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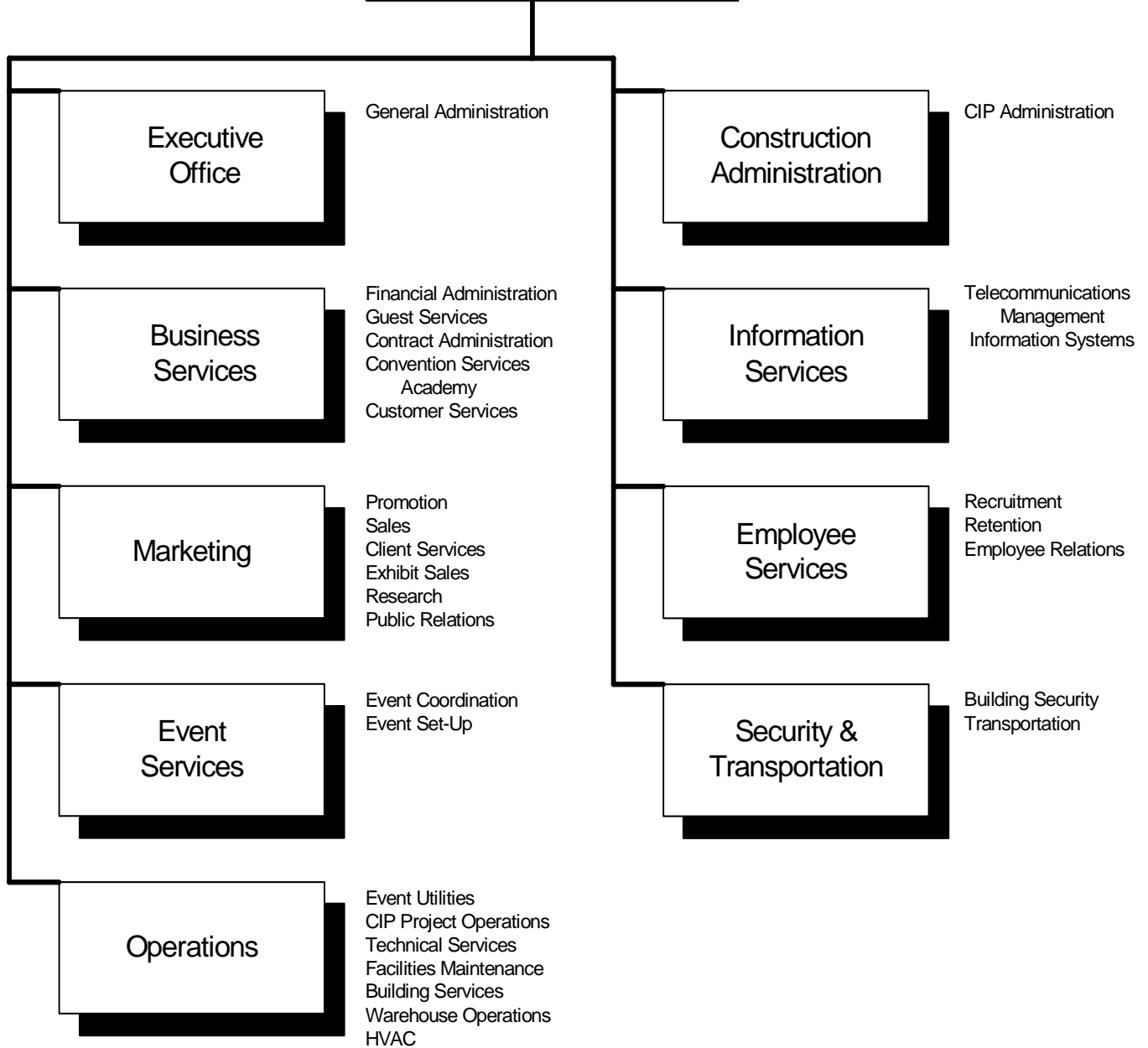
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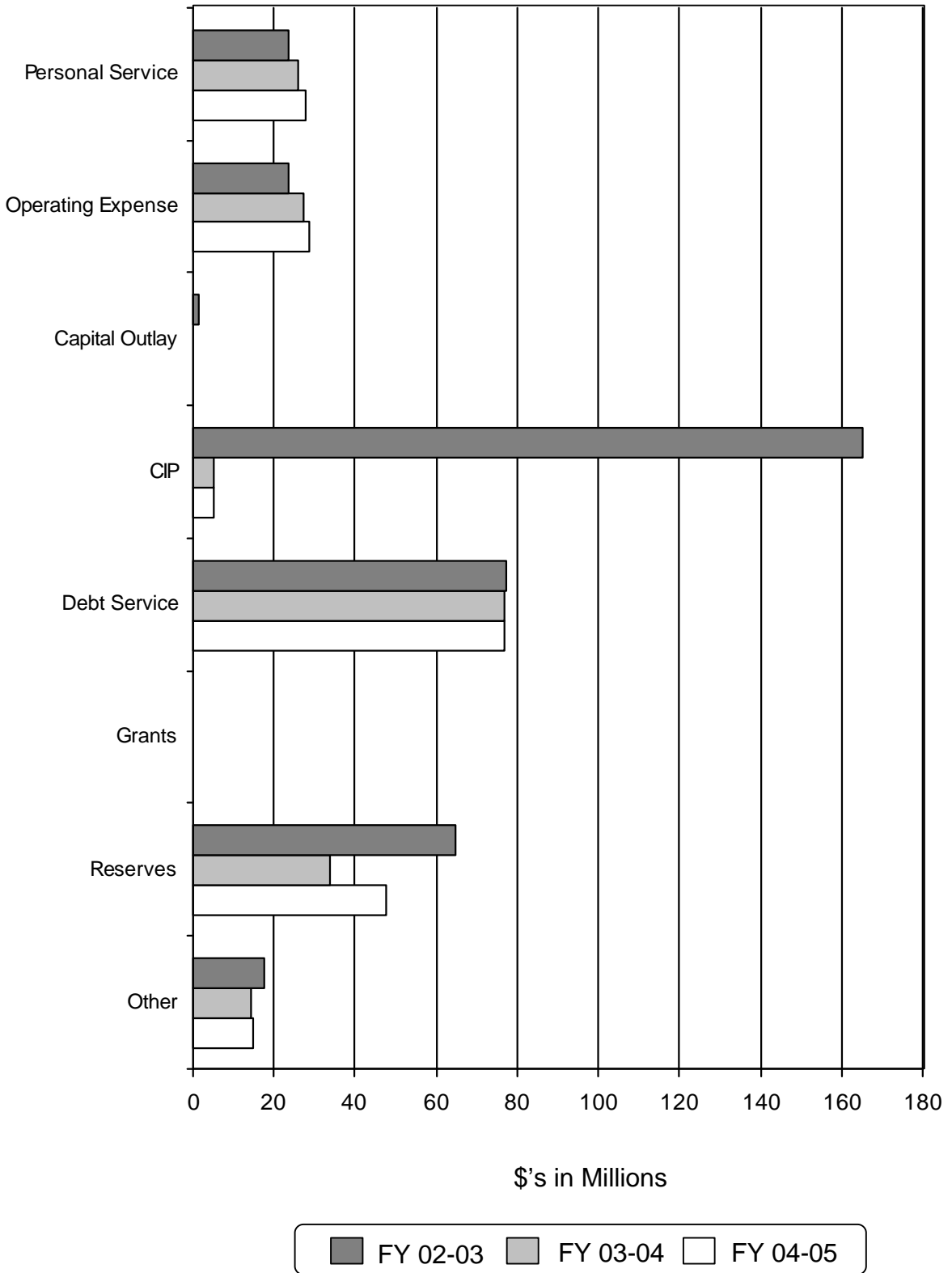
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CONVENTION CENTER



Convention Center



DEPARTMENT: Convention Center

EXPENDITURES	FY 2001-02	FY 2002-03	FY 2003-04	Percent Growth	FY 2004-05	Percent Growth
	Prior Year	Budget	Proposed		Proposed	
	Actual	As of 3/31/03	Budget		Budget	
Personal Services	21,085,553	23,855,660	25,668,817	7.6%	27,311,966	6.4%
Operating Expenditures	20,586,641	23,684,925	27,360,502	15.5%	28,409,436	3.8%
Capital Outlay	1,242,950	1,290,670	482,894	-62.6%	360,622	-25.3%
Subtotal	42,915,144	48,831,255	53,512,213	9.6%	56,082,024	4.8%
Capital Improvement	264,093,369	165,191,528	4,971,855	-97.0%	5,082,900	2.2%
Debt Service	114,278,117	77,215,581	76,905,751	-.4%	76,906,331	.0%
Grants	285,000	210,000	210,000	.0%	210,000	.0%
Reserves	0	64,656,069	34,616,016	-46.5%	48,998,061	41.5%
Other	25,563,801	17,611,809	14,334,447	-18.6%	14,875,479	3.8%
Total	447,135,430	373,716,242	184,550,282	-50.6%	202,154,795	9.5%

PERSONNEL

Authorized Positions	461	538	545	1.3%	579	6.2%
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FUNDING SOURCE SUMMARY	FY 2001-02	FY 2002-03	FY 2003-04	Percent Growth	FY 2004-05	Percent Growth
	Prior Year	Budget	Proposed		Proposed	
	Actual	As of 3/31/03	Budget		Budget	
General Fund	0	0	0	.0%	0	.0%
Special Revenue Funds	0	0	0	.0%	0	.0%
Grant Funds	0	0	0	.0%	0	.0%
Impact Fee Funds	0	0	0	.0%	0	.0%
Enterprise Funds	447,135,430	373,716,242	184,550,282	-50.6%	202,154,795	9.5%
Debt Service Funds	0	0	0	.0%	0	.0%
Capital Project Funds	0	0	0	.0%	0	.0%
Internal Service Funds	0	0	0	.0%	0	.0%
All Other Funds	0	0	0	.0%	0	.0%
Total	447,135,430	373,716,242	184,550,282	-50.6%	202,154,795	9.5%

PURPOSE STATEMENT:

The Orange County Convention Center (OCCC), a 7 million square foot complex (2.1 million square feet of exhibition space) has become an integral part of the engine fueling the economy in Central Florida by hosting conventions, trade shows, and meetings.

The mission of the Orange County Convention Center is economic development. By hosting regional, national and international conventions, meetings and trade shows, the Center infuses the local economy with new money and expanding business opportunities.

The mission of our staff is to provide outstanding service to the clients and users of the Center, to stimulate their desire to return and to enhance the community's reputation of excellence.

The Center, through a yield management process, accomplishes this mission by booking those events with the greatest economic impact based on room nights, and providing exceptional service. Services include facility rental, utilities (electric, water, air, etc.), labor (rigging, set-up, etc.), parking, equipment rental (audio, lighting, etc.), and numerous sub-contracted services (food services, business center, internet access, telecommunications, etc.) as needed for clients.

The Convention Center Department consists of 10 Divisions: Executive Office, Marketing, Business Services, Event Services, Event Operations, Facility Operations, Employee Services, Information Services, Security and Transportation, and Capital Planning.

The Convention Center Executive Office provides overall leadership and management support for the various Center divisions. This office also networks with current and potential clients and fosters partnerships within the County and with the Orlando/Orange County Convention and Visitors Bureau, the Central Florida Hotel & Lodging Association, the Economic Development Commission, area business leaders and other organizations.

The Marketing Division is charged with promoting and selling the Convention Center. The booking of business activity occurs through sales efforts of the Marketing staff with the assistance of other Center divisions and the Orlando/Orange County Convention and Visitors Bureau.

The Business Services Division provides administrative and financial support to the Center's divisions. Also, services are provided to clients, exhibitors and attendees via lease agreements, exhibit services, parking toll booths, baggage operations, and guest services.

The Event Services Division's role is to act as a liaison between the client and the Center's operating staff to fulfill the logistical needs of show management (the client) in terms of the services provided by the Center. This division is also responsible for setting of chairs and equipment for meeting rooms.

The Event Operations Division is responsible for providing a variety of client/user services, such as electrical, water, rigging, technical services, etc. The primary "customers" are event coordinators, show managers, exhibitors, and attendees.

The Facility Operations Division is responsible for providing various support services for the facility, such as building maintenance, warehouse, heating ventilation air conditioning, etc.

The Employees Services Division is responsible for the recruitment and retention of employees, employee relations, and our Convention Services Academy.

The Information Services Division provides MIS and data services and support to Center staff. The division also oversees data and telecommunication services provided to clients, exhibitors, and Center staff by the contracted vendor.

The Security & Transportation Division is responsible for the security of the facility (which includes fire and life safety), and for managing traffic and guest transportation.

The Capital Planning Division of the Convention Center is responsible for the Center's large capital projects. This includes all phases of construction coordination including developing specifications, obtaining permits, and overseeing the various construction projects.

COMMENTS:

Personal Services – The FY 03-04 and FY 04-05 budgets include a 3% salary increase for all eligible employees. In addition, the budgets reflect increases for County health insurance premiums and retirement rates for all classes of employees, as established by the Florida Retirement System. The Center has requested a net of 3 new positions in FY 03-04 and a net of 34 new positions in FY 04-05. These positions are needed to support the new complex.

37 New Positions FY 03-04:

Toll Booth Operators (4 FTE's) (8 Part-time)
Operations Tech II (1)
Sr. Event Set-Up Worker (1)
Event Set-Up Worker (1)
Rigging Coordinators (3)
Sr. Convention Service Workers (2)
Convention Service Workers (8)
Inventory Control Coordinator (1)
Assistant Exhibit Services Supervisor (1)

Operations Tech III (4)
Operations Tech IV (3)
Operations Facility Coordinator (1)
Maintenance Coordinator (1)
Bus Drivers (3)
Dock Coordinator (1)
Sr. Traffic Coordinator (1)
Traffic Master (1)

34 Positions Deleted FY 03-04:

Senior Marketing Assistant (1)
Administrative Assistants (2)
Office Supervisor (1)
Information Services Supervisor (1)
Telecommunication Technicians (7)
Assistant Telecommunication Supervisors (2)

Project Managers (6)
Administrative Specialists (6)
Assistant Project Managers (3)
Project Coordinators (4)
Network Operations Specialist (1)

Note: most of the deleted positions are a result of previously contracting out the telecommunication services and no longer needing the applicable construction staff due to the completion of the new complex in FY 02-03.

35 New Positions FY 04-05:

Sr. Convention Services Workers (2)
Convention Service Workers (10)
Operations Tech IV (5)
Operations Tech III (9)
Operations Tech II (1)

Maintenance Coordinator (1)
Security Representatives (5)
Assistant Transportation Supervisor (1)
Traffic Master (1)

1 Position Deleted FY 04-05

Administrative Specialist (1)

Operating Expenses – FY 03-04 operating expenses have increased by 16% compared to FY 02-03 budget primarily due to the new Complex being completed in late FY 02-03. FY 04-05 operating expenses have increased by 5.3% compared to FY 03-04 primarily due to increases to the O/OCCVB and the Arts and Cultural Affairs Advisory Council.

Capital Outlay – The Capital Outlay budget for FY 03-04 and FY 04-05 is \$482,894 and \$360,622, respectively. The budgets decreased primarily due to cost cutting measures taken on by all of the divisions and reduce level of new/replacement equipment purchases for Center operation.

Capital Improvements – The FY 03-04 and FY 04-05 budgets include funds for Convention Center Improvements and Convention Center Business Integration. Please refer to the Capital Improvements section for a complete listing of the projects.

Debt Service – Funds are included in the budget to provide for debt service expenditures related to bond issuance for capital projects.

Grants – The FY 03-04 and FY 04-05 budgets include \$135,000 to the Orlando Area Sports Commission and \$75,000 to support the Annual Florida Classic Football Game.

Reserves – Included are reserve for contingency, restricted reserve and reserve for future capital outlay.

Other - FY 03-04, based upon the Tourist Development Plan, anticipated expenditures to other entities from the TDT includes: \$13,819,447 to the Orlando/Orange County Convention and Visitors Bureau and \$515,000 to the Arts and Cultural Affairs Advisory Council. The FY 04-05 anticipated expenditures include: \$14,345,029 to the O/OCCVB and \$530,450 to the Arts and Cultural Affairs Advisory Council.

Revenues – FY 03-04 total revenues are significantly lower than FY 02-03 budgeted revenues primarily because of a decrease in cash brought forward due to the reduction of construction cash on hand as the new Complex is nearing completion. Due to global economic conditions, the Tourist Development Tax (TDT) revenues remain fairly flat, being projected at \$97.7 million. FY 04-05 total revenues are anticipated to increase 10% over FY 03-04 budgeted revenues primarily due to an increase in cash brought forward and operating revenues.

PERFORMANCE MEASUREMENT PROGRAM INFORMATION

Department: Convention Center

Program Descriptions:

The Convention Center programs work together as a cohesive team to book, coordinate and provide services to their many clients. Each program provides special skills to meet clients' needs. Thus, no one portion of the team can stand alone without jeopardizing the services provided to the client. The goal of the Center is to provide outstanding customer service to facilitate the client's desire to return to the Center, thus optimizing the economic impact to the local economy. The program goals listed below support our Strategic Planning Goals of:

- Promoting and selling the facility to increase the economic impact to the community.
- Enhancing productivity and quality of service, utilizing technology as applicable to operate efficiently and effectively.
- Improving transportation systems in the community so the Center can be successful in meeting its mission of bringing additional visitors and dollars into the community.
- Maintaining knowledgeable and customer-oriented staff to increase rebookings and maintain the Center's reputation as a premier facility.
- Increasing the community's understanding of the Convention Center, its mission and impact.

Comments/Highlights:

Despite the lingering effects of the economic downturn, bookings remain steady. The number of events booked is less than the identical reporting period last year, however, attendance for these events is 1% higher.

While the reporting period in the previous year included months immediately following 9/11, attendance for events held in this fiscal year is 51%, a significant increase.

Occupancy is significantly higher than the previous reporting period. This can be attributed to the Orange County Convention Center (OCCC) hosting larger events than the previous reporting period. The average square footage of all events in the first half of FY 02-03 was 329,318 compared to 284,204 in the previous period.

The OCCC sales staff, in conjunction with the Orlando/Orange County Convention and Visitors Bureau, has implemented a sales initiative that will result in increased bookings for our lower demand periods through 2010.

SELECTED PERFORMANCE BASED MEASUREMENTS

Department: Convention Center		FY 01-02 Actual	FY 02-03 (As of 3/31/03)	FY 02-03 Target	FY 03-04 Target	FY 04-05 Target
Major Services and Performance Measures						
1. Major Service:	<i>Future Business (Conventions & Trade Shows Booked)</i>					
Workload:	Number of Convention & Tradeshow Delegates (future events)	3,302,086	1,551,582	4,698,160	4,452,560	4,452,560
	Number of Conventions & Trade Shows (future events)	380	154	400	330	330
Effectiveness:	Total Delegate Spending Projections (in billions)	\$3.1	\$1.8	\$5.9	\$5.9	\$5.9
2. Major Service:	<i>Current Business (Conventions & Trade Shows Hosted in Fiscal Year)</i>					
Workload:	Number of Events	153	103	200	238	227
	Number of Attendees	899,898	598,590	1,000,000	1,273,000	1,335,850
	Number of Conventions & Trade Shows	97	42	95	126	115
	Number of Convention & Tradeshow Delegates	739,635	426,822	850,000	1,003,260	1,335,850
Effectiveness:	Total Operating Revenue (in millions)	\$38.3	\$18.7	\$37.6	\$42.8	\$45.5
	Percent of Occupancy For The Fiscal Year	65.8%	75.0%	65.0%	46.6%	48.1%
Efficiency:	Operating Expense / Number of Delegates	\$55	\$35	\$54	\$53	\$51

**Fiscal Years
03-04 and 04-05**

CAPITAL IMPROVEMENTS PROGRAM

Projects under the direction of
Orange County Convention Center

The facility originally opened in 1983 and has expanded to become the second largest nationally, based on contiguous exhibition space. Several projects are planned for improvements to the facility and completion of the phase V expansion.

	<u>Proposed FY 03-04</u>	<u>Proposed FY 04-05</u>
Department Total:	\$4,971,855	\$5,082,900

Funding Mechanism:

Funding for Convention Center projects comes from Orange County's Tourist Development Tax.

**FIVE YEAR CAPITAL IMPROVEMENTS PROGRAM - BY DEPARTMENT / DIVISION
FY 2003/04 - FY 2007/08 PROPOSED BUDGET**

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<i>ORG</i>	<i>FUND</i>	<i>PROJECT NAME</i>	<i>PRIOR YEARS EXPENDITURES</i>	<i>CURRENT BUDGET @ 6/30/03 FY 02-03</i>	<i>PROPOSED BUDGET FY 03-04</i>	<i>PROPOSED BUDGET FY 04-05</i>	<i>REQ BUDGET FY 05-06</i>	<i>REQ BUDGET FY 06-07</i>	<i>REQ BUDGET FY 07-08</i>	<i>REQ FUTURE YEARS</i>	<i>PROPOSED PROJECT COST</i>
CONVENTION CENTER											
CONVENTION CENTER											
0934	4430	CONVENTION CENTER IMPROVEMEN	1,855,480	4,716,575	3,360,500	3,942,900	4,245,000	4,649,070	4,271,500	12,577,140	39,618,165
		Org Subtotal	1,855,480	4,716,575	3,360,500	3,942,900	4,245,000	4,649,070	4,271,500	12,577,140	39,618,165
0954	4430	WEST COMPLEX INCREMENTAL IMPR	15,386,001	5,129	0	0	0	0	0	0	15,391,130
		Org Subtotal	15,386,001	5,129	0	0	0	0	0	0	15,391,130
0955	4430	PHASE V AREA STUDY	1,584,161	192,127	0	0	0	0	0	0	1,776,288
		Org Subtotal	1,584,161	192,127	0	0	0	0	0	0	1,776,288
0956	4430	C/C EXPANSION CONSTRUCT ADMIN	6,325,642	1,516,416	0	0	0	0	0	0	7,842,058
		Org Subtotal	6,325,642	1,516,416	0	0	0	0	0	0	7,842,058
0957	4430	CONV CTR-TRANSPORTATION SOLUT	3,311,927	188,072	0	0	0	0	0	62,809,965	66,309,964
		Org Subtotal	3,311,927	188,072	0	0	0	0	0	62,809,965	66,309,964
0959	4430	WEST COMPLEX ACCESS IMPROV PR	12,133,575	8,766,425	0	0	0	0	0	0	20,900,000
		Org Subtotal	12,133,575	8,766,425	0	0	0	0	0	0	20,900,000
0961	4430	PHASE V EXPANSION-BOND FUNDED	566,205,096	138,053,550	241,355	0	0	0	0	0	704,500,001
		Org Subtotal	566,205,096	138,053,550	241,355	0	0	0	0	0	704,500,001
0962	4430	UNIVERSAL BLVD R&R	9,206,664	8,393,336	0	0	0	0	0	0	17,600,000
		Org Subtotal	9,206,664	8,393,336	0	0	0	0	0	0	17,600,000
0963	4430	CONVENTION WAY (PH V LOOP RD)	2,465,102	2,534,898	0	0	0	0	0	0	5,000,000
		Org Subtotal	2,465,102	2,534,898	0	0	0	0	0	0	5,000,000
0980	4430	CONVENTION BUSINESS INTEGRATE	0	825,000	1,370,000	1,140,000	948,710	550,000	875,000	4,291,290	10,000,000
		Org Subtotal	0	825,000	1,370,000	1,140,000	948,710	550,000	875,000	4,291,290	10,000,000
		DIVISION SUBTOTAL	618,473,648	165,191,528	4,971,855	5,082,900	5,193,710	5,199,070	5,146,500	79,678,395	888,937,606
		DEPARTMENT SUBTOTAL	618,473,648	165,191,528	4,971,855	5,082,900	5,193,710	5,199,070	5,146,500	79,678,395	888,937,606

ORANGE

COUNTY

GOVERNMENT

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