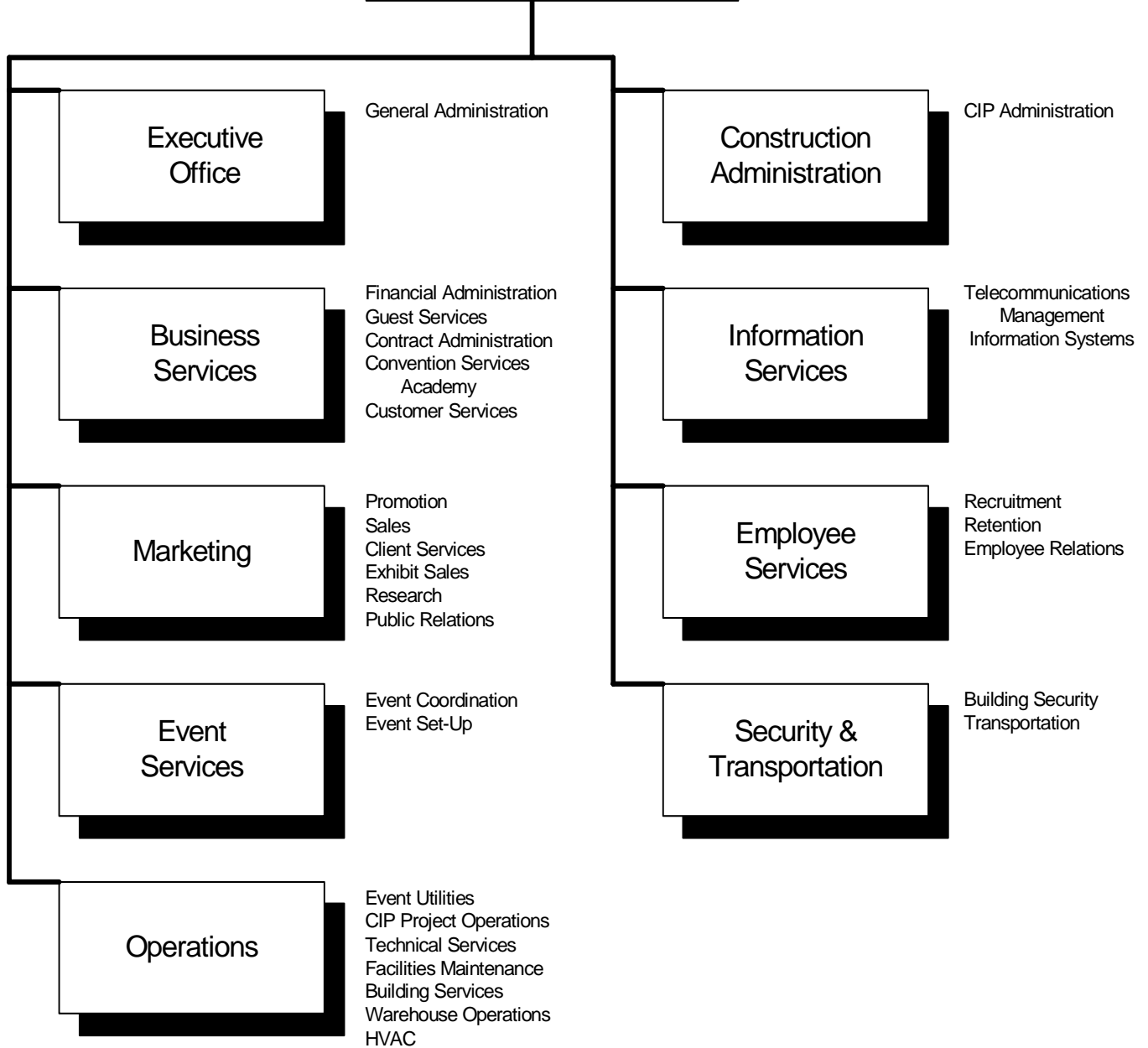
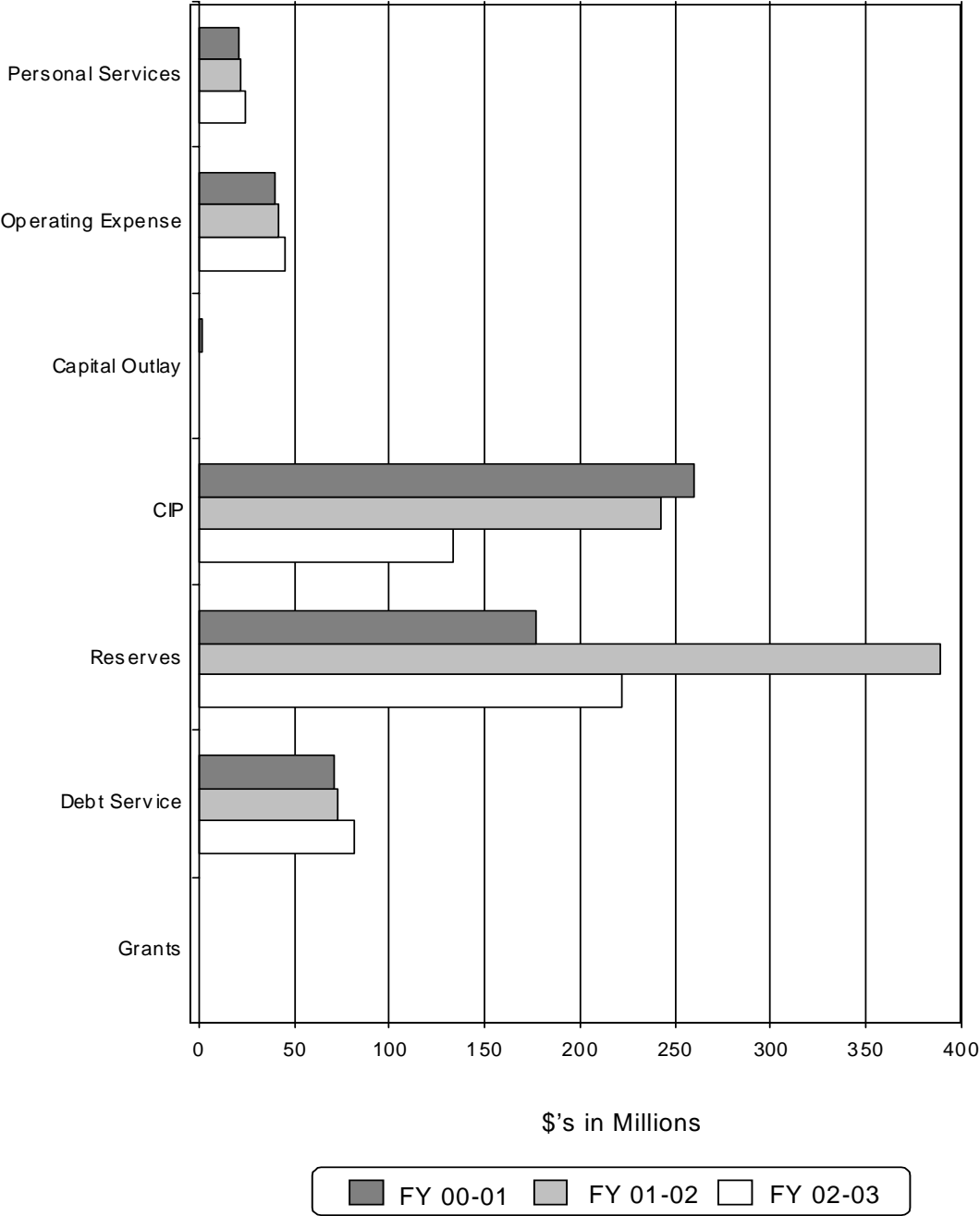


CONVENTION CENTER



CONVENTION CENTER



DEPARTMENT: CONVENTION CENTER

	FY 1999-00 Actual Expend.	FY 2000-01 Budget as of 3/31/01	FY 2001-02 Adopted Budget	FY 2002-03 Approved Budget
EXPENDITURES				
Personal Services	\$ 20,768,106	\$ 20,629,154	\$ 21,942,871	\$ 24,072,994
Operating Expenses	46,158,732	39,920,831	42,015,976	44,609,949
Capital Outlay	991,623	2,397,870	1,461,015	1,166,307
SUBTOTAL	67,918,461	62,947,855	65,419,862	69,849,250

% Change in Expenditures from Prior Year 4% 7%

Capital Improvements	80,184,156	259,553,277	242,871,851	133,741,744
Debt Service	50,186,861	70,412,281	72,605,000	81,605,000
Grants	462,500	300,000	187,500	187,500
Reserves	0	176,678,453	388,887,881	221,565,227
Other	22,169,994	0	0	0
TOTAL	\$ 220,921,972	\$ 569,891,866	\$ 769,972,094	\$ 506,948,721

	FY 1999-00 Actual Expend.	FY 2000-01 Budget as of 3/31/01	FY 2001-02 Adopted Budget	FY 2002-03 Approved Budget
PERSONNEL				
Authorized Positions	424	436	462	538

% Change from Prior Year 6% 16%

	FY 1999-00 Actual Expend.	FY 2000-01 Budget as of 3/31/01	FY 2001-02 Adopted Budget	FY 2002-03 Approved Budget
FUNDING SOURCE SUMMARY				
General Funds	\$ 0	\$ 0	\$ 0	\$ 0
Special Revenue Funds	0	0	0	0
Impact Fees	0	0	0	0
Capital Construction Funds	0	0	0	0
Enterprise Funds	220,921,972	569,891,866	769,972,094	506,948,721
Internal Service Funds	0	0	0	0
Debt Funds	0	0	0	0
Special Agency Funds	0	0	0	0
All Other Funds	0	0	0	0
TOTAL	\$ 220,921,972	\$ 569,891,866	\$ 769,972,094	\$ 506,948,721

DESCRIPTION:

The Orange County Convention Center (OCCC), a 4 million square foot facility boasting 1.1 million square feet of contiguous exhibition space, expanding to 7 million square feet (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, tradeshows, and meetings.

The mission of the Orange County Convention Center is economic development. By hosting regional, national and international conventions, meetings and tradeshows, 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 (phone, electric, water), labor (rigging, set-up, etc), parking, equipment rental (audio, lighting, etc.) and numerous sub-contracted services (food services, business center, internet access, etc.) as required for clients.

The Convention Center Department consists of nine Divisions--Executive Office, Marketing, Business Services, Event Services, Operations, Human Resources, Information Services, Security and Transportation, and Construction--working as a team to provide services to our clients.

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 Council, area business leaders and other organizations.

The Marketing Division is charged with promoting and selling the Convention Center. The booking of business activity of the Center 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, toll booth, 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 Operations Division is responsible for providing a variety of client/user services, as well as providing various support services for the facility. The primary "customers" are event coordinators, show managers, exhibitors, attendees, and Center employees.

The Human Resources Division is responsible for the recruitment and retention of employees and employee relations.

The Information Services Division provides MIS, data and telecommunication services and support to clients (show management and exhibiting companies), exhibitors, and Center staff.

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

The Construction 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 01-02 and FY 02-03 budgets include a 4.0% salary increase. In addition, the budgets reflect an adjustment due to an increase in medical insurance premiums. The effect of this cost increase is partially offset by a reduction in the Florida Retirement System contribution rates. The Center is requesting 26 additional positions for FY 01-02 due to event activity and ongoing operations. The 26 positions include: 1 Account Executive, 1 Research Analyst, 1 Production Coordinator, 2 Administrative Specialists, 1 Inventory Control Coordinator, 4 Network Operations Specialists, 5 Telecommunication Technicians, 1 Assistant Telecommunication Supervisor, 1 MIS Specialist, 6 Console Operators, and 3 Bus Drivers.

The Center is requesting 76 additional positions for FY 02-03 due to Phase V. Most of these positions are funded for 6 months or less. The 76 Positions include 1 Account Executive, 1 Assistant Customer Service Supervisor, 3 Customer Service Reps, 1 Event Services Manager, 1 Event Services Supervisor, 2 Administrative Specialists, 3 Sr. Event Coordinators, 2 Event Coordinators, 1 Set-Up Supervisor, 1 Assistant Set-Up Supervisor, 3 Sr. Set-Up Workers, 1 Assistant Facility Maintenance Supervisor, 5 Operations Tech IV, 4 Operations Tech III, 2 Operations Tech II, 1 Technical Services Supervisor, 2 Electronic Systems Coordinators, 1 Assistant Building Services Supervisor, 1 Sr. Convention Service Worker, 2 Convention Service Workers, 1 Event Utility Supervisor, 1 Assistant Event Utility Supervisor, 1 Inventory Control Coordinator, 3 Supply Expeditors, 1 Sr. Mail Clerk, 1 Storekeeper, 1 Assistant HVAC Supervisor, 2 Network Operations Specialists, 2 Telecommunication Technicians, 1 Assistant Telecommunication Supervisor, 2 Data Network Supervisors, 1 Assistant Building Security Supervisor, 1 Event Security Coordinator, 6 Console Operators, 9 Security Reps, 3 Sr. Security Reps, and 2 Dock Masters.

Revenues - Total revenues for FY 01-02 are projected to be \$769,972,094 a 35.1% increase due to an increase in cash brought forward due to timing of payments for the Phase V expansion and other capital projects. FY 02-03 total revenues are projected to be \$506,948,721 a 34.2% reduction due to lowered cash brought forward and reserves due to construction pay out. *Operating revenues* for FY 01-02 are projected to be \$34,797,534, a 1.9% increase based on show activity. FY 02-03 operating revenues are projected to be \$36,374,044, a 4.53% increase based on show activity.

Expenses – Total expenses for FY 01-02 are projected to be \$769,972,094 a 35.1% increase. FY 02-03 total expenses are projected to be \$506,948,721 a 34.2% reduction. Total *operating expenses* for FY 01-02 are projected to be \$41,252,577 a 12.15% decrease. FY 02-03 total operating expenses are projected to be \$44,750,753 an 8.48% increase, which includes approximately \$3,000,000 in ramp up cost for Phase V without corresponding revenues.

Capital Outlay – The Capital Outlay budget for FY 01-02 and FY 02-03 is \$1,461,015 and \$1,166,307 respectively. The majority of the cost is related to new/replacement vehicles and equipment for staff.

Capital Improvements – The capital improvement budget for FY 01-02 and FY 02-03 is \$242,871,851 and \$133,741,744 respectively, and is mostly attributable to the Phase V expansion. A detailed list of projects is listed in the CIP summary.

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

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

PERFORMANCE MEASUREMENT PROGRAM INFORMATION

Department: Convention Center

Purpose Statement:

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 for excellence.

Program Description:

The Convention Center divisions work together as a cohesive team to book, coordinate and provide services to their many clients. Each division 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 re-bookings and maintain the Center's reputation as a premier facility.
- Maintaining long-term capital and operational planning to ensure the Center's capability to meet existing and future commitments to our clients.
- Increasing the community's understanding of the Convention Center, its mission and impact.

Comments/Highlights:

The performance measures shown on the following page are only a sample of the indicators monitored by the Convention Center in their ongoing process of improving mission effectiveness.

SELECTED PERFORMANCE BASED MEASUREMENTS

Divison: Convention Center					
Major Services and Performance Measures	FY 99-00 Actual	FY 00-01 (As of 3/31/01)	FY 00-01 Target	FY 01-02 Target	FY 02-03 Target
1. Program/Service: Conventions and Tradeshows Booked					
Workload: # of Delegates	1,489,521	1,074,300	1,850,220	1,942,731	2,039,868
Workload: # of Conventions & Tradeshows (future events)	145	70	150	158	165
Effectiveness: Total Delegate Spending Projections	\$1.8 Billion	\$1.2 Billion	\$2.1 Billion	\$2.2 Billion	\$2.3 Billion
Effectiveness: % of Year-end Goal Achieved (Delegate Spending)	86%	48%	100%	100%	100%
Efficiency: Average Marketing Cost per Delegate	\$1.29	\$1.02	\$1.10	\$1.16	\$1.18
2. Program/Service: Facility Rental					
Workload: # of Definite Events Booked this Fiscal Year	114	84	120	128	134
Workload: # of Delegates	915,840	465,801	950,000	1,015,675	1,066,459
Effectiveness: Total Operating Revenue	\$38,809,150	\$19,002,251	\$33,893,094	\$34,577,900	\$35,517,050
Effectiveness: % of Occupancy for the Fiscal Year	62.90%	67.35%	70.00%	70.00%	70.00%
Efficiency: Operating Expense Budget / # of Delegates	\$48.73	\$43.41	\$46.02	\$40.45	\$44.67

*N/A - Not Available

**Fiscal Years
01-02 and 02-03**

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.

	Adopted <u>FY 01-02</u>	Approved <u>FY 02-03</u>
Department Total:	\$242,871,851	\$133,741,744

Funding Mechanism:

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

**FIVE YEAR CAPITAL IMPROVEMENTS PROGRAM - BY DEPARTMENT/DIVISION
FY 2001/02 - FY 2005/06 ADOPTED BUDGET**

PROJ ORG	FUND	PROJECT NAME	PRIOR YEARS EXPEND	FY 2000-01 Budget as of 3/31/01	FY 2001-02 Budget CIP	FY 2002-03 Budget CIP	FY 2003-04 Budget CIP	FY 2004-05 Budget CIP	FY 2005-06 Budget CIP	Future Yrs. Budget CIP	TOTAL PROJECT COST
CONVENTION CENTER											
CONVENTION CENTER CONSTRUCTION											
0945	4430	CONV CTR PHASE I MODIFICATIONS	31,186,700	5,001	0	0	0	0	0	0	31,191,700
		Org Subtotal	31,186,700	5,001	0	0	0	0	0	0	31,191,700
0949	4430	CONV CTR EXPANSION-PHASE III	222,146,000	2,123,060	0	0	0	0	0	0	224,268,992
		Org Subtotal	222,146,000	2,123,060	0	0	0	0	0	0	224,268,992
0951	4430	CONV CTR EXPANSION-PHASE IV	198,799,008	2,885,720	0	0	0	0	0	0	201,684,992
		Org Subtotal	198,799,008	2,885,720	0	0	0	0	0	0	201,684,992
0954	4430	INCREMENTAL IMPROVEMENTS	10,890,700	10,568,700	5,549,860	640,560	0	0	0	0	27,649,800
		Org Subtotal	10,890,700	10,568,700	5,549,860	640,560	0	0	0	0	27,649,800
0955	4430	PHASE V EXPANSION R & R FUNDED	1,410,840	2,711,270	4,102,470	3,534,070	0	0	0	0	11,758,700
		Org Subtotal	1,410,840	2,711,270	4,102,470	3,534,070	0	0	0	0	11,758,700
0956	4430	C/C EXPANSION CONSTRUCT ADMIN	3,568,600	1,853,130	1,953,090	2,076,690	500,000	0	0	0	9,951,520
		Org Subtotal	3,568,600	1,853,130	1,953,090	2,076,690	500,000	0	0	0	9,951,520
0957	4430	CONV CTR-METAL RAIL STUDY	2,357,100	557,792	3,608,500	26,918,200	981,995	8,000,000	16,000,000	35,673,400	94,096,896
		Org Subtotal	2,357,100	557,792	3,608,500	26,918,200	981,995	8,000,000	16,000,000	35,673,400	94,096,896
0959	4430	C/C IMPROVEMENTS PROJECTS	1,878,290	17,335,600	1,811,770	474,376	0	0	0	0	21,500,000
		Org Subtotal	1,878,290	17,335,600	1,811,770	474,376	0	0	0	0	21,500,000
0961	4430	PHASE V EXPANSION-BOND FUNDED	157,976,992	213,192,000	203,578,000	128,515,000	929,938	0	0	0	704,192,000
		Org Subtotal	157,976,992	213,192,000	203,578,000	128,515,000	929,938	0	0	0	704,192,000
0962	4430	UNIVERSAL BLVD R&R	1,426,550	6,213,450	11,700,500	659,467	0	0	0	0	20,000,000
		Org Subtotal	1,426,550	6,213,450	11,700,500	659,467	0	0	0	0	20,000,000
0963	4430	PHASE V LOOP ROAD R&R	212,879	2,107,120	2,680,000	0	0	0	0	0	5,000,000
		Org Subtotal	212,879	2,107,120	2,680,000	0	0	0	0	0	5,000,000
		DIVISION SUBTOTAL	631,854,016	259,552,992	234,984,992	162,818,000	2,411,930	8,000,000	16,000,000	35,673,400	1,351,289,984
		DEPARTMENT SUBTOTAL	631,854,016	259,552,992	234,984,992	162,818,000	2,411,930	8,000,000	16,000,000	35,673,400	1,351,289,984