

BUDGET IN BRIEF

2019/2020



Lake Fran Bike Trail at Eagles Nest Park

CITY OF ORLANDO, FLORIDA



PROPOSED BUDGET (as of July 22, 2019)

CITY OF ORLANDO

OPERATING AND CAPITAL IMPROVEMENT BUDGETS

FY 2019/20

Vision Statement:

Orlando is an international city, which uses its diversity, amenities and economy to provide a high quality of life.

Mission Statement:

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

Buddy Dyer

Jim Gray

Tony Ortiz

Robert F. Stuart

Patty Sheehan

Regina Hill

Samuel B. Ings

Mayor

Commissioner, District 1

Commissioner, District 2

Commissioner, District 3

Commissioner, District 4

Commissioner, District 5

Commissioner, District 6

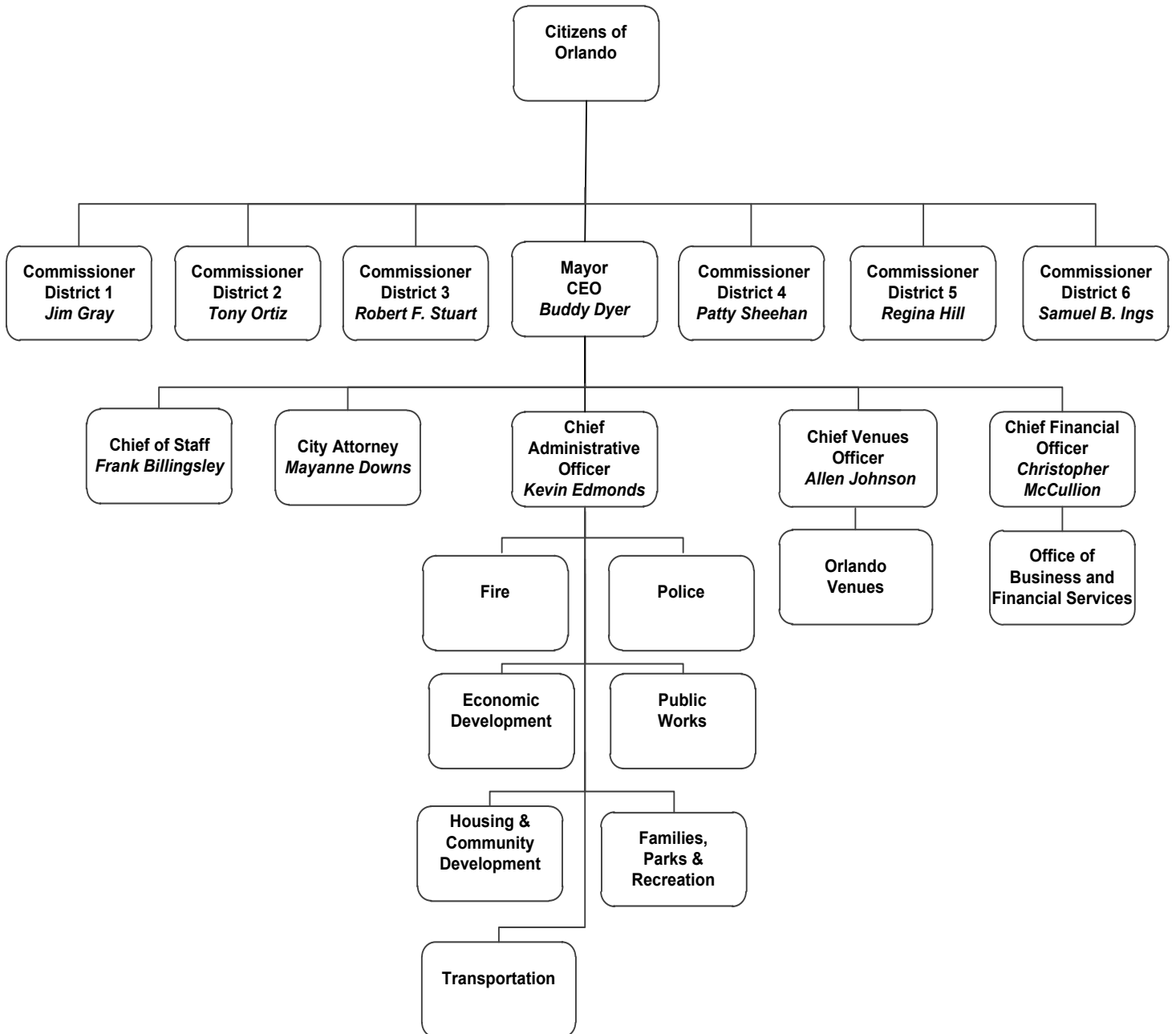
PROPOSED BUDGET (as of July 22, 2019)

TABLE OF CONTENTS

| | |
|-------------------------------------|-------|
| City Organization Chart | 1 |
| Proposed Budget Summary | 2-3 |
| Proposed General Fund Summaries | 4-7 |
| Proposed All Funds Summaries | 8-11 |
| Staffing Summary, Data, and Charts | 12-14 |
| Capital Improvement Program 2019/20 | 15-18 |
| Budget Calendar 2019/20 | 19 |

PROPOSED BUDGET (as of July 22, 2019)

CITY ORGANIZATION CHART



PROPOSED BUDGET (as of July 22, 2019)

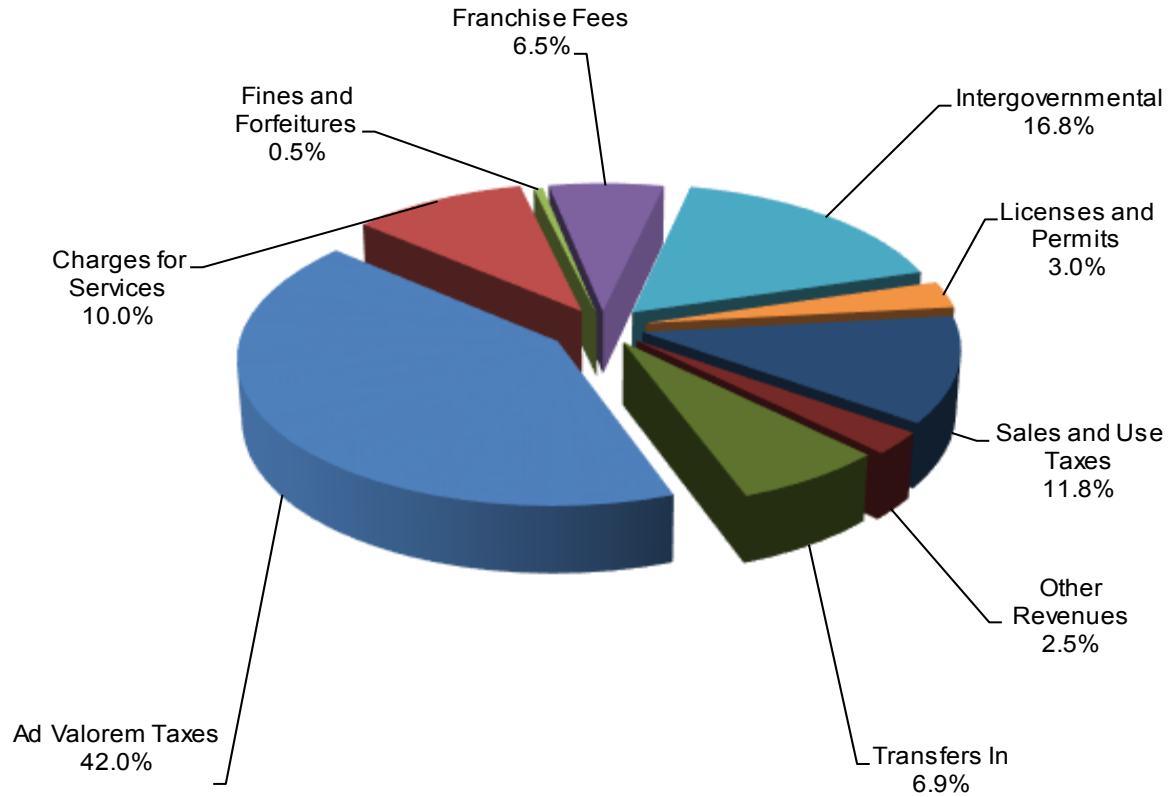
| All Funds Comparison | | |
|---------------------------------------------------------------------|---------------------------------|----------------------------------|
| <u>Fund Name</u> | FY 2018/19 Adopted Budget | FY 2019/20 Proposed Budget |
| General Fund | 488,421,658 | 517,111,834 |
| <u>SPECIAL REVENUE</u> | | |
| 911 Emergency Phone System Fund | 251,221 | 270,007 |
| After School All Stars Fund | 2,694,115 | 2,728,637 |
| Building Code Enforcement Fund | 14,458,546 | 17,565,443 |
| Capital Improvements Fund | 23,755,321 | 27,267,281 |
| Cemetery Trust Fund | 921,178 | 764,182 |
| Centroplex Garages Fund | 2,861,390 | 3,085,285 |
| Code Enforcement Board Lien Assessment Fund | 821,888 | 825,000 |
| Contraband Forfeiture Trust Funds | 452,523 | 632,825 |
| CRA Operating Fund | 17,644,880 | 22,599,569 |
| CRA Trust Funds | 63,343,872 | 68,185,730 |
| Designated Revenue Fund | 2,187,568 | 8,311,449 |
| Dubsdread Golf Course Funds | 2,426,761 | 2,557,148 |
| Gas Tax Fund | 9,119,446 | 9,990,967 |
| Greater Orlando Aviation Authority Police Fund | 15,656,048 | 17,076,752 |
| Harry P. Leu Gardens Fund | 2,947,798 | 2,977,024 |
| Law Enforcement Training Fund | 229,000 | 200,000 |
| Mennello Museum - American Art Fund | 555,340 | 596,589 |
| Orange County Public Schools Crossing Guard Fund | 831,940 | 1,087,479 |
| Park Impact Fee Funds | 1,662,568 | 1,930,000 |
| Real Estate Acquisition Fund | 1,063,386 | 1,302,501 |
| Revolving and Renewable Energy Fund | 139,342 | - |
| Special Assessment Funds | 533,710 | 218,749 |
| Spellman Site Fund | 949,048 | 913,102 |
| State Housing Initiatives Partnership Program Fund (SHIP) | 375,325 | 394,966 |
| Street Tree Trust Fund | 202,545 | 198,139 |
| Transportation Impact Fee Funds | 6,717,344 | 10,198,738 |
| U.S. Department of Housing and Urban Development Grants Fund | 7,409,292 | 7,343,991 |
| Utilities Services Tax Fund | 31,225,304 | 33,964,283 |
| <u>DEBT SERVICE</u> | | |
| 6th Cent TDT Debt | 18,826,575 | 20,745,475 |
| Amway Center Commercial Paper Fund | 1,818,750 | 1,818,750 |
| Amway Center Sales Tax Rebate Debt Service Fund | 2,000,004 | 2,000,004 |
| Citrus Bowl Commercial Paper Debt Construction Fund | 314,700 | 314,700 |
| CRA Debt - Conroy Road Fund | 1,899,375 | 1,902,375 |
| CRA Debt - Republic Drive Fund | 3,818,616 | 3,829,216 |
| CRA Debt Service - 2009 | 6,296,623 | 4,019,448 |
| CRA Debt Service Internal Loan Fund | 2,949,704 | 2,924,665 |
| CRA Debt Service State Infrastructure Bank Fund | 750,000 | 750,000 |
| CRA PAC Debt Service - 2010 | 6,861,944 | 6,862,209 |
| Events Center Debt Other | 1,201,850 | 1,159,596 |
| Internal Loan - Capital Improvement Bonds 2007 Series B Fund | 2,864,466 | 9,409,791 |
| Internal Loan - Jefferson Street Garage Fund | 1,303,436 | 1,464,500 |
| New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B | 4,233,479 | 4,459,750 |
| Performing Arts Center Commercial Paper Debt Construction Fund | 1,066,550 | 566,550 |
| Public Safety Debt Bond Fund 2016C | 1,913,336 | 1,997,400 |
| Water Reclamation Revenue Bond Funds | 8,295,139 | 9,555,195 |

PROPOSED BUDGET (as of July 22, 2019)

| All Funds Comparison (continued) | | |
|-------------------------------------------------------|---------------------------------|----------------------------------|
| Fund Name | FY 2018/19 Adopted Budget | FY 2019/20 Proposed Budget |
| <u>ENTERPRISE</u> | | |
| 55 West Garage Renewal and Replacement Fund | 75,000 | 75,000 |
| Amway Center Renewal and Replacement Fund | 1,000,000 | 1,000,000 |
| CNL Renewal and Replacement Fund | 91,429 | 91,429 |
| Orlando Stadiums Operations Fund | 7,316,365 | 6,755,681 |
| Orlando Venues Enterprise Fund | 20,460,965 | 20,831,662 |
| Parking Renewal and Replacement Fund | 830,000 | 1,093,000 |
| Parking System Revenue Fund | 19,525,359 | 20,341,489 |
| Solid Waste Fund | 34,318,121 | 41,212,730 |
| Stormwater Utility Funds | 24,457,646 | 25,714,233 |
| Venues Construction Administration Fund | 184,371 | 81,856 |
| Water Reclamation Construction Fund | 31,314,588 | 29,610,000 |
| Water Reclamation Renewal and Replacement Fund | 2,000,000 | 1,753,872 |
| Water Reclamation Revenue Fund | 110,252,031 | 112,105,921 |
| Water Reclamation Impact Fee Funds | 3,795,727 | 8,055,639 |
| <u>INTERNAL SERVICE</u> | | |
| Construction Management Fund | 4,195,706 | 3,991,000 |
| Facilities Management Fund | 12,047,565 | 14,370,439 |
| Fleet Management Funds | 36,559,104 | 42,354,665 |
| Health Care Fund | 67,399,631 | 72,189,148 |
| Internal Loan Bank Fund | 20,140,938 | 13,523,163 |
| Pension Participant Services Fund | 207,034 | 215,774 |
| Risk Management Fund | 16,796,138 | 16,083,409 |
| <u>COMPONENT UNIT</u> | | |
| Downtown Development Board Fund | 4,768,768 | 4,402,541 |
| Downtown South Neighborhood Improvement District Fund | 643,227 | 1,345,065 |
| <u>PENSION TRUST</u> | | |
| City Pension Funds | 60,368,726 | 63,595,803 |
| Long Term Disability Fund | - | 107,554 |
| Other Post Employment Benefit Trust Fund | 28,449,460 | 28,385,281 |
| TOTAL CITY OF ORLANDO | \$ 1,273,470,803 | \$ 1,363,363,648 |

PROPOSED BUDGET (as of July 22, 2019)

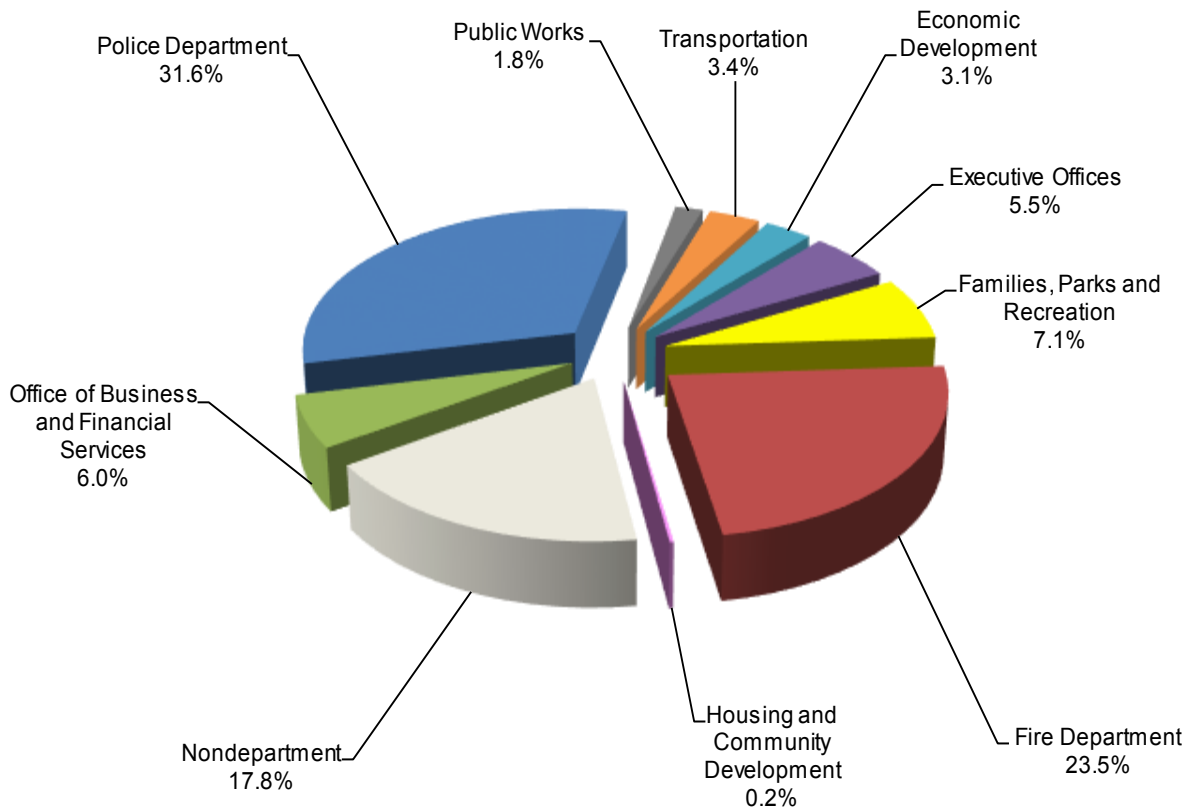
**General Fund - Revenues by Source
FY 2019/20**



| Source of General Revenue | FY 2019/20 Proposed Budget | % of Total |
|---------------------------|-------------------------------|---------------|
| Ad Valorem Taxes | \$ 217,106,679 | 42.0% |
| Charges for Services | 51,642,102 | 10.0% |
| Fines and Forfeitures | 2,705,216 | 0.5% |
| Franchise Fees | 33,700,000 | 6.5% |
| Intergovernmental | 86,832,325 | 16.8% |
| Licenses and Permits | 15,348,000 | 3.0% |
| Sales and Use Taxes | 60,950,000 | 11.8% |
| Other Revenues | 13,060,198 | 2.5% |
| Transfers In | 35,767,314 | 6.9% |
| Total | \$ 517,111,834 | 100.0% |

PROPOSED BUDGET (as of July 22, 2019)

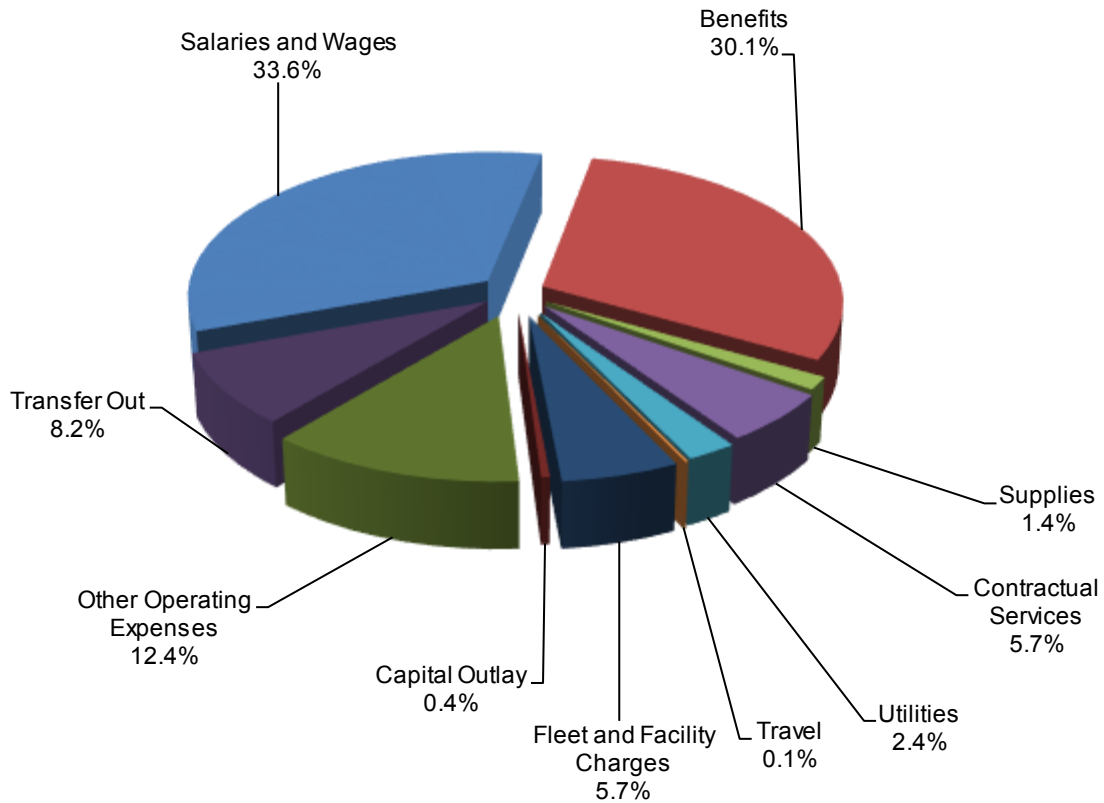
**General Fund - Expenses by Department
FY 2019/20**



| General Fund Departments | FY 2019/20 Proposed Budget | % of Total |
|-------------------------------------------|-------------------------------|---------------|
| Economic Development | \$ 16,273,760 | 3.1% |
| Executive Offices | 28,323,792 | 5.5% |
| Families, Parks and Recreation | 36,484,663 | 7.1% |
| Fire Department | 121,280,206 | 23.5% |
| Housing and Community Development | 1,102,371 | 0.2% |
| Nondepartment | 92,344,520 | 17.8% |
| Office of Business and Financial Services | 30,887,612 | 6.0% |
| Police Department | 163,636,744 | 31.6% |
| Public Works | 9,397,808 | 1.8% |
| Transportation | 17,380,358 | 3.4% |
| Total | \$ 517,111,834 | 100.0% |

PROPOSED BUDGET (as of July 22, 2019)

**General Fund - Expenses by Use
FY 2019/20**



| General Fund Uses | FY 2019/20 Proposed Budget | % of Total |
|----------------------------|-------------------------------|---------------|
| Salaries and Wages | \$ 173,857,393 | 33.6% |
| Benefits | 155,718,956 | 30.1% |
| Supplies | 7,410,841 | 1.4% |
| Contractual Services | 29,365,311 | 5.7% |
| Utilities | 12,506,166 | 2.4% |
| Travel | 705,588 | 0.1% |
| Fleet and Facility Charges | 29,356,570 | 5.7% |
| Capital Outlay | 2,186,950 | 0.4% |
| Other Operating Expenses | 63,604,877 | 12.4% |
| Transfer Out | 42,399,182 | 8.2% |
| Total | \$ 517,111,834 | 100.0% |

PROPOSED BUDGET (as of July 22, 2019)

GENERAL FUND Comparison of Sources and Uses by Fiscal Year

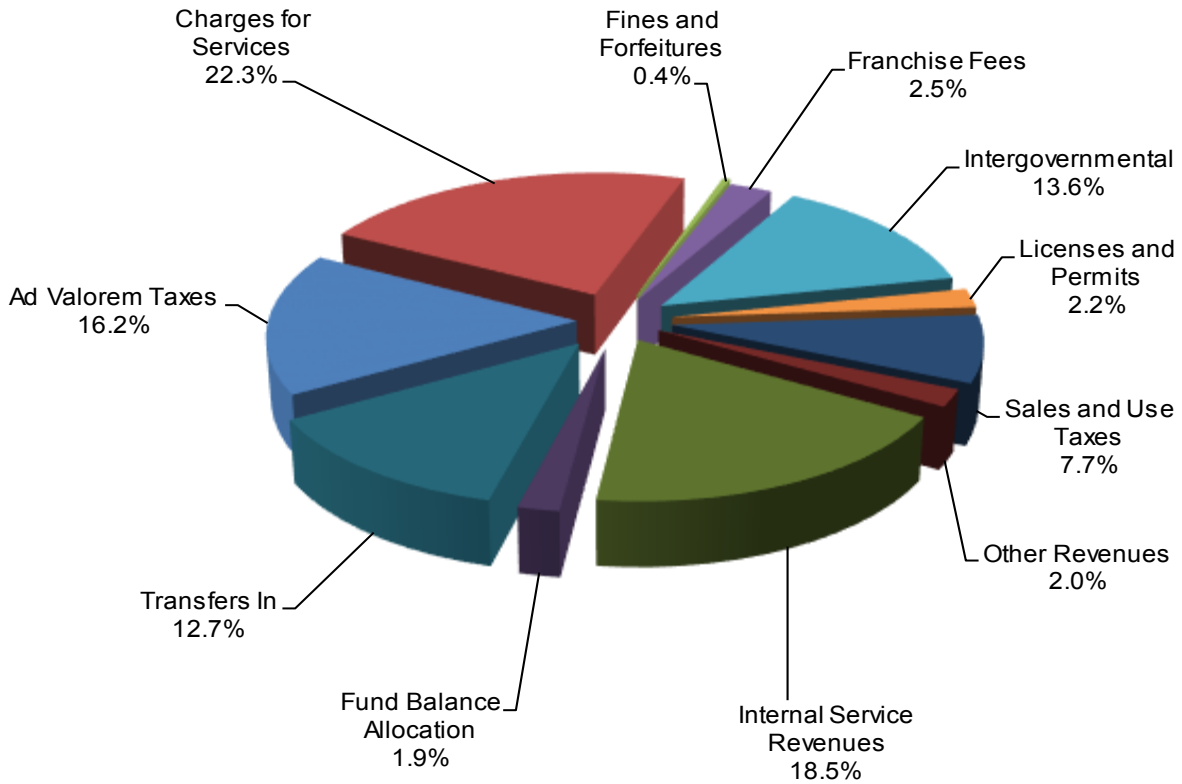
| REVENUES | ACTUAL | REVISED | PROPOSED | 2019/20 | NET | % |
|-----------------------|-----------------------|-----------------------|-----------------------|---------------|----------------------|-------------|
| | FY 2017/18 | FY 2018/19 | FY 2019/20 | % TOTAL | CHANGE | CHANGE |
| Ad Valorem Taxes | \$ 177,769,204 | \$ 198,215,309 | \$ 217,106,679 | 42.0% | \$ 18,891,370 | 9.5% |
| Charges for Services | 43,317,230 | 49,525,454 | 51,642,102 | 10.0% | 2,116,648 | 4.3% |
| Fines and Forfeitures | 4,560,654 | 3,320,000 | 2,705,216 | 0.5% | (614,784) | (18.5%) |
| Franchise Fees | 33,112,845 | 31,805,000 | 33,700,000 | 6.5% | 1,895,000 | 6.0% |
| Intergovernmental | 82,261,797 | 84,334,344 | 86,832,325 | 16.8% | 2,497,981 | 3.0% |
| Licenses and Permits | 16,442,785 | 14,655,000 | 15,348,000 | 3.0% | 693,000 | 4.7% |
| Sales and Use Taxes | 60,242,318 | 56,900,000 | 60,950,000 | 11.8% | 4,050,000 | 7.1% |
| Other Revenues | 17,225,139 | 10,961,505 | 13,060,198 | 2.5% | 2,098,693 | 19.1% |
| Transfers In | 37,260,855 | 39,292,230 | 35,767,314 | 6.9% | (3,524,916) | (9.0%) |
| | \$ 472,192,827 | \$ 489,008,842 | \$ 517,111,834 | 100.0% | \$ 28,102,992 | 5.7% |

| APPROPRIATIONS | ACTUAL | REVISED | PROPOSED | 2019/20 | NET | % |
|-------------------------------------------|-----------------------|-----------------------|-----------------------|---------------|----------------------|-------------|
| | FY 2017/18 | FY 2018/19 | FY 2019/20 | % TOTAL | CHANGE | CHANGE |
| By Department | | | | | | |
| Economic Development | \$ 13,205,671 | \$ 15,651,755 | \$ 16,273,760 | 3.1% | \$ 622,005 | 4.0% |
| Executive Offices | 23,942,102 | 27,353,191 | 28,323,792 | 5.5% | 970,601 | 3.5% |
| Families, Parks and Recreation | 33,392,462 | 34,340,472 | 36,484,663 | 7.1% | 2,144,191 | 6.2% |
| Fire Department | 105,861,202 | 112,725,306 | 121,280,206 | 23.4% | 8,554,900 | 7.6% |
| Housing and Community Development | 862,486 | 1,158,435 | 1,102,371 | 0.2% | (56,064) | (4.8%) |
| Nondepartment | 81,768,279 | 80,025,882 | 92,344,520 | 17.9% | 12,318,638 | 15.4% |
| Office of Business and Financial Services | 25,813,653 | 31,160,262 | 30,887,612 | 6.0% | (272,650) | (0.9%) |
| Police Department | 153,606,654 | 157,780,548 | 163,636,744 | 31.6% | 5,856,196 | 3.7% |
| Public Works | 9,681,024 | 11,769,097 | 9,397,808 | 1.8% | (2,371,289) | (20.1%) |
| Transportation | 18,305,998 | 17,043,894 | 17,380,358 | 3.4% | 336,464 | 2.0% |
| | \$ 466,439,531 | \$ 489,008,842 | \$ 517,111,834 | 100.0% | \$ 28,102,992 | 5.7% |

| By Major Category | ACTUAL | REVISED | PROPOSED | 2019/20 | NET | % |
|----------------------------|-----------------------|-----------------------|-----------------------|---------------|----------------------|-------------|
| | FY 2017/18 | FY 2018/19 | FY 2019/20 | % TOTAL | CHANGE | CHANGE |
| Salaries and Wages | \$ 159,921,924 | \$ 167,962,549 | \$ 173,857,393 | 33.6% | \$ 5,894,844 | 3.5% |
| Benefits | 140,968,682 | 151,269,318 | 155,718,956 | 30.1% | 4,449,638 | 2.9% |
| Supplies | 5,360,759 | 6,431,850 | 7,410,841 | 1.4% | 978,991 | 15.2% |
| Contractual Services | 25,044,713 | 28,443,330 | 29,365,311 | 5.7% | 921,981 | 3.2% |
| Utilities | 12,212,104 | 12,611,149 | 12,506,166 | 2.4% | (104,983) | (0.8%) |
| Travel | 444,217 | 645,923 | 705,588 | 0.1% | 59,665 | 9.2% |
| Fleet and Facility Charges | 23,679,884 | 24,914,677 | 29,356,570 | 5.7% | 4,441,893 | 17.8% |
| Capital Outlay | 812,553 | 1,690,584 | 2,186,950 | 0.4% | 496,366 | 29.4% |
| Other Operating Expenses | 51,101,297 | 59,617,638 | 63,604,877 | 12.4% | 3,987,239 | 6.7% |
| Transfer Out | 46,893,399 | 35,421,824 | 42,399,182 | 8.2% | 6,977,358 | 19.7% |
| | \$ 466,439,531 | \$ 489,008,842 | \$ 517,111,834 | 100.0% | \$ 28,102,992 | 5.7% |

PROPOSED BUDGET (as of July 22, 2019)

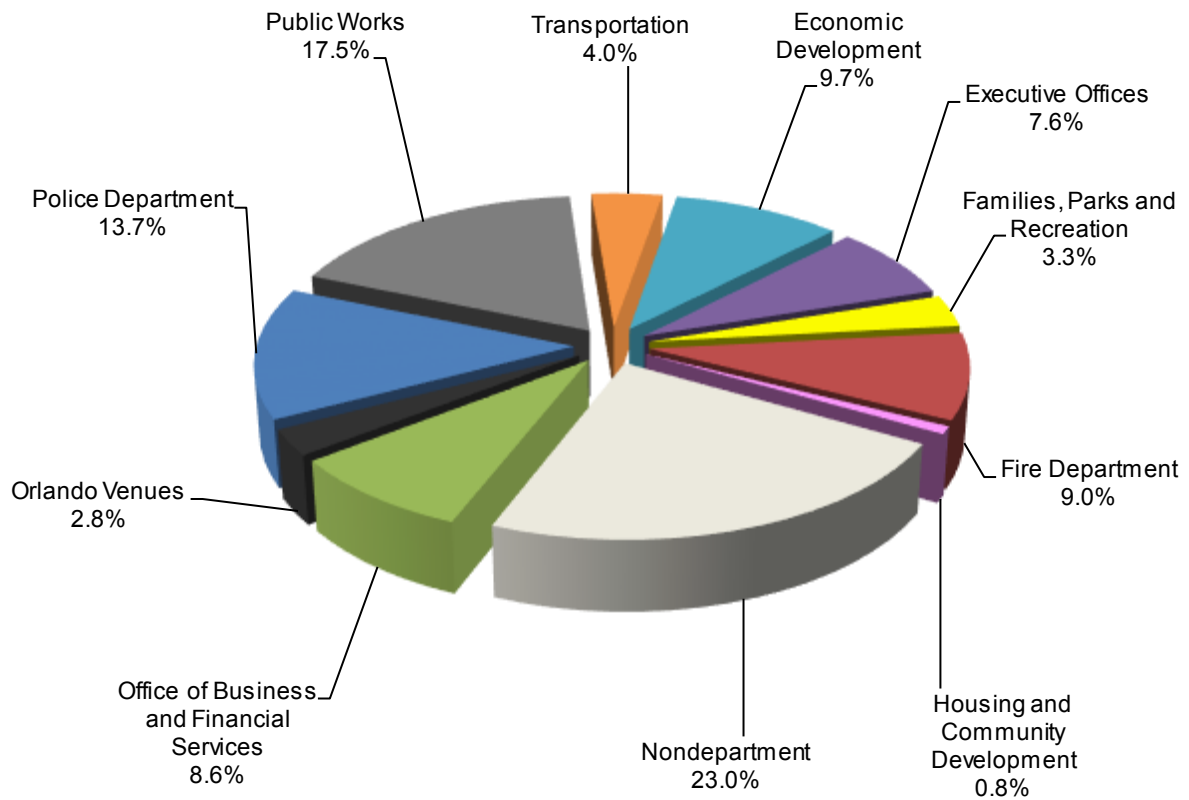
**All Funds - Revenues by Source
FY 2019/20**



| Source of All Fund Revenue | FY 2019/20 Proposed Budget | % of Total |
|----------------------------|-------------------------------|---------------|
| Ad Valorem Taxes | \$ 220,848,249 | 16.2% |
| Charges for Services | 303,762,535 | 22.3% |
| Fines and Forfeitures | 6,115,216 | 0.4% |
| Franchise Fees | 33,780,000 | 2.5% |
| Intergovernmental | 185,627,582 | 13.6% |
| Licenses and Permits | 29,548,000 | 2.2% |
| Sales and Use Taxes | 104,450,000 | 7.7% |
| Other Revenues | 27,046,881 | 2.0% |
| Internal Service Revenues | 252,408,933 | 18.5% |
| Fund Balance Allocation | 26,364,196 | 1.9% |
| Transfers In | 173,412,056 | 12.7% |
| Total | \$ 1,363,363,648 | 100.0% |

PROPOSED BUDGET (as of July 22, 2019)

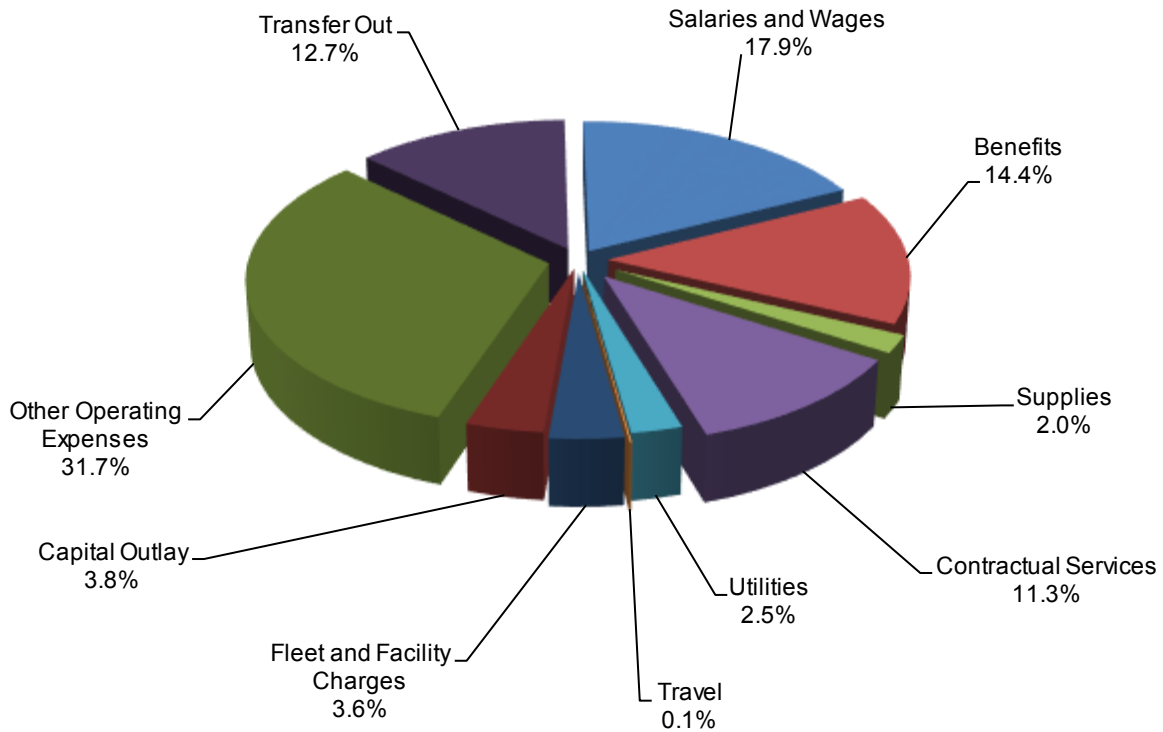
All Funds - Expenses by Department FY 2019/20



| All Funds Department | FY 2019/20 Proposed Budget | % of Total |
|-------------------------------------------|-------------------------------|---------------|
| Economic Development | \$ 131,697,108 | 9.7% |
| Executive Offices | 103,123,070 | 7.6% |
| Families, Parks and Recreation | 45,237,439 | 3.3% |
| Fire Department | 122,772,276 | 9.0% |
| Housing and Community Development | 10,841,328 | 0.8% |
| Nondepartment | 313,269,534 | 23.0% |
| Office of Business and Financial Services | 117,527,070 | 8.6% |
| Orlando Venues | 37,582,209 | 2.8% |
| Police Department | 187,104,901 | 13.7% |
| Public Works | 239,164,843 | 17.5% |
| Transportation | 55,043,870 | 4.0% |
| Total | \$ 1,363,363,648 | 100.0% |

PROPOSED BUDGET (as of July 22, 2019)

All Funds - Expenses by Use FY 2019/20



| All Funds Uses | FY 2019/20 Proposed Budget | % of Total |
|----------------------------|-------------------------------|---------------|
| Salaries and Wages | \$ 243,975,454 | 17.9% |
| Benefits | 195,719,315 | 14.4% |
| Supplies | 27,073,503 | 2.0% |
| Contractual Services | 153,942,816 | 11.3% |
| Utilities | 33,859,793 | 2.5% |
| Travel | 1,366,595 | 0.1% |
| Fleet and Facility Charges | 48,983,207 | 3.6% |
| Capital Outlay | 51,246,714 | 3.8% |
| Other Operating Expenses | 433,784,195 | 31.7% |
| Transfer Out | 173,412,056 | 12.7% |
| Total | \$ 1,363,363,648 | 100.0% |

PROPOSED BUDGET (as of July 22, 2019)

ALL FUNDS Comparison of Sources and Uses by Fiscal Year

| REVENUES | ACTUAL | REVISED | PROPOSED | 2019/20 | NET | % |
|---------------------------|----------------------|-------------------------|-------------------------|---------------|------------------------|----------------|
| | FY 2017/18 | FY 2018/19 | FY 2019/20 | % TOTAL | CHANGE | CHANGE |
| Ad Valorem Taxes | \$ 180,951,938 | \$ 201,589,663 | \$ 220,848,249 | 16.2% | \$ 19,258,586 | 9.6% |
| Charges for Services | 304,383,787 | 289,135,776 | 303,762,535 | 22.3% | 14,626,759 | 5.1% |
| Fines and Forfeitures | 7,752,097 | 6,304,000 | 6,115,216 | 0.4% | (188,784) | (3.0%) |
| Franchise Fees | 33,192,845 | 31,885,000 | 33,780,000 | 2.5% | 1,895,000 | 5.9% |
| Intergovernmental | 190,626,284 | 198,306,065 | 185,627,582 | 13.6% | (12,678,483) | (6.4%) |
| Licenses and Permits | 33,313,533 | 26,855,000 | 29,548,000 | 2.2% | 2,693,000 | 10.0% |
| Sales and Use Taxes | 101,922,297 | 97,075,000 | 104,450,000 | 7.7% | 7,375,000 | 7.6% |
| Other Revenues | 213,828,358 | 96,406,685 | 27,046,881 | 2.0% | (69,359,804) | (71.9%) |
| Internal Service Revenues | 251,855,132 | 240,974,487 | 252,408,933 | 18.5% | 11,434,446 | 4.7% |
| Project Encumbrance | - | 610,050,095 | - | 0.0% | (610,050,095) | (100.0%) |
| Fund Balance Allocation | - | 17,132,899 | 26,364,196 | 1.9% | 9,231,297 | 53.9% |
| Transfers In | 213,843,813 | 194,770,237 | 173,412,056 | 12.7% | (21,358,181) | (11.0%) |
| \$ | 1,531,670,084 | \$ 2,010,484,907 | \$ 1,363,363,648 | 100.0% | \$(647,121,259) | (32.2%) |

| APPROPRIATIONS By Department | ACTUAL | REVISED | PROPOSED | 2019/20 | NET | % |
|-------------------------------------------|----------------------|-------------------------|-------------------------|---------------|------------------------|----------------|
| | FY 2017/18 | FY 2018/19 | FY 2019/20 | % TOTAL | CHANGE | CHANGE |
| Economic Development | \$ 108,476,952 | \$ 143,733,662 | \$ 131,697,108 | 9.7% | \$ (12,036,554) | (8.4%) |
| Executive Offices | 88,831,906 | 103,410,755 | 103,123,070 | 7.6% | (287,685) | (0.3%) |
| Families, Parks and Recreation | 41,029,943 | 63,021,847 | 45,237,439 | 3.3% | (17,784,408) | (28.2%) |
| Fire Department | 113,217,687 | 117,593,253 | 122,772,276 | 9.0% | 5,179,023 | 4.4% |
| Housing and Community Development | 8,530,626 | 18,271,974 | 10,841,328 | 0.8% | (7,430,646) | (40.7%) |
| Nondepartment | 344,255,504 | 318,193,773 | 313,269,534 | 23.0% | (4,924,239) | (1.5%) |
| Office of Business and Financial Services | 142,648,319 | 167,023,816 | 117,527,070 | 8.6% | (49,496,746) | (29.6%) |
| Orlando Venues | 107,887,558 | 190,708,298 | 37,582,209 | 2.8% | (153,126,089) | (80.3%) |
| Police Department | 173,714,104 | 185,658,026 | 187,104,901 | 13.7% | 1,446,875 | 0.8% |
| Public Works | 248,985,513 | 591,112,780 | 239,164,843 | 17.5% | (351,947,937) | (59.5%) |
| Transportation | 52,975,700 | 111,756,723 | 55,043,870 | 4.0% | (56,712,853) | 0.0% |
| \$ | 1,430,553,812 | \$ 2,010,484,907 | \$ 1,363,363,648 | 100.0% | \$(647,121,259) | (32.2%) |

| By Major Category | ACTUAL | REVISED | PROPOSED | 2019/20 | NET | % |
|----------------------------|----------------------|-------------------------|-------------------------|---------------|------------------------|----------------|
| | FY 2017/18 | FY 2018/19 | FY 2019/20 | % TOTAL | CHANGE | CHANGE |
| Salaries and Wages | \$ 219,853,554 | \$ 234,009,839 | \$ 243,975,454 | 17.9% | \$ 9,965,615 | 4.3% |
| Benefits | 192,151,583 | 207,631,474 | 195,719,315 | 14.4% | (11,912,159) | (5.7%) |
| Supplies | 29,030,244 | 28,113,574 | 27,073,503 | 2.0% | (1,040,071) | (3.7%) |
| Contractual Services | 191,395,278 | 306,017,058 | 153,942,816 | 11.3% | (152,074,242) | (49.7%) |
| Utilities | 31,763,138 | 30,715,847 | 33,859,793 | 2.5% | 3,143,946 | 10.2% |
| Travel | 945,248 | 1,370,975 | 1,366,595 | 0.1% | (4,380) | (0.3%) |
| Fleet and Facility Charges | 57,779,093 | 45,521,329 | 48,983,207 | 3.6% | 3,461,878 | 7.6% |
| Capital Outlay | 159,372,740 | 323,259,468 | 51,246,714 | 3.8% | (272,012,754) | (84.1%) |
| Other Operating Expenses | 334,419,119 | 638,856,736 | 433,784,195 | 31.7% | (205,072,541) | (32.1%) |
| Transfer Out | 213,843,813 | 194,988,607 | 173,412,056 | 12.7% | (21,576,551) | (11.1%) |
| \$ | 1,430,553,812 | \$ 2,010,484,907 | \$ 1,363,363,648 | 100.0% | \$(647,121,259) | (32.2%) |

PROPOSED BUDGET (as of July 22, 2019)

CITYWIDE STAFFING SUMMARY CITY OF ORLANDO FY 2019/20

| | Final FY 2017/18 | Revised FY 2018/19 | Proposed New Positions | Proposed Position Deletions | Proposed Position Transfers | Proposed FY 2019/20 | Percent of Total |
|-------------------------------------------|---------------------|-----------------------|------------------------------|-----------------------------------|-----------------------------------|------------------------|------------------------|
| SUMMARY BY DEPARTMENT | | | | | | | |
| Economic Development | 240 | 253 | 7 | - | - | 260 | 7.3% |
| Executive Offices | 163 | 171 | 3 | (4) | (1) | 169 | 4.7% |
| Families, Parks and Recreation | 226 | 235 | - | - | - | 235 | 6.6% |
| Fire Department | 647 | 649 | 2 | - | - | 651 | 18.2% |
| Housing and Community Development | 20 | 20 | - | - | - | 20 | 0.6% |
| Office of Business and Financial Services | 278 | 284 | 3 | - | - | 287 | 7.9% |
| Orlando Venues | 87 | 85 | - | - | - | 85 | 2.4% |
| Police Department | 1,041 | 1,066 | 38 | - | - | 1,104 | 30.9% |
| Public Works | 541 | 557 | 21 | - | 1 | 579 | 16.2% |
| Transportation | 168 | 173 | 7 | - | - | 180 | 5.0% |
| TOTAL CITY OF ORLANDO | 3,411 | 3,493 | 81 | (4) | - | 3,570 | 100.0% |
| SUMMARY BY FUND | | | | | | | |
| General | 2,376 | 2,435 | 25 | (4) | 1 | 2,457 | 68.8% |
| Water Reclamation Revenue | 241 | 259 | 9 | - | - | 268 | 7.5% |
| Building Code Enforcement | 118 | 120 | 2 | - | (1) | 121 | 3.4% |
| Solid Waste | 102 | 102 | - | - | - | 102 | 2.9% |
| Parking System Revenue | 95 | 100 | - | - | - | 100 | 2.8% |
| GOAA Police | 85 | 85 | 28 | - | - | 113 | 3.2% |
| Stormwater Utility | 84 | 84 | 6 | - | - | 90 | 2.5% |
| Orlando Venues | 52 | 54 | - | - | - | 54 | 1.5% |
| Fleet Management | 51 | 51 | - | - | - | 51 | 1.4% |
| Facilities Management | 49 | 49 | 3 | - | - | 52 | 1.5% |
| Construction Management | 32 | 32 | - | - | - | 32 | 0.9% |
| Community Redevelopment Agency | 28 | 33 | 5 | - | - | 38 | 1.1% |
| Leu Gardens | 20 | 21 | - | - | - | 21 | 0.6% |
| Housing Grants | 20 | 20 | - | - | - | 20 | 0.6% |
| Risk Management | 16 | 16 | - | - | - | 16 | 0.4% |
| After School All Stars | 8 | 10 | - | - | - | 10 | 0.3% |
| Orlando Stadium Operations | 7 | 7 | - | - | - | 7 | 0.2% |
| Centroplex Garages | 4 | 4 | 3 | - | - | 7 | 0.2% |
| Mennello Museum | 3 | 3 | - | - | - | 3 | 0.1% |
| Cemetery Trust | 2 | 2 | - | - | - | 2 | 0.1% |
| Code Board Lien Assessment | 1 | 1 | - | - | - | 1 | 0.0% |
| Crossing Guard | 1 | 1 | - | - | - | 1 | 0.0% |
| Downtown South District | 1 | 1 | - | - | - | 1 | 0.0% |
| Fire Pension | 1 | 1 | - | - | - | 1 | 0.0% |
| Health Care | 1 | 1 | - | - | - | 1 | 0.0% |
| Pension Participant Services | 1 | 1 | - | - | - | 1 | 0.0% |
| Community Venues Construction | 5 | - | - | - | - | - | 0.0% |
| Grants Fund | 4 | - | - | - | - | - | 0.0% |
| Downtown Development Board | 3 | - | - | - | - | - | 0.0% |
| Downtown Transit | - | - | - | - | - | - | 0.0% |
| EMS Transport | - | - | - | - | - | - | 0.0% |
| TOTAL CITY OF ORLANDO | 3,411 | 3,493 | 81 | (4) | - | 3,570 | 100.0% |

PROPOSED BUDGET (as of July 22, 2019)

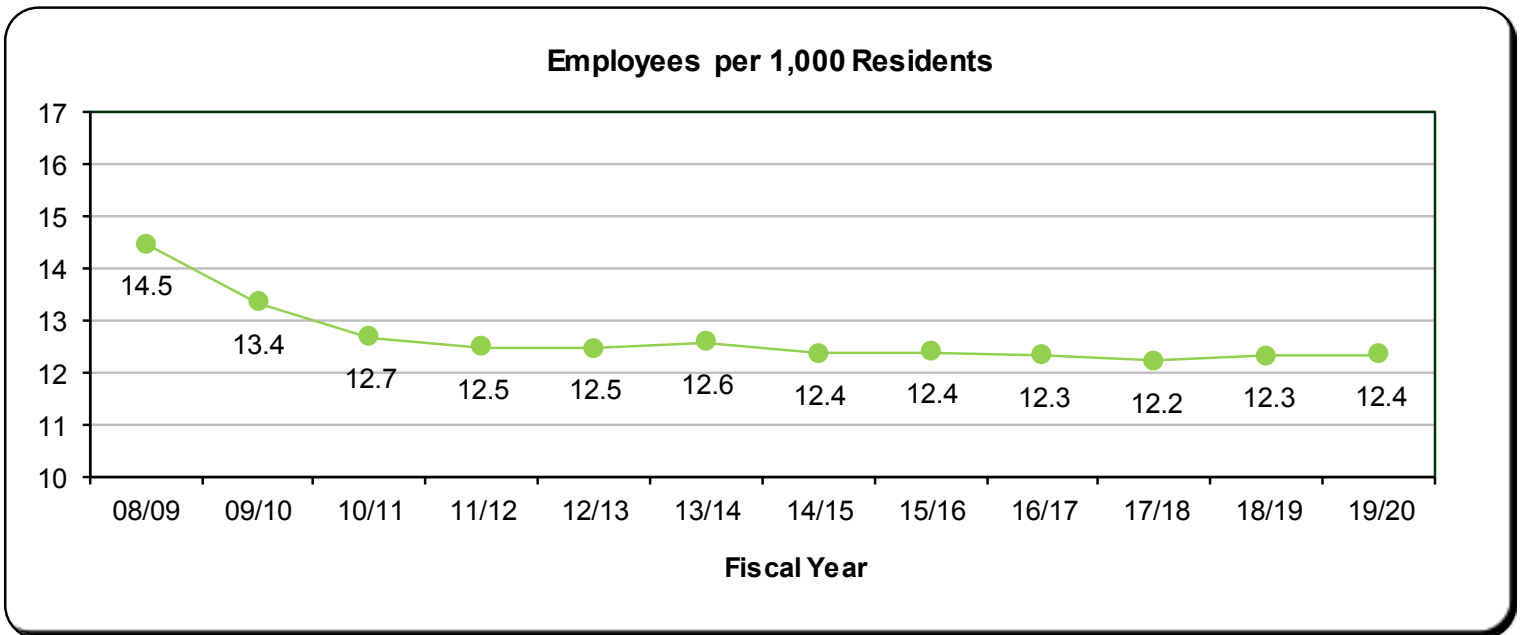
CITY WIDE STAFFING DATA AND CHARTS

The City of Orlando mission is to “Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible manner.” Part of fulfilling the City’s mission are various budgetary, operational, and programmatic enhancements dedicated to benefitting residents. A key component of this is modifying City personnel levels because of the burgeoning needs of the diverse and flourishing populace who call the *City Beautiful* home.

Many governmental entities only adjust staff before the start of a new fiscal year. The City of Orlando is unique as we proactively change personnel before **and** during the fiscal year in response to changing priorities. Whether it is to add more Fire and Police personnel to increase public safety or structural reorganizations for improved efficiency, these changes are made with residents’ needs as the driving force.

| FY | 08/09 | 09/10 | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 | 17/18 | 18/19 | 19/20 |
|--------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| City Population | 234,130 | 236,788 | 238,300 | 241,978 | 245,254 | 248,731 | 256,012 | 262,100 | 267,842 | 279,133 | 283,476 | 288,991 |
| Employees | 3,390 | 3,162 | 3,025 | 3,022 | 3,059 | 3,130 | 3,167 | 3,249 | 3,302 | 3,411 | 3,493 | 3,570 |
| Fire Sworn | 522 | 498 | 499 | 499 | 523 | 523 | 523 | 523 | 523 | 538 | 539 | 539 |
| Fire Civilian Transport | - | - | - | - | - | - | - | - | - | 29 | 29 | 29 |
| Total Fire First Responders | 522 | 498 | 499 | 499 | 523 | 523 | 523 | 523 | 523 | 567 | 568 | 568 |
| Police Sworn | 757 | 743 | 743 | 743 | 743 | 760 | 760 | 760 | 772 | 804 | 829 | 862 |
| Community Service Officers | 29 | 29 | 30 | 29 | 28 | 33 | 35 | 34 | 34 | 34 | 34 | 37 |
| Total Police First Responders | 786 | 772 | 773 | 772 | 771 | 793 | 795 | 794 | 806 | 838 | 863 | 899 |

Note: The statistical category of **First Responder** refers to employees designated or those specifically trained to respond to an emergency and/or those responsible for going immediately to the scene of an accident or emergency to provide assistance. Sworn Police and Fire personnel, Civilian Transport employees, and Community Service Officers (CSO) are in this category.

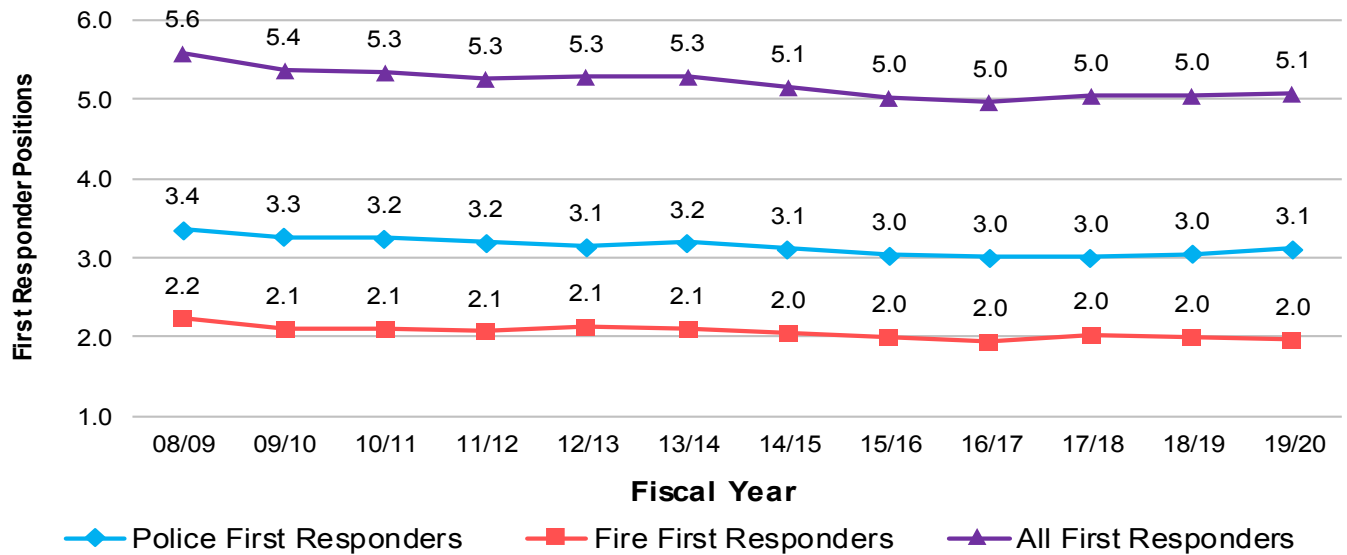


Employees per 1,000 Residents: This chart tracks a key statistical indicator for measuring efficiency and effectiveness in government. The data presented measures the number of all City employees per 1,000 residents. Naturally as the population grows, so does the need for increased staff to provide necessary public services. Part of the City’s responsibility is to have sufficient staff, but not superfluous staff. As the chart demonstrates, despite the steep staff reductions which resulted from the global recession (FY2007/08 - FY2010/11) and an ever growing population, the City continues to provide first class services, while remaining financially responsible and operationally productive.

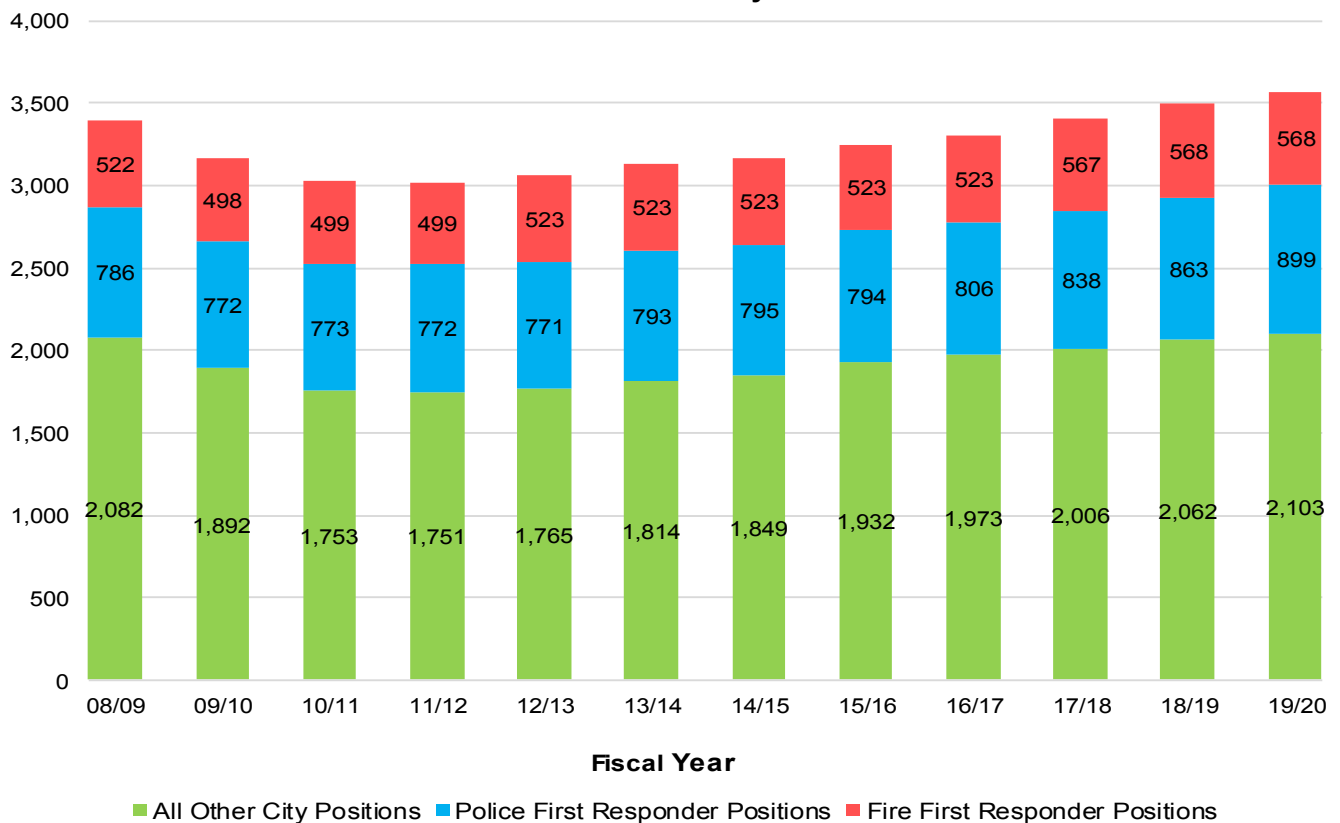
PROPOSED BUDGET (as of July 22, 2019)

CITY WIDE STAFFING DATA AND CHARTS (continued)

Orlando First Responder Positions per 1,000 Residents



Historical Totals of Orlando First Responder Positions and All Other City Positions



PROPOSED BUDGET (as of July 22, 2019)

Funding for Capital Improvement Projects 2019/20

| Fund | FY 2016/17 Adopted Budget | FY 2017/18 Adopted Budget | FY 2018/19 Adopted Budget | FY 2019/20 Proposed Budget |
|-------------------------------------------------------------|---------------------------------|---------------------------------|---------------------------------|----------------------------------|
| 3001_F Capital Improvements Fund | 10,039,091 | 11,155,218 | 23,265,536 | 25,142,681 |
| 5001_F Fleet Management Fund | - | - | - | 1,000,000 |
| 1070_F Transportation Impact Fee-North Fund | 1,163,090 | 1,802,000 | 932,000 | 1,382,000 |
| 1072_F Transportation Impact Fee-Southwest Fund | 1,250,000 | 3,010,000 | 1,600,000 | 4,000,000 |
| 1071_F Transportation Impact Fee-Southeast Fund | 7,150,000 | 4,295,000 | 3,500,000 | 3,000,000 |
| 1100_F Gas Tax Fund | 9,123,000 | 9,893,000 | 8,808,555 | 9,924,469 |
| 4106_F Water Reclamation General Construction Fund | 33,131,000 | 45,044,000 | 27,850,000 | 21,110,000 |
| 4107_F Water Reclamation Renewal and Replacement Fund | 2,000,000 | 4,500,000 | 2,000,000 | 1,750,000 |
| 4109_F Water Reclamation Impact Fees Fund | - | - | - | 7,500,000 |
| 4110_F Water Reclamation Collection System Impact Fees Fund | 500,000 | - | - | - |
| 4133_F Parking Renewal and Replacement Fund | 870,000 | 1,324,000 | 830,000 | 1,093,000 |
| 4161_F Stormwater Capital Fund | 5,725,000 | 3,660,000 | 2,450,000 | 1,680,000 |
| 1250_F Community Redevelopment Fund | 2,950,000 | 6,820,831 | 6,525,000 | 11,275,000 |
| 4190_F Downtown Development Board | 100,000 | 75,000 | 325,000 | - |
| 1170_F Downtown South Neighborhood Improvement District | - | 270,000 | 440,000 | 1,160,000 |
| 0016_F Dubsdread Renewal and Replacement Fund | 328,000 | 465,794 | 150,000 | 225,000 |
| 4150_F Solid Waste Fund | 777,000 | - | 1,728,155 | 4,400,000 |
| 3006_F Real Estate Acquisition Fund | - | - | 1,000,000 | 1,000,000 |
| Capital Improvement Plan Total | \$ 75,106,181 | \$ 92,314,843 | \$ 81,404,246 | \$ 95,642,150 |

* FY18/19 4133_F Parking R&R Fund replaced 4132_F Parking System Revenue Fund for capital projects within the Parking Division.

* 4161_F Stormwater Capital Fund was created in FY18/19 to house all Stormwater Fund capital projects, in previous years 4160_F Stormwater Utility Fund was used.

PROPOSED BUDGET (as of July 22, 2019)

Funding for Capital Improvement Projects 2019/20 Detail by Fund

| Funding Source | FY 2019/20 Proposed Budget |
|---------------------------------------------------------|----------------------------------|
| Capital Improvements Fund | |
| Affordable Housing | \$ 2,000,000 |
| Athletic Field Maintenance | 591,000 |
| Bridge Maintenance and Repair | 125,000 |
| DPAC R&R Contribution | 1,791,078 |
| Electric Vehicle Charging Stations | 800,000 |
| Facility Evaluation, Repairs, and Rehabilitation | 1,432,100 |
| Fire Equipment Replacement | 1,200,000 |
| Information Technology Enhancements | 2,130,000 |
| Information Technology Hardware & Software Updates | 210,000 |
| Information Technology Security Measures | 400,000 |
| Leu Gardens Restroom Renovations | 195,000 |
| Miscellaneous Sidewalk Repair | 300,000 |
| OPD Parking Improvements | 450,000 |
| Operational Efficiency Project | 260,000 |
| Parks and Playground Renovation Project | 1,175,000 |
| Pavement Rehabilitation | 2,500,000 |
| Police Equipment Replacement | 2,315,000 |
| Recreation Facility Renovations and Maintenance | 1,690,000 |
| Recreation Pools & Courts | 440,000 |
| Renewable Energy for City Facilities | 2,338,503 |
| School Safety Sidewalk Program | 600,000 |
| Sidewalk Remediation Program | 850,000 |
| Southeast Projects | 1,050,000 |
| Transportation System Equipment and Maintenance | 300,000 |
| Capital Improvements Fund Total | \$ 25,142,681 |
| Transportation Impact Fee - North Fund | |
| Alden/Lake Highland Realignment | \$ 500,000 |
| Lincoln SunRail Station Funding Agreement | 500,000 |
| Terry Avenue Extension | 332,000 |
| Transportation Studies/Professional Services | 50,000 |
| Transportation Impact Fee - North Fund Total | \$ 1,382,000 |
| Transportation Impact Fee - Southwest Fund | |
| Grand National Dr.: Oakridge Rd. to Sand Lake Rd. | \$ 3,000,000 |
| Millenia & Oak Ridge Dual Left SB | 300,000 |
| New Traffic Signal Locations | 150,000 |
| Raleigh Street Improvements | 500,000 |
| Transportation Studies/Professional Services | 50,000 |
| Transportation Impact Fee - Southwest Fund Total | \$ 4,000,000 |
| Page Subtotal | \$ 30,524,681 |

PROPOSED BUDGET (as of July 22, 2019)

Funding for Capital Improvement Projects 2019/20 Detail by Fund

| Funding Source | FY 2019/20 Proposed Budget |
|----------------------------------------------------------|----------------------------------|
| Transportation Impact Fee - Southeast Fund | |
| Narcoossee Widening: SR 528 - SR 417 | \$ 2,800,000 |
| New Traffic Signal Locations | 150,000 |
| Transportation Studies/Professional Services | 50,000 |
| Transportation Impact Fee - Southeast Fund Total | \$ 3,000,000 |
| Fleet Management Fund | |
| Compound Decontamination and Improvements | \$ 1,000,000 |
| Fleet Management Fund Total | \$ 1,000,000 |
| Gas Tax Fund | |
| ADA Transition Plan | \$ 300,000 |
| Bicycle Plan Implementation | 150,000 |
| Brick Street Restoration | 100,000 |
| Bridge Maintenance and Repair | 125,000 |
| Intersection Safety Improvements | 400,000 |
| LYNX Annual Contribution | 4,029,469 |
| Miscellaneous Sidewalk Repair | 200,000 |
| New Traffic Signal Locations | 100,000 |
| Pavement Marking Maintenance | 450,000 |
| Pavement Rehabilitation | 2,500,000 |
| Railroad Crossing Maintenance | 120,000 |
| Regional Computerized Signal System | 100,000 |
| Robinson Street "Complete Streets" | 300,000 |
| School Safety Sidewalk Program | 100,000 |
| SunRail Corridor Quiet Zone | 400,000 |
| Traffic Counts and Travel Time Studies | 350,000 |
| Traffic Signal Refurbishing Program | 200,000 |
| Gas Tax Fund Total | \$ 9,924,469 |
| Water Reclamation General Construction Fund | |
| Conserv I Area Collection System Improvements | 800,000 |
| Conserv I South Reclaimed Water Main | 100,000 |
| Conserv II Equalization Pumping Station Rehab | 4,000,000 |
| Conserv II Plant Water System Evaluation | 500,000 |
| Conserv II Press Building Rehab | 150,000 |
| Conserv II Secondary Weir Washing Device Installed | 160,000 |
| Inflow & Infiltration Reduction Project | 750,000 |
| Iron Bridge Grit System Replacement | 4,500,000 |
| Iron Bridge Ventilation for Biosolids Press Room | 500,000 |
| Lift Station Odor Control | 250,000 |
| Lift Station Rehabilitation | 650,000 |
| Lift Stations Electrical Safety Improvements | 1,350,000 |
| Lift Stations Emergency Generators | 2,400,000 |
| Reclaimed Water System Valve Replacements | 1,000,000 |
| Sanitary Service Lateral Rehabilitation | 1,500,000 |
| Sanitary System Corrosion Abatement | 1,500,000 |
| Sanitary upgrades with other projects | 1,000,000 |
| Water Reclamation General Construction Fund Total | \$ 21,110,000 |
| Page Subtotal | \$ 35,034,469 |

PROPOSED BUDGET (as of July 22, 2019)

Funding for Capital Improvement Projects 2019/20 Detail by Fund

| Funding Source | <u>FY 2019/20 Proposed Budget</u> |
|-------------------------------------------------------------|-------------------------------------------|
| Water Reclamation Renewal and Replacement Fund | |
| Lift Station Site Improvements | \$ 250,000 |
| Lift Station Underground Rehabilitation | 1,500,000 |
| Water Reclamation Renewal and Replacement Fund Total | \$ 1,750,000 |
| Water Reclamation Impact Fees Fund | |
| Conserv I Treatment Plant Improvements | \$ 7,500,000 |
| Water Reclamation Impact Fees Fund Total | \$ 7,500,000 |
| Parking Renewal and Replacement Fund | |
| 55 West Maintenance and Repairs | \$ 100,000 |
| Administration Center Garage Repair/Maintenance | 200,000 |
| Central Blvd Garage Repair and Maintenance | 150,000 |
| Courthouse Garage Repair and Maintenance | 120,000 |
| Jefferson Garage Capital Repairs | 150,000 |
| Library Garage Repair and Maintenance | 373,000 |
| Parking System Revenue Fund Total | \$ 1,093,000 |
| Stormwater Capital Fund | |
| Lake Lawne Property Acquisition & Treatment | \$ 180,000 |
| Rapid Response Construction | 500,000 |
| Stormwater System Construction | 500,000 |
| System Repair and Rehabilitation | 500,000 |
| Stormwater Utility Fund Total | \$ 1,680,000 |
| Community Redevelopment Agency | |
| Downtown Capital Maintenance | \$ 775,000 |
| Downtown Lighting | 1,000,000 |
| DTO Implementation | 6,000,000 |
| Parramore Housing Initiative | 2,000,000 |
| Streetscape Improvements | 500,000 |
| Under I Design | 1,000,000 |
| Community Redevelopment Agency Fund Total | \$ 11,275,000 |
| Downtown South Neighborhood Improvement District | |
| DSNID Corridor Planning & Enhancement Projects | \$ 1,160,000 |
| Downtown Development Board Fund Total | \$ 1,160,000 |
| Dubsdread Renewal & Replacement | |
| Dubsdread Clubhouse Improvements | \$ 72,000 |
| Dubsdread Course/Grounds Maintenance | 68,000 |
| Dubsdread Equipment | 85,000 |
| Dubsdread Renewal & Replacement Fund Total | \$ 225,000 |
| Solid Waste Fund | |
| Solid Waste Consolidate Facilities Construction | \$ 4,000,000 |
| CBD Waste & Recycling Center | 400,000 |
| Solid Waste Fund Total | \$ 4,400,000 |
| Real Estate Acquisition Fund | |
| Real Estate Acquisition Opportunities | \$ 1,000,000 |
| Real Estate Acquisition Fund Total | \$ 1,000,000 |
| Page Subtotal | \$ 30,083,000 |
| CIP Total | \$ 95,642,150 |

PROPOSED BUDGET (as of July 22, 2019)

FY 2019/20 BUDGET CALENDAR

| | |
|--------------|-----------------------------------------------------------------------------------------------|
| January 18 | Distribution of budget timeline, Revenue Requests and Justifications/Revenue Manual Revisions |
| March 1 | Revenue Estimates and Justifications/Revenue Manual Revisions due to Management and Budget |
| March 4 | Distribution of Capital Improvement Program requests |
| March 29 | Capital Improvement Program requests due to Management and Budget |
| April 1 | Distribution of Reorganization Requests, Expenditure Requests and Justifications |
| May 3 | Reorganization Requests, Expenditure Requests and Justifications due to Management and Budget |
| May - June | Meetings with large departments to review Revenue and Expenditure Requests and Justifications |
| June 19 | Certification of property values by Orange County Property Appraiser |
| June 24 | Mayor's State of the City / Budget Address |
| July 22 | Budget Workshop |
| July 22 | City Council vote on proposed millage rate |
| September 3 | First public hearing to adopt proposed millage rate, budget and Capital Improvement Program |
| September 16 | Final public hearing to adopt millage rate, budget and Capital Improvement Program |
| October 1 | Implementation of adopted budget |