY:** Yes - Motorola MOTOBRIDGE Interoperability computer, located in each of the local Communications Centers, allows for local interoperability when needed **HINDERENCES TO INTEROPERABILITY:** • MOTOBRIDGE is a state asset for which policies for use are being developed. The devise is currently not operable. **SUPPORT AGREEMENTS:** • Joint response Mutual Aid, Memorandum of Understanding with area jurisdictions. • State Mutual Aid Agreement **COOPERATIVE EFFORTS:** • Joint response • Mutual Aid • Urban Search and Rescue • Central Florida Fire Academy **AUTOMATIC AID/MUTUAL AID:** • **Automatic Aid** o Formal agreement between agencies o Involves approved geographic areas o Involves designated equipment / apparatus o A request for assistance is "pre-approved" o Dispatch occurs quickly o Automatic Aid between OCFRD and other agencies about 20 times a day. o There is a 2 to 3 minute delay in unit response due to time lost in calling the other agency by phone. o Sometimes an engine or rescue that is physically closer will not be dispatched because a more distant unit can reach the scene first • **Mutual Aid** o Emergency Backup between agencies o Used in Catastrophic or highly unusual events o Requires approval before units are assigned

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
TRANSPORT SERVICE: The ODFRD provides transport. • Employees: n/a • ALS Ambulances: 27 • BLS Ambulances: 0 • Bariatric Units: 10 (Bariatric Stretchers) • Uninsured patient collection rate: 3.9% (overall collection rate is approximately 70%) • Patients transported FY05: 17,977 • Percentage arrived on scene within 10 minutes: 98.5% (75% within 8 minutes) • Average time to off-load a patient in emergency Department: 29 minutes • Average total time per transported patient (from dispatch to off-load): 68 minutes • Transport Fees: o BLS (base fee): $359 o ALS I (base fee): $462 o ALS II (base fee): $565 o Plus $7.00 per transport mile o Fire Star Fee: $4,450 base fee plus $69 per loaded mile • Medical Transports generate: $4.3M • Rural Metro pays $100 to Orange County every time anyone from OCFRD rides with them	**TRANSPORT SERVICE:** The OFD uses Rural Metro, a partner, to provide transport; the OFD does not transport. **Rural Metro Information** • Employees: 250 • ALS Ambulances: 41 type VII ambulances • BLS Ambulances: 5 Type VII ambulances • Bariatric Units: 1 • Uninsured patient collection rate: 10% • Patients transported 7/1/04-6/30/05: 43,874 • Percentage arrived on scene within 10 minutes: 95% • Average time to off-load a patient in emergency Department: 44 minutes • Average total time per transported patient (from dispatch to off-load): 74 minutes • Transport Fees: o BLS (base fee): $350 o ALS I (base fee): $425 o ALS II (base fee): $425 o Approximately 50% of patients are covered by Medicare/Medicaid (same for any transporter); Rural Metro is paid according to allowables. o Other 50% of patients are commercially insured or have no insurance: Rural metro collections from commercial insurers is proprietary information. Rural Metro collects approximately 9% on fees from the uninsured. • Medical Transports generate: $0 for OFD • Fees are dictated by the Health Care Financial Administration Ambulance Fee Schedule Percentage calls turned over to Fire Department for transport: 0.58% (258)
NUMBER OF TIMES IN FY 2005 THAT AMBULANCE PROVIDER COULD NOT RESPOND TO DISPATCH: Total – 214, Rural Metro w/176, Health Central w/38	**NUMBER OF TIMES IN FY 2005 THAT AMBULANCE PROVIDER COULD NOT RESPOND TO DISPATCH:** 85 out of 22,000 times. (all providers) Rural Metro, for example, provided better than 99% reliability in service within the City limits. (Source: OFD CAD and RMS data)

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, OCFRD AND OFD SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT

MAJOR OPERATIONAL/STRUCTURAL DIFFERENCES BETWEEN THE CITY OF ORLANDO FIRE DEPARTMENT AND ORANGE COUNTY FIRE RESCUE:
• Implemented the Firefighter Passport Accountability System (PAS) per NFPA 1500
• Dedicated shift Safety Officers
• Incident Command System
  o Compliant with Federal Emergency Management Agency (FEMA) and National Incident Management System
  o In accordance with the National fire Protection association, which establishes industry standards, OCFRD requires one individual to assume the role of Incident Commander from the beginning of operations at the scene of each incident (NFPA 1561, 5.1.10)
	MAJOR OPERATIONAL/STRUCTURAL DIFFERENCES BETWEEN ORANGE COUNTY FIRE RESCUE AND THE CITY OF ORLANDO FIRE DEPARTMENT:
	Communications Standing Operating Procedures (SOPs) vary because they are based on the operational procedures of the Fire Departments. The City of Orlando Fire Department (OFD) has detailed SOPs for firefighting, HAZMAT, mass casualty and other response types. These SOPs are written so on scene command and operations are compliant with relevant local, state and Federal regulations and standards (ISO, NFPA, OC medical protocols etc.). The City of Orlando is compliant with the Federal Emergency Management Agency (FEMA) and National Incident Management System

REASONS TO NOT CONSOLIDATE CENTERS: None	**REASONS TO NOT CONSOLIDATE CENTERS:** o Redundancy o Operational Differences o Union agreement differences o Technology differences/Costs to integrate or change
GENERAL UNION ISSUES THAT IMPACT CONSOLIDATION: • Orange County has 1099 employees with the majority covered under three different bargaining units. Each of these articles has 40 to 50 articles specific to promotion opportunities, wages, grievance and arbitration procedures, and work force reduction. Any changes in the working conditions or status of these collective bargaining agreements would require impact bargaining. • All of our employees are covered under the Florida Retirement System with approximately 950 that are covered under a special risk retirement program that allows for retirement after 25 years at any age. Any changes to their retirement programs would require impact bargaining.	**GENERAL UNION ISSUES THAT IMPACT CONSOLIDATION:** • Employees in four bargaining units have benefits guaranteed by the agreement (three years in duration) • Each of the four units has some vested interest in retiree health care • Each of the agreements give permanent employees certain property rights in their jobs and discipline and appeals processes • Each has Reduction in Force rights • Consolidation would be subject to impact bargaining

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT

ORGANIZATION

DEPARTMENT:
Orange County Fire Rescue Department

DIVISION:
Fire Communications

MANAGER:
Chief Barry Luke

2005 STAFF

TOTAL: 52

- **Professionals:** 52
- **Support staff:** n/a
- **Covered by Collective Bargaining:** 52

At the end of FY 2005, how many FTEs did your 911 Center have in the following categories?
TOTAL: 52

- Operators and/or dispatchers: 47
- Supervisors and managers: 5
- Information systems and/or technical support: n/a
- Clerical support: n/a

Other: n/a

WORKFORCE COVERED BY COLLECTIVE BARGAINING			
Section	Permanent Employees	Covered	Non-Covered
Communications	52	52	0
TOTAL:	52	52	0

FINANCIAL INFORMATION

FY 2004 Budget (actual):
$3,084,000

FY 2005 Budget (actual):
$3,776,000

Pay plan:
IAFF Contract
Communications Manager = $66,477 - $104,915
Comm. Asst. Mgr (Battalion Chief) = $57,865 - $85,662
Dispatcher Supervisor = $28,122 - $51,958 plus incentives
Dispatcher II = $25,459 - $47,008 plus incentives
Dispatcher I = $24,544 - $43,638 plus incentives

ORLANDO FIRE DEPARTMENT

ORGANIZATION

DEPARTMENT:
Orlando Fire Department

DIVISION:
Communications

MANAGER:
Assistant Chief Rudolph Johnson

2005 STAFF

TOTAL: 29

- **Professionals:** 3 (managers)
- **Support staff:** 1 (part time Quality Assurance person)
- **Covered by Collective Bargaining:** 25 (24 communications supervisors and operators, and 1 technician)

At the end of FY 2005, how many FTEs did your 911 center have in the following categories?
TOTAL: 29

- Operators and/or dispatchers: 21
- Supervisors and managers: 6
- Information systems and/or technical support: 1
- Clerical support: 0
- Other: 1

WORKFORCE COVERED BY COLLECTIVE BARGAINING			
Section	Permanent Employees	Covered	Non-Covered
Communications	29	25	4
TOTAL:	29	25	4

FINANCIAL INFORMATION

FY 2004 Budget:
$1,806,000

FY 2005 Budget:
$1,877,000

Pay plan:
IAFF Contract
Communications Manager: $43,326.40 - $72,186.80
Comm. Assistant Manager: $39,561.60 - $65,936.00
Comm. Technician: $32,177.60 – $48,318.40
Comm. Supervisor: $30,076.80 – 45,136.00
Emergency Comm. Specialist III: $29,078.40 - $43,659.20
Emergency Comm. Specialist II: $27,248.00 - $40,809.60
Emergency Comm. Specialist I: $25,417.60
Plus incentives

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT

Benefits plan:
IAFF Contract
Incentives = EMT - $0.12 p/hr, Paramedic - $0.24 p/hr
Battalion Chief – 27.32%
Others – 15.87%
Health insurance per person - $6,650

Operating Expenditures (FY 2004):
TOTAL: $2,705,000

- Employee salary: $1,849,000
- Overtime: $309,000
- Benefits: $547,000
- Training: n/a
- Allowances: n/a
- Equipment and maintenance (including systems and software support): n/a
- Facility use and maintenance: n/a
- Other: n/a

Operating Expenditures (FY 2005)
TOTAL: $2,850,000

- Employee salary: $1,939,000
- Overtime: $299,000
- Benefits: $612,000
- Training: n/a
- Allowances: n/a
- Equipment and maintenance (including systems and software support): n/a
- Facility use and maintenance: n/a
- Other: n/a

BUDGET AND PERSONNEL OVERVIEW				
Section	FY 04 Budget	FY 05 Budget	Permanent Employ-ment	FTE
Communi cations	$3,100,000	$3,800,000	52	52
TOTAL:	$3,100,000	$3,800,000	52	52

Funding obtained from:
Municipal Service Taxing Unit (MSTU) and 911 tax

OPERATIONAL DATA

How many operators and/or dispatchers did you usually have on duty during the following shifts:

- **Day shift:** 13 (10 usually on duty)
- **Night shift:** 13 (10 usually on duty)
- (4 squads rotate through 12 hour shifts)

ORLANDO FIRE DEPARTMENT

Benefits plan:
36.10%

Operating Expenditures (FY 2004):
TOTAL: $1,680,000

- Employee salary: $1,143,000
- Overtime: $76,000
- Benefits: $365,000
- Training: n/a
- Allowances: n/a
- Equipment and maintenance (including systems and software support): $66,000
- Facility use and maintenance: n/a
- Other: $30,000

Operating Expenditures (FY 2005)
TOTAL: $1,810,000

- Employee salary: $1,162,000
- Overtime: $122,000
- Benefits: $376,000
- Training: n/a
- Allowances: n/a
- Equipment and maintenance (including systems and software support): $106,000
- Facility use and maintenance: n/a
- Other: $44,000

BUDGET AND PERSONNEL OVERVIEW				
Section	FY 04/05 Budget	FY 05/06 Budget	Permanent Employ-ment	FTE
Communi cations	$1,836,000	$1,837,000	29	29
TOTAL:	$1,836,000	$1,837,000	29	29

Funding obtained from:
General Fund and 911 tax

OPERATIONAL DATA

How many operators and/or dispatchers did you usually have on duty during the following shifts:

- **Day shift:** minimum 5, including supervisor
- **Evening shift:** minimum 5, including supervisor
- **Night shift:** minimum 4, including supervisor

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT
Approximately how many fire/EMS units did your operators and/or dispatchers usually dispatch during the following shifts: 280 calls per day Note: includes Maitland, Ocoee, and Winter Garden	**Approximately how many fire/EMS units did your operators and/or dispatchers usually dispatch during the following shifts:** 126 calls per day Note: These averages do not include Rural Metro Ambulance (RMA) units and other support agencies
Number of dispatch consoles: 14	**Number of dispatch consoles:** 8, plus 2 training
Daily call volume: 280 alarms	**Daily call volume:** Average 145 alarms, 540 phone calls on average
Total number of 911 calls in FY 2003: 81,485	**Total number of 911 calls in FY 2003:** 27,294
Average 911-answering time, FY 2003: 5.1 seconds	**Average 911-answering time, FY 2003:** 5 seconds
Total number of 911 calls in FY 2004: 92,247	**Total number of 911 calls in FY 2004:** 30,581
Average 911-answering time, FY 2004: 7.9 seconds	**Average 911-answering time, FY 2004:** 5 seconds
Total number of 911 calls in FY 2005: 94,069 (estimated)	**Total number of 911 calls in FY 2005:** 33,353 (200,000 total calls in Center, includes other than just 911)
Average 911 answering time, FY 2005: 5.4 seconds	**Average 911-answering time, FY 2005:** 4 seconds
Number of events resulting in the dispatch of fire/EMS units in FY 2003: 77,000	**Number of events resulting in the dispatch of fire/EMS units in FY 2003:** 42,163 (alarms in CAD system created 47,315)
Average call processing time, FY 2003: 45 seconds	**Average call processing time, FY 2003:** 28 seconds
Approximately what percentage of time were operators and/or dispatchers performing other duties during the following shifts: • **Day shift:** 0% • **Night shift:** 0%	**Approximately what percentage of time were operators and/or dispatchers performing other duties during the following shifts:** • **Day shift:** 4% • **Evening shift:** 4% • **Night shift:** 4%
Approximately what was the percentage of calls transferred to another 911 center for their action: Not tracked, <1%	**Approximately what was the percentage of calls transferred to another 911 center for their action:** 4%
Number of FY 2005 unit responses: 184,000	**Number Of FY 2005 unit responses:** 83,000 (88,789 in 2004)

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT

PERFORMANCE MEASURES/ RESULTS				
Measure	Standard	FY 2003	FY 2004	FY 2005
Percentage of Day shift calls answered within standard	10 seconds	See below	See below	See below
Percentage of Night shift calls answered within standard	10 seconds	See below	See below	See below
Average percentage of all shifts, calls answered within standard	10 seconds	92%	92%	92%
Percentage of Day Shift emergency calls dispatched within standard	<60 seconds	See below	See below	See below
Percentage of Night Shift emergency calls dispatched within standard	<60 seconds	See below	See below	See below
Average percentage of all shifts emergency calls dispatched within standard	<60 seconds	90%	91%	91%
Total response time for first unit arriving on emergency scene	6 minutes or less 90% of time			
Water on the fire for 1 and 2 family dwelling fires	Within 3 minutes of arrival on scene, 90% of time			
Completion of primary search for 1 and 2 family dwelling fires	Within 4 minutes of arrival on scene			
Containment of fire loss to 20% of structure for 1 and 2 family dwelling fires	?			
Value of property saved from fire	80% of insured value			

ORLANDO FIRE DEPARTMENT

PERFORMANCE MEASURES				
Measure	Standard	FY 2003	FY 2004	FY 2005
Percentage of Day shift calls answered within standard	10 seconds	97%	98%	99%
Percentage of Evening shift calls answered within standard	10 seconds	98%	97%	99%
Percentage of Night shift calls answered within standard	10 seconds	96%	98%	98%
Average percentage of all shifts, calls answered within standard	10 seconds	97%	97%	99%
Percentage of Day Shift emergency calls dispatched within standard	<60 seconds	99%	99%	99%
Percentage of Evening Shift emergency calls dispatched within standard	<60 seconds	99%	99%	99%
Percentage of Night Shift emergency calls dispatched within standard	<60 seconds	99%	99%	99%
Average percentage of all shifts emergency calls dispatched within standard	<60 seconds	99%	99%	99%
Total response time for first unit arriving on emergency scene	6 minutes or less 90% of time	99%	99%	99%
Water on the fire for 1 and 2 family dwelling fires (measured from time unit arrives until unit announces water on fire)	Within 3 minutes of arrival on scene, 90% of time	66%	65%	64%
Completion of primary search for 1 and 2 family dwelling fires (measured from time unit arrives until unit announces all clear)	Within 4 minutes of arrival on scene	56%	50%	55%
Containment of fire loss to 20% of structure for 1 and 2 family dwelling fires (physical square footage of structure undamaged by fire, typically if fire is confined to room of origin)	Confined to room of origin	84%	80%	81%
Value of property saved from fire (insured value versus loss)	80% of insured value	NA	98%	95%

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT

Number of events resulting in the dispatch of fire/EMS units in FY 2004:
86,000

Average call processing time, FY 2004:
46 seconds

Number of events resulting in the dispatch of fire/EMS units in FY 2005:
96,000

Average call processing time, FY 2005:
46 seconds

WORKLOAD DATA			
Measure	FY 2003	FY 2004	FY 2005
911 Calls	73,500	86,700	82,400
Alarms Dispatched	77,000	86,000	96,000
Average Dispatch Time	45	44	46

Dispatch breakdown:
77% EMS, 23% Fire

Number of FY 2005 radio calls:
Not tracked

Costs per 911 call processed:
Not tracked

(DEFINTION OF INTEROPERABILITY - In real time, two or more centers are able to communicate and share information)
Interoperability possible with center(s) located within Orange County:
Yes - multiple access methods (console patch, MOTOBRIDGE, and shared talk groups)

Percentage of all FY 2005 emergency calls that are from wireless phones:
45%

Reasons to not consolidate centers:
None

ORLANDO FIRE DEPARTMENT

Number of events resulting in the dispatch of fire/EMS units in FY 2004:
45,661 (alarms created 51,842)

Average call processing time, FY 2004:
31 seconds

Number of events resulting in the dispatch of fire/EMS units in FY 2005:
48,347 (alarms created 54,228)

Average call processing time, FY 2005:
28 seconds

WORKLOAD DATA			
Measure	FY 2003	FY 2004	FY 2005
Phone calls	251,756	232,153	212,719
Alarms Dispatched	42,163	45,661	48,347
Radio Transmissions	834,972	820,000	800,000

Dispatch breakdown:
61% EMS, 39% Fire

Number of FY 2005 radio calls:
800,000

Costs per 911 call processed:
$11.35 (4th quarter 2005) (determined by communications budget attributed to dispatch/number of calls processed)
$11.88 (2004-2005)(above cost per call averaged over two years) [salary and operations costs divided by number of alarms processed]

(DEFINTION OF INTEROPERABILITY - In real time, two or more centers are able to communicate and share information)
Interoperability possible with center(s) located within Orange County:
Yes - Motorola MOTOBRIDGE Interoperability computer, located in each of the local Communications Centers, allows for local interoperability when needed

Percentage of all FY 2005 emergency calls that are from wireless phones:
37% of 911 calls
10% of all emergency calls (minus admin)

Reasons to not consolidate centers:
- Redundancy
- Operational Differences
- Union agreement differences
- Technology differences/Costs to integrate or change

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

APPENDIX C, FIRE AND EMERGENCY SERVICES 911 CENTERS SIDE-BY-SIDE COMPARISON, to the Fire and Emergency Services Committee Report

ORANGE COUNTY FIRE RESCUE DEPARTMENT	ORLANDO FIRE DEPARTMENT

PARTNERSHIPS/AGREEMENTS

Partnerships: Orange County Services Provided		
Municipality	Dispatch	Fire & EMS
Oakland	X	X
Edgewood	X	X
Bell Isle	X	X
Eatonville	X	X
Maitland	X	
Ocoee	X	
Winter Garden	X	
Windermere	X	

911 Centers/Dispatch Centers in Orange County:

911 Centers:

- Apopka (Apopka PD/FD, Eatonville PD, Maitland PD
- Winter Garden PD
- Ocoee PD
- Winter Park (FD/PD)
- UCF PD
- Orlando PD
- Orlando FD
- Greater Orlando Aviation Authority (PD/FD)
- Reedy Creek
- Florida Highway Patrol

Private Ambulance Dispatch Centers

- Rural Metro
- Health Central Paramedics

PARTNERSHIPS/AGREEMENTS

Partnerships: City of Orlando Services Provided		
Municipality	Dispatch	Fire & EMS
N/A		

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

Fire and Emergency Services Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

APPENDIX D, Additional Material Submitted by Orange County Fire Rescue Department, to the Fire and Emergency Services Committee Report

Table of Contents

D.1 General

D.2 Funding

D.2.1 Municipal Service Taxing Unit (MSTU)

D.2.2 Grants

D.3 Fire Suppression

D.4 Emergency Medical Services (EMS)

D.4.1 Fire-Based EMS Transport Services

D.4.2 Collection Rate

D.4.3 Fire Star

D.5 Communications

D.6 Special Operations

D.7 Fire Prevention/Public Education

D.7.1 Inspections

D.7.2 Public Education

D.8 Human Resources

D.9 Safety and Wellness

D.10 Training/IT

D.1 General

The Orange County Fire Rescue Department (OCFRD) has established itself as a modern and efficient provider of public safety services across a complex urban, suburban and rural area, which includes significant residential, industrial, military, tourism, and higher educational facilities. The agency responded to more than 88,095 emergency calls in 2005. With more than 1,100 employees and a $146 million dollar MSTU budget, the agencies workforce and budget is larger than many cities in the region. Thirty-seven fire stations help protect more than a million residents and visitors in the metropolitan area.

The OCFRD's size, financial strength, and governance allows it to provide many sophisticated services beyond firefighting. In addition to EMS transport, fire inspections, and public education activities, the agency also operates a series of technical rescue teams, an aero-medical transport program, bicycle rescue teams and many other activities.

The OCFRD is proud of its commitment to customer service and places a high priority on its seven core values, which include customer service, internal and external accountability, communications, readiness, and safety and wellness.

The OCFRD is also a "neighborhood friendly" fire department that interacts with the community at many levels. These include blood pressure checks for residents who stop by the fire station, health and wellness checkups at community health fairs, and through neighborhood child safety seat inspection programs. The OCFRD also believes that the agency should reflect the community it serves, and has made a significant and successful commitment to bring women and minorities into the workplace.

The agency continually examines itself and makes improvements to better serve the citizens of Central Florida. The fire accreditation process is the most recent example of forward progress. The agency has also been praised for its proactive response to several recent disaster situations, including the 1998 Wild Fire Disaster and the 2004 Hurricane season.

The OCFRD is celebrating its 25th year anniversary this year in 2006. Since 1981, the Department has successfully integrated and consolidated the County's 14 independent fire and rescue districts. There are currently 37 stations providing fire suppression and emergency medical services to our growing residential and tourist populations. OCFRD is the fourth largest metro fire and rescue department in Florida (in terms of personnel) and provides high quality services to the Central Florida area through direct service delivery, contractual service delivery, joint response, and automatic aid agreements. OCFRD provides complete fire protection and EMS service for the cities of Belle Isle, Edgewood, Oakland and a portion of the City of Orlando, known as Lake Nona. The agency

also operates a consolidated dispatch center, which has multi-year agreements with the cities of Maitland, Winter Garden, Ocoee and Eatonville. This successful program insures rapid and efficient use of fire and EMS resources.

Oversight for the Department is provided by the Director of Public Safety and County Administrator with County Commission concurrence. The department submits all budgets, including capital and operation to the Board of County Commissioners for their approval, and participates in the county's Biennial Budgeting and Capital Improvements Program, Comprehensive Policy Plan, and Continuity of Operations Plan. The organization is divided into six divisions for efficient management: Operations, Logistics, Administration, Training/IT, Emergency Management, and Fire Communications.

D.2 Budget

D.2.1 Municipal Taxing Service Unit (MSTU) The OCFRD operating budget is a budget derived from the Municipal Service Taxing Unit (MSTU) created in 1981. This budget is unique because the OCFRD receives no funds from the Orange County general fund. All expenditures including personnel services, apparatus purchase, equipment, and other support expenses are spent from this fund. The organization currently maintains an 8% reserve and the budget allows for unused and unencumbered funds to be carried into the next fiscal year. The agency has an annual MSTU operating budget of $117 million for 2006, and places a high priority on fiscal monitoring and budget forecasting. Capital improvement projects for new fire stations, fire equipment, and rehabilitation of some existing facilities are projected at more than $8 million for this year. The Financial Services Bureau uses a five-year financial model that allows them to accurately project future costs. Long-range forecasting is part of the collective bargaining process as well as the annual budget preparation. The Fire Rescue MSTU millage rate has remained constant since FY99-00, showing the ability of the agency to live within the provided revenue stream. The Government Finance Officers Association (GFOA) has awarded a Certificate of Achievement of Excellence in Financial Reporting to Orange County for its Comprehensive Annual Financial Report for over 23 years along with the GFOA Certificate of Excellence in Budgeting since 1985.

D.2.2 Grants The Department actively seeks out grant funds and is currently managing two federal grants and one state grant. One grant is for twenty-seven Auto Pulse devices that automatically provide cardiopulmonary resuscitation when a person's heart stops. Another federal grant awarded OCFRD $1,851,428 for the installation of Vehicle Preemption Traffic Signal systems at 300 Orange County intersections. The enhanced technology will automatically change traffic signals when an emergency vehicle approaches, helping cut down on response times to the scene of an incident. The agency also received a grant for fifteen

mobile radio repeaters, which will boost radio signals into large buildings and allow for uninterrupted communications between firefighters and paramedics.

D.3 Fire Suppression

The OCFRD has 43 first response firefighting units strategically placed across a 780 square mile service area. This number includes 37 engine companies, four ladder trucks and two Heavy Rescue Squads (water equipped). Six tankers, 15 off road brush trucks, three heavy rescue squads that handle hazardous materials emergencies and technical rescue calls, six Battalion Chief's, three EMS field supervisors, one Safety Captain, and one Assistant Chief (who functions as the shift manager) complement this response capability. Twenty-two of the 37 engine companies are staffed at the four person minimum level in accordance with NFPA 1710. The OCFRD plans to increase this number in future years. The County is geographically divided into six battalions and 37 response districts. The OCFRD uses a three platoon, 24-hours on and 48-hours off schedule. Two hundred twenty-nine (229) dual certified (EMS/Fire) firefighters and supervisors staff the fire stations throughout the county each shift. The OCFRD uses an incident command system for incident management in compliance with the National Incident Management System (NIMS). Firefighter safety is paramount and OCFR institutes an aggressive firefighter accountability (firefighter tracking) system for all hazardous incidents in accordance with NFPA 1500.

D.4 Emergency Medical Services (EMS)

The OCFRD has developed an EMS philosophy centered on providing the best pre-hospital patient care to the citizens and visitors to unincorporated Orange County. Seventy-seven percent (77%) of all calls are EMS related and all certified personnel are trained as Emergency Medical Technicians or Paramedics.

D.4.1 Fire-Based EMS Transport Services The growing demand for EMS from the community has led the department along with the City of Maitland, City of Winter Park, and The Seminole County Department of Public Safety to provide fire-based EMS transport services. Using this model patients are not only treated and stabilized by fire department first responders, they are also transported in fire department rescue units to the appropriate area hospitals. With a total of 320 Paramedics and 620 Emergency Medical Technicians, 28 licensed transport units and 22 full time Advanced Life Support engines, the OCFRD is the largest provider of pre-hospital emergency medical service in Central Florida. In addition, the department has 60 Automatic External Defibrillators (AED's) deployed in staff vehicles throughout the county.

D.4.2 Collection Rate In 2005, the OCFRD transported 17,977 patients to area hospitals. A collection rate of 65% equated to transport revenue of $4.3 million. This is revenue that stays in the community and is invested back into the Fire/Rescue budget to continue to fund life saving services. The OCFRD supports fire based EMS transport because it provides continuity of care, revenue, and accountability. Transport services enhance service delivery by utilizing resources and personnel already in place.

D.4.3 Fire Star The OCFRD also operates the only fire-based scene response medical helicopter (Fire Star) in Central Florida. Fire Star is a public-private partnership, which operates on user fees and transports critically ill and injured patients from remote locations in and around Orange County to local trauma, stroke, and cardiac centers. Although the program is a public-private partnership, the OCFRD has complete management oversight of the program. The OCFRD is proud to have pioneered and now annually conducts a fully accredited In-house Paramedic program, and was recently selected by the United States Air Force to instruct elite Para Rescue Special Forces personnel.

D.5 Communications

The Fire Communications Center operates as one of the 6 Divisions in the organization. All emergency communications issues are handled from a consolidated center that also serves Winter Garden, Maitland, and Ocoee. This contractual relationship has proven to be successful by providing the seamless dispatch and response of the closest units regardless of jurisdictional boundaries. Emergency 911 calls are received, units are dispatched, and emergency incidents are tracked. The Fire Communications Division complies with both state law and national consensus standards (ISO and NFPA) for alarm processing and handling. This is validated by internal performance measures and exemplary marks received from recent ISO inspections in the City of Ocoee. The Communications Center achieved 100% of the eligible points issued by ISO. The OCFRD runs an efficient communications center with emphasis on customer service, quality assurance, and performance. Using enhanced 911 Computer Aided Dispatch (CAD), Automatic Vehicle Location (AVL), digital GIS mapping, and an 800 MHZ interoperable radio system, Fire Communications is able to dispatch emergency calls in 46 seconds 90% of the time. This time is measured from the time the phone is answered until field units are notified of the need to respond. The use of technology, performance standards, and comprehensive training has allowed OCFRD Fire Communications to establish itself as one of the premier communication centers in the nation, and Fire Communications was recently awarded the Congressional 911 Center of the Year Award (2004).

D.6 Special Operations

The OCFRD has a well-established Special Operations Program encompassing all facets of technical rescue and hazardous material response. The OCFRD currently staffs three Heavy Rescue Hazardous Material units with a minimum of twelve Hazardous Material (HAZMAT) Technicians per shift per day. These Heavy Rescue units carry a vast array of specialized equipment to provide heavy vehicle/machine rescue, confined space rescue, elevated victim rescue, structural collapse rescue and hazardous material response services. The OCFRD also provides personnel and logistical support to the Central Florida Urban Search and Rescue Team, Florida Task Force 4. This is a cooperative effort between the OCFRD, The City of Orlando, and the Seminole County Department of Public Safety. This task force is both a local and state asset and was deployed in 2004 for Hurricanes Charlie, Ivan, Jeanne, and more recently to the Gulf Coast in support of search and rescue operations for Hurricane Katrina.

D.7 Fire Prevention / Public Education

D.7.1 Inspections The Office of The Fire Marshal contributes to the reduction of fire loss and personal injuries that can result from structure fires. This bureau supports fire prevention through the implementation of building plan reviews, building inspections, and client education. Orange County currently has 29,827 properties to inspect spread over its 37 districts. Orange County separates properties in four priority levels for inspection. These priority levels range from a Priority IV considered low risk to Priority I considered high risk. The Office of the Fire Marshal (OFM) is staffed by thirty-four specialist dedicated to the prevention of fires.

D.7.2 Public Education To meet its goals to promote fire safety and basic health awareness in the community, the OCFRD has developed and implemented several educational programs to accomplish its mission: The Public Information Office handles all media relations including media advisories, press releases and public service announcements. Community Health provides medical services to areas in the community that are in need of some type of health screenings, mostly uninsured children and seniors. Additional value added services include Car Seat Inspections and Installations, Sharps Disposal Program, Public Access Defibrillation Program (PAD), Immunizations, Home for the Holidays, Community Resource Program, and CPR Training to the Community. Fire Safety programs are focused on fire prevention and fire safety: The Citizens Fire Academy, Fire Extinguisher & Safety Training, safety presentations to schools, Hug-A-Bear Program, FLAMES TV Show (Orange TV), Juvenile Fire Setters, Children's Safety Village, and Risk Watch Puppet Shows are used to create a fire safe community.

D.8 Human Resources

The OCFRD is a diverse organization and complies with all local, state, and federal regulations with regard to employment, hiring, and promotions. The diversity of the OCFRD is considered an organizational strength and the department is committed to maintaining a well-qualified and diverse workforce. This is demonstrated by its commitment in recruiting minorities during the past five years. Sixty-three percent (63%) of new hires have been minorities. Thirteen percent (13%) of all firefighters are female which represents one of the largest percentages in the nation. The OCFRD has 940 certified and 159 support positions authorized. Twenty-seven (27%) of the workforce is represented by minorities and the organization acknowledges the importance of a culturally diverse workforce to deliver service to a diverse community.

D.9 Safety and Wellness

The OCFRD uses the International Association of Fire Fighter's Physical Ability Test (CPAT) for all entry-level employees. All Fire Rescue personnel have access to physical fitness equipment, peer fitness trainers, and the most up to date firefighter safety equipment available. All incumbent employees are encouraged to participate in physical fitness activities and receive a biannual physical fitness profile by peer fitness trainers in the mobile fitness unit and must complete the biannual Incumbent Physical Ability Test (IPAT). Employees are provided a comprehensive annual physical in accordance with NFPA 1582 and the Florida Firefighter Occupational Safety and Health Act. The safety program is managed by three shift Safety Officers and a department Health and Safety Officer. All accidents and injuries are investigated to prevent further similar mishaps and the safety program has contributed to a reduction in lost workdays and a reduction of workers compensation costs of $500,000 during the past three years. The OCFRD has gained national notoriety for its wellness and safety initiatives, and, as a result, the International Association of Fire Chiefs and the Fire Department Safety Officer's Association selected Fire Chief Carl Plaugher as the Executive Safety Officer of the Year. The Department sponsors a Combat Challenge Team, which competes in state, regional, national, and world competition. This team recently finished first in the female tandem skills challenge world competition.

D.10 Training/IT

The Training/IT Division is charged with employee development and training of the entire organization. The staff delivers training in several formats including in-service station training, online computer instruction, and structured multi-company training. Through a state-of-the-art incident command-training simulator, personnel are instructed in the proper use of the National Incident Management System. To provide consistent training opportunities, each

battalion is assigned a designated training officer who provides instruction and continuing education to on duty personnel. The OCFRD has its own dedicated training facility and is capable of providing both classroom and hands on training. This training includes firefighting strategy and tactics, EMS skills, technical rescue, Hazardous Materials (HAZMAT), driver/operator, officer development, and individual firefighting skills. The Training Division provides thousands of hours of training each year.

APPENDIX E, ADDITIONAL MATERIAL SUBMITTED BY ORLANDO FIRE DEPARTMENT, to the Fire and Emergency Services Committee Report

Table of Contents

E.1 General

E.2 Interoperability and Redundancy

E.3 Efficiencies

E.4 Infrastructure

E.5 Fire-EMS Operations

E.1 General

Orange County Fire Rescue and Orlando Fire Department Communications Centers are busy.

a. Phone calls answered
   Orlando Fire - 212,719
   - Annual average phone call volume per dispatcher - 10,129

b. Radio transmissions handled
   Orlando Fire – 800,000
   - Annual average radio transmissions per dispatcher - 38,095

c. Alarms dispatched
   Orlando Fire – 48,347
   - Annual alarms per dispatcher - 2302

(Source: Orlando Fire Department CAD records calendar year 2005, Orange County Fire Rescue Side by Side service comparison dated 1/13/05)

Calls, Radio Transmissions and alarms dispatched are primarily (98.6%) mutually exclusive events (not mutual aid to each other)

(Source: Orlando Fire Department Printrac CAD database)

d. Centers are operating at or near capacity

(Source: In 2001, a comprehensive national survey of municipal fire departments was conducted by Orlando Fire Department as part of a strategic planning process included a survey item on number of alarms per dispatcher per year. Of the agencies surveyed, the average number of alarms handled per dispatcher was 2012 alarms).

e. Reduction in number of personnel in consolidation of centers is not likely due to current workload. Workload must be balanced against the ability of the center to maintain compliance with performance goals. NFPA 1710 and APCO have performance goals of handling the call in 60 seconds or less 90% of the time.

f. No gain in efficiency or service would result from consolidation and could reduce the ability of dispatchers to meet their performance goals. Reduction in personnel will not create efficiencies and therefore no money would be saved.

E.2 Interoperability and Redundancy

Redundancy of communications capability is needed in case one center fails. Two such failures have occurred in the last 24 months.

- During hurricane Charlie, tornadic activity damaged the roof membrane of the Orlando Emergency Operations Center where the Orlando Police and Orlando Fire Communications Centers are located. The damage to roof created a significant water leak near the police communications area. The police communications personnel were relocated to the Orange County Sheriff's Communications location. Orlando Fire Communications continued uninterrupted.

- In October of 2005, the Orange County Fire Communications had an electrical problem that caused an interruption in their communications system. Calls were shifted from Orange County Fire Communications Center to the Orlando Communications Center automatically, and with out any interruption of service to the public.

Recommendations from the *911 Commission Report* include building redundant communications capability for public safety.

E.3 Efficiencies

Efficiencies gained or lost at the result of consolidation of communications Centers:

a. Cost of migration to single technology – Loss

- Communications centers operate on different Computer aided dispatching software applications and interface with different incident records management applications.

- Cost to migrate from ones system to the other could exceed 2 million dollars.

- It is possible that neither system could handle current or future volume in current configuration and would require and upgrade or scraping in favor of a system built to handle this volume. Cost for a new CAD/RMS system could exceed 3 million dollars.

- Such a consolidation would result in new money spent with no gain in efficiency or service.

b. Personnel - Loss

- OFD Dispatchers are covered by a labor agreement.

- OFD Dispatchers are part of a City Pension plan. Orange County Dispatchers are covered by the State Pension Plan.
    - To consolidate pension plans would have to be transitioned or bought out costing new money.
    - Labor agreements would have to be honored creating different terms and conditions of work within the consolidated center.

- OFD Dispatchers are incident partners. They have a described role in incident operations that bring an additional layer of functionality and safety to emergency incidents. They are trained on the OFD Standard Operating Procedures and partner with incident command operating on emergency scenes. (Source: OFD Standard Operating Procedures).

- Consolidation of communications centers would eliminate Orlando's ability to utilize dispatchers as partners in emergency scene operations. Training of more dispatchers would create additional training expense and if the consolidation were to occur under the county, OFD would lose the ability to mandate such training.

- Consolidation of communications centers would not result in the reduction of personnel and would result in a loss of functionality to the OFD. No increase in efficiency or service would result from consolidation. No money would be saved.

E.4 Infrastructure

a. Current and future workload would prohibit the reduction of staff or consoles.

b. Current facilities would still be occupied and operating.

- Both the City of Orlando and Orange County Communications Centers house fire communications, law enforcement communications and the emergency operations centers for the respective jurisdictions.

- A study would have to be conducted to determine if space in either facility would allow consolidation, whether or not there is capacity in phone, data and fiber lines to accommodate the communications traffic in and out of the center. If capacity were not adequate the

cost to build out the current center or a new center would need to be determined.

- No savings in operational cost would be realized by either jurisdiction, as both facilities would still be housing law enforcement communications and emergency operations.

- No gain in efficiency or service would result from consolidation.

E.5 Fire-EMS Operations:

a. OFD and OCFRD experience a high demand for service.

- In 2005 OFD responded to 47,537 calls for service. 39% Fire and 61% Medical.

- OCFRD responded to 86,000 23% Fire and 77% Medical. (Source: City of Orlando CAD, RMS system, Orange County Side by side comparison)

- A survey conducted by OFD in 2001 revealed that OFD:
  - Is experiencing a greater than 6% increase in service demand annually.
  - Responds to more HAZMAT alarms than other cities surveyed.
  - Responds to 172 EMS calls per 10,000 population, more calls per 10,000 population than Ft. Lauderdale, Miami, or Las Vegas, Nevada.
  - When adjusted for population, OFD has a significantly higher call frequency per fire station than other cities surveyed.

- Comparison with the ICMA Fire and EMS Data set reveals similar findings.

- Because the service demand in both jurisdictions is high and because neither jurisdiction has excess capacity, consolidation of services would not result in a reduction of salary expense or operational expense.

- Since the citizens in either jurisdiction would realize no benefit by consolidation of fire-EMS services, it makes little sense to consolidate.

b. Both agencies have signed joint response, automatic aide, mutual aide agreements, and memorandums of understanding with each other and with other neighboring agencies creating a regional response

network, ensuring appropriate and timely response. *(Source Public Records)*

c. Each agency utilizes different standard operating procedures. These SOPs are different because they are based on specific needs of the community the agency serves. Considerations for the development and use of SOPs include: deployment strategies, response times, density of population operational/staffing environments, and distribution of call type (EMS vs fire). The service demand and deployment strategy in the county is different than in the more urban environment of the OFD service area. *(Source: OFD SOP manual and Public Documents).*

d. The current City-County jurisdictional boundary is jagged, islands and enclaves exist, creating fragmented service area, inefficient service delivery and increased response times. Cost inefficiencies are created because of overlapping response areas. *(Source: City of Orlando GIS, Orange County Property Appraiser).*

e. Both agencies are rated by the Insurance Services Organization, and assigned a Property Protection Rating based on that evaluation. Fire Insurance rates are based in part on a jurisdiction's Public Fire Protection Classification. Resident's and businesses located in jurisdictions with a lower (closer to 1) Public Fire Protection rating are likely to have lower insurance rates than residents or businesses located in jurisdictions located in jurisdictions with high (closer to 10) classifications. This rating is derived from a comprehensive study of a wide array of factors including, deployment strategy, response times, staffing, training and infrastructure such as water systems. The schedule measures the major elements of a [jurisdiction's] fire suppression system. These measurements are then developed into a Public Classification number on a relative scale from 1 to 10, with 10 representing less than the minimum recognized protection. The Schedule is a fire insurance rating tool, and is not intended to analyze all aspects of a comprehensive public fire protection program. It should not be used for purposes other than insurance rating. *(Source ISO Fire Suppression Rating Schedule page 1)*

- Orlando has a rating of 2, placing the City of Orlando in the top 1% nationally.

- Insurance costs increase an average of 10% from an ISO rating of 2 to a 4. (Source: actual insurance quotes from an independent insurer)

- Orange County has a split rating 4 / 9. *(Source: Public Documents)*

f. The City of Orlando strictly uses national standards to set performance goals and measures such as NFPA 1710 (deployment standard) and the ISO. Orlando also benchmarks against other like cities through participation in ICMA. *(Source: OFD records)*

g. The OFD provides advanced life support from every frontline unit 24/7. (Source: City of Orlando documents)

h. The OFD has transport capable rescues, however does not transport for many reasons some of which include; high call volume and impact on operational strategy. The OCFRD transports in parts of the county. Both agencies partner with private transport companies to insure transport is available to all residents.

i. Economies of scale are already being realized through like purchasing contracts at the local and state level.

j. Consolidation of the fire departments would result in a change of the City's ISO classification and likely result in an increase in insurance rates for City of Orlando residents and commercial property owners.

k. Both agencies operate under different labor agreements and different pension plans. To combine the departments, pension plans would have to be transitioned from one plan to the other, or employees would have to be bought out of their existing plans, costing new-unfunded money. Labor agreements would have to be honored creating different terms and conditions of employment within one agency.

l. Consolidation of 911 Communication Centers would not result in a cost savings or improved service to all of the citizens impacted by the consolidation.

- Calls, Radio Transmissions and alarms dispatched are primarily (98.6%) mutually exclusive of each other, (not mutual aid). *(Source: OFD Printrac CAD database)*
- Each center is co-located with law enforcement for their jurisdiction. This provides enhanced operations across the public safety arena.
- The City of Orlando also houses the control center for traffic engineering which allows them to better coordinate traffic flow in the area of emergencies.
- Each center currently uses different computer aided dispatch systems, mapping systems, and record management systems. This would make consolidation of these centers very costly, new Computer Aided

Dispatch and Records management systems could cost in excess of three Million dollars.

- The entire region works on 800 MHZ radio systems, are all interoperable.
- Current Joint response and mutual aide works well. Both centers could benefit from enhanced interconnectivity to speed information transfers and call processing times for joint response and automatic aid calls.
- Both centers are intricately involved with the daily tactical operations of their respective departments. These operations are much different based on deployment strategies that include response times, type of units dispatched based on the nature of the call, and population density.

APPENDIX F, ORANGE COUNTY 2005 FIRE/RESCUE SERVICES IMPACT FEE UPDATE STUDY, to the Fire and Emergency Services Committee Report

(Received from Donna Easton, Administrative Assistant to Deputy Chief Fitzgerald, Orange County Fire Rescue Department, 2:13 p.m. March 10, 2006, in an e-mail, Subject: Fire Rescue Impact Fees)

Note: Appendix A to this report was not provided to the Orange County/City of Orlando Consolidation of Services Study Commission by OCFRD and is not included in this report

ORANGE COUNTY

2005 FIRE/RESCUE SERVICES IMPACT FEE UPDATE STUDY

Prepared for:
Orange County

Tindale-Oliver & Associates, Inc.

September 9, 2005
36301.04

ORANGE COUNTY
FIRE/RESCUE SERVICES IMPACT FEE

Table of Contents

I. INTRODUCTION **1**
II. SERVICE AREA **1**
III. INVENTORY **3**
IV. SERVICE DELIVERY **5**
V. COST COMPONENT **6**
VI. CREDIT COMPONENT **6**
VII. NET IMPACT COST **8**
VIII. DISTRIBUTION OF CALLS FOR SERVICE **8**
IX. PROPOSED IMPACT FEE SCHEDULE **10**
X. COMPARISON OF EXISTING AND PROPOSED IMPACT FEE SCHEDULES **10**
XI. INDEXING **11**
APPENDIX A

TABLES

Table 1 - Orange County Fire/Rescue Alarms 3
Table 2 - Inventory of Buildings and Land 4
Table 3 - Capital Cost Per Station 5
Table 4 - Capital Cost Per Alarm 6
Table 5 - New Development's Share of Total Development 7
Table 6 - Net Impact Cost 8
Table 7 - Land Use Distribution of Calls 9
Table 8 - Proposed Impact Fee Schedule 10
Table 9 - Comparison of Impact Fee Schedules 11
Table 10 - Building Cost Index 12
Table 11- Just Property Value Index 13
Table 12 - Equipment Cost Index 13
Table 13 - Indexing Application – Combined Index 14
Table 14 - Indexed Fees 15

ORANGE COUNTY
2005 FIRE/RESCUE SERVICES IMPACT FEE UPDATE STUDY

I. INTRODUCTION

Orange County currently has a Fire/Rescue Services Impact Fee based on a technical study that was last updated in 1999. Given the changes in the inventory and various cost components, the County retained Tindale-Oliver & Associates (TOA) to update the study.

Fire-rescue impact fees are used to fund land acquisition, the construction and expansion of fire-rescue service-related facilities and the purchase of capital equipment required to address the additional fire-rescue service demands created by new growth. This report summarizes the County's 2005 Fire/Rescue Services Impact Fee Update Study and will serve as the technical document in updating the Ordinance.

There are several major elements associated with the development of the fire-rescue impact fee. These include:

- Inventory of Existing Facilities, Standards and Level of Service
- Baseline Conditions and Demand Component
- Cost Component
- Credit Component
- Net Fire-Rescue Impact Cost
- Proposed Fire-Rescue Impact Fee Schedule
- Comparison of Current and Proposed Impact Fee Schedules

These items are all discussed in subsequent sections of this document. In addition, a cost index is also provided.

II. SERVICE AREA

Orange County Fire/Rescue Department provides fire/rescue services primarily to the unincorporated county. In addition, it provides fire, dispatch and/or rescue services to the following municipalities:

Municipality	Type of Agreement
City of Belle Isle	Fire Protection and Rescue Services
City of Eatonville	Fire, Dispatch, and Rescue Services
City of Edgewood	Fire Protection and Rescue Services
City of Maitland	Dispatch Services
City of Mount Dora	Fire Protection and Rescue Services
City of Oakland	Fire Protection and Rescue Services Joint Fire Station
City of Ocoee	Fire and Rescue Dispatch Services
City of Orlando (Lake Nona)	Fire and Rescue Services
City of Winter Garden	Fire and Rescue Dispatch Services
City of Winter Park	Fire and Rescue Services

The County receives a payment from each municipality for these services. According to the Orange County Fire/Rescue Department representatives, revenues received from the municipalities for these services are used toward operations or capital replacement in almost all cases. There are two agreements that are set up differently. One is the joint fire station being built in the City of Oakland, where the County will use impact fee revenues to fund a portion of this new station.

The other is with the City of Winter Park where the County transferred the ownership of a fire station that was located in unincorporated county when the City annexed this area. With this transfer, the City became responsible for providing fire and rescue services within the Contract Area, which includes a part of the unincorporated county. The County returned to the City impact fees collected in the Contract Area for the City to use for capital expenditures related to the Station.

Based on these agreements, it appears that the County's primary responsibility is to provide fire and rescue services within the unincorporated County and build facilities according to the needs of the unincorporated County. Although the County provides limited services to some of the municipalities, revenues received from these services are used toward operational or capital replacement expenditures instead of capital expansion costs. Given all this, it is appropriate to use the unincorporated county as the service area.

III. INVENTORY

The Orange County Fire and Rescue Department has a total 36 stations and responded to 72,115 alarms in 2003. Table 1 provides a summary of fire/rescue alarms the County received over the past nine years. As presented in the Table, between 1995 and 2003, the number of alarms increased continuously except from 1999 to 2000. According to the Orange County Fire and Rescue Department representatives, this anomaly resulted from higher call volumes in 1998 and 1999 which were directly attributed to the two devastating brush fire seasons that Orange County and all of Central Florida experienced during this same time period. In 2000, the County's call volume leveled out and returned to average number of calls.

Table 1
Orange County Fire/Rescue Alarms

Year	Alarms	Annual Change	Percent Change
1995	54,990		
1996	55,837	847	1.5%
1997	60,437	4,600	8.2%
1998	66,438	6,001	9.9%
1999	69,783	3,345	5.0%
2000	66,438	-3,345	-4.8%
2001	69,343	2,905	4.4%
2002	71,026	1,683	2.4%
2003	72,115	1,089	1.5%

Source: Orange County Fire and Rescue Department

Table 2 provides a summary of Orange County fire stations. As presented, the County's inventory includes almost 319,000 square feet of building space on a total of 81 acres of land that is owned by the County. The replacement value of the buildings and the assessed value of the land amount to $49 million.

Table 2
Inventory of Buildings and Land

NAME OF BUILDING	ADDRESS	CITY	YEAR BUILT	OCC TYPE	SQUARE FOOTAGE	ADJUSTED COST OF REPLACEMENT 4/1/04-4/105[8]	ACRES	ASSESSED LAND VALUE
FIRE STATION #20 (1)	3200 WASHINGTON ST	ZELLWOOD	1962	FIRE STATION	6,175	$655,350	1 est.	$9,013
FIRE STATION #27	598 WEIKVA SPRINGS RD.	APOPKA	1998	FIRE STATION	1,216	$111,885	N/A	N/A
FIRE STATION #28	3250 CLARCONA ROAD	APOPKA	1995	FIRE STATION	2,000	$117,569	12.00	$72,000
FIRE STATION #29	225 E KELLY PARK ROAD	APOPKA	1995	FIRE STATION	2,000	$117,569	4.78	$23,900
FIRE STATION #30	34 SOUTH HASTINGS STREET	ORLO VISTA	1992	FIRE STATION	12,567	$1,794,568	2.07	$31,050
FIRE STATION #31 (2)	6116 S. APOPKA VINELAND RD	ORLANDO	1978	FIRE STATION	11,885	$1,697,178	N/A	N/A
FIRE STATION #33	1700 APOPKA VINELAND RD	ORLANDO	2001	FIRE STATION	6,500	$928,200	1.99	$104,475
FIRE STATION #34	4001 SR 535	WINTER GARDEN	1986	FIRE STATION	5,378	$767,978	1.49	$17,135
FIRE STATION #36	12252 STATE ROAD 535	GRAND CYPRESS	1986	FIRE STATION	8,736	$1,247,501	1.37	$27,400
FIRE STATION #37 (3)	540 E. OAKLAND AVE	OAKLAND	2004	FIRE STATION	6,000	$1,300,000	N/A	N/A
FIRE STATION #40	5570 BEGGS ROAD	ORLANDO	1979	FIRE STATION	6,561	$936,911	3.45	$172,921
FIRE STATION #41	4418 FAIRVIEW AVE	ORLANDO	1990	FIRE STATION	10,228	$1,460,558	0.49	$63,900
FIRE STATION #42	5420 SILVER STAR RD.	ORLANDO	1974	FIRE STATION	9,184	$1,311,475	3.47	$74,700
FIRE STATION #43	7875 W. SILVER STAR RD	ORLANDO	2001	FIRE STATION	6,500	$928,200	1.5 to 2. Est.	$435,000
FIRE STATION #50	1415 WEST 29TH STREET	ORLANDO	1980	FIRE STATION	7,770	$1,109,556	2 est.	$35,100
FIRE STATION #51 (4)	1700 WEST OAKRIDGE ROAD	ORLANDO	1965	FIRE STATION	11,650	$1,663,620	1.48	$387,000
FIRE STATION #52	4765 SAND LAKE ROAD	ORLANDO	1980	FIRE STATION	5,000	$714,000	1.74	$283,931
FIRE STATION #53	1270 LAQUINTA DR	ORLANDO	1977	FIRE STATION	3,432	$490,090	1.06	$149,899
FIRE STATION #54	6500 CENTRAL FLORIDA PKWY	ORLANDO	1992	FIRE STATION	13,700	$1,956,360	5 est.	$1,138,306
FIRE STATION #55	11442 INTERMODAL WAY	ORLANDO	2004	FIRE STATION	1,306	$120,000	N/A	N/A
FIRE STATION #56 (5)	1303 INTERNATIONAL DRIVE	ORLANDO	2004	FIRE STATION	7,431	$1,995,046	1.67	$375,750
FIRE STATION #58	2900 DEERFIELD BLVD.	ORLANDO	1999	FIRESTATION	6,000	$856,800	1.84	$360,351
FIRE STATION #63	2450 GOLDENROD ROAD	ORLANDO	1965	FIRE STATION	6,500	$928,200	2.24 (7)	$26,520
FIRE STATION #65 (6)	4999 N. ORION BLVD.	ORLANDO	1999	FIRESTATION	6,000	$856,800	N/A	N/A
FIRE STATION #66	996 N. SEMORAN BLVD	ORLANDO	1970	FIRE STATION	5,280	$753,984	0.64	$160,914
FIRE STATION #70	1027 E. WALLACE STREET	ORLANDO	1950	FIRE STATION	6,500	$928,200	2.00	$174,316
FIRE STATION #71	4405 S. GOLDENROD ROAD	ORLANDO	1970	FIRE STATION	8,667	$1,237,648	1.79	$14,320
FIRE STATION #72	3705 S. CONWAY ROAD	ORLANDO	1994	FIRE STATION	6,500	$928,200	3.18	$95,400
FIRE STATION #73	811 FIRST STREET	ORLANDO	1955	FIRE STATION	2,484	$354,715	1 est.	$18,000
FIRE STATION #76	11361 S NARCOOSSE ROAD	ORLANDO	1972	FIRE STATION	4,992	$712,858	1.26	$22,680
FIRE STATION #80	1841 BONNEVILLE RD	ORLANDO	1973	FIRE STATION	12,430	$1,775,004	2 est.	$180,000
FIRE STATION #81	1382 NORTH CHICKASAW TR	ORLANDO	1970	FIRE STATION	3,016	$430,685	1 est.	$35,849
FIRE STATION #82	500 STORY PARTIN ROAD	BITHLO	1991	FIRE STATION	10,000	$1,428,000	1.79	$10,740
FIRE STATION #83	11950 LAKE UNDERHILL ROAD	ORLANDO	1989	FIRE STATION	11,000	$1,570,800	2.00	$87,000
FIRE STATION #84 (Relocation)	1221 N. FT CHRISTMAS RD	ORLANDO	1995	FIRESTATION	1,792	$117,569	4.50	$19,350
FIRE STATION #85	13801 TOWNSEND DRIVE	ORLANDO	2004	FIRESTATION	7,431	$1,640,000	1.23	$241,101
FIRE FLEET OPS/WAREHOUSE COMPLEX	400 S. GASTON FOSTER RD	ORLANDO	1960	WAREHOUSE	14,056	$885,080	1.52	$91,200
FIRE ADMINISTRATION COMPLEX	6590 AMORY COURT	WINTER PARK	1994	OFFICE	60,845	$6,473,187	6.5	$776,160
TOTAL					**318,712**	**$43,301,344**	**81.3**	**$5,715,381**

(1) Includes portable transmitter building.
(2) The land is not owned by the County. It is leased from Dr. Phillips, Inc.
(3) The land and building are owned by the City of Oakland. The County paid for and occupies 6,000 sf of it.
(4) Includes the storage building to keep the self-contained breathing apparatus.
(5) Recently opened. Preliminary cost information is provided.
(6) The County does not owned the land. The Station is on the University of Central Florida grounds and the land is owned by the State.
(7) Other land consists of wetlands and are not developable.
(8) Replacement costs are based on annual increase estimates provided by the Risk Management Division.
Source: Orange County Fire and Rescue Department

During the last impact fee update study, the Department had 32 stations. Of these, one station (Station 64) was lost due to annexation. Since the last update, seven new stations were built. Of these, two were to replace temporary/low quality structures (Stations 37 and 58) with permanent stations. The addition of five new stations along with the loss of one station due to annexation increased the current number of station to 36.

In addition to the buildings and land, the Fire Rescue Department also owns $37.6 million worth of equipment. A detailed listing of this equipment is included in Appendix A. As presented in Table 3, the total capital cost per station is $2.4 million.

Table 3
Capital Cost per Station

	Cost	Percent of Total	
Building Replacement Value (1)	$43,301,344	50%	
Assessed Land Value (2)	$5,715,381	7%	
Equipment Cost (3)	$37,606,952	43%	
Total	$86,623,677	100%	
Number of Stations (4)			36
Total Capital Cost per Station (5)			$2,406,213

(1), (2) and (4) Source: Table 2
(3) Source: Appendix A
(5) Total cost divided by the number of stations.
Source: Orange County Fire Rescue Department

IV. SERVICE DELIVERY

The Fire Rescue Element of the Comprehensive Plan defines the level of service in terms of the maximum response time of eight minutes for 75 percent of the calls. However, the previous technical study used calls per station as the standard. In 1998, the County was handling 1,833 calls per station. Based on 2003 call information, the current level of service is 2,185 calls per station (72,115 calls from Table 1 divided by 33 stations from Table 2, which excludes the three new stations that are built in 2004). This increase in the number of calls per station could partially be attributed to improved technology, which allows stations to handle more calls.

V. COST COMPONENT

As presented in Table 4, the inventory cost per alarm is $1,092. Because the data available for alarms is through 2003, the inventory excludes the buildings and equipment built or acquired in 2004.

Table 4
Capital Cost per Alarm

	Cost	
Building Replacement Value (1)	$38,246,297	
Assessed Land Value (2)	$5,098,530	
Equipment Cost (3)	$35,422,020	
Total	$78,766,847	
Number of Alarms -- 2003 (4)		72,115
Total Capital Cost per Alarm (5)		$1,092

(1), (2) Source: Table 2 (excludes the cost of stations built in 2004)
(3) Source: Appendix A (excludes the cost of equipment purchased in 2004)
(4) Source: Table 1
(5) Total cost divided by the number of alarms.
Source: Orange County Fire Rescue Department

VI. CREDIT COMPONENT

In order to avoid overcharging for the fire/rescue facilities impact fee, a review of the capital financing program for these facilities was completed. The purpose of this review was to determine any potential revenue credits that should be considered for revenues generated by new development that could be used for capital facility, land, and equipment expansion of fire/rescue facilities.

Based on the evaluation of past and future expenditures and funding sources, it is our understanding that all capital expansion expenditures (buildings, land and equipment) are funded with impact fees. However, to accommodate the possibility of using non-impact fee funding sources toward fire/rescue facilities expansion expenditures, a credit is given.

For this, credit for future payments made by new development for fire/rescue facilities is taken into consideration. The question posed here is the extent to which new development will contribute to the overall general revenue base over the next 20 years, which is considered an acceptable planning period. Table 5 illustrates that, based on growth rates obtained from the Bureau of Economic and Business

Research (BEBR) for the 2004 – 2025 period, new development's share of total development will be 18.19 percent. Given that historically fire-rescue buildings and equipment are built/purchased using impact fees only, the total impact cost per alarm will be reduced by 50 percent of this factor, or by 9.10 percent, to account for new revenue generated by new development that may flow into the general fund (such as grants, MSTU, ad valorem taxes, etc.) and be used to help finance fire/rescue facilities.

Table 5
New Development's Share of Total Development

Year	Unincorporated County Population(1)
2004	662,530
2005	675,291
2006	688,297
2007	701,554
2008	715,066
2009	728,839
2010	742,877
2011	756,908
2012	771,204
2013	785,771
2014	800,612
2015	815,734
2016	831,141
2017	846,839
2018	862,834
2019	879,131
2020	889,766
2021	903,674
2022	917,799
2023	932,145
2024	946,715
2025	961,512
Existing Development's Share (2025)(2)	81.81%
New Development's Share (2025)(3)	**18.19%**
Percent Credit at 50 percent	**9.10%**

(1) Calculated based on future population projections provided by the University of Florida, Bureau of Economic and Business Research.

(2) Existing development's share is calculated as:

$$\frac{\text{2004 population (662,530) x number of years}}{\text{Sum of the actual population of the same years}}$$

For example, the existing development's share in 2025 = (662,530 x 22) / 17,816,239 (sum of projected population for all the years) = 81.81%

(3) 100% less the percentage of existing development's share (Item 2).

VII. NET IMPACT COST

Table 6 presents the net impact cost per alarm. The total impact cost of $1,092 is reduced by 9.1 percent to reflect the new development's share of the future non-impact fee revenues that may be used toward fire/rescue services capital expansion expenditures.

Table 6
Net Impact Cost

Element	Figure
Cost per Alarm (1)	$1,092
New Development's Share (2)	9.1%
Credit Amount (3)	$99
Net Cost per Alarm (4)	$993

(1) Source: Table 4
(2) Source: Table 5
(3) Item (1) multiplied by item (2)
(4) Item (1) less item (3)

VIII. DISTRIBUTION OF CALLS FOR SERVICE

In determining the revised impact fee for each land use, it is necessary to distribute calls among land uses. Of the 72,115 calls received in 2003, 48,851 were assigned to a land use. Of the remaining calls, 18,315 were related to traffic incidents or other outside activities; 2,593 were classified as "residential other" and were redistributed among residential uses; and 1,127 were from schools. Since public schools are not charged an impact fee, these calls were also redistributed among other land uses. Finally, approximately 229 calls were not classified due to lack of data. In order to assign all calls to the appropriate land uses, the percentage calculated for each land use based on the assigned calls is used to distribute unassigned calls, which is presented in Table 7. Based on these calculations, single family homes have the highest call rate, followed by multi-family residential and commercial retail land uses.

A final step in this process involves the calculation of calls per units of development, which is also presented in Table 7. In this calculation, of the residential land uses, single-family, multi-family, and mobile home uses are measured by dwelling units and the information for these land uses are obtained from the Census 2000 data and building permit information from 2001 to 2003. Hotel/motel is measured by rooms. To determine the total number of rooms, the Property Appraiser's database was utilized, and in cases where the number of rooms was not provided, this figure was calculated based on the living area square footage and an average of 752 square feet per room. The average square footage per room (752) is

calculated based on those hotel/motel properties for which both the square footage and the number of rooms were available in the Property Appraiser's database. Non-residential uses are measured by building square footage of living area based on the Property Appraiser's database.

Table 7
Land Use Distribution of Calls

Land Use	2003 Calls (1)	Percent Distribution (Assigned Residential Uses) (2)	Percent Distribution (All Assigned Uses) (3)	Distribution of Unassigned Calls (4)	Total Calls (5)	Revised Percentage (6)	Units of Development (7)	Calls per Unit (8)
Calls Assigned to a Land Use:								
Residential:								
Single Family/Mobile Home	26,210	70.9%	52.6%	12,180	38,390	53.2%	189,791	0.20227
Multi Family	7,455	20.2%	15.0%	3,464	10,919	15.1%	61,599	0.17727
Hotel/Motel	3,322	9.0%	6.7%	1,544	4,866	6.7%	29,687	0.16390
Non-Residential:								
Office/Institutional	5,473		11.0%	2,160	7,633	10.6%	41,447	0.18416
Industrial	491		1.0%	194	685	0.9%	17,275	0.03964
Storage	1,214		2.4%	479	1,693	2.3%	35,514	0.04767
Commercial Retail	5,686		11.4%	2,244	7,930	11.0%	35,257	0.22491
	49,851		100.0%	22,264	72,115	100.0%		
Calls Not Assigned to a Land Use:								
Residential Other	2,593							
Schools	1,127							
Traffic Related	9,888							
Other Outside	8,427							
Unclassified	229							
Total Calls	72,115							
Total Unassigned Calls (9)	19,671							

(1) Source: Orange County Fire Rescue Department
(2) Percent of assigned residential calls for each residential land use.
(3) Percent of all assigned calls (49,851) for each land use
(4) Item (2) multiplied by "residential other" calls plus item (3) multiplied by item (9)
(5) Item (1) plus item (4)
(6) Percent of total calls (72,115) for each land use
(7) Residential Uses: Sources for SF, MF and Mobile Home are 2000 Census Data and Building Permit Information Received from Orange County through 2003. Source for remaining land uses is the Property Appraiser Database, August 2004.
(8) Item (5) divided by item (7)
(9) Sum of schools, traffic related, other outside, and unclassified calls. Excludes residential other since the distribution of these calls are based on percentage of residential uses only (see item (2)). Overall total, including residential other, would be 22,264.

IX. PROPOSED IMPACT FEE SCHEDULE

Based on the net impact cost and the distribution of the calls among land uses, a revised impact fee schedule is prepared. As presented in Table 8, the fees range from $163 per room for hotel/motels to $201 per unit for single family/mobile homes for residential uses and $39 per 1,000 square feet of industrial to $223 per 1,000 square feet of commercial retail land use for non-residential land uses.

Table 8
Proposed Impact Fee Schedule

Land Use	Unit	Calls per Unit (1)	Proposed Impact Fee (2)
Residential:			
Single Family/Mobile Home	du	0.20227	$200.85
Multi Family	du	0.17727	$176.03
Hotel/Motel	room	0.16390	$162.75
Non-Residential:			
Office/Institutional	1,000 sf	0.18416	$182.87
Industrial	1,000 sf	0.03964	$39.36
Storage	1,000 sf	0.04767	$47.34
Commercial Retail/Assembly	1,000 sf	0.22491	$223.34
Net Impact Cost per Alarm (3)		$993	

(1) Source: Table 7
(2) Item (1) times item (3)
(3) Source: Table 6

X. COMPARISON OF EXISTING AND PROPOSED IMPACT FEE SCHEDULES

Table 9 presents a comparison of the existing and proposed impact fee schedules. It should be noted that the land uses included in the office/institutional and commercial retail categories are different than those included in the 1999 study. The difference results from the distribution of assembly land uses among office/institutional, commercial retail and, to a lesser degree, industrial categories instead of including all of them in the office/institutional category. Based on discussions with County representatives, this revision was found necessary for a more equitable fee schedule.

As presented, the largest increase is in the storage land use followed by multi-family. The large increase in storage could be due to 1999 study using a sample of calls while this update having a full-year worth of call data and increased development in the County. For example, in the case of storage, the number of calls increased by 74 percent from 1999 to 2003 while the number of billing units increased by 27 percent, leading to an increase of 37 percent in calls per unit. This together with a cost increase of the 39 percent resulted in an overall fee increase of 112 percent.

Table 9
Comparison of Impact Fee Schedules

Land Use	Unit	Existing Impact Fee (1)	Proposed Impact Fee (2)	Percent Change
Residential:				
Single Family/Mobile Home	du	$148.69	$200.85	35%
Multi Family	du	$127.17	$176.03	38%
Hotel/Motel	room	$172.13	$162.75	-5%
Non-Residential:				
Office/Institutional	1,000 sf	$229.87	$182.87	-20%
Industrial	1,000 sf	$43.30	$39.36	-9%
Storage	1,000 sf	$22.38	$47.34	112%
Commercial Retail/Assembly	1,000 sf	$178.02	$223.34	25%

(1) Source: Orange County Planning Division
(2) Source: Table 8

XI. INDEXING

In many cases, impact fees are reviewed periodically (every three to five years, etc.) instead of on an annual basis with no adjustment to the fee schedule during this period. This creates a situation where major adjustments become likely to be required during updates due to the time between the adjustments. In recent years, the most volatile component of the total cost has been the land value. This factor creates the potential for major changes in the fee schedule if several years are allowed to pass before the fee schedule is updated. These significant adjustments also create major concerns in the development community.

It is recommended that the fire/rescue facilities impact fees are adjusted for building, land and equipment costs on an annual basis.

Building Costs

The cost of building fire/rescue buildings should be indexed in a fixed amount each year based on the national building cost index provided by the Engineering News-Record. As presented in Table 10, between 2001 and 2004, the average increase in building cost has been approximately 3.7 percent.

Table 10
Building Cost Index
(National Average)

Year	Annual Avg	Percent Change
2001	3574	
2002	3623	1.4%
2003	3693	1.9%
2004	3984	7.9%
Average		**3.7%**

Source: Engineering News-Record, Building Cost Index History (1915-2003)

Land Costs

Just property values in the unincorporated Orange County increased by an annual average of 10.9 percent between 2001 and 2004 based on information provided by the Orange County Property Appraiser's Office, which is presented in Table 11.

Table 11
Just Property Value Index

Year	Unincorporated County Just Land Values	Percent Increase
2001	$10,407,532,685	
2002	$11,038,670,634	6.1%
2003	$12,683,995,046	14.9%
2004	$14,149,970,646	11.6%
Average		**10.9%**

Source: Orange County Property Appraiser

Equipment Costs

For equipment costs, it is recommended that Consumer Price Index (CPI) be used for indexing purposes. Table 12 presents the annual cost increase over the past four years, which averages to an annual increase of 2 percent.

Table 12
Equipment Cost Index
(South Region)

Year	Annual Index	Percent Change
2001	109.6	
2002	110.8	1.1%
2003	113.1	2.1%
2004	116.2	2.7%
Average		**2.0%**

Source: US Dept of Labor, Bureau of Labor Statistics (www.bls.gov)

Application

It may be useful to illustrate how these indices can be applied. The calculation of the combined index is presented in Table 13. The first column of this table includes average annual increases for the three cost components. The second column presents the distribution of the inventory. As presented in Table 3, of the $86.6 million of total inventory cost, 50 percent is for the buildings ($43.2 million), seven percent is for the land ($5.7 million) and 43 percent is for equipment ($37.6 million). Applying these percentages to the average cost increases presented previously would provide a combined index of 3.5 percent, which then can be applied to all fees presented in Table 8.

Table 13
Indexing Application -- Combined Index

Cost Component	Annual Increase(1)	Percent of Total(2)	Index(3)
Building Cost	3.7%	50%	1.9%
Land Cost	10.9%	7%	0.8%
Equipment Cost	2.0%	43%	0.9%
Total			**3.5%**

(1) Source: Tables 10 through 12
(2) Source: Table 3
(3) Annual increase (Item 1) multiplied by percent of total (Item 2)

Table 14 presents the indexed fee schedule for the four years following the adoption of the revised fee. With indexing, the fire impact fee for the single family residential land uses increases from $201 to $230 at the end of the first four years.

Table 14
Indexed Fees

Land Use	Year 1 Proposed Impact Fee (1)	Year 2 (2)	Year 3 (3)	Year 4 (4)	Year 5 (5)
Residential:					
Single Family/Mobile Home	$200.85	$207.88	$215.16	$222.69	$230.48
Multi Family	$176.03	$182.19	$188.57	$195.17	$202.00
Hotel/Motel	$162.75	$168.45	$174.35	$180.45	$186.77
Non-Residential:					
Office/Institutional	$182.87	$189.27	$195.89	$202.75	$209.85
Industrial	$39.36	$40.74	$42.17	$43.65	$45.18
Storage	$47.34	$49.00	$50.72	$52.50	$54.34
Commercial Retail/Assembly	$223.34	$231.16	$239.25	$247.62	$256.29
Annual Index (6)		3.5%			

(1) Source: Table 8
(2) Year 1 figures (Item 1) multiplied by (1+0.035), annual index (Item 5)
(3) Year 2 figures (Item 2) multiplied by (1+0.035), annual index (Item 5)
(4) Year 3 figures (Item 3) multiplied by (1+0.035), annual index (Item 5)
(5) Year 4 figures (Item 4) multiplied by (1+0.035), annual index (Item 5)
(6) Source: Table 13

APPENDIX A

APPENDIX G, RESCUE TRANSPORT COSTS to the Fire and Emergency Services Committee Report

Table of Contents

G.1 Orange County Fire Rescue Department (OCFRD)

G.1.1 Average Cost for a Rescue Transport (November 2005)

G.1.2 Rescue Transport Costs

G.1.3 Medical Supplies Cost

G.2 Orlando Fire Department (OFD)

G.2.1 City of Orlando Reasoning For Not Transporting

G.2.2 Average Cost For an EMS Call Answered by a Rescue Truck

G.1 Orange County Fire Rescue Department (OCFRD)

G.1.1 Average Cost for a Rescue Transport (November 2005)

(Received from Deputy Chief Jim Fitzgerald, OCFRD, 4:39 p.m., November 28, 2005, in an e-mail, Subject: Hourly Cost for a Transport)

- Average annual transport time (All OCFRD transports) = 15 minutes

- Average annual hospital turn around time (All OCFRD transports) = 29 minutes

- Average annual EMS call duration in OCFRD Transport Areas = 1 hour, 8 minutes
  * Using the transport rescue vehicle times until they are available for next call.

- Average annual EMS call duration in OCFRD Non-Transport Areas = 24 minutes

- Average cost of a rescue vehicle $141,000 (amortized over 8 years)
- $141,000 / 8 = $17,625 per year
- $17,625 / 365 = $ 48.29 per day
- $48.00 / 24 = **$ 2.01** per hour

- Average cost of rescue equipment $ 65,000 (amortized over 8 years)
- $65,000.00 / 8 = $8,125 per year
- $8,125 / 365 = $22.26 per day
- $22.26 / 24 = **$ 0.93** per hour

- Average cost estimate of supplies used on a typical EMS transport by OCFRD
- $25.00 = **$25.00** per call duration (1 hour, 8 min)

- Average annual maintenance costs for a rescue? $ 6,339
- $6,339 / 365 = $17.37 per day
- $17.37 / 24 = **$ 0.72** per hour

- Average annual fuel costs for a rescue? $ 2,750
- *At 15,684 miles per year / 11 miles per gallon / Diesel costs $ 1.93 per gallon
- $2,750 / 365 = $ 7.53 per day
- $ 7.53 / 24 = **$ 0.31** per hour

- Average hourly rate (including benefits) for a Firefighter/Paramedic

FF/PM = **$26.08** per hour

- Average hourly rate (including benefits) for a Firefighter/EMT
  FF/EMT = **$23.71** per hour

Total Rescue Costs = $78.76* per hour
* Does not include any Administrative Costs (i.e., Risk Charges, Support Personnel, etc.)

G.1.2 Rescue Transport Costs

(Received from James M. Fitzgerald, Deputy Chief, OCFRD, January, 23, 2006, in hard copy and an e-mail, Subject: Information Request)

TO: Dennis O'Neil, Executive Director

FROM:

RE: Information Request

In response to your request for information concerning additional EMS transport questions that were raised, I have provided the attached data. I hope this information is helpful.

If you require further assistance, please contact me at 407 836-9115.

JF/de
Attachment

Fire Consolidation Committee

Orange County Fire Rescue Department response to questions regarding the number of OCFRD EMS Transports, the amount we have collected since inception and our collection rates.

In 1996, Orange County Fire Rescue was able to formalize our procedures and boundaries for EMS transport, even though at the time, EMS transport wasn't new to Orange County. Prior to consolidation in 1981 and even up to our formal entry as an EMS transport provider in 1996; we had been transporting patients to area hospitals.

EMS transport allows for complete control of resources and more importantly excellent patient treatment by providing an uninterrupted continuity of care. Fire based EMS transport service has become the logical solution to effectively provide emergency transport services both on a local and national basis. Below you will find a listing of some of the local Fire Departments that provide transports in Central Florida and around the State.

The decision to provide full time transport services and collect fees did result in some key corporate decisions that have saved us money. First, we decided to go outside to a billing company rather than having to train and employ additional staff to handle this task. Secondly, we decided; with the input of our field personnel and fleet maintenance to move to a larger more durable rescue vehicle that was diesel powered, that was built on a commercial truck chassis and could remain serviceable for 5-10 years if needed.

The EMS transport service we provide has created a viable revenue source back to the department to help us continue this life saving service. The transport revenue received by Orange County Fire Rescue since its inception, in October 1996 through November 2005, has mounted to $22.8 million dollars with an average collection rate for the past five years of 66%*.

This decision has produced a long-standing program that fits within the mission and core values of our organization and provides the best pre-hospital patient care to the citizens and visitors to unincorporated Orange County.

*This percentage is from our net billable amount, meaning what we are legally able to collect. For example, when a Medicare or Medicaid patient is transported, we must accept assignment and the amount paid becomes what we are able to bill, so the difference is considered an adjustment. This adjustment amount is reduced from our gross billing figure, thus giving a net billing amount.

See attached Data

The amount of money the department has taken in for emergency transport during the past five years and most recent 2005 data.

FY00-01=$2.4M
FY01-02=$2.8M
FY02-03=$2.7M
FY03-04=$3.3M
FY04-05=$4.1M
FY05-06 = $0.7M (through November 2005) Total = $16M

The number of transports during the past five years and most recent 2005 data.

FY00-01=12,287
FY01-02=12,393
FY02-03=13,872
FY03-04=15,652
FY04-05=17,977
FY05-06 = 2,647(through November 2005) Total = 74,828

The collection rate during the past five years and most recent 2005 data.
*The percentages below reflect funds received from July 1999 through November 2005. The financial report which tracks the percentage of collection allocates the emergency transport money back to the fiscal year the transport occurred, which may not necessarily be the fiscal year the funds were collected. In most instances there is a lag time between when the transport occurred and when the fees for that transport are collected. Therefore, the percentages below may increase monthly for all years, with the most significant increases reflected in the most recent years.

FY99-00=71.4%
FY00-01=71.7%
FY01-02=72.5%
FY02-03=68.8%
FY03-04=63.8%
FY04-05=47.9%

Central Florida Fire/Based Agencies providing EMS Transport:

City of Apopka Fire Dept.
City of Casselberry Fire Dept.
City of Cocoa Beach Fire Dept.
City of Kissimmee Fire Dept.
City of Lake Mary Fire Dept.
Brevard County Fire Dept.
City of Sanford Fire Dept.
Seminole County Fire Rescue
City of St. Cloud Fire Dept.
City of Winter Park Fire Dept.
City of Winter Springs Fire Dept.
City of Maitland Fire Dept.
Reedy Creek Fire Dept.
City of Longwood Fire Dept.
City of Oviedo Fire Dept.
Orange County Fire Rescue

Other Fire/Based Agencies providing EMS Transport around the State:

City of Boca Raton Fire Dept.
City of Coral Springs Fire Dept.
City of Dania Beach Fire Dept.
City of Deerfield Beach Fire Dept.
City of Ft. Lauderdale Fire Dept.
City of Hallandale Beach Fire Dpt.
City of Hialeah Fire Dept.
City of Jacksonville Fire Rescue
City of Lighthouse Pt. Fire Dept.
City of Margate Fire Dept.
City of Miami Beach Fire Dept.
City of Miami-Dade Fire Rescue
City of North Port Fire Dept.
City of Plantation Fire Dept.
City of Pompano Beach Fire Dept.
Miami-Dade County Fire Dept.
Tamarac Fire Dept. (Broward)
City of Lauderdale Lakes Fire Dpt
Charlotte County Fire/EMS
Riviera Beach Fire Dept.
Monroe County Fire Dept.
Okaloosa County Fire Dept.
Palm Beach County Fire Dept.
Sarasota County Fire Dept.
Town of Davie Fire Dept.
City of Lauderhill Fire Dept.

G.1.3 Medical Supplies Costs

(Received from Matt McGrew, OCFRD, 4:31 p.m., December 12, 2005 in an e-mail, Subject: EMS Supplies used on average medical call OCFRD)

Mr. Dennis O'Neil

In determining the average costs of running an EMS call we used and typical call that would fall into the mid-range (ALS-1) irregardless of transport. These include tasks and associate medical supplies used that would normally be required in the first 10 minutes of patient contact. This assumes there will be a Paramedic assessment and the use of the following standard consumable items:

Disposable gloves
EKG electrodes set (12 lead)
Glucose check strip
Oxygen delivery device with co2 detection capability
Oxygen used/consumed
Tourniquet
4x4 gauze
IV needle/catheter
IV tubing/set up
IV solution/bag
IV site bandage
Medication delivered/consumed

Keeping in mind that disposable medical supplies are relatively inexpensive, I would still submit that a $25.00 average medical supplies usage is a very reasonable figure.

Matt McGrew, Acting Division Chief, Fire Administration
Orange County Fire Rescue Department
(407) 836-9019 office
(407) 836-9106 fax

G.2 Orlando Fire Department (OFD)

G.2.1 The City of Orlando Reasoning For Not Transporting. The Orange County Fire Rescue Department (OCFRD) provides medical transportation for designated areas. It believes that this continuity of care provides a higher level of emergency medical services. Additionally, as a result of providing medical transportation services, the OCFRD has generated revenue over the past 5 years in excess of $16 million with an average collection rate of 66% of net billable. All of the collected revenues are utilized to continually improve pre-hospital emergency care service. Both Orange County and the City of Orlando use private transport companies to ensure transport is available to all residents. The Orange County Department of Emergency Services contracts with Rural Metro to provide transport services throughout Orange County regardless of jurisdiction. The City of Orlando uses Rural Metro to provide transport service for the City. When Rural Metro cannot transport, the Orlando Fire Department (OFD) provides the service.

The City of Orlando studied the issue of transporting EMS patients for a fee in 1999. The analysis considered the costs and benefits associated with starting a new service to transport EMS patients for a fee. Costs were analyzed from both an incremental costing approach and a full cost accounting approach. Because the implementation of transport services would place the OFD in competition with private providers currently under contract with Orange County, the transport study team opted to utilize a full cost accounting approach so that the cost comparisons to the private provider would be an apples-to-apples comparison. The City of Orlando and the OFD were in agreement that it would not be good public policy to drive private providers out of business in order to generate revenue for government unless government could provide the same service at a lower cost.

The analysis followed a transport costing template (*Fire Service EMS Costing Template)* developed by Lazar, Jensen and Goebel, a Pre-hospital Systems Consulting firm for the International Association of Fire Chiefs to ensure all aspects of the transport business were considered. Upon completion of the transport program analysis, Mr. Goebel was contracted to review the study and confirm its findings.

The City of Orlando Administration and OFD Administration were in agreement that in order for the OFD to provide transport for a fee, several conditions must be met:

- The cost of the new service would have to be cost neutral to the City. In other words the revenue generated must cover 100% of the cost of the service.

- Cost neutrality must be perpetual. In other words, the new service must always pay for itself. This required a hard look at the labor costs, medical supply costs, variables concerning the ability of the City to set fees and national average collections on billing. These conditions also required the project team to forecast population growth, service population growth as well as growth of the City boundaries. The revenue generated from transport services must be able to keep up in real time with the demand, in other words enough revenue had to be generated to put additional transport units in service when demand required additional resources.

- The implementation of this new service could not cause a degradation of first response unit compliance with response time goals, or interfere with core service delivery (first response fire, medical, and special operations alarms) responses.

- The fees charged by the fire department could not exceed the fees charged by the private provider.

- The benefit to the citizen must be clearly discernable, i.e. increased service for the same or less cost.

- The service must be implemented citywide; all residents must be provided the same set of services.

The analysis of transport for a fee determined that the fire department would not be able to cover the costs of implementing the new service unless collection rates were maintained above 50% of billable. The national average for transport fee collections is less than 50%. To guarantee cost neutrality to the City, the fire department would have to charge more than the private provider charged. Even utilizing an incremental costing approach, the predicted revenue would not completely cover the cost of transport. In 2005, approximately 22,000 (source: CAD transport code – includes both Rural Metro and Health Central transports from within the City limits) patients were transported to area hospitals from the City limits. In order to maintain response time goals, 4 additional rescues would need to be purchased and staffed. Two of these units would be full time units; bringing the total number of full time OFD full time transport units to 10, and 2 of the new units would be peak load units operating half time. Staffing for these units would result in an additional salary expense of $2,089,359, an additional equipment expense of $189,812 (excluding the capital cost of vehicle purchase), as well as additional supplies and pharmaceutical cost. This is an estimated $2.2 million in new money just to start transporting. This estimated cost excludes the allocated cost of that portion of time each of our existing rescues would spend on transport (2000 hours per year, per unit, or an additional 3.56 hours per day each rescue would be out of service and unavailable for response to subsequent emergencies). The amount of money that it would cost to initiate and maintain

transport services would also staff a 4- person engine company and an additional first response rescue in a developing area of the City.

The quality of pre-hospital care is not defined by patient transport alone. The OFD provides outstanding Emergency Medical Service. All of the OFD emergency response units (engines, rescues and towers) are advanced life support units. All are staffed with paramedics and equipped with appropriate life saving medicines and devices. The patients who receive care from the OFD enjoy the highest level of care from the moment the firefighters arrive at the patient's side. There is no transfer of care from basic life support responders to advanced life support providers. Patients do not have to wait extra minutes for advanced life support interventions. In 77% of all requests for medical assistance, the highest level of pre-hospital care is on the scene in 4 minutes or less, meeting the National Fire Protection Association (NFPA) standard 1710 performance goals for first unit of any type on the scene and exceeding the NPFA 1710 performance goal for ALS arrival on scene. The OCFRD reports ALS arrives on scene in 5 minutes 30 seconds in only 64.5% of responses, which is not compliant with any nationally recognized response goal. Arrival on the scene of any emergency within 4 minutes of dispatch is a core competency for the OFD.

The ability of the department to comply with nationally recognized benchmarks for service is a major consideration whenever new services are added. Transport would tie up OFD rescue units an additional 3.56 hours per day over first response only. This would have a negative domino effect on first response performance citywide. *(Source: Kathy Miller, Deputy chief, OFD)*

Continuity of care is a phrase that has also been used frequently to describe the benefits of a transport program. Patient care is extremely important and whenever a patient that OFD initiates care for is unstable, the paramedic who initiates care accompanies the patient to the hospital with the private transport provider, so there is absolute continuity of care in cases where it matters the most. Continuity of care applies both in the individual patient-provider relationship as well as across the service area. In the case of OCFRD, where transport is provided only in certain areas of the county but not others, there is not systemic continuity of service. Even worse is the practice of drawing ALS capable rescue units from the west side of the county to transport patients on the east side and potentially leaving the west side of the county with out timely ALS first response. This creates inequitable service delivery across the county, even though all citizens pay the same MSTU for first response. Consistent revenue generation from transport services is not guaranteed. There are many variables that impact the ability of an agency to consistently collect on billing. The majority of those variables are not within the control of the transport agency.

There is currently a reliable private provider to transport patients from an emergency scene within the City of Orlando. The private provider can transport patients at less expense to the patient and can make up the difference in revenue by providing scheduled transport services in the community. Depth of service is also created in a two-tiered system. In times of extremely busy patient load or catastrophic events, there are more transport capable units in the system with both OFD first response and private transport, than there would be with the OFD transport alone.

The City of Orlando carefully and thoughtfully weighed all of the benefits of transports against the contraindications. There is no clear or compelling reason for the OFD to transport for a fee and so the City of Orlando opted not to transport because across the whole of the fire department's mission, implementing transport would not have improved the service delivery or reduced costs for service to the citizen. *(Source: Kathy Miller, Deputy chief, OFD)*

Transport cost information for the OCFRD is in Appendix V.1.B.1.1 and for the OFD is in Appendix V.1.B.2.2 to this Committee Report.

G.2.2 Average Cost for an EMS Call Answered by a Rescue Truck

(Received from Linda Rhinesmith, Economic Development Manager, City of Orlando, 1:34 p.m., December 1, 2005, in an e-mail, Subject: Rescue Unit Costs)

Average annual transport time - OFD does not transport; however, Orange County EMS data reveals that transport adds, on average, an additional 37 minutes to the out of service time for the rescue responding to and transporting a patient. (Lancet Reporting System, Orange County DES)

Average annual Hospital turn around time – OFD does not transport

Average annual out of service time per EMS call – 21 minutes

Average purchase cost of a rescue vehicle $175,000 (depreciated over 10 years)

Average cost of rescue equipment $ 85,754 (depreciated over 10 years)
$85,754/ 10 = $8,575.00 per year
$ 8,574/365 = $24.00 per day
$ 858/24 = $0.99 per hour

Average annual cost of supplies per rescue = $7,931
$7,931/365 =$ 21.73 per day
$ 21.73/24 =$ 0.90 per hour

Average annual fuel, insurance, depreciation and maintenance cost per rescue
= $47,453.00
$47,453/365 =$130.00 per day
$ 130/24 =$5.42 per hour

Average annual personnel cost (includes salary, benefits, incentive, uniforms, PPE, and other issued equipment) = $ 696,459.00
$696,459.00/365 = $1908.10 per day
$ 1,908.10/24 = $79.50 per hour

Total hourly rescue costs = $86.81

Hourly costs for operation of apparatus is less informative than per call costs or per capita costs. While units are available 24 hours a day, they are not engaged in patient care or other emergency response 24 hours a day. By analyzing the cost per call, the entire service is considered against the total demand providing a more accurate cost for service picture.

Photo provided by City of Orlando Families, Parks and Recreation Department

Photo provided by Orange County Parks and Recreation Division

SECTION VIII

Parks & Recreation Committee Report & Recommendations

Photo provided by City of Orlando Families, Parks and Recreation Department

Photo provided by Orange County Parks and Recreation Division

Parks and Recreation Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

Table of Contents

Members ..... VIII - 2
Meeting Schedule ..... VIII - 2
Side-By-Side Comparisons ..... VIII - 2
Findings of Fact ..... VIII - 2
Conclusions ..... VIII - 9
Recommendations ..... VIII - 10
Chart Depicting the Committee Schedule and Presenters ..... Appendix A
Parks and Recreation Divisions Side-By-Side Comparison ..... Appendix B
List of City of Orlando Agreements with Orange County Board of Education ..... Appendix C
Orange County Parks and Recreation Impact Fee ..... Appendix D

Parks and Recreation Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

MEMBERS

The Parks and Recreation Committee consisted of the following individuals:

- Monty Knox, Chair
- Don Ammerman
- Cesar Calvet
- Jimmy Goff
- Jim Kallinger

MEETING SCHEDULE

The Parks and Recreation Committee (the "Committee") held its first meeting on August 18, 2005 and met on eight separate occasions, concluding its deliberations on January 30, 2006. A chart compiling the Committee's schedule of meetings and the presenters is attached as Appendix A to this report.

SIDE-BY-SIDE COMPARISONS

A detailed Side-By-Side Comparison of the data presented and considered by the Committee is attached as Appendix B to this report. The data cited in the Side-by-Side Comparison is information provided by either Orange County or the City of Orlando and is not based on any independent calculations or studies prepared by the Committee.

FINDINGS OF FACT

The following findings of fact were determined by the Committee to be of significance and are the basis for their conclusions and recommendations:

Parks and Recreation
Fact #1

The Level of Service expected by residents was determined to be an issue that must be addressed in any consolidation of parks and recreation services. The Committee distinguished that the City of Orlando provides parks and recreation for a largely urban environment. Orange County has in the past provided those services for mostly rural areas of unincorporated Orange County. However, Orange County now has been faced with having to provide for those services for an increasingly larger urban environment that is being developed within the unincorporated areas of Orange County.

Photo provided by Orange County Parks & Recreation Division

Parks and Recreation
Fact #2

The Committee noted that ongoing cooperation currently exists between Orange County, the City of Orlando, and the Orange County Public Schools ("OCPS") Board. The City of Orlando, for example, through synergistic efforts with a number of school principals has established parks on OCPS campuses. See Appendix C to this report - List of City of Orlando Agreements

with Orange County Board of Education. The agreements between the governmental entities have provided both the schools and the public the needed recreational facilities at a savings to both. OCPS is able to avoid the costs for the purchase, installation, and maintenance of recreational facilities while the City of Orlando is able to avoid the acquisition costs associated with the purchase of land to develop the sites as parks. There is a need for continued coordination and problem solving among the three governmental bodies concerning current issues. The Committee realizes that the Commission's charge does not address considering consolidation of services with any other governmental entity; however, coordination with the School Board is essential to achieving the most effective utilization of the limited resources of the three governmental bodies for parks and recreation facilities and programs.

Parks and Recreation
Fact #3

The Committee discussed the potential benefits of a Parks Authority operating independently, with dedicated funding possibly coming from a special tax district. This independent Parks Authority would include the consolidation of the City of Orlando and the Orange County parks and recreation services and the associated City and County personnel.

Parks and Recreation
Fact #4

Consolidation of the parks and recreation departments might have direct and indirect benefits such as:

- saving money by outsourcing certain services provided;
- combining and possibly changing the way purchasing is accomplished for the two governmental entities;
- combining services to achieve fiscal efficiencies; and,
- combining the departments to achieve overhead cost savings.

(Source: William Potter, Manager, Orange County Parks and Recreation Division)

Parks and Recreation
Fact #5

The Committee also considered the possible disadvantages in consolidating the two departments. Those factors include the necessity to duplicate the supportive roles already existing in both local governments including, but not limited to: payroll, accounting, personnel, budget, fleet, etc. Also, additional agreements or consideration would have to be given to finding other ways of handling the ancillary tasks that are presently the responsibility of the City of Orlando Family, Parks and Recreation Department that probably would not be appropriate duties under a new joint Parks Authority. For example, the City of Orlando's Parks Division is responsible for mowing many of the local rights-of-way and for mowing and landscaping around other city offices, lots and water retention areas. *(Source of Example: City of Orlando Families, Parks and Recreation presentation to Parks and Recreation Committee, August 18, 2005).*

Parks and Recreation
Fact #6

Photo provided by City of Orlando Families, Parks & Recreation Department

The City of Orlando and Orange County currently have a systematic approach to

providing parks and recreational facilities. *(Sources: William Potter, Manager, Orange County Parks and Recreation; Dean Grandin, City of Orlando Planning Division Manager; and, Linda Rhinesmith, City of Orlando Economic Development Manager)*

Parks and Recreation Fact #7

The City has a Recreation Element in its Growth Management Plan (GMP) that specifies the level of service standards for parks. According to adopted GMP Recreation Policy 1.1.1, the City of Orlando uses a citywide level of service standard of 3.25 acres for every 1,000 city residents. This measure is for community and neighborhood parkland combined. In addition to the citywide standard, the City must also measure level of service for individual community and neighborhood park service areas. The Community Park Sector level of service standard is 1.3 acres for every 1,000 city residents. In contrast, the Neighborhood Park standard is 0.75 acres for every 1,000 residents.

Photo provided by City of Orlando Families, Parks & Recreation Department

GMP Recreation Policy 1.1.1 also states that, in addition to the City's adopted acreage standards, the City has developed guidelines for activity-based amenities including ball fields, pools and courts. While not used for concurrency management purposes, these guidelines are to be used to guide park acquisition and development through the planning period. *(Source of City Information: Dean Grandin, City of Orlando Planning Division Manager and Linda Rhinesmith, City of Orlando Economic Development Manager)*

Photo provided by City of Orlando Families Parks & Recreation Department

Parks and Recreation Fact #8

Orange County also has a Recreation and Open Space Element in its Comprehensive Plan that specifies their park standards. According to Policy 1.1.1, Orange County uses a level of service standard of 1.5 acres of publicly owned activity-based parkland and trails for every 1,000 residents in unincorporated Orange County. Park set-asides are mandated in all planned unit developments and developments of regional impact.

The County Comprehensive Land Use Plan also sets minimum standards for the number of active and passive areas required for the County to stay in compliance with its recreation and open space element of the Plan. The Committee found that the County is greatly in excess of that standard.

Photo provided by Orange County Parks & Recreation Division

In contrast to the City, Orange County does not require a specific quota per thousand of population for specific components of parks (e.g. tennis courts per thousand). Rather, the County has a more flexible process for acquired parkland. The County conducts user surveys via direct mailings to every residential household that will be served by the particular classification of the park to be developed. The County park classifications are pocket, neighborhood, community,

Photo provided by Orange County Parks & Recreation Divsion

district, regional and special park in ascending order of size and component complexity. Residents are informed of the future park and asked to list any and all amenities that they wish to see provided at their future park. For example, the County surveyed over 20,000 residents in the planning and development of Dr. Phillips Park. Based on the resident responses, the County develops a prioritized list of park amenities and a preliminary site plan for the future park. The County then holds town hall meetings on the proposed park design for the purpose of receiving input from the particular residents who were surveyed. At the meetings, the park plan is refined based on the input solicited from the impacted residents. The County then develops a final site plan for the project and a project budget and places them in the County Capital Improvement Plan. The Board of County Commissioners appropriates funding at the appropriate budget cycle and a finished site plan is eventually mailed to all of the residents that will be served by the park to ensure that they are aware of the amenities and services provided in their new park. The Committee was informed that the process in Orange County has been recognized by planners nationally as especially effective and innovative. *(Source for County Information: William Potter, Manager, Parks and Recreation)*

Parks and Recreation
Fact #9

The Orange County Parks and Recreation Division, with a staff of 276 employees is responsible for 94 parks. Their total park acreage is 15,687 acres with 1,602 of those acres classified as maintained acres. The City of Orlando Family, Parks and Recreation Department, with a staff of 268 employees, is responsible for 104 parks. The total park acreage for the City is 3,287 with 1,189 of those acres classified as maintained acres. *(Source: Orange County Parks & Recreation Division and City of Orlando Families, Parks and Recreation Department)*

Parks and Recreation
Fact #10

The Orange County Parks and Recreation Division has approached faith-based community institutions asking them for land to establish public parks under a fifty-year lease agreement. This approach to providing recreational facilities and services allows for the use and development of recreational facilities located in areas of need as identified by the Parks and Recreation Division. As with Orlando's partnership with OCPS school principals, there are benefits to both Orange County and the faith-based organizations. The County can locate a recreational facility where otherwise no land would be available without incurring the land acquisition costs. Meanwhile, the faith-based community organization benefits from the use of the facility and services provided without investing the capital expenditures that would

otherwise be required. *(Source: Orange County Parks and Recreation Division)*

Parks and Recreation
Fact #11

Orange County, through its Parks and Recreation Division, has created a "Field of Dreams" program that provides grants for capital improvements to facilities used by eligible youth sports organizations. To date, over 50 organizations, serving more than 14,000 youth, have received nearly $4.5 million in "Field of Dreams" grants. This program has been recognized by the National Association of Counties as an outstanding example of partnering with the community for the benefit of youth. *(Source: Linda Akins, Orange County Director of Government Relations)*

Parks and Recreation
Fact #12

Orange County Parks and Recreation Division has developed a youth initiative called "The Club" to encourage and provide

Photo provided by Orange County Parks & Recreation Division

incentives for youth of all ages and interests to get involved and stay involved in recreational activities of their choice. The program partners with hundreds of public, private and nonprofit recreational and entertainment providers throughout Orange County, including the City of Orlando. All children, ages 5 to 19 and who reside in Orange County, are eligible to join. The only requirement for membership is ongoing participation in recreational programs provided by the many partner agencies. Membership benefits, ranging from free transportation on the LYNX mass transit system to free or deeply discounted special events and discounts for goods and services provided by the many business partners, are provided to those who participate. More than 20,000 youth are members of "The Club." Qualified low-income families are provided vouchers to help offset the financial costs of participation in provided partner programs. "The Club" program has received national recognition. *(Source: Orange County Parks and Recreation Pamphlet, Parent's Guide to The Club and Linda Akins, Orange County Director of Government Relations)*

Parks and Recreation
Fact #13

The City of Orlando undertook a new parks initiative in 1999. This initiative was the largest effort to design and construct new park and recreational facilities in the City's history. Initially, it was presented as a 3-year program that would increase green-space by 30% and add 24 new ball fields. City Council approved a budget of $30M.

Photo provided by City of Orlando Families, Parks & Recreation Department

The directive from the Mayor and City Council was to create "extraordinary and unforgettable" green-spaces that would meet the City's recreational needs until the year 2015. The Parks Initiative was so well received by City leaders and citizens that it was extended in duration for six years (1999-2005). The final result was the completion of 30 park projects; a 65% increase in total park acreage, and the addition of 60 new baseball, softball, soccer, tennis, or basketball courts. The City received grants totaling $3.6M and approved additional funding. The final cost to the City was $38M. *(Source: Linda Rhinesmith, City of Orlando Economic Development Manager)*

Parks and Recreation Fact #14

The City of Orlando Family, Parks and Recreation Department maintains 110,000 trees located in rights-of-way and on public properties. It also is the primary force in the 10,000 Trees Initiative designed to replace trees lost to the hurricanes of 2004. For Orange County, the Health and Family Services Department provides a similar service. *(Source: City of Orlando, Parks Division Services and Accomplishments, August 17, 2005 [handout])*

Parks and Recreation Fact #15

As a general rule, plans for the provision of new parks and recreation facilities should be coordinated among all departments on which the provision has an impact. For example, the creation of a new park may require the input and participation of the Public Works, Planning and Real Estate Departments. New parks also require governmental entities to identify all costs and funding sources associated with land acquisition, capital equipment, and operating and maintenance services and to be consistent with the objectives outlined in the Comprehensive Plan. *(Source: Linda Rhinesmith, City of Orlando Economic Development Manager)*

Parks and Recreation Fact #16

Dedicated funding for parks and recreation is important for fiscal stability over the long term. Orange County recently implemented a Parks and Recreation Impact Fee that will provide funding for the acquisition of parkland. See Appendix D to this report - Orange County Parks and Recreation Impact Fee. In addition, the County has dedicated a portion of both the countywide ad-valorem millage and the public service tax to be used for operations, maintenance and capital expenditures. The City of Orlando Family, Parks and Recreation Department does not have a dedicated funding source beyond general revenue. *(Source: Linda Akins, Director of Orange County Government Relations)*

Photo provided by the Orange County Parks & Recreation Division

Parks and Recreation Fact #17

Advantages and possible difficulties of a consolidated parks and recreation services user-friendly website were discussed, and at the Committee's request, the technology staffs of the County and City looked at the technical requirements needed to create and sustain a combined website. Both jurisdictions indicated that this would require dedicated staff resources to accomplish and sustain this goal. *(Source: City of Orlando)*

Parks and Recreation
Fact #18

The Executive Director provided the Committee with the website (http://www.topeka.org/pdfs/parks_rec_merger_plan.pdf) for The City of Topeka and Shawnee County Parks and Recreation Proposed Consolidation Plan, dated July 11, 2005.

CONCLUSIONS

Based upon testimony received by the Committee members during its various meetings, the Committee unanimously adopted the seven conclusions that follow at their meeting held on January 30, 2006:

Parks and Recreation Conclusion #1

Both Orange County and the City of Orlando have professionally run parks and recreation services dedicated to providing exemplary service to residents. Both entities provide complimentary services that reflect the diverse needs of a diverse community.

Parks and Recreation Conclusion #2

A thorough, audited, budget analysis of the possible fiscal and service efficiencies gained through the creation of a unified Parks Authority is not possible given the time and financial constraints under which the Study Commission is operating.

Parks and Recreation Conclusion #3

The citizens' level of service expectations is an essential factor that must be considered in any consolidation of parks and recreational services.

Parks and Recreation Conclusion #4

Continued and expanded participation in the successful partnerships that exist among Orange County, the City of Orlando, and their partners is of benefit to those governmental entities and their citizens.

Parks and Recreation Conclusion #5

Dedicated funding sources, both for acquisition and for operations and maintenance, would be of great benefit to Orange County and the City of Orlando's parks and recreation departments.

Parks and Recreation Conclusion #6

Joint planning between Orange County and the City of Orlando to provide parks and recreation locations and services ensures that the greatest value in services is provided to their citizens. With projected growth, more collaboration is necessary.

Parks and Recreation Conclusion #7

A user-friendly parks and recreation website with links to Orange County, City of Orlando, other service providers and ultimately all municipalities in Orange County, would be a genuine asset to all Orange County citizens.

RECOMMENDATIONS

Consolidation of the Orange County and the City of Orlando parks and recreation departments was studied for efficiencies in service delivery, economies of scale, opportunities for enhanced intergovernmental cooperation and other related issues. The Committee recommends that the Study Commission adopt the following recommendations for further consideration by both the County and the City:

Parks and Recreation Recommendation # 1

That based on the information examined by the Committee, and given the limited time resources and constraints with which the Consolidation of Services Study Commission must adhere to, the parks and recreation services for the City of Orlando and Orange County should not be consolidated.

Parks and Recreation Recommendation # 2

That Orange County and the City of Orlando parks and recreation departments and their partners, such as the Orange County Public Schools and faith-based community organizations, continue their efforts to create common parks and recreation areas.

Parks and Recreation Recommendation # 3

That Orange County and the City of Orlando establish and/or maintain dedicated funding sources for acquisition, construction and maintenance of park and recreation facilities and services; and further ensure that the respective Capital Improvement Elements of their Comprehensive Plans address future park needs.

Parks and Recreation Recommendation # 4

That Orange County and the City of Orlando explore opportunities to achieve a coordinated effort in planning for the provision of parks and recreation facilities and services, particularly for large, community based parks.

Parks and Recreation Recommendation # 5

That Orange County and the City of Orlando Parks Advisory Boards meet jointly, at least semi-annually, to discuss future planning and short-term and long-term community needs.

Parks and Recreation Recommendation # 6

That Orange County and the City of Orlando parks and recreation departments continue to provide linkage between existing and proposed trails.

Parks and Recreation Recommendation # 7

That Orange County and the City of Orlando implement a Joint Parks and Recreation Website as a user-friendly “One-Stop” place with search features that enable citizens to find: the closest park or all parks in their area; parks that have a particular feature or amenity; recreational services available; and the costs, if any, for using a facility or participating in recreational activities. Such a website would be worth the cost in terms of customer “ease of use” benefits.

Parks and Recreation Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

APPENDIX A, MEETING SCHEDULE AND PRESENTERS, to the Parks and Recreation Committee Report

PARKS AND RECREATION COMMITTEE MEETING DATE	PRESENTER(S)	FORMAL PRESENTATION(S)
August 18, 2005	**Robert Bowden** - Interim Director, City of Orlando Families, Parks and Recreation Department; **William Potter** - Manager, Parks and Recreation Division, Orange County	City of Orlando Families, Parks and Recreation Department Presentation; Orange county Parks and Recreation Overview Presentation
August 31, 2005	**William Potter** - Manager, Parks and Recreation Division, Orange County; **Rodney Williams** - City of Orlando Recreation Division; **Robert Bowden** - Interim Director, City of Orlando Families, Parks and Recreation Department	
September 20, 2005	**Robert Bowden** - Interim Director, City of Orlando Families, Parks and Recreation Department; **Matt Suedmeyer** - Orange County Parks and Recreation	
October 20, 2005	**Chris Testerman** - City of Orlando Planning and Development; **Melvin Pittman** - Orange County Community and Environmental Services; **Dean Grandin** - City of Orlando Planning and Development; **Matt Suedmeyer** - Orange County Parks and Recreation; **Stephen Koontz** - Orange County Parks and Recreation	Executive Director's Workshop with Orange County and City of Orlando Parks and Recreation Staffs
December 8, 2005	**Robert Bowden** - Interim Director, City of Orlando Families, Parks and Recreation Department; **Matt Suedmeyer** - Orange County Parks and Recreation	
January 12, 2006	Committee Discussion	
January 24, 2006	Committee Discussion	
January 30, 2006	Committee Discussion	

APPENDIX B, PARKS AND RECREATION DIVISIONS SIDE-BY-SIDE COMPARISON, to the Parks and Recreation Committee Report

ORANGE COUNTY

ORGANIZATION

Department: Community and Environmental Services
Division: Parks and Recreation
Manager: William Potter

2005 STAFF

STAFF	
DIVISION	NUMBER OF EMPLOYEES
Parks	135
Recreation	111
Planning	9
Administration	21
TOTAL	276
(Represented by Union)	(115)

FINANCIAL INFORMATION

BUDGET AND PERSONNEL OVERVIEW			
Section	04/05 Budget	Permanent Employees	FTEs
Admin	$996,000	21	21
Planning	$622,000	9	9
Recreation	$4,306,000	111	111
Park Maintenance	$5,194,000	135	135
Casuals	$678,000		
Overtime	$70,000		
TOTAL:	$11,866,000	276	276

Parks/Recreation Budget Summary 04-05			
Section	Budget	Staffing	LIUNA
Admin	$6,700,000	30	
Support	$1,650,000	17	
Operations	$15,700,000	229	135
Kelly Park	$250,000	N/a (included in Operations)	
TOTAL:	$24,300,000	276	135

CITY OF ORLANDO

ORGANIZATION

Department: Families, Parks and Recreation
Division: Parks
Division: Recreation
Department Director: Lisa Early

2005 STAFF

STAFF	
DIVISION	NUMBER OF EMPLOYEES
Parks	151
Recreation	97
Director's Office	8
All-Stars	4
TOTAL	260
(Represented by Union)	(209)

FINANCIAL INFORMATION

BUDGET AND PERSONNEL OVERVIEW			
Section	04/05 Budget	Permanent Employees	FTEs
Dir. Office	$524,000	8	7.4
After-school All-Stars	$653,000	4	25.8
Parks	$11,082,000	151	135.93
Recreation	$9,662,000	97	196.80
Dubsdread Golf Course	$1,347,000		
TOTAL:	$22,087,000	260	365.93

Parks Division Budget Summary 04-05		Parks Staffing
Section	Budget	
Parks Administration	$1,340,000	6
Turkey Lake Park	$819,000	11
Forestry	$1,378,000	17
Production/Grounds Maintenance	$4,589,000	73
Parks Irrigation	$1,027,000	16
Horticulture and Landscaping	$1,629,000	25
Green Up Orlando	$301,000	3
TOTAL:	$11,082,000	151

Recreation Division Budget Summary					
Section	Budget	Full Time	Seasonal	LIUNA	SEIU
Recreation Administration	$574,00	13	6	0	4
FPR Area 1	$1,617,000	22	64	8	3
FPR Area 2	$1,769,000	19	111	5	2
FPR Area 3	$1,746,000	16	93	4	4
Athletics and Aquatics	$3,001,000	24	204	7	10
Parks and Cultural Activities	$959,000	11	38	2	6
TOTAL:	$9,667,000	105	510	26	33

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

APPENDIX B, PARKS AND RECREATION DIVISIONS SIDE-BY-SIDE COMPARISON, to the Parks and Recreation Committee Report

ORANGE COUNTY	CITY OF ORLANDO
Total Division Expenditure Per Park Acre: $16,000, including operations. (This figure also includes recreation programs costs (personnel, equipment, etc.) that the County cannot easily breakout from the parks costs, so this figure is not a true comparison with Orlando's expenditure per park acre cost.)	**Total Division Expenditures Per Park Acre:** $9,320 **Expenditures (2004-2005):** **Director's Office:** $524,000 **Parks:** $11,082,000 **Recreation:** $9,667,000 **Orlando After-School All-Stars:** $653,000 **Dubsdread Golf Course:** $1,347,000 **Total:** $22,087,000
OPERATIONAL DATA	**OPERATIONAL DATA**
CUSTOMER SATISFACTION: 94%	**CUSTOMER SATISFACTION:** Parks 95%
PARKS:	**PARKS**
PARK ACRES: **Total:** 15,687.4 • **Maintained acres:** 1,602.2 • **Non-maintained acres:** 14,085.2 • **Total Parks:** 94 • **Parks Breakout:** o Parks: 88 o Trails: 3 o Trail miles: 34 (new trails under construction will make the total 49.6) o Preserves: 3	**PARK ACRES:** **Total:** 3287 • **Maintained acres:** 1,189 • **Non-Maintained acres:** 2,098 • **Total Parks:** 104 developed • **Parks Breakout:** o Parks: 104 o Athletic fields: 67 o Playgrounds: 47 o Sports campus: 1 o Preserve: 1 (2 if Orlando Wetlands is included) o Gateway: 1 o Wetlands: 3 o Pools: 10 o After-school location: 14 o Special facilities: 2 (Dubsdread, Loch Haven Park) o Bike Paths: 2 o Sand Volleyball Courts: 5
• **Other:** o Camping	• **Other:** • Oversees the contracted maintenance of 260 sites and three tree trimming contracts • Manages grounds maintenance for 104 parks and 200 sites, including ROWs, dead end streets, round a bouts, parkways, and 4 undeveloped parks. There are plans for at least four new parks to come on line next year (Carver Court, Parramore Central Pond, Lake Baldwin, Veterans Park). • Design, installation, and repair for over 2,411 irrigation zones • Emergency Response Team: Our crews are among the first to respond after storms • Revenues of approximately $335,000 per year, including: park rentals, tree permits, and rentals and admissions at Bill Frederick

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

ORANGE COUNTY	CITY OF ORLANDO
	Park o Grant writing (4 in last 2 yrs = $666,000 in funding) o Street Tree Program (planting 1,500 trees per yr) o Annual Beds**:** 30,970 sq. ft. o Green Up Orlando Program (50 projects involving 800 volunteers giving 3,500 hours in the last year alone) o Right-of-Way Tree Maintenance: Forestry maintains 110,000 trees in City rights-of-way (ROW) and on public property with three City crews and three contractors o 10,000 Trees Initiative to replace trees lost in the hurricanes of 2004
RECREATION: **Recreation facilities:** • Recreation complexes: 4 • Tennis centers: 2 • Tennis courts: 36 • Community center: 7 • Older adult centers: 1 • Pools: 1 • Parks: 94 • Athletic fields: 55 • Tracks: 0 • Racquetball courts: 0 • Fitness centers: 4 • Exterior basketball courts: 21 • Gymnasiums: 0 • Playgrounds: 54 • Sand volleyball courts: 27 • Baseball/softball/soccer/rugby fields: 55 • Skateboard parks: 4 • Golf training complexes: 1 • Pottery studios: 0 • Trails: 36.9 paved • Camp grounds: 5 • Swimming beaches: 4 • Equestrian Parks: 1 • Water Spray Grounds: 2 • Dog Parks: 3 • Roller Hockey Rink: 1 • Disc Golf Courses: 2	**RECREATION:** **Recreation Facilities:** • Recreation centers: 18 • Tennis centers: 1 • Tennis courts: 38 • Community centers: 18 • Older adult centers: 2 • Pools: 10 • Parks w/centers: 5 • Athletic fields: 67 • Tracks: 2 • Racquetball courts: 6 • Fitness centers: 7 • Exterior basketball courts: 50 • Gymnasiums: 5 • Playgrounds: 47 • Sand volleyball courts: 5 • Baseball/softball/soccer/rugby fields: 62 • Skateboard park: 1 • Golf training complexes: 2 • Pottery studio: 1 • Trails: 1 • Lake Eola Park, Park of the Americas, Orlando Skateboard Park, Orlando Festival Park • Dubsdread Golf Course **Dubsdread Golf Course:** contracted w/Kitson and Partners

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

APPENDIX B, PARKS AND RECREATION DIVISIONS SIDE-BY-SIDE COMPARISON, to the Parks and Recreation Committee Report

ORANGE COUNTY	CITY OF ORLANDO

SERVICES AND FUNCTIONS OUTSOURCED 05

Service/ Function	Budget	Landscape Mainte-nance	Security
Landscape maint.	$1,554,000	$1,554,000	
Security	$164,000		$164,000
Instructors and entertainers	$325,000		
Game officials	$95,000		
Camp trips	$66,000		
Bussing	$43,000		
Uniforms/apparel	$64,000		
Park cleaning	$184,000		
Inflatable rides	$16,000		
Background checks	$30,000		
Janitorial maint.	$12,000		
Facility lease	$12,000		
Lifeguard and facility evaluation	$2,000		
Lake spraying	$4,000		
Wetlands mitigation	$18,000		
Music	$1,000		
Air fresheners	$1,000		
Copier service	$7,000		
Equipment/ materials	$4,000		
Event materials	$14,000		
Garbage disposal + dumpsters	$7,000		
Lazar level	$8,000		
Cable service	$3,000		
Satellite service	$1,000		
Medical waste disposal	$1,000		
Building mainte-nance	$3,000		
Web hosting	$400		
Bottled water	$800		
TOTAL:	$2,722,000	$1,554,000	$164,000

SERVICES AND FUNCTIONS OUTSOURCED 05

Service/ Function	Budget	Landscape Mainte-nance	Security
Tree removal, stump grinding,	$80,000	$80,000	
Grounds maintenance, ROW + other City properties	$864,000	$864,000	
Contract to lock restrooms at night	$32,000		$32,000
Temporary labor (?)	$81,000		
Sod installation	$100,000	$100,000	
Mulch installation	$60,000	$60,000	
Annual plants	$60,000	$60,000	
Trees, plants, shrubs	$85,000	$85,000	
Interior contract	$12,000	$12,000	
TOTAL:	$1,373,000	$1,260,000	$32,000

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

APPENDIX B, PARKS AND RECREATION DIVISIONS SIDE-BY-SIDE COMPARISON, to the Parks and Recreation Committee Report

ORANGE COUNTY	CITY OF ORLANDO
PROGRAMS: • After-School Programs: 1 • Adult athletic teams: 250 • Youth athletic teams: 1012 • Senior recreation: 60 • Holiday and specialty camps: 32 • Environmental and heritage programs: 706 • Afternoon Enrichment: 15 • Physical activities for home-schooled children: 6 • The Club: 12,000 • Children and parents special events and recreation programs: 175 • Rec-N-Rol: 6 sites • Youth sports: 45 • Wellworks: 4 • Camp sites: 144	**PROGRAMS:** • Orlando After School All-Star Program – 1,200 participants • After School Program (OASIS and Camp Loads of Fun) – 81,905 participants) • Adult athletic teams: 289 (85,424 participants) • Youth athletic teams: 137 (67,053 participants) • Senior Recreation Program • Exceptional Recreation Program (ages 11-21) • Camp Orlando Summer Program (ages 5-14) • Annual Aquatic Program • Children – 63,366 participants • Adults – 21,122 participants • Cultural Arts: Nature, Art, Puppetry and Pottery – 665,001 • Summer Camp -14 City Recreation Sites • Orlando After School All-Stars – Summer Camp Strive – 614 enrolled • Recreation programs: 147 • Adult participants – 289,047 • Open Gym and Leisure Activities – 264,577 participants
Recreational Customer Satisfaction: 96% (The County Parks and Recreation Division staff does exit surveys and one-on-one surveys with customers.)	**Recreational Customer Satisfaction:** 75% (The City Parks Division leaves questionnaires at houses where they have planted curb trees. Also, During the annual inspection of parks they also ask individuals using parks about their satisfaction with the park and place answers on the inspection report. The City Recreation Division surveys parents of summer camp participants. The City also uses survey cards to gather information after various classes given to the public.)
Per Customer per hour cost for programs: $0.95 (3/05)	**Per Customer Per Hour Cost For Programs:** To be determined
Per Customer per hour cost for special events programs: $3.95 (4/05)	**Per Customer per hour cost for special events programs:** To be determined
Generated Revenue:	**Generated Revenue:** $1,679,000 (goes to general fund)
Volunteer Hours: 93,440	**Volunteer Hours:** 124,000
Generated Revenue: $1,100,000	**Generated Revenue:** $335,000
Capital Improvements: $22,600,000 (05)	**Capital Improvements:** $8,500,000

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

APPENDIX B, PARKS AND RECREATION DIVISIONS SIDE-BY-SIDE COMPARISON, to the Parks and Recreation Committee Report

ORANGE COUNTY	CITY OF ORLANDO
Other: • 1 warehouse and support facility **PARTNERSHIPS/AGREEMENTS** **Interlocal Use Agreements:** 136 **Partnerships:** 333	**Other:** • 27 neighborhood Associations meet in facilities • Percent increase in number of available programs – 10% • Overall program capacity – 85% • Percent of operational budget supported by user fees – 18% • Percent of increase in attendance at all facilities – 10% **PARTNERSHIPS/AGREEMENTS** **Interlocal Use Agreements:** 22 **Partnerships:** 104

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided

Parks and Recreation Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

APPENDIX C, LIST OF CITY OF ORLANDO AGREEMENTS WITH ORANGE COUNTY BOARD OF EDUCATION, to the Parks and Recreation Committee Report

(Received from Linda Rhinesmith, Economic Development Manager, City of Orlando, 1:47 p.m., March 22, 206, in an e-mail, Subject: City Interlocals w/OCPS)

Orlando Agreements

Listing Entity	Agreement Number	Functional Category	Name of Agreement	Parties to Agreement	Effective Date	Proposed Agreement	Comments
Parks and Recreation (PR)							
Orlando	PR-01	PR	School Facility Use Agreement - Jones High School	Orlando/Orange County Public Schools	9/23/1986		Joint Use Agreement for football and baseball fields, soccer field, basketball courts, tennis court & track. Expires 2011.
Orlando	PR-02	PR	A Resolution of the City of Orlando Authorizing Application for Funds to Develop a Joint Use Pool/Community Educational Facility in Orlando, Florida and School Facility Use Agreement	Orlando/Orange County Public Schools	10/20/1986		Agreement to participate in funding for Wadeview/Boone High Pool/community center. Involves recreation center, softball and baseball field, soccer field, tennis courts, track. Expires 2026.
Orlando	PR-03	PR	Loch Haven Park Lease Agreement	Orlando/Orlando Museum of Art	1/27/1993		50-Year Lease for the Orlando Museum of Art within Loch Haven Park
Orlando	PR-04	PR	Cady Way Maintenance Agreement	Orlando/Orange County	1/10/1994		Agreement to contract a private landscape maintenance firm maintain Cady Way Bike Trail from Ward Park to Fashion Square Mall
Orlando	PR-05	PR	School Facility and Joint Use Agreement Jackson Middle and Englewood Elementary Schools/City of Orlando Englewood Neighorhood Center	Orlando/Orange County Public Schools	2/27/1996		Joint use agreement. On Englewood campus involves parking and athletic fields. On Jackson property, involves softball and baseball fields, soccer field, basketball courts, track. Expires 2022.
Orlando	PR-06	PR	School Facility Joint Use Agreement McCoy Elementary School/City of Orlando	Orlando/Orange County Public Schools	4/9/1996		Joint Use Agreement. Involves softball/baseball field, basketball court, playground. Expires 2011.
Orlando	PR-07	PR	School Facility Use Agreement - Howard Middle School/City of Orlando	Orlando/Orange County Public Schools	1/13/1998		Joint Use Agreement. Involves basketball courts, open field, track, soccer field after school. Extended in 2003. Expires 2008
Orlando	PR-08	PR	Joint Use Agreement Dover Shores Elementary School/City of Orlando	Orlando/Orange County Public Schools	5/26/1998		Joint use agreement. Involves classroom, cafeteria, playground, office for coordinator summer programns. Extended to 2003.
Orlando	PR-09	PR	Joint Development and Use Agreement	Orlando/Orange County Public Schools	9/14/1998		Joint development and use agreement for Grand Avenue Elementary School and adjacent Grand Avenue Park.
Orlando	PR-10	PR	Lease Agreement McCoy Park	Orlando/Orange County Public Schools	3/15/1999		Lease Agreement for McCoy Park. Expires 2013
Orlando	PR-11	PR	First Amendment to Joint Use Agreement Dover Shores Elementary School/City of Orlando	Orlando/Orange County Public Schools	7/17/2000		Proposed revision to existing joint use agreement. Expires 2003

Orlando	PR-12	PR	School Facility Joint Use Agreement Rolling Hills Elementary School/City of Orlando	Orlando/Orange County Public Schools	1/29/2001		Joint use agreement for campus and adjacent Signal Hill Park. Expires 2021.
Orlando	PR-13	PR	Memorandum of Understanding - Princeton Elementary	Orlando/Orange County Public Schools	2/5/2001		MOU relating terms of joint project for improvements to recreation amenities on Princeton Elementary site and adjacent Princeton Park.
Orlando	PR-14	PR	School Facility and City Property Joint Use Agreement Lake Como Elementary School/City of Orlando	Orlando/Orange County Public Schools	2/12/2001		Joint use agreement. Involves athletic fields and restrooms. Expires 2021.
Orlando	PR-15	PR	Tri-Party School Site Sale/Donation, Development and Operating Agreement	Orlando/Orange County Public Schools/Orlando NTC Partners	7/17/2001		Joint use agreement. Involves softball and baseball fields, soccer field, basketball court, playground, track and fitness course. Expires 2011.
Orlando	PR-16	PR	Amended and Restated Interlocal Agreement for Heritage Square Maintenance	Orlando/Orange County	1/28/2002		Provides for City maintenance of Heritage Square in Downtown Orlando.
Orlando	PR-17	PR	Real Estate Purchase Agreement	Orlando/Orange County Public Schools	5/23/2002		Agreement provided for the sale of land by City to OCPS for development of an elementary school (Eagle Nest) and joint use agreement.
Orlando	PR-18	PR	School Facility and City Property Joint Use Agreement Elementary School in Eagle Nest Subdivision/City of Orlando	Orlando/Orange County Public Schools	6/13/2002		Joint use agreement for Eagle Nest Park including Children's Park. Addresses use and maintenance Expires in 2022.
Orlando	PR-19	PR	School Facility and City Property Joint Use Agreement Boone High and Blankner K-8 School/City of Orlando	Orlando/Orange County Public Schools	9/13/2002		Joint Use Agreement. Involves recreation center, softball and baseball field, soccer field, tennis courts, track. Part of Mayor's Park Initiative. Expires 2020 for pool and 2027 for ballfields.
Orlando	PR-20	PR	School Facility and City Property Joint Use Agreement (Rock Lake Elementary School/Rock Lake Park)	Orlando/Orange County Public Schools	10/31/2002		Joint use agreement. Involves soccer/multipurpose field, basketball and tennis courts. Expires 2062.
Orlando	PR-21	PR	Lease Agreement - Orange County School Board Program at John H. Jackson Community Center	Orlando/Orange County Public Schools	3/17/2003		Lease Agreement with OCPS for space at the John H. Jackson Community Center for the purpose of conducting Alternative Education Program known as Alternative Suspension Program. This program has been held at this site since 1996. Lease term is 1 year, automatically renewed for two one year terms.
A	PR-22	PR	Interlocal Agreement Between Orange County, City of Orlando, and the Orange County School Board Regarding Ivey Lane Park	Orlando/Orange County/Orange County Public Schools	8/4/2003		Joint use agreement. Involves ballfields, basketball and tennis courts, and playground. No expiration date specified.

APPENDIX D, ORANGE COUNTY PARKS AND RECREATION IMPACT FEE, to the Parks and Recreation Committee Report

(Received from William Potter, Manager, Orange County Parks and Recreation, 2:32 p.m., March 9, 2006, in an e-mail, Subject: Transportation Report Info)

Dennis,

- The BCC passed a parks and recreation impact fee. It goes into effect on March 10, 2006. Each residential unit will pay an impact fee at the time of permitting of:

    - $1,122.89 single family home
    - $809.43 multifamily residence
    - $809.43 accessory residence
    - $841.17 mobile Home

An annual index increase of 7.4% is included beginning with 2007. The fees will fund future community parks, district parks, regional parks and specialty parks.

Hope this is of some assistance to you…B

Photo provided by City of Orlando Transportation Department

SECTION IX

Transportation Committee Report & Recommendations

Photo provided by LYNX

Transportation Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

Table of Contents

Members ..... IX - 2
Meeting Schedule ..... IX - 2
Side-By-Side Comparisons ..... IX - 2
Findings of Fact ..... IX - 2
Conclusions ..... IX - 10
Recommendations ..... IX - 11
Chart Depicting the Committee Schedule and Presenters ..... Appendix A
Transportation Services Side-By-Side Comparison ..... Appendix B
Orange County's Impact Fee Information ..... Appendix C
City of Orlando Transportation Impact Fee ..... Appendix D
LYNX Funding Requested and Received ..... Appendix E
Orange County Agreements with Florida Department of Transportation,
Expressway Authority, LYNX, and Local Governments ..... Appendix F

Transportation Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

MEMBERS

The Transportation Committee consisted of the following individuals:

- Kathy Putnam, Chair
- Carolyn Fennell
- Doug Kelly
- Monty Knox
- Frances Pignone

It should be noted that Commissioner **Irby Pugh** served as a member of this Committee until his untimely death on January 28, 2006. His focus on transportation issues and his tireless effort to find solutions in the citizens' best interest, contributed greatly to this report.

MEETING SCHEDULE AND PRESENTERS

The Transportation Committee (the "Committee") held its first meeting on August 22, 2005 and met on ten separate occasions, concluding its deliberations on February 23, 2006. A follow-up meeting was held on March 17, 2006 to further discuss committee recommendations. A chart compiling the Committee's schedule of meetings and the presenters is attached as Appendix A to this report.

SIDE-BY-SIDE COMPARISONS

A detailed Side-By-Side Comparison of the data presented and considered by the Committee is attached as Appendix B to this report. The data cited in the Side-by-Side Comparison is information provided by either Orange County or the City of Orlando and is not based on any independent calculations or studies prepared by the Committee.

FINDINGS OF FACT

The following findings of fact were determined by the Committee to be of significance and are the basis for their conclusions and recommendations:

Transportation Fact #1

There currently exists extensive coordination between Orange County and the City of Orlando regarding transportation operations. For example, there are regular and ongoing meetings and coordination between City of Orlando and Orange County transportation planners. The number of elected officials and staff members serving on Regional Transportation Boards gives evidence of this coordination.

Transportation Fact #2

Coordination at the regional level occurs through MetroPlan Orlando, an umbrella organization for planning and a conduit for federal and state funding. This is evidenced by coordinated requests for state and federal funding that have maximized funding for Orange County and City of Orlando transportation needs. *(Source: Charles Ramdatt, City of Orlando Traffic Engineering Manager, and others)*

Transportation Fact #3

The Florida Department of Transportation (FDOT) provides the majority of funding for Central Florida major regional roadways. MetroPlan Orlando prioritizes the projects that have been submitted in contrast with those that have been allocated funding. This coordination of regional road funding involves three counties, approximately twenty-two municipalities, LYNX, the

Photo provided by City of Orlando Transportation Department

Orlando-Orange County Expressway Authority (Expressway Authority), the Greater Orlando Airport Authority (GOAA) and FDOT. Therefore, when looking at FDOT work programs there will only be two or three major road projects within Orange County.

- Orange County has an extensive roadway program that includes a dozen or more active major projects annually which for the most part are not within the Orlando city limits and in which the city would have little or no input in the process.

- The City of Orlando has fewer projects and these projects generally do not have a major impact on the overall county system.

- The City of Orlando focuses primarily on providing downtown circulation and transportation solutions for dense, constrained urban areas; whereas, Orange County focuses on providing broader, more regional, corridor-oriented solutions that must incorporate several municipalities. These disparate activities require different technical disciplines, technical expertise, equipment, vision and communication. The continuing urbanization of the County and the rural annexations of the City are beginning to mitigate these differences.

- An important aspect of each government's project development is not only the difference in number and type of major projects, but also the capital investment committed. For example, the County's yearly Capital Improvement Program approaches $70 million per year while the city's approaches approximately $20 million.

- Orange County's funding sources are primarily from gas taxes and the Transportation Impact Fee levied on all new development with a relatively small amount of grant monies received. The Impact Fee, in particular, accounts for a substantial and increasing amount of the proportionate funding committed to the County's projects. See, Appendix C to this report - Orange County's Impact Fee Information.

- The City receives a proportional share of the gas tax levied by Orange County.

- The City's Transportation Impact Fee is substantially less than the County's and it is not updated on the same timetable. See, Appendix D to this report - City of Orlando Transportation Impact Fee.

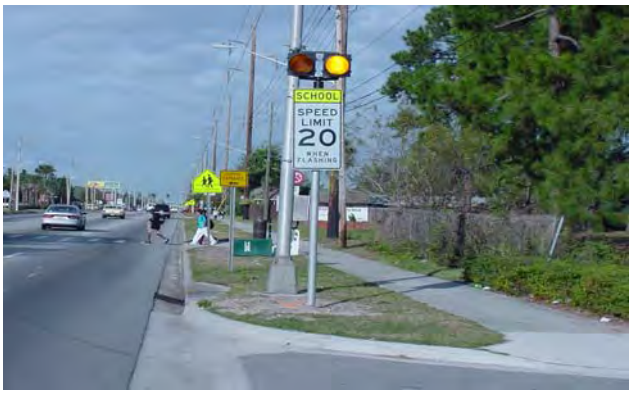

Photo provided by Orange County Traffic Signal Operations

- In essence, the types and numbers of projects, and the sources and amounts of funding dedicated to the various capital improvement programs are different in each jurisdiction. Consolidation of the major road projects in both jurisdictions would be a monumental effort.

(Source: Eric Hill, MetroPlan Orlando, Director of Systems Management and Operations; Charles Ramdatt, City of Orlando Traffic Engineering Division Manager; Bill Baxter, Orange County Public Works Director)

Transportation Fact #4

The Florida Statewide Intermodal System (SIS) is the primary system for the movement of people and freight in Florida and includes the interstate highway system, the expressway system, the turnpike system, and accesses to major ports, airports and railroad terminals. The majority of transportation funding (federal and state gas tax, and documentary stamp tax) goes to SIS projects. In the past few years, as a result of efforts on the part of Orange County and the City of Orlando, Central Florida has two of the highest SIS priority projects in the state: improvements to Interstate 4 and Commuter Rail. These projects represent a combined investment in Central Florida of $1.973 billion. *(Source: Roger Neiswender, Director, City of Orlando Transportation Department)*

Transportation Fact #5

The Transportation Regional Incentive Program (TRIP) was established by FDOT as part of the major Growth Management legislation enacted during the 2005 Legislative Session (see *Chapter 2005-290, Laws of Florida*) to provide incentives to local governments to help pay for critically needed projects that benefit regional travel and commerce with a preference for projects that cross jurisdictional boundaries. The purpose of the program is to encourage regional planning by providing state matching funds for improvements to regionally significant transportation facilities. TRIP funds are used to match local funds on a 50-50 basis and to match up to 50% of the total project cost for public transportation facilities. Providing the funding for the local match required by the TRIP program remains difficult because of the deficit in local transportation funding. In essence, obtaining the required local match draws local funding away from the construction and maintenance of other local, regional and state roads that are not classified as SIS facilities or that are not eligible for TRIP funding. *(Sources: Steve Homan, Public Information Director, FDOT; and Roger Neiswender, Director, City of Orlando Transportation Department)*

Transportation Fact #6

Orange County and the City of Orlando have different standards for design, operation and maintenance of traffic systems. The differences are driven by different local conditions (downtown versus suburban or rural), traffic patterns and citizen expectations. *(Source: Charles Ramdatt, City of Orlando Traffic Engineering Manager; and Bill Baxter, Public Works Director, Orange County)*

Transportation Fact #7

The City of Orlando and Orange County maintain state functionally classified roads within their jurisdictions according to FDOT assignments.

The City and County share responsibility for maintaining these roadways, which are reflected, in interlocal agreements. Often the City agrees to accept maintenance responsibility in places where it desires a

higher level of maintenance than the FDOT standard through a separate Memorandum of Agreement with FDOT.

- For State roads within the City, FDOT is responsible for curb-to-curb pavement and drainage, striping, and components not delegated to the City. The City is responsible for traffic lights, sweeping, patching, and right-of-way (ROW) maintenance. Changing these responsibilities would require a change in standard contract terms.

- For State roads within the County, FDOT is responsible for all operation and maintenance activities within their respective rights-of-way except for specific tasks delegated to the County. Generally, the County is responsible for maintaining traffic signals, street lighting and landscaping by separate joint planning agreements. Changing these responsibilities would require a change in standard agreement terms.

- In 1982, the Orange County Board of County Commissioners and the City of Orlando entered into a Road Maintenance Responsibility Agreement for the maintenance of functionally classified County roads within the City. Under this agreement, the County is responsible for resurfacing and curb repairs; for maintenance of all culverts, drains, pipe systems, stormwater drainage inlets, drainage wells, ditch systems; and for underground utility, pipeline and rights-of-way utilization permits for work under the roadbed. The City is responsible for potholes; installation, maintenance, and operation of all traffic control signs, signals or devices upon or above the said roads; and for the issuance of all right-of-way utilization permits within the right-of-way but not under the roadbed.

(Source: Roger Neiswender, Director, City of Orlando Transportation Department)

Transportation Fact #8

The citizens have a very strong interest in coordination of traffic signals. *(Source: Harry Barley, MetroPlan; Scott Powers, Orlando Sentinel)* Both the City of Orlando and Orange County have invested in technology that enables coordination of traffic signals.

Photo provided by Orange County Traffic Signal Operations

However, the City of Orlando and Orange County have purchased different technology. Whereas, the City of Orlando bought "grid system" software, Orange County bought "corridor system" software. These two systems are defined as follows:

- *Grid System* - A series of designated parallel lines one mile apart that intersect a second set of designated parallel lines one mile apart, thereby forming approximately one square mile areas (also known as sections).

- *Corridor* - 1) A broad geographical band that follows a general directional flow connecting major sources of trips that may contain a number of streets, highways, and transit route alignments; 2) A strip of

land forming a passageway between two otherwise separate parts. *(Source of both definitions: A Glossary of Zoning Development, and Planning Terms, Edited by Michael Davidson and Fay Dolnick, American Planning Association)*

Photo provided by City Transportation Department

The federal government is anticipated within five years to establish uniform standards for traffic management systems. The current estimate to merge the local systems is between $14 and $16 million for hardware, software, and training. Merger costs would include purchase of standardized equipment and installation of communication devices. *(Source: Ruby Rozier, Orange County Traffic Engineer).*

Transportation Fact #9

The City has 663 miles of roadway with 425 signalized intersections. Of the 425 signalized intersections, 385 are tied to the City's Traffic Management Center (TMC) with communication devices and 40 are currently operating independently. The TMC actively intervenes and manages 80 signals mainly associated with the Downtown grid, and has an additional 220 signals that are monitored and controlled by preprogrammed sequences. Monitoring only is conducted for 85 signals. More

Photo provided by City of Orlando Operations Center

remote controlled signals are planned. *(Source: Linda Rhinesmith, City of Orlando Economic Development Manager)*

Transportation Fact #10

Orange County has 2,662 miles of roads and maintains 527 traffic signals, of which 341 are coordinated. Twenty-six (26) of the traffic signals are controlled by the County's Split Cycle Offset Optimization Technique (SCOOT) signal system in the International Drive/Convention Center area. The SCOOT system is designed to handle high volumes of traffic generated by large facilities such as the Convention Center. The system will be expanded to 44 intersections in 2006. The County is installing 8 electronic message signs along arterial highways near I-4 interchanges to provide motorists with real time traffic information. *(Source: Mark Massaro, Deputy Director, Orange County Public Works Administration and Finance Division)*

Transportation Fact #11

In 2006, Orlando will begin a three-year investment in improving downtown traffic circulation. The City will install a volume-activated, volume-sensitive detection and

communication system to expedite the traffic flow along key North-South (Orange Avenue, Rosalind Avenue) and East-West routes (Anderson Street, Robinson Street, Colonial Drive). This enhanced transportation detection and communication system is commonly referred to as ITS or Intelligent Transportation System. *(Source: Roger Neiswender, Director, City of Orlando Transportation Department)*

Transportation Fact #12

The City of Orlando and Orange County are installing LED traffic lights. These LED traffic lights consist of thousands of little light dots rather than one bulb; so, many of the dots could fail but the LED traffic light would still work, as opposed to the bulb failing and the light not functioning until the bulb is changed. Also, the LED traffic lights require significantly less electricity. *(Source: Roger Neiswender, Director, City of Orlando Transportation Department)*

Transportation Fact #13

One of the problems with powering traffic signals after a storm damages related electrical lines is that the current traffic signal lights require too much electricity for backup batteries or solar power to light them. Solar power can power the communications part, but not the traffic signal light itself. To cope with possible Orlando Utilities Commission (OUC) power outages, the City of Orlando is designing a system to easily take traffic signals at 20 significant intersections off of OUC power. Using pigtails that will have been installed, the City would connect one of the twenty generators the City is purchasing for the purpose of powering traffic signal lights at various key intersections. The 20 intersections would then have working traffic signals despite storm damage to OUC's power distribution system. *(Source: Roger Neiswender, Director, City of Orlando Transportation Department)*

Transportation Fact #14

Freight trains cause traffic tie-ups in downtown Orlando. *(Source: Consolidation Study Commissioner Monty Knox).*

Photo provided by LYNX

Transportation Fact #15

The Expressway Authority can only spend funding on projects within one mile of the Expressway system. *(Source: Mike Snyder, Executive Director of Orlando/Orange County Expressway Authority)*.

Photo provided by Orlando/Orange County Expressway Authority

Transportation Fact #16

The Expressway Authority, Orange County and the City of Orlando frequently

coordinate and cooperate to plan, design, and implement transportation projects. Some examples include the Narcoossee Road and Beachline (SR528) Interchange and the widening and aesthetic changes to the 408 Expressway and Crystal Lake Drive exit. The best example that includes the City, County and Expressway Authority is the "Goldenrod Road Extension" into the airport. Current projects being coordinated are the two interchanges at SR 417 and Innovation Way as part of the Innovation Way Development and the City projects to the west of SR 417. *(Source: Mark Massaro, Deputy Director, Orange County Public Works Administration and Finance Division)*

Transportation
Fact #17

Both Orange County and the City of Orlando are achieving cost savings by using each other's and other entities' (e.g. State of Florida) competitively bid purchasing and services contracts. *(Source: Bill Baxter, Orange County Public Works Director)*

Transportation
Fact #18

In 2002, Orange County implemented a 311 Government Information and Service System ("311 System") to provide a single point of contact for citizens to report problems, secure information and make referrals. This began as a pilot program. At that time, services were offered to the municipalities. The cities of Edgewood, Belle Isle, Windermere, and Oakland are participants. Originally the program was set up as a grant. Today, the funding for the 311 System comes from County general revenue. Unlike the 911 Emergency System, calls to the 311 System cannot be automatically routed to other municipalities, thus requiring the County to be the first point of response to those calls. The 311 System is staffed from 7:00 a.m. until 11:00 p.m., seven days-a-week. During other hours, the Orange County 911 Communications Center answers the call and routes traffic related calls to the Orange County Traffic employee who is "on call." The present City of Orlando transportation problem reporting number, 407-246-2020, is staffed 24 hours-a-day, seven days-a-week. *(Source: Tom Sorley, Manager, Public Safety Communications, Orange County)*

Transportation
Fact #19

The State of Florida implemented a statewide "511 System" for information on road conditions and local airport flight schedules. Our local area airports include the Orlando International Airport and Orlando Sanford International Airport. The user simply dials 511 for information. The Internet site is FL511.com. Travelers can call or log in and get current road conditions for anywhere in the state. *(Source: Commissioner Kathy Putnam, Consolidation of Services Study Commission)*

Transportation
Fact #20

Both Orange County and the City of Orlando have contributed increasing amounts to the funding of LYNX. See, Appendix E to this report - LYNX Funding Requested and Received. Both entities indicate that they are currently unable to increase their level of contribution to the level requested to satisfy LYNX's growing operational needs. In order to maintain

Photo provided by LYNX

existing headways and levels of service, given the increasing congestion throughout the system, LYNX is required to add more buses. The adopted LYNX Transportation Development Plan calls for a significant expansion of the system. In addition to these challenges, LYNX has an aging fleet of buses that are beyond their reasonable life expectancy. To date, no additional source of revenue has been identified to fund these transit challenges. It is therefore imperative that Orange County and the City of Orlando identify a dedicated source of revenue to fund LYNX. *(Source: Roger Neiswender, Director, City of Orlando Transportation Department)*

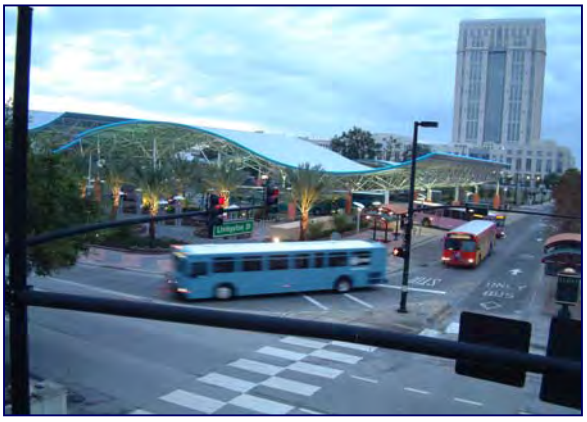

Photo provided by LYNX

Transportation Fact #21

Orange County's transportation problems are further exacerbated by the delays caused by the reliance on the Florida Highway Patrol to clear accidents that occur within unincorporated Orange County. *(Source: Scott Powers, Senior Reporter for Transportation Issues, Orlando Sentinel and Consolidation of Services Study Commissioner Douglas Kelly)*

Transportation Fact #22

Orange County has numerous agreements with FDOT, OOCEA, LYNX, and local governments. See Appendix F to this report - Orange County Agreements with Florida Department of Transportation, Expressway Authority, LYNX, and Local Governments. *(Source: Linda Akins, Orange County Director for Governmental Relations)*

CONCLUSIONS

Based upon testimony received by the Committee members during its various meetings, the Committee unanimously adopted the seven conclusions that follow at their meeting held on February 23, 2006:

Transportation Conclusion #1

That the Orange County and the City of Orlando transportation staffs are professionals dedicated to solving transportation issues in the Central Florida area.

Transportation Conclusion #2

That there is a need to continually identify and expand integrated transportation systems of sufficient magnitude for our forecasted needs and growth.

Transportation Conclusion #3

That seamless coordination of traffic signals and use of automated roadway information systems for Orange County and the City of Orlando are necessary.

Transportation Conclusion #4

That there should be only one trouble number, the 311 Government Information and Services System, for all of Orange County.

Transportation Conclusion #5

That LYNX needs to be supported by a dedicated, adequate and recurring revenue stream.

Transportation Conclusion #6

That FDOT and CSX continue negotiations to remove freight trains from downtown Orlando during regular workday business hours.

Transportation Conclusion #7

That funding to address this area's transportation needs is inadequate.

Transportation Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

RECOMMENDATIONS

Consolidation of the Orange County and City of Orlando transportation services was studied for efficiencies in service delivery, economies of scale, opportunities for enhanced intergovernmental cooperation and other related issues. The Committee recommended and the Study Commission adopted the following recommendations for further consideration by both the County and the City:

Transportation Recommendation #1

That because of the obvious, well-documented differences in the two entities' current signal systems, roadway maintenance standards and road building demands, it is not appropriate to completely consolidate all transportation services at this time.

Transportation Recommendation #2

That Orange County and City of Orlando transportation planners continue their close coordination concerning planning for roadways and operations of traffic signalization systems. This coordination should extend to all other jurisdictions in Orange County and to adjacent counties.

Transportation Recommendation #3

That the City of Orlando join in Orange County's 311 Government Information and Service System as the traffic operations emergency number, and that Orange County and the City of Orlando identify and establish a stable permanent funding source for the 311 System.

Transportation Recommendation #4

That Orange County and the City of Orlando continue cooperation in the expansion of the provision of emergency power for signalized intersections.

Transportation Recommendation #5

That Orange County and the City of Orlando, and perhaps other adjacent jurisdictions, form a joint committee to decide what traffic signal standards should be adopted and which hardware and software should be purchased within the next five years as technology advances to the next generation, and that that purchase be a joint purchase to ensure the interoperability and cost savings for both the Orange County and the City of Orlando systems.

Transportation Recommendation #6

That Orange County and the City of Orlando consolidate their traffic management centers after implementation of all of the above recommendations.

Transportation Recommendation #7

That the Orange County Board of County Commissioners and the Orange County Sheriff's Office investigate and develop alternatives to clearing traffic accidents in a timely manner that does not depend on the limited resources of the Florida Highway Patrol.

Transportation Recommendation #8

That CSX remove freight trains from downtown Orlando areas during regular workday business hours.

Transportation Recommendation #9

That LYNX, as the only mass transit system for the Orange County area, have a secure, stable, adequate and dedicated funding stream (e.g. a rental car surtax, the local option gasoline tax or an increase in the local sales tax).

Transportation Recommendation #10

That a recurring source of funding be established for transportation infrastructure demands which includes infrastructure capital and maintenance.

Transportation Recommendation #11

That the Orange County Board of County Commissioners immediately utilize the additional capacity in the local option gasoline tax, which is shared with the municipalities in Orange County, to help address transportation needs.

Transportation Recommendation #12

That the Orange County Board of County Commissioners and the City of Orlando City Council annually review funding mechanisms such as impact fees, proportionate fair share fees, and pay-and-go fees to ensure that funding keeps pace with the true cost of providing transportation infrastructure. Currently, the City's Transportation Impact Fee lags behind Orange County's Road Impact Fee by nearly 300 percent on average.

Transportation Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

APPENDIX A, MEETING SCHEDULE AND PRESENTERS, to the Transportation Committee Report

TRANSPORTATION COMMITTEE MEETING DATE	PRESENTER(S)	FORMAL PRESENTATION(S)
August 22, 2005	**Bill Baxter** – Director of the Orange County Public Works Department; **Roger Neiswender** – Director of the City of Orlando Transportation Department	City of Orlando Transportation Department Presentation; Orange County Public Works Department Presentation
September 8, 2005	**Noranne Downs** – District Five Director of Transportation, FDOT; **Steve Homan** – District Five Public Information Director; **Harry Barley**, Executive director, MetroPlan	MetroPlan Orlando Presentation; Orange County Signalization Presentation; City of Orlando Signalization Presentation; DOT Orange County Highway Projects List
September 22, 2005	**Ruby Rosier** - Orange County Traffic Engineering Manager; **Bill Baxter** – Orange County Public Works Director; **Eric Hill** – MetroPlan Orlando Director of Systems Management and Operations; **Charles Ramdatt** - City of Orlando Traffic Engineering Manager; **Chris Kibler** - City of Orlando Signal Systems Engineer; **Hazem El-Assar** – Orange County Traffic Engineering Senior Engineer	
October 17, 2005	**Mike Snyder** – Executive Director, Orlando/Orange County Expressway Authority; **Scott Powers** – Senior Reporter for transportation issues, Orlando Sentinel	Orlando/Orange County Expressway Authority Presentation
November 17, 2005	**Roger Neiswender**, Director of City of Orlando Transportation Department	
December 12, 2005	**Jennifer Stults Clements**, AICP – LYNX Deputy Director of Planning	LYNX Presentation
January 5, 2005	Committee distribution	
January 27, 2006	Committee discussion	
February 10, 2006	Committee Discussion	
February 23, 2006	Committee Discussion	
March 17, 2006	Committee Discussion	

APPENDIX B, TRANSPORTATION SERVICES SIDE-BY-SIDE COMPARISON, to the Transportation Committee Report

ORANGE COUNTY	CITY OF ORLANDO

ORGANIZATION
 	
DIVISION: Transportation Planning
DEPARTMENT: Public Works Department
MANAGER: Renzo Nastasi
SERVICES PROVIDED:
• Transportation modeling and simulation
• Transportation impact fees and mitigation funding
• Intergovernmental coordination (FDOT, Turnpike, GOAA, WOAA, MPO, LYNX, OOCEA, RPC and local municipalities)
• Roadway Conceptual Analysis Studies, Area Studies, TSM & CMS Program Administration and public involvement support
• Comprehensive Policy Plan development and maintenance – Transportation Element
• Long range transportation planning, funding and needs assessment
• Budgeting and grants; TRIP, CIGP, TOP, OTTED
• Publications, GIS and graphics production
• Host for Transportation Planning Group
 	
DIVISION: Traffic Engineering
DEPARTMENT: Public Works Department
MANAGER: Ruby Rozier
SERVICES PROVIDED:
• Administration
• Operations and Maintenance
  o Signs
  o Signals
  o Markings
  o Traffic Management
 	
DIVISION: Highway Construction
DEPARTMENT: Public Works
MANAGER: Julie Naditz
SERVICES PROVIDED:
• Administration
• Construction and inspection services for roadway, sidewalks, and drainage projects
 	
DIVISION: Roads and Drainage
DEPARTMENT: Public Works
MANAGER: Deodat Budhu
SERVICES PROVIDED:
• Maintenance of roads, drainage and stormwater systems
• Resurfacing of residential streets
• Maintenance of unpaved roads, bridges, drain wells, and pump houses
• In-house and contract pond maintenance, canal and ditch cleaning, and right-of-way mowing
	ORGANIZATION
	
	DIVISION: Transportation Planning
	DEPARTMENT: Transportation Department
	MANAGER: Roger Neiswender
	SERVICES PROVIDED:
	• Transportation modeling and simulation
	• Transportation impact fees and funding
	• Intergovernmental coordination (MetroPlan, Expressway Authority, GOAA, Regional Planning Council, LYNX, FDOT
	• Monitor transportation system performance
	• Develop financially feasible plans for access and needs
	• Traffic impact study review
	• Bicycle, pedestrian and transit planning
	
	DIVISION: Transportation Engineering
	DEPARTMENT: Transportation Department
	MANAGER: Charles Ramdatt
	SERVICES PROVIDED:
	• Administration
	  o Traffic modeling
	  o Traffic and parking permit review
	  o Intergovernmental coordination
	  o Capital project programming and planning
	  o Project management
	  o General transportation engineering
	  o Roadway preliminary engineering
	  o Roadway final design
	  o Life cycle costing for all transportation infrastructure
	  o Signals
	  o Computerized signal system
	  o Traffic Management Center
	  o 24/7 operation
	  o Message boards/dynamic message signs
	  o Video monitoring and detection
	  o Signal and highway capacity analyses
	  o Street closure permitting
	  o Special event traffic control
	  o Construction zone traffic control
	  o School zone traffic and parking control
	  o Traffic studies
	  o Neighborhood traffic management
	  o Community traffic safety and pedestrian coordination
	  o Emergency management and response
	  o Street lights

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, TRANSPORTATION SERVICES SIDE-BY-SIDE COMPARISON, to the Transportation Committee Report

ORANGE COUNTY	CITY OF ORLANDO

DIVISION: Engineering/streets and stormwater
DEPARTMENT: Public Works
MANAGER: Jim hunt
SERVICES PROVIDED:

- Maintenance of brick streets, dirt streets, sidewalks, pothole repair, bridges, drain wells, and pump stations
- In-house and contract street sweeping
- Contract right-of-way mowing
- Keep Orlando Beautiful program
- Storage of construction materials and equipment
- Maintenance of roads, drainage and stormwater systems
- In-house and contract pond maintenance, canal and ditch cleaning
- Stormwater Utility
- NPDES Compliance

DIVISION: Capital Improvements and Infrastructure
DEPARTMENT: Public Works
MANAGER: Tom Connery
SERVICES PROVIDED:

- Management of design, construction, and inspection of transportation projects

STAFF

PROFESSIONALS	
DIVISION	NUMBER OF EMPLOYEES
Transportation Planning	9
Traffic Engineering	18
Highway Construction	4
Roads and Drainage	21
PW Engineering	30

SUPPORT STAFF	
DIVISION	NUMBER OF EMPLOYEES
Transportation Planning	2
Traffic Engineering	18
Highway Construction	20
Roads and Drainage	61
PW Engineering	16

COVERED BY COLLECTIVE BARGAINING	
DIVISION	NUMBER OF EMPLOYEES
Transportation Planning	0
Traffic Engineering	27
Highway Construction	0
Roads and Drainage	279
PW Engineering	9

STAFF

PROFESSIONALS (salary)	
DIVISION	NUMBER OF EMPLOYEES
Transportation Planning	7
Transportation Engineering	12
Engineering/Streets	5
Capital Improvements	2

SUPPORT STAFF (hourly)	
DIVISION	NUMBER OF EMPLOYEES
Transportation Planning	1
Transportation Engineering	41
Engineering/Streets	12
Capital Improvements	2

COVERED BY COLLECTIVE BARGAINING	
DIVISION	NUMBER OF EMPLOYEES
Transportation Planning	6
Transportation Engineering	43
Engineering/Streets	7
Capital Improvements	0

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, TRANSPORTATION SERVICES SIDE-BY-SIDE COMPARISON, to the Transportation Committee Report

ORANGE COUNTY

TOTAL	
DIVISION	**NUMBER OF EMPLOYEES**
Transportation Planning	11
Traffic Engineering	63
Highway Construction	24
Roads and Drainage	361
PW Engineering	55
TOTAL	514

FINANCIAL INFORMATION

FY 2003-2004 BUDGET	
DIVISION	**BUDGET**
Transportation Planning	$930,000
Traffic Engineering	$5,610,000
Highway Construction	$1,921,000
Roads and Drainage	$37,518,000
PW Engineering	$4,133,000
TOTAL	$50,112,000

FY 2004-2005 BUDGET	
DIVISION	**BUDGET**
Transportation Planning	$1,029,000
Traffic Engineering	$6,045,000
Highway Construction	$2,284,000
Roads and Drainage	$38,253,000
PW Engineering	$4,571,000
TOTAL	$52,182,000

TOTAL OPERATING EXPENDITURES FOR ALL OF THE ABOVE (FY 2004-2005)

- **Employee salary:** $14,144,000
- **Overtime:** $487,000
- **Benefits:** $4,712,000
- **Training:** $12,000
- **Allowances:** $15,000
- **Equipment and maintenance (including systems and software support):** $3,971,000
- **Facility use and maintenance:** $18,000
- **Other:** $27,218,000
- **TOTAL:** $50,578,000

PAY PLAN: Orange County Pay Plan

BENEFITS PLAN: Orange County Benefits Plan

FUNDING OBTAINED FROM	
DIVISION	**SOURCE**
Transportation Planning	Transportation Trust Fund (TTF)
Traffic Engineering	TTF
Roads and Drainage	TTF
PW Engineering	TTF
Highway Construction	Local Option Gas Tax

CITY OF ORLANDO

TOTAL	
DIVISION	**NUMBER OF EMPLOYEES**
Transportation Planning	8
Transportation Engineering	53
Engineering/Streets	64
Capital Improvements	4
TOTAL	129

FINANCIAL INFORMATION

FY 2003-2004 BUDGET	
DIVISION	**BUDGET**
Transportation Planning	$736,000
Transportation Engineering	$8,042,000
Engineering/Streets	$8,600,000
Capital Improvements	N/A*

FY 2004-2005 BUDGET	
DIVISION	**BUDGET**
Transportation Planning	$744,000
Transportation Engineering	$8,539,000
Engineering/Streets	$9,012,000
Capital Improvements	N/A*
TOTAL	$18,295,000

* It is too difficult to break out the operating expense related to transportation projects.

TOTAL OPERATING EXPENDITURES FOR ALL OF THE ABOVE (FY 2004-2005)

- **Employee salary:** $6,600,000
- **Overtime:** $71,500
- **Benefits:** $2,691,000
- **Training:** $26,000
- **Allowances:** n/a
- **Equipment and maintenance (including systems and software support):** n/a
- **Facility use and maintenance:** $n/a
- **Other:** $8,907,000
- **TOTAL:** $18,296,000

PAY PLAN: City Pay Plan

BENEFITS PLAN: City Benefit Plan

FUNDING OBTAINED FROM	
DIVISION	**SOURCE**
Transportation Planning	General Fund
Transportation Engineering	General Fund

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, TRANSPORTATION SERVICES SIDE-BY-SIDE COMPARISON, to the Transportation Committee Report

ORANGE COUNTY

OPERATIONAL DATA

PERFORMANCE MEASURES/ RESULTS		
Measure	Target FY 04-05	Actual FY 04-05
Development Engineering		
• Number of projects reviewed	2,684	2,809
• Percentage projects reviewed within specified time period	99%	94%
Roads and Drainage		
Roads		
• Number of County lane miles maintained	5,214	5,214
o Arterial Lane miles	1,370	1,370
o Residential Lane miles	3,844	3,844
• Percentage Lane miles rated good condition		
o Arterial Lane miles	84%	84%
o Residential Lane miles	88%	88%
• Lane miles identified for resurfacing	370	400
Drainage		
• Number of drainwells, control structures, and pumpstations maintained	146	144
• Percentage of drainwells, control structures, and pumpstations maintained in good condition	93%	95%
• Number of miles of canals maintained	165	160
• Percentage of canals maintained in good condition	95%	96%
• Number of ponds maintained	1,200	1,267
o MSTU Ponds	913	1,062
o Non-MSTU Ponds	287	370
• Percentage of ponds maintained in good condition	98%	98%
Stormwater		
• Number of Floodplain Permit Applications	320	714
• Percentage of Applications reviewed within 14 days	100%	100%
Traffic Engineering		
• Number of Traffic Signal Warrant Studies Completed	40	38
• Average time to complete traffic signal study (days)	45	44
Public Works Engineering		
• Transportation CIP Budget (in $million)	$69	$80
• Percentage of budget expended as scheduled	90%	123%
• Percentage of administrative dollars expended per CIP Budget	2.8%	4.4%

NUMBER OF SQUARE MILES COVERED:
800, plus Orange County maintains functionally classified roadways within municipalities

CITY OF ORLANDO

OPERATIONAL DATA

PERFORMANCE MEASURES/ RESULTS			
Measure	Standard	FY 2003-04	FY 2004-05
Percentage roadways meeting transportation concurrency requirements	100%	100%	100%
Percentage reports on transportation impact fee revenues and expenditures accepted	100%	100%	100%
Number annual bikeways miles added to network	6	36	11
Percentage of Metro Plan meetings where city is represented	100%	90%	100%
Investigate, analyze and implement safety improvements	8	8	28
Percentage projects completed on schedule and within budget	80%	N/A	80%
Percentage hazardous street conditions responded to within 4 hours	95%	90%	90%
Percentage retention areas inspected annually	85%	85%	75%

NUMBER OF SQUARE MILES COVERED:
109.6

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, TRANSPORTATION SERVICES SIDE-BY-SIDE COMPARISON, to the Transportation Committee Report

ORANGE COUNTY	CITY OF ORLANDO
PAID TRANSPORTATION STAFFING PER 1,000 RESIDENTIAL POPULATION: **0.49** (staff total [514] divided by County resident population [1,043,000] times 1,000) **OR** **0.76** (staff total [514] divided by unincorporated area resident population [677,185] times 1,000) **PAID TRANSPORTATION STAFF COST PER CAPITA FOR RESIDENTIAL POPULATION:** **$18.54** (employee salary [$14,144,000], overtime [$487,000], and benefits [$4,712,000] total [$19,343,000] divided by 2003 county resident population [1,043,209]) **OR** **$28.56** (employee salary [$14,144,000], overtime [$487,000], and benefits [$4,712,000] total [$19,343,000] divided by 2005 unincorporated area resident population [677,185]) **PARTNERSHIPS/AGREEMENTS** **PARTNERSHIPS:** There are a variety of partnerships between the County and its municipalities that include areas such as traffic signalization, road construction and maintenance agreements, road transfer agreements, sidewall construction, etc. **AGREEMENTS WITH CITY OF ORLANDO:** • Signal maintenance agreements • Road Maintenance Responsibility Agreement • Joint Participation agreements: Econ Trail, Moss Park • Road • Interlocal Agreements: Mercy Drive Improvements; Conway Road, Landscaping; Humphries Avenue	**PAID TRANSPORTATION STAFFING PER 1,000 RESIDENTIAL POPULATION:** **0.59** (staff total [129] divided by Orlando resident population [217,327] times 1,000) **PAID TRANSPORTATION STAFF COST PER CAPITA FOR RESIDENTIAL POPULATION:** **$43.00** (employee salary [$6,600,000], overtime [$71,500], and benefits [$2,691,000] total [$9,362,500] divided by 2005 Orlando resident population [217,327]) **PARTNERSHIPS/AGREEMENTS** **PARTNERSHIPS:** • FDOT: o Joint Us Agreement for Parking under I-4 o Two Party Signal Maintenance on State roads o MOA Mow and litter removal I-4, 408, and primary roads o Orange Blossom Trail improvements o RR crossing paving o Air Space agreements o Landscape Construction and Maintenance agreements o MetroPlan o Conway Road landscaping o Roadway transfer agreement – Edgewater Drive o Traffic signal maintenance/upgrading o Outreach Program agreements o SR 436 Landscaping/Irrigation o Maintenance of primary roads o Local Agency Program Agreements • LYNX o Meter Eater garage o Service Funding Agreements • OOCEA o Lease agreements o Interchange Design Agreements o Traffic signal maintenance

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

<u>APPENDIX C, ORANGE COUNTY'S IMPACT FEE INFORMATION</u>, to the Transportation Committee Report

C.1 Transportation Impact Fee Information

C.2 Orange County Transportation Impact Fee Zones

C.3 Orange County Road Impact Fee (2005 – 2007)

C.4 Federal, State, and Local Fuel Tax Rates in Florida's Counties for 2005

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C.1 Transportation Impact Fee Information

(Received from Linda Akins, Orange County Director for Governmental Relations, 5:55 p.m., February 27, 2006, in an e-mail, Subject: Transportation Committee Information Request)

Orange County's response to Transportation Committee Information Request

Transportation Impact Fees

- **What the fee is**

The County's Transportation Impact Fee Program was developed to fund roadway needs created by new development, and operates according to the philosophy that growth should pay its own way. Most basically, these impact fees cover the cost of replacing roadway capacity that new developments consume. The fees are collected in four separate areas within Orange County and the fees collected in any given area must be used for the benefit of that area. A map showing the four areas is attached.

- **When the fee was implemented and dates it has been updated**

The Transportation Impact Fee Ordinance was adopted in 1985 and implemented in 1986. It has been updated three times, 1990, 1998 and 2004. In the 2004 update, the ordinance specified that the fees were to increase 3 percent per year thereafter until updated again. See paragraph C.3 for a schedule of fees.

- **Annual funding received from impact fees for the last three years:**

2003 Transportation Impact Fee Collections - $15.4 M
2004 Transportation Impact Fee Collections - $19.8 M
2005 Transportation Impact Fee Collections - $27.1 M

2003 Transportation Impact Fee Collections with Advance Impact Fee Payments - $21.8 M
2004 Transportation Impact Fee Collections with Advance Impact Fee Payments - $32.3 M
2005 Transportation Impact Fee Collections with Advance Impact Fee Payments - $44.9 M

There are two sets of figures given above. The first set includes only "true" impact fees collected in the past three years. The second set of numbers includes both "true" impact fees and "advance" impact fees. These "advance" impact fees allow developers to reserve road capacity for future projects and offset the final impact fee for the development once it actually moves forward.

Percentage of County road CIP that is funded through impact fees

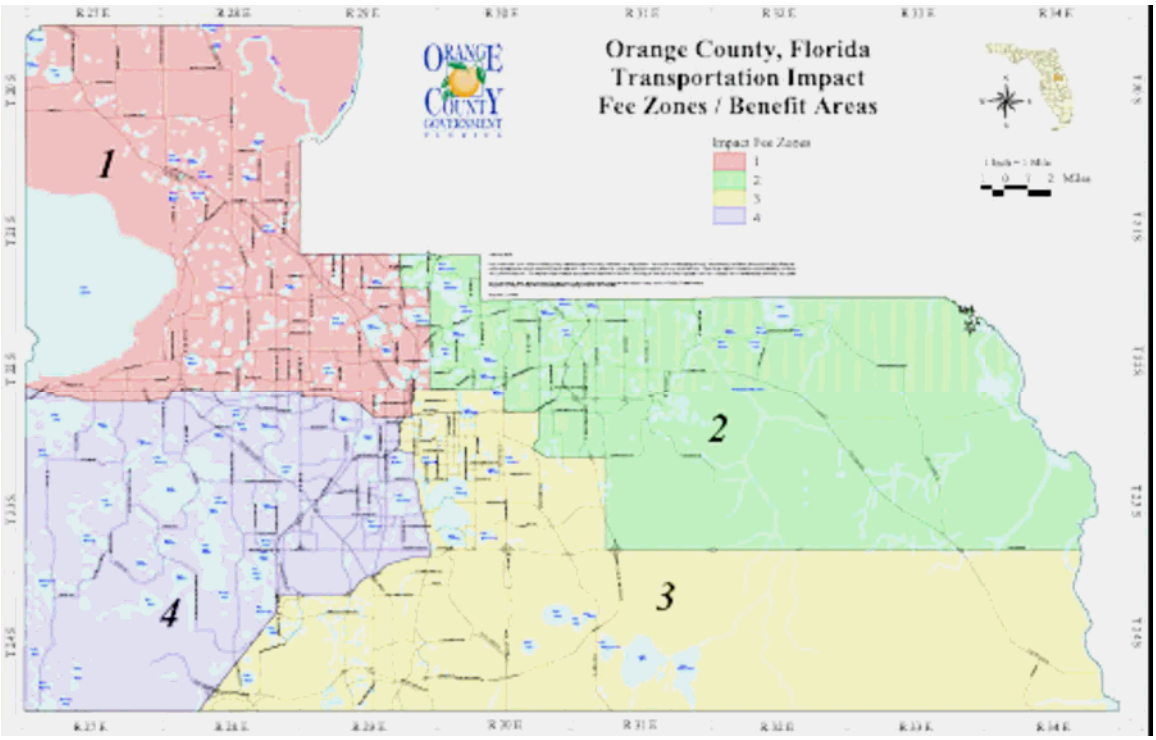
As of January 2006, impact fee funding accounted for approximately 72 percent of all non-grant road projects in the FY05-06 budget.

Information regarding Local Option Gas Tax

The unutilized tax referred to is a second Local Option Fuel Tax consisting of a one to five cent tax per gallon applied to motor fuel (not diesel fuel). Using the full five cents of this tax, total estimated additional revenue would be approximately $27M annually. Of that, about $17.6M would come to unincorporated Orange County, about $5.6M would go to the City of Orlando, and the balance of $3.8M to other municipalities.

Of the 67 counties in Florida, a total of 17 counties have levied some portion of the second local option gas tax: 14 have levied the full five cents; one county has levied three cents; and two counties have levied two cents.

C.2 Orange County Transportation Impact Fee Zones



(Source: Linda Akins, Orange County Director of Government Relations, 9:21 a.m., March 1, 2006, in an e-mail, Subject: Transportation Impact Fees)

C.3 Orange County Road Impact Fee (2005 – 2007)

Road Impact Fee (Adopted by the BCC on 4/27/2004 - Ordinance No. 2004-03)

Land Use Type	Unit	Fee Effective 7/1/2005	Fee Effective 7/1/2006	Fee Effective 7/1/2007
Single-Family Detached	Dwelling	$ 3,398	$ 3,500	$ 3,605
Multi-Family	Dwelling	$ 2,382	$ 2,453	$ 2,527
Mobile Home Park	Site	$ 1,773	$ 1,826	$ 1,881
Retirement Housing	Dwelling	$ 765	$ 788	$ 812
Hotel/Motel	Room	$ 2,520	$ 2,596	$ 2,674
Tourist Hotel	Room	$ 985	$ 1,015	$ 1,045
Time Share	Dwelling	$ 1,204	$ 1,240	$ 1,277
Retail, 50,000 sf or less*	1,000 sq. ft.	$ 12,281	$ 12,649	$ 13,028
Retail, 50,001-100,000 sf*	1,000 sq. ft.	$ 12,540	$ 12,916	$ 13,303
Retail, 100,001-200,000 sf*	1,000 sq. ft.	$ 11,279	$ 11,617	$ 11,966
Retail, 200,001-300,000 sf*	1,000 sq. ft.	$ 10,288	$ 10,597	$ 10,915
Retail, 300,001-400,000 sf*	1,000 sq. ft.	$ 9,600	$ 9,888	$ 10,185
Retail, 400,001-500,000 sf*	1,000 sq. ft.	$ 9,072	$ 9,344	$ 9,624
Retail, 500,001-1,000,000 sf*	1,000 sq. ft.	$ 7,940	$ 8,178	$ 8,423
Retail, 1,000,001-1,200,000 sf*	1,000 sq. ft.	$ 7,248	$ 7,465	$ 7,689
Retail, more than 1,200,000 sf*	1,000 sq. ft.	$ 6,934	$ 7,142	$ 7,356
Retail, Tourist*	1,000 sq. ft.	$ 4,310	$ 4,439	$ 4,572
Auto, New Car Sales	1,000 sq. ft.	$ 5,684	$ 5,855	$ 6,031
Auto Service	1,000 sq. ft.	$ 4,492	$ 4,627	$ 4,766
Bank	1,000 sq. ft.	$ 23,153	$ 23,848	$ 24,563
Day Care Center	1,000 sq. ft.	$ 6,566	$ 6,763	$ 6,966
Drug Store	1,000 sq. ft.	$ 7,394	$ 7,616	$ 7,844
Racquet Club	1,000 sq. ft.	$ 2,916	$ 3,003	$ 3,093
Restaurant, Quality	1,000 sq. ft.	$ 11,867	$ 12,223	$ 12,590
Restaurant, High-Turnover	1,000 sq. ft.	$ 16,330	$ 16,820	$ 17,325
Restaurant, Fast Food	1,000 sq. ft.	$ 25,152	$ 25,907	$ 26,684
Supermarket	1,000 sq. ft.	$ 12,092	$ 12,455	$ 12,829
Office, 100,000 sf or less	1,000 sq. ft.	$ 6,210	$ 6,396	$ 6,588
Office, 100,001-200,000 sf	1,000 sq. ft.	$ 4,822	$ 4,967	$ 5,116
Office, more than 200,000 sf	1,000 sq. ft.	$ 4,291	$ 4,420	$ 4,553
Office, Medical/Dental	1,000 sq. ft.	$ 14,332	$ 14,762	$ 15,205
Light Industrial	1,000 sq. ft.	$ 3,039	$ 3,130	$ 3,224
Manufacturing	1,000 sq. ft.	$ 1,662	$ 1,712	$ 1,763
Warehousing	1,000 sq. ft.	$ 2,158	$ 2,223	$ 2,290
Mini-Warehouse	1,000 sq. ft.	$ 869	$ 895	$ 922
Hospital	1,000 sq. ft.	$ 6,067	$ 6,249	$ 6,436
Nursing Home	1,000 sq. ft.	$ 2,106	$ 2,169	$ 2,234
Library	1,000 sq. ft.	$ 8,739	$ 9,001	$ 9,271
Post Office	1,000 sq. ft.	$ 18,445	$ 18,998	$ 19,568
Public Assembly	1,000 sq. ft.	$ 3,011	$ 3,101	$ 3,194
School	1,000 sq. ft.	$ 4,550	$ 4,687	$ 4,828

Note: All residential, hotel, and time share fees are per unit. All non-residential fees are per 1,000 square feet
* Gross leasable area is total gross square footage under roof less ten (10) percent; all others are gross floor area

(Source: Linda Akins, Orange County Director of Government Relations, 9:21 a.m., March 1, 2006, in an e-mail, Subject: Transportation Impact Fees)

C.4 Federal, State, and Local Fuel Tax Rates in Florida's Counties for 2005

(Source: Teresa Parsons, Administrative assistant to Randy Singh, Orange County Office of Management and Budget, 11:07 a.m., March 8, 2006, in an e-mail, Subject: FW: From Randy)

APPENDIX D, CITY OF ORLANDO TRANSPORTATION IMPACT FEE, to the Transportation Committee Report

The Transportation Impact Fee is one of only two local sources the City of Orlando has available to fund new transportation infrastructure projects. In the past, the City has used these funds to construct new roadways as well as pay debt service on projects already completed. In the future, the City will continue to construct road projects, pay debt service, and implement transit initiatives to meet Growth Management level of service standards and satisfy Orlando's Transportation Concurrency Exception Area.

The City of Orlando's Annual funding received from impact fees for the last three years is as follows:

- FY 02/03 Transportation Impact Fee Collections – $6.0 million
- FY 03/04 Transportation Impact Fee Collections – $6.5 million
- FY 04/05 Transportation Impact Fee Collections – $6.3 million

The City of Orlando is nearing the completion of a yearlong review process of the City's Transportation Impact Fee schedule. Full implementation of the new rate schedule has the potential to substantially increase the transportation impact fees collected by the City. Council action on impact fee adjustments is anticipated during the summer of 2006.

(Source: FJ Flynn, Chief Planner, Transportation Department, City of Orlando)

APPENDIX E, LYNX FUNDING REQUESTED AND RECEIVED, to the Transportation Committee Report

The following is the amount requested by Lynx over the past three years and the amount they have been given by the Orange County and City of Orlando.

Fiscal Year	Funding Requested From Orange County	Funding Received From Orange County	Funding Requested from City of Orlando	Funding Received From City of Orlando (City of Orlando is only municipality that provides funding for LYNX)	City of Orlando Payment to LYMMO (over and above funding provided to LYNX)
2003-2004	$25,831,013	$22,395,288	$3,862,500	$3,862,500	$1,182,625
2004-2005	$30,387,629	$23,238,717	$3,978,375	$3,978,375	$1,293,635
2005-2006	$27,278,396	$27,278,396	$4,056,000	$4,268,545	$1,400,000

(Source: Orange County information received from Linda Akins, Director, Orange County Government Relations, 5:55 p.m., February 27, 2006, in an e-mail, Subject: Transportation Committee Information Request. City of Orlando information received from Linda Rhinesmith, Economic Development Manager, City of Orlando, 9:59 a.m., March 27, 2006, in an e-mail, Subject: Contribution to Lynx)

APPENDIX F, ORANGE COUNTY AGREEMENTS WITH FDOT, OOCEA, LYNX, AND LOCAL GOVERNMENTS, to the Transportation Committee Report

F.1 Recent Agreements Between Orange County and FDOT

F.2 FDOT Grants and Agreements

F.3 Recent Agreements Between Orange County and OOCEA

F.4 Recent Agreements Between Orange County and LYNX

F.5 List of Agreements (Services) Between County And Local Governments

F.1 Recent Agreements Between Orange County and FDOT

SR 50 West JPA Lake County to Pine Hills Road
County to advance $2,150,000 to Department of Transportation (DOT) - DOT to reimburse County when in work program.

SR 50 West - Avalon Rd. to SR 429 (Western Beltway)
Provides for DOT to keep Transportation Outreach Programs (TOPS) award funding and make County work part of their project.

SR 50 West JPA- Good Homes Rd. to Pine Hills Rd.
County to contribute $2,150,000 towards the estimated cost of $2,200,000 for design phase of these improvements.

SR 50 West - SR429 (Western Beltway) to Good Homes Road
Same provisions as Memorandum of Understanding (MOU) for SR 50 West.

SR 50 West LFA Strain Pole Replacement
Replacement of strain poles at 10 intersections between Good Homes Road and Pine Hills Road

SR 50 West LFA Good Homes Road Improvements
Funding agreement for FDOT to widen Good Homes Road

SR 50 West MOA Good Homes Road Improvements
Sets the escrow account for the Good Homes Road Improvements

SR 50 East License Agreement
For drainage improvements at Econ Trail

SR 50 East LFA Joint Use Pond
Joint use pond agreement at Econ Trail

SR 50 East MOA Joint Use Pond
Sets the escrow account for the joint use pond

SR 50 East LFA Lift Station Relocation
Lift station relocation at Econ Trail

SR 50 East MOA Lift Station Relocation
Sets the escrow account for the lift station relocation

SR 50 East LFA Econ Trail Side Street Improvements
For intersection improvements at Econ Trail

SR 50 East MOA Econ Trail Side Street Improvements
Sets the escrow account for intersection improvements at Econ Trail

SR 50 East LFA Strain Pole Replacement
Replacement of strain poles at Constantine Drive, Econ Trail and Dean Road

SR 50 East LFA Strain Pole Replacement
Replacement of strain poles at Forsyth Road, Goldenrod Road and Chickasaw Trail

SR 50 East LFA Strain Pole Replacement
Replacement of strain poles at 10 intersections between Murdock Boulevard and Avalon Park Boulevard

SR 50 East Master MOA
MOA for Rouse Road pond, Lake Pickett intersection

SR 50 East JPA for PD&E
County to advance $3,250,000 for full payment of local share of design phase of project. Check sent 5/24/00. Executed by DOT 4/13/00

Conway Road (CR506)
JPA for widening from the Beachline to SR 15

Orange Blossom Trail at Taft-Vineland Road
FDOT to pay County $6,162,813 to reconstruct intersection.

Orange Blossom Trail
12/20/02 FDOT paid $580,781.00 for land in conjunction with South Orange Blossom Trail Improvements. Complete.

Orange Blossom Trail
DOT to install lighting from Taft Vineland Road to 1,310 feet south of Sand Lake Road and County to maintain.

Sand Lake Road
Locally Funded Reimbursement Agreement for improvements on Sand Lake from OBT to Presidents Drive.

Sand Lake Road
Design, construction, construction inspection or improvements. DOT to reimburse County for costs.

Old Cheney Highway
DOT transfers borrow pit in conjunction with realignment of Old Cheney Hwy.

Old Cheney Highway
Transfer jurisdiction of Old Cheney from SR50 east of Pilgrim St. to SR50 west of CR 419.

FDOT Mutual Cooperation Agreement for Acquisition of Rights of Way
Agreement to systematically share info about planned transportation projects and share resources in the acquisition of right of way for transportation projects.

Central Florida's Regional Transportation Operations Consortium
MOU made by and among Central Florida ITS (Intelligent Transportation Systems) Working Group members i.e. DOT, OOCEA, DOT Turnpike, Orange, Brevard, Osceola, Seminole and Volusia Counties, Cities of Orlando and Daytona Beach, UCF, LYNX, and FL Highway Patrol, Troop D.

Commuter Rail Environmental Assessment Study
County to pay $200,000.00 as its share of study.

State Highway Lighting, Maintenance and Compensation Agreement
For compensation costs to operate street lighting on state highways in unincorporated Orange County.

Emergency Response Trailer Grant
DOT paid County $12,485.

Hartzog Rd., Seidel Rd., CR545 (Avalon Rd.) and unnamed "Access Rd.
Addresses the transfer of right of way between DOT and County.

International Drive at SR 528 (Bee Line Expressway)
FDOT requests additional bridge piers as part of improvement to I Drive by County to allow for future expansion of BeeLine at I Drive overpass bridge.

Apopka-Vineland Road
Joint Participation Agreement for Replacement of FL Turnpike Bridges.

(Source: Received from Mark Massaro, Deputy Director, Public Works Department, Orange County, via Linda Akins, 9:05 a.m., March 14, 2006, in an e-mail, Subject: Consolidation Report)

F.2 FDOT Grants and Agreements

Orange County Public Works Department

FDOT GRANTS/AGREEMENTS

Project Name	Project Limits		Program	Award Date	Funding Phases	Fiscal Year Applied	Award Amount
	From	To					
Old Winter Garden Road 1	Hemple Avenue	Friendship Drive	CIGP	8/14/2001	Design, R/W, CST	00/01	$ 1,750,000
Kennedy Boulevard	Forest City Road	Wymore Road	CIGP	8/14/2001	R/W	00/01	$ 1,330,000
Old Winter Garden Road 2	Hemple Avenue	Friendship Drive	CIGP		Design, R/W, CST	01/02	$ 1,611,613
All American Boulevard	Edgewater Drive	Forest City Road	CIGP	8/14/2001	Design, R/W	01/02	$ 2,306,500
Edgewater Drive	Clarcona-Ocoee Road	Pine Hills Road	CIGP	8/14/2001	Study	01/02	$ 129,500
Rouse Road	Lake Underhill Road	Corporate Boulevard	CIGP	Pending Agmt	R/W, CST	05/06	$ 3,875,000
SR 50 (West)	Avalon Road	SR 429	TOP	6/26/2002	Design	01/02	$ 2,100,000
SR 50 (West)	SR 429	Good Homes Road	TOP	8/1/2002	Design	02/03	$ 2,100,000
Canadian Court Intermodal Center	Canadian Court@International Drive		TOP	2/28/2002	Study, Design	02/03	$ 3,000,000
Innovation Way	N. of SR 528	Alafaya Trail	TRIP*	12/6/2005	Construction	05/06	$ 12,000,000
Narcoossee Road	Osceola County Line	SR 417	TRIP*	12/6/2005	Construction	06/07	$ 5,700,000
Good Homes Road	Old Winter Garden Road	N. of SR 50	LAP	Pending Agmt	All	05/06	$ 2,000,000
Texas Avenue/Americana Drive	Intersection Improvement		LAP				$ 163,000
Sand Lake Road			LAP				$ 524,000
Computerized Signal System			LAP				$ 7,500,000
Chickasaw Trail/El Prado	Intersection Improvement		LAP				$ 115,000
Kennedy Boulevard			LAP				$ 95,000
Stoneybrook West Parkway			CIGP				$ 1,685,446
Maitland Ramps			CIGP				$ 675,000
						TOTAL AWARDS:	$ 48,660,059

*Represents earmarks for first two years of a ten year TRIP program.

(Source: Received from Mark Massaro, Deputy Director, Public Works Department, Orange County, via Linda Akins, 9:05 a.m., March 14, 2006, in an e-mail, Subject: Consolidation Report)

F.3 Recent Agreements Between Orange County and OOCEA

SR 429 - Bridges over CR 535
County to pay OOCEA for costs of redesigning and constructing bridges to accommodate future widening of CR535

SR 429 and West Orange Trail - West Road Bridges
County to pay $668,000 for bridges

SR429 - Design Modifications for Future Realignment of CR437A
County to pay OOCEA for design modification cost

Goldenrod Road Extension
OOCEA to reimburse County from extension toll revenues. $1,000,000

(Source: Received from Mark Massaro, Deputy Director, Public Works Department, Orange County, via Linda Akins, 9:05 a.m., March 14, 2006, in an e-mail, Subject: Consolidation Report)

F.4 Recent Agreements Between Orange County and LYNX

LYNX Funding Agreement

LYNX Agreement for bus shelters and benches

F.5 List of Agreements (Services) Between County And Local Governments

Partnerships:

List of Types of Agreements (services) between County and other Municipalities

Agreements to Convey Title of Property	
Agreements to Pay Construction Costs	Example: with City of Orlando for SR 50 and JYP Intersection Improvements or with Lake County for Stormwater Master Plan.
Assignment of Agreement	Example: with City of Apopka to transfer RR crossing maintenance responsibility.
Cooperative Funding Agreements	Example: City of Apopka to share cost of drainage retrofit.
Interlocal Agreement for Local Fuel (Gas) Tax Distribution	Example: with City of Orlando.
Interlocal Agreements to do Roadway Projects	Example: with City of Ocoee to do widening of OWG Road.
Interlocal Agreements to Exchange Property	Example: with City of Orlando re: Shingle Creek property for Millennia DRI.
Interlocal Agreements to Share Study Costs	Example: with Seminole County for Corridor Study.
Interlocal Agreements to Transfer Road Jurisdiction	Example: with City of Orlando in 1982.
Joint Participation Agreements	Example: with City of Orlando for Landscaping Improvements on Conway Road.
Joint Planning Agreements	Example: with cities in regard to annexation.
Traffic Signal Maintenance and Compensation Agreements	Example: with OOCEA for lights at their ramps.
Traffic Signal Service Agreements	Example: with City of Ocoee to maintain their lights.

Agreements with the City of Orlando

Signal Maintenance Agreement

1982 Road Maintenance Responsibility

Interlocal Agreement - Examples: Mercy Drive Improvements; Conway Road Landscaping; Humphries Avenue Transfer

(Source; Received from Jacqueline Bonavitacola on the behalf of Mark Massaro, Deputy Director, Orange County Public Works Department, 2:05 p.m., March 8th, 2006, in an e-mail, Subject: Transportation Committee Report)

Photo from Microsoft Office Online

SECTION X

Water Utilities Committee Report & Recommendations

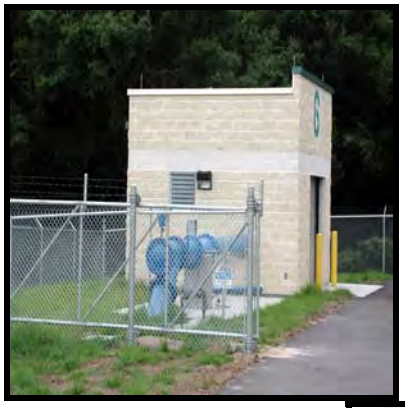


Photo provided by Orange County Utilities Department

Photo provided by OrangeCounty Utilities Department

Water Utilities Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

Table of Contents

Members ..... X - 2
Meeting Schedule ..... X - 2
Side-By-Side Comparisons ..... X - 2
Findings of Fact ..... X - 2
Conclusions ..... X - 10
Recommendations ..... X - 11
Chart Depicting the Committee Schedule and Presenters ..... Appendix A
Water Utilities Services Side-By-Side Comparison ..... Appendix B

Water Utilities Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

MEMBERS

The Water Utilities Committee consisted of the following individuals:

- Scott Gabrielson, Chair
- Doug Kelly
- Monty Knox
- Frances Pignone
- Irby Pugh

It should be noted that Commissioner **Irby Pugh** served as a member of this Committee until his untimely death on January 28, 2006. His focus on water utilities issues and his tireless effort to find solutions in the citizens' best interest contributed greatly to this report.

MEETING SCHEDULE AND PRESENTERS

The Water Utilities Committee (the "Committee") held its first meeting on August 23, 2005 and met on ten separate occasions, concluding its deliberations on February 17, 2006. A chart compiling the Committee's schedule of meetings and the presenters is attached as Appendix A to this report.

SIDE-BY-SIDE COMPARISONS

A detailed Side-By-Side Comparison of the data presented and considered by the Committee is attached as Appendix B to this report. The data cited in the Side-by-Side Comparison is information provided by either Orange County or the City of Orlando and is not based on any independent calculations or studies prepared by the Committee.

FINDINGS OF FACT

The following findings of fact were determined by the Committee to be of significance and are the basis for their conclusions and recommendations:

Water Utilities
Fact #1

Those aspects of water that fall under the purview of government should be viewed as a single resource that is managed, delivered, and/or processed in several modes. Water Utilities should be viewed as a four-part service: provision of potable water (drinking water); processing of wastewater (sewage) and distribution of non-potable reclaimed water; treatment and reuse of stormwater; and, processing of bio-solids. Bio-solids are the result of sewage treatment at wastewater treatment facilities.

Photo provided by Orange County Utilities Department

Water Utilities
Fact #2

The long-term ability to accommodate growth is directly related to having an adequate water supply and sufficient wastewater treatment capacity.

Water Utilities Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

Water Utilities Fact #3

Potable Water Aerators - Photo provided by the Orange County Utilities Department

Orange County's Water Division of the Utilities Department provides potable water service to the unincorporated areas of Orange County. The Orlando Utilities Commission (OUC), a part of the City of Orlando, provides the same service to City of Orlando residents, except for those exchanged areas determined by the water territorial agreement between the two entities. *Source: Dan Allen, Deputy Director, Orange County Utilities Department)*

OUC Lake Highland Water Plant – Photo provided by OUC

Water Utilities Fact #4

Eastern Water Reclamation Facility - Photo provided by Orange County Utilities Department

Both Orange County and the City of Orlando provide wastewater service. The County's Water Reclamation Division of the

Iron Bridge Water Reclamation Facility – Photo provided by the City of Orlando Wastewater Division

Utilities Department and the City's Wastewater Process/Operation Division of the Public Works Department are the service providers. *(Source: Dan Allen, Deputy Director, Orange County Utilities Department and Alan Oyler, Director, City of Orlando Public Works Department)*

Water Reclamation Photo provided by Orange County

Utilities Department

Water Utilities
Fact #5

The City of Orlando Public Works Department has responsibility for stormwater management and has a dedicated funding source, the stormwater utility fee, for this purpose. In contrast, Orange County does not have a dedicated stormwater management funding source. Orange County has enacted but not implemented an ordinance that provides for a stormwater utility fee. *(Source: City of Orlando)*

Storm Water Management – Photo provided by the City of Orlando Public Works Department

Water Utilities
Fact #6

Orange County stormwater responsibilities are apportioned out to three departments:

- The Public Works Department has the responsibility for making capital improvements; maintaining stormwater retention ponds, stormwater drains and lines; and, establishing subdivision development stormwater design standards.

- The Community and Environmental Services Department's Environmental Protection Division oversees water quality, particularly in surface water within the County.

- The Utilities Department is studying the integration of stormwater into the water supply.

Water Utilities
Fact #7

Interlocal agreements between Orange County, the City of Orlando, and OUC have been used to resolve issues and achieve efficiencies in certain areas (e.g. billing, territorial boundaries, interconnections, etc.). Existing utilities territorial agreements establish service boundaries, include methodology to modify those boundaries, and provide for limited system interconnection. Examples of ongoing cooperative projects include:

- Cocoa, Reedy Creek, Orange County and Toho Water Authority. The group is called CROT and has a joint integrated water resources project that is already underway.

- The St. Johns River/Taylor Creek Reservoir Water Supply Study, estimated at between $4 and $5 million, involves Orange County, OUC, the City of Titusville, the City of Cocoa, the Toho Water Authority, East Central Florida Services, Inc. (Deseret), the St. Johns River Water Management District (SJRWMD), and the South Florida Water Management District (SFWMD). This project aims to develop a surface water supply source to supplement groundwater in order to preserve the drinking water aquifer.

- Orange County Environmental Protection Division maintains a biological laboratory for surface water analysis and runs samples for the City of Orlando.

(Source: Rick Coleman, Director, Water Engineering & Technical Services, OUC)

Water Utilities Fact #8

Orange County and the City of Orlando have cooperated on a number of surface water service issues. Each governmental entity has a stormwater master plan and, in the past, they have worked together to clean up various lakes (e.g. Lake Wade, Clear Lake, Lake Fairview, Lake Mann, Lake Holden). Orange County, the City of Orlando, and the Water Management Districts have joined resources to take aerial photos and developed topographical mapping of southern and eastern Orange County. The Watershed Atlas is a shared computer program used by both entities for dissemination of water resource information to the public. *(Source: Rick Howard, City of Orlando Stormwater Division, Dr. M. Krishnamurthy, Orange County Public Works Stormwater Management Division and Lori Cunniff, Orange County Environmental Protection Division)*

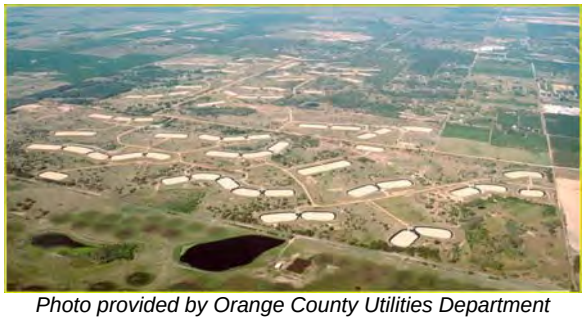


Photo provided by Orange County Utilities Department

Water Utilities Fact #9

Orange County, the City and OUC currently cooperate in the exchange of materials for emergency piping repairs. The same level of cooperation exists for treatment facility repairs, as well. However, because of differences in the treatment processes and the equipment used by each entity, there is less opportunity for cooperation in this area. Advanced equipment, such as computer control and telemetry systems, is usually site and treatment process specific. Orange County and the City of Orlando have two separate, incompatible, control systems. This limits the efficiencies that could be

Photo provided by Orange County Utilities Department

gained from cooperation without consolidation. The City has gone with an open architecture computer system so they can communicate with other vendors systems. *(Source: Alan Oyler, Director, City of Orlando Public Works Department).* Orange County's computer system presently has less "open-system" flexibility.

Water Utilities Fact #10

The development of a joint Bio-Solids processing facility may offer an opportunity for consolidation, depending on engineering and safety concerns, such as transporting the bio-solids. Currently, there is no coordinated plan for treatment and use of the bio-solids resulting from the treatment of sewage at wastewater treatment facilities. *(Source: Linda Rhinesmith, City of Orlando Economic Development Manager)*

Iron Bridge Water Reclamation Facility – Photo provided by the City of Orlando Wastewater Division

Water Utilities
Fact #11

Master planning for reclaimed water facilities is an area where all government entities should work together. Volusia County, for example, levies a stormwater management special assessment that funds their stormwater "authority" consisting of 14 jurisdictions. Stormwater management is not paid by an ad valorem tax. The two state Water Management Districts (WMD), that cover Orange County, issue the Consumptive Use Permits (CUP) that control the amount of water available for various uses and establish rules and regulations related to Stormwater. The WMDs are statutorily enabled to produce and wholesale water for consumptive use. *(Source: Bruce Mowry, Executive Director, Water Authority of Volusia County)*

Water Utilities
Fact #12

There are challenges with combining Orange County and the City of Orlando stormwater services. There are both funding and land availability differences that presently complicate combining the two stormwater systems. The funding for stormwater services is different for County and City, with the City having a dedicated funding source for stormwater management, but having limited space for handling Stormwater. The County, on the other hand, has more land for handling stormwater, but has not provided dedicated funding. *(Source: Lori Cunniff, Orange County Environmental Protection Division)*

Water Utilities
Fact #13

Orange County has previously adopted a stormwater utility fee, but never implemented it through the adoption of a rate. Testimony given by representatives of agricultural interests in East Orange County questioned the equity of the application of the stormwater utility fee in its current form to agricultural properties in East Orange County and suggested that the fee would place additional pressure on owners to discontinue agricultural uses and to develop their properties. The agricultural use of property is of value to Orange County by assisting aquifer recharge, by limiting stormwater runoff, by providing open space, and by retaining and promoting a rural culture. *(Source: Chairman Gabrielson, Consolidation of Services Study Commission)*

Water Utilities
Fact #14

Water basin hydrologic boundaries do not recognize political jurisdictions, complicating both water production and stormwater drainage issues. Orange County and the City of Orlando are required to file separate National Pollutant Discharge Elimination System (NPDES) permits required by the Federal government. Although not required to cooperate in meeting permit conditions, they are required to cooperate in attempting to improve water quality. The County and City have an interlocal agreement regarding the responsibility for control of pollutants that enter the stormwater system and flow between the jurisdictions. *(Source: Henry Dean, Special Consultant to the City of Orlando and Linda Akins, Orange County Government Relations Director)*

Water Utilities
Fact #15

It is anticipated that in the future, there will be more stringent federal requirements for stormwater quality. Thus, stormwater management will become more costly and perhaps offer greater incentive for cooperation on permits.

Water Utilities
Fact #16

The Orlando Utilities Commission (OUC)/City of Orlando Water Resource

Management Optimization Study was authorized by OUC in March 2005. The firm CH2M HILL, a nationally recognized consulting firm with expertise in utility business practices, performed the study. The purpose of the study was to examine the potential for consolidation of OUC's potable water and the City's wastewater and reclaimed water services, and to recommend a business plan that would offer the greatest benefit to the citizens of Orlando and OUC customers. An executive summary was completed in November 2005 and made available to the Committee. It recommends that OUC water operations and City wastewater operations not be consolidated at this time due to insufficient benefits relative to the potential risks involved. The final detailed report was delivered to the Committee on January 30, 2006. The water division of OUC currently provides less than 10 percent of total OUC revenue. *(Source: Rick Coleman, Director, Water Engineering & Technical Services, OUC and Linda Rhinesmith, City of Orlando Economic Development Manager)*.

Water Utilities
Fact #17

Testimony given by water resource experts appearing before the Committee is summarized below:

- Collaboration and partnerships are important in the provision of water services. *(Source: Henry Dean, Special Consultant to the City of Orlando)*

- One expert advocated Integrated Water Resource Management. Integrated Water Resource Management refers to using comprehensive planning and management for the water resource. In other words, treat the production, distribution, disposal, and reuse of water as a whole rather than apportioning responsibility to different agencies, governments, or departments of governments without coordinating with each other. Water is used not only for human consumption, but also for agricultural, business, and commercial activities as well as for maintaining natural systems. Producing and distributing water at a reasonable cost by using the most appropriate source of water with appropriate regard for maintaining natural systems should be the goal of all water management activities. *(Source: Henry Dean, Special Consultant to the City of Orlando)*

- Wastewater is a water of value. *(Source: Bruce Mowry, Executive Director, Water Authority of Volusia County)*

- Stormwater should be managed to enhance potable water resources and thereby delay the need to implement more costly water supply alternatives such as reverse osmosis, also known as desalinization.

- A Burton and Associates 2002 Financial Study showed that consolidation of sources of water services in Volusia County would result in operational efficiencies. *(Source: Bruce Mowry, Executive Director, Water Authority of Volusia County)*

- Governments that manage water resources efficiently and cooperatively will receive more favorable consideration from regulatory agencies.

- We will always have water; the essential questions to be addressed are who will get cheap water, whether adequate supplies will be readily available, and who will have to pay for the development of more expensive alternative water resources. *(Source: Bruce Mowry, Executive Director, Water Authority of Volusia County)*

Water Utilities
Fact #18

The Jacksonville Electric Authority (JEA), an independent authority set up by the City of Jacksonville, began providing the water and sewer service for the City of Jacksonville and Duval County as of June 1, 1997. Previously, water and sewer were in the City of Jacksonville Public Works Department and stormwater management was in another city department. The City of Jacksonville was under a Federal EPA administrative order for sanitary sewer overflows. The City Commissioners and the JEA Board believed that there would be benefits, both financially and operationally, if responsibility for water, both potable water and wastewater, could be conveyed to JEA. The JEA Board consists of seven members, appointed by the Mayor of Jacksonville and approved by the City Council. The format ensures appropriate representation for the City on the JEA Board. The Study Commission, via a conference call, received testimony from key JEA personnel. The following is a summary of the Commission meeting held on December 16, 2005.

- Consolidation has resulted in synergy on construction projects, financing and management (e.g. water, sewer, and electric work crews are managed by one manager). Reclaimed water is being used for irrigation and for cooling the JEA electric plant. There are economies of scale and of geography.

- The JEA has leveraged utility system acquisition and expanded to a four-county system, serving about 75 to 80% of the area in the four counties - Duval, St. Johns, Nassau and Clay. This expansion has allowed for the movement of water resources within the system by connecting water supply and disposal systems which has reduced the inefficient use of potable water.

- The financial benefits of consolidation to residents in the four-county area have been substantial. There have been no electricity rate increases in 11 years and there have been no water/sewer rate increases in seven years.

- At the time of the consolidation, there were 750 employees. Today the JEA has approximately 380 employees. The consolidation did not result in either employee layoffs, or salary or benefit reductions for the merged workforce. Instead, the workforce reduction has occurred naturally through attrition, retirement, etc. Existing union agreements were also preserved. Pursuant to the testimony provided, the smaller workforce is a more effective workforce with improved opportunities for training and recruitment. During the same period, the number of water customers served has increased substantially from 90,000 to 260,000. Bond ratings for water utility bonds were improved. The consolidated JEA has allowed for the improvement and replacement of existing water lines. The benefit to the participating governments has been significant with JEA able to return significant monies to each of them. The current formula provides Duval County with an eight percent contribution and a lesser amount is provided to the other participating counties.

Water Utilities
Fact #19

The consolidation of smaller wastewater treatment facilities will typically result in operational and capital efficiencies. A

wastewater treatment facility processing up to 25 million gallons per day (MGD) maximizes efficiency; a larger plant is generally not more efficient because of the need for longer transmission lines. *(Source: David Sloan, City of Orlando Public Works Department)*

Water Utilities
Fact #20

The Orange County Utilities Department's Laboratory presently provides service to the Utilities Department, which includes the Water, Wastewater and Solid Waste Divisions and the Environmental Protection Division. *(Source: Orange County Utilities Department)*

Photo provided by Orange County Utilities Department

Water Utilities
Fact #21

There is no formal structure for information exchange between the water entities of Orange County and the City of Orlando, although there is currently strong cooperation between them that is based on the personalities and professional commitment of the individuals involved. *(Source: Henry Dean, Special Consultant to the City of Orlando)*

CONCLUSIONS

Based upon testimony received by the Committee members during its various meetings, the Committee unanimously adopted the seven conclusions that follow at their meeting held on February 17, 2006:

Water Utilities
Conclusion #1

Integrated Water Resource Management would benefit Orange County and the City of Orlando. The water resource consists of potable water, wastewater, reclaimed water and stormwater, and should be addressed as one resource. It is clear that low cost ground water is becoming an increasingly limited resource.

Water Utilities
Conclusion #2

A single entity for managing water resources could: ignore political boundaries, maximize the efficient use of combined facilities, combine workforces, repair and upgrade facility and distribution lines in a timelier manner, provide greater economic leverage when entering into vendor contracts, allow for more efficient utility planning, strengthen bond ratings, save money on redundant consultant contracts, improve efficiency in obtaining Consumptive Use Permits from the water management districts, and improve revenues to the participating governments.

Water Utilities
Conclusion #3

The Jacksonville Electric Authority (JEA) water department has achieved efficiencies through consolidation. Orange County and the City of Orlando should look at consolidating water services to see if similar efficiencies could be found for both jurisdictions.

Water Utilities
Conclusion #4

In the area of stormwater management, because of the special challenges created by its more intense urban development, the City of Orlando has imposed a stormwater management fee and currently devotes substantial revenues to deal with its stormwater management issues. Orange County is facing similar issues.

Water Utilities
Conclusion #5

Orange County and the City of Orlando already engage in regular joint meetings related to specific projects such as Conserv II, interconnection of systems, regulation and disposal of bio-solids, new and changing regulations from both state and federal governments, and other common utilities issues.

Water Utilities
Conclusion #6

Savings may be attained through Orange County and the City of Orlando cooperating on or consolidating laboratory services, such as a chemical laboratory.

Water Utilities
Conclusion #7

Coordination of a Bio-Solids Plan would be of great benefit to Orange County, the City of Orlando and their residents.

Water Utilities Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

RECOMMENDATIONS

Consolidation of the Orange County, City of Orlando, and OUC water services was studied for efficiencies in service delivery, economies of scale, opportunities for more efficient use of the area water resources and enhanced intergovernmental cooperation, utility cost savings for the residents of the area, and other related issues. The Committee recommended and the Study Commission adopted the following recommendations for further consideration by both the County and the City:

Water Utilities
Recommendation #1

That Orange County, the City of Orlando and OUC immediately establish a joint committee or joint committees, consisting of high-level technical staff and policy makers, to evaluate issues involved in consolidating OUC water production with the City of Orlando and Orange County departments involved in water production, water distribution, wastewater collection and treatment, reclaimed water distribution and stormwater treatment with the goal of consolidating their respective water systems. These issues include:

1) The efficiencies and cost savings to be gained for the residents of Orange County and the City of Orlando.
2) The financial impacts to OUC, the City of Orlando and Orange County.
3) The operational impacts to the respective entities.
4) The impacts to the respective workforces.
5) The methodology for dealing with existing permits, contracts and agreements.

Pending the report of the technical consolidation study cited in Water Utilities Recommendation #1, the following additional issues should be addressed:

Water Utilities
Recommendation #2

That Orange County implement a rate for the previously approved Stormwater Utility Fee.

Water Utilities
Recommendation #3

That Orange County determine if the Stormwater Utility Fee could be adopted countywide under the Orange County Charter provisions regarding environmental protection.

Water Utilities
Recommendation #4

That leadership of the various water utility divisions should establish a more formal mechanism to regularly meet to discuss water resource issues and opportunities for collaboration, and that Orange County, the City of Orlando and the Orlando Utilities Commission establish a Coordinating Committee to periodically look towards compatibility of equipment and material. Orange County, the City of Orlando and the Orlando Utilities Commission may be able to purchase water services equipment so that equipment interchange would be possible. The compatibility would provide backup and redundancy in the event of a natural disaster.

Water Utilities
Recommendation #5

That Orange County and the City of Orlando jointly explore the development of a bio-solids processing facility.

Water Utilities
Recommendation #6

That Orange County and the City of Orlando review the opportunities for sharing a chemical and microbiological laboratory.

Water Utilities Committee Report

Orange County/City of Orlando Consolidation of Services Study Report

APPENDIX A, MEETING SCHEDULE AND PRESENTERS, to the Water Utilities Committee Report

WATER UTILITIES COMMITTEE MEETING DATE	PRESENTER(S)	FORMAL PRESENTATION(S)
August 23, 2005	**Daniel Allen**, Deputy Director, Utilities Department, Orange County; **Alan Oyler**, Director, Public Works Department, City of Orlando; **Rick Coleman,** Director, Water Engineering and Technical Services, Orlando Utilities Commission (OUC)	City of Orlando Wastewater Division Presentation; Orange County Utilities Department Presentation; OUC Presentation
August 31, 2005	**Rick Howard** - City of Orlando Storm Water Division; **Dr. M. Krishnamurthy** – Orange County Public Works Water Management; Lori **Cunniff** – Orange County Environmental Protection Division **Deodat Budhu** – Orange County Roads and Drainage Division	
October 11, 2005	Committee Discussion	
October 26, 2005	**Henry Dean** – special consultant to the City of Orlando	
December 1, 2005	Teleconference with **Bruce Mowry** – Executive Director, Water Authority of Volusia	
January 17, 2006	Committee Discussion	
January 26, 2006	Committee Discussion	
February 6, 2006	Committee Discussion	
February 9, 2006	Committee Discussion	
February 17, 2006	Committee Discussion	

APPENDIX B, WATER UTILITIES SERVICES SIDE-BY-SIDE COMPARISON, to the Water Services Committee Report

ORANGE COUNTY	CITY OF ORLANDO
ORGANIZATION **DEPARTMENT:** Public Works **DIVISION:** Stormwater Management **MANAGER:** Dr. Krishnamurthy **SERVICES PROVIDED:** o Administration o Flood protection, water conservation and water control o Planning and design of primary and secondary drainage **DIVISION:** Roads and Drainage **MANAGER:** Deodat Budhu **SERVICES PROVIDED:** o Maintenance of 2550 miles of roadways, 200 miles of secondary and primary drainage canals, and stormwater systems o Resurfacing of residential streets o Maintenance of unpaved roads, bridges, drain wells, control structures, and pump stations o In-house and contract pond maintenance, canal and ditch cleaning, and right-of-way mowing, pipe sealing and cleaning, tree trimming, contract street sweeping, pipe sliplining, sandbar removal, roadside underdrain, sidewalk repairs, shoulder restoration, Orangescape, and guardrail repairs. **DEPARTMENT:** Community and Environmental Services **DIVISION:** Environmental Protection **MANAGER:** Lori Cunniff **SERVICES PROVIDED:** o Administration o Aquatic plant and lake management o Laboratory (Biology) o Field Investigations and emergency response o Hazardous waste inspections and pollution prevention o Air quality management o Outreach programs o Petroleum management o Environmental permitting and compliance o Enforcement o Green PLACE - environmentally sensitive lands	**ORGANIZATION** **DEPARTMENT:** Public Works **DIVISION:** Engineering/Streets & Stormwater **SECTION:** Engineering Services **MANAGER:** Rick Howard **SERVICES PROVIDED:** o Administration o Flood protection analysis and design o Planning and design of primary and secondary drainage systems o NPDES Permitting and compliance o NFIP **DIVISION:** Engineering/Streets & Stormwater **MANAGER:** Jim Hunt **SERVICES PROVIDED:** o Maintenance of brick streets, dirt streets, sidewalks, pothole repair, drain wells, and pump stations o In-house and contract street sweeping o Contract right-of-way mowing o Keep Orlando Beautiful program o Storage of construction materials and equipment maintenance o Maintenance of roads, drainage and stormwater systems o In-house and contract pond maintenance, canal and ditch cleaning o Stormwater utility o NPDES Compliance **DIVISION:** Wastewater Process/Operation **MANAGER:** Bob Cadle **SERVICES PROVIDED:** • Collection • Pump station • Treatment • Reclaimed water • Industrial waste pre-treatment • Customer service • Special billing

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

ORANGE COUNTY	CITY OF ORLANDO
o NPDES Compliance o MSTU management and administration o Solid Waster Management o Surface water quality Monitoring (TMDL Program) **DEPARTMENT:** Utilities **DIVISION:** Water Reclamation **MANAGER:** Ray Hanson **SERVICES PROVIDED:** o Collection systems o Pump stations o Wastewater Treatment o Reclaimed water distribution o Industrial pre-treatment program o Provides service to > 124,000 customers **DIVISION:** Water **MANAGER:** Jackie Torbert **SERVICES PROVIDED:** o Supply and treatment o Distribution o Meter installation, maintenance and replacement for water and reclaimed water o Water conservation o Water quality testing and sampling o Chemical and microbiological laboratory o Provides service to > 125,000 customers **DIVISION:** Utilities Engineering **MANAGER:** Rick Wilson **SERVICES PROVIDED:** • Five year capital improvements program of over $450,000,000 • Project management • Planning and modeling • In-house design team for rehabilitation projects • Development review and permitting • GIS and Records **DIVISION:** Utilities Construction **MANAGER:** Troy Layton **SERVICES PROVIDED:** • Manages capital projects construction program of over $70,000,000 per year • Development inspections • Constructability reviews	**DEPARTMENT:** OUC **DIVISIONS:** Water Engineering and Technical Services, Production, Distribution **MANAGERS:** Rick Coleman, Rob Hungate, Joe Chessa, respectively **SERVICES PROVIDED:** • Engineering • Design • Development plan review • Capital improvements program • Planning • Project management • Permitting • Construction inspection of major capital projects • Mapping and records management • GIS • Water quality sampling and testing • Supplying potable water • Water plant security • Water plant operations and maintenance • Distribution system maintenance • Water accountability (meter shop, records) • Distribution system construction inspection

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, WATER UTILITIES SERVICES SIDE-BY-SIDE COMPARISON, to the Water Services Committee Report

ORANGE COUNTY	CITY OF ORLANDO

ORANGE COUNTY — 2005 STAFF

PROFESSIONALS (salary)(Exempt)	
DIVISION	**NUMBER OF EMPLOYEES**
Stormwater Management	9
Environmental Protection	84
Water Reclamation	22
Water	25
Utilities Engineering	35
Utilities Construction	2
Roads and Drainage	27
TOTAL Professionals	204

SUPPORT STAFF (hourly)(Non-Exempt)	
DIVISION	**NUMBER OF EMPLOYEES**
Stormwater Management	6
Environmental Protection	9
Water Reclamation	239
Water	108
Utilities Engineering	22
Utilities Construction	27
Roads and Drainage	335
TOTAL Support Employees	746

COVERED BY COLLECTIVE BARGAINING	
DIVISION	**NUMBER OF EMPLOYEES**
Stormwater Management	0
Environmental Protection	0
Water Reclamation	185
Water	64
Utilities Engineering	5
Utilities Construction	0
Roads and Drainage	254
TOTAL Employees covered	508

TOTAL	
DIVISION	**NUMBER OF EMPLOYEES**
Stormwater Management	15
Environmental Protection	93
Water Reclamation	261
Water	133
Utilities Engineering	57
Utilities Construction	29
Roads and Drainage	362
TOTAL Water Employees	950

CITY OF ORLANDO — 2005 STAFF

PROFESSIONALS (salary)	
SECTION/ DIVISION	**NUMBER OF EMPLOYEES**
Engineering/Streets and Stormwater	14
Wastewater Process/Operation	26
OUC (Engineering, Production and Distribution of water)	See TOTAL data below
TOTAL Professionals	40 (city only)

SUPPORT STAFF (hourly)	
DIVISION	**NUMBER OF EMPLOYEES**
Engineering/Streets and Stormwater	145
Wastewater Process/Operation	190
OUC (Engineering, Production and Distribution of water)	See TOTAL data below
TOTAL Support Employees	335 (city only)

COVERED BY COLLECTIVE BARGAINING	
DIVISION	**NUMBER OF EMPLOYEES**
Engineering	19 SEIU
Streets and Stormwater	126 (25 SEIU, 101 LIU)
Wastewater Process/Operation	198
OUC (Engineering, Production and Distribution of water) (2004/2005)	0
TOTAL Employees covered	343

TOTAL	
DIVISION	**NUMBER OF EMPLOYEES**
Engineering/Streets and Stormwater	24
Streets and Stormwater/	135
Wastewater Process/Operation	220
OUC (Engineering, Production and Distribution of water)	124*
TOTAL Water Employees	503

* This figure includes only personnel in the water business unit; the figure does not include support personnel such as human resources personnel, etc.

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, WATER UTILITIES SERVICES SIDE-BY-SIDE COMPARISON, to the Water Services Committee Report

ORANGE COUNTY	CITY OF ORLANDO

FINANCIAL INFORMATION

FY 2003-2004 BUDGET	
DIVISION	**BUDGET**
Stormwater Management (actual expenditures)	$9,193,000
Environmental Protection	$46,915,000
Water Reclamation (actual expenditures)	$37,322,000
Water (actual expenditures)	$16,866,000
Utilities Engineering (actual expenditures)	$819,000
Utilities Construction (actual expenditures)	$919,000
Roads and Drainage (actual expenditures)	$56,981,000
TOTAL	$169,015,000

FY 2004-2005 BUDGET	
DIVISION	**BUDGET**
Stormwater Management	$7,781,000
Environmental Protection	$37,353,000
Water Reclamation	$39,306,000
Water	$19,148,000
Utilities Engineering	$3,503,000
Utilities Construction	$932,000
Roads and Drainage	$59,625,000
TOTAL	$167,648,000

TOTAL OPERATING EXPENDITURES FOR THE ABOVE UTILITIES DEPARTMENT DIVISIONS (FY 2004-2005)
TOTAL: $62,890,000

- **Employee salary:** $16,493,000
- **Overtime:** $1,605,000
- **Benefits:** $5,706,000
- **Training:** $248,000
- **Allowances:** n/a
- **Equipment and maintenance (including systems and software support):** $32,979,000
- **Facility use and maintenance:** included above
- **Other (Minor Capital:** $5,855,000

FUNDING SOURCE	
DIVISION	**SOURCE**
Stormwater Management	General Fund
Environmental Protection	General Fund
Utilities Department	Water Rates and Capital Charges
Roads and Drainage	Transportation Trust Fund (TTF), Local Option Gas Tax (LOGT), Municipal Service Benefit Unit (MSBU)

FINANCIAL INFORMATION

FY 2003-2004 BUDGET	
DIVISION	**BUDGET**
Engineering Projects Program/ Engineering/Streets and Stormwater	N/A, reorganized
Streets and Stormwater/ Engineering/Streets and Stormwater (actual expenditures)	$9,232,000
Wastewater Process/Operation	$31,578,000
OUC (Engineering, Production and Distribution of water)	$13,578,000
TOTAL	$54,388,000

FY 2004-2005 BUDGET	
DIVISION	**BUDGET**
Engineering/Streets and Stormwater	$21,781,000
Wastewater Process/Operation	$36,900,000
OUC (Engineering, Production and Distribution of water)	$15,212,000
TOTAL	$73,893,000

TOTAL OPERATING EXPENDITURES FOR ALL OF THE ABOVE (FY 2004-2005)
(OUC figure is underlined; City of Orlando figure is not)
TOTAL: $15,211,000; $58,000,000

- **Employee salary:** $6,038,000; $14,236,000
- **Overtime:** $416,000; $84,000
- **Benefits:** $2,873,000; $5,588,000
- **Training:** $72,000; $49,000
- **Allowances:** $855,000; $11,000
- **Equipment and maintenance (including systems and software support):** $883,000; $17,073,000
- **Facility use and maintenance:** $4,056,000; included above
- **Other:** $18,000; $20,959,000

FUNDING SOURCE	
DIVISION	**SOURCE**
Engineering/Streets and Stormwater	General Fund and Stormwater Utility Fund;
Wastewater	Wastewater rates
OUC	Water Rates

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, WATER UTILITIES SERVICES SIDE-BY-SIDE COMPARISON, to the Water Services Committee Report

ORANGE COUNTY	CITY OF ORLANDO
PAY PLAN: Orange County Pay Plan **BENEFITS PLAN:** Orange County Benefits Plan	**PAY PLAN:** OUC Pay Plan; City of Orlando Pay Plan **BENEFITS PLAN:** OUC Benefits Plan; City of Orlando Benefits Plan
OPERATIONAL DATA	**OPERATIONAL DATA**
NUMBER OF SQUARE MILES COVERED: 800 (Utilities Service Area)	**NUMBER OF SQUARE MILES COVERED:** 200
CUSTOMER STATISTICS • Total Water Customers: 125,309 • Total Wastewater Customers: 124,359 • Total Water & Wastewater Customers: 163,638	**CUSTOMER STATISTICS** • Total Water Customers – 130,719 • Total Wastewater Connections – 72,817 • Total Water & Wastewater Customers – n/a
CURRENT IMPACT FEES • Water - $1,522.50 per ERU (Equivalent Residential Unit); 1 ERU = 350 gallons per day (GPD) • Wastewater - $3,077.50 per ERU; 1 ERU = 300 GPD **IMPACT FEES BEGINNING ON MAY 1st** • Water - $1,950 per ERU • Wastewater - $3,668 per ERU	**CURRENT IMPACT FEES** • Water - $1,920 per ERU (Equivalent Residential Unit); 1 ERU = 325 gallons per day (GPD) • Wastewater - $2,537.50 per ERU (single family) - 1 ERU = 250 GPD; $1,928.50 per ERU (multifamily) – ERU = 190 GPD
WATER RECLAMATION OPERATING STATISTICS • Average Daily Flow (ADF)(MGD) - 50.46 • Miles of Sewer Main - 1,602 • Miles of Reclaimed Water Lines - 258 • Number of Pump Station – 644	**WATER RECLAMATION OPERATING STATISTICS** • Average Daily Flow (ADF)(MGD) – 15.5 • Miles of Reclaimed Water Lines – 130
WATER OPERATING STATISTICS • Water Produced (ADF)(MGD) - 58.0 • Miles of Water Main - 1,655	**WATER OPERATING STATISTICS** • Water Produced (ADF)(MGD) – 85.5 • Miles of Water Main – 1,695
WASTE WATER STATISTICS • Miles of Sewer Main – 1,602 • Number of Pump Stations – 644 • Waste Water Treatment Plants – 5 (3 by the end of year) • Waste Water aggregate capacity – 70 MGD	**WASTE WATER STATISTICS** • Miles of Sewer Main – 750 • Number of Pump Stations – 201 • Waste Water Treatment Plants – 3 • Waste Water aggregate capacity – 72.5 MGD
STORMWATER STATISTICS • Miles of Pipe – no inventory • Number of drainage wells – 77 county maintained drainage wells; 475 wells total (2003) • Drainage Basin Area – 793 sq. miles	**STORMWATER STATISTICS** • Miles of Pipe – 270 • Number of drainage wells – 168 active wells and 93 abandoned wells • Drainage Basin Area – 108 sq. miles

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, WATER UTILITIES SERVICES SIDE-BY-SIDE COMPARISON, to the Water Services Committee Report

ORANGE COUNTY	CITY OF ORLANDO
UTILITIES DEPARTMENT WATER DIVISION STAFF PER 1000 CONNECTIONS: 1.06	**PAID WATER SERVICES STAFF PER 1,000 CONNECTIONS:** OUC: 0.92 Water Services Staff per 1,000 Wastewater: 3 staff per 1,000 connections
UTILITIES DEPARTMENT WATER RECLAMATION DIVISION STAFF PER 1000 CONNECTIONS: 2.10	
UTILITIES DEPARTMENT WATER DIVISION STAFF COST PER CONNECTION: $56.87	**OPERATIVE COST PER CONNECTION:** OUC: $112.93 Wastewater: $506.75
UTILITIES DEPARTMENT WATER RECLAMATION DIVISION STAFF COST PER CONNECTIONS: **$**108.53	
PARTNERSHIPS/AGREEMENTS • Orange County/City of Orlando Conserv II Project • St. Johns River/Taylor Creek Reservoir Project – OUC/Orange County o Territorial Agreement with Orlando Utilities Commission (May 1994) o Second amendment to the City of Orlando/Orange County Wastewater Service Territorial Agreement (May 2004) o Agreements regarding Conserv II Facility and Iron Bridge Plant o OUC provides water to Orange County through wholesale meters. There are six agreements that govern the supply of wholesale water to the County o Orange County provides water to OUC at one location. There is one agreement for this wholesale service to OUC. o Jurisdictional responsibility agreement for pollutants that enter the storm system and flow across city/unincorporated lines. o Cooperative efforts with the City of Orlando: • Water Atlas • Biolab	**PARTNERSHIPS/AGREEMENTS** o Orange County/City of Orlando Conser II Project o Second amendment to the City of Orlando/Orange County Wastewater Service Territorial Agreement (March 2004) o Service agreements with Conserv II Facility and Iron Bridge Plant o OUC provides water to Orange County through wholesale meters. There are six agreements that govern the supply of wholesale water to the County.

NOTE: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

Photo provided by Orange County Purchasing and Contracts Division

Section XI

Purchasing Committee Report & Recommendations

City Stores – Photo provided by the City of Orlando Purchasing and Materials Management Division

Purchasing Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

Table of Contents

Member ..... XI - 2
Meeting Schedule ..... XI - 2
Side-By-Side Comparisons ..... XI - 2
Findings of Fact ..... XI - 2
Conclusions ..... XI - 7
Recommendations ..... XI - 8
Chart Depicting the Committee Schedule and Presenters ..... Appendix A
Purchasing Entities Side-By-Side Comparison ..... Appendix B

Purchasing Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

MEMBERS

The Purchasing Committee consisted of the following individuals:

- Doug Kelly, Chair
- Don Ammerman
- Cesar Calvet
- Jimmy Goff
- Jim Kallinger

MEETING SCHEDULE AND PRESENTERS

The Purchasing Committee (the "Committee") held its first meeting on August 29, 2005 and met on seven separate occasions, concluding its deliberations on February 6, 2006. A chart compiling the Committee's schedule of meetings and the presenters is attached as Appendix A to this report.

SIDE-BY-SIDE COMPARISONS

A detailed Side-By-Side Comparison of the data presented and considered by the Committee is attached as Appendix B to this report. The data cited in the Side-by-Side Comparison is information provided by either Orange County or the City of Orlando and is not based on any independent calculations or studies prepared by the Committee.

FINDINGS OF FACT

The following findings of fact were determined by the Committee to be of significance and are the basis for their conclusions and recommendations:

Purchasing
Fact #1

The Committee was impressed with the current level of cooperation and collaboration that exists between the two governments.

Photo provided by Orange County Purchasing and Contracts Division

Purchasing
Fact #2

Orange County's Purchasing and Contracts Division and the City of Orlando's Purchasing and Materials Management Division enjoy a long and productive partnership in practically all common areas of purchasing and contracting. While there are differences in the mission of each organization, there are many common areas in which cooperation abounds to the benefit of both entities. This ranges from the sharing of sources and contract clauses to the actual use of the other entity's contracts.

Purchasing
Fact #3

During the course of this study, each entity provided a detailed documentation of their purchasing contracts. Both the City and County each have approximately 700 term contracts for a wide array of goods, services and construction. The purchases covered

by these contracts range from the delivery of bottled water to the repair of major highways. The costs of orders under such contracts may be as little as $2,500 or as much as $500,000 for highway repairs. Practically all of these contracts can be "piggybacked on" or used by other entities. The term "piggybacking" involves one entity using the terms and price given to another entity for a specific product. Sample savings from the City of Orlando cooperative purchasing are depicted in Table 1 below. The City of Orlando's Purchasing Department used "contract shopping" among the governmental entity contracts available and picked the contracts with the lowest cost to achieve the 12.8% total savings against the list cost shown in Table 1. The use of each entity's contracts by the other is a very common occurrence with the result being cost savings due to high volume purchasing, timelier support to customers and reduced administrative costs to the entities. *(Source: Johnny Richardson, Manager, Orange County Purchasing and Contracts Division and Linda Rhinesmith, City of Orlando Economic Development Manager)*

Purchasing Fact #4

The Piggybacking concept is formalized with additional entities through the Shared Interest Cooperative Purchasing Group (SICOP). SICOP currently includes purchasing representatives from Orange, Seminole, Osceola, Lake, Volusia and Brevard counties as well as a number of cities within these counties, including the City of Orlando. The primary focus of SICOP is to analyze common procurements to determine if economic benefit may be gained by combining each entity's requirements into a cooperative purchasing effort. To this end, an entity is designated the lead responsible for the solicitation and award of a contract which will be used by all other members. Currently, SICOP has four contracts in effect: herbicides, chlorine cylinders, rental of work uniforms, and supply of gasoline and diesel fuel. SICOP has recently asked both Orange County and the City of Orlando to lead the SICOP committee that identifies and pursues new potential contracts that SICOP should

TABLE 1
CITY OF ORLANDO SAVINGS FROM COOPERATIVE PURCHASING FROM RANDOM PURCHASES (FY 2004/2005)

PURCHASE	PROCURING ENTITY (that has lead on contract)	GOVERNMENT RETAIL LIST PRICE	AMOUNT OF PURCHASE(S)	AMOUNT OF SAVINGS
Fuel (3 year contract)	Orange County	$6,825,500	$6,205,000	$620,500
Disaster Clean – up	Orange County	$24,123,478	$21,841,318	$2,282,160
Agricultural Chemicals (5 year contract)	SICOP	$758,520	$632,100	$126,420
Various	GSA	$816,206	$543,086	$273,120
Various	Orange County	$1,014,726	$844,305	$170,421
Various	ATF	$91,649	$82,484	$9,165
Various	Florida Sheriffs Association	$121,968	$60,984	$60,984
Various	Orange County Schools	$6,684,265	$5,485,325	$1,198,940
Various	State of Florida	$2,837,494	$2,141,185	$696,309
Various	OUC	$310,641	$164,640	$146,001
TOTAL		$43,584,447	$38,000,427	$5,584,020
			SAVINGS PERCENTAGE AGAINST LIST COST	12.8%

Source: Linda Rhinesmith, City of Orlando Economic Development Manager

establish. *(Source: Johnny Richardson, Manager, Orange County Purchasing and Contracts Division and Warren Geltch, Orange County Administrative Services Director)*

Purchasing Fact #5

As important as the cost savings is, the networking and information sharing among SICOP members at meetings and through other communications promote continued cooperation. Information on matters such as contractor performance, pricing, product availability, etc., is routinely shared to the benefit of all members. (*Source: Linda Rhinesmith, City of Orlando Economic Development Manager)*

Purchasing Fact #6

The level of cooperation between the City and the County is bolstered by the fact that both belong to and are active participants in the major national and state professional purchasing associations. The preeminent statewide professional purchasing organization is the Florida Association of Public Purchasing Officers (FAPPO). FAPPO, with more than 1,000 members, and the National Institute of Governmental Purchasing, with more than 10,000 members worldwide, share a common mission to foster the professional development and certification of purchasing

Photo provided by Orange County Purchasing and Contracts Division

personnel. Consequently, both organizations sponsor various training classes and seminars to maintain proficiency and to prepare for certification testing. Training and certification are two key indicators of the capability of a professional contracting staff. Both purchasing organizations place a high premium on maintaining a highly professional workforce. A testament to this commitment is the fact that 82% of the County's purchasing workforce and 80% of the City's purchasing workforce are certified. (*Source: Linda Rhinesmith, City of Orlando Economic Development Manager)*

Purchasing Fact #7

The City and the County's purchasing operations enjoy not only a strong and cooperative working relationship but also are active participants in regional, state and national purchasing alliances and organizations that contribute significantly to the overall effectiveness of their ability to accomplish their respective missions. (*Source: Linda Rhinesmith, City of Orlando Economic Development Manager)*

Purchasing Fact #8

In the interest of continuous process improvement, both Orange County and the City of Orlando seek feedback from suppliers as to how the suppliers view government purchasing processes and how they would suggest that the processes be improved. Orange County surveys its suppliers every three to five years. The County has recently completed a survey that consisted of individual interviews with 30 Architecture and Engineer (A&E) firms. The A&E firms reported that they were 90% satisfied with the County's contracting process. The City of Orlando has a protest process and an open door policy for suppliers. Although the County and the City

pay within the allowed payment periods, the biggest complaint that suppliers have with both entities is the lack of what many suppliers feel is prompt payment. *(Source: Johnny Richardson, Manager, Orange County Purchasing and Contracts Division and Warren Geltch, Orange County Administrative Services Director)*

Purchasing Fact #9

Process improvement is accomplished by both purchasing departments mainly by involvement in professional organizations and the process of applying for professional association awards. Through involvement in professional organizations and attendance at conferences, participants get feedback concerning their processes, stay on the cutting edge of their profession, and learn of best practices in purchasing and contracting. By going through the intricate process of preparing an award application, the departments make improvements to their policies and processes gleamed from the award criteria. Both entities have received agency accreditation for the past five (5) years from the National Purchasing Institute (NPI) and the National Institute of Governmental Purchasing (NIGP). Orange County and the City of Orlando have also implemented performance measures such as measuring and tracking the "length of time" each designated action takes. *(Source: Johnny Richardson, Manager, Orange County Purchasing and Contracts Division and Warren Geltch, Orange County Administrative Services Director)*

Purchasing Fact #10

The role of the Orange County Comptroller, an independent and elected constitutional officer, presents both functional and legal impediments to any discussion of consolidation. The main issues revolve around the Comptroller's responsibilities relating to finance, which include the auditing of County purchases before payments are made as well as providing accounting services for the County. These functions are performed with the assistance of the Comptroller's financial software package that integrates the purchasing function into the budgeting, accounting, and fixed asset inventory functions. These functions are intertwined in the entire budgetary process for all Orange County departments and provide continuing checks and balances throughout the entire system. *(Source: Johnny Richardson, Manager, Orange County Purchasing and Contracts Division and Linda Rhinesmith, City of Orlando Economic Development Manager)*

Purchasing Fact #11

Orange County and the City of Orlando provide direct purchases of materials for large construction projects thereby saving the taxpayers any applicable sales taxes. If the contractor purchased the items directly and then received reimbursement by the County or City, an additional 6% of the material expenditures would have been added to the cost.

City Stores – Photo provided by City of Orlando Purchasing and Materials Management Division

Purchasing
Fact #12

All City and County contracts are available to the public on line for review. *(Source: Jon Mead, City of Orlando Purchasing and Materials Management Director)*

Purchasing
Fact #13

The City of Orlando's contract broadcast of Requests For Proposals (RFP) to advertise a new RFP costs the City nothing, as a business must subscribe to the service ($30.00 fee). *(Source: Johnny Richardson, Manager, Orange County Purchasing and Contracts Division)*

Purchasing Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

CONCLUSIONS

Based upon testimony received by the Committee members during its various meetings, the Committee unanimously adopted the six conclusions that follow at their meeting held on February 6, 2006:

Purchasing Conclusion #1

There is a significant amount of ongoing cooperation between the two jurisdictions (e.g. bulk purchasing) that has provided impressive savings for both jurisdictions. We found no indication of any significant additional fiscal savings that might be achieved through consolidation.

Purchasing Conclusion #2

Both jurisdictions have made significant investments in their financial management systems. These systems are not compatible, and it would require a major financial investment to create an interface between the two systems. Such an interface would have to be updated with all modifications and/or upgrades done by each department or division within the County and City. Additionally, the financial systems of each jurisdiction are deeply intertwined with their unique cross-departmental internal operations, making it extraordinarily expensive to extricate those interfaces in an effort to consolidate.

Purchasing Conclusion #3

The role of the office of County Comptroller is embedded in the state constitution. As the chief financial officer for the County, it appears that the functions provided by this office on behalf of the County cannot be consolidated with functions performed by the City's financial office which is not subject to both state legislation and provisions of the Orange County charter.

Purchasing Conclusion #4

The salary, benefits and retirement plans of the two organizations are substantially different. Combining the two would require renegotiation of union contracts resulting in additional costs to both jurisdictions. It is difficult to ascertain if or when there would be any fiscal or services efficiencies realized.

Purchasing Conclusion #5

The MWBE offices have a small staff (four for the City, nine for the County) charged with the certification processing, contract administration and enforcement. The County has 3 staff members dedicated solely to field inspections. The committee determined that consolidation of these departments would not provide any efficiency of costs or services. Each operates under different ordinances and board oversight. However, a coordinated certification process is deemed to be both possible and positive for both organizations.

Purchasing Conclusion #6

There is no value added to the purchasing process by current procedures that require a review of proposed purchases above $100,000 by the Board of County Commissioners or a review of proposed purchases above $50,000 by the City of Orlando Council. The vast majority of these proposed purchases are approved by consent agenda. Raising the purchasing authority to a higher dollar level would simplify the purchasing process for the vast majority of purchases now reviewed and speed up the purchasing process.

Purchasing Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

RECOMMENDATIONS

Consolidation of the Orange County and City of Orlando purchasing departments was studied for efficiencies in service delivery, economies of scale, opportunities for enhanced intergovernmental cooperation and other related issues. The Committee recommends that the Study Commission adopt the following recommendations for further consideration by both the County and the City:

Purchasing
Recommendation # 1

That because the Committee found that neither efficiencies in service delivery nor economies of scale would result from the consolidation of services, and because bigger is not necessarily better, neither the Purchasing Departments of Orange County and City of Orlando nor their services should be consolidated.

Purchasing
Recommendation # 2

That Orange County and the City of Orlando develop a "One-Stop" application process for Minority/Women Business Enterprise (M/WBE) businesses where technology would allow the County and the City to access and share application data. Applicants could apply 24 hours a day, seven days a week over the Internet.

Purchasing
Recommendation # 3

That Orange County adopt a proactive method such as the City of Orlando's contract broadcast of Requests For Proposals (RFP) to advertise RFPs.

Purchasing
Recommendation # 4

That Orange County and the City of Orlando develop potential expansion opportunities for the Shared Interest Cooperative Purchasing Group to benefit both entities.

Purchasing
Recommendation # 5

That Orange County and the City of Orlando authorize the delegation of purchase authority at a higher dollar level, more in line with the cost of goods and services purchased, to speed and simplify the purchasing process.

Purchasing Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

APPENDIX A, MEETING SCHEDULE AND PRESENTERS, to the Purchasing Committee Report

PURCHASING COMMITTEE MEETING DATE	PRESENTER(S)	FORMAL PRESENTATION(S)
August 29, 2005	**Johnny Richardson -** Manager, Orange County Purchasing; **Jon Mead -** City of Orlando Purchasing Director; **Kevin Walsh -** MBE Officer/City of Orlando Assistant Purchasing Director	Orange County Purchasing and Contracts Division Presentation; City of Orlando Division of Purchasing and Materials Management Presentation
September 19, 2005	**Alan Oyler** - City of Orlando Public Works Director	City of Orlando Public Works Procurement Presentation
October 4, 2005	**Warren Geltch** – Orange County Administrative Services Director, **Johnny Richardson** – Orange County Purchasing Manager, **Jon Mead** – City of Orlando Purchasing Director, **Kevin Walsh** – City of Orlando Assistant Purchasing Director	Orange County Comments on obstacle to consolidation of City and County purchasing departments; City of Orlando Comments on impediments to consolidation of purchasing offices
October 18, 2005	**Warren Geltch** – Orange County Administrative Services Director, **Jon Mead** – City of Orlando Purchasing Director, **Kevin Walsh** – City of Orlando Assistant Purchasing Director	
December 7, 2005	**Johnny Richardson** – Orange County Purchasing Manager, **Fitz Long** – Orange County Business Development Manager, **Jon Mead** – City of Orlando Purchasing Director, **Kevin Walsh** – City of Orlando Assistant Purchasing Director	
January 4, 2006	Committee Discussion	
February 6, 2006	Committee Discussion	

APPENDIX B, PURCHASING ENTITIES SIDE-BY-SIDE COMPARISON, to the Purchasing Committee Report

ORANGE COUNTY	CITY OF ORLANDO

ORANGE COUNTY

ORGANIZATION

DEPARTMENT: Administrative Services
DIVISION:
Purchasing & Contracts Division
MANAGER:
Johnny Richardson
SERVICES PROVIDED:

- Procurements & Specifications
- Encumbrances & Releases
- Contracts Administration

DIVISION:
Business Development Division
MANAGER:
Fitzhugh Long
SERVICES PROVIDED:

- Field investigations
- Contract Compliance
- Business Assistance
- Marketing/Outreach

2005 STAFF

PROFESSIONALS	
DIVISION	NUMBER OF EMPLOYEES
Purchasing and Contracts	22
Business Development	7
TOTAL Professionals	29

SUPPORT STAFF	
DIVISION	NUMBER OF EMPLOYEES
Purchasing and Contracts	7
Business Development	2
TOTAL Support Employees	9

COVERED BY COLLECTIVE BARGAINING	
DIVISION	NUMBER OF EMPLOYEES
Purchasing and Contracts	0
Business Development	0
TOTAL Employees covered	0

TOTAL	
DIVISION	NUMBER OF EMPLOYEES
Purchasing and Contracts	29
Business Development	9
TOTAL Purchasing Employees	38

FINANCIAL INFORMATION

PAY PLAN: Orange County Pay Plan

BENEFITS PLAN: Orange County Benefit Plan

CITY OF ORLANDO

ORGANIZATION

DEPARTMENT: General Administration
DIVISION:
Purchasing & Materials Management
MANAGER:
Jon Mead
SERVICES PROVIDED:

- Purchasing of goods & services including professional services
- Contract Administration
- Develop and establish standards & specifications for all City departments

DEPARTMENT: Public Works
DIVISION:
Capital Improvement
MANAGER:
Thomas Connery
SERIVCES PROVIDED:

- Engineering design
- Survey (through annual contract)
- Continuing service contract administration
- Project and construction management for all Capital Improvement Projects
- Select and manage all professional service vendor contracts (i.e. architect, engineer, etc.)

2005 STAFF

PROFESSIONALS	
DIVISION	NUMBER OF EMPLOYEES
Purchasing and Materials Management	16
Capital Improvement	10
TOTAL Professionals	26

SUPPORT STAFF	
DIVISION	NUMBER OF EMPLOYEES
Purchasing and Materials Management	22
Capital Improvement	5
TOTAL Support Employees	27

COVERED BY COLLECTIVE BARGAINING (see tables at end of appendix)	
DIVISION	NUMBER OF EMPLOYEES
Purchasing and Materials Management	34
Capital Improvement	9
TOTAL Employees covered	43

TOTAL	
DIVISION	NUMBER OF EMPLOYEES
Purchasing and Materials Management	38
Capital Improvement	15
TOTAL Purchasing Employees	53

FINANCIAL INFORMATION

PAY PLAN: City of Orlando Pay Scale

BENEFITS PLAN: City of Orlando Benefits Plan

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PURCHASING ENTITIES SIDE-BY-SIDE COMPARISON, to the Purchasing Committee Report

ORANGE COUNTY

FY 2004 BUDGET	
DIVISION	BUDGET
Purchasing and Contracts	$2,170,000
Business Development	$716,000
TOTAL	$2,886,000

FY 2005 BUDGET	
DIVISION	BUDGET
Purchasing and Contracts	$2,300,000
Business Development	$890,000
TOTAL	$3,190,000

EXPENDITURES		
DIVISION	FY 2004	FY 2005
Purchasing and Contracts	$1,820,000	$1,730,000
Business Development	0	0
TOTAL	$1,820,000	$1,730,000

PURCHASING AND CONTRACTING BUDGET AND PERSONNEL OVERVIEW				
Section	FY 04 Budget	FY 05 Budget	Permanent Employees	FTE
Purchasing	$2,170,000	$1,820,000	29	29
Decentralized Purchasing Agents	*	*	*	*
TOTAL:	$2,170,000 *	$1,820,000 *	29*	29*

* Literally hundreds of individuals are authorized to make purchases based on the authority delegated to them by the Manager, Purchasing and Contracts. They include 700 purchase cardholders and a large number of individuals who have been authorized by their management to order goods and services from County term contracts. These contracts are established to allow direct ordering from the contractors by County personnel without the need for the involvement of the Purchasing and Contracts Division. Goods and services ordered range from office supplies to highway paving.

BUSINESS DEVELOPMENT BUDGET AND PERSONNEL OVERVIEW				
Section	FY 04 Budget	FY 05 Budget	Permanent Employees	FTE
Business Development	$716,000	$890,000	9	9
TOTAL:	$716,000	$890,000	9	9

CITY OF ORLANDO

FY 2004 BUDGET	
DIVISION	BUDGET
Purchasing and Materials Management	$2,482,000
Capital Improvement	N/A
TOTAL	$2,482,000

FY 2005 BUDGET	
DIVISION	BUDGET
Purchasing and Materials Management	$2,546,000
Capital Improvement	$1,954,000
TOTAL	$4.500,000

EXPENDITURES		
DIVISION	FY 2004	FY 2005
Purchasing and Materials Management	$2,511,000	$2,094,000
Capital Improvement	0	1,775,000
TOTAL	$2,511,000	$3,869,000

PURCHASING AND MATERIALS MANAGMENT BUDGET AND PERSONNEL OVERVIEW				
Section	FY 2004 Budget	FY 2005 Budget	Permanent Employees	FTEs
Purchasing	$1,113,000	$1,202,000	16	16
Minority/ Women Owned Business Enterprise	$243,000	$256,000	4	4
Fleet and Facilities Support	$512,000	$476,000	9	9
Property Control	$153,000	$167,000	3	3
City Stores	$198,000	$203,000	4	4
Mail Services	$238,000	$217,000	2 (plus 3 contract employees)	2
Auctions	$24,000	$24,000		
TOTAL:	$2,482,000	$2,546,000	38 (plus 3 contract employees)	38

CAPITAL IMPROVEMENTS AND INFRASTRUCTURE BUDGET AND PERSONNEL OVERVIEW				
Section	FY 2004 Budget	FY 2005 Budget	Permanent Employees	FTEs
Admin	N/A	$252,000	5	5
Project Engineering	N/A	$422,000	6	6
Construction	N/A	$1,045,000	3	3
Design		$235,000	1	1
TOTAL:	N/A	$1,954,000	15	15

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PURCHASING ENTITIES SIDE-BY-SIDE COMPARISON, to the Purchasing Committee Report

ORANGE COUNTY	CITY OF ORLANDO

OPERATIONAL DATA

PURCHASING AND CONTRACTS DIVISION

- **CUSTOMER SATISFACTION:** SAT+
- **NUMBER OF DEPARTMENTS SUPPORTED:** 9
- **NUMBER OF COUNTY EMPLOYEES SUPPORTED:** 6,000

BUSINESS DEVELOPMENT DIVISION

- **CUSTOMER SATISFACTION (2):** SAT+
- **NUMBER OF DEPARTMENTS SUPPORTED:**9
- **NUMBER OF COUNTY EMPLOYEES SUPPORTED:** 6,000

PAID PURCHASING STAFF TO SUPPORTED STAFF:
0.0037 (purchasing staff [29] divided by number of supported staff [7783])

PAID PURCHASING STAFF PER 1,000 RESIDENTIAL POPULATION:
0.0278 (purchasing staff [29] divided by total county residential population [1,043,000] multiplied by 1,000) **OR** 0.0428 (purchasing staff [29] divided by county unincorporated area residential population [677,185] multiplied by 1,000

PAID PURCHASING STAFF COST PER CAPITA FOR SUPPORTED STAFF:
$212.68 (employee salaries, overtime, and benefits total [$1,655,260] divided by number of supported staff [7,783])

PAID PURCHASING STAFF COST PER CAPITA FOR RESIDENTIAL POPULATION:
$1.59 (employee salaries, overtime, and benefits total [$1,655,260] divided by total county residential population [1,043,209]) **OR** $2.44 (employee salaries, overtime, and benefits total [$1,655,260] divided by county unincorporated area residential population [677,185]

WORKLOAD DATA			
Measure	FY 2003	FY 2004	FY 2005
Number of annual contracts administered:	560	621	700
Number of Invitation or Bids issued:	200	206	198
Number of Requests for Proposals issued	78	76	81

OPERATIONAL DATA

PURCHASING AND MATERIALS MANAGEMENT

- **CUSTOMER SATISFACTION:**82% (good or better)
- **NUMBER OF DEPARTMENTS SUPPORTED:** 13
- **NUMBER OF CITY EMPLOYEES SUPPORTED:** 3158

CAPITAL IMPROVEMENT DIVISION

- **CUSTOMER SATISFACTION:** No data
- **NUMBER OF DEPARTMENTS SUPPORTED:** 13
- **NUMBER OF CITY EMPLOYEES SUPPORTED:** 3158

PAID PURCHASING STAFF TO SUPPORTED STAFF:
0.0168 (purchasing staff [53] divided by number of supported staff [3,158])

PAID PURCHASING STAFF PER 1,000 RESIDENTIAL POPULATION:
0.2442 (purchasing staff [53] divided by residential population [217,327] multiplied by 1,000)

PAID PURCHASING STAFF COST PER CAPITA FOR SUPPORTED STAFF:
$1,022.30 (employee salaries, overtime, and benefits total [$3,228,420] divided by number of supported staff [3,158])

PAID PURCHASING STAFF COST PER CAPITA FOR RESIDENTIAL POPULATION:
$14.86 (employee salaries, overtime, and benefits total [$3,228,420] divided by residential population [217,327])

WORKLOAD DATA			
Measure	FY 2003	FY 2004	FY 2005
Number of annual contracts administered:	830	880	850 (est.)
Number of Invitation or Bids issued:	300	346	480 (est.)
Number of Requests for Proposals issued	22	21	25 (est.)

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PURCHASING ENTITIES SIDE-BY-SIDE COMPARISON, to the Purchasing Committee Report

ORANGE COUNTY

CONTRACT DOLLARS (in millions) BY CONTRACT TYPE			
Type	FY 2003	FY 2004	FY 2005
Construction	$280	$264	$220
A-E	$12	$20	$9
Goods and services	$185	$217	$336
TOTAL	$477	$501	$565

FINANCIAL MANAGEMENT SYSTEM:
Advantage Financial System

- **Interface:** interfaces with 12 other major county systems
- **Number of trained users:** 400

PURCHASING CARD PROGRAM:
P-Card Program

- **Number issued:** 700
- **Purchasing authority:**
  - **Per transaction:** $1,500
  - **Per month:** $37,500
- **FY 2004 purchase total:** $11,000,000
- **FY 2005 purchase total:** $15,000,000

CITY OF ORLANDO

CONTRACT DOLLARS (in millions) BY CONTRACT TYPE			
Type	FY 2003	FY 2004	FY 2005
Construction	N/A	N/A	95.5
A-E	N/A	N/A	9.5
Goods and services	N/A	N/A	N/A
TOTAL	N/A	N/A	105

FINANCIAL MANAGEMENT SYSTEM:
J. D. Edwards

- **Interface:** Infinium
- **Number of trained users:** 450

PURCHASING CARD PROGRAM:
Pro Card Program

- **Number issued:** 200-300
- **Purchasing authority:**
  - **Per transaction:** $5,000
  - **Per month:** up to $150,000
- **FY 2003 purchase total:** $6,484,000
- **FY 2004 purchase total:** $7,042,000
- **FY 2005 purchase total:** $5,924,000 (3 quarters)

FY 2005 purchase total: $7,899,000 (est. For year)

(See end of Appendix V.5.B for expenditure information broken down in the following categories: Purchase Order Dollars, Annual Contract Dollars, and Professional Contract Dollars)

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PURCHASING ENTITIES SIDE-BY-SIDE COMPARISON, to the Purchasing Committee Report

ORANGE COUNTY

PERFORMANCE MEASURES				
Measure	Standard	FY 2003 Results	FY 2004 Results	FY 2005 Results
Dollar amount of purchases	N/A	$477	$501	$565
Cost to process one commodity or service purchase	N/A		$1.00	<$1.00
Cost to process one contract management transaction			$11.00 (architect-engineer services)	$20.00 (architect-engineer services)
Cost to process one Public Works Award			$1.00 (construction)	<$1.00
Purchase Orders processed within 5 days	N/A	N/A	N/A	N/A
Ensure MBE/WBE participation	Goods - 10%, Construction – 25%, Prof A&E Services – 24%, General Services – 24%	Goods- 4.8% Construction - 24.2% Prof A&E Services – 26.7% General Services - NA	Goods- 1.13% Construction - 14.9% Prof A&E Services- 30.5% General Services- 4.3%	Goods- 1.32% Construction - 15.4% Prof A&E Services- 27% General Services- 4.4%
Dollar amount of purchases made/year per FTE (thousands)			$17,300	$19,500
Cost to add a Capital Asset to system				

OTHER FUNCTIONS AND RESPONSIBILITIES:
None

CITY OF ORLANDO

PERFORMANCE MEASURES				
Measure	Standard	FY 2003 Result	FY 2004 Result	FY 2005 Result
Dollar amount of purchases	NA	See above	See above	See above
Cost to process one commodity or service purchase	$30.00	$29.84	$30.25	$27.35 (est.)
Cost to process one contract management transaction	$19.15	$10.57	$10.56	$11.47 (est.)
Cost to process one Public Works Award	$91.65	$89.66	$85.00	$80.34 (est.)
Purchase Orders processed within 5 days	92%	90%	93%	95% (est.)
Ensure MBE/WBE participation	MBE – 18%, WBE - 7%	100%	100%	100% (est.)
Percent of original purchase price of vehicle recovered	15%	20%	13%	16% (est.)
Percent of non stock items turned around within 24 hours	90%	87%	92%	88% (est.)
City Store Stock Items fulfilled within 4 hours	95%	90%	92%	95% (est.)
City Stores inventory turn over ratio	1:4	1:4	1:4	1:4
Dollar amount of purchases made/year per FTE	N/A	$4,886,000	$6,107,000	$7,478,000
Cost to add a Capital Asset to system	$18.66	$20.00	$20.71	$16.72 (est.)
Cost to process a piece of mail	$0.08	$0.08	$0.06	$0.06

PURCHASING AND MATERIALS MANAGEMENT DIVISION OTHER FUNCTIONS AND RESPONSIBILITIES:
Management of:

- Property Control
- Vehicle Parts Supply
- Facilities Management Supply
- Mail Services and inter-office mail services, shipping and courier services
- M/WBE Program
- Maintains 18 fuel distribution centers
- Conducts auctions
- Standards and specifications engineering services

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PURCHASING ENTITIES SIDE-BY-SIDE COMPARISON, to the Purchasing Committee Report

ORANGE COUNTY	CITY OF ORLANDO
	CAPITAL IMPROVEMENT DIVISION OTHER FUNCTIONS AND RESPONSIBILITIES: • Fiscal management for Public Works Department • Process and pay all engineering and construction project expenditures ($95.5M)
PROCUREMENT ORDINANCE(S): • Procurement Ordinance 92-26	**PROCUREMENT ORDINANCE(S):** • Chapter 7 of City Code, City of Orlando Purchasing Code • Section 133.1 City Policy and Procedures • Section 133.2, City Policy and Procedures • 1000 Series Policy and Procedures Chapter 57 of City Code, Articles II and III
PURCHASING PERSONNEL PER SUPPORTED EMPLOYEE: 0.006	**PURCHASING PERSONNEL PER SUPPORTED EMPLOYEE:** 0.017
PARTNERSHIPS/AGREEMENTS	**PARTNERSHIPS/AGREEMENTS**
PURCHASING AND CONTRACTS DIVISION PARTNERSHIPS WITH OTHER ORGANIZATIONS: None	**PARTNERSHIPS WITH OTHER ORGANIZATIONS:** • Black Business Investment Fund • Hispanic Business Initiative Fund • MWBE Alliance • National Entrepreneur Center • National Minorities Supply Development Council • Orlando-Orange County Expressway Authority • Disney World • Universal Studios • Small Business Administration • Valencia Community College • Florida Office of Supplier Diversity • Orlando Airport Authority • Orange County Public Schools • University of Central Florida • Orlando Utilities Commission
BUSINESS DEVELOPMENT DIVISION PARTNERSHIPS WITH OTHER ORGANIZATIONS: • Black Business Investment Fund • Hispanic Business Initiative Fund • MWBE Alliance • National Entrepreneur Center • National Minorities Supply Development Council • Orlando-Orange County Expressway Authority • Disney World • Universal Studios • Small Business Administration • Valencia Community College • Florida Office of Supplier Diversity • Orlando Airport Authority • Orange County Public Schools • University of Central Florida • Orlando Utilities Commission	

PURCHASING AND CONTRACTS DIVISION DIFFERENCES WITH CITY OF ORLANDO:
• Procurement Committee. The Procurement Committee meets formally to evaluate proposals for goods and services in excess of $100,000. The Committee is chaired by the Manager, Purchasing and Contracts Division with other representatives, including a county commissioner
• Very strong anti-lobbying ordinance
	PURCHASING AND MATERIALS MANAGEMENT DIFFERENCES WITH ORANGE COUNTY:
	• Procures goods and services for law enforcement, water treatment facilities and parts of Public Works
	• Auctions surplus property (this function is performed by the Comptrollers Office in Orange County)
	• Management of:
	  o Property Control
	  o Vehicle Parts Supply
	  o Facilities Management Supply
	  o Mail Services and inter-office mail services, shipping and courier services
	  o M/WBE Program
	  o Maintains 18 fuel distribution centers
	  o Conducts auctions
	  o Standards and specifications engineering services

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PURCHASING ENTITIES SIDE-BY-SIDE COMPARISON, to the Purchasing Committee Report

ORANGE COUNTY	CITY OF ORLANDO

BUSINESS DEVELOPMENT DIVISION DIFFERENCES WITH CITY OF ORLANDO:

- Certify companies based on size and their geographic location (i.e. in the Orlando SMA)
- Monitor MWBEs. When they become viable businesses, they are graduated and can then only participate on big jobs
- Business Development sits on Procurement Committee
- Business Development Division does outreach

PURCHASING AND CONTRACTS DIVISION COOPERATIVE EFFORTS

- Pools requirements with City when bidding large term contracts
- Uses cooperative purchasing agreements via local chapter of National Institute of Government Purchasing and SICOP, other counties, School Boards, Florida state contracts, and Federal GSA contracts

BUSINESS DEVELOPMENT DIVISION COOPERATIVE EFFORTS:

- Gives reciprocity to City of Orlando MWBEs as long as the MWBEs meet the other Orange County requirements

CAPITAL IMPROVEMENT DIVISION DIFFERENCES WITH ORANGE COUNTY:

- Public Works solicits bids and manages selection process for capital improvement projects, and administers all of the preconstruction phase (design) of the project
- Fiscal management for Public Works Department
- Process and pay all engineering and construction project expenditures ($95.5M)

PURCHASING AND MATERIALS MANAGEMENT COOPERATIVE EFFORTS:

- Pools requirements with Orange County when bidding large term contracts
- Uses cooperative purchasing agreements via local chapter of National Institute of Government Purchasing, SICOP, Orange County and/or other counties, School Boards, Florida state contracts, and Federal GSA contracts

ADDITIONAL COLLECTIVE BARGAINING INFORMATION

PURCHASING AND MATERIALS MGMT WORKFORCE COVERED BY COLLECTIVE BARGAINING			
Section	Permanent Employees	Covered	Non-Covered
General Administration	4	0	4
Purchasing	16	16	0
Minority/Women Owned Business Enterprise	4	4	0
Fleet and Facilities Support	9	9	0
Property Control	3	3	0
Mail Services	2	2	0
Auctions			
TOTAL:	38	34	4

CAPITAL IMPROVEMENTS AND INFRASTRUCTURE WORKFORCE COVERED BY COLLECTIVE BARGAINING			
Section	Permanent Employees	Covered	Non-Covered
Admin	5	3	2
Project Engineering	6	6	0
Construction	3	0	3
Design	1	0	1
TOTAL:	15	9	6

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PURCHASING ENTITIES SIDE-BY-SIDE COMPARISON, to the Purchasing Committee Report

ORANGE COUNTY	CITY OF ORLANDO
	ADDITIONAL EXPENDITURE INFORMATION • **PURCHASE ORDER DOLLARS (Oct through Sep)** o **FY 2003:** $18,350,000 o **FY 2004:** $12,408,000 o **FY 2005:** $19,073,000 (3 quarters) o **FY 2005:** $25,431,000 (est. for year) • **ANNUAL CONTRACT DOLLARS (Oct through Sep)** o **FY 2003:** $53,346,000 o **FY 2004:** $75,015,000 o **FY 2005:** $64,508,000 (3 quarters) o **FY 2005:** $86,010,000 (est. for year) • **PROFESSIONAL CONTRACT DOLLARS** o **FY 2005:** $9,500,000 (est. for year)

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

Photo provided by City of Orlando Planning Department

Photo provided by Orange County Planning Department

SECTION XII

Planning Committee Report & Recommendations

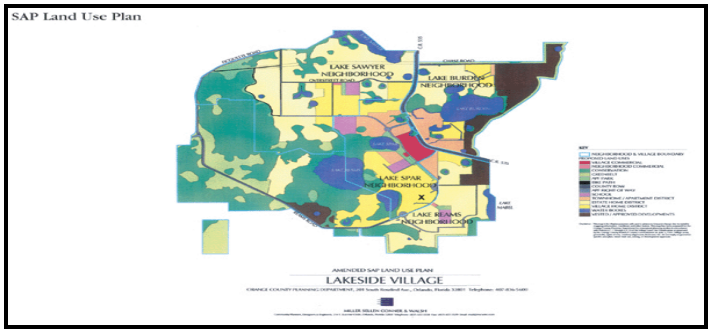


Photo provided by Orange County Planning Division

Photo provided by City of Orlando Planning Department

Planning Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

Table of Contents

Members ..... XII - 2
Meeting Schedule ..... XII - 2
Side-By-Side Comparisons ..... XII - 2
Findings of Fact ..... XII - 2
Conclusions ..... XII - 9
Recommendations ..... XII - 10
Chart Depicting the Committee Schedule and Presenters ..... Appendix A
Planning Departments Side-By-Side Comparison ..... Appendix B
Glossary of Planning Terms Used in This Report ..... Appendix C
Orange County and City of Orlando Levels of Standards for
Seven Service Areas ..... Appendix D
Total Planning Staff Employed in Orange County
As Compared to the Totals for Hillsborough and Pinellas Counties ..... Appendix E
Local Government Comprehensive Certification Agreement (LGCCA) ..... Appendix F

Planning Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

MEMBERS

The Planning Committee consisted of the following individuals:

- Jimmy Goff, Chair
- Don Ammerman
- Scott Gabrielson
- Monty Knox
- Frances Pignone
- Kathy Putnam

MEETING SCHEDULE AND PRESENTERS

The Planning Committee (the "Committee") held its first meeting on December 30, 2005 and met on five separate occasions, concluding its deliberations on March 16, 2006. A chart compiling the Committee's schedule of meetings and the presenters is attached as Appendix A to this report.

SIDE-BY-SIDE COMPARISONS

A detailed Side-By-Side Comparison of the data presented and considered by the Committee is attached as Appendix B to this report. The data cited in the Side-by-Side Comparison is information provided by either Orange County or the City of Orlando and is not based on any independent calculations or studies prepared by the Committee. To help the readers better understand the terminology in this Planning Report, a glossary of planning terms used is attached as Appendix C to this report.

FINDINGS OF FACT

The following findings of fact were determined by the Committee to be of significance and are a basis for their conclusions and recommendations.

Planning
Fact #1

The Committee participated in a teleconference call with a representative from the Hillsborough County City-County Planning Commission (HCCCPC) at the Committee meeting held on December 30, 2005. The following are the significant findings from that call:

- The HCCCPC was established in 1950. Because there was no long-range planning, Sam Gibbons spearheaded an effort to remove planning one step from politics and to have a planning commission that would make recommendations to the elected representatives of Hillsborough County.
- The HCCCPC prepares the Comprehensive Land Use Plan for the four jurisdictions of Hillsborough County.
- The HCCCPC has a staff of 60 County civil service workers (12 of the 60 are MPO members who specialize in transportation planning).
- Their Urban Service Area, adopted in the 1990s, restricted two-thirds of Hillsborough County to the Rural Service Area. The two-thirds restriction is still in place, and the Urban Service Area is actually smaller now than it was then. The Urban Service Area helps promote redevelopment. By somewhat limiting the opportunities for development in the County, the policy promotes redevelopment in the city.
- The HCCCPC is funded by ad valorem taxes according to a

forrmula, but it goes through the County budget process.

- The HCCCPC, in its deliberations, considers the impact of planning decisions on all jurisdictions.

- As regards to annexations, the HCCCPC only gets involved if a land use change is requested in connection with the annexation.

- The HCCCPC makes recommendations to a Board. The HCCCPC has a 90% Board agreement rate with their recommendations. Both the media and citizens are supportive of the HCCCPC. The HCCCPC has a full time media person.

- Hillsborough County and all of its cities but one, Tampa, have planning departments. Tampa has relied on the HCCCPC for planning. Now Tampa desires to have its own planning staff. The HCCCPC works at a more comprehensive, long-range, broader level than the municipal planning staffs.

- The HCCCPC prepares and recommends the comprehensive plans for all jurisdictions.

- State law governs the HCCCPC duties and responsibilities.

- The HCCCPC reviews capital improvements (Capital Improvements Programs) of each jurisdiction for consistency with the Comprehensive Plan.

- The HCCCPC has not been able to standardize land use codes for the entire county.

- The HCCCPC would like to get a dedicated funding source tied to population growth.

- The HCCCPC does proactive planning and when it recognizes a problem it recommends a fix. For example, the HCCCPC developed a "livable roadways" program for the County in response to the HCCCPC observation that some roadways did not have an attractive appearance.

- The HCCCPC reviews every zoning action for consistency with the Comprehensive Plan.

(Source: Ray Chiaramonte, Assistant Executive Director, Hillsborough County City – County Planning Commission)

Planning
Fact #2

The Committee participated in a teleconference call with representatives from the Tallahassee and Leon County Planning Department at the Committee meeting held on January 19, 2006. The following are the significant findings from that call:

- The Tallahassee and Leon County Planning Department, established in the 1960s, is based on an agreement between Tallahassee and Leon County that is reviewed every six years, and that applies only to Comprehensive Planning and rezoning. Tallahassee (size: 102.7 sq. miles) is the only municipality in Leon County (size: 670 sq. miles), although there are some "Census Designated Places" (CDP), such as Woodville. These CDPs are not municipalities. *(Source: Ed Young, Tallahassee and Leon County Planning Department).*

- Both Tallahassee and Leon County have to agree for changes to be made to the urban district (size: 161.3 sq. miles). *(Source: Ed Young, Tallahassee and Leon County Planning Department).* It is one of the most compact developed area in the state.

- The Tallahassee and Leon County Planning Department is funded out of the general fund.

- The Tallahassee and Leon County Planning Department is looked on as a planning resource and they are involved with infrastructure planning (i.e. water, sewer, roads).

- The Tallahassee and Leon County Planning Department is preparing the Evaluation and Appraisal Report (EAR) for the entire Plan.

(Source, unless otherwise noted, was: Fred Goodrow, Tallahassee and Leon County Planning Department)

Planning
Fact #3

The Committee participated in a teleconference call with representatives from the Pinellas County Planning Council at the Committee meeting held on January 19, 2006. The following are the significant findings from that call:

- The Pinellas County Planning Council was created by a special act of the State Legislature in 1973 and a Charter Amendment in 1988.

- The Pinellas County Planning Council has 13 members representing 25 entities (the county and 24 cities).

- The Pinellas County Planning Council prepares and administers the countywide Comprehensive Land Use Plan.

- Local plans can be more restrictive than a county plan, but cannot exceed the parameters of the countywide plan. There is consistency in density, definitions, etc.

- The Pinellas County Planning Council is holding workshops to educate communities on the EAR so that each community can prepare its EAR.

- Ten (10) of the 24 cities have their own planning departments. The other cities depend on the Pinellas County Planning Council. Small cities are served by other utilities that provide utility planning by contract. Many of the small cities only have one main street.

- The Pinellas County Planning Council is funded by a separate ad valorem millage rate (0.020) under their charter.

- The Pinellas County Planning Council doesn't reach far beyond comprehensive planning. For example, the Council does not plan down to the utility level. Redevelopment is now a major concern. The Pinellas County Planning Council has a countywide Redevelopment Plan.

(Source: David Healey, Pinellas County Planning Council).

Planning
Fact #4

Both Orange County and the City of Orlando are currently meeting State concurrency requirements. Both governments have adopted Comprehensive Land Use Plans that have been approved

Photo provided by City of Orlando Planning Department

by the State of Florida Department of Community Affairs. Any amendments to those Plans have been approved through a similar process that requires comment from the Regional Planning Council, from the public and from adjoining governments. *(Source: Dean Grandin, City of Orlando Planning Division Manager and Chris Testerman, Orange County Planning Manager)*

Planning Fact #5

The County and City meet quarterly with each other. The meetings could be formalized. Planning for certain infrastructure needs (e.g. fire stations, roads, police stations, parks) could be better coordinated. *(Source: Dean Grandin, City of Orlando Planning Division Manager)*

Photo provided by Orange County Planning Division

Planning Fact #6

The State of Florida requires that all cities and counties establish level of service standards for purposes of concurrency. Concurrency requires that adequate facilities be in place at time of development. Levels of service standards are required for parks, roads, water, sewer, solid waste, stormwater and transit. The City of Orlando and Orange County's adopted level of service standards are different in each area. See Appendix D to this report for the Orange County and City of Orlando levels of standards for the seven service areas. *(Source: Chris Testerman, Orange County Planning Manager)*

Planning Fact #7

Appendix E to this report compares the planning staff totals for Orange County and Orange County municipalities with the staff totals for Hillsborough and Pinellas Counties.

Planning Fact #8

The City of Orlando is one of two municipalities statewide, with Lakeland being the other, to enter into a Local Comprehensive Planning Agreement (LGCPCA) with the Florida Department of Community Affairs. Under the LGCPCA, most of the City's Growth Management Plan (GMP) amendments are exempt from state and regional review. However, the City is still subject to a maximum of two amendments to the Regular GMP per year. In exchange for this benefit, the City is required to monitor a series of baseline conditions, pursue several community development goals and submit an annual report indicating changes to the baseline conditions and progress in achieving the stated community development goals. Note: More information is available in Appendix F to this report - Local Government Comprehensive Certification Agreement (LGCPCA). *(Source: Dean Grandin, City of Orlando Planning Division Manager)*

Planning Fact #9

Since 1980, Orange County has used an Urban Service Area (USA) concept in its Comprehensive Policy Plan (CPP) to indicate areas of the County appropriate for urban and suburban growth and the provision of urban services, such as central water and wastewater service that make such growth possible.

- In 1991, in response to changes in Florida's growth management legislation, Orange County adopted a new USA boundary at the parcel level. This new USA boundary was less conceptual and more regulatory in nature, with a defined threshold of 14,801 acres available for USA boundary expansion to accommodate projected growth over the planning period.

- In response to unanticipated population and economic growth which has added an estimated 127,000 new residents to Orange County since 2000 (U.S. Census), the 14,801 acre allocation already has been added to the USA, and additional expansions are considered on a case-by-case basis through amendments to Orange County's CPP. This approach has led to challenges, in that cities' lack of coordination with the USA in their annexations and growth and the County's incremental USA expansions make public service planning more fragmented. To address some of these challenges and to meet the needs of growth in a sustainable fashion, Orange County conducted the Horizon West planning process with landowners and citizens in southwest Orange County to address the future uses of former citrus groves no longer suitable for agriculture use and located near the County's internationally-renowned International Drive theme parks and tourist areas. The Horizon West sector planning process included a series of community meetings and design workshops for the overall planning area and its individual Villages. The workshops helped create detailed specific area plans for the area's land uses, environmental protection and provision of adequate infrastructure to meet the needs of new development.

Photo provided by Orange County Planning Division

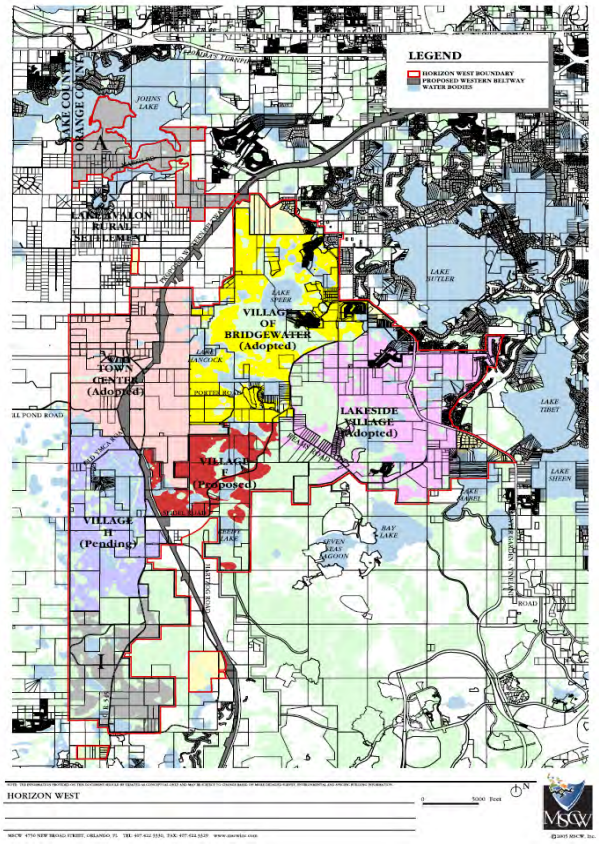


Photo provided by Orange County Planning Division

- This sector planning process became a model for revisions to Florida's growth management laws in 1998 to offer an incentive-based alternative to the Development of Regional Impact (DRI) process. Recognizing the considerable time and resources needed for the DRI process, an optional area-wide master planning process, pursuant to Section 163.3245, Florida Statutes, was enabled for the sector planning of large-scale developments planned in a comprehensive and detailed manner with extensive public participation. Horizon West is a sector plan under this statutory criteria, which helps to ensure that Horizon West's development is compatible, sustainable, and has public facilities and services that add to the community's quality of life.

Photo provided by Orange County Planning Division

(Source: Alissa Torres, Chief Planner, Planning Division, Orange County Growth Management Department)

Planning
Fact #10

The Hillsborough County City-County Planning Commission, the Tallahassee and Leon County Planning Department, and the Pinellas County Planning Council each prepare a countywide comprehensive land use plan. Other jurisdictions within the county may or may not have their own planning department. There are differences in how the three consolidated planning departments are funded. Two are funded by ad valorem taxes, with one according to a formula and the funding going through the county budget process and one by a set millage rate. The third is funded by the general fund. *(Source: David Healey, Executive Director Pinellas County Planning Council; Fred Goodrow, Division Manager for Comprehensive Planning, Tallahassee and Leon County Planning Department; Ray Chiaramonte, Assistant Executive Director, Hillsborough County City –County Planning Commission)*

Planning
Fact #11

Florida law requires the coordination of planning between the School Board and the respective local governing bodies to ensure that plans for construction and opening of public educational facilities are facilitated and coordinated in time and place with plans for residential development, concurrently with other necessary services. Such planning requires, in part and without limitation, that the location of public educational facilities must be consistent with the comprehensive plan and implementing land development regulations of appropriate local governing bodies. To fulfill this statutory requirement, and in recognition of the benefits to their citizens and students, the Orange County Public Schools, Orange County and the City of Orlando have entered into an interlocal agreement regarding school capacity. The agreement establishes the process for determining the availability of school capacity and the roles and responsibilities of the respective parties in determining and resolving school capacity issues. *(Source: Linda Rhinesmith, Economic Development Manager, City of Orlando).*

Planning
Fact #12

Both Orange County and the City of Orlando have professional planning staffs

Photo provided by City of Orlando Planning Department

that are effectively dealing with this area's substantial growth. The Committee saw plenty of evidence of cooperation and communication between the two staffs. *(Source: Commissioner Putnam, Consolidated Services Study Commission)*

Photo provided by Orange County Planning Division

Planning Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

CONCLUSIONS

Based upon testimony received by the Committee members during its various meetings, the Committee unanimously adopted the five conclusions that follow at their meeting held on March 16, 2006:

Planning
Conclusion #1

Planning done in a comprehensive way would result in better intergovernmental cooperation, would probably save money through avoidance of duplication of service provision and could better serve citizens.

Planning
Conclusion #2

Both Orange County and the City of Orlando have good Comprehensive Plans.

Planning
Conclusion #3

Orange County and the City of Orlando Planning Divisions have agreed informally to meet on a quarterly basis to discuss plans for new development and ongoing projects.

Planning
Conclusion #4

Concurrency is a complex issue that needs further refinement throughout the state and cannot simply be resolved through the efforts of Orange County and the City of Orlando. It is anticipated that the new 2005 Growth Management Act will result in refinements and rules necessary to help further manage growth and its impact on service delivery and facilities.

Planning
Conclusion #5

The efforts of the planning staffs of Orange County and the City of Orlando are very professional and commendable.

Planning Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

RECOMMENDATIONS

Consolidation of the Orange County and City of Orlando planning departments was studied for efficiencies in service delivery, economies of scale, opportunities for enhanced intergovernmental cooperation and other related issues. The Committee recommends that the Study Commission adopt the following recommendations for further consideration by both the County and the City:

Planning
Recommendation # 1

That because the Committee found that neither efficiencies in service delivery nor economies of scale would result from consolidation of services, and because bigger is not necessarily better, neither the Orange County and City of Orlando Planning Departments nor their services be consolidated.

Planning
Recommendation # 2

That Orange County and the City of Orlando explore creating common elements and terminology in respect to the Land Development Codes, including such areas as landscape standards, sign regulations, etc.

Planning
Recommendation # 3

That Orange County and the City of Orlando should jointly plan for parks, fire, schools, roads and other critical infrastructure needs, such as was demonstrated by the Southeast Sector plan between the City and the County.

Planning
Recommendation # 4

That Orange County and the City of Orlando formalize their quarterly meetings between planning staff to evaluate common issues and opportunities and jointly study areas with shared boundaries (e.g. International Drive corridor).

Planning
Recommendation # 5

That Orange County and the City of Orlando should coordinate the development of and methodology for impact fees.

Planning Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

APPENDIX A, MEETING SCHEDULE AND PRESENTERS, to the Planning Committee Report

PLANNING COMMITTEE MEETING DATE	PRESENTER(S)	FORMAL PRESENTATION(S)
December 30, 2005	Teleconference with **Raymond Chiaramonte** - Assistant Executive Director, Hillsborough County City-County Planning Commission; **Dean Grandin** – City of Orlando Planning Director; **Chris Testerman** – Orange County Planning Director	
January 19, 2006	Teleconference with **Fred Goodrow** – Division Manager for Comprehensive Planning, Tallahassee and Leon County Planning Department, and **David Healey**, Executive Director, Pinellas County Planning Council	
February 9, 2006	Commission Discussion	
March 1, 2006	Commission Discussion	
March 16, 2006	Commission Discussion	

APPENDIX B, PLANNING DIVISION SIDE-BY-SIDE COMPARISON, to the Planning Committee Report

ORANGE COUNTY	CITY OF ORLANDO

ORGANIZATION
 	
DEPARTMENT:
Growth Management
DIVISION:
Planning
MANAGER:
Chris Testerman
 	
SERVICES PROVIDED:
• Intergovernmental Coordination/Annexations
  o Annexation Review Group
  o CST/PST review
  o Fiscal analysis
  o Joint planning agreements
  o Interlocal service agreements
  o School planning
  o Enclave/Periphery Study
• Development review
  o Project review
  o Subdivision plans
  o Development plans
  o Development Review Committee
• Planning and Zoning Review
  o Rezoning requests
  o Community meetings
  o Parking standards
  o Special exceptions
  o Development Advisory Board
  o Impact Fees
• Comprehensive Planning
  o CRP amendment
  o DRI project review
  o Special Overlay Districts
  o Visioning/Public participation
  o Evaluation and Appraisal Report
• Research and Strategic Planning
  o Demographic and population studies
  o Enterprise Zone
  o Economic development
  o Land Market monitoring
  o Fiscal impact analysis
  o Website Maintenance
• Urban design
  o Site plan review
  o Architectural and Lighting Ordinance
  o Urban Design Commission
	ORGANIZATION
	
	DEPARTMENT:
	Economic Development
	DIVISION:
	City Planning
	MANAGER:
	Dean Grandin
	
	SERVICES PROVIDED:
	• Current Planning
	  o Project review
	  o Municipal Planning Board/ Board of Zoning Adjustment
	  o Land Development Code and map amendments
	  o Subdivisions
	  o Planning/Zoning official determinations
	  o Southeast Town Design Review Committee
	• Long Range Planning
	  o Growth Management Plan Amendments
	  o Evaluation and appraisal reports
	  o Neighborhood Plans/Special Area Studies
	  o Municipal Planning Board
	  o Developments of Regional Impact
	  o Demographic analysis and projections
	  o DCA Certified Community oversight
	• Strategic Planning
	  o Annexations
	  o Fiscal impact analyses
	  o Special studies
	  o Research
	  o Website maintenance
	  o Active Living by Design
	• Design and Historic Preservation
	  o Project appearance review
	  o Historic Preservation Board/DDB DRC
	  o Historic District/Landmark Nominations
	  o Baldwin Park Town Design Review Committee
	  o Small Project Design
	  o Virtual Orlando (3D Model of Clay)

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PLANNING DIVISION SIDE-BY-SIDE COMPARISON, to the Planning Committee Report

ORANGE COUNTY

DIVISION:
Zoning
MANAGER:
Mitch Gordon

SERVICES PROVIDED:

- Arbor review
- Commercial plans review
- Permitting
- Project review and research
- Street addressing

2005 STAFF

PROFESSIONALS	
DIVISION	NUMBER OF EMPLOYEES
Planning	25
Zoning	13
TOTAL Professionals	38

SUPPORT STAFF	
DIVISION	NUMBER OF EMPLOYEES
Planning	4
Zoning	20
TOTAL Support Employees	24

COVERED BY COLLECTIVE BARGAINING	
DIVISION	NUMBER OF EMPLOYEES
Planning	0
Zoning	0
TOTAL Employees covered	0

TOTAL	
DIVISION	NUMBER OF EMPLOYEES
Planning	29
Zoning	33
TOTAL Planning Employees	62

FINANCIAL INFORMATION

PAY PLAN: Orange County Pay Plan

BENEFITS PLAN: Orange County Benefits Plan

FY 2003-2004 BUDGET	
DIVISION	BUDGET
Planning	$2,167,000
Zoning	$2,080,000
TOTAL	$4,247,000

CITY OF ORLANDO

2005 STAFF

PROFESSIONALS	
SECTION/ DIVISION	NUMBER OF EMPLOYEES
City Planning	18
TOTAL Professionals	18

SUPPORT STAFF	
DIVISION	NUMBER OF EMPLOYEES
City Planning	6
TOTAL Support Employees	6

COVERED BY COLLECTIVE BARGAINING	
DIVISION	NUMBER OF EMPLOYEES
City Planning	17
TOTAL Employees covered	17

TOTAL	
DIVISION	NUMBER OF EMPLOYEES
City Planning	24
TOTAL Planning Employees	24

FINANCIAL INFORMATION

PAY PLAN: City of Orlando Pay Plan

BENEFITS PLAN: City of Orlando Benefits Plan

FY 2003-2004 BUDGET	
DIVISION	BUDGET
City Planning	$2,111,000
TOTAL	$2,111,000

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PLANNING DIVISION SIDE-BY-SIDE COMPARISON, to the Planning Committee Report

ORANGE COUNTY

FY 2004-2005 BUDGET	
DIVISION	**BUDGET**
Planning	$3,743,000
Zoning	$2,700,000
TOTAL	$6,243,000

FY 2005-2006 BUDGET	
DIVISION	**BUDGET**
Planning	$3,800,000
Zoning	$2,700,000
TOTAL	$6,508,000

FY 2006-2007 BUDGET (PROPOSED)	
DIVISION	**BUDGET**
Planning	$3,990,000
Zoning	$2,979,000
TOTAL	$6,969,000

TOTAL OPERATING EXPENDITURES FOR ALL OF THE ABOVE (FY 2004-2005)

- **Employee salary:** $3,600,000
- **Overtime:** $6,000
- **Training:** $7,500
- **Equipment and maintenance (including systems and software support):** $40,000
- **Other:** $0
- **TOTAL:** $3,654,000

FUNDING SOURCE:

FUNDING OBTAINED FROM	
DIVISION	**SOURCE**
Planning	General Fund; Building/planning/zoning Fund
Zoning	

OPERATIONAL DATA

NUMBER OF SQUARE MILES COVERED:
800

PAID PLANNING SERVICES STAFFING PER 1,000 RESIDENTIAL POPULATION:
0.09 (planning staff [62] divided by 2005 estimated unincorporated Orange County population [677,185] multiplied by 1,000)

PAID PLANNING SERVICES STAFF COST PER CAPITA FOR RESIDENTIAL POPULATION:
$5.40 (2004-2005 expenditures [$3,654,000] divided by estimated 2005 population [677,185] within unincorporated Orange County)

CITY OF ORLANDO

FY 2004-2005 BUDGET	
DIVISION	**BUDGET**
City Planning	$2,136,000
TOTAL	$2,136,000

TOTAL OPERATING EXPENDITURES FOR ALL OF THE ABOVE (FY 2004-2005)

- **Employee salary:** $1,533,000
- **Overtime:** $1,000
- **Training:** $14,000
- **Equipment and maintenance (including systems and software support):** n/a
- **Other:** $112,000

TOTAL: $2,136,000

FUNDING SOURCE:

FUNDING OBTAINED FROM	
DIVISION	**SOURCE**
City Planning	General Fund

OPERATIONAL DATA

NUMBER OF SQUARE MILES COVERED:
109.6

PAID PLANNING SERVICES STAFFING PER 1,000 RESIDENTIAL POPULATION:
0.11 (planning staff [24] divided by 2005 estimated city resident population [217,327] multiplied by 1,000)

PAID PLANNING SERVICES STAFF COST PER CAPITA FOR RESIDENTIAL POPULATION:
$9.80 (2004-2005 expenditures [$2,136,000] divided by estimated city resident population [217,327]

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PLANNING DIVISION SIDE-BY-SIDE COMPARISON, to the Planning Committee Report

ORANGE COUNTY	CITY OF ORLANDO
PARTNERSHIPS/AGREEMENTS **PARTNERSHIPS:** **AGREEMENTS/SUPPORT AGREEMENTS:** Interlocal agreement for Public School Facility Planning **COOPERATIVE EFFORTS WITH CITY OF ORLANDO:** • Monthly meetings to provide updates on plans and ongoing developments	**PARTNERSHIPS/AGREEMENTS** **PARTNERSHIPS:** **AGREEMENTS/SUPPORT AGREEMENTS:** Interlocal agreement for Public School Facility Planning **COOPERATIVE EFFORTS WITH ORANGE COUNTY:** • Monthly meetings to provide updates on plans and ongoing developments

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PLANNING DIVISION SIDE-BY-SIDE COMPARISON, to the Planning Committee Report

ORANGE COUNTY	CITY OF ORLANDO

ORANGE COUNTY IMPACT FEES

ROAD IMPACT FEE			
Land Use Type	Unit	Fee ($) 7/1/06	Fee ($) 7/1/06
Single-Family Detached	Dwelling	3,500	3,605
Multi-Family	Dwelling	2,453	2,527
Mobile Home Park	Site	1,826	1,881
Retirement Housing	Dwelling	788	812
Hotel/Motel	Room	2,596	2,674
Tourist Hotel	Room	1,015	1,045
Time Share	Dwelling	1,240	1,277
Retail, 50,000 sf or less*	1,000sq.ft.	12,649	13,028
Retail, 50,001-100,000 sf*	1,000sq.ft.	12,916	13,303
Retail, 100,001-200,000 sf*	1,000sq.ft.	11,617	11,966
Retail, 200,001-300,000 sf*	1,000sq.ft.	10,597	10,915
Retail, 300,001-400,000 sf*	1,000sq.ft.	9,888	10,185
Retail, 400,001-500,000 sf*	1,000sq.ft.	9,344	9,624
Retail, 500,001-1,000,000 sq. ft.*	1,000sq.ft.	8,178	8,423
Retail, 1,000,001-1,200,000 sq. ft.*	1,000sq.ft.	7,465	7,689
Retail, more than 1,200,000 sq.ft.*	1,000sq.ft.	7,142	7,356
Retail, Tourist	1,000sq.ft.	4,439	4,572
Auto, New Car Sales	1,000sq.ft.	5,855	6,031
Auto Service	1,000sq.ft.	4,627	4,766
Bank	1,000sq.ft.	23,848	24,563
Day Care Center	1,000sq.ft.	6,763	6,966
Drug Store	1,000sq.ft.	7,616	7,844
Racquet Club	1,000sq.ft.	3,003	3,093
Restaurant, Quality	1,000sq.ft.	12,223	12,590
Restaurant, high-Turnover	1,000sq.ft.	16,820	17,325
Restaurant, Fast Food	1,000sq.ft.	25,907	26,684
Supermarket	1,000sq.ft.	12,455	12,829
Office, 100,000 sq. ft. or less	1,000sq.ft.	6,396	6,588
Office, 100,001-200,000 sq. ft.	1,000sq.ft.	4,967	5,116
Office, more than 200,000 sq. ft.	1,000sq.ft.	4,420	4,553
Office, Medical/Dental	1,000sq.ft.	14,762	15,205
Light Industrial	1,000sq.ft.	3,130	3,224
Manufacturing	1,000sq.ft.	1,712	1,763
Warehousing	1,000sq.ft.	2,223	2,290
Mini-Warehouse	1,000sq.ft.	895	922
Hospital	1,000sq.ft.	6,249	6,436
Nursing Home	1,000sq.ft.	2,169	2,234
Library	1,000sq.ft.	9,001	9,271
Post Office	1,000sq.ft.	18,998	19,568
Public Assembly	1,000sq.ft.	3,101	3,194
School	1,000sq.ft.	4,687	4,828

Note: all residential, hotel, and time-share fees are per unit. All non-residential fees are per 1,000 square feet

* Gross leasable area is total square footage under roof less than ten (10) percent; all others are gross floor area

CITY OF ORLANDO IMPACT FEES

TRANSPORTATION IMPACT FEE			
Impact Fee Use	Fee Basis	**	Fee range ($)
Amusement (Theme) Park	Acre	.9	6,513-9,694
Auto Service and Gas Station	Pump	1	2,493-2,597
Bank	1,000 sf	1	7,208-10,792
Bus Terminal	1,000 sf	.9	2,149-3,199
Church	1,000 sf	.9	801-1,193
Day Care	1,000 sf	.9	2,332-3,651
Eating and Drinking Establishments	1,000 sf	.9	3,573-11,259
Funeral Home	1,000 sf	.9	801-1,193
General Office <100,000 gsf	1,000 sf	.9	1,540-2,126
General Office >200,000 gsf	1,000 sf	.9	846-1,378
General Office 100,000-199,999 gsf	1,000 sf	.9	998-1,626
Hospital	1,000 sf	.9	1,443-2,147
Hotel/Motel	Room	1	605-1,243
Industrial	1,000 sf	.9	599-892
Manufacturing	1,000 sf	.9	331-493
Mini Storage	1,000 sf	.9	224-334
Movie Theater	1,000 sf	.9	5,354-8,806
Residential – Group Housing (2.5 beds = 1 MFE	Unit	1	541-807
Residential – Mobile Home	Unit	1	402-600
Residential – Multi-Family	Unit	1	541-807
Residential - Nursing Home (2 beds = 1 MFE)	Unit	1	541-807
Residential – RSSF	Unit	1	541-807
Residential – Single Family	Unit	1	799-1,192
Residential Tandem	Unit	1	541-807
Retail >1,250,000 gsf	1,000 sf	.9	1,091-2,773
Retail 0 – 24,999 gsf	1,000 sf	.9	4,771-7,144
Retail 1,000,000 – 1,249,999 gsf	1,000 sf	.9	1,091-2,925
Retail 100,000-199,999 gsf	1,000 sf	.9	1,091-4,414
Retail 200,000-299,999 gsf	1,000 sf	.9	1,091-3,353
Retail 25,000-49,999 gsf	1,000 sf	.9	1,091-7,144
Retail 300,000-399,999 gsf	1,000 sf	.9	1,091-3,818
Retail 400,000-499,999	1,000 sf	.9	1,091-3,475
Retail 50,000-99,999 gsf	1,000 sf	.9	1,091-4,647
Retail 500,000-999,999 gsf	1,000 sf	.9	1,091-3,231
School – elementary school (grades k-8	1,000 sf	.9	652-1,029
School – high School	1,000 sf	.9	703-1,046
School – Junior community College	1,000 sf	.9	830-1,235
School – University	1,000 sf	.9	2,589-3,853
Warehousing	1,000 sf	.9	420-624

MFE – Multi-Family Equivalent

** - .9 = Formula ((Gross Square Footage X 90%)/1,000) X appropriate fee rate.

1= For these categories, the fee used directly corresponds to the quantity developed.

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PLANNING DIVISION SIDE-BY-SIDE COMPARISON, to the Planning Committee Report

ORANGE COUNTY

WASTEWATER IMPACT FEE			
Land Use Type/Establishment	Fee Based On Unit (Equivalent Residential Unit (ERU) 300 gallons per day [GPD])		Fee ($)
	Unit	Factor	
RESIDENTIAL			
*Single-family home	Per unit	1.000	3,668
*Duplex (1 or 2 bedrooms	Per unit	0.833	3,055
*Duplex (3 or more bedrooms)	Per unit	1.000	3,668
*Multi-family (2 bedrooms)	Per unit	0.833	3,055
*Multi-family (1 bedroom)	Per unit	0.583	2,138
*Multi-family (efficiency <500 sq ft	Per unit	0.500	1,834
*Multi-family (3 or more bedrooms)	Per unit	1.000	3,668
*Mobile home (1or 2 bedrooms	Per unit	0.667	2,447
*Mobile home (3 or more bedrooms)	Per unit	0.833	3,055
COMMERCIAL			
*Auditorium	Seat	0.017	62
*Barber/beauty shop	Operator Station	0.300	1,100
*Bowling alley	Lane	0.333	1,221
*Convenience store (no gas pumps)	Use fixture units	N/A	
FOOD SERVICE			
*Restaurant/cafeteria	Seat	0.100	367
*Restaurant (twenty-four hour)	Seat	0.167	613
*Restaurant (fast food)	Seat	0.050	183
*Bar/cocktail lounge	Seat	0.067	246
HOTEL/MOTEL (not including food service, banquet and meeting rooms, and laundries)	Room	0.500	1,834
INDUSTRIAL BUILDING (not including food service or industrial wastewater flows; industrial wastewater flows to be determined on fixture basis unless director or his designee agrees to alternative flow calculation			
*Without showers	Employee	0.050	183
*With showers (emergency showers not included)	Employee	0.177	429
LAUNDRY	Per machine	1.333	4,889
OFFICE BUILDING (add food service and retail space)	1,000 sq ft gross	0.334	1,225
SERVICE STATION	Per bay	1.000	3,668
*Add:	Per wash bay	3.200	11,738
*Add:	Per toilet room	1,000	3,668

Table continued on next page

CITY OF ORLANDO

WASTEWATER IMPACT FEE		
Land Use Type	Fee Based On	Fee ($)
Single Family	Equivalent Residential Unit (ERU) 250 gallons per day (GPD)	2,537.50
Multi-Family	Equivalent Residential Unit (ERU) 190 gallons per day (GPD)	1,928.50
Tandem/Garage apartment/duplex	Equivalent Residential Unit (ERU) 190 gallons per day (GPD)	1,928.50
Commercial	$10.15 * 15.0 gallons per day per fixture unit Restaurants: Indoors, per seat Outdoor Covered, per seat Outdoor Uncovered per seat	 243.60 182.70 91.35

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

ORANGE COUNTY	CITY OF ORLANDO

WASTEWATER IMPACT FEE (continued)

Land Use Type/Establishment	Fee Based On Unit (Equivalent Residential Unit (ERU) 300 gallons per day [GPD])		Fee ($)
	Unit	Factor	
THEATER	Per seat	0.010	37
*Theater (Dinner)	Per seat	0.067	246
TRAILER PARK (overnight)	Space	0.333	1,221
DENTIST OFFICE	Per dentist	0.833	3,055
MEDICAL OFFICE	Per doctor	0.833	3,055
CHURCH	Per seat	0.017	62
HOSPITAL	Per bed	0.833	3,055
NURSING HOME	Per bed	0.417	1,530
WAREHOUSE OFFICE			
*Use fixture units for warehouse area an see "Office" category for calculating ERUs in that area. (Add for food service and add for retail space if applicable)			
WAREHOUSE SPACE	Use fixture units	N/A	
MEETING AND/OR BANQUET ROOMS	Per seat	0.017	62
*(Total sq ft/15 sq ft/person X 0.017 X number of seats)			
AUTOMOTIVE REPAIR AND MAINTENANCE STORE	Per bay	0.250	917
RETAIL SPACE	Use fixture units	N/A	
RETAIL STORE/SELF-SERVICE GAS PUMPS	Per restroom	1.000	3,668
*(Add remaining fixture units)			
EXTENDED CARE FACILITIES	Per efficiency	0.500	1,834
CONVENIENCE STORE WITHOUT GAS PUMP	Use fixture units		
SCHOOLS, MIDDLE AND HIGH	Per student	0.067	246
SCHOOLS, ELEMENTARY AND NURSERY	Per student	0.025	92

Fotenote (c) For all establishments not listed above, the total equivalent residential unit (ERU) value shall be determined by multiplying the number of fixture units, as published in the Standard Plumbing Code, by twenty-five (25), and then dividing that numerator by three hundred (300) GPD.

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PLANNING DIVISION SIDE-BY-SIDE COMPARISON, to the Planning Committee Report

ORANGE COUNTY	CITY OF ORLANDO

WATER IMPACT FEE

Land Use Type/Establishment	Fee Based On Unit (Equivalent Residential Unit (ERU) 350 gallons per day [GPD])		Fee ($)
	Unit	Factor	
RESIDENTIAL			
*Single-family home	per unit	1.000	1,950
*Duplex (1 or 2 bedrooms)	per unit	0.833	1,624
*Duplex (3 or more bedrooms)	per unit	1.000	1,950
*Multi-family (2 bedrooms)	per unit	0.833	1,624
*Multi-family (1 bedroom)	per unit	0.583	1,137
*Multi-family (efficiency <500 sq ft	Per unit	0.500	975
*Multi-family (3 or more bedrooms)	Per unit	1.000	1,950
*Mobile home (1or 2 bedrooms	Per unit	0.667	1,301
*Mobile home (3 or more bedrooms)	Per unit	0.833	1,624
COMMERCIAL			
*Auditorium	Seat	0.017	33
*Barber/beauty shop	Operator Station	0.300	585
*Bowling alley	Lane	0.333	649
*Convenience store (no gas pumps)	Use fixture units	N/A	
FOOD SERVICE			
*Restaurant/cafeteria	Seat	0.100	195
*Restaurant (twenty-four hour)	Seat	0.167	326
*Restaurant (fast food)	Seat	0.050	98
*Bar/cocktail lounge	Seat	0.067	131
HOTEL/MOTEL (not including food service, banquet and meeting rooms, and laundries)	Room	0.500	975
INDUSTRIAL BUILDING (not including food service or industrial wastewater flows; industrial wastewater flows to be determined on fixture basis unless director or his designee agrees to alternative flow calculation			
*Without showers	Employee	0.050	98
*With showers (emergency showers not included)	Employee	0.177	228
LAUNDRY	Per machine	1.333	2,599
OFFICE BUILDING (add food service and retail space)	1,000 sq ft gross	0.334	651
Service station	Per bay	1.000	1,950
*Add:	Per wash bay	3.200	6,240
*Add:	Per toilet room	1,000	1,950
THEATER	Per seat	0.010	20
*Theater (Dinner)	Per seat	0.067	131
TRAILER PARK (overnight)	Space	0.333	649
DENTIST OFFICE	Per dentist	0.833	1,624

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ORLANDO UTILITES COMMISSION (OUC)

WATER IMPACT FEE

Land Use Type	Fee Based On Percentage or Multiple of Equivalent Residential Connection [ERC] (325 gallons per day [GPD])*	Fee ($) (System Development Charge [SDC])
Residential- Single Family – ¾ inch meter	1.000	1,920
Residential- Single Family – 1 inch and above meter	3.310	6,355
Duplex, 1-2 bedrooms	0.833	1,599
Duplex, 3 or more bedrooms	1.000	1,920
Multifamily, efficiency (<500 sq. ft.)	0.500	960
Multifamily, 1 bedroom	0.583	1,119
Multifamily, 2 bedroom	0.833	1,599
Multifamily, 3 or more bedrooms	1.000	1,920
Hotel (per room)	0.500	960
Commercial ¾ inch meter	1.310	2,515
Commercial 1 inch meter	3.680	7,066
Commercial 1 ½ inch meter	7.450	14,304
Commercial 2 inch meter	11.580	22,234
Commercial 3 inch meter or greater	Determined by a site-specific fixture analysis.	

* The system development charge is designed to recover a portion of the amount of investment required for water system facilities caused by growth. This charge is assessed on all new metered connections that create additional demands on the system and existing meter connections that have a significant increase in flow as determined by OUC. This charge is applied based on the associated customer capacity requirements that are measured in Equivalent Residential Connections (ERC). The ERC concept defines all other uses as either a percentage or multiple of the estimated single-family water use. The system development charge does not apply to special irrigation meters.

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

ORANGE COUNTY	CITY OF ORLANDO

WATER IMPACT FEE (continued)

Land Use Type/Establishment	Fee Based On Unit (Equivalent Residential Unit (ERU) 350 gallons per day [GPD])		Fee ($)
	Unit	Factor	
CHURCH	Per seat	0.017	33
HOSPITAL	Per bed	0.833	1,624
NURSING HOME	Per bed	0.417	813
WAREHOUSE OFFICE			
*Use fixture units for warehouse area an see "Office" category for calculating ERUs in that area. (Add for food service and add for retail space if applicable)			
MEETING AND/OR BANQUET ROOMS	Per seat	0.017	33
*(Total sq ft/15 sq ft/person X 0.017 X number of seats)			
AUTOMOTIVE REPAIR AND MAINTENANCE STORE	Per bay	0.250	486
RETAIL STORE/SELF-SERVICE GAS PUMPS	Per restroom	1.000	1,950
EXTENDED CARE FACILITIES	Per efficiency	0.500	975
CONVENIENCE STORE WITHOUT GAS PUMP	Use fixture units	N/A	
SCHOOLS, MIDDLE AND HIGH	Per student	0.067	131
SCHOOLS, ELEMENTARY AND NURSERY	Per student	0.025	49

FIRE IMPACT FEE

Land Use Type	Fee Based On	Fee 3/10/06	Fee 03/10/07
Single Family Detached	Per Unit	200.85	207.88
Multi-Family	Per Unit	176.03	182.19
Mobile Home	Per Unit	200.85	207.88
Hotel/Motel	Per 1,000 sq. ft.	162.75	168.45
Offices/Institutional	Per 1,000 sq. ft.	182.87	189.27
Industrial	Per 1,000 sq. ft.	39.36	40.74
Storage	Per 1,000 sq. ft.	47.34	49.00
Retail	Per 1,000 sq.ft.	223.34	231.16

PARKS AND RECREATION IMPACT FEE

Land Use Type	Fee Based On	Fee 3/10/06	Fee 3/10/07
Single Family	Per unit	1,122.89	1,205.98
Multi-Family	Per unit	809.43	869.33
Accessory Family	Per unit	809.43	869.33
Mobile Home	Per unit	841.17	903.42

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX B, PLANNING DIVISION SIDE-BY-SIDE COMPARISON, to the Planning Committee Report

ORANGE COUNTY	CITY OF ORLANDO

LAW ENFORCEMENT IMPACT FEE			
Land Use Type	Fee Based On	Fee 3/10/06	Fee 3/10/07
Single Family	Per Unit	193.00	197.83
Multi-Family	Per Unit	61.00	62.53
Mobile home	Per Unit	61.00	62.53
Hotel/Motel	Per Room	98.00	100.45
Manufacturing	Per 1,000 sq. ft.	47.00	48.18
Warehousing		47.00	48.18
Commercial/Retail		308.00	315.70
Office/Institutional		77.00	23.58
Schools		23.00	23.58

SCHOOLS IMPACT FEE		
Land Use Type	Fee Based On	Fee
Single Family	Per Unit	7,000
Multi-Family	Per Unit	3,807
Mobile Home	Per Unit	4,104

Note: These data are not exactly comparable because of variability of accounting, organizational structure, and services provided.

APPENDIX C, GLOSSARY OF PLANNING TERMS USED IN THIS REPORT, to the Planning Committee Report

Glossary of Planning Terms

Ad Valorem tax: A tax levied on the assessed value of real property (also known as "property tax").

Comprehensive Plan: A plan for development of an area that recognizes the physical, economic, social, political, aesthetic, and related factors of the community involved.

Concurrency: Statutory requirement that certain public facilities be available concurrent with the impacts of development. The facilities include sanitary sewer, potable water, solid waste, Stormwater drainage, recreation, schools and transportation. (S.163.3180 F.S.) *(Source: Chris Testerman, Manager, Orange County Planning Division)*

Density: The number of dwelling units permitted per net acre of land.

Evaluation and Appraisal Report (EAR): A summary audit of a local government's Comprehensive Plan to assess progress and identify changes that need to be made. The EAR is required by Florida Statutes Chapter 163.3191 and is conducted approximately every seven years.

Impact Fee: A fee charged by local governments to developers as a total or partial reimbursement for the cost of providing additional facilities or services needed as a result of new development (e.g., wider roads, new sewers, etc.)

Infrastructure: Facilities and services needed to sustain industry, residential, commercial, and all other land-use activities, including water, sewer lines, and other utilities, streets and roads, communications, and public facilities such as fire stations, parks, schools, etc.

Land Use Code (also known as Land Development Codes or Zoning Codes)**:** A set of detailed regulations that indicate how land is occupied or utilized; regulations that indicate the kinds, location and intensity of land uses, the applicable resource protection and development policies, and, where necessary, a listing of implementing actions.

Metropolitan Planning Organization (MPO): A local governmental unit that has legal jurisdiction over a geographic area for government service planning such as transportation and land-use planning. (In Central Florida, MetroPlan is our MPO and deals only with transportation planning issues.)

Millage Rate: The rate established each year by local government that is used in the calculation of property taxes.

Redevelopment: Any proposed expansion, addition, or major façade change to an existing building, structure, or parking facility.

Rural: A sparsely developed area where the land is primarily used for farming, forestry, resource extraction, very low-density residential uses (one unit per 10 acres or less) or open space uses.

Urban Service Area: A defined area, not always coincidental with a municipality's corporate boundaries, that defines the geographical limits of government-supplied public utilities (such as water, gas, electricity, and sewer) and services (such as police, fire, schools, parks, and recreation).

Source: A Glossary of Zoning, Development, and Planning Terms, American Planning Association, edited by Michael Davidson and Fay Dolnick

APPENDIX D, ORANGE COUNTY AND CITY OF ORLANDO STANDARDS FOR SEVEN SERVICE AREAS, to the Planning Committee

Table of Contents

D.1 Orange County Adopted Level of Service Standards

D.2 City of Orlando Adopted Level of Service Standards

Appendix D.1 Orange County Adopted Level of Service Standards
(Received from Michael Rigby, AICP, Senior Planner, Research and Strategic Planning Section, Orange County Planning Division, 2:39 p.m., March 6,2006, in an e-mail, Subject: Adopted Levels of Service)

Transportation Element

OBJECTIVE 1.1 The County will continue to enforce minimum level-of-service standards on County roads and State roads within unincorporated Orange County.

POLICIES

1.1.1 The generalized peak hour level-of-service for roadways identified within the Florida Intrastate Highway System shall be as follows:

Service	Urban Expansion Areas,	Urban Urbanized Area *	Rural Area*
	FIHS	D**	B**

* As defined by MertroPlan Orlando

1.1.2 The generalized peak hour level-of-service for Orange County shall be as follows:

County and State Maintained Roads

Service	Urban Expansion Areas,	Urban Urbanized Area *	Rural Service Area Rural Settlements
	Freeways	D**	B**
	Principal Arterials	E**	D**
	Minor Arterial	E**	D**
	Collectors	E**	D**

* Includes Approved Specific Area Plans in Horizon West

** Level of Service A – free flow – individual users are unaffected by the presence of others in the traffic stream

Level of Service B – stable flow – presence of other users in the traffic stream begins to be noticeable

Level of Service C – stable flow – marks the beginning of the range in which the operation of individual users becomes significantly affected by the presence of others

Level of Service D – high density but stable flow – speed and freedom to maneuver are severely Restricted

Level of Service E – represents operating conditions at or near capacity level. All speeds are reduced to a low, but relatively uniform value

Level of Service F – is used to define forced or breakdown flow. This condition exists whenever the amount of traffic approaching a point exceeds the amount which can traverse the point

(Source for Level of Service Definitions: Susan McCune, AICP, Project Manager, Transportation Planning Division, Orange County Public Works Department, 3:13 p.m., March 7th, 2006, in an e-mail, Subject: Level of Service Standards)

Capital Improvement Element

OBJECTIVE 1.3 Orange County shall regulate growth by requiring the adopted level of service standards for traffic circulation, mass transit, recreation, potable water, sanitary sewer, solid waste, and storm water management to be maintained through public or private investment.

POLICIES

1.3.1 Public facilities and services consistent with the adopted level of service standards must be available concurrent with the impacts of new development or expansion of service areas, consistent with 9J-5.0055(2), F.A.C.

1.3.2 (Please see Transportation Element, Policy 1.1.1.)
(Amend. 12/00, Ord.#00-25)

1.3.3 The level of service standard for transit is 73,500 person trips per day transit capacity, consistent with Transportation Policy 1.6.1.
(Amend. 12/00, Ord.#00-25)

1.3.4 When central water service from Orange County Public Utilities is required for development, the level of service standard shall be 350 gallons per day per equivalent residential unit.

1.3.5 When central sewer from Orange County Public Utilities is required for development, the level of service standard shall be 300 gallons per day per equivalent residential unit.

1.3.6 The level of service standard for solid waste is to maintain a landfill capacity to accommodate solid waste generated at a rate of 6.0 lbs/ person/day.

1.3.7 The level of service standards for recreation are 1.5 acres/1,000 population for publicly owned activity-based parks, and 6.0 acres/1,000 population for publicly owned resource-based parks.

1.3.8 Orange County shall maintain a level of service standard, for new and existing development, based on the following storm water quantity and quality criteria:

A. Design storm based on 24 hour minimum.

FACILITY	DESIGN STORM
Bridges	50 Year
Canals, ditches, or culverts for drainage external to the development	25 Year
Cross drains, storm sewers	10 Year
Roadside swales for drainage internal to the development	10 Year
Detention basins	25 Year
Retention basins (no positive outfall)	100 Year

B. Pollution abatement shall be accomplished by requiring storm water management systems to retain or detain with filtration, the first one-half inch of run-off from developed sites, or the run-off generated from the first inch of rainfall on developed sites, whichever is greater.

C. Orange County shall require a retention/detention system that limits peak discharge of a developed site to the discharge from the site in an undeveloped condition during a 24-hour/25-year frequency storm event.

D. Orange County shall require, prior to development approval, that projects receive appropriate permits from State agencies to comply with the rules and regulations for storm water facility design, performance and discharge.

E. Discharged storm water run-off shall not degrade receiving surface water bodies below the minimum conditions as established by State water quality standards (17-302 and 17-40.420, Florida Administrative Code).

Appendix D.2 City of Orlando Adopted Level of Service Standards

(Received from Linda Rhinesmith, Economic Development Manager, City of Orlando, 4:14 p.m., March 20th, 2006, in an e-mail, Subject: LOS standards)

WASTEWATER

The following wastewater LOS standards apply to new and existing development:

Land Use	Gallons Per Day	Unit
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

PARKS AND RECREATION

The following parks and recreation LOS standards apply 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

SOLID WASTE

The following solid waste LOS standards apply to new and existing development:

Land Use	Pounds Per Day	Unit	Minimum Pick Up
Residential	4.54	Unit	Twice a Week
Non-Residential	0.009	Square Feet	Twice a Week
Hotel	5.70	Room	Twice a Week

POTABLE WATER

The following potable water LOS standards apply to new and existing development:

Land Use	LOS Without Reclaimed Water	LOS With Reclaimed Water
Single-Family	325 g/du/d	160 g/du/d
Multi-Family	200 g/du/d	200 g/du/d
Hotel	187 g/rm/d	187 g/rm/d
Commercial	0.13 g/sqft/d	0.13 g/sqft/d
Office	0.15 g/sqft/d	0.15 g/sqft/d
Industrial	0.22 g/sqft/d	0.22 g/sqft/d
Government	0.15 g/sqft/d	0.15 g/sqft/d
Hospital	0.22 g/sqft/d	0.22 g/sqft/d

Minimum Line Pressure	Demand condition
50 psi	Average Day
40 psi	Peak Day
25 psi	Peak Day + Fire Flow

STORMWATER The following Stormwater LOS standards apply to new development:

Facility	LOS Standard
City Primary	Design Storm: 25 year/24 hour Max Flood Stage: 100 yr/3 day below floor elevations Max. Hydraulic Grade Line (HGL): at gutter elevation for 25 year/6 hour storm
City Secondary	Design Storm: 10 year/6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year/6 hour Max HGL: at gutter elevation
City Tertiary	Design Storm: 10 year/6 hour Max. HGL: 1' below gutter elevation Check Storm: 25 year/6 hour Max. HGL: at gutter elevation
Arterial Road	Roadway Section and Inlet Design: 10 year/6 hour storm Minimum 2' between seasonal high water table and bottom of base course.
Collector Road	Roadway Section and Inlet Design: 5 year/6 hour storm Minimum 1'between seasonal high water table and bottom of base course
Minor Road	Roadway Section and Inlet Design: 3 year/6 hour storm Minimum 1" between seasonal high water table and bottom of base course.
Travel Lane Spread	12 feet for all roads; roads with parking lane, width measured from face to curb to centerline outermost travel lane; clearance between design water surface and top of curb – 1"
Max. Run Distance	400 feet to first inlet
Retention Ponds	Retain the greater of: -first ½ inch of runoff, or -runoff from the first 1 inch of rain; separate from detention system
Detention Ponds	Design Storm: 25 year/24 hour Detain the volume necessary to restrict post development peak runoff to predevelopment peak runoff.
Detention Ponds	Same as above plus storage (landlocked basins) on-site for the 100 year/ 24 hour storm.
Floodprone Areas	Development allowed in 100 year floodplain with compensatory storage loss and floodstage increases less than one foot from the base elevation.

TRANSPORTATION

Major thoroughfares outside the Transportation Concurrency Exception Area with an adopted LOS standard of "F" shall not be significantly degraded. Significant degradation means traffic increases exceeding the following percentages over the adopted vehicles per hour per land (vphpl) standards:

Limited Access Facilities

- 4 lanes 29%
- 6 lanes 18

Arterials and Collectors

- 2 Lanes Undivided 56%
- 4 Lanes Undivided 34%
- 4 Lanes Divided 25%
- 6 Lanes Divided 17%

One-Way Roads

- 2 Lanes 25%
- 3 Lanes 17%
- 4 Lanes 15%

Constrained Facilities

- 4 or 6 Lanes 10%

All other thoroughfares have a LOS standard E.

APPENDIX E, TOTAL PLANNING STAFF EMPLOYED IN ORANGE COUNTY AS COMPARED TO THE TOTALS FOR HILLSBOROUGH AND PINELLAS COUNTIES, to the Planning Committee Report

INCORPORATED ORANGE COUNTY CITY/TOWN	**Total Number of Planning Employees**
• Apopka	Total staff: 4 3 Planners/1 Non-Planner
• Belle Isle	Total staff: 1 1 Planner
• Eatonville	Total staff: 3 2 Planners/1 Non-Planner
• Edgewood	Total staff: 1 City Clerk
• Maitland	Total staff: 17 5 Planners/12 Non-Planners
• Oakland	Total staff: 1
• Ocoee	Total staff: 7 4 Planners/3 Non-Planners
• Windermere	Total staff: 1 1 Planner
• Winter Garden • *(Information taken off Winter Gardens official website)*	Total staff: 5 3 Planners/2 Non-Planners
• Winter Park	Total staff: 11 5 Planners/6 Non-Planners
• **SUB TOTAL**	Total staff: 51 24 Planners
• **Orange County**	Total Staff: 63
• **City of Orlando**	Total staff: 25
TOTAL ORANGE COUNTY	Planners: 112
INCORPORATED HILLSBOROUGH COUNTY CITY/TOWN	**Total Number of Planning Employees**
• Tampa	Total planning staff: 0
• Plant City	Total: 2 Planners
• Temple Terrace	Total: 1 Planner
• **SUB TOTAL**	Total; 3 Planners
• **Hillsborough County**	Planning and Growth Management: 88 Planners/19 Non-Planners
• **Hillsborough County City-County Planning Commission**	Total staff: 60 (12 of the 60 are MPO who do transportation planning)
TOTAL HILLSBOROUGH COUNTY	Total: 170 Planners: 151

Planning Committee Report

Orange County/City of Orlando Consolidation of Services Study Commission

INCORPORATED PINELLAS COUNTY CITY/TOWN	Total Number of Planning Employees
Belleair	1
Belleair Beach	1
Belleair Bluff	1
Belleair Shore	0
Clearwater	12
Dunedin	2
Gulf Port	2
Indian Rocks Beach	2
Indian Shores	1
Kenneth City	0
Largo	7
City of Madeira Beach	1
North Redington Beach	0
City of Oldsmar	2
City of Pinellas Park	3
Town of Redington Beach	3
Town of Redington Shores	0
City of Safe Harbor	2
City of St. Pete Beach	2
City of St. Petersburg	21
City of Seminole	1
City of South Pasadina	1
City of tarpon Springs	3
City of Treasure Island	2
SUB TOTAL	70
Pinellas County	20
Pinellas County Planning Council	7
TOTAL PINELLAS COUNTY	97
RECAP	
TOTAL PLANNERS - ORANGE COUNTY	112
TOTAL PLANNERS - HILLSBOROUGH COUNTY	151
TOTAL PLANNERS - PINELLAS COUNTY	97

APPENDIX F, LOCAL GOVERNMENT COMPREHENSIVE CERTIFICATION AGREEMENT (LGCPCA), to the Planning Committee Report

(Received from Kevin R. Tyjeski, AICP, Chief Planner – Long Range Planning, City of Orlando, 4:57 p.m., February 20, 2006, in an e-mail, Subject: Planning Committee Report Input)

Mr. O'Neil:

The City of Orlando's Local Government Comprehensive Planning Certification Agreement (LGCPCA) and Annual Reports are posted on the following web site:

http://www.cityoforlando.net/planning/cityplanning/Certification/Cert_Agreement.htm

Under the LGCPCA, most of the City's Growth Management Plan (GMP) amendments are exempt from state and regional review. However, the City is still subject to the twice per year limitation on Regular GMP amendments. In addition, the following GMP amendments are not exempt from state and regional review:

1. Plan amendments that change the boundary of the Certification Area;

2. Plan amendments that propose a rural land stewardship area, pursuant to Section 163.3177(11)(d), Florida Statutes;

3. Plan amendments that propose an optional sector plan, pursuant to Section 163.3245, Florida Statutes;

4. Plan amendments that propose a school facilities element;

5. Plan amendments that update a comprehensive plan based on an evaluation and appraisal report;

6. Plan amendments that impact lands outside the Certification Area (i.e., amendments needed to assign City future land use designations to annexed property);

7. Plan amendments that implement new statutory requirements that require specific comprehensive plan amendments;

8. Plan amendments that increase hurricane evacuation times or increase the need for shelter capacity on lands within the coastal high hazard area;

9. Plan amendments that implement the water supply planning requirements pursuant to Section 163.3177(6)(c), Florida Statutes; and

10. Plan amendments for proposed DRIs and plan amendments to existing DRIs undergoing substantial deviation review pursuant to s. 380.06(19), Florida Statutes.

In exchange for this benefit, the City is required to monitor a series of baseline conditions, pursue several community development goals, and submit an annual report indicating any changes to the baseline conditions and progress in achieving the community development goals. Progress to date is summarized in the Annual Report available on the City's web site. If you have specific questions, please feel free to call me.

Kevin R. Tyjeski, AICP
Chief Planner - Long Range Planning
City of Orlando
P.O. Box 4990
400 South Orange Avenue
Orlando, FL 32802-4990
Phone: (407) 246-3387
Fax: (407) 246-2895

SECTION XIII

Appendix A
Charter Amendment

XIII. APPENDIX A, CHARTER AMENDMENT

ARTICLE IX

ORANGE COUNTY/CITY OF ORLANDO CONSOLIDATION OF SERVICES STUDY COMMISSION

Section 901. Orange County/City of Orlando Consolidation of Services Study Commission.

A. The Board of County Commissioners ("County") shall appoint five members and the Orlando City Council ("City") shall appoint four members to serve on the Orange County/City of Orlando Consolidation of Services Study Commission. An additional two members may be appointed by majority vote of the Orange County legislative delegation. All members of the Orange County/City of Orlando Consolidation of Services Study Commission shall be electors of the County and shall include a broad base of representation from throughout the community. No elected official shall be appointed as a member of the Orange County/City of Orlando Consolidation of Services Study Commission.

B. The Orange County/City of Orlando Consolidation of Services Study Commission shall be empowered to conduct a comprehensive study of the consolidation of City/County government services and shall be specifically charged with providing a report to the City and County with specific findings and recommendations regarding efficiencies in service delivery, economies of scale, opportunities for enhanced intergovernmental cooperation between the two local governments, and other related issues. The Orange County/City of Orlando Consolidation of Services Study Commission shall be appointed no later than February 1 of the year after approval of a majority of the electors voting on the question at referendum and shall sine die no later than 18 months following that election.

C. The Orange County/City of Orlando Consolidation of Services Study Commission shall hold no less than four public hearings prior to presenting its report to the County and City, which report shall be presented no later than September 1 following its adjournment.

D. The Orange County/City of Orlando Consolidation of Services Study Commission shall create and elect appropriate officers, as it deems necessary and proper for the orderly conduct of its specific duties.

E. The County shall pay the reasonable expenses of the Orange County/City of Orlando Consolidation of Services Study Commission. The City shall have the option to provide staff assistance to the Consolidation of Services Study Commission and assist with such expenses.

F. The County may enact an ordinance to adopt the provisions of this section, which shall prevail over any municipal ordinance to the extent of any conflict.
(Amended November 2004)

SECTION XIV

Appendix B
Orange County Ordinance

XIV. APPENDIX B, ORANGE COUNTY ORDINANCE

APPROVED
Y ORANGE COUNTY BOARD
F COUNTY CONMISSIONERS
JAN 1 1 2005 gg/bs

EFFECTIVE DATE
JAN 1 8 2005

ORDINANCE NO. 2005-02

AN ORDINANCE PERTAINING TO ORANGE COUNTY, FLORIDA AND THE CITY OF ORLANDO; CREATING THE ORANGE COUNTY/CITY OF ORLANDO CONSOLIDATION OF SERVICES STUDY COMMISSION ("COMMISSION") MANDATED BY THE ORANGE COUNTY CHARTER; SPECIFYING THE NUMBER OF MEMBERS TO SERVE ON THE COMMISSION PURSUANT TO SECTION 901 OF THE ORANGE COUNTY CHARTER; PROVIDING FOR THE TERM OF MEMBERSHIP; PROVIDING FOR THE DUTIES OF THE COMMISSION; PROVIDING FOR ADMINISTRATIVE MATTERS; PROVIDING FOR COMPLIANCE WITH LAW; PROVIDING FOR CONFLICT OF LAWS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, Section 901 of the Orange County Charter created the Orange County/City of Orlando Consolidation of Services Study Commission (hereinafter referred to as "Commission"); and

WHEREAS, Section 901 of the Orange County Charter (hereinafter referred to as "Section 901") authorizes the County to enact an ordinance related to the provisions of Section 901.

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF ORANGE COUNTY:

Section 1. ***Composition.*** The Commission shall consist of nine or eleven members to be appointed no later than February 1, 2005 in the following manner:

A. Five members to be appointed by the Orange County Board of County Commissioners.

B. Four members to be appointed by the Orlando City Council.

C. Two members may be appointed by majority vote of the Orange County Legislative delegation.

D. All members of the Commission shall be electors of Orange County. The Commission shall include a broad base of representation from throughout the community. The Orange County/City of Orlando Consolidation of Services Study Commission shall be a citizen-based group, having representation from organizations not otherwise directly affiliated with local governments, and may include representation of organizations such as the Chamber of Commerce, League of Women Voters, County Watch, Orange County Homeowners Association, and like organizations.

E. No elected official shall be a member of the Commission.

F. Commission members serve on a voluntary basis and shall not receive any compensation except for reimbursement of direct out-of-pocket expenses, if any, as allowed under Florida law and County rules and regulations.

Section 2. ***Term of membership.*** Each Commission member shall be appointed to serve until the Commission is adjourned as provided in Section 901.

Section 3. ***Duties.*** The Commission is empowered to:

A. Conduct a comprehensive study of the consolidation of City/County government services.

B. Provide a report to the City and County with specific findings and recommendations regarding:

(i) efficiencies in service delivery

(ii) economies of scale

(iii) opportunities for enhanced intergovernmental cooperation

(iv) other related issues.

2

Section 4. Administrative matters.

A. *Officers.* The Commission may create and elect appropriate officers as it deems necessary and proper. The Commission may create such committees as necessary to conduct the business of the Commission.

B. *Meetings.* The Commission shall meet as necessary to carry out the business of the Commission. The Commission shall hold no fewer than four public hearings prior to presenting its report to the City and County, which report shall be presented no later than September 1, 2006. The first meeting of the Commission shall be April 6, 2005, in the chambers of the Orange County Board of County Commissioners, located at the Administration Center, 201 S. Rosalind Avenue, Orlando, Florida.

C. *Vacancy.* Any resignation or vacancy occurring during the term of membership shall be filled by the appropriate authority pursuant to section 1 above for the remainder of the membership term.

D. *Administrative Staff.* Orange County shall pay the reasonable expenses of the Commission which shall include, but not be limited to, accommodations for public meetings and hearings, staff assistance, and supplies. The City of Orlando has the option to provide staff assistance to the Commission and assist with such expenses.

E. *County Review.* Within 180 days of the date the report is presented to the County, the Board of County Commissioners shall evaluate the impacts of the Commission Recommendations to County operations, hold appropriate public hearings to obtain citizen input and initiate discussions with the City of Orlando regarding implementation of the Commission Recommendations.

Section 5. ***Compliance with law.*** All actions of the Commission shall be in accordance with applicable law, including, but not limited to, the Florida Public Records Law (Chapter 119, Florida Statutes) and Florida Government-in-the-Sunshine Law (Section 286.011, Florida Statutes).

Section 6. ***Conflict.*** This ordinance shall prevail over any municipal ordinance to the extent of any conflict.

Section 7. ***Severability.*** If any provision of this ordinance or the application thereof to any person, governmental body, or circumstance is held invalid, the invalidity shall not affect other provisions or applications of this ordinance which can be given effect without the invalid provision or application, and to this end the provisions of this ordinance are declared severable.

Section 8. ***Effective date.*** This ordinance shall take effect pursuant to general law.

ADOPTED THIS 11th DAY OF January, 2005.

ORANGE COUNTY, FLORIDA
By: Board of County Commissioners

By: for Richard T. Crotty
County Mayor

ATTEST: MARTHA O. HAYNIE, County Comptroller
As Clerk of the Board of County Commissioners

By: _____
Deputy Clerk

S:\JNewton\ORDRES\Consolidation Ordinance.clean.rtf (12/28/04)

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SECTION XV

Documents

XV. DOCUMENTS

Date Received/Document Title

- **04-06-05** Consolidation Commission Training Session (PowerPoint)
- **05-16-05** Orange County Government Overview Presentation (PDF); City of Orlando Government Overview Presentation PowerPoint Version (Powerpoint)
- **05-16-05** A Proposed Plan of Consolidation – City of Orlando & Orange County, Florida, Prepared by: UCF Doctoral Students, presented to the Orange County/City of Orlando Consolidation of Services Commission by former Orange County Commission Chairman, Linda Chapin
- **6-21-05** Orange County's Citizens' Financial Report for Year Ended September 30, 2004 (PDF)
- **06-21-05** Orange County Budget & Services Overview Presentation (PDF)
- **06-21-05** City of Orlando Budget & Services Overview Presentation (PDF)
- **07-27-05** Orange County/City of Orlando Organizational, Budgetary, Staffing & Operational Comparisons (PDF)
- **08-18-05** Orange County Parks and Recreation Overview Presentation to the Parks and Recreation Committee (PowerPoint)
- **08-18-05** City of Orlando Families, Parks and Recreation Department Presentation to the Parks and Recreation Committee (PowerPoint)
- **08-22-05** Orange County Fire Rescue Presentation to the Fire and Emergency Services Committee (PowerPoint)
- **08-22-05** City of Orlando Transportation Department Presentation to the Transportation Committee (PowerPoint)
- **08-22-05** City of Orlando Communications Fact Sheet
- **08-22-05** Executive Director's report (PDF)
- **08-23-05** Orange County Utilities Department Presentation to the Water Utilities Committee (PowerPoint)
- **08-23-05** City of Orlando Wastewater Division Presentation to the Water Utilities Committee (PowerPoint)
- **08-23-05** OUC Presentation to Water Utilities Committee (PDF)
- **08-25-06** City of Orlando Sewer Service Rates distributed to the Water Utilities Committee by the Executive Director (PDF)
- **08-26-05** Orlando Fire Department Communications Fact Sheet (MS Word)
- **08-26-05** City of Orlando Fire Department Presentation to the Chairman of the Fire and Emergency Services Committee and the Executive Director of the Consolidation of Services Study Commission (PowerPoint)

- **08-29-05** City of Orlando In-house Services & Functions distributed to members of the Parks & Recreation Committee (PDF)
- **08-29-05** City of Orlando Parks Division Outsourced Services & Functions distributed to members of the Parks & Recreation Committee (PDF)
- **08-29-05** City of Orlando Division of Purchasing and Materials Management Presentation to the Purchasing Committee (PowerPoint)
- **08-29-05** Orange County Purchasing and Contracts Division Presentation to the Purchasing Committee (PowerPoint)
- **08-29-05** Orange County Parks and Recreation Department Contract Analysis Information Distributed to Members of the Parks and Recreation Committee (PDF)
- **08-31-05** Presentation by the City of Orlando Stormwater Management Division to the Water Utilities Committee (PDF)
- **08-31-05** Presentation by Orange County Stormwater Management Division to the Water Utilities Committee (PDF)
- **09-06-05** Executive Director's Report on the Annexation Process and Growth Projections (PDF)
- **09-06-05** Executive Director's report (PDF)
- **09-08-05** Metro Plan Orlando Presentation to the Transportation Committee (PDF); Follow this link if you prefer the PowerPoint version. (Powerpoint)
- **09-08-05** MetroPlan Orlando Transportation Improvement Program (TIP) 2005-06 thru 2009-10 distributed to members of the Transportation Committee (PDF)
- **09-08-05** Orange County Signalization Presentation to the Transportation Committee (PDF); Follow this link if you prefer the PowerPoint version. (Powerpoint)
- **09-08-05** City of Orlando Signalization Presentation to the Transportation Committee (PowerPoint)
- **09-09-05** Orange County Fire Rescue Communications Presentation to the Fire and Emergency Services Committee (PowerPoint)
- **09-19-05** City of Orlando Public Works Procurement Presentation to the Purchasing Committee (PDF); Follow this link if you prefer the PowerPoint version.
- **09-20-05** Orange County New Recreation Partner Locations distributed to members of the Parks & Recreation Committee (PDF)
- **09-20-05** Orange County Parks & Recreation Division Contracts & Agreements distributed to members of the Parks & Recreation Committee (PDF)
- **09-26-05** Orlando Fire Communications Overview presentation to the Fire & Emergency Services Committee (PDF)
- **09-27-05** League of Women Voters Presentation (MS Word)
- **09-27-05** County Watch Presentation (MS Word)
- **09-27-05** Executive Director's Report (MS Word)

- **10-06-05** City of Orlando Fire Department EMS 2004 Incidents presented to the Fire & Emergency Services Committee. (PDF)
- **10-06-05** Rural/Metro Ambulance Presentation presentation to the Fire and Emergency Services Committee. (PowerPoint)
- **10-10-05** Executive Director's report (PDF)
- **10-14-05** Public Safety Answering Point Consolidation, February 2004 Report to the Minnesota Legislature Executive Director provided hyperlink to website to Commissioners (PDF)
- **10-17-05** Orlando/Orange County Expressway Authority presentation to the Transportation Committee. (PowerPoint)
- **10-20-06** Minutes of the Oct. 13th Parks & Recreation Staffs Meeting with Executive Director presented to the Parks & Recreation Committee by the Executive Director (PDF)
- **10-27-05** Pinellas County Functional Consolidation of 20 Fire Departments distributed to Orange County/City of Orlando Consolidation of Services Study Commission by Executive Director. (PDF)
- **10-31-05** City of Jacksonville/Duval Consolidation Presentation (MS Word) & City of Jacksonville & City of Jacksonville Annual Financial Plan, 2005
- **10-31-05** Unified Land Development Codes (Powerpoint)
- **10-31-05** Executive Director's report (PDF)
- **11-02-05** Primary Care Access Network (PCAN) presentation to the Fire & Emergency Services Committee. (PDF)
- **11-02-05** Regional Delivery Option for Fire Rescue Service in Broward County distributed to Orange County/City of Orlando Consolidation of Services Study Commission members by Executive Director. (PDF)
- **11-02-05** Funding Alternatives for Fire and Emergency Services distributed to Orange County/City of Orlando Consolidation of Services Study Commission members by Executive Director. (PDF)
- **11-03-05** Alachua County Consolidated Communications Center (PDF)
- **11-08-05** Health Central Emergency Department presentation to the Fire & Emergency Services Committee. (PowerPoint)
- **11-11-05** OUC/City of Orlando Water Resources Management Optimization Study by CH2M Hill distributed to the Orange County/City of Orlando Consolidation of Services Study Commission members by Executive Director ***NOTE:*** *Executive Summary distributed Nov. 2005 is included in the Final Report distributed Jan. 2006* (PDF)
- **11-21-05** Executive Director's Report (PDF)
- **11-21-05** Orange County 3-1-1 Report (PDF)
- **11-21-05** Letter Outlining City's Joint Planning Issues sent to Orange County Attorney November 2, 2005. (PDF)
- **11-21-05** City of Orlando's Status Report on the City-County Joint Agreement (PDF)
- **12-05-05** Burton-Financial Model distributed to Orange County/City of Orlando Consolidation of Services Study Commission members by Executive Director (PDF)

- **12-05-05** Burton-Financial Appendix 1 distributed to Orange County/City of Orlando Consolidation of Services Study Commission members by Executive Director (PDF)
- **12-12-05** LYNX Presentation of the Transportation Committee (PDF)
- **12-13-05** LYNX Presentation of the Orange County/City of Orlando Consolidation of Services Study Commission (PDF)
- **12-13-05** Executive Director's Report (PDF)
- **01-03-06** The ARS Guide to Successful Local-Regional Governmental Consolidation distributed to Orange County/City of Orlando Consolidation of Services Study Commission by Executive Director (PDF)
- **01-09-06** Executive Director's Report (PDF)
- **01-10-06** Bus-Hub System distributed to Transportation Committee members by Executive Director (PDF)
- **01-19-06** Informational Handout Prepared by CSSC Staff distributed to the Planning Committee by Executive Director (PDF)
- **01-23-06** Orange County EMS & Office of the Medical Director presentation to the Fire & Emergency Services Committee (PDF)
- **01-27-06** Letter of Resignation from Commissioner Richard L. Spears, Legislative Delegation Appointee (PDF)
- **01-30-06** Executive Director's Report (PDF)
- **02-06-06** Executive Director's Report (PDF)
- **02-10-06** JEA Water Services Merger distributed to Orange County/City of Orlando Consolidation of Services Study Commission by Executive Director (PDF)
- **02-10-06** JEA Merger Colorado Springs Workshop Presentation distributed to Orange County/City of Orlando Consolidation of Services Study Commission by Executive Director (PDF)
- **02-14-06** Public Hearings Schedule for the Orange County/City of Orlando Consolidation of Services Study Commission (PDF)
- **02-20-06** Commission Process Presentation to the public by Executive Director (PDF)
- **02-20-06** Executive Director's Report (PDF)
- **03-07-06** Commission Process Presentation to the public by Executive Director (PDF)
- **03-20-06** Executive Director's Report (PDF)
- **03-20-06** Commission Process Presentation to the public by Executive Director (PDF)
- **03-20-06** Seminole County Parks & Recreation Interlocal Agreement with Seminole County Schools distributed to Orange County/City of Orlando Consolidation of Services Study Commission members by Commissioner Pignone (PDF)
- **03-20-06** Agenda Item 5 Correction to Facility Name for 3/29/06 Public Hearing Location distributed to Orange County/City of Orlando Consolidation of Services Commission members by Executive Director (PDF)

- **03-20-06** Commission Process for Accepting Committee Recommendations distributed to Orange County/City of Orlando Consolidation of Services Commission members by Commission's Legal Counsel (PDF)
- **03-22-06** Public Hearing Schedule (Revised 3-20-06) (PDF)
- **03-28-06** Structuring the Debate on Consolidation, Article in the Mar-Apr 2006 Edition of Public Administration Review distributed to Orange County/City of Orlando Consolidation of Services Commission members by Executive Director (PDF)
- **03-28-06** Frame the Consolidation Debate With A Sound Argument, Article in Mar-Apr 2006 Edition of Public Administration Review distributed to Orange County/City of Orlando Consolidation of Services Commission members by Executive Director (PDF)
- **03-29-06** Commission Process Presentation to the public by Executive Director (PDF)
- **04-10-06** Commission Process Presentation to the public by Executive Director (PDF)
- **04-10-06** Commissioner Knox's Comment Relating to the Fire & Emergency Services Committee Recommendations at 3-29-06 CSSC Meeting distributed to Orange County/City of Orlando Consolidation of Services Commission members by Executive Director (PDF)
- **04-10-06** Executive Director's Report (PDF)
- **04-10-06** League of Women Voters of Orange County Presentation to Orange County/City of Orlando Consolidation of Services Study Commission (PDF)
- **04-10-06** Revisions to 2006 CSSC Meeting Schedule (PDF)
- **04-10-06** Water Utilities Committee Chairman Gabrielson's Proposed Amendment to the Draft Water Utilities Committee Report (PDF)
- **04-17-06** Executive Director's Report (PDF)
- **04-17-06** Revisions to 2006 CSSC Meeting Schedule (PDF)
- **04-17-06** Purchasing Committee Chairman Kelly's Proposed Revisions to Draft Purchasing Committee Report
- **04-24-06** Executive Director's Report (PDF)
- **04-24-06** Commissioner Pignone's Proposed Changes to the Draft Fire & Emergency Services Committee Report (PDF)
- **04-24-06** Commissioner Pignone's Proposed Changes to the Draft Transportation Committee Report (PDF)
- **04-24-06** Commissioner Pignone's Proposed Changes to the Draft Water Utilities Committee Report (PDF)
- **05-02-06** Commission Expenditures Through April 30, 2006 (PDF)
- **05-02-06** Executive Director's Report (PDF)
- **05-02-06** Commissioner Fennell's Suggested Comments for Inclusion in Final Report (PDF)
- **05-02-06** Suggested Correction to Water Utilities Committee Report Submitted by Rick Coleman, OUC (PDF)