

UNION WEST AT CREATIVE VILLAGE



ANNUAL BUDGET

2020 / 2021

Acknowledgements

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CITY OF ORLANDO

ELECTED OFFICIALS



BUDDY DYER
Mayor



JIM GRAY
District 1 Commissioner



TONY ORTIZ
District 2 Commissioner



ROBERT F. STUART
District 3 Commissioner



PATTY SHEEHAN
District 4 Commissioner



REGINA I. HILL
District 5 Commissioner



BAKARI F. BURNS
District 6 Commissioner

Guide to Readers

About the Budget

The Fiscal Year 2020/21 Budget for the City of Orlando serves four fundamental purposes:

Policy Guide – as a policy document, the Budget serves to inform the reader about the Municipality and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the annual budget. This budget document details the services that the City of Orlando will provide during the twelve-month period from October 1, 2019 through September 30, 2020. The department budget sections provide mission statements, major accomplishments, future outlook (goals) and performance indicators for each department.

Financial Plan – as a financial plan, the Budget details the costs associated with providing municipal services and how the services will be funded. The Budget includes a summary and detailed description of all revenues and expenditures including General and Non-General Funds. The Budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. The sources and uses of funds for two prior and the new budget years are summarized, changes in fund balance are discussed and an explanation of capital expenditures is provided included debt obligations. In addition, the City of Orlando section discusses the City's budget process and fund structure.

Operations Guide – as an operations guide, the Budget details how departments and the funds are organized. The Budget informs the reader of all the activities, services and functions carried out by each department. In addition, the Budget provides for performance measurements of organization-wide objectives to aid in monitoring the progress of the City. Each departmental budget section includes a description of the department's function, its goals and accomplishments, performance indicators, authorized positions within the organizational structure, budget highlights, and budgetary appropriations.

Communications Guide – as a communications device, the Budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included to consolidate the information as much as possible. The Budget document also includes a table of contents and a glossary of terms to make it easier to locate and understand its contents. Finally, the Budget includes the Chief Financial Officer's Letter and Mayor Dyer's State of the City, providing readers with a narrative of the fiscal plans of the City of Orlando for the upcoming fiscal year.

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INTRODUCTION



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Orlando
Florida**

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Orlando, Florida for its annual budget for the fiscal year beginning October 1, 2019. The City of Orlando has received the award for 16 consecutive years. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

To the Citizens of the City of Orlando:

The Mayor and City Council are charged annually with the responsibility of developing a balanced budget. This process requires a series of decisions regarding where, how and why taxpayer dollars are spent, with great value placed on transparency and public input. We undertook this process in the early days of a nationwide pandemic and amid calls to end systemic racism in our country. No one can predict with any certainty what the impact of the pandemic will be. Our community is collectively examining how we can ensure all residents and visitors are treated equitably. With more questions than answers as we consider a budget, we must be ready for challenging times ahead.

The City of Orlando was able to endure the last nationwide economic downturn and years of diminishing revenue by making tough decisions including cumulative budget reductions of over \$230 million dollars and a strict financial focus on strategic priorities. We also managed and trained our workforce on efficiencies and as the city's population continued to grow, staffing increases were limited and the ratio of staff to residents was at its lowest point in decades. While some cities opted for quick-fixes like decreasing reserve funds, the City of Orlando protected its reserve levels. The lessons of those years are still fresh in our minds as we look forward.

As COVID-19 made its first impacts, both locally and across the state, revenues from business activity began falling. Sources such as state Sales Tax, Local Business Taxes, Franchise Fees and Communication Services Taxes are expected to fall in FY21. To date the pandemic has not negatively impacted property values. This budget maintains our current property tax millage rate while continuing Orlando's five-star services. The City directed the limited increased revenues to several initiatives in response to calls for greater racial equity. We've heard time and time again that the significant investments we've made in economic development, jobs, housing and education are more important than ever. We're making strategic investments in the areas of police training, accountability and oversight; youth programming, particularly among our most vulnerable young people; supporting minority-owned businesses; career training; creation of a citywide Equity Official; and more affordable housing.



Lake Eola in Downtown Orlando

Highlights of this year's budget include:

- We have allocated police funds for the research and piloting of an alternative dispatch model which is designed to de-escalate situations involving residents with mental health issues. In several listening sessions, we heard from residents who want trained behavioral health professionals to respond to some non-violent calls for service. Our officers have shared that they want this to become a reality as well.
- Increasing the Families, Parks & Recreation budget by 14% and expanding our successful Parramore Kidz Zone (PKZ) to three other neighborhoods in our city. PKZ provides educational, health and wellness and social opportunities to some of our community's most vulnerable young residents. We are also growing our My Brother's Keeper program so more boys and young men of color can be connected to mentoring, support networks and skills to help them improve academic performance and increase employment opportunities.

We secured a federal grant to add a dedicated Community Oriented Policing Team, comprised of ten new officers who will focus on working collaboratively with residents to solve community concerns and cultivate positive relationships. The officers will work in teams of two with each team dedicated to a specific neighborhood, so that they can be regularly seen and interact with residents in these

- communities, working to earn the communities' trust, promote more community engagement and better serve and protect the residents of these neighborhoods.
- Once again, despite reductions in several revenue streams, General Fund does not utilize reserves to balance its budget and actually includes an increased operating contingency to ensure issues arising during the year can be addressed without their use at all. The City has consistently been recognized for its management of reserves. Fitch Ratings has given Orlando a Triple-A bond rating, the highest score attainable. This solid financial position allows us to bring resources to bear at a moment's notice, such as the response to the Pulse tragedy, recent natural disasters like Hurricanes Matthew and Irma, and last year to ensure our first responders had adequate personal protective equipment to immediately take care of our residents.
- City departments continue to go beyond the call to find cost savings and grant opportunities and streamline program delivery. Within this budget is an operational and salary savings target of over \$8.5 million. Our track record shows we are capable of managing to provide the superior service levels our residents have come to expect within this budget limitation.
- In recognition of the importance of continuing to make Orlando one of the most environmentally responsible cities in region, we are creating two new positions dedicated to sustainability.

I encourage all of our citizens to become involved in the budget process. To make sure that our residents have access to this information, a special budget section is maintained on our website. Citizens can see budget documents discussed by staff at public budget workshops for City Council. Each workshop is broadcast live on Orange County's public access channel and the Internet. Recordings are then posted on the Internet for those who are unable to view the broadcast live. In addition, two public hearings are held in September each year to formally adopt the millage rate and budget. Regular financial reports are also posted to the Internet, as are budget amendments approved throughout the fiscal year. We encourage you to utilize these and other mechanisms to engage your government in discussions about the financial decisions we have made and our direction for the future.

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

Sincerely,



Buddy Dyer
Mayor

MAYOR'S KEY PRIORITIES

The Mayor's Key Priorities were established to achieve the City of Orlando's mission to "Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible." Identified in each priority are budgetary, operational, and programmatic enhancements over the last three fiscal years. Below explains the signifi-

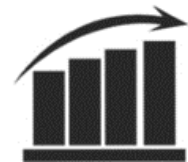
Create a City for Everyone



The City of Orlando strives to meet the needs of all residents who choose to call Orlando home as well as the millions of visitors that vacation in our great City each year by offering a combination of economic, cultural and educational opportunities.

Create High Quality Jobs

Mayor Buddy Dyer recognizes that economic development doesn't just happen at City Hall, it happens when partnerships are formed between private business, nonprofits and government agencies to impact our community. That's why as a region we are working together to attract corporate headquarters and support new and existing businesses.



End Homelessness



The City of Orlando and the entire region remains committed to the Housing First model. Our regional strength that has been applied to other projects, like SunRail, will be used to house and support our chronic homeless population.

Become One of the Most Sustainable Cities in Ameri-

The City of Orlando has worked to become one of the most sustainable cities in America by greening our buildings, food, waste, water and transportation, ensuring that we protect our natural resources and amenities for our residents and future generations to come.



Keep Our Community Safe



The top priority for Mayor Buddy Dyer is the safety of our community. The City of Orlando is committed to working with our residents and business to keep our neighborhoods and Downtown a safe place to live, work and play.

Provide Mobility and Transportation Op-

Keeping Orlando moving continues to be a priority for Mayor Buddy Dyer. Providing multiple alternatives such as transit, bike and pedestrian forms of transportation will offer all those who live, work and play in Orlando options for getting around the City.



MAYOR'S KEY PRIORITIES

FY 2019/20

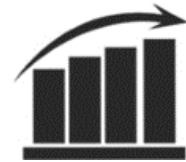
Create a City for Everyone



- Upgraded facilities at Leu Gardens, including restroom improvements.
- Nearly \$1.2 million provided renovations at various parks and improved Americans with Disabilities Act (ADA) walking paths.
- Maintained nearly \$7 million in funding to community arts, culture, education, and economic organizations.

Create High Quality Jobs

- Funded for Small Business Façade Program at \$450,000.
- Increased support to the UCF business incubator to \$700,000.
- Funded plan to increase minimum wage to \$13 per hour in FY2019/20 and then \$15 per hour by FY 2021/22 for city employees.



End Homelessness



- Contributed \$2 million to help create affordable housing across the city.
- Continued support of Mayor's Housing First Initiative with \$1.2 million dedicated to the program and a variety of other homelessness programs.
- \$600,000 provided to rental assistance program to help alleviate the burden on displaced individuals and others in need.

Become One of the Most Sustainable Cities in America

- Provided \$1.8 million in renewable energy funding to install solar panels at various city facilities.
- Added 100 electric vehicle charging stations through out the city via \$800,000 capital investment.
- Augmented staff to support initiatives in the Office of Sustainability and Resiliency.



Keep Our Community Safe



- Added 33 police officers, including 25 for Greater Orlando Aviation Authority (GOAA) and 8 School Resource Officers (SRO).
- Invested in rapid DNA testing equipment which is used to solve and prevent crimes, help reverse wrongful convictions, and prevent DNA analysis backlogs.
- Provided \$5 million towards purchasing frontline fleet apparatus for the Orlando Fire Department, specifically for new tower trucks, fire engines, and pumps.

Provide Mobility and Transportation Op-

- Established dedicated funding for city bridge repairs program.
- Increased pavement rehabilitation funding by \$1 million.
- Created a position to oversee Vision Zero Orlando Action Plan, which aims to eliminate traffic fatalities and serious injuries within the city by 2040.



MAYOR'S KEY PRIORITIES

FY 2020/21

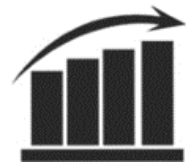
Create a City for Everyone



- \$2.1 million for expansion of Paramore Kidz Zone to the neighborhoods of Engelwood, Holden Heights, and Mercy Drive.
- \$1 million for expansion of My Brother's Keeper Program, which aims to address persistent opportunity gaps faced by boys and young men of color and ensure that all young people can reach their full potential.
- Create a new Equity Official position to enhance social and racial equity in the City and community.

Create High Quality Jobs

- Expand staffing support for our Main Streets program
- Partner with the Central Florida Urban League to provide job training opportunities to City residents
- Provided a \$500,000 tax rebate to KPMG
- Funding for Small Business Façade Program at \$450,000



End Homelessness



- Allocating an additional \$500,000 to the Mayor's Housing First Initiative and other efforts or organizations that assist the homeless.
- Adding \$1 million for Affordable Housing projects.
- Provide another \$600,000 to the rental assistance program to help alleviate the burden on displaced individuals and others in need.

Become One of the Most Sustainable Cities in America

- Hiring a Sustainability Project Manager and a Sustainability Project Coordinator to continue to enhance and expand the City's sustainability initiatives.
- Budgeting \$350,000 for transition of SunRail to local oversight.
- Increasing utilities allocation by \$75,000 to cover initial costs for connection to the Orlando Utilities Commission solar farm and the addition of 100 electric vehicle charging stations at City-owned sites.



Keep Our Community Safe



- \$500,000 to begin planning a new fire training and admin facility
- Providing nearly \$1.3 million in new funding for mental health co-responders, police officer mental health services, and intercultural competency evaluations..
- Added 5 additional paramedics.

Provide Mobility and Transportation Op-

- \$6 million Transportation Impact Fee funded project to extend Grand National Drive, which will alleviate traffic congestion and prepare for future growth in southwest Orlando
- \$1 million in Phase II funding to perform the utility relocation aspect of the Robinson Complete Street project
- \$100,000 in Phase II funding to perform streetscape and other layout improvements to Virginia Drive



October 1, 2020

Mayor Buddy Dyer
and City Commissioners
of the City of Orlando, Florida

I am pleased to present you with a balanced budget for the City of Orlando for Fiscal Year (FY) 2020/21, totaling \$1,440,937,488. This budget is the result of a collaboration among all the City Departments and the Office of Management & Budget during a challenging period. Overall, the total City budget is growing by 5.4%. This budget was formulated with conservative assumptions of revenue and moderate expenditure growth, the same approach that allowed the City to maintain or improve its credit rating. Guiding parameters and priorities for developing the budget were outlined in the Mayor's Strategic Priorities. These include 1) Keep Our Community Safe, 2) Generate High Quality Jobs, 3) Become One of the Most Sustainable Cities in America, 4) Provide Mobility and Transportation Options, 5) Create a City for Everyone and 6) End Homelessness. Citizens also had the opportunity to provide input throughout the preparation process and, as specified in Florida Statutes, during the two required public hearings held in September.

After we had begun budget development, the nation was hit with the impact of the COVID-19 pandemic. We quickly recognized the pandemic would have a negative financial impact on the City but could not forecast the severity nor duration of that impact. Several revenue sources such as Sales Tax, State Revenue Sharing and certain utility taxes were certain to fall. Then in the spring of 2020, like in communities across the nation, Orlando residents demonstrated in the streets for social justice and equity. The Mayor held several listening sessions with community leaders. It became clear that citizens wanted change and that the City needed to invest in programs that would address their concerns. Fortunately, amid these challenges, the City's taxable property value increased \$3.5 billion resulting in a projected \$22 million increase in property tax collections. Some functions are being expanded in response to citizen input. These expansions are governed by the rate of revenue growth. Mayor Dyer and I agree that Orlando is on sound financial footing and we are in the top tier of Florida cities. In fact, I believe that we can stand with any city in the country. The City of Orlando has developed a fiscally responsible budget for FY 2020/21 to remain on this solid financial ground. Various aspects of the budget are outlined below.

The total General Fund budget for FY 2020/21 totals \$533,851,663. This is an increase of \$16,639,829 when compared to the adopted budget for the prior fiscal year. Much of the increase is attributable to (1) our commitment to employees in continuing to fully fund pension and retiree healthcare obligations in addition to collectively bargained wage increases; (2) identifying alternative approaches to public safety calls for service that match the correct resource to the need and reduce the stress on our police officers; and (3) expanding programs that offer opportunities to disadvantaged populations. We have again been able to balance the budget without the use of any reserves thus keeping the General Fund reserve at the maximum level recommended as a best practice by the Government Finance Officers Association (GFOA) and by the City's Reserve Policy.

The following are brief highlights, changes and assumptions incorporated in the adopted budget:

Citywide Staffing/Salaries and Benefits

Labor costs comprise two-thirds of our General Fund budget and therefore any additions to staffing are carefully considered. In the FY 2020/21 budget we have added 57 new General Fund positions. These new positions include 25 new police positions (including 10 partially grant-funded new neighborhood patrol unit officers; 3 use-of-force investigators; 5 civilian crime data center analysts; 3 school resource officers), 5 new civilian paramedic positions, and 19 new positions in Families, Parks & Recreation to staff new facilities and programs. While there is growth in our number of positions, per capita staffing decreased to 12.2 employees per thousand residents, a new low that reflects City staff working smarter and harder.

Included in this budget is funding for wage increases for our employees. There are variations but generally most employees will receive a 4% wage increase. The City has committed to providing a \$15 per hour minimum wage by FY2022. In the FY2021 budget, the minimum wage is \$14 per hour. We have provided sufficient budget in FY 2020/21 to fund all of the collective bargaining agreements and the path to a \$15 minimum wage.

Health care benefits are a significant cost for any organization and the City is no different. That being said, since the City became self-insured in 2012, City-managed health care costs have remained stable. This continues in FY21 when, based on the recommendations of our third-party health care consultants, we have assumed a health care premium increase of less than 1%.

Pensions and Retiree Healthcare

This budget maintains the City's commitment to fully fund our pension and retiree healthcare obligations. We do this by paying 100% of the actuarially determined contribution each year. The City continues to be one of the few local governments in the country who have made the prudent decision to fully fund the actuarial cost of retiree healthcare rather than defer those costs to future taxpayers. We have also taken steps over the years to control the costs of pensions and retiree healthcare, by closing the general employees' defined benefit pension plan to new hires in 1998 and closing the retiree healthcare plan to new hires in 2006. By controlling costs and by fully funding our actuarially determined contributions we will ensure that our pension plans continue to be well-funded and will be able to provide the benefits that our retirees have earned.

Economic Development

Stimulating the local economy and focusing on job creation and economic diversification remain a large part of the Economic Development Department's mission. The Department budget totals \$140,069,272 with a General Fund portion of \$16,978,319. Contributions to organizations supporting economic development have increased again as the Economic Development Department leads the City's efforts to Create High Quality Jobs. The Façade Grant Program is funded at \$75,000 per Commissioner District and the Main Street Program is increasing to \$664,550; and the Business Assistance Program will continue to receive \$150,000. The Building Code Enforcement Fund is a non-General Fund operation that falls under the Economic Development Department and its budget is \$17,395,692 for FY 2020/21. At the request of the developer community, this new budget includes additional overtime to pay for inspections on weekends.

Families, Parks, and Recreation

The Families, Parks and Recreation (FPR) Department budget is increasing dramatically in FY20/21. To truly have A City for Everyone we are adding funding for an expansion of our successful Parramore Kidz Zone program to three additional neighborhoods, building upon the My Brother's Keeper initiative, and opening the new Rosemont Gym, Lake Lorna Doone Park and the Grand Avenue Neighborhood Center. The Department budget totals \$53,353,406 with a General Fund portion of \$43,528,707. The After School All Stars (ASAS) Fund is a non-General Fund operation that falls under the FPR Department with a budget for FY 2020/21 of \$4,042,988. Although a non-General Fund operation, ASAS still gets a substantial portion of its revenue, almost \$1.5 million, via a transfer from the General Fund. As noted previously, to support this expansion of programming, FPR staffing will grow by 19.

Fire

The Fire Department (OFD) is critical as we strive to Keep Our Community Safe. The OFD budget totals \$127,733,721 with a General Fund portion of \$125,925,721. A significant addition to this budget is for fire pension costs and five additional civilian paramedics. The level of funding allotted to the Fire Department for the fiscal year will also allow it to maintain its ISO rating of "1". This independent rating confirms that the City of Orlando provides exceptional protection to our residents, visitors and property by providing the appropriate level of well-trained firefighters and paramedics, reducing emergency response time and utilizing resources as efficiently as possible.

Housing and Community Development

The Department's total FY 2020/21 budget is \$10,250,540. Primary funding has typically been provided through federal sources along with state funding. Significant federal funding will again be received with \$8,140,749 being award through U.S Department of Housing and Urban Development (HUD) grants. This is an increase of almost \$800,000. Unfortunately, the state has eliminated their housing grant funding in FY2020/21. The City has continued General Fund support for affordable housing initiatives with a \$1M allocation and increased the General Fund operating budget to \$1,109,791 in FY2020/21. This significant investment is evidence of the City's dedication to End Homelessness and Create a Community for Everyone.

Orlando Venues

The budget for the Orlando Venues Funds for FY 2020/21 is \$38,484,415. This budget includes the Amway Center, home of the National Basketball Association's Orlando Magic, East Coast Hockey League Orlando Solar Bears, and the reconstructed Camping World Stadium. The budget includes revenues and expenditures associated with the various events to be held at the two venues. The Amway Center's budget is \$21,188,907 and Camping World Stadium's budget is \$7,355,055 for the fiscal year. Both Venues' activity level and revenue are highly susceptible to the impact of the COVID pandemic.

The budget for the Orlando Venues Department also includes the Harry P. Leu Botanical Gardens and the Mennello Museum of American Art. The budget for Leu Gardens is \$3,138,704 and the budget for the Mennello Museum is \$616,976. Both are heavily dependent on the General Fund for operational and capital support. Leu Gardens receives \$1.6 million, or 50%, of its revenues and the Mennello Museum receives \$555,108, or 90%, from the General Fund.

Police

The City's strong commitment to public safety continues under this budget. This Orlando Police Department (OPD) budget includes funding for 18 new sworn positions and 5 civilian Crime Analysts. The Department budget totals \$191,222,251 with a General Fund portion of \$169,800,721. Visible evidence of the City's strong commitment to Keep Our Community Safe is in the fact that OPD accounts for one third of the General Fund budget. This budget increases patrol officers, school resource officers, use-of-force investigators and analysts in the new Crime Center. Police pension costs increase by \$1.5M. We are also increasing the budget for the crossing guard fund to make sure our students get to school safely. OPD provides 118 officers, an increase of five, to provide public safety services at the Orlando International Airport. The budget for that Aviation Authority Police Fund is \$18,049,127.

Transportation

The Transportation Department was re-established in FY2016/17. The Department's total budget from all sources is \$60,097,711. The General Fund makes up \$18,079,745 of this amount. The combined Parking System budget is \$24,737,122. That total includes the Parking System Fund, covering the majority of City garages and lots and the GEICO Garage; the Centroplex Garage Fund covering the two garages near the Creative Village site; and two parking repair and renovation funds. As the obvious lead in the City's effort to Provide Mobility and Transportation Options, the Department added \$350,000 for costs related to the planning for the transition of the SunRail commuter train to local control.

Public Works

The Public Works Department has the largest total budget. This diverse department handles a wide variety of essential City services from water reclamation management, to residential trash collection and recycling to street maintenance and construction. The Department budget totals \$293,653,295 with a General Fund portion of \$9,103,011. The FY 2020/21 total staffing is 589 or 16% of the City total. The vast majority of the positions (506 or 86% of all Public Works positions) are outside the General Fund. The Department's General Fund footprint is much smaller by comparison, funding 83 employees, or slightly over 14% of the total. Budget highlights for the Enterprise Funds that are part of the Public Works Department are outlined in the following paragraph.

Enterprise Funds

For the fourth year in a row, Solid Waste Fees and Stormwater Utility Fees will not increase for FY 2020/21, evidence of the City's commitment to fiscal discipline and keeping as much as possible in the citizens' pockets. A total of \$2,140,000 for Stormwater Utility funded projects is included in this year's Capital Improvement Program. That is just a portion of the Stormwater Utility's \$28,142,387 total budget. The Solid Waste Fund's total budget is \$39,614,804. The Water Reclamation Revenue Fund has a total operating budget of \$114,754,796, which includes \$26,500,000 in capital improvement initiatives keeping in line with the City's renewed focus on infrastructure maintenance. The Water Reclamation General Construction Fund includes funding for the rehabilitation of the Conserv I Treatment Plant which is needed to support the rapid growth of the southeast part of the City.

Debt Service

The General Fund budget for debt service totals \$19,394,728 in FY 2020/21. This is an increase of only \$150,000 over the prior year's debt service. Demonstrating the City's commitment to public safety, debt service of \$9.9 million has been budgeted for the expansion of fire and police facilities. The debt service for some of these new or upgraded facilities comes from energy savings from the facilities themselves. Debt service for land acquisition totals almost \$4.8M in FY20/21. These purchases

Capital Improvement Program

The total allocation of the FY 2020/21 Capital Improvement Program (CIP) is \$100,463,503 and includes projects related to Stormwater, Water Reclamation, Transportation and Economic Development. The majority of the budget is comprised of Water Reclamation projects, funding 24 projects totaling \$90,760,497. Included in those Water Reclamation numbers is \$47.8M for the rehabilitation of the Conserv I treatment plant. Stormwater will include three projects at a cost of \$2.1 million. Transportation-related projects total \$20.2M with funding from Gas Tax (\$9.7M), Transportation Impact Fees (\$8.3M) and the City's parking funds (\$1.3M). Economic Development projects funded through the Community Redevelopment Agency (CRA) provides funding for Transportation Access & Connectivity, Real Estate needs, the Parramore Housing Initiative and Venues & Open Spaces, among other efforts. There is also funding set aside in the Dubsdread Golf Course Renewal & Replacement Fund for course maintenance and in the Solid Waste Fund for replacement vehicles. With the possible exception of the Water Reclamation projects, all of these projects are cash funded and not tied to additional debt liability.

The Capital Improvement Fund budget for FY 2020/21 is \$19.5 million, a decrease of \$6.8M over the prior year. Virtually all of this is new funding from the General Fund. Funding has been allocated to maintain our investments in infrastructure and facilities, to ensure that our public safety departments can maintain replacement cycles, to keep our technology current and secure, and to address any deferred maintenance needs. Public safety projects include \$1.2M for fire equipment replacement and \$1.3M for police equipment replacement and facilities. We have continued funding technology infrastructure with \$1.7M. Core infrastructure projects include \$2M for pavement rehabilitation and \$1.75M for the repair of hazardous sidewalks and construction of new sidewalks to provide a safe route for children going to school. We continue to make necessary improvements and upgrades to our recreation and park facilities including playground equipment with \$3.7M in capital funds. The annual Dr. Phillips Center for the Performing Arts Renewal & Replacement payment is also budgeted in the amount of \$1.8M. We are setting aside \$1M for affordable housing initiatives. Finally, we have set aside \$1M to address other facility needs across the City.

Non-Departmental/Non-Operating

The Non-Departmental budget decreased \$6.6 million. The decrease is substantially the result of one-time items in the prior year, including a one-time transfer to the Designated Revenue Fund of \$2.4M to fund homelessness initiatives and needs related to collective bargaining. The budget for General Fund tax increment payments to the Community Redevelopment Agency will increase by \$1.9 million for FY 2020/21. Given the uncertain economic times, we have increased the General Fund contingency by \$1.75 million to \$6.9M. As noted above, there was also a modest increase to debt service.

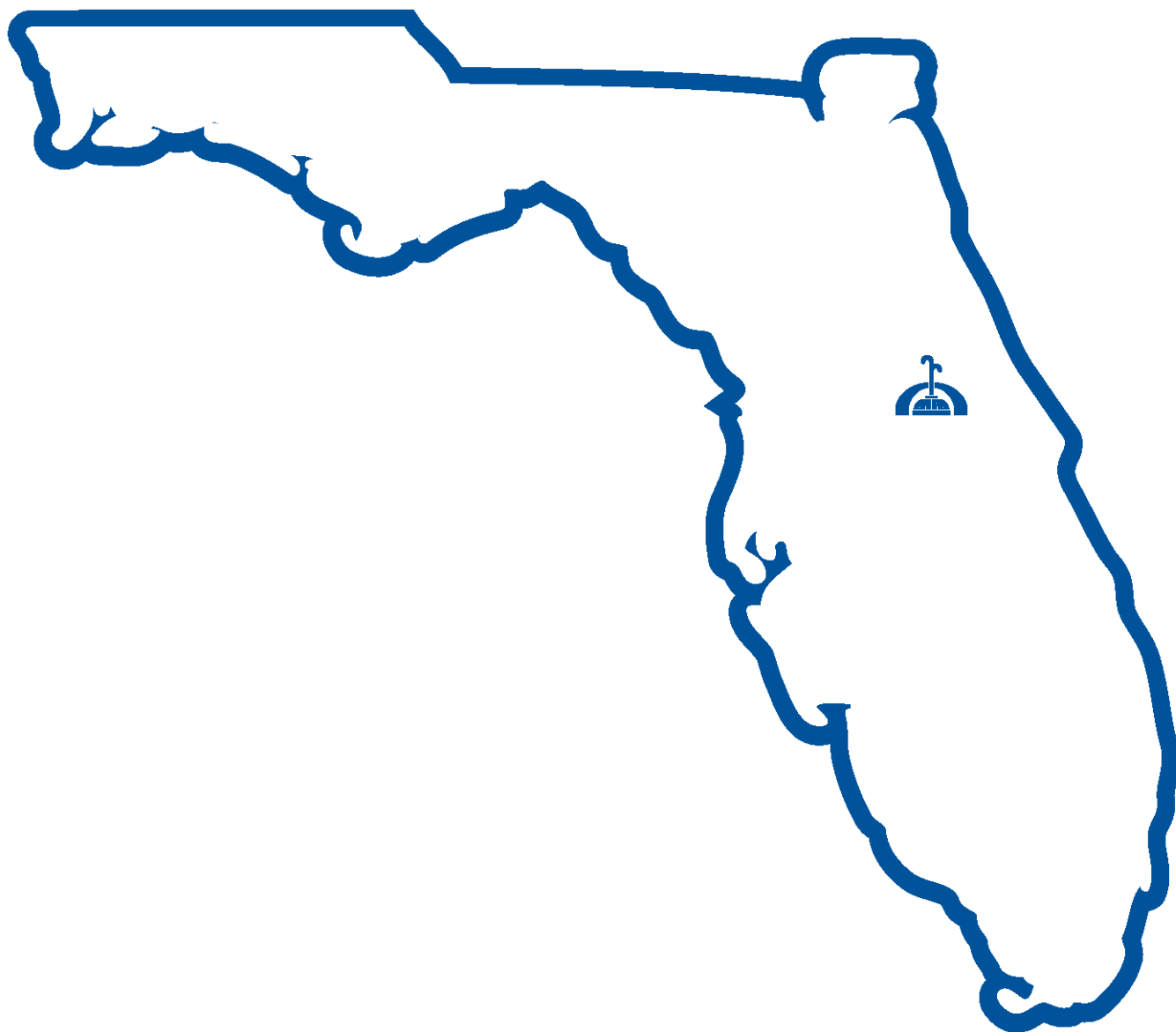
Closing

As Mayor Dyer continues to highlight, the City takes its financial management responsibility seriously. Debt ratings from all three rating agencies (Fitch, S&P, Moody's) continue to remain top tier and are reflective of market recognition of high quality. The City's Annual Budget and Comprehensive Annual Financial Report (CAFR) again received Government Finance Officers Association awards. Regular budget to actual financial reports are submitted to the City Council, provided to department directors and fiscal managers, posted to the Internet for public knowledge, and provided to the City's Audit Board. The Office of Business & Financial Services continues to focus on undertaking best budget and fiscal management practices in order to maintain the City's healthy financial condition. Mayor Dyer also continues to lead the way with his constant focus on budget monitoring and control. The City's mission is to deliver public services in a knowledgeable, responsive and financially responsible manner. We strive each day to fulfill that mission through transparency and open communication.



Christopher P. McCullion
Chief Financial Officer

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At the geographic center of the state, Orlando is situated approximately 150 miles from the Florida/Georgia border to the north, 50 miles from the Atlantic Coast to the east, 75 miles from the Gulf Coast to the west, and 370 miles from the Florida Keys at the southern tip of the state.

One of the area's biggest attractions is its year-round mild weather. Mid-Florida's subtropical climate has long been a strong drawing card for tourists and residents alike. At the heart of the "Sunshine State," the area's average annual temperature is a comfortable 72.4 degrees. Average annual rainfall amounts to over 50 inches per year, keeping Central Florida lush and green throughout the year.

Source: orlandoinfo.com/weather

CITY OF ORLANDO

Orlando History

Orlando started as a small cattle farming community outside of Fort Gatlin in the 1840s. Over the next thirty years, the community's population grew and in 1875 the town of Orlando was established with 85 inhabitants, 22 of whom were qualified voters. During the mid-1880s, Orlando measured approximately four square miles and was officially incorporated as a City. Today, the City of Orlando is home to 293,858 inhabitants, and has grown to over 118.7 square miles with several major industries and employers.

The arrival of railroads enabled the region to send citrus crops to northern markets and soon citrus became Orlando's major industry. Tourists and settlers alike were drawn to Orlando's warm winters, natural lakes, and orange groves. By the 1920's, Orlando's streets were paved and the City's population crossed the 10,000-person threshold. Following a destructive hurricane in the 1920s and the start of the Great Depression, Florida's land boom came to an end. Orlando endured the Depression by pursuing agriculture and public works projects. The Works Progress Administration (WPA) constructed post offices, courthouses, canals, parks, and expanded the City's airport.

The improvement of the City's infrastructure and its location drew the attention of the United States military, NASA, and Lockheed Martin, and Orlando's economic base began to expand beyond agriculture. During the 1940s and 50s, the military built several air fields in the area and Lockheed Martin constructed a 10-mile wide plant which is still in operation today. This change in Orlando's industry created a demand for expanded education and technology. Florida Technical University (now the University of Central Florida) was built in 1967 in east Orange County between Orlando and Kennedy Space Center. Valencia Community College followed shortly after, which added more workforce training to the region. Today, the University of Central Florida is the largest university campus in the nation.

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ORLANDO 1800S

- Orlando was originally named Jernigan, after the Jernigan family who established the first permanent settlement
- The settlement changed its name to Orlando in 1846
- Orlando becomes the county seat in 1856
- Orlando is incorporated as a City in 1885



ORLANDO 1950-1990

- Orlando Naval Training Center opens in City limits
- Infrastructure expands and Orlando becomes a premier destination for growth
- Orlando's Community Redevelopment Agency is established
- Orlando Health partners with M.D. Anderson Cancer Center
- FIFA World Cup games are played in Orlando

As growth continued, legislation expanded Orlando's infrastructure to include two major roadways, the Florida Turnpike and I-4. This expansion caught the eye of California's Walt Disney who made plans to develop a theme park and hotels in Central Florida. In the late 1960s, Walt Disney announced his plans to build "Disney World" on tens of thousands of acres along I-4 south of Orlando. When Disney World opened in 1971, it sparked rapid growth in the Central Florida region and further expansion of the economic base.

CITY OF ORLANDO

Orlando History (continued)

As more people started to visit the region, Orlando and the US Air Force agreed to convert the McCoy Air Force Base into the Orlando International Airport. From the 1970s to the 1980s, Orlando and the Greater Orlando Aviation Authority (GOAA) made significant updates to the airport. Today, OIA serves an average of 3.9 million passengers a month, and is the 10th busiest airport in the nation.

Orlando's major industry shifted further to tourism as Disney expanded and Universal Studios opened a theme park as well. Disney quickly became the region's largest employer, and Universal is the City's single largest taxpayer and customer for the municipal electric and water utility, Orlando Utilities Commission (OUC). As families

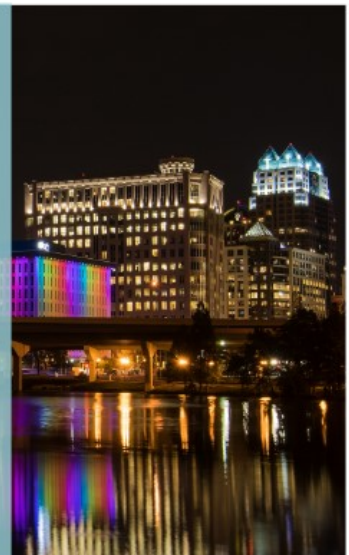
relocated to Orlando, former military training centers were redeveloped as residential communities. The City converted the Naval Training Center into Baldwin Park, an award-winning master planned community near downtown Orlando.

The 2000s have seen the City of Orlando continue to grow, reaching a population over 290,000. Between 2002 and 2007, the City experienced massive revitalization in the urban core with the addition of the Dr. Phillips Center for Performing Arts, new Amway Arena, SunRail (Central Florida Commuter Rail) and the downtown campus of the University of Central Florida. This growth spurred new initiatives like the Green Works Orlando plan for sustainability and the Smart Cities Initiative for data-driven infrastructure. The City's strategic energy plan was recognized by the U.S. Department of Energy, and Orlando received awards from the Smart Cities Council and U.S. Department of Transportation for enhancements to transportation.

Orlando is developing an international hub for health and biotech services at Lake Nona, a 7,000 acre master planned community developed by Tavistock Development Company. This area is home to UCF College of Medicine, Burnett School for Biomedical Sciences, Nemours Children's Hospital, M.D. Anderson Cancer Center and the University of Florida's Research and Academic Center. Despite slowed growth from the recession, the U.S. Tennis Association and accounting firm KPMG both developed campuses in Lake Nona. In 2021, video game developer Electronic Arts will move its Florida

ORLANDO 2000-2020

- Orlando expands Lake Eola Park and purchases Constitution Green Park
- Receives Governmental Champion of Change award for diversity & inclusion
- Construction begins on Phase 2 of the Dr. Phillips Performing Arts Center adding 1,700 seats
- The Orlando International Airport is building an Intermodal Terminal to be completed in late 2020



headquarters and more than 700 high-wage jobs to Downtown Orlando's Creative Village.

ORLANDO

- City has over 100 parks and 21 community centers
- Central Business District encompasses 1,000+ acres
- There are 11 Main Street Districts in Orlando which are part of the Main Street America Coordinating Program
- More than 150 international companies house their major U.S. operations in Orlando
- Orlando has more than 40 miles of bike paths and ranks 5th for best city in the U.S. for an active lifestyle
- Orlando is also ranked in the top 5 cities for urban farming

The rich history of Orlando is emblematic of the progress the City has achieved. Orlando is an inclusive city with a high quality of life, combined with a strong economic foundation supported by the industries of academic research, computer simulation and training, and hospitality. The City has a natural ability to grow and change as needed to meet market demand, which is what will continue to make Orlando a world-class City.

CITY OF ORLANDO

Historic Milestones

EARLY 1900S - BASIS FOR GROWTH

- As the City's population crossed 10,000, Orlando's main streets are paved with brick
- The Great Depression ends the Florida "land boom"
- The Orlando Public Library opened in 1923, and the Municipal Auditorium (Bob Carr Theater) opened in 1926
- The City of Orlando purchases Orlando Water & Light Co. and issues \$1,550,000 in bonds to convert the company to Orlando Utilities Commission

LATE 1900S - TOURISM

- Theme parks such as Disney World, Sea World and Universal open Central Florida locations
- Orlando International Airport is established
- Tourism becomes Orlando's major industry and the City is recognized as one of the world's most popular vacation sites
- The National Basketball Association adds Orlando Magic as a team
- Church Street Station in downtown Orlando is developed into an entertainment center

CURRENT - POISED FOR TOMORROW

- Orlando is home to the NFL Pro Bowl, Citrus Bowl, Autonation Cure Bowl, Camping World Bowl, and Monster Jam
- Orlando City Soccer builds their new privately owned and financed 25,500 seat soccer stadium in the historic Parramore neighborhood. Renamed Exploria Stadium in 2019.
- 698,000 square foot Dr. Phillips Performing Arts Center opens in downtown, hosting an array of events
- City creates \$2+ billion in economic development with urban infill projects like Creative Village and the Packing District

1800S - FOUNDING OF ORLANDO

- History is unclear about how Orlando was named, but stories include soldiers, a Judge, and Shakespeare
- Cattle and citrus are Orlando's major industries
- Originally named the Jernigan Post Office in 1850, the Orlando Post Office became official in 1857

MID 1900S - MILITARY AND EDUCATION

- Following the Great Depression, Orlando upgraded the Municipal Airport (Orlando Executive Airport) and constructed Tinker Field
- Lockheed Martin moves to Central Florida and the United States military and NASA follow
- The University of Central Florida and Valencia College are established
- The Angebilt Hotel is constructed in downtown Orlando and becomes a premier hotel with a rooftop lounge
- Minute Maid Juice opens their headquarters in Orlando

EARLY 2000S - DIVERSIFICATION

- Florida A&M University College of Law opens in downtown Orlando
- The Mall at Millennia opens in southwest Orlando with more than 677,000 square feet of retail space
- Orlando emerges as a high-tech corridor with industries like: software, simulation, digital media, and biotechnology
- Tavistock Development Company invests in Orlando through the development of Lake Nona and Medical City
- City approves agreements with FDOT for SunRail commuter rail project through downtown Orlando
- The new 18,500 seat Amway Center opens
- Metro Orlando welcomes more than 51 million visitors, making it the most visited destination in the U.S. and the first city to pass 50 million visitors

CITY OF ORLANDO

Orlando MSA

The City of Orlando is recognized as the core of a four county Metropolitan Statistical Area (MSA) named the "Orlando MSA." The four county Orlando MSA includes Orlando's home county of Orange, as well as three adjacent counties: Lake, Osceola, and Seminole Counties. The United States Office of Management and Budget (OMB) defines metropolitan statistical areas according to published standards that are applied to Census Bureau data. The general concept of a metropolitan statistical area is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core. At over 293,000 persons, Orlando is the largest city in both Orange County and the larger four-county MSA. Orange County has a population of 1,415,000 persons, while the four-county MSA has a population of more than 2,600,000 persons.

Population			
<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	Not available
1960	88,135	263,540	Not available
1970	99,006	344,311	423,610
1980	128,291	470,365	676,634
1990	164,693	677,491	1,224,852
2000	185,951	896,344	1,644,561
2010	236,788	1,145,956	2,133,940
2015	262,949	1,227,995	2,270,370
2016	267,842	1,252,396	2,320,195
2017	279,133	1,280,387	2,376,358
2018	283,476	1,307,724	2,516,690
2019	291,117	1,386,080	2,585,614
2020	293,858	1,415,500	2,608,147

Source: Bureau of Economic and Business Research.
Data for prior decades from the United States Census Bureau.

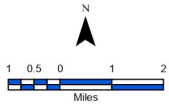
The accompanying map shows the patterns of annexation. Specifically, the 1950's borders are known as the "traditional city." The area that is now Universal Studios was annexed during the 1960's, while the large southeastern annexation during the 1980's is the annexation of Orlando International Airport (OIA). One byproduct of annexation is that the City of Orlando's population per square mile fell as large undeveloped areas with relatively little population were annexed into the City. Future annexations are constrained by the Orange County line.

CITY OF ORLANDO

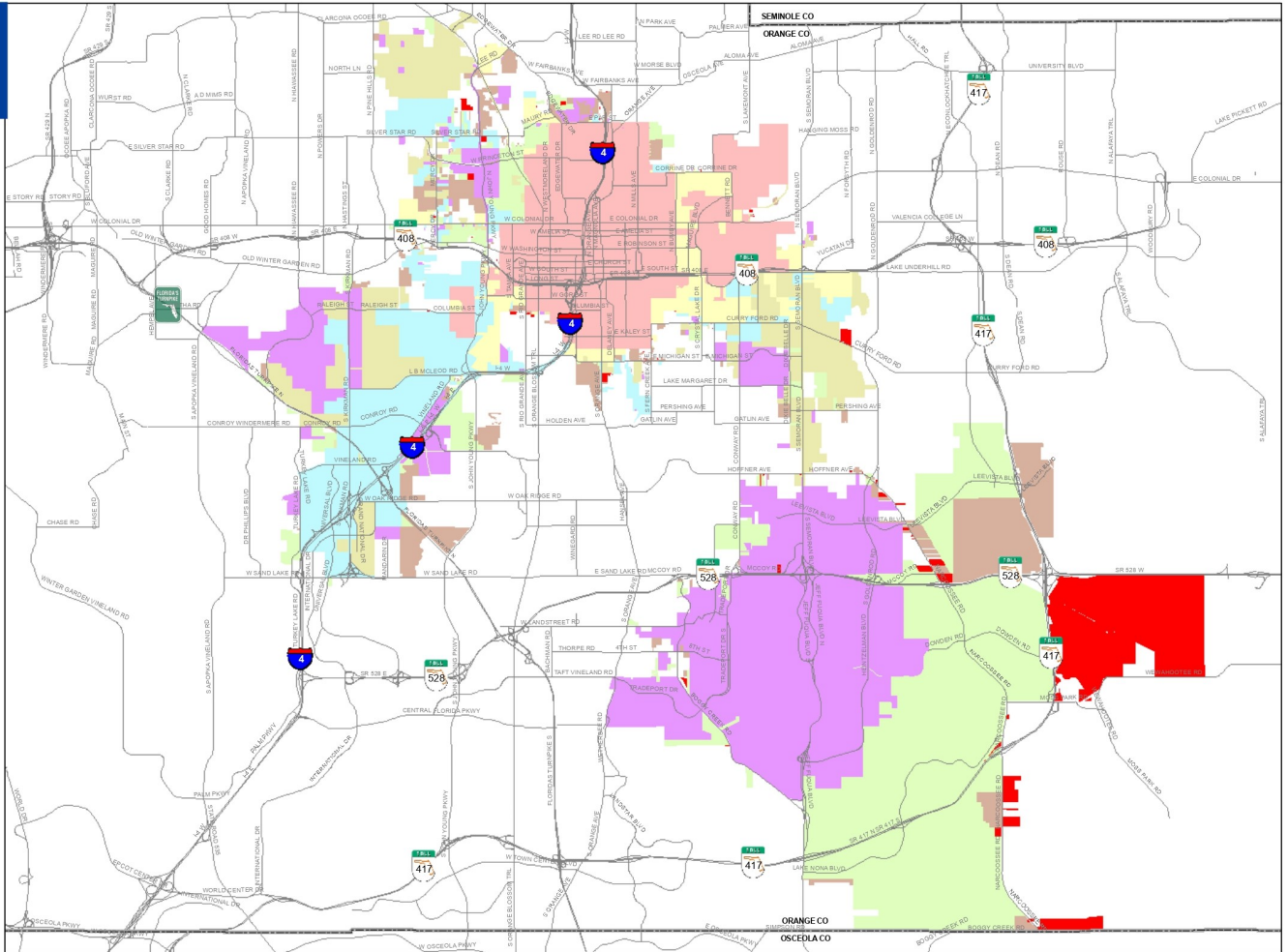
Annexations Map

Annexations By Decade

- City in 1950
- 1951 - 1960
- 1961 - 1970
- 1971 - 1980
- 1981 - 1990
- 1991 - 2000
- 2001 - 2010
- 2011 - 2020



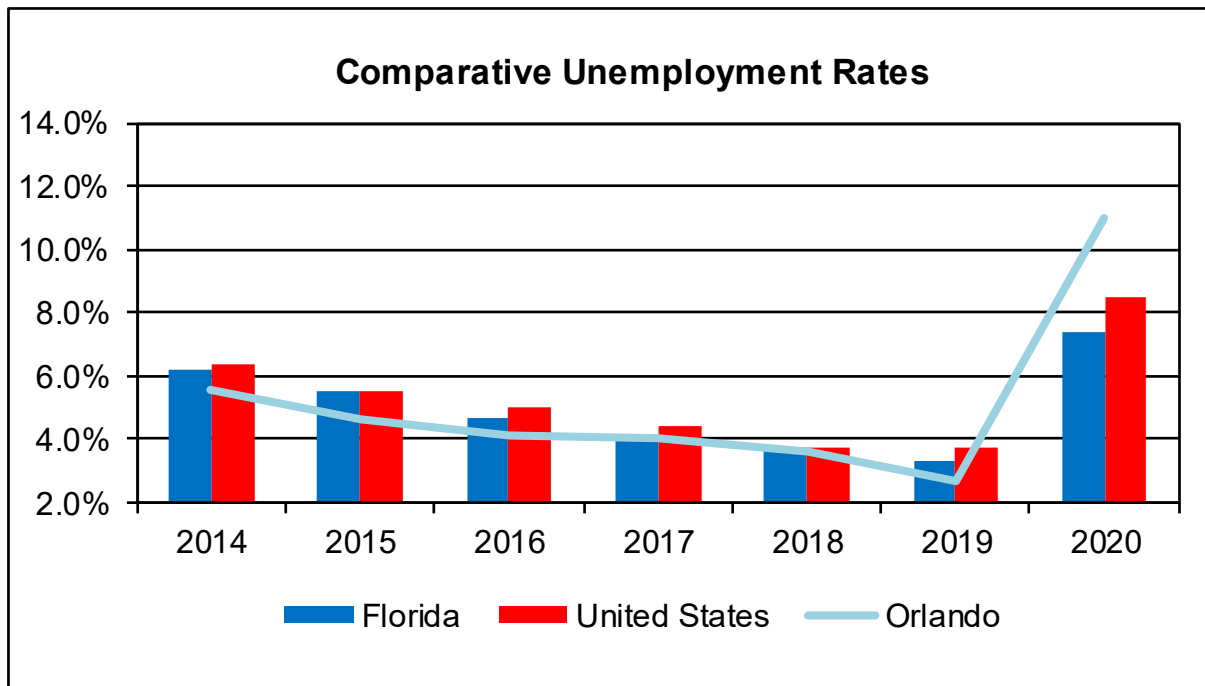
City GIS
Standard Map
May 2020



Average Annual Unemployment Rate

	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>	<u>Florida</u>	<u>United States</u>
2014	5.6%	5.8%	5.9%	6.2%	6.4%
2015	4.6%	5.0%	5.1%	5.5%	5.5%
2016	4.1%	4.3%	4.4%	4.7%	5.0%
2017	4.0%	3.8%	3.9%	4.1%	4.4%
2018	3.6%	3.5%	3.7%	3.7%	3.7%
2019	2.7%	3.1%	3.2%	3.3%	3.7%
2020	11.0%	11.6%	11.0%	7.4%	8.5%

Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2020 as of September.

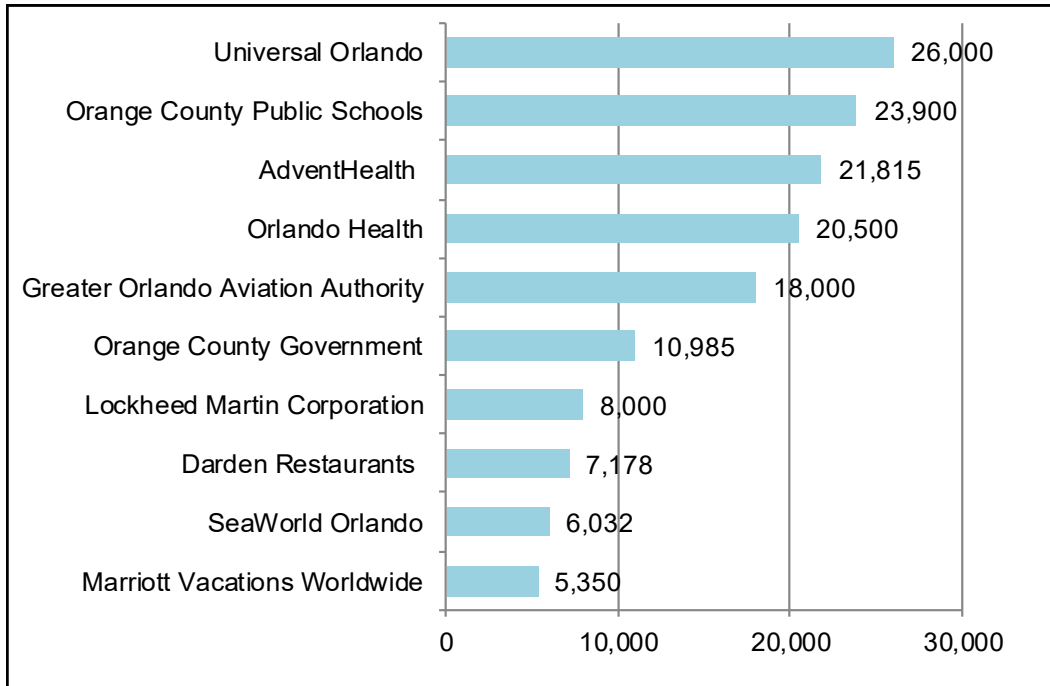


Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2020 as of September.

CITY OF ORLANDO

Major Orlando Employers

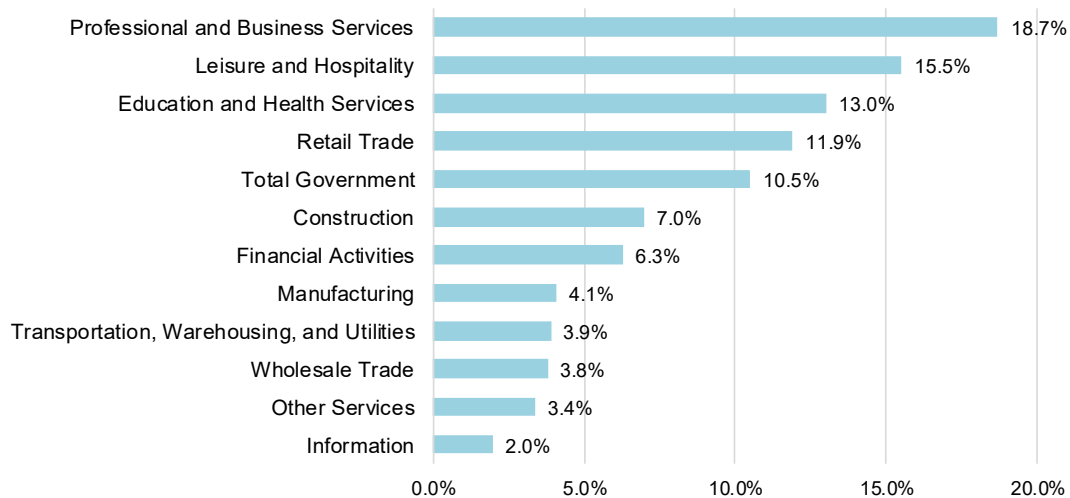
(Number of Employees)



Sources: Orlando Economic Partnership, Orange County Public Schools, and Orange County

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

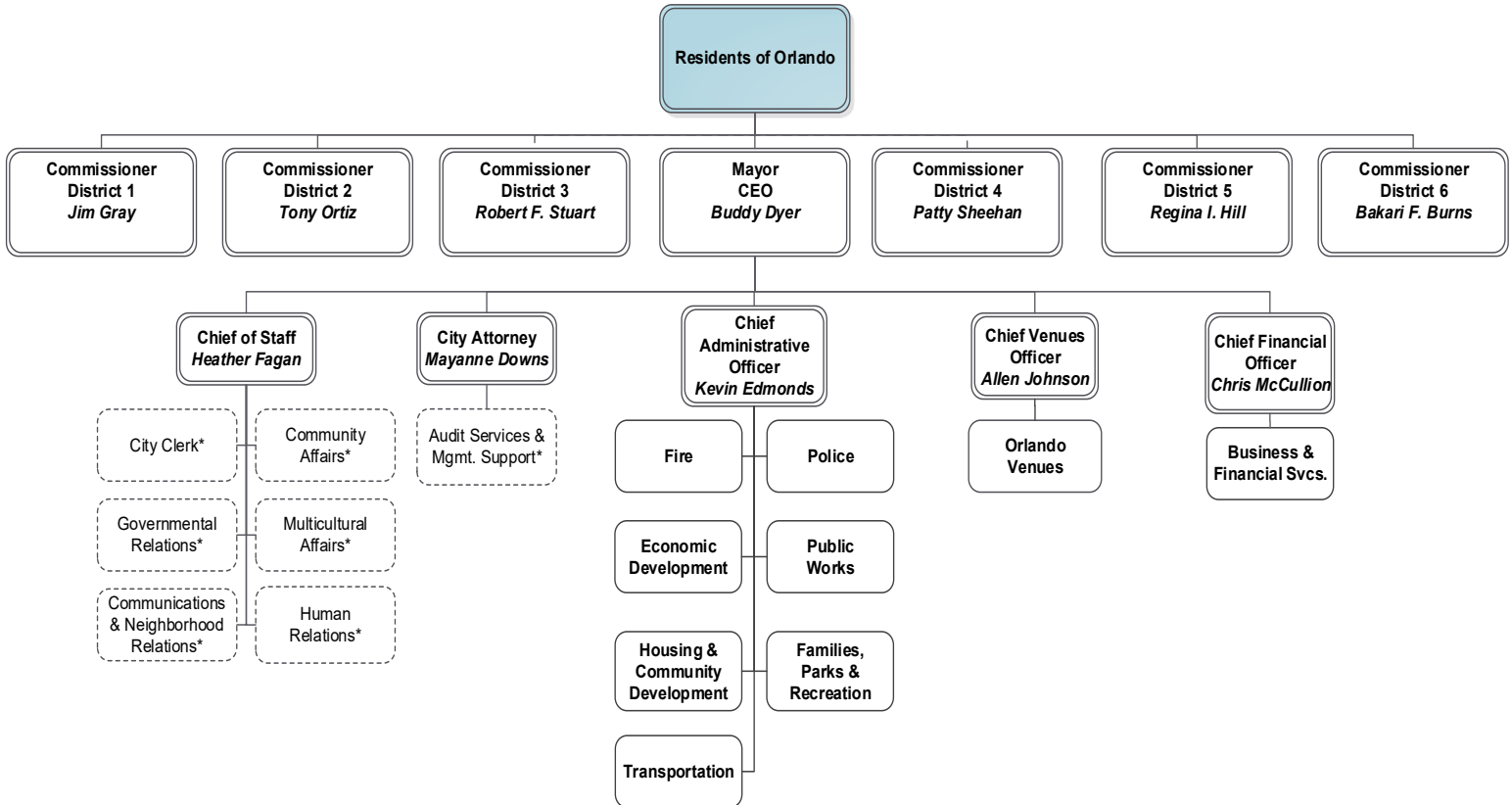
(Percent of Local Economy)



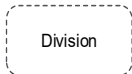
Source: Orlando Economic Partnership

CITY OF ORLANDO

City Organization Chart



Legend



* Under Executive Offices Department

CITY OF ORLANDO

City of Orlando Government

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

As Chief Executive Officer, the Mayor oversees the daily administration of City operations and implementation of City policy through the C5 Committee and eight Department Directors. The C5 Committee consists of the Chief Administrative Officer (CAO), the Chief Financial Officer (CFO), the Chief Venues Officer (CVO), the City Attorney, and the Chief of Staff. The C5 Committee reports directly to the Mayor, while the department heads report through the CAO. In addition, there are six staff offices that report to the Chief of Staff. The Citywide organization chart on the previous page displays the relationships between organizational units of the City.

The City provides a full range of municipal services to its citizens, including police and fire protection; comprehensive land-use planning and zoning services; code enforcement and neighborhood improvement; streets and drainage construction and maintenance; traffic engineering services; recreation, parks and cultural activities; refuse collection; and stormwater and water reclamation.

Other activities and functions in the City include:

- A **public utility** run by the City is the **Orlando Utilities Commission (OUC)**. The City first purchased the utility in 1922 and in 1923 the state Legislature granted the City a charter to establish OUC to operate the system. This governing board is made up of five voting members, including the Mayor.
- The City Council serves as the **Community Redevelopment Agency (CRA)** board. The mission of the CRA is to aggressively pursue redevelopment and revitalization activities within the 1,642-acre Redevelopment Area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development. A tax increment trust fund was established as a revenue source for project, program and streetscape activities.
- Created by a special act of the legislature in 1971, the City's **Downtown Development Board (DDB)** serves as the agency responsible for the revitalization of the City's core area. Under the guidance of a five-member board, plans and projects designed to stimulate private investment are implemented within their 1,000 acre boundary.
- The **Central Florida Regional Transportation Authority ("Lynx")** provides regional transit services in Orange, Osceola, and Seminole County, along with express bus service from Lake and Volusia Counties. The Lynx board of directors consists of representatives from each of those counties plus the Mayor of the City of Orlando and the Florida Department of Transportation District Secretary for this region. In addition to fares charged to riders, each partner provides operating support to Lynx. The City also provides funding to Lynx (through the CRA and parking revenues) to operate a downtown circulator route that is free of charge to riders.
- The **SunRail** project is a passenger rail service operating along 61.5 miles of existing train tracks from Volusia County to Osceola County. It includes 17 stations, of which four are within City jurisdiction. Each station will be pedestrian accessible and have convenient connections for bus and other transportation services.
- On July 25, 2011, the Orlando City Council created the **Downtown South Neighborhood Improvement District (DSNID)**. The DSNID is a dependent special district established to monitor and advocate for the interests of the business and property owners within south downtown, including Orlando Health. It is intended to foster communication and cooperation among business and property owners. It may also plan for, construct, operate or maintain physical improvements. DSNID has a staff and an Advisory Council. The Advisory Council develops an operating budget, strategic plan, capital improvements plan and financing plan for review and approval by a Governing Board. The Orlando City Council is the Governing Board for the DSNID.

CITY OF ORLANDO

City of Orlando Government

Employee/Population Ratio Comparison Select Florida Municipalities

Municipality	Population Estimate	Total City Employees	City Employees Per 1,000 Population
Boca Raton	102,800	1,617	15.7
Clearwater	119,116	1,837	15.4
Fort Lauderdale	186,220	2,848	15.3
Gainesville	134,945	1,541	11.4
Hollywood	158,239	1,308	8.3
Orlando	293,858	3,654	12.4
St. Petersburg	271,842	3,505	12.9
Tallahassee	199,205	2,852	14.3
Tampa	399,700	5,042	12.6

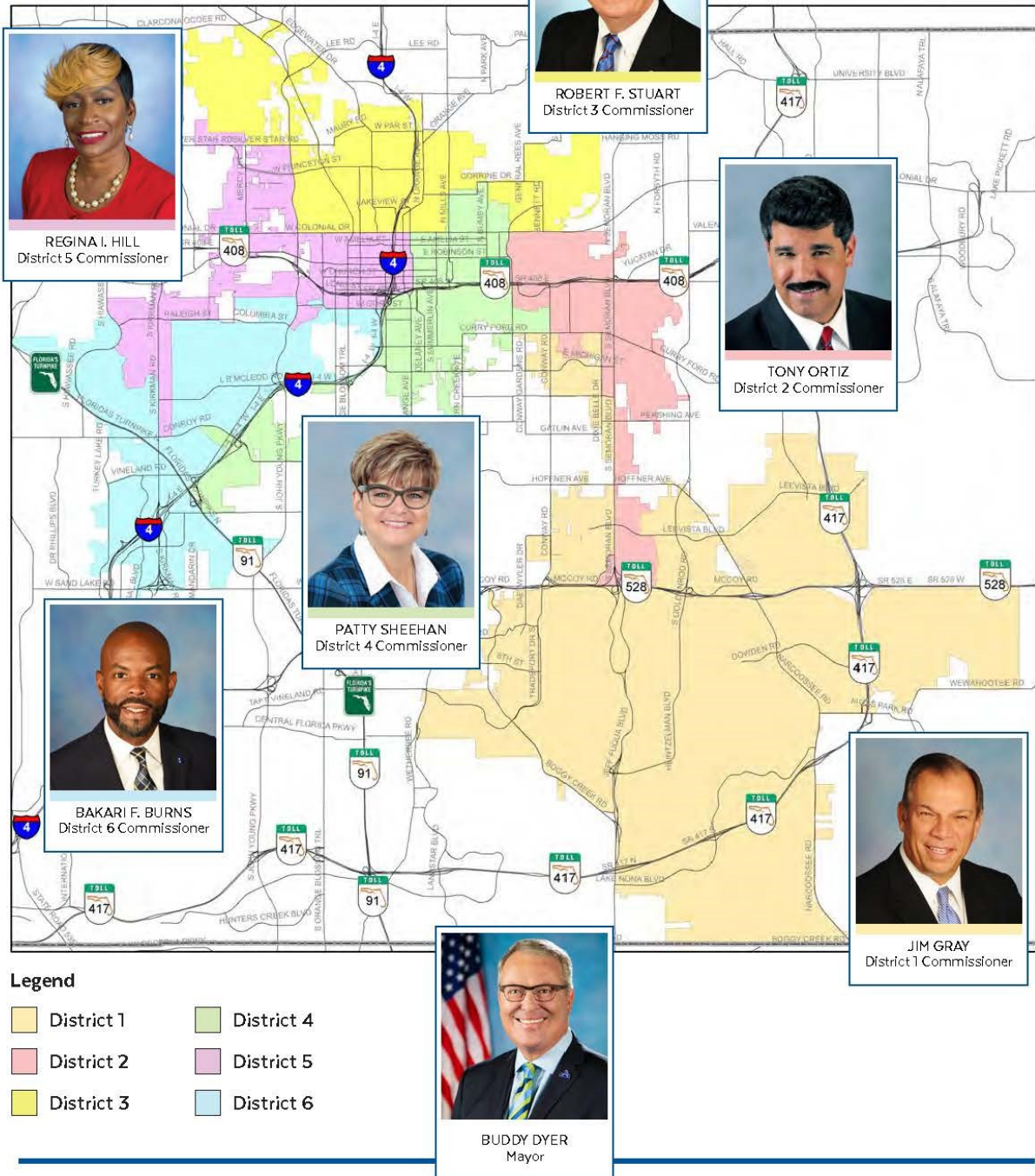
Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of September 30, 2020.
Population estimates from Bureau of Economic and Business Research.

Employee/Population Ratio Comparison Counties within the Orlando MSA

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Lake	366,615	2,125	5.8
Orange	1,415,500	10,985	7.8
Osceola	384,766	1,437	3.7
Seminole	478,823	3,138	6.6

Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on city websites as of September 30, 2020.
Population estimates from Bureau of Economic and Business Research.

CITY OF ORLANDO
COMMISSIONER DISTRICTS



CITY OF ORLANDO

City Profile (as of September 30, 2020)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	118.7 square miles
Population	293,858
Families, Parks and Recreation:	
Baseball, Softball and Soccer/Rugby Fields	61
Basketball Courts (Exterior)	44
Boat Ramps	5
Futsal Courts	4
Golf Greens	12
Gymnasiums	6
Lakes	90
Nature Parks	1
Neighborhood Recreation Centers, Special Facilities & Senior Centers	30
Parks	111
Playgrounds	52
Pottery Studio	1
Racquetball Courts	2
Swimming Pools	11
Tennis Courts	35
Volleyball Courts - sand	10
Fire Protection:	
Engine Companies	18
Heavy Rescue	1
Paramedic Transport Units	6
Rescue Companies	11
Specialty Equipment	14
Stations	17
Tower Ladder Companies	8
Police Protection:	
Horse Patrols	6
Stations, Substations, Special Team Offices	19
Vehicular Patrol Units	
- Bicycles	82
- Leased	147
- Motorcycles	38
- Other vehicles	50
- Patrol cars	698
- Unmarked cars	178
Streets, Sidewalks and Bicycle Facilities	
Local Street Bike Routes	53.4 miles
Off Road Bicycle Facilities	45.6 miles
On Street Bicycle Lanes	271.6 miles
Sidewalks	955.0 miles
Streets - brick	55.0 miles
Streets - paved	796.0 miles
Streets - private	59.0 miles

CITY OF ORLANDO

OVERVIEW OF THE BUDGET PROCESS

The Management and Budget Division of the Office of Business & Financial Services coordinates the budget process. The formal budgeting process, which begins in January and ends in September, provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided, given the anticipated level of available resources. Revenues and expenditures are projected on the basis of information provided by City departments, outside agencies, current rate structures, historical data and statistical trends.

A. BUDGET GUIDES

The City Council has adopted a number of policies that are designed to guide budget preparation. The policies are contained in the Appendix.

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

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced).
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as that level of funding which will allow for continuation of current programs. As warranted by economic conditions and service level standards, proposed reductions or increments to that base budget are then outlined via separate documentation. Program prioritization forms, reduction plans or increment requests are reviewed with the CAO and other senior management and then with the Mayor.
- In years when increment requests are solicited, base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's Citywide priorities and what are determined to be core City services.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to: structure budget choices and information in terms of divisions and their related program work activities; provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures or indicators). As such, this budget will show what citizens should actually receive in services.
- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.

CITY OF ORLANDO

- An indirect cost allocation will be assessed by the General Fund against all Enterprise, Internal Service and other appropriate funds of the City. This assessment is based on a cost allocation plan prepared for the City by an outside firm, Maximus, and will be used to reimburse the General Fund for administrative and support services provided to these funds. The cost allocation plan was prepared in accordance with full costing concepts which recognize and incorporate expenditures of the City, with the exception of unallowable costs.
- In no event will the City of Orlando levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted levies. Section 200.081 of Florida Statutes places this millage limitation on all Florida municipalities.
- The City will budget 96 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes. This is based upon historical collection rates. Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value.
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.
- A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget should occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.

B. BUDGET PREPARATION

The budget calendar used to prepare the FY 2020/21 budget is presented on the following page. The process of developing the operating budget begins officially in January each year. The budget preparation process provides department and division directors an opportunity to examine their program(s) of operation, to propose changes in current services, to recommend revisions in organizations and methods, and to outline requirements for capital outlay items. Management and Budget is also available to assist with new personnel requests if they are solicited.

Staff from the Office of Business & Financial Services works closely with City departments to formulate performance indicators for the upcoming fiscal year. In April 2008, via a Request for Proposal process, the City selected a firm to provide and implement an enterprise wide performance management system. All users have been provided the necessary training on utilizing the software. Updating and maintaining the performance indicators is the responsibility of each Department and effectively part of the budget process. A Balanced Scorecard system is utilized. The Balanced Scorecard system is a comprehensive methodology used in high performing organizations for evaluating organizational performance from multiple perspectives. The perspectives are customer, employee learning and growth, fiscal, internal processes and outcome and mission. Each perspective is reflected by various Performance Indicators. The Performance Indicators contained in this document are continually evaluated and enhanced. Depending upon their mission and activities, not all organizational units will have Performance Indicators reflecting all five operational perspectives. New indicators continue to be developed. As is to be expected, some areas are further along than others. The Office of Business & Financial Services will continue to work toward developing improved and meaningful measures for all Departments. The City will continue to utilize the automated performance management system to collect, track and monitor Performance Indicators to help demonstrate the progress toward achieving outlined initiatives.

In March or April each year, basic operating budget request forms and data on prior year appropriations are distributed to the departments. Each program manager must compile a budget request for the new fiscal year and enter the program budget request and justification into the computerized budget development system.

CITY OF ORLANDO

FY 2020/21 BUDGET CALENDAR

January 22	Distribution of budget timeline, Revenue Requests and Justifications/Revenue Manual Revisions
February 28	Revenue Estimates and Justifications/Revenue Manual Revisions due to Management and Budget
March 2	Distribution of Capital Improvement Program requests
March 27	Capital Improvement Program requests due to Management and Budget
March 30	Distribution of Reorganization Requests, Expenditure Requests and Justifications
May 1	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
July 20	Mayor's Budget Address
July 20	Budget Workshop
July 20	City Council vote on proposed millage rate
September 9	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program
September 21	Final public hearing to adopt millage rate, budget and Capital Improvement Program
October 1	Implementation of adopted budget

CITY OF ORLANDO

C. BUDGET REVIEW

During a standard budget review phase, Management and Budget recommends funding levels after analyzing new positions, operating and capital budget requests, service levels and departmental revenue estimates. Budget recommendations regarding requests for new personnel and capital are based on: 1) departmental priorities as submitted by department directors; and 2) available funding after core services are addressed. Management and Budget staff recommendations on operating and capital budgets and new personnel requests are reviewed with department directors and then with City Administration. Departmental submittals were reviewed by Management and Budget staff. Citywide budgets and priorities were evaluated by a committee of senior management including the Chief Administrative Officer, Chief Finance Officer, City Attorney, Chief of Staff, and Chief Venues Officer.

D. BUDGET ADOPTION

The process for this fiscal year was as dictated by Property Tax Reform legislation enacted by the State of Florida in 2007. Prior to FY 2007/2008, the City created a budget and then set a millage rate to reflect that budget. As begun in FY 2007/2008, the State essentially sets a millage rate via established formula. There are options available to adopt alternative millage rates. However, the City chose to maintain the same millage rate as the prior year. The rate was within the parameters established by State formula and required a majority vote of City Council.

The formal adoption process began with a budget workshop presentation by the Office of Business & Financial Services. That presentation, along with related material, provided Council members an opportunity to review budget submissions and the Capital Improvement Program to ensure that the proposed budget meets the best interests of the City of Orlando and its citizens, while working within the parameters of the proposed millage rate.

The final step before budget adoption is to hold two public hearings to present the proposed millage rate and budget. This essential step provides a vehicle for the citizens to comment directly to the Mayor and City Council regarding priorities. According to State regulations, the first public hearing must be held within 80 days of certification of property values but not earlier than 65 days after certification. At this hearing, the City presents the proposed millage rate and tentative budget and the percent difference from the rolled-back rate is announced at this time.

Within 15 days of the first hearing, the City must advertise its intent to adopt a final millage rate and budget. The millage rate and budget are adopted by separate resolutions of City Council at the second hearing, which must be held not less than two days or more than five days after the day the advertisement is first published. The following schedule, 2020/2021 Local Government TRIM Timetable illustrates the timetable required in the legal process of adopting and implementing the millage rate. The dates the City of Orlando completed the requirements are also indicated. As can be seen, the City met all the necessary deadlines.

E. FY 2019/20 REVISED BUDGET

State of Florida law permits municipalities to adjust their budget up to 60 days after the end of the fiscal year. In order to publish this document in a timely manner and to reflect information that was used by decision-makers at the point in time when the budget for the ensuing year was adopted, the City of Orlando has elected to use the revised budget as of November, 2020.

Therefore, all financial information in this document that is identified as "FY2019/20 Revised Budget" is as of November, 2020. The final revised budget will be published in the Comprehensive Annual Financial Report which can be found on the City's webpage (www.cityoforlando.net).

CITY OF ORLANDO

F. BUDGET IMPLEMENTATION

Florida Statutes mandate that the fiscal year for local governments runs from October 1 through September 30. Implementation of the approved budget begins on October 1. Monitoring of the approved budget takes place on both financial and service provision levels. Each division director or manager has formulated levels of performance as a part of the budget development process. The department mission statement provides general direction to division directors and program managers and provides guidance in the development of performance accomplishment indicators. All divisions utilize the performance management software to provide periodic updates for their performance indicators showing the status of performance and explaining variances from established targets. Mission statements, service efforts and accomplishments and performance indicators are presented in the departmental sections of this document.

2020/21 LOCAL GOVERNMENT TRIM TIMETABLE			
<u>Milestone</u>	<u>TRIM Day</u>	<u>TRIM Date</u>	<u>City Completion Date</u>
Property Appraiser certifies roll (Taxable Value).	1	July 1	June 19
Property Appraiser prepares notice of proposed property taxes.			
Agency (taxing authority) advises Property Appraiser of proposed millage, current year rolled-back rate and date, time and place of first public hearing.	35	August 4	July 31
Property Appraiser mails notice of proposed property taxes.	55	August 24	August 13
First public hearing on tentative millage and budget; tentative millage and budget adopted at this hearing.	65-80	Sept. 3 - 18	September 9
Public advertisement of hearing on final millage and budget (within 15 days of first public hearing).	66-95	Sept. 5 - Oct. 3	September 18
Public hearing to adopt the final millage and budget (not less than 2 or more than 5 days after ad).	68-100	Sept. 15- Oct. 18	September 21
Taxing authority forwards resolution or ordinance adopting millage to Property Appraiser and Tax Collector (within 3 days of final hearing).	103	Sept. 16 - Oct. 21	September 22
Property Appraiser notifies taxing authority of final adjusted tax roll.			September 24
Property Appraiser extends roll.			
Taxing authority certifies final adjusted tax roll within three days of receipt from Property Appraiser.			September 28
Taxing authority certifies compliance with F.S. 200.065 and 200.068 to the Florida Department of Revenue (within 30 days of final hearing)	130	Oct. 6 - Nov. 7	October 9

CITY OF ORLANDO

METHOD OF BUDGETING

The City budget is organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that include its revenues and expenditures/expenses. City resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which the spending activities are controlled.

The City of Orlando's budget is prepared under concepts compatible with the modified accrual basis of accounting. Under this basis of budgeting, revenues are recognized in the accounting period in which they become available and measurable. Thus, revenues received shortly after year-end, but related to the current year, are budgeted in the current year.

Also under this basis of budgeting, expenditures are budgeted in the accounting period in which the fund liability is incurred, if measurable. Under this basis of budgeting, interest on long-term debt and certain similar accrued obligations, is budgeted when due. Depreciation is not budgeted, but the related capital replacement is budgeted during the year the expenditure, or replacement, will occur. Compensated absences are also not budgeted. Thus there will be a difference between the financial statement and budget presentation of funds that use the accrual method of accounting.

Fund balances presented do not reflect the total equity in the fund, but rather, only available useable resources for the current fiscal period. Unexpended appropriations for non-capital project budgeted funds lapse at fiscal year end. Encumbrances are utilized in all funds.

An annual audit of the City is performed by an independent public accounting firm with the subsequent issuance of a Comprehensive Annual Financial Report.

DEPARTMENTAL ORGANIZATIONAL STRUCTURE

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

BUSINESS UNIT - Business Units are the major organizational and functional subdivisions of departments. Business Units within the Public Works Department include Engineering Services, Streets and Stormwater Services, CIP/Infrastructure, Solid Waste Management and Water Reclamation. A Business Unit is alternatively referred to as a Division.

COST CENTER - A Cost Center is an organized set of related work activities which are directed toward a common purpose or goal and represent a well-defined expenditure of City resources. *Direct service Cost Centers* produce results that directly affect citizens or the environment, while *support Cost Centers* serve other City programs. Examples of cost centers include Commercial Collection in the Solid Waste Management Business Unit and Lift Station Operations in the Water Reclamation Business Unit.

For each departmental section, the organizational charts contain cost center numbers that correspond to the cost center numbers on the Department Expenditure Summary and Staffing History Tables that follow.

CITY OF ORLANDO

BUDGETARY CHANGES

A budget exists in a dynamic environment and thought must be given to how the budget can be modified. The City has policies in place to guide requests for budgetary changes throughout the fiscal year. Such changes may include, but are not limited to, receipt of grants, the repurposing of existing appropriations, allocating or releasing fund balance, and changes to authorized positions.

Budgetary changes are classified based on the type and extent of the change, and are identified as either a Budget Amendment, Budget Revision, Position Amendment, Position Revision, or Project/Grant Closeout transaction. These classifications are defined in the Glossary and determine the approvals needed.

All requests to change items incorporated in the annual budget, including appropriations and staffing authority, must be submitted to Management and Budget for appropriate routing and approvals. All requests for action must be routed according to the following hierarchy, with final approval authority being delineated as follows:

The **BUDGET DIVISION MANAGER** has final approval responsibility for the following:

- Any Budget Revisions, except those which transfer appropriations from Fund Contingency.
- All appropriation transfers made as part of Project/Grant Closeout.

The **BUDGET REVIEW COMMITTEE** (BRC) is established and chaired by the Chief Administrative Officer (CAO) for the purpose of maintaining centralized control and oversight of changes to the budget after adoption. The BRC consists of four (4) permanently assigned voting members, one (1) additional voting member as designated by the Mayor, and non-voting technical advisors. Budgetary changes requiring BRC or City Council approval, as identified below, are considered by the committee for final approval or initial review, depending on the level of approval required.

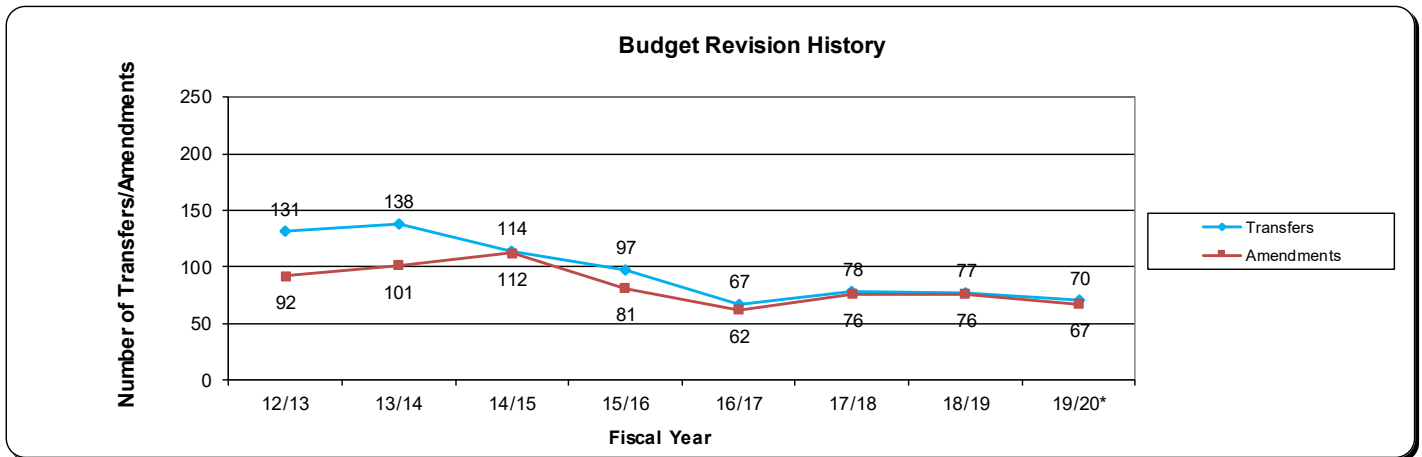
The **BUDGET REVIEW COMMITTEE** has final approval responsibility for the following:

- Any Budget Revision which transfers appropriations from Fund Contingency.
- All Position Revisions

The **CITY COUNCIL** has final approval responsibility for the following:

- All Budget Amendments
- All Position Amendments
- Any other items as required by the City Code.

CITY OF ORLANDO



* Does not include FY19/20 Year End Budget Amendments and Revisions as final numbers not available at time of publication

ACCOUNTING STRUCTURE

The financial statements of the City are prepared in accordance with generally accepted accounting principles (GAAP) as applied to governmental units.

The City uses the modified accrual basis of accounting for governmental funds. Under the modified accrual basis, revenue is recorded when susceptible to accrual; i.e., it is both measurable and available. Expenditures are recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general obligation long-term debt and compensated absences, if any, are recognized when due.

Proprietary, fiduciary, and component unit funds are accounted for under the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

The financial transactions of the City are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues, and expenditures/expenses. The various funds and account groups are reported by generic classification within the financial statements of the Comprehensive Annual Financial Report (CAFR). Identification of funds, their purpose, and principal revenue sources received by the City are displayed in the following Fund Structure section. Explanations of revenue sources and legal authority are provided in the Revenue Detail Section for major revenue sources and the City's Revenue Manual for all revenue sources.

ORGANIZATIONAL MISSION, OBJECTIVES AND GOALS

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

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

CITY OF ORLANDO

<u>Purpose</u>	FUND STRUCTURE	<u>Source of Funds</u>
	<u>GOVERNMENTAL FUNDS</u>	
<u>GENERAL FUND</u>		
The General Fund is used to account for all financial resources except those required to be accounted for in another fund.	Ad Valorem taxes, enterprise fund dividends, licenses and permits, utility taxes, state taxes and contributions such as revenue sharing and service charges.	
<u>SPECIAL REVENUE FUNDS</u>		
The Law Enforcement Training Fund provides training funds for sworn police officers.	Fines collected by the County Court.	
The Transportation Impact Fee Funds provides for capital projects in respective collection districts (N, SE and SW).	Impact fees collected from new development related to impact on the transportation system.	
The Park Impact Fee Funds will be used to help the City implement its Parks Vision Plan that outlined potential new parks and the kinds of amenities that are in demand from our residents city-wide.	Impact fees collected from new development related to impact on the Parks space.	
The Utility Services Tax Fund is for receipt of utilities services taxes and subsequent contribution to the General Fund.	Taxes paid on electricity, natural gas, LP gas, and water.	
The OCPS - Crossing Guard Fund provides funding for the agreement between the City and the Orange County Sheriff for the School Crossing Guard Program for schools within the City limits.	Parking fine surcharge.	
The Centroplex Garages Fund is for the operation of the two parking garage facilities near the old Amway Arena site constructed using grant funding.	Parking fees.	
The Gas Tax Fund is for receipt of State gas tax revenues and disbursement for transportation improvements.	Gas Tax is six cents per gallon of gasoline sold. The City will receive a proportional percentage of the revenues collected in Orange County in FY 2020/21.	
The After School All Stars Fund accounts for the partnership between the City and Orlando After-School All-Stars, a 501 C3 charitable organization, to offer before and after school programs at nine City middle school sites.	Contribution from the General Fund, contribution from Orlando After-School All-Stars and charges for services.	
The Building Code Enforcement Fund is used to segregate funds associated with the enforcement of the building code.	Permitting and inspection fees.	
The Street Tree Trust Fund is used to plant trees throughout the City.	Permitting fees designated for new tree plantings.	
The Community Redevelopment Agency Fund reflects the activity within the Downtown District.	Tax increment financing.	
The CEB Lien Assessment Fund results from Code Enforcement Board liens placed on property and primarily funds housing rehabilitation.	Fines assessed for non-compliance with City codes and ordinances.	
The H.P. Leu Gardens Fund accounts for garden operations.	Contribution from the General Fund and charges for services.	
The Mennello Museum Fund accounts for the operations of the Mennello Museum of American Art.	Contribution from the General Fund and charges for services.	
The Dubsdread Golf Course Funds accounts for the operations of the golf course. A private contractor manages the course.	Golf course fees and contribution from the General Fund.	
The Contraband Forfeiture Trust Fund is used to provide law enforcement activities.	Receipts of money or property confiscated during illegal activities.	
The Cemetery Trust Fund accounts for Greenwood Cemetery operations.	Cemetery plot sales and interment fees.	

CITY OF ORLANDO

FUND STRUCTURE

<u>Purpose</u>	<u>Source of Funds</u>
<u>SPECIAL REVENUE FUNDS</u>	
The CRA Trust Funds account for debt service and operating obligations for the City's five Community Redevelopment Areas (CRA's).	Tax increment financing collected in the five districts.
The CRA Revenue Bond Funds are used for principal and interest payments on bonds used to fund capital improvements in the redevelopment areas.	
The 911 Emergency Phone System Fund provides funding to offset some expenses of Police and Fire emergency communications.	911 fee imposed on telephone bills.
The Special Assessments Fund is for the receipt of payments from citizens/developers for specially approved items such as special street lighting, streetscape, etc.	Assessment payments.
The GOAA Police Fund is used to provide police services to Greater Orlando Aviation Authority facilities. This includes Orlando International Airport and Orlando Executive Airport.	Reimbursement for services charged to GOAA by the City of Orlando.
The Grant Fund is used to monitor the activities of grants that have been received by the City.	Federal, State and other grants.
The Designated Revenue Fund accounts for the receipt of money related to various programs such as The Cop Shop, Police memorial, etc.	Donations and other receipts designated for a specific purpose.
The State Housing Initiatives Partnership (SHIP) Fund and the US Housing & Urban Development (HUD) Grant Fund provide funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.	SHIP program funds received from the Florida Housing Finance Corporation. HUD program funds received from the US Department of Housing and Urban Development.
The Spellman Site Fund accounts for the cost of the Internal Loan related to pollution remediation activities for the Lake Highland site (former Spellman Engineering Company property).	Contribution from the General Fund.
<u>CAPITAL PROJECT FUNDS</u>	
The Capital Improvement Project Fund accounts for capital projects not accounted for elsewhere.	Capital grants, operating transfers from other funds, property tax.
The Real Estate Acquisition Fund is for the receipt of proceeds from the sale of City-owned real estate and to fund future real estate purchases.	Contribution from the General Fund and proceeds from sales.
<u>PROPRIETARY FUNDS</u>	
<u>ENTERPRISE FUNDS</u>	
The Parking System Fund is for operation of the City's on-street and parking garage facilities, including enforcement. The Parking Facility Revenue Bond Fund is a part of the City's debt service. The CNL R&R Fund accounts for the City contribution to the repair and rehabilitation fund established for the shared garage located behind City Hall. Contribution is per the agreement with CNL.	Parking fees for the Parking System Fund. The CNL R&R Fund source is a contribution from the General Fund.
The Orlando Venues Fund is for the operation of the Amway Center. The Amway Center R&R Fund accounts for the required contribution per the City agreement. The Orlando Stadium Operations Fund is for the operation of Camping World Stadium.	Charges for the use of the facilities, including ticket sales, service charges and a portion of concessionaire sales. The Amway Center R&R Fund source for the current fiscal year is a contribution from the Events Center Construction Fund.
The Solid Waste Fund is for collection and disposal of commercial and residential garbage which is disposed of at County and private landfills.	Service charges.
The Stormwater Utility Funds are for the operation, maintenance and improvement of the storm drainage system; enhancement of water quality, plans review and inspection of private drainage facilities.	Utility fees.

CITY OF ORLANDO

FUND STRUCTURE

<u>Purpose</u>	<u>Source of Funds</u>
<u>ENTERPRISE FUNDS</u>	
The Water Reclamation Revenue Fund is for operation of water reclamation collection and treatment plants including construction. There are a number of debt service accounts associated with Water Reclamation. The Water Reclamation Construction Funds are used to account for capital projects associated with the municipal sanitary sewer system. The Water Reclamation R&R Fund provides for the repair/replacement of water reclamation infrastructure and equipment. The Water Reclamation Impact Fee Reserve Fund is used to account for the sewerage benefit fee (impact fee) charged for those requesting capacity in the City sewer system.	Water Reclamation System user fees. Debt Service is funded through: impact fees (capacity charges), commodity charges (service charges), and in the case of the Water Reclamation R&R from a contribution from the Water Reclamation Revenue Fund.
The 55 West Garage R&R Fund provides for the City's contribution to the repair and rehabilitation fund established by the City and 55 West for the shared garage located within the 55 West building (Church Street).	Contribution from the Parking System Fund.
<u>INTERNAL SERVICE FUNDS</u>	
The Fleet Management Fund operates and maintains all City owned vehicles. The Fleet Replacement Fund provides for the replacement of all City owned vehicles and related equipment.	Fees assessed to other funds that have assigned vehicles.
The Facilities Management Fund performs maintenance on all City-owned properties, whether General Fund or non-General Fund	Reimbursement from other funds that occupy City-owned facilities.
The Risk Management Fund oversees the administration of insurance for worker's compensation, auto liability, property and contents and general liability.	Fees assessed to other funds that have assigned staff or vehicles.
The Pension Participant Services Fund assists current and former employees with their deferred compensation and defined contribution pension programs.	Sponsor rebate from the plan administrator.
The Internal Loan Fund redistributes loans received from the Sunshine State Governmental Financing Commission and bond proceeds to other funds to finance Capital Projects.	Loans from the Sunshine State Governmental Financing Commission and other bond issues.
The Construction Management Fund provides project management, construction inspection, and design service for the City's construction projects.	Fees assessed to other funds that have assigned capital projects.
The Health Care Fund accounts for health insurance payments	Fees assessed to other funds (employer contribution), contributions from employees and retirees.
<u>COMPONENT UNIT FUND</u>	
The Downtown Development Board Fund promotes development and redevelopment in the downtown area.	One mill tax levy collected within the established downtown area.
<u>PENSION TRUST FUNDS</u>	
The Fire, Police and General Employees Pension Funds account for retirement benefits and related administrative expenditures.	Employer and employee contributions.
The Other Post Employment Benefits (OPEB) Fund accounts for postemployment benefits other than pensions, primarily healthcare.	Employer and retiree contributions.



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BUDGET IN BRIEF

Fund Name	All Funds Comparison	
	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget
General Fund	517,211,834	533,851,663
<u>SPECIAL REVENUE</u>		
911 Emergency Phone System Fund	270,007	360,282
After School All Stars Fund	2,728,637	4,042,988
Building Code Enforcement Fund	17,565,443	17,395,692
Capital Improvements Fund	27,267,281	20,682,744
Cemetery Trust Fund	764,182	707,185
Centroplex Garages Fund	3,085,285	3,020,753
Code Enforcement Board Lien Assessment Fund	825,000	725,000
Contraband Forfeiture Trust Funds	632,825	543,918
CRA Operating Fund	22,599,569	26,361,744
CRA Trust Funds	68,185,730	72,596,342
Designated Revenue Fund	8,311,449	3,077,616
Dubsdread Golf Course Funds	2,557,148	2,632,704
Gas Tax Fund	9,990,967	9,859,149
Greater Orlando Aviation Authority Police Fund	17,076,752	18,049,127
Harry P. Leu Gardens Fund	2,977,024	3,138,704
Law Enforcement Training Fund	200,000	130,000
Mennello Museum - American Art Fund	596,589	616,976
Orange County Public Schools Crossing Guard Fund	1,087,479	1,087,479
Park Impact Fee Funds	1,930,000	1,925,392
Real Estate Acquisition Fund	1,302,501	1,153,449
Special Assessment Funds	218,749	362,406
Spellman Site Fund	913,102	879,885
State Housing Initiatives Partnership Program Fund (SHIP)	394,966	-
Street Tree Trust Fund	198,139	200,319
Transportation Impact Fee Funds	10,198,738	13,653,429
U.S. Department of Housing and Urban Development Grants Fund	7,343,991	8,140,749
Utilities Services Tax Fund	33,964,283	34,684,991
<u>DEBT SERVICE</u>		
6th Cent TDT Debt	20,745,475	19,967,475
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	1,902,375	1,901,875
CRA Debt - Republic Drive Fund	3,829,216	3,804,686
CRA Debt Service - 2009	4,019,448	4,041,770
CRA Debt Service Internal Loan Fund	2,924,665	2,632,816
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000
CRA PAC Debt Service - 2010	6,862,209	4,875,627
Events Center Debt Other	1,159,596	1,115,858
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	2,985,891	2,982,641
Internal Loan - Jefferson Street Garage Fund	1,464,500	1,462,750
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	4,459,750	4,461,750
Performing Arts Center Commercial Paper Debt Construction Fund	566,550	566,550
Public Safety Debt Bond Fund 2016C	1,997,400	1,990,400
Investing In Our Neighborhoods Debt Bond Fund Series 2018B	6,423,900	6,676,100
Water Reclamation Revenue Bond Funds	9,555,195	10,322,199

BUDGET IN BRIEF

All Funds Comparison (continued)

<u>Fund Name</u>	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget
<u>ENTERPRISE</u>		
55 West Garage Renewal and Replacement Fund	75,000	275,000
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	6,755,681	7,355,055
Orlando Venues Enterprise Fund	20,831,662	21,188,907
Parking System Funds	21,434,489	21,716,369
Solid Waste Fund	41,212,730	40,081,587
Stormwater Utility Funds	25,714,233	28,142,387
Venues Construction Administration Fund	81,856	-
Water Reclamation Construction Fund	29,610,000	46,000,000
Water Reclamation Renewal and Replacement Fund	1,753,872	3,000,000
Water Reclamation Revenue Fund	112,105,921	114,754,796
Water Reclamation Impact Fee Funds	8,055,639	41,760,497
<u>INTERNAL SERVICE</u>		
Construction Management Fund	3,991,000	4,602,800
Facilities Management Fund	14,370,439	15,606,783
Fleet Management Funds	42,354,665	39,434,432
Health Care Fund	70,048,977	71,216,084
Internal Loan Bank Fund	13,523,163	13,993,926
Pension Participant Services Fund	215,774	143,881
Risk Management Fund	16,083,409	16,874,048
<u>COMPONENT UNIT</u>		
Downtown Development Board Fund	4,402,541	4,819,778
Downtown South Neighborhood Improvement District Fund	1,345,065	692,397
<u>PENSION TRUST</u>		
City Pension Funds	65,095,803	68,929,027
Other Post Employment Benefit Trust Fund	28,385,281	27,691,668
TOTAL CITY OF ORLANDO	<u>\$ 1,362,715,923</u>	<u>\$ 1,440,937,488</u>

BUDGET IN BRIEF

Fund Revenue Comparison By Fiscal Year

<u>Fund Name</u>	FY 2018/19 Actual Revenues	FY 2019/20 Revised Budget	FY 2020/21 Adopted Budget
General Fund	519,836,149	519,742,988	533,851,663
<u>SPECIAL REVENUE</u>			
911 Emergency Phone System Fund	645,018	310,475	360,282
After School All Stars Fund	2,682,839	3,173,880	4,042,988
Building Code Enforcement Fund	22,142,815	20,399,899	17,395,692
Capital Improvements Fund	66,069,756	137,225,717	20,682,744
Cemetery Trust Fund	1,050,734	764,182	707,185
Centroplex Garages Fund	2,640,686	3,117,249	3,020,753
Code Enforcement Board Lien Assessment Fund	1,161,727	825,000	725,000
Contraband Forfeiture Trust Funds	438,391	1,248,124	543,918
CRA Operating Fund	25,044,480	61,574,890	26,361,744
CRA Trust Funds	62,426,156	68,185,730	72,596,342
Designated Revenue Fund	10,418,656	19,307,864	3,077,616
Dubsdread Golf Course Funds	2,577,707	3,018,169	2,632,704
Gas Tax Fund	10,690,820	17,968,744	9,859,149
Grants Fund	9,029,619	14,432,946	-
Greater Orlando Aviation Authority Police Fund	14,079,242	17,076,752	18,049,127
Harry P. Leu Gardens Fund	3,126,243	3,008,761	3,138,704
Law Enforcement Training Fund	154,207	200,000	130,000
Mennello Museum - American Art Fund	570,915	608,476	616,976
Orange County Public Schools Crossing Guard Fund	927,969	1,087,479	1,087,479
Park Impact Fee Funds	1,887,640	3,412,770	1,925,392
Real Estate Acquisition Fund	9,028,317	44,406,720	1,153,449
Revolving and Renewable Energy Fund	176,619	136,181	-
Special Assessment Funds	57,705,658	218,749	362,406
Spellman Site Fund	994,517	1,000,538	879,885
State Housing Initiatives Partnership (SHIP) Program Fund	1,695,539	2,874,962	-
Street Tree Trust Fund	105,395	198,139	200,319
Transportation Impact Fee Funds	15,045,262	49,105,033	13,653,429
U.S. Department of Housing and Urban Development Grants Fund	6,701,613	17,792,616	8,140,749
Utilities Services Tax Fund	34,892,171	33,964,283	34,684,991
<u>DEBT SERVICE</u>			
6th Cent TDT Debt	25,030,225	20,745,475	19,967,475
Amway Center Commercial Paper Fund	1,401,080	1,891,457	1,818,750
Amway Center Sales Tax Rebate Debt Service Fund	2,060,393	2,000,004	2,000,004
Citrus Bowl Commercial Paper Debt Construction Fund	254,474	304,090	314,700
CRA Debt - Conroy Road Fund	2,010,008	1,902,375	1,901,875
CRA Debt - Republic Drive Fund	3,991,849	3,829,216	3,804,686
CRA Debt Service - 2009	6,296,623	4,019,448	4,041,770
CRA Debt Service Internal Loan Fund	2,949,704	2,924,665	2,632,816
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000	750,000
CRA PAC Debt Service - 2010	6,861,944	6,862,209	4,875,627
Events Center Debt Other	1,112,620	1,221,692	1,115,858
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	1,750,891	2,985,891	2,982,641
Internal Loan - Jefferson Street Garage Fund	439,500	1,464,500	1,462,750
Performing Arts Center Commercial Paper Debt Construction Fund	828,665	6,267,061	566,550
Water Reclamation Revenue Bond Funds	8,319,881	12,791,498	10,322,199

BUDGET IN BRIEF

Fund Revenue Comparison By Fiscal Year (continued)

<u>Fund Name</u>	FY 2018/19 Actual Revenues	FY 2019/20 Revised Budget	FY 2020/21 Adopted Budget
<u>ENTERPRISE</u>			
55 West Garage Renewal and Replacement Fund	116,012	636,375	275,000
Amway Center Renewal and Replacement Fund	1,514,821	3,560,920	1,000,000
CNL Renewal and Replacement Fund	208,940	52,291	91,429
Orlando Stadiums Operations Fund	10,620,454	6,755,681	7,355,055
Orlando Venues Enterprise Fund	26,493,882	20,831,662	21,188,907
Parking System Revenue Fund	22,648,574	20,985,007	20,641,369
Parking Renewal and Replacement Fund	1,191,337	6,011,733	1,075,000
Solid Waste Fund	36,063,824	44,391,656	40,081,587
Stormwater Utility Fund	24,767,720	24,010,553	26,002,387
Stormwater Capital Fund	25,393,653	17,107,356	2,140,000
Venues Construction Administration Fund	507,688	81,856	-
Water Reclamation Construction Funds	50,907,145	201,411,252	87,760,497
Water Reclamation Renewal and Replacement Fund	5,692,340	8,741,906	1,753,872
Water Reclamation Revenue Fund	110,780,674	112,105,921	114,754,796
<u>INTERNAL SERVICE</u>			
Construction Management Fund	3,640,339	3,991,000	4,602,800
Facilities Management Fund	19,061,015	14,370,439	15,606,783
Fleet Management Funds	45,492,083	48,409,455	39,434,432
Health Care Fund	70,660,230	70,048,977	71,216,084
Internal Loan Bank Fund	5,888,178	13,523,163	13,993,926
Pension Participant Services Fund	209,823	215,774	143,881
Risk Management Fund	16,852,715	16,214,505	16,874,048
<u>COMPONENT UNIT</u>			
Downtown Development Board Fund	4,910,750	6,351,887	4,819,778
Downtown South Neighborhood Improvement District Fund	714,329	1,865,228	692,397
<u>PENSION TRUST</u>			
City Pension Funds	148,878,640	65,095,803	68,929,027
Other Post Employment Benefit Trust Fund	37,557,262	28,385,281	27,691,668
Other Funds Combined	63,174,287	328,662,491	14,374,378
TOTAL CITY OF ORLANDO	1,681,951,433	2,180,165,069	1,440,937,488

BUDGET IN BRIEF

Fund Expenditure Comparison By Fiscal Year

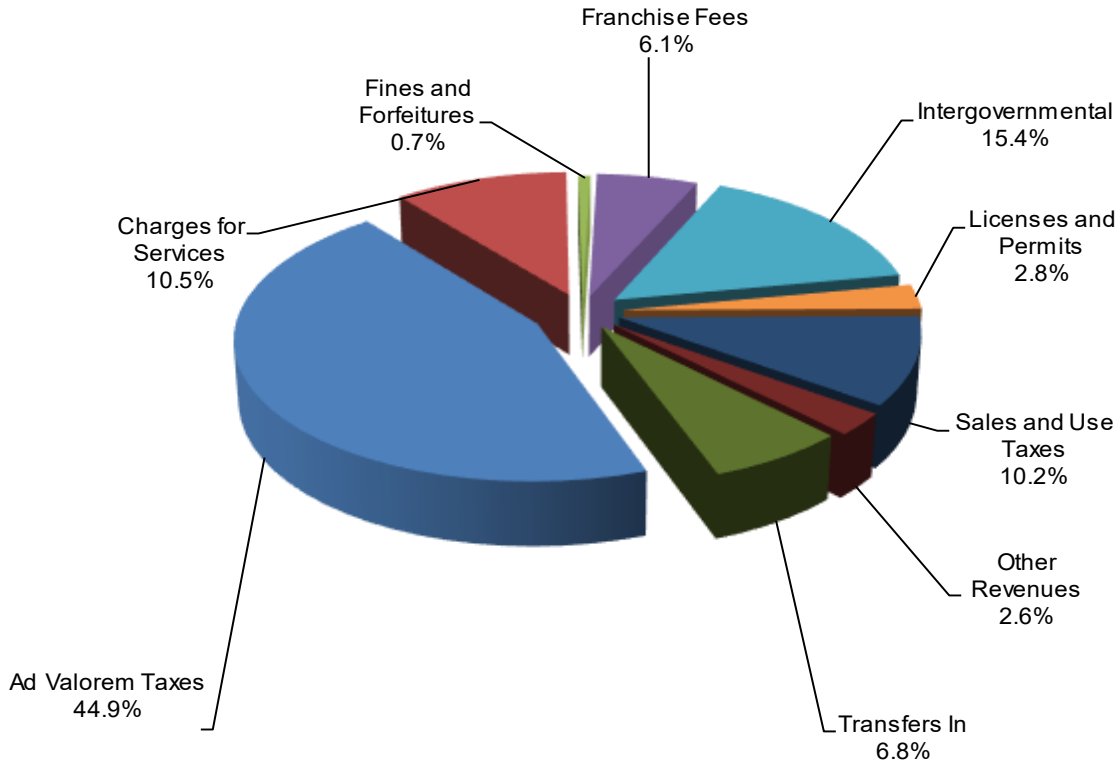
Fund Name	FY 2018/19 Actual Expenditures	FY 2019/20 Revised Budget	FY 2020/21 Adopted Budget
General Fund	512,873,269	519,742,988	533,851,663
<u>SPECIAL REVENUE</u>			
911 Emergency Phone System Fund	101,689	310,475	360,282
After School All Stars Fund	2,582,498	3,173,880	4,042,988
Building Code Enforcement Fund	14,499,656	20,399,899	17,395,692
Capital Improvements Fund	28,302,167	137,225,717	20,682,744
Cemetery Trust Fund	752,006	764,182	707,185
Centroplex Garages Fund	2,707,819	3,117,249	3,020,753
Code Enforcement Board Lien Assessment Fund	1,358,919	825,000	725,000
Contraband Forfeiture Trust Funds	762,067	1,248,124	543,918
CRA Operating Fund	13,425,201	61,574,890	26,361,744
CRA Trust Funds	66,746,946	68,185,730	72,596,342
Designated Revenue Fund	3,702,654	19,307,864	3,077,616
Dubsdread Golf Course Funds	2,829,692	3,018,169	2,632,704
Gas Tax Fund	9,424,730	17,968,744	9,859,149
Grants Fund	9,006,716	14,432,946	-
Greater Orlando Aviation Authority Police Fund	14,146,087	17,076,752	18,049,127
Harry P. Leu Gardens Fund	3,092,205	3,008,761	3,138,704
Law Enforcement Training Fund	188,766	200,000	130,000
Mennello Museum - American Art Fund	572,618	608,476	616,976
Orange County Public Schools Crossing Guard Fund	903,119	1,087,479	1,087,479
Park Impact Fee Funds	69,287	3,412,770	1,925,392
Real Estate Acquisition Fund	2,981,109	44,406,720	1,153,449
Revolving and Renewable Energy Fund	79,815	136,181	-
Special Assessment Funds	57,733,517	218,749	362,406
Spellman Site Fund	1,030,249	1,000,538	879,885
State Housing Initiatives Partnership Program Fund (SHIP) FY14/15 - 15/16	1,692,731	2,874,962	-
Street Tree Trust Fund	32,703	198,139	200,319
Transportation Impact Fee Funds	5,835,778	49,105,033	13,653,429
U.S. Department of Housing and Urban Development Grants Fund	6,701,613	17,792,616	8,140,749
Utilities Services Tax Fund	31,162,193	33,964,283	34,684,991
<u>DEBT SERVICE</u>			
2014 Series A Tourist Development Tax Debt Service Fund	2,500	-	-
6th Cent TDT Debt	9,545,001	20,745,475	19,967,475
Amway Center Commercial Paper Fund	1,381,955	1,891,457	1,818,750
Amway Center Sales Tax Rebate Debt Service Fund	888,018	2,000,004	2,000,004
Citrus Bowl Commercial Paper Debt Construction Fund	247,385	304,090	314,700
CRA Debt - Conroy Road Fund	1,914,816	1,902,375	1,901,875
CRA Debt - Republic Drive Fund	3,825,368	3,829,216	3,804,686
CRA Debt Service - 2009	6,296,623	4,019,448	4,041,770
CRA Debt Service Internal Loan Fund	2,322,499	2,924,665	2,632,816
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000	750,000
CRA PAC Debt Service - 2010	6,861,944	6,862,209	4,875,627
Events Center Debt Other	203,293	1,221,692	1,115,858
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	1,517,336	2,985,891	2,982,641
Internal Loan - Jefferson Street Garage Fund	260,744	1,464,500	1,462,750
Performing Arts Center Commercial Paper Debt Construction Fund	1,135,958	6,267,061	566,550
Water Reclamation Revenue Bond Funds	2,653,182	12,791,498	10,322,199

BUDGET IN BRIEF

Fund Expenditure Comparison By Fiscal Year (continued)

Fund Name	FY 2018/19 Actual Expenditures	FY 2019/20 Revised Budget	FY 2020/21 Adopted Budget
<u>ENTERPRISE</u>			
55 West Garage Renewal and Replacement Fund	-	636,375	275,000
Amway Center Renewal and Replacement Fund	775,062	3,560,920	1,000,000
CNL Renewal and Replacement Fund	244,200	52,291	91,429
Orlando Stadiums Operations Fund	9,015,458	6,755,681	7,355,055
Orlando Venues Enterprise Fund	24,858,760	20,831,662	21,188,907
Parking System Revenue Fund	16,292,422	20,985,007	20,641,369
Parking Renewal and Replacement Fund	293,171	6,011,733	1,075,000
Solid Waste Fund	34,923,585	44,391,656	40,081,587
Stormwater Utility Fund	46,179,007	24,010,553	26,002,387
Stormwater Capital Fund	8,673,583	17,107,356	2,140,000
Venues Construction Administration Fund	636,895	81,856	-
Water Reclamation Construction Funds	27,798,080	201,411,252	87,760,497
Water Reclamation Renewal and Replacement Fund	5,903,244	6,508,965	3,000,000
Water Reclamation Revenue Fund	105,754,998	112,105,921	114,754,796
<u>INTERNAL SERVICE</u>			
Construction Management Fund	3,773,081	3,991,000	4,602,800
Facilities Management Fund	19,939,811	14,370,439	15,606,783
Fleet Management Funds	45,400,319	48,409,455	39,434,432
Health Care Fund	64,539,464	70,048,977	71,216,084
Internal Loan Bank Fund	3,539,519	13,523,163	13,993,926
Pension Participant Services Fund	152,775	215,774	143,881
Risk Management Fund	18,482,339	16,214,505	16,874,048
<u>COMPONENT UNIT</u>			
Downtown South Neighborhood Improvement District Fund	203,990	1,865,228	692,397
Downtown Development Board Fund	4,370,611	6,351,887	4,819,778
<u>PENSION TRUST</u>			
City Pension Funds	98,570,665	65,095,803	68,929,027
Other Post Employment Benefit Trust Fund	18,665,411	28,385,281	27,691,668
Other Funds Combined	125,879,942	330,895,432	13,128,250
TOTAL CITY OF ORLANDO	1,519,970,833	2,180,165,069	1,440,937,488

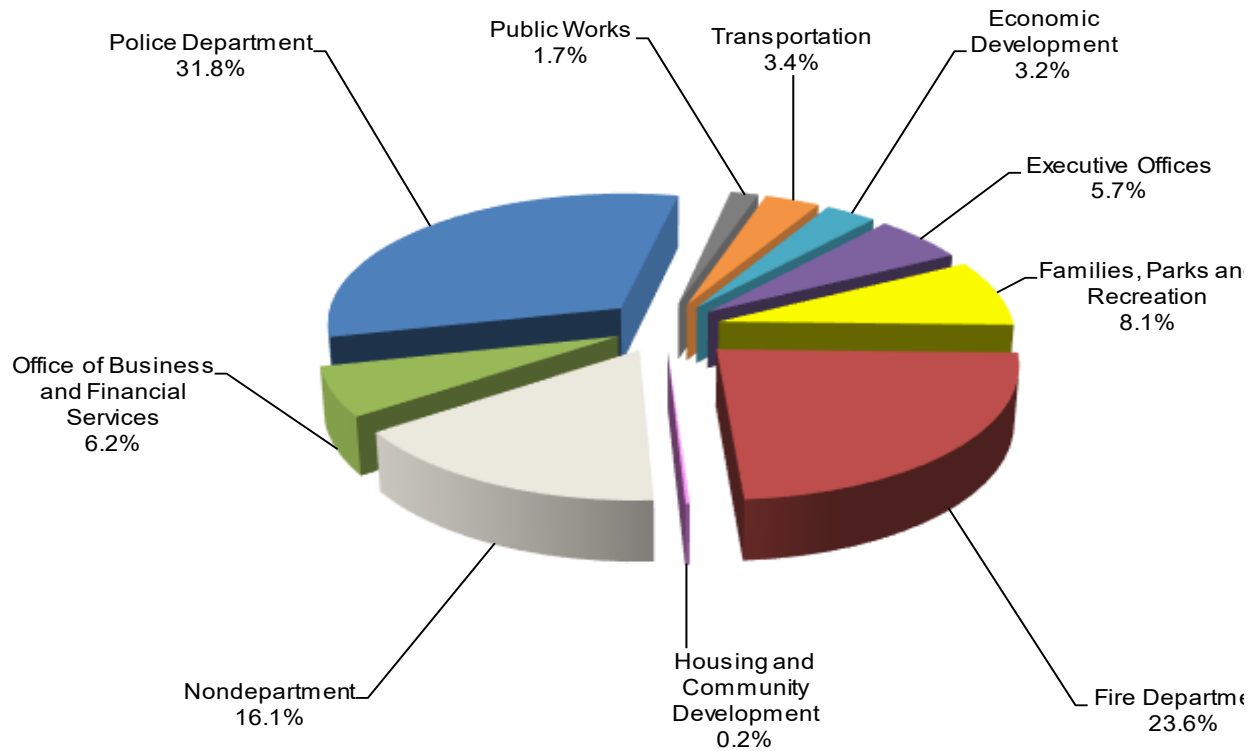
**General Fund - Revenues by Source
FY 2020/21**



Source of General Revenue	FY 2020/21 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 239,482,554	44.9%
Charges for Services	55,827,493	10.5%
Fines and Forfeitures	3,925,000	0.7%
Franchise Fees	32,380,000	6.1%
Intergovernmental	82,506,097	15.4%
Licenses and Permits	15,103,000	2.8%
Sales and Use Taxes	54,400,000	10.2%
Other Revenues	14,036,336	2.6%
Transfers In	36,191,183	6.8%
Total	\$ 533,851,663	100.0%

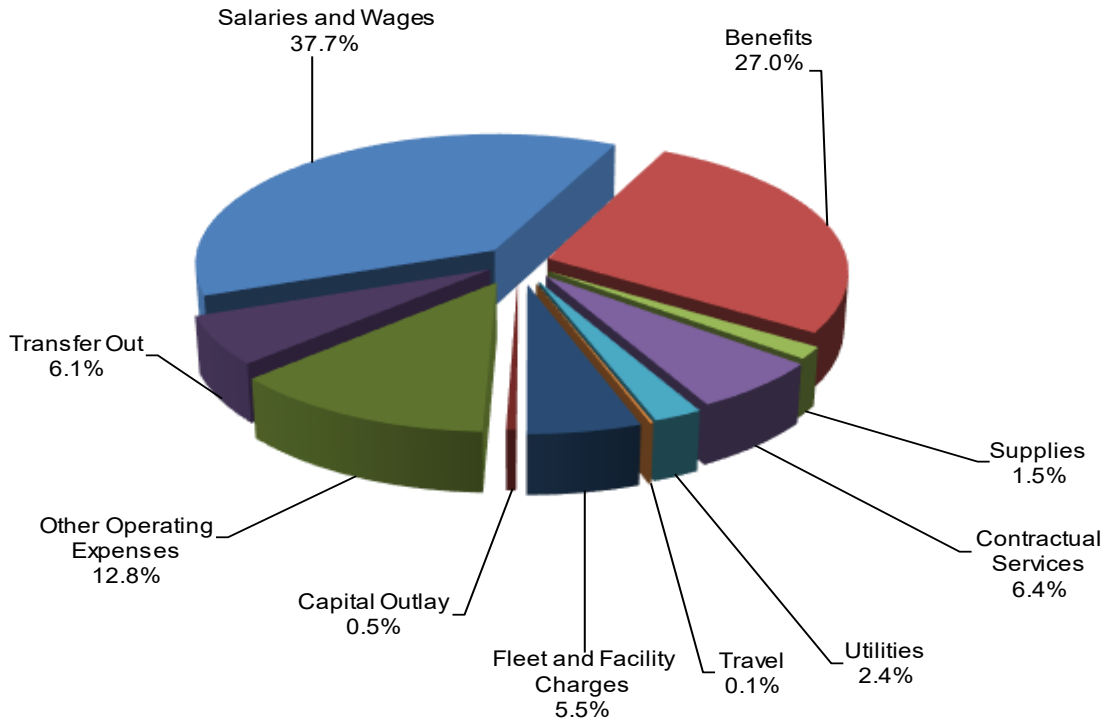
BUDGET IN BRIEF

General Fund - Expenses by Department FY 2020/21



General Fund Departments	FY 2020/21 Adopted Budget	% of Total
Economic Development	\$ 16,978,319	3.2%
Executive Offices	30,530,839	5.7%
Families, Parks and Recreation	43,528,707	8.1%
Fire Department	125,925,721	23.6%
Housing and Community Development	1,109,791	0.2%
Nondepartment	85,912,920	16.1%
Office of Business and Financial Services	32,881,889	6.2%
Police Department	169,800,721	31.8%
Public Works	9,103,011	1.7%
Transportation	18,079,745	3.4%
Total	\$ 533,851,663	100.0%

**General Fund - Expenses by Use
FY 2020/21**



General Fund Uses	FY 2020/21 Adopted Budget	% of Total
Salaries and Wages	\$ 201,272,652	37.7%
Benefits	144,195,257	27.0%
Supplies	8,084,646	1.5%
Contractual Services	34,299,259	6.4%
Utilities	12,515,609	2.4%
Travel	725,197	0.1%
Fleet and Facility Charges	29,338,013	5.5%
Capital Outlay	2,531,402	0.5%
Other Operating Expenses	68,288,411	12.8%
Transfer Out	32,601,217	6.1%
Total	\$ 533,851,663	100.0%

BUDGET IN BRIEF

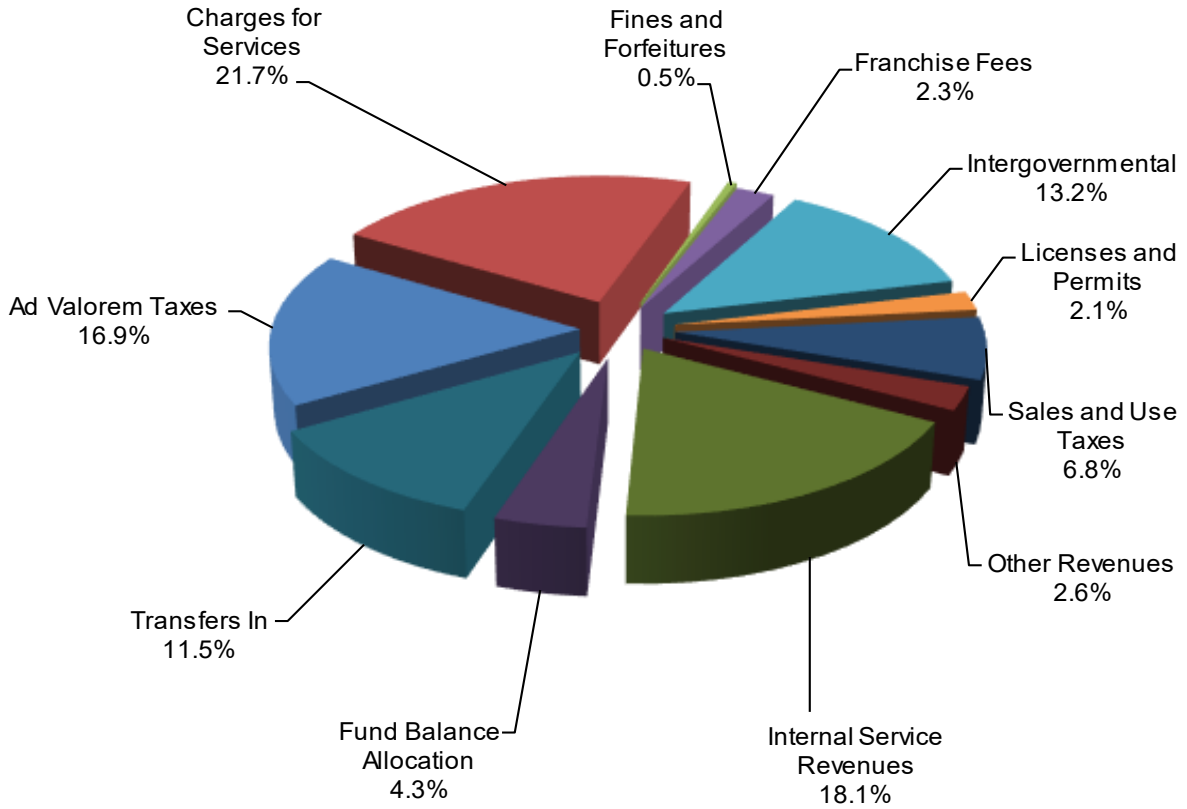
GENERAL FUND Comparison of Sources and Uses by Fiscal Year

REVENUES	ACTUAL FY 2018/19	REVISED FY 2019/20	ADOPTED FY 2020/21	2020/21 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 197,312,310	\$ 217,106,679	\$ 239,482,554	44.9%	\$ 22,375,875	10.3%
Charges for Services	52,599,201	51,742,102	55,827,493	10.5%	4,085,391	7.9%
Fines and Forfeitures	4,501,885	2,705,216	3,925,000	0.7%	1,219,784	45.1%
Franchise Fees	33,046,546	33,700,000	32,380,000	6.1%	(1,320,000)	(3.9%)
Intergovernmental	86,206,197	86,832,325	82,506,097	15.5%	(4,326,228)	(5.0%)
Licenses and Permits	17,360,395	15,348,000	15,103,000	2.8%	(245,000)	(1.6%)
Sales and Use Taxes	61,565,491	60,950,000	54,400,000	10.2%	(6,550,000)	(10.7%)
Other Revenues	31,957,443	13,060,198	14,036,336	2.6%	976,138	7.5%
Transfers In	35,286,681	38,298,468	36,191,183	6.8%	(2,107,285)	(5.5%)
	\$ 519,836,149	\$ 519,742,988	\$ 533,851,663	100.0%	\$ 14,108,675	2.7%

APPROPRIATIONS By Department	ACTUAL FY 2018/19	REVISED FY 2019/20	ADOPTED FY 2020/21	2020/21 % TOTAL	NET CHANGE	% CHANGE
Economic Development	\$ 13,755,893	\$ 16,418,413	\$ 16,978,319	3.2%	\$ 559,906	3.4%
Executive Offices	25,766,789	29,130,023	30,530,839	5.7%	1,400,816	4.8%
Families, Parks and Recreation	35,336,592	37,935,924	43,528,707	8.2%	5,592,783	14.7%
Fire Department	113,414,757	121,210,909	125,925,721	23.6%	4,714,812	3.9%
Housing and Community Development	989,244	1,102,371	1,109,791	0.2%	7,420	0.7%
Nondepartment	110,868,416	89,217,045	85,912,920	16.1%	(3,304,125)	(3.7%)
Office of Business and Financial Services	28,153,682	31,202,968	32,881,889	6.2%	1,678,921	5.4%
Police Department	162,927,773	166,511,581	169,800,721	31.8%	3,289,140	2.0%
Public Works	5,384,220	9,587,321	9,103,011	1.7%	(484,310)	(5.1%)
Transportation	16,275,904	17,426,433	18,079,745	3.4%	653,312	3.7%
	\$ 512,873,269	\$ 519,742,988	\$ 533,851,663	100.0%	\$ 14,108,675	2.7%

By Major Category	ACTUAL FY 2018/19	REVISED FY 2019/20	ADOPTED FY 2020/21	2020/21 % TOTAL	NET CHANGE	% CHANGE
Salaries and Wages	\$ 185,001,932	\$ 195,504,935	\$ 201,272,652	37.7%	\$ 5,767,717	3.0%
Benefits	130,746,800	137,635,946	144,195,257	27.0%	6,559,311	4.8%
Supplies	7,729,041	7,969,841	8,084,646	1.5%	114,805	1.4%
Contractual Services	28,254,279	29,777,658	34,299,259	6.4%	4,521,601	15.2%
Utilities	12,072,788	12,487,366	12,515,609	2.4%	28,243	0.2%
Travel	375,453	713,588	725,197	0.1%	11,609	1.6%
Fleet and Facility Charges	25,693,295	29,153,551	29,338,013	5.5%	184,462	0.6%
Capital Outlay	655,397	2,140,215	2,531,402	0.5%	391,187	18.3%
Other Operating Expenses	55,946,804	61,750,620	68,288,411	12.8%	6,537,791	10.6%
Transfer Out	66,397,481	42,609,268	32,601,217	6.1%	(10,008,051)	(23.5%)
	\$ 512,873,269	\$ 519,742,988	\$ 533,851,663	100.0%	\$ 14,108,675	2.7%

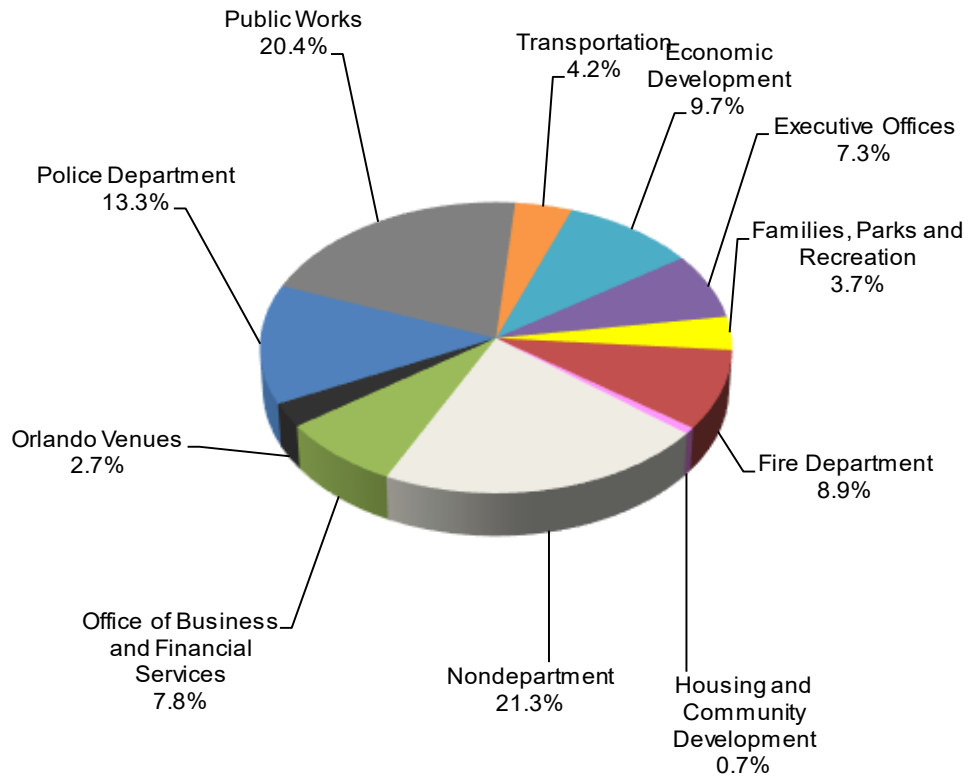
**All Funds - Revenues by Source
FY 2020/21**



Source of All Fund Revenue	FY 2020/21 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 243,509,062	16.9%
Charges for Services	312,523,377	21.7%
Fines and Forfeitures	7,470,000	0.5%
Franchise Fees	32,460,000	2.3%
Intergovernmental	190,434,567	13.2%
Licenses and Permits	30,053,000	2.1%
Sales and Use Taxes	98,550,000	6.8%
Other Revenues	37,843,551	2.6%
Internal Service Revenues	260,942,834	18.1%
Fund Balance Allocation	61,746,427	4.3%
Transfers In	165,404,670	11.5%
Total	\$ 1,440,937,488	100.0%

BUDGET IN BRIEF

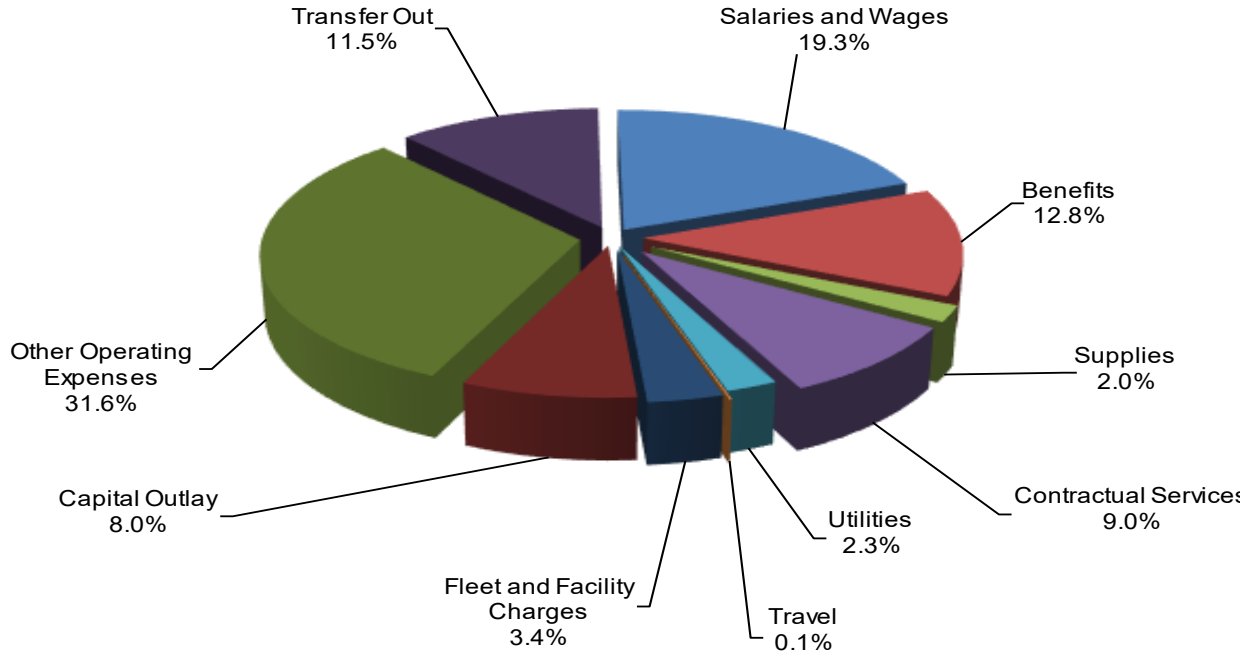
All Funds - Expenses by Department FY 2020/21



All Funds Department	FY 2020/21 Adopted Budget	% of Total
Economic Development	\$ 140,069,272	9.7%
Executive Offices	105,455,938	7.3%
Families, Parks and Recreation	53,353,406	3.7%
Fire Department	127,733,721	8.9%
Housing and Community Development	10,250,540	0.7%
Nondepartment	307,287,754	21.3%
Office of Business and Financial Services	113,329,185	7.8%
Orlando Venues	38,484,415	2.7%
Police Department	191,222,251	13.3%
Public Works	293,653,295	20.4%
Transportation	60,097,711	4.2%
Total	\$ 1,440,937,488	100.0%

BUDGET IN BRIEF

All Funds - Expenses by Use FY 2020/21



All Funds Uses	FY 2020/21 Adopted Budget	% of Total
Salaries and Wages	\$ 278,453,901	19.3%
Benefits	183,829,193	12.8%
Supplies	28,463,187	2.0%
Contractual Services	129,962,358	9.0%
Utilities	33,852,658	2.3%
Travel	1,272,334	0.1%
Fleet and Facility Charges	49,669,905	3.4%
Capital Outlay	115,450,616	8.0%
Other Operating Expenses	454,448,916	31.6%
Transfer Out	165,534,420	11.5%
Total	\$ 1,440,937,488	100.0%

BUDGET IN BRIEF

ALL FUNDS Comparison of Sources and Uses by Fiscal Year

	ACTUAL		REVISED		ADOPTED		2020/21		NET		%	
		FY 2018/19		FY 2019/20		FY2020/21		% TOTAL		CHANGE		CHANGE
REVENUES												
Ad Valorem Taxes	\$	180,951,938	\$	220,848,249	\$	243,509,062		16.9%	\$	22,660,813		10.3%
Charges for Services		304,383,787		305,014,136		312,523,377		21.7%		7,509,241		2.5%
Fines and Forfeitures		7,752,097		6,115,216		7,470,000		0.5%		1,354,784		22.2%
Franchise Fees		33,192,845		33,780,000		32,460,000		2.3%		(1,320,000)		(3.9%)
Intergovernmental		190,626,284		255,356,520		190,434,567		13.2%		(64,921,953)		(25.4%)
Licenses and Permits		33,313,533		29,548,000		30,053,000		2.1%		505,000		1.7%
Sales and Use Taxes		101,922,297		104,450,000		98,550,000		6.8%		(5,900,000)		(5.6%)
Other Revenues		213,828,358		48,466,870		37,843,551		2.6%		(10,623,319)		(21.9%)
Internal Service Revenues		251,855,132		250,792,386		260,942,834		18.1%		10,150,448		4.0%
Project Encumbrance		-		714,482,838		-		0.0%		(714,482,838)		(100.0%)
Fund Balance Allocation		-		30,850,445		61,746,427		4.3%		30,895,982		100.1%
Transfers In		213,843,813		180,460,409		165,404,670		11.5%		(15,055,739)		(8.3%)
	\$	1,531,670,084	\$	2,180,165,069	\$	1,440,937,488		100.0%	\$	(739,227,581)		(33.9%)
APPROPRIATIONS												
By Department												
Economic Development	\$	116,229,669	\$	183,357,815	\$	140,069,272		9.7%	\$	(43,288,543)		(23.6%)
Executive Offices		92,996,227		111,131,334		105,455,938		7.3%		(5,675,396)		(5.1%)
Families, Parks and Recreation		42,766,909		70,115,339		53,353,406		3.7%		(16,761,933)		(23.9%)
Fire Department		117,969,648		124,611,533		127,733,721		8.9%		3,122,188		2.5%
Housing and Community Development		9,408,261		27,941,802		10,250,540		0.7%		(17,691,262)		(63.3%)
Nondepartment		408,672,867		346,597,474		307,287,754		21.3%		(39,309,720)		(11.3%)
Office of Business and Financial Services		134,212,909		199,799,290		113,329,185		7.9%		(86,470,105)		(43.3%)
Orlando Venues		103,583,068		190,584,399		38,484,415		2.7%		(152,099,984)		(79.8%)
Police Department		185,405,091		195,747,425		191,222,251		13.3%		(4,525,174)		(2.3%)
Public Works		262,296,560		590,647,155		293,653,295		20.4%		(296,993,860)		(50.3%)
Transportation		46,429,626		139,631,503		60,097,711		4.2%		(79,533,792)		(57.0%)
	\$	1,519,970,833	\$	2,180,165,069	\$	1,440,937,488		100.0%	\$	(739,227,581)		(33.9%)
By Major Category												
Salaries and Wages	\$	219,853,554	\$	270,290,857	\$	278,453,901		19.3%	\$	8,163,044		3.0%
Benefits		192,151,583		178,969,273		183,829,193		12.8%		4,859,920		2.7%
Supplies		29,030,244		38,616,830		28,463,187		2.0%		(10,153,643)		(26.3%)
Contractual Services		191,395,278		392,662,173		129,962,358		9.0%		(262,699,815)		(66.9%)
Utilities		31,763,138		34,563,472		33,852,658		2.3%		(710,814)		(2.1%)
Travel		945,248		1,651,897		1,272,334		0.1%		(379,563)		(23.0%)
Fleet and Facility Charges		57,779,093		56,385,727		49,669,905		3.4%		(6,715,822)		(11.9%)
Capital Outlay		159,372,740		395,297,359		115,450,616		8.0%		(279,846,743)		(70.8%)
Other Operating Expenses		334,419,119		630,919,777		454,448,916		31.5%		(176,470,861)		(28.0%)
Transfer Out		213,843,813		180,807,704		165,534,420		11.5%		(15,273,284)		(8.4%)
	\$	1,430,553,812	\$	2,180,165,069	\$	1,440,937,488		100.0%	\$	(739,227,581)		(33.9%)

BUDGET IN BRIEF

CITYWIDE STAFFING SUMMARY CITY OF ORLANDO FY 2020/21

	Final FY 2018/19	Revised FY 2019/20	Adopted New Positions	Adopted Position Deletions	Adopted Position Transfers	Adopted FY 2020/21	Percent of Total
SUMMARY BY DEPARTMENT							
Economic Development	253	260	1	-	-	261	7.1%
Executive Offices	171	171	6	-	-	177	4.8%
Families, Parks and Recreation	235	242	19	-	-	261	7.1%
Fire Department	649	653	7	-	(1)	659	18.0%
Housing and Community Development	20	20	-	-	-	20	0.5%
Office of Business and Financial Services	284	289	-	(2)	2	289	7.9%
Orlando Venues	85	84	-	-	-	84	2.3%
Police Department	1,066	1,104	26	-	(1)	1,129	30.9%
Public Works	559	594	-	-	-	594	16.3%
Transportation	173	180	-	-	-	180	4.9%
TOTAL CITY OF ORLANDO	3,495	3,597	59	(2)	-	3,654	100.0%
SUMMARY BY FUND							
General	2,435	2,465	53	-	-	2,518	68.9%
Water Reclamation Revenue	259	271	-	-	-	271	7.4%
Building Code Enforcement	120	121	-	-	-	121	3.3%
Solid Waste	104	109	1	-	-	110	3.0%
Parking System Revenue	100	100	-	-	4	104	2.8%
GOAA Police	85	113	5	-	-	118	3.2%
Stormwater Utility	84	91	-	-	-	91	2.5%
Orlando Venues	54	53	-	-	-	53	1.5%
Fleet Management	51	51	-	-	-	51	1.4%
Facilities Management	49	52	-	-	-	52	1.4%
Construction Management	32	34	-	-	-	34	0.9%
Community Redevelopment Agency	33	38	-	-	-	38	1.0%
Leu Gardens	20	20	-	-	-	20	0.5%
Housing Grants	20	20	-	-	-	20	0.5%
Risk Management	16	16	-	(2)	-	14	0.4%
After School All Stars	10	17	-	-	1	18	0.5%
Orlando Stadium Operations	7	7	-	-	-	7	0.2%
Centroplex Garages	4	7	-	-	(4)	3	0.1%
Mennello Museum	4	4	-	-	-	4	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%
TOTAL CITY OF ORLANDO	3,495	3,597	59	(2)	-	3,654	100.0%

BUDGET IN BRIEF

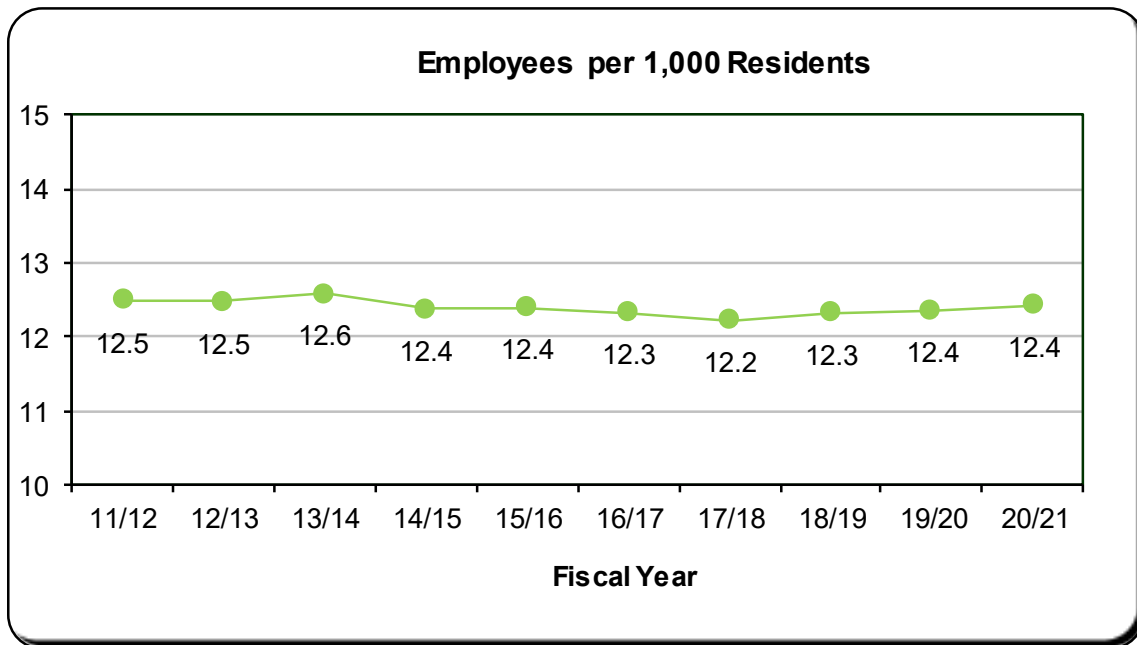
CITY WIDE STAFFING DATA AND CHARTS

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 to increase public safety or structural reorganizations for improved efficiency, these changes are made with residents’ needs as the driving force.

	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
City Population	241,978	245,254	248,731	256,012	262,100	267,842	279,133	283,476	291,117	293,858
Employees	3,022	3,059	3,130	3,167	3,249	3,302	3,411	3,493	3,597	3,654
Fire Sworn	499	523	523	523	523	523	538	539	539	539
Fire Civilian Transport	-	-	-	-	-	-	29	29	29	34
Total Fire First Responders	499	523	523	523	523	523	567	568	568	573
Police Sworn	743	743	760	760	760	772	804	829	862	883
Community Service Officers	29	28	33	35	34	34	34	34	37	37
Total Police First Responders	772	771	793	795	794	806	838	863	899	920

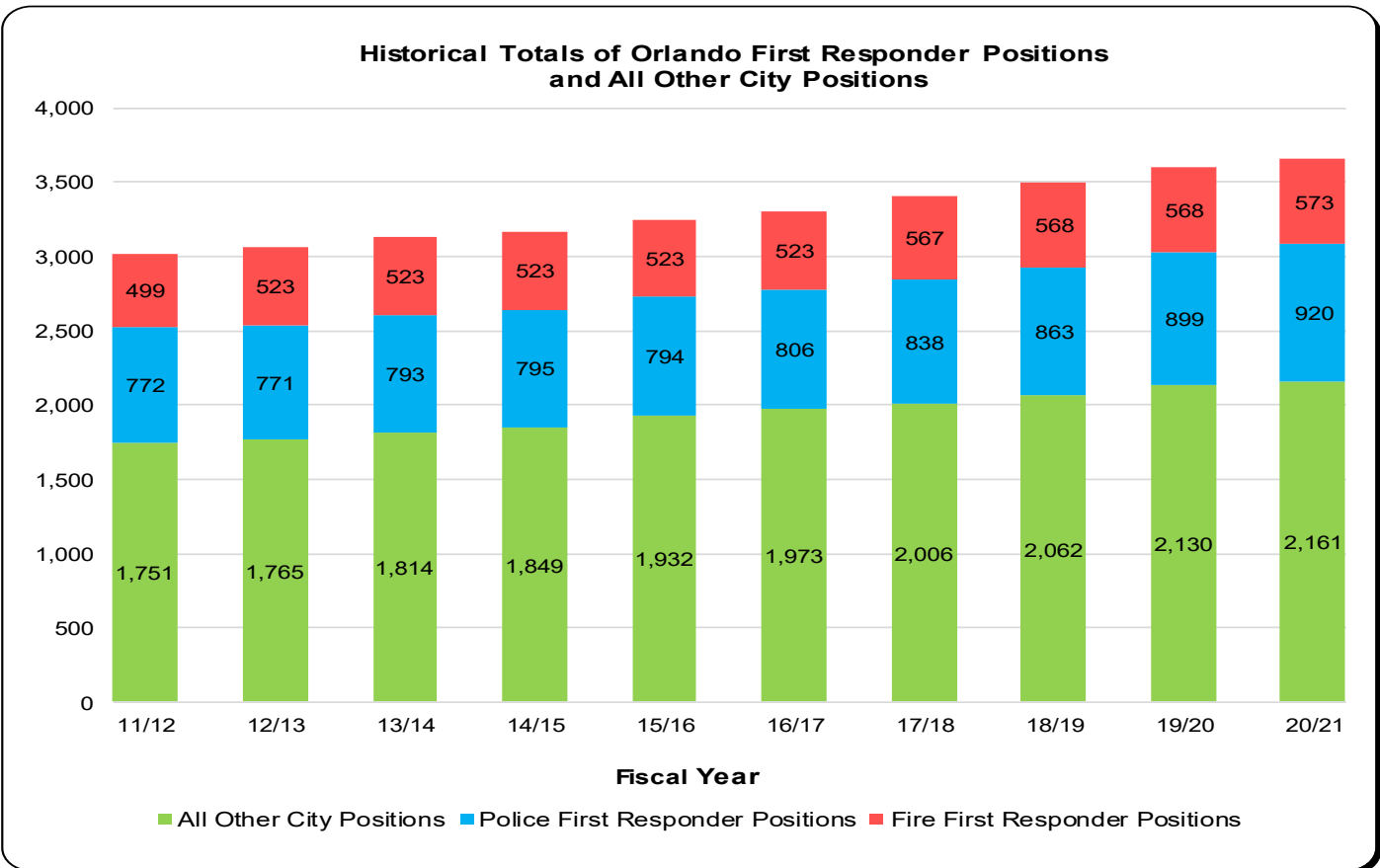
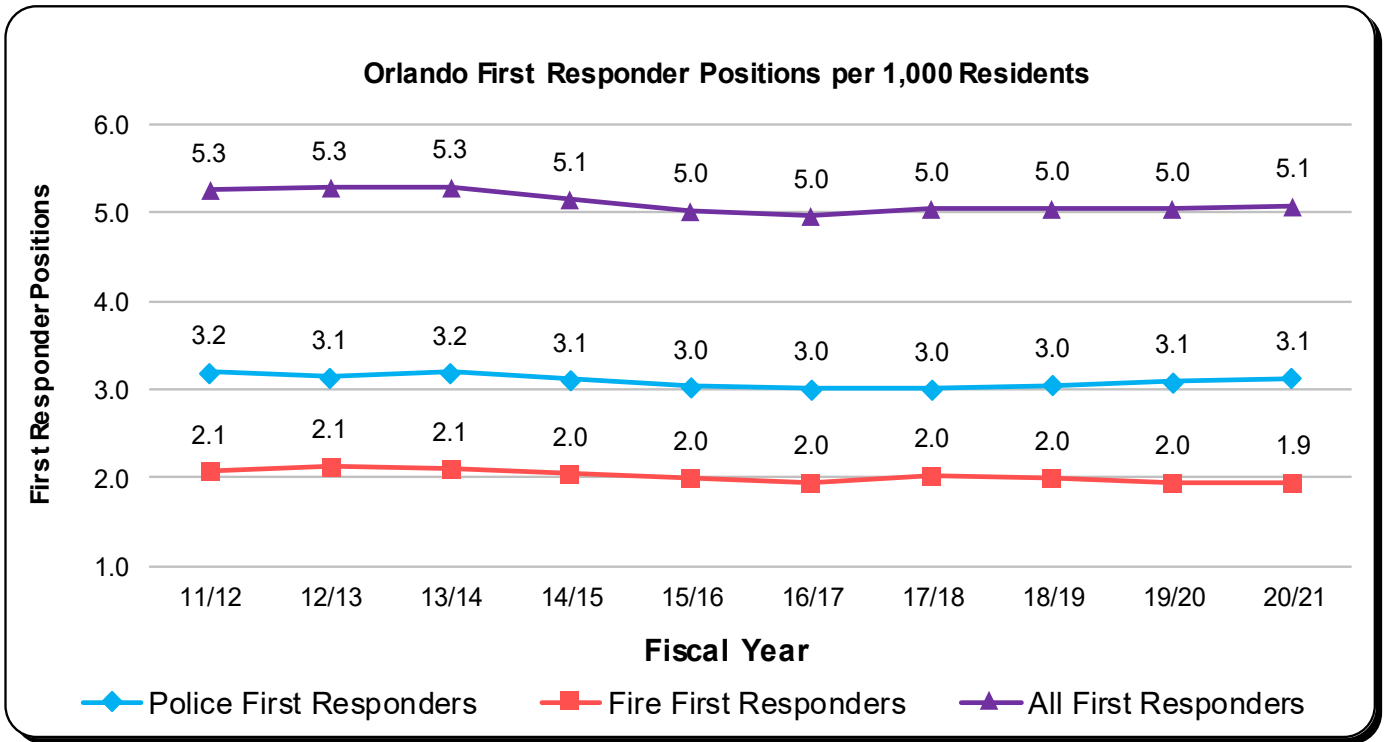
Note: The statistical category of **First Responder** refers to employees designated or those specifically trained to respond to an emergency and/or those responsible for going immediately to the scene of an accident or emergency to provide assistance. Sworn Police and Fire personnel, Civilian Transport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

BUDGET IN BRIEF

CITY WIDE STAFFING DATA AND CHARTS (continued)

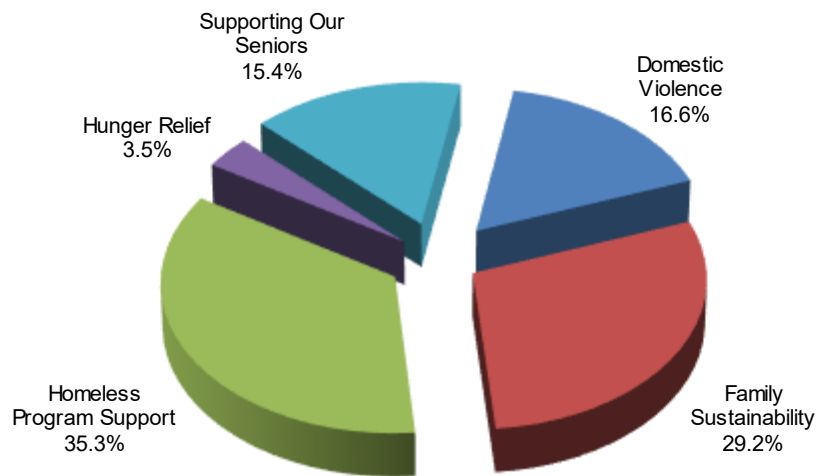


BUDGET IN BRIEF

Community Partnerships:

The City of Orlando provides funding to local non-profit organizations through several mechanisms throughout the year. The Office of Community Affairs awards over \$2.3 million in Community Investment Program funds via an application process to community organizations seeking assistance in addressing several focus areas as identified above (see subsequent pages for a list of organizations). Several departments within the City also award funding to specific organizations that contribute to local arts, culture, economic development, and other endeavors benefiting the City and community (see subsequent pages for a list of organizations).

**Community Service Organization Funding by
Area of Focus
FY 2020/21**



Focus Care Area	City Funding	% of Total
Domestic Violence	\$ 385,000	16.6%
Family Sustainability	678,000	29.2%
Homeless Program Support	820,000	35.3%
Hunger Relief	80,190	3.5%
Supporting Our Seniors	358,000	15.4%
Total	\$ 2,321,190	100.0%

BUDGET IN BRIEF

COMMUNITY ORGANIZATION FUNDING RECOMMENDATIONS COMMUNITY INVESTMENT PROGRAM

	Adopted FY 2019/20	Adopted FY 2020/21
Ability Housing, Inc.	\$ 50,000	\$ 50,000
Adult Literacy League, Inc.	16,000	18,000
Boys & Girls Clubs of Central Florida, Inc.	50,000	50,000
Center For Multicultural Wellness and Prevention, Inc.	30,000	-
Central Florida Community Arts, Inc.	30,000	30,000
Christian Service Center for Central Florida, Inc.	25,000	28,000
Coalition for the Homeless of Central Florida	260,000	260,000
Community Coordinated Care for Children, Inc.	317,013	345,000
Community Initiatives, Inc.	25,000	-
Community Legal Services of Mid-Florida	25,000	25,000
Cornerstone Hospice & Palliative Care Foundation	17,000	18,000
Covenant House Florida	30,000	33,000
Easter Seals Florida, Inc.	10,000	12,000
Embrace Families, Inc.	-	25,000
Family Promise of Greater Orlando	10,000	-
Foundation for Foster Children	45,000	45,000
Grand Avenue ECDC	20,000	22,000
Guardian Care Nursing & Rehabilitation Services	17,000	18,000
Harbor House of Central Florida	163,500	175,000
Health Care Center for the Homeless, Inc.	120,000	120,000
Heart of Florida United Way	33,000	75,000
Hebni Nutrition Consultants, Inc.	-	20,000
IDignity	30,000	30,000
IMPOWER, Inc.	10,000	10,000
JFS Orlando	27,000	29,000
Jobs Partnership of Florida	-	30,000
Legal Aid Society of Orange County	20,000	20,000
Life Concepts, Inc.	25,000	25,000
Lighthouse Central Florida, Inc.	25,000	25,000
One Heart for Women and Children	27,000	31,190
One Orlando Alliance	27,000	-
Orlando Ballet	-	10,000
Orlando Day Nursery Association, Inc.	25,000	25,000
Orlando Health, Inc.	78,000	78,000
Pathway Homes, Inc.	60,000	60,000
Prince of Peace	35,000	35,000
Samaritan Village, Inc.	-	40,000
Second Harvest Food Bank of Central Florida, Inc.	50,000	-
Seniors First, Inc.	210,000	220,000
Share the Care, Inc	24,000	25,000
The Mustard Seed of Central Florida	20,000	-
The Salvation Army	40,000	45,000
University of Central Florida	50,000	-
UP Orlando	30,000	-
Valencia College Foundation Inc.	100,000	60,000
Victim Service Center of Central Florida, Inc.	43,500	44,000
Zebra Coalition	105,000	110,000
Subtotal - Community Investment Program	\$ 2,355,013	\$ 2,321,190

BUDGET IN BRIEF

OTHER FUNDING

Black Business Investment Fund	150,000	150,000
Central Florida Commission on Homelessness	82,280	82,280
Central Florida Social Enterprise Accelerator	7,500	7,500
Central Florida Sports Commission (1)	146,724	146,724
Coalition's Men's Service Center (2)	250,000	200,000
Community Foundation of Central Florida	575,000	575,000
Downtown Arts District / City Arts Factory (2)	25,000	25,000
Downtown Orlando Partnership (2)	25,000	25,000
Florida Citrus Sports	50,000	50,000
Health Care Center for the Homeless (2)	61,050	64,000
Hispanic Business Initiative Fund	150,000	150,000
Homeless Services Network of Central Florida	82,280	82,280
Lake Nona Institute	10,000	10,000
Mayor's Matching Grants	160,000	160,000
MetroPlan	142,550	145,900
National Center for Simulation	35,000	35,000
Orlando Economic Partnership	659,588	659,588
Orlando Science Center	493,680	493,680
Pet Alliance of Greater Orlando	50,000	50,000
Seniors First, Inc. (2)	47,658	48,837
Stand Up Orlando	50,000	50,000
Starter Studio (2)	125,000	125,000
UCF Research Foundation	1,010,000	1,010,000
United Arts of Central Florida	470,570	470,570
Community Organization Covid-19 Contingency *	-	200,000
Subtotal - Other Funding	\$ 4,858,880	\$ 5,016,359

Funding provided by the General Fund unless otherwise noted.

(1) \$122,349 General Fund; \$24,375 Orlando Venues

(2) Funded by the Community Redevelopment Agency

* Additional unallocated contingency available to assist local community organizations in responding to the many challenges resulting from Covid-19.

BUDGET IN BRIEF

HOUSING GRANT SUBGRANTEES

The funding below includes the estimated portion of the city's federal and state housing grants being dispursed to community organizations, in pursuit of the goals of the respective Housing grant program. Figures incorporate funds derived from new year grants, as well as funds reallocated from prior year awards.

	Adopted FY2019/20	Adopted FY2020/21
<u>Community Development Block Grant</u>		
Aspire Health Partners	\$ 167,230	\$ -
Catholic Charities	46,905	-
Center for Multicultural Wellness and Prevention	-	-
Central Florida Urban League	-	-
Housing and Neighborhood Development Services of Central Florida	54,000	558,509
Family Promise of Greater Orlando	50,000	55,000
Future Leaders Community Development Corporation	-	-
Grace Medical Home	100,000	-
Grand Avenue Economic Development	460,012	35,000
Habitat for Humanity	100,000	175,000
Hannibal Square	200,000	-
Harbor House	33,000	33,000
Heart of Florida United Way	-	31,130
IDignity	-	45,000
Jewish Family Services of Greater Orlando	-	29,000
Primrose Center	31,095	-
The Village of Orlando Clear Lake	200,000	-
The Village of Orlando Hope Square	-	-
Two Spirit Health Services	-	-
United Against Poverty	-	-
United Cerebral Palsy	-	-
West Lakes Partnerships	200,000	-
306 Foundation	-	175,000
Coalition for the Homeless of Central Florida	40,000	55,161
Rebuilding Together Orlando	164,853	160,000
Health Care Center for the Homeless	-	-
Subtotal - Community Development Block Grant	<u>1,847,095</u>	<u>1,351,800</u>
<u>Emergency Solutions Grant</u>		
Coalition for the Homeless of Central Florida	35,000	38,600
Center for Multicultural Wellness and Prevention	-	-
Family Promise	20,000	44,153
Harbor House of Central Florida	35,000	38,600
Homeless Services Network of Central Florida	15,000	15,000
IDignity	26,725	-
Miracle of Love	-	-
The Southern Territorial Headquarters of the Salvation Army	35,000	38,600
Subtotal - Emergency Solutions Grant	<u>166,725</u>	<u>174,953</u>
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Aspire Health Partners, Inc.	1,079,918	1,080,245
Center for Multicultural Wellness and Prevention, Inc.	1,004,016	1,050,240
Miracle of Love	943,109	1,145,180
X-Tending Hands, Inc.	128,174	128,400
Homeless Services Network of Central FL	348,242	442,980
Catholic Charities Pathways to Care	219,581	295,320
St. Francis House of Hospitality	104,796	19,260
Orange County	27,950	27,950
Subtotal - HOPWA Grant	<u>3,855,786</u>	<u>4,189,576</u>
Total Housing Grant Funding	<u>\$ 5,869,606</u>	<u>\$ 5,716,329</u>
TOTAL - ALL FUNDING	<u>\$ 13,083,499</u>	<u>\$ 13,053,878</u>

BUDGET IN BRIEF

Capital Improvement Projects

Capital Improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years.

In accordance with Growth Management legislation, the City of Orlando prepares a five-year Capital Improvement Program each year. Each year the Capital Improvement Program is prepared from project requests submitted by the various departments and offices of the City. The requests require a project description, justification, cost estimates, statement of impact on the City's annual operating budget and implementation schedule. Concurrently, with the preparation of the project requests, information concerning financial resources is obtained by the Office of Business and Financial Services.

After compilation of the requests, projects are reviewed by staff members from the Office of Business and Financial Services and the Economic Development Department, the Chief Administrative Officer and the Mayor.

Funding for Capital Improvement Projects 2020/21

<u>Fund</u>	<u>FY 2019/20 Adopted Budget</u>	<u>FY 2020/21 Adopted Budget</u>
3001_F Capital Improvements Fund	25,142,681	19,497,296
5001_F Fleet Management Fund	1,000,000	-
1070_F Transportation Impact Fee-North Fund	1,382,000	1,332,000
1072_F Transportation Impact Fee-Southwest Fund	4,000,000	6,850,000
1071_F Transportation Impact Fee-Southeast Fund	3,000,000	1,000,000
1100_F Gas Tax Fund	9,924,469	5,700,000
4106_F Water Reclamation General Construction Fund	21,110,000	46,000,000
4107_F Water Reclamation Renewal and Replacement Fund	1,750,000	3,000,000
4109_F Water Reclamation Impact Fees Fund	7,500,000	35,760,497
4110_F Water Reclamation Collection System Impact Fees Fund	-	6,000,000
4133_F Parking Renewal and Replacement Fund	1,093,000	1,075,000
4161_F Stormwater Capital Fund	1,680,000	2,140,000
1250_F Community Redevelopment Fund	11,275,000	19,148,595
1170_F Downtown South Neighborhood Improvement District	1,160,000	350,000
0016_F Dubsdread Renewal and Replacement Fund	225,000	255,000
4150_F Solid Waste Fund	4,400,000	1,900,000
3006_F Real Estate Acquisition Fund	1,000,000	1,000,000
Capital Improvement Plan Total	\$ 95,642,150	\$ 151,008,388

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2020/21 Detail by Fund

Funding Source	FY 2020/21 Adopted Budget
Capital Improvements Fund	
Affordable Housing	\$ 1,000,000
Athletic Field Maintenance	641,000
Bridge Maintenance and Repair	125,000
Digital Signage Project	260,300
DPAC R&R Contribution	1,844,811
Facility Evaluation, Repairs, and Rehabilitation	1,000,000
Fire Equipment Replacement	1,200,000
Fire Training and Admin Facility - Phase I	500,000
Information Technology Enhancements	1,375,000
Information Technology Security Measures	361,655
Mass Transit Florida Hospital	27,415
Miscellaneous Sidewalk Repair	300,000
Parks and Playground Renovation Project	1,225,000
Pavement Rehabilitation	2,000,000
Police Equipment Replacement	1,310,724
Recreation Facility Renovations and Maintenance	1,500,000
Recreation Pools & Courts	290,000
School Safety Sidewalk Program	600,000
Sidewalk Remediation Program	850,000
Smart Cities Capital Project	900,000
Southeast Projects	1,400,000
Transportation Safety Projects	400,000
Transportation System Equipment and Maintenance	300,000
Workday Time tracking	86,391
Capital Improvements Fund Total	\$ 19,497,296
Transportation Impact Fee - North Fund	
Alden/Lake Highland Realignment	\$ 1,000,000
Terry Avenue Extension	332,000
Transportation Impact Fee - North Fund Total	\$ 1,332,000
Transportation Impact Fee - Southwest Fund	
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	\$ 6,000,000
New Traffic Signal Locations	150,000
Pres. Barack Obama Parkway Phase 2	500,000
Raleigh Street Improvements	200,000
Transportation Impact Fee - Southwest Fund Total	\$ 6,850,000
Transportation Impact Fee - Southeast Fund	
Innovation Way South	\$ 400,000
Narcoossee Widening: SR 528 - SR 417	500,000
New Traffic Signal Locations	100,000
Transportation Impact Fee - Southeast Fund Total	\$ 1,000,000
Page Subtotal	\$ 28,679,296

(Continued on next page)

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2020/21 Detail by Fund

Funding Source	<u>FY 2020/21 Adopted Budget</u>
Gas Tax Fund	
ADA Transition Plan	\$ 300,000
Bicycle Plan Implementation	200,000
Brick Street Restoration	100,000
Curb Ramp Construction and Curb Repair	150,000
Intersection Safety Improvements	400,000
LYNX Annual Contribution	4,003,006
Miscellaneous Sidewalk Repair	200,000
Pavement Marking Maintenance	550,000
Pavement Rehabilitation	2,100,000
Regional Computerized Signal System	100,000
Robinson Street "Complete Streets"	1,000,000
School Safety Sidewalk Program	100,000
Traffic Counts and Travel Time Studies	200,000
Traffic Signal Refurbishing Program	200,000
Virginia Drive Improvements	100,000
Gas Tax Fund Total	\$ 9,703,006
Water Reclamation General Construction Fund	
Bill Fredrick Park Lift Station Improvements	1,950,000
Conserv I Area Collection System Improvements	1,500,000
Conserv I Operations Center and Lab	400,000
Conserv I South Reclaimed Water Main	3,000,000
Conserv I Treatment Plant Improvements	12,000,000
Conserv II Area Collection System Improvements	3,500,000
Inflow & Infiltration Reduction Project	1,000,000
Iron Bridge Area Collection System Improvements	2,000,000
Iron Bridge Ventilation for Biosolids Press Room	400,000
Lift Station 55 Replacement and LS 249 Upgrades	1,000,000
Lift Stations Emergency Generators	2,500,000
Line Sewers	3,000,000
LS 1,2, and 3 Force Main	3,250,000
Rapid Response Construction	1,300,000
Reclaimed Water System Valve Replacements	200,000
Sanitary Service Lateral Rehabilitation	2,000,000
Sanitary System Corrosion Abatement	2,000,000
Sanitary upgrades with other projects	3,000,000
Sewage Air Release Valve Replacement	2,000,000
Water Reclamation General Construction Fund Total	\$ 46,000,000
Water Reclamation Renewal and Replacement Fund	
Lift Station Underground Rehabilitation	3,000,000
Water Reclamation Renewal and Replacement Fund Total	\$ 3,000,000
Water Reclamation Collection System Impact Fees Fund	
Lift Station Telemetry Replacement	3,000,000
Lift Station Rehabilitation - Collection System Impact Fees	2,000,000
Lift Stations Electrical Safety Improvements	1,000,000
Water Reclamation Impact Fees Fund Total	\$ 6,000,000
Water Reclamation Impact Fees Fund	
Conserv I Treatment Plant Improvements	\$ 35,760,497
Water Reclamation Impact Fees Fund Total	\$ 35,760,497
Page Subtotal	\$ 100,463,503

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BUDGET IN BRIEF

Funding for Capital Improvement Projects 2020/21 Detail by Fund

Funding Source	<u>FY 2020/21 Adopted Budget</u>
Parking Renewal and Replacement Funds	
Administration Center Garage Repair/Maintenance	\$ 150,000
Central Blvd Garage Repair and Maintenance	200,000
Courthouse Garage Repair and Maintenance	100,000
GEICO Garage Repairs and Maintenance	250,000
Jefferson Garage Capital Repairs	200,000
55 West Garage Renewal and Replacement Fund	200,000
Library Garage Repair and Maintenance	175,000
Parking System Revenue Fund Total	\$ 1,275,000
Stormwater Capital Fund	
Lake Hourglass to Lake Lancaster Drainage Improvem	\$ 140,000
Stormwater System Construction	1,000,000
System Repair and Rehabilitation	1,000,000
Stormwater Utility Fund Total	\$ 2,140,000
Community Redevelopment Agency	
Arts & Culture	\$ 286,350
Business Recruitment & Retention	650,000
Community Outreach	1,200,650
Downtown Capital Maintenance	2,423,649
Downtown Lighting	500,000
Façade Grant Program	490,000
Lake Eola CRA	1,000,000
Minority/Women Entrepreneur Business Assistance	50,000
Parramore Housing Initiative	1,500,000
Real Estate - CRA	2,500,000
Streetscape Matching	300,000
Streetscape Improvements	500,000
Transportation Access & Connectivity	4,247,946
Under I Design	2,000,000
Venues & Open Spaces	1,500,000
Community Redevelopment Agency Fund Total	\$ 19,148,595
Downtown South Neighborhood Improvement District	
DSNID Projects	\$ 350,000
Downtown Development Board Fund Total	\$ 350,000
Dubsdread Renewal & Replacement	
Dubsdread Course/Grounds Maintenance	255,000
Dubsdread Renewal & Replacement Fund Total	\$ 255,000
Solid Waste Fund	
Commercial Collection Vehicles	450,000
Compactor Conversion	400,000
Residential/Recycling Collection Vehicles	1,050,000
Solid Waste Fund Total	\$ 1,900,000
Real Estate Acquisition Fund	
Real Estate Acquisition Opportunities	\$ 1,000,000
Real Estate Acquisition Fund Total	\$ 1,000,000
Page Subtotal	\$ 26,068,595
CIP Total	\$ 155,211,394

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REVENUE DETAIL

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REVENUE DETAIL

“The governing authority of the City of Orlando is hereby authorized and empowered to appropriate for such purposes any moneys which the City may not have otherwise pledged or allocated.”

Chapter 13, Section 5 of the City Code, City of Orlando

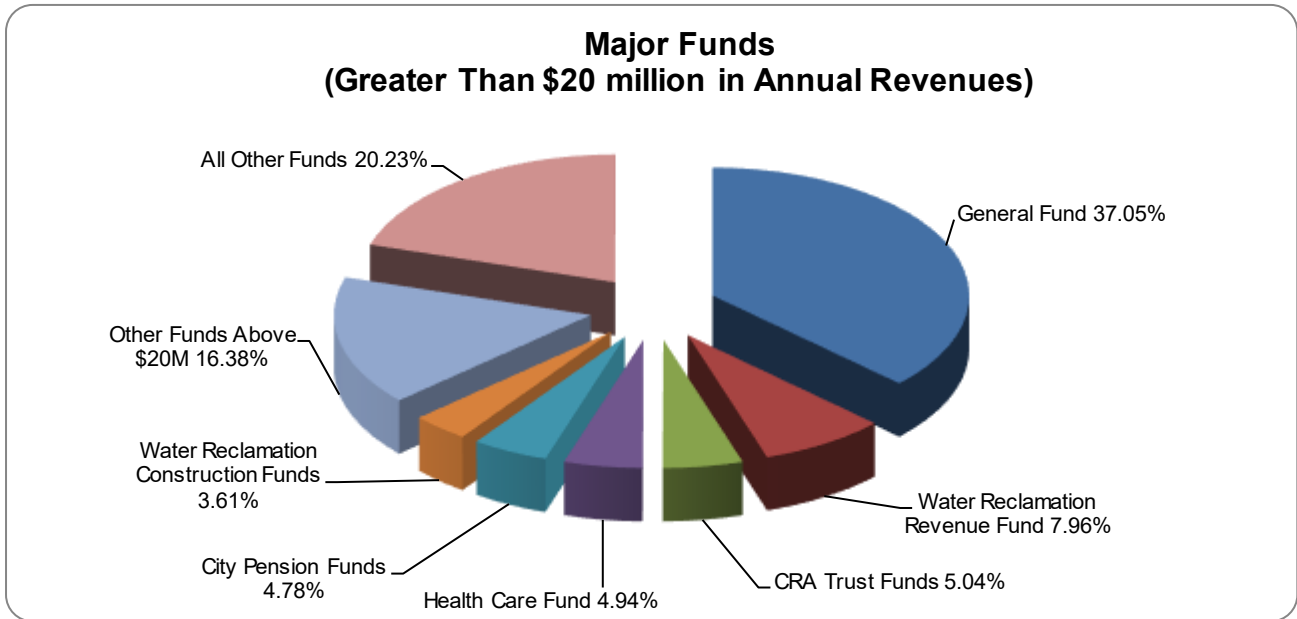
Government and not-for-profit accounting focuses on the sources, uses and balances of funds through Fund Accounting. Fund Accounting segregates revenues, expenditures and debt for specific purposes into separate funds to assure accounting control and legal compliance. Inter-fund transactions, if permitted, require specific approvals.

Enterprise funds, such as the Water Reclamation Utility Fund, match revenues and expenses in much the same way as a profit center in the private sector. Some specialized funds are used to segregate grants and other designated revenues, which have contractual or statutory language restricting the use of the funds to specific activities. Still other specialized funds are used to isolate revenues that have been pledged to repay specific debts.

The City Council annually adopts a budget resolution for all operating funds in the City of Orlando, except for certain restricted accounts of Proprietary Funds, Special Revenue Funds and Fiduciary Funds. Budgetary control is legally maintained at the fund level.

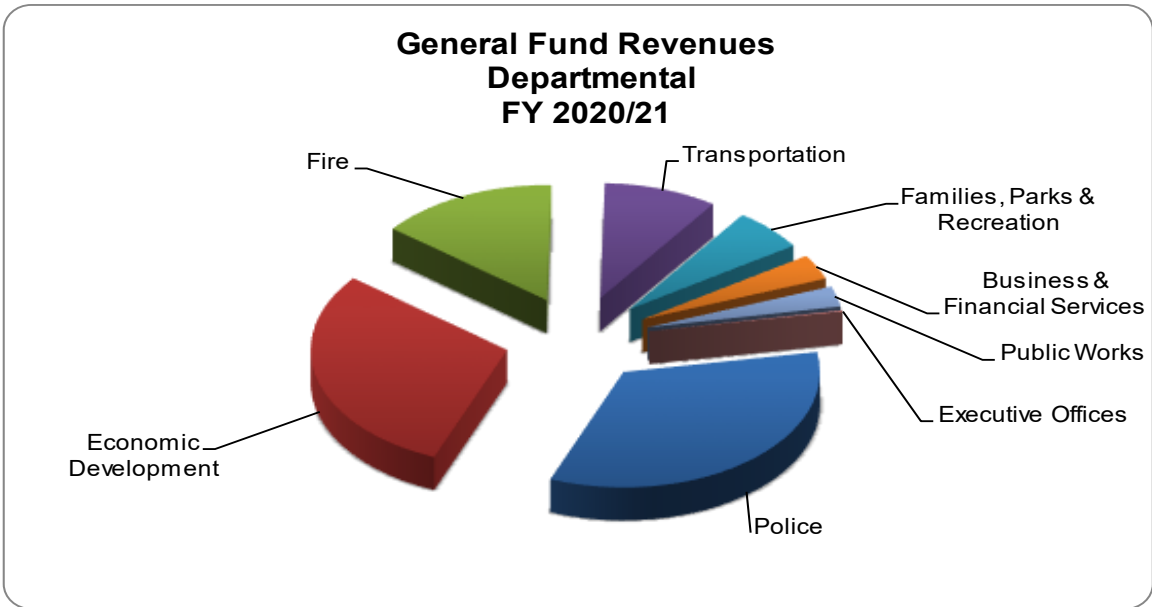
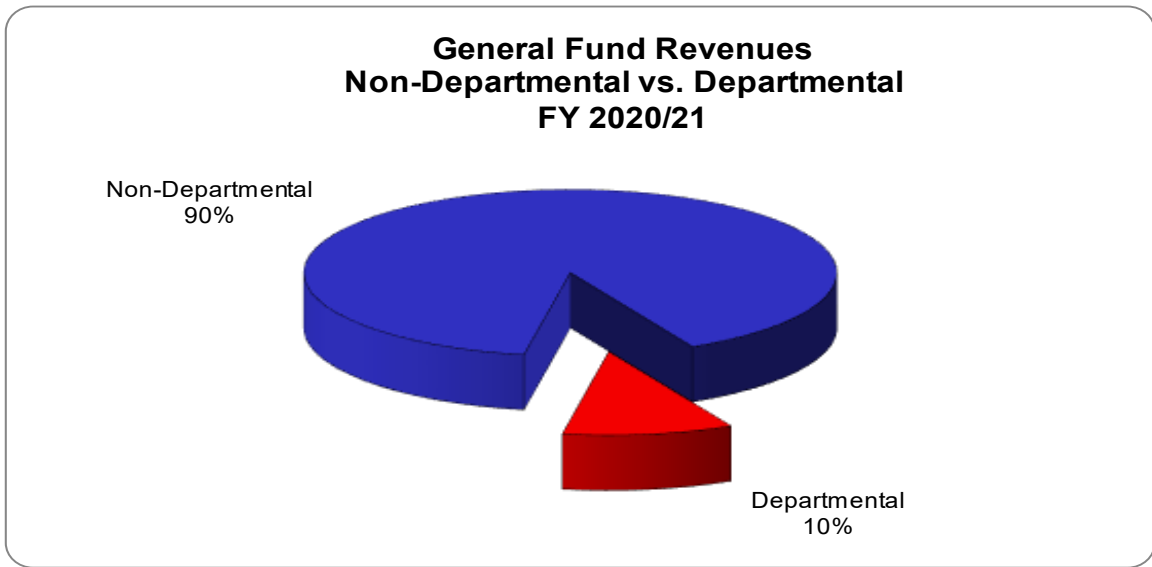
All revenues and expenditures are appropriated either through the budget or through a special appropriation resolution. Some revenue sources require an audit trail to show that the earmarked funds have only been expended for specifically authorized activities. Under Fund Accounting, the General Fund is used to pool unrestricted funds and is used to meet essential needs. All unrestricted revenues, such as funds that are not pledged to meet specific debts, are deposited into the General Fund.

REVENUE DETAIL



Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2016/17	FY 2017/18	FY 2018/19	Budget FY 2019/20	Budget FY 2020/21
General Fund	\$ 445,135,792	\$ 472,192,827	\$ 519,836,149	\$ 519,742,988	\$ 533,851,663
Water Reclamation Revenue Fund	103,350,085	104,562,652	110,780,674	112,105,921	114,754,796
CRA Trust Funds	48,942,043	56,355,445	62,426,156	68,185,730	72,596,342
Health Care Fund	63,889,200	59,493,023	70,660,230	70,048,977	71,216,084
City Pension Funds	166,500,100	155,787,256	148,878,640	65,095,803	68,929,027
Water Reclamation Construction Funds	39,904,315	55,272,630	46,027,740	180,625,618	52,000,000
Solid Waste Fund	33,145,243	33,803,133	36,063,824	44,391,656	40,081,587
Fleet Management Funds	33,269,466	39,458,350	45,492,083	48,409,455	39,434,432
Utilities Services Tax Fund	31,394,622	32,090,741	34,892,171	33,964,283	34,684,991
Other Post Employment Benefit Trust Fund	35,384,026	34,635,098	37,557,262	28,385,281	27,691,668
CRA Operating Fund	27,277,368	14,733,399	25,044,480	61,574,890	26,361,744
Stormwater Utility Fund	24,046,965	24,245,621	24,767,720	24,010,553	26,002,387
Orlando Venues Enterprise Fund	24,300,873	24,999,211	26,493,882	20,831,662	21,188,907
Parking System Revenue Fund	15,112,994	20,746,002	22,648,574	20,985,007	20,641,369
All Other Funds	478,682,115	403,294,696	470,381,848	881,807,245	291,502,491
Total	\$ 1,570,335,206	\$ 1,531,670,084	\$ 1,681,951,433	\$ 2,180,165,069	\$ 1,440,937,488

REVENUE DETAIL

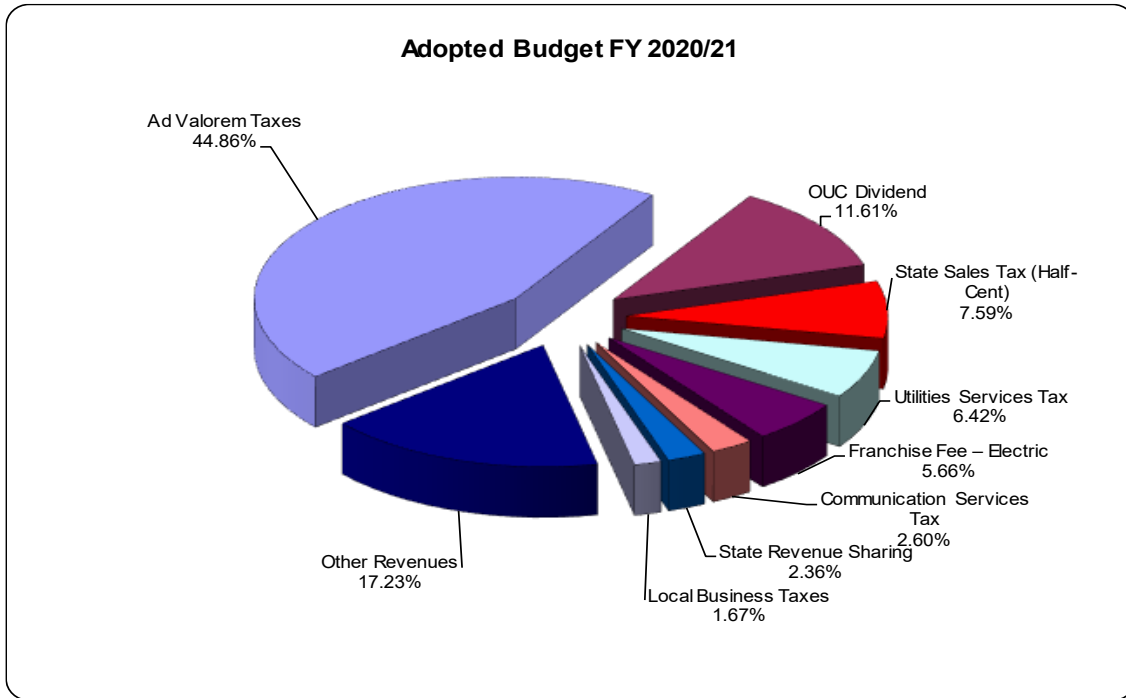


Department	Revised Budget FY 2019/20	Adopted Budget FY 2020/21	% of Total
Non-Departmental	\$ 467,162,549	478,626,192	89.66%
Police	16,454,038	18,683,449	3.50%
Economic Development	16,555,567	16,356,880	3.06%
Fire	8,077,000	8,117,000	1.52%
Transportation	4,446,255	5,176,230	0.97%
Families, Parks & Recreation	3,248,808	3,295,650	0.62%
Business & Financial Services	1,959,480	1,939,314	0.36%
Public Works	1,751,747	1,579,303	0.30%
Executive Offices	87,544	77,645	0.01%
Total	\$ 519,742,988	\$ 533,851,663	100.00%

REVENUE DETAIL

MAJOR REVENUE SOURCES GENERAL FUND

The City of Orlando's accounting system tracks more than 300 distinct revenue streams which flow into the General Fund. The largest of the independently budgeted revenue streams for FY 2020/21 are shown in the table below.



Revenue Description	Actual FY 2016/17	Actual FY 2017/18	Actual FY 2018/19	Revised Budget FY 2019/20	Adopted Budget FY 2020/21
Ad Valorem Taxes	\$ 158,836,844	\$ 177,769,204	\$ 197,312,310	\$ 217,106,679	\$ 239,482,554
OUC Dividend	59,061,240	60,615,946	63,362,147	64,975,000	62,000,000
State Sales Tax (Half-Cent)	41,787,222	46,106,097	47,753,824	46,450,000	40,500,000
Utilities Services Tax	29,799,184	29,799,184	31,000,000	33,500,000	34,250,000
Franchise Fee - Electric	29,469,261	30,628,646	30,928,145	31,725,000	30,200,000
Communication Services Tax	13,497,529	14,136,222	13,811,667	14,500,000	13,900,000
State Revenue Sharing	12,793,087	13,578,096	14,547,622	14,300,000	12,600,000
Local Business Taxes	9,948,074	9,774,170	9,879,688	9,420,000	8,930,000
Other Revenues	89,943,351	89,785,262	111,240,745	87,766,309	91,989,109
Total	\$ 445,135,792	\$ 472,192,827	\$ 519,836,149	\$ 519,742,988	\$ 533,851,663

REVENUE DETAIL

MAJOR REVENUE SOURCES GENERAL FUND

Ad Valorem Property Taxes

Article VII of the Florida State Constitution authorizes municipalities to levy ad valorem property taxes. Article VII also limits Property taxes to 10 mills for municipal purposes. Of the 10-mill limit, the City of Orlando currently levies 6.65 mills. Ad Valorem Property taxes were originally forecast in January as part of a ten-year forecast using historical trends and knowledge of the local real estate market, then revised in June based upon estimates received from the Orange County Property Appraiser. Property Taxes are due on November 1st and become delinquent on April 1st or 60 days from the mailing of the notice, whichever is later; a declining monthly discount is offered for early payment. The Orange County Property Appraiser assigns a taxable value to each parcel and then turns the tax roll over to the Tax Collector for collection. Then, the Orange County Tax Collector collects the tax from the property owners and remits the proceeds to the City of Orlando.

Note that Real Property is assessed at 85% of estimated market value and Personal Property at 55%, as of January 1 for each respective year.

<u>Revenue Description</u>	<u>Actual FY 2016/17</u>	<u>Actual FY 2017/18</u>	<u>Actual FY 2018/19</u>	<u>Revised FY 2019/20</u>	<u>Adopted FY 2020/21</u>
Real Property Taxes	\$ 148,654,185	\$ 166,851,156	\$ 184,908,936	\$ 204,487,353	\$ 225,562,630
Less: Discount for Real Taxes	(5,378,237)	(6,069,174)	(6,683,031)	(8,179,494)	(9,022,505)
Bus. Pers. Property Taxes	15,910,000	17,415,083	19,573,848	21,665,438	23,898,364
Less: Discount Bus. Pers. Taxes	(582,641)	(645,452)	(722,922)	(866,618)	(955,935)
Interest-Delinquent Taxes	233,538	217,591	235,478	-	-
TOTAL Property Tax Revenue	\$ 158,836,844	\$ 177,769,204	\$ 197,312,310	\$ 217,106,679	\$ 239,482,554

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

<u>Fiscal Year Ended Sept. 30,</u>	<u>Real Property</u>	<u>Personal Property</u>	<u>Centrally Assessed Property</u>	<u>Less: Tax Exempt Property</u>	<u>Total Taxable Assessed Value</u>
2007	27,231,600,376	4,157,742,536	3,429,600	10,274,893,962	21,117,878,550
2008	31,867,628,057	4,237,456,510	815,689	11,116,883,869	24,989,016,387
2009	32,738,166,257	4,434,387,642	3,338,690	11,900,085,799	25,275,806,790
2010	28,597,253,609	4,386,281,455	3,642,541	10,776,709,502	22,210,468,103
2011	24,461,788,554	4,237,364,431	2,680,548	9,992,734,864	18,709,098,669
2012	23,905,294,724	4,359,002,821	3,973,236	10,067,071,228	18,201,199,553
2013	24,297,138,448	4,506,800,257	3,852,456	10,611,947,227	18,195,843,934
2014	24,154,374,015	4,586,231,797	4,629,753	9,924,686,112	18,820,549,453
2015	25,651,931,308	4,645,979,060	4,735,156	10,225,715,639	20,076,929,885
2016	28,491,608,827	4,963,496,780	4,154,251	10,568,108,041	22,891,151,817
2017	31,897,749,099	4,769,282,530	1,668,400	11,713,926,589	24,954,773,440
2018	35,289,831,510	5,062,289,127	4,399,743	12,410,304,034	27,946,216,346
2019	39,011,369,442	5,403,248,608	4,718,546	13,370,572,678	31,048,763,918
2020	43,864,459,538	5,740,672,793	4,579,468	15,601,773,417	34,007,938,382
2021	48,428,022,583	5,834,370,807	5,109,447	16,754,571,493	37,512,931,344

Source: Orange County Property Appraiser

REVENUE DETAIL

Millage Rate Property Tax Reform Guidelines

The Florida Legislature met in special session during June 2007 to address Property Tax reform legislation. Two components resulted from this session. The first required the City to determine its millage rate for the 2007/08 fiscal year using a prescribed calculation. As a direct result of the mandate, the City's millage rate was reduced to 4.9307 for that fiscal year.

The second component was passed on January 29, 2008. The popular referendum changed the current homestead exemption process and replaced it with the super homestead exemption as follows:

The amount of each home's value that is exempt from property taxes increased from \$25,000 to \$50,000 on all but the least expensive homes. A \$25,000 exemption on tangible personal property was also added, as well as a 10% annual cap on non-homesteaded property (to be effective for FY 2009/10). The final change allows residents to take their homestead exemption with them when they move to a new home in Florida. This is known as "portability."

An amendment was approved by ballot initiative, effective January 1, 2011, that allowed for an additional homestead property tax exemption for members of the military or military reserves, who receive a homestead exemption and were deployed in the previous year on active duty outside the US.

Additional amendments were approved by ballot initiative, effective January 1, 2013, that allowed for additional homestead property tax exemption for low-income seniors, as well as surviving spouses of military veterans and first responders who die in the line of duty. Another approved ballot initiative effective January 1, 2013 expanded the availability of the property discount on the homesteads of veterans who became disabled as the result of a combat injury to include those who were not Florida residents when they entered the military.

In the face of declining revenue due to property tax reform and rising personnel costs, the Orlando City Council unanimously made the decision to increase the millage rate by 1.0000 mill to help balance the 2014/15 fiscal year budget. Even though the City could have increased taxes up to the roll back rate throughout the recession, the millage rate hadn't changed in six years. This millage increase was utilized instead of drawing fund balance below recommended governmental levels for debt and operating reserve balances. This use of prior year unspent revenues has been done in the past but only to the amount available above those reserve policy levels. Drawing fund balance down again would risk the downgrade of current debt as well as increased borrowing costs in the future. For FY 2020/21, the millage rate remained constant, as adopted in FY 2019/20.

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

<u>Fiscal</u> <u>Year</u>	<u>Operations</u>	<u>Debt</u>	<u>Total</u>
2007	5.6916	-	5.6916
2008	4.9307	-	4.9307
2009	5.6500	-	5.6500
2010	5.6500	-	5.6500
2011	5.6500	-	5.6500
2012	5.6500	-	5.6500
2013	5.6500	-	5.6500
2014	5.6500	-	5.6500
2015	6.6500	-	6.6500
2016	6.6500	-	6.6500
2017	6.6500	-	6.6500
2018	6.6500	-	6.6500
2019	6.6500	-	6.6500
2020	6.6500	-	6.6500
2021	6.6500	-	6.6500

REVENUE DETAIL

Operating Millage Rate Comparison

Select Florida Municipalities

Municipality	Operating Millage FY 2020/21	Debt Service Millage FY 2020/21	Total Millage FY 2020/21	General Fund Budget FY 2020/21
Boca Raton	3.5704	0.1082	3.6786	\$ 231,903,000
Tallahassee	4.1000	0.0000	4.1000	161,794,319
Fort Lauderdale	4.1193	0.2218	4.3411	372,539,161
Gainesville	5.2974	0.0000	5.2974	137,821,522
Daytona Beach	5.5300	0.2543	5.7843	102,141,644
Clearwater	5.9550	0.0000	5.9550	152,179,840
Tampa	6.2076	0.0000	6.2076	457,047,672
Orlando	6.6500	0.0000	6.6500	533,851,663
St. Petersburg	6.7550	0.0000	6.7550	292,825,001
Hollywood	7.4665	0.4301	7.8966	297,649,677
West Palm Beach	8.3465	0.1261	8.4726	193,470,640

Select Orange County Municipalities

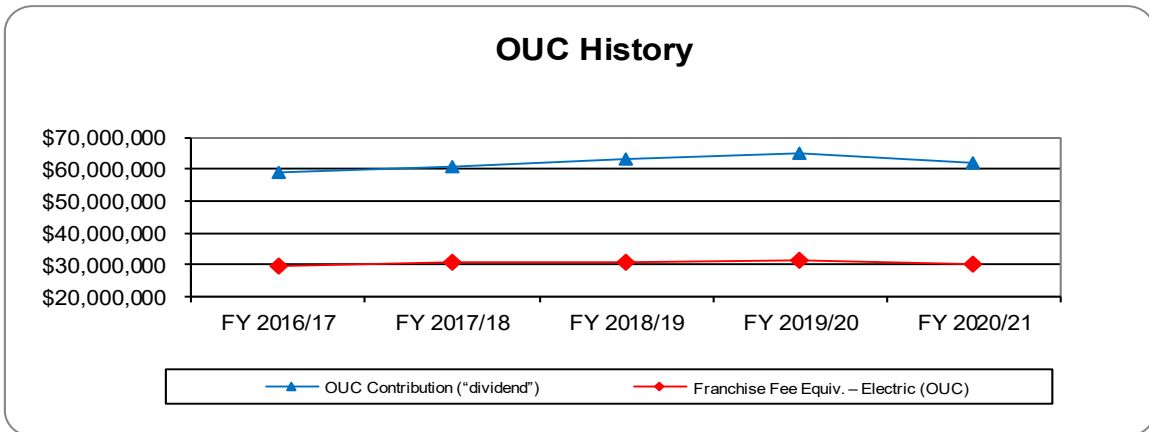
Municipality	Operating Millage FY 2020/21	Debt Service Millage FY 2020/21	Total Millage FY 2020/21	General Fund Budget FY 2020/21
Windermere	3.7425	0.0000	3.7425	\$ 7,463,118
Apopka	4.2876	0.0000	4.2876	52,418,102
Belle Isle	4.4018	0.0000	4.4018	9,277,526
Winter Garden	4.5000	0.0000	4.5000	41,028,030
Winter Park	4.0923	0.4288	4.5211	59,798,349
Maitland	4.3453	0.2770	4.6223	37,969,000
Ocoee	5.1500	0.0000	5.1500	52,988,188
Edgewood	5.2500	0.0000	5.2500	4,372,040
Oakland	6.5000	0.0000	6.5000	5,652,666
Orlando	6.6500	0.0000	6.6500	533,851,663

REVENUE DETAIL

Municipal Electric and Water Utility – Orlando Utilities Commission (OUC)

The Orlando Utilities Commission (OUC) was created by a special act of the State legislature in 1923 to manage and operate the City of Orlando’s electric light and water works plants. Annually, the OUC provides payments from its revenues to the General Fund of the City. These payments are divided into two elements: a franchise equivalent fee and a dividend payment. The franchise equivalent fee is based upon 6% of the OUC’s gross electric and water revenues within the City limits. The City considers the franchise equivalent fee to relate to the use of the City’s right-of-way. The OUC dividend, by written agreement, normally provides for an annual payment of 60% of OUC’s net income. The FY 2020/21 amount is per agreement reached by the City and OUC as to the total amount of revenue that will be received. The agreement outlines the total amount of revenue to be received from both the dividend payment and franchise fees.

<u>Revenue Description</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Revised</u> <u>FY 2019/20</u>	<u>Adopted</u> <u>FY 2020/21</u>
OUC Contribution (“dividend”)	\$ 59,061,240	\$ 60,615,946	\$ 63,362,147	\$ 64,975,000	\$ 62,000,000
Percent Change		2.63%	4.53%	2.55%	-4.58%
Franchise Fee Equiv. – Electric (OUC)	\$ 29,469,261	\$ 30,628,646	\$ 30,928,145	\$ 31,725,000	\$ 30,200,000
Percent Change		3.93%	0.98%	2.58%	-4.81%



REVENUE DETAIL

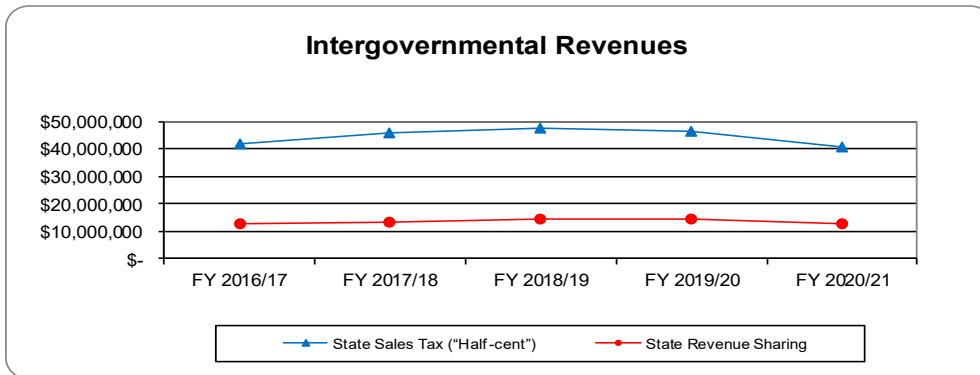
Intergovernmental Revenues – State Sales Tax – “Half-Cent Sales Tax Clearing Trust Fund”

The State of Florida levies, and the Florida Department of Revenue collects, a 6% statewide sales tax, a portion of which is shared with counties and municipalities. Florida Statute (F.S.) 218.61(2) provides, “Money remitted by a sales tax dealer located within the county and transferred into the Local Government Half-cent Sales Tax Clearing Trust Fund shall be earmarked for distribution to the governing body of that county and of each municipality within that county.” Such moneys shall be known as the “local government half-cent sales tax.” Florida Statute 212.20(5)(d)3 provides that “8.814 percent of the amount remitted by a sales tax dealer located within a participating county pursuant to F.S. 218.61 shall be transferred into the Local Government Half-cent Sales Tax Clearing Trust Fund.” State Sales Taxes (“Half-Cent Sales Tax Clearing Trust Fund”) were originally forecasted internally in January based upon an assessment of economic conditions and then revised in June based on estimates received from the Florida Department of Revenue (DOR). The State Sales Tax is collected by the DOR and earmarked for local governments in the county in which it is collected. Then the distribution within the county is handled by a population based formula. Thus, one can forecast Orange County taxable sales (based on Orange County Employment), compute the sales tax, apply the percentage returned to local governments and then apply the population based within-county allocation formula.

Intergovernmental Revenues – State Revenue Sharing

Florida’s State Revenue Sharing funds are derived from 1.3409 percent of the state half cent sales tax collections, as well as the one-cent municipal fuel tax. The state distributes these funds to local governments based on several factors including municipal population, sales tax collection, ability to raise revenue, and consolidated government status. Estimates for State Revenue Sharing revenues were based on a combination of DOR forecasts and internal projections.

<u>Revenue Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
State Sales Tax (“Half-cent”)	\$ 41,787,222	\$ 46,106,097	\$ 47,753,824	\$ 46,450,000	\$ 40,500,000
Percent Change		10.34%	3.57%	-2.73%	-12.81%
State Revenue Sharing	\$ 12,793,087	\$ 13,578,096	\$ 14,547,622	\$ 14,300,000	\$ 12,600,000
Percent Change		6.14%	7.14%	-1.70%	-11.89%

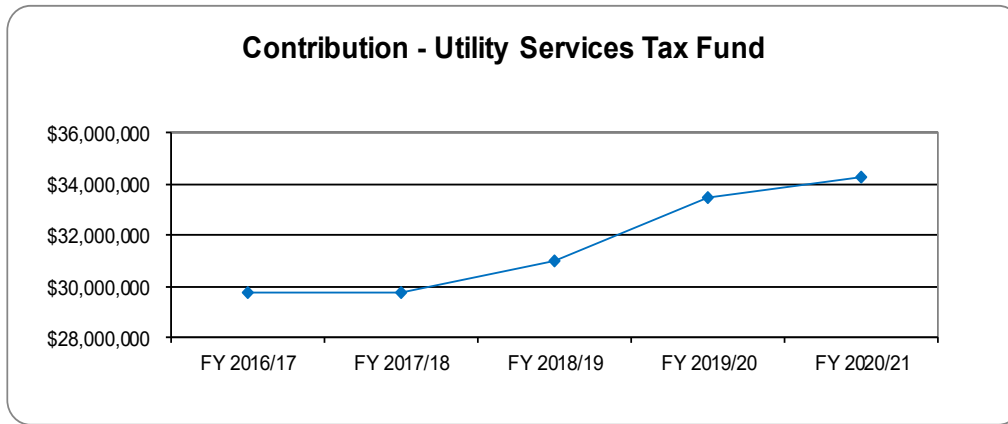


REVENUE DETAIL

Contribution—Utilities Services Tax

The Utilities Services Tax Fund contribution to the General Fund amounts to any excess proceeds that the fund receives from various utilities, beyond what is needed to pay for any debt obligations. The contribution payments are forecast using historical data. Note that the transfers may include interest earnings, which are not shown on the Utility Tax Collections chart below. Additional information on the Utilities Services Tax Fund can be found later in this section.

<u>Revenue Description</u>	<u>Actual FY 2016/17</u>	<u>Actual FY 2017/18</u>	<u>Actual FY 2018/19</u>	<u>Revised FY 2019/20</u>	<u>Adopted FY 2020/21</u>
Contribution-Utilities Srvc.					
Tax Fund	\$ 29,799,184	\$ 29,799,184	\$ 31,000,000	\$ 33,500,000	\$ 34,250,000
Percent Change		0.00%	4.03%	8.06%	2.24%



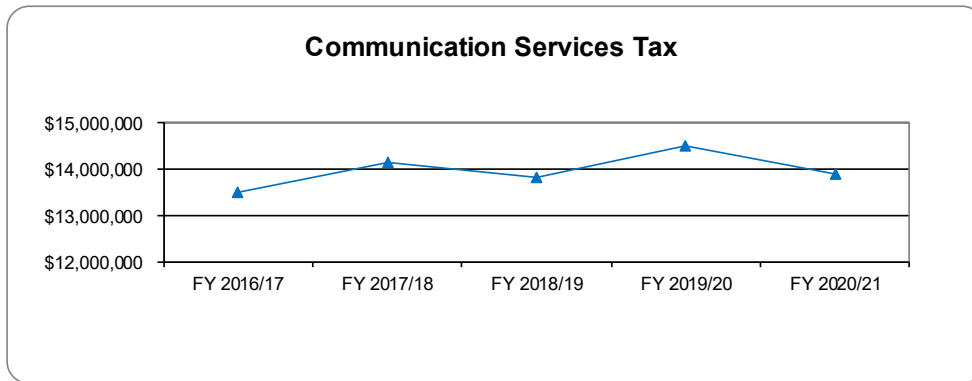
<u>Utility Tax Collections</u>	<u>Actual FY 2016/17</u>	<u>Actual FY 2017/18</u>	<u>Actual FY 2018/19</u>	<u>Revised FY 2019/20</u>	<u>Adopted FY 2020/21</u>
Electric & Water	\$ 29,798,279	\$ 30,299,622	\$ 32,657,059	\$ 32,500,000	\$ 33,000,000
Natural Gas & Propane	\$ 1,378,556	\$ 1,651,712	\$ 1,429,626	\$ 1,400,000	\$ 1,400,000
Total	\$ 31,176,835	\$ 31,951,333	\$ 34,086,685	\$ 33,900,000	\$ 34,400,000

REVENUE DETAIL

Communication Services Tax

The Communications Services Tax (CST) applies to telecommunications, video, direct-to-home satellite, and related services. Examples of services subject to the tax include, but are not limited to, local, long distance, and toll telephone; voice over Internet protocol telephone; video services; video streaming; direct-to-home satellite; mobile communications; private line services; pager and beeper; telephone charges made at a hotel or motel; facsimiles; and telex, telegram, and teletype. The tax is imposed on retail sales of communications services which originate and terminate in the state, or originate or terminate in the state and are billed to an address within the state. The tax is comprised of two parts: the Florida CST and the local CST. Tax proceeds are transferred to county and municipal governments, as well as the Public Education Capital Outlay and Debt Service Trust Fund, and the state's General Revenue Fund. Networks, LLC.

<u>Revenue Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
Communication Services Tax	\$ 13,497,529	\$ 14,136,222	\$ 13,811,667	\$ 14,500,000	\$ 13,900,000
Percent Change		4.73%	-2.30%	4.98%	-4.14%

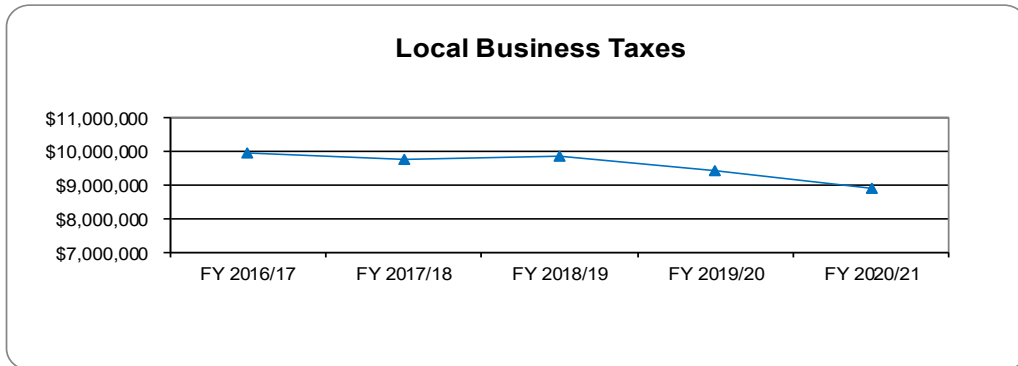


REVENUE DETAIL

Local Business Taxes

The City of Orlando levies a tax on all businesses, trades and professions operating within the City or transacting business in interstate commerce. The Local Business Taxes schedule is adopted by City Council in City Code Section 36.35, and the Permitting Division provides budget estimates for the revenue generated by it. Note that prior to the State Legislature renaming it in 2007, the Local Business Tax was referred to as "Occupational Licenses".

<u>Revenue Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
Local Business Taxes	\$ 9,948,074	\$ 9,774,170	\$ 9,879,688	\$ 9,420,000	\$ 8,930,000
Percent Change		-1.75%	1.08%	-4.65%	-5.20%



<u>Description</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
# of Local Business Tax Receipts issued	21,628	22,780	23,635	23,885	19,800

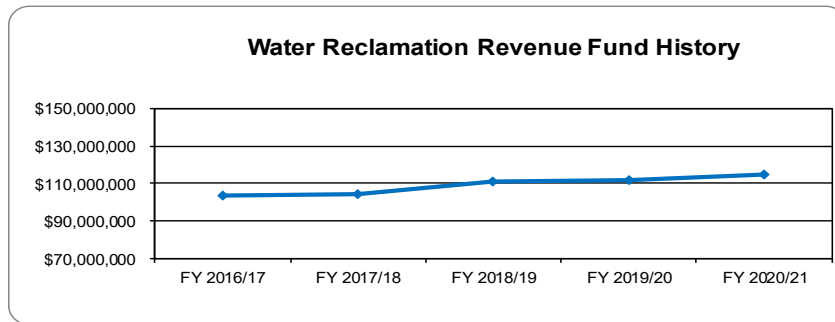
REVENUE DETAIL

MAJOR REVENUE SOURCES NON GENERAL FUNDS

Water Reclamation Revenue Fund

The Water Reclamation Revenue Fund is an Enterprise Fund which receives retail and wholesale revenue for the use of facilities and services of the sanitary sewer system. There are separate retail rate classes for types of dwellings, businesses, churches, hospitals and other types of buildings and activities producing sewage and liquid waste. Wholesale rates are negotiated and specified in inter-local agreements with various governmental agencies and collection systems. Per City Code, Water Reclamation user rates automatically increase by five percent each year, and City Council did not waive the automatic increase for FY 2020/21. Capacity charges are also budgeted in the Water Reclamation Revenue Fund.

<u>Fund Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
Water Reclamation Revenue Fund	\$ 103,350,085	\$ 104,562,652	\$ 110,780,674	\$ 112,105,921	\$ 114,754,796
Percent Change		1.17%	5.95%	1.20%	2.36%



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

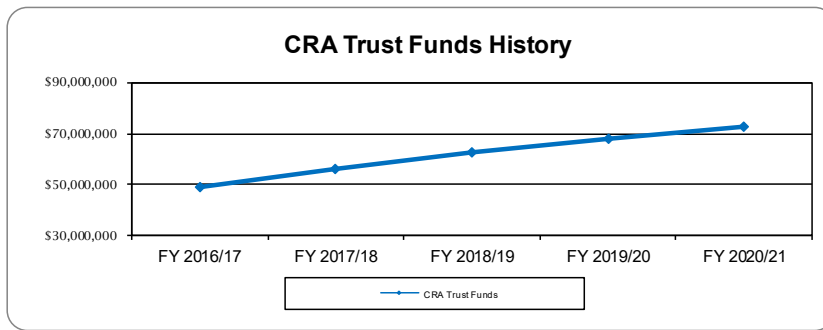
<u>Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
Millions of gallons treated	14,790	15,186	15,845	15,217	15,500
# of customers	82,089	83,010	80,918	81,654	81,700
<u>Commodity Charge</u>					
Residential	\$ 14,033,873	\$ 14,097,059	\$ 10,931,228	\$ 11,384,000	\$ 11,400,000
Commercial	\$ 32,541,633	\$ 32,943,412	\$ 33,072,000	\$ 29,900,000	\$ 30,000,000

REVENUE DETAIL

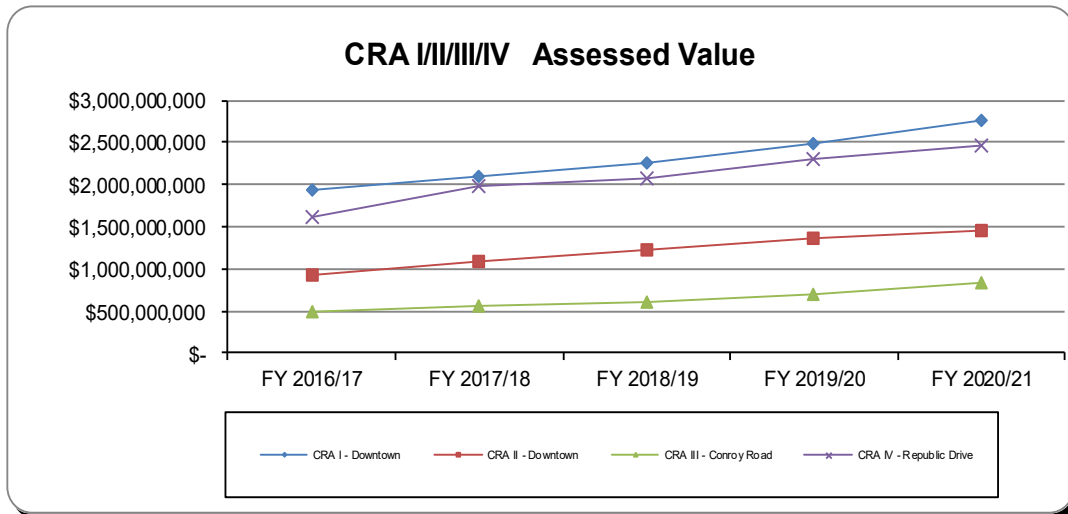
CRA Trust Funds

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

<u>Fund Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
CRA Trust Funds	\$ 48,942,043	\$ 56,355,445	\$ 62,426,156	\$ 68,185,730	\$ 72,596,342
Percent Change		15.15%	10.77%	9.23%	6.47%



<u>District/Assessed Value</u>	<u>FY 2016/17</u>	<u>FY 2017/18</u>	<u>FY 2018/19</u>	<u>FY 2019/20</u>	<u>FY 2020/21</u>
CRA I - Downtown	\$ 1,931,238,273	\$ 2,093,034,280	\$ 2,253,302,802	\$ 2,487,130,657	\$ 2,754,124,392
CRA II - Downtown	\$ 923,103,754	\$ 1,083,268,109	\$ 1,232,477,342	\$ 1,371,851,117	\$ 1,444,362,683
CRA III - Conroy Road	\$ 499,521,840	\$ 551,198,389	\$ 609,957,565	\$ 707,772,276	\$ 841,542,182
CRA IV - Republic Drive	\$ 1,623,430,455	\$ 1,982,699,646	\$ 2,062,675,871	\$ 2,298,865,515	\$ 2,459,109,676

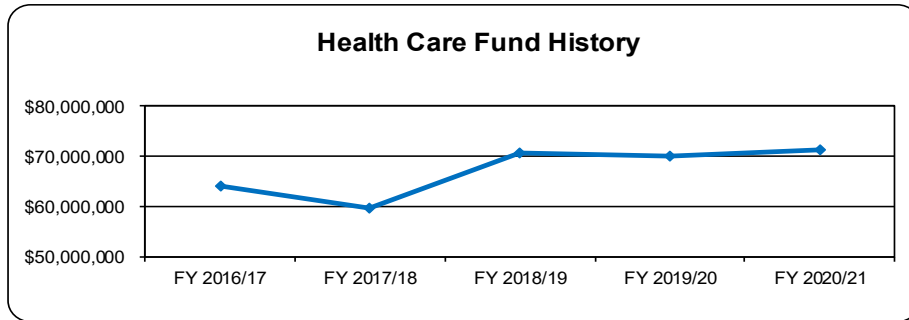


REVENUE DETAIL

Health Care Fund

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

<u>Fund Description</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Revised</u> <u>FY 2019/20</u>	<u>Adopted</u> <u>FY 2020/21</u>
Health Care Fund	\$ 63,889,200	\$ 59,493,023	\$ 70,660,230	\$ 70,048,977	\$ 71,216,084
Percent Change		-6.88%	18.77%	-0.87%	1.67%



REVENUE DETAIL

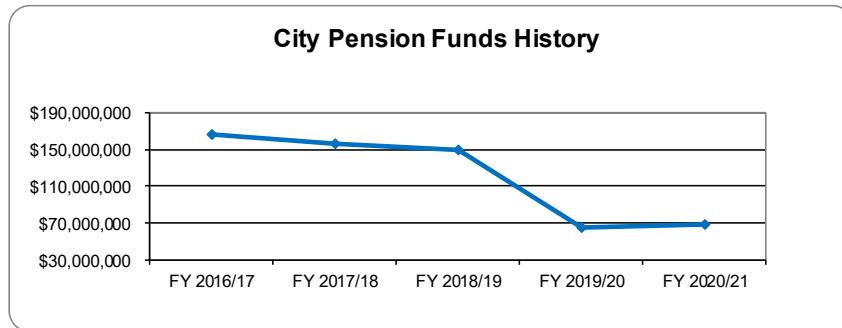
City Pension Funds

The City Pension Funds support the City's Defined Benefit pension plans for General Employees, Firefighters and Police Officers. Administration and responsibility for each of the Defined Benefit pension plans is vested with a Board of Trustees that has a fiduciary duty to the plan and its participants.

Starting in FY 2014/15, City Pension Funds have had all revenues budgeted related to the City's actuarially-determined annual required contribution (ARC) for each of the City's Defined Benefit pension plans, in order to more accurately illustrate the full funding of the ARC each year. Previously only the administrative cost of managing the plans were budgeted but not the actual pension disbursements. The valuation of the actuarially-determined annual recommended contribution for each Defined Benefit plan is determined by external actuarial consultants and represents the total amount to fully fund the projected liability for each Defined Benefit pension plan.

The contributions received in City Pension Funds are derived from corresponding personnel services headcount allocated in all City Departments and total the ARC for each Defined Benefit pension plan. General Employee Defined Benefit pension plan expenses are allocated citywide, while the Police and Fire Defined Benefit pension plan expenses are allocated solely to the corresponding department's cost centers.

<u>Fund Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
City Pension Funds	\$ 166,500,100	\$ 155,787,256	\$ 148,878,640	\$ 65,095,803	\$ 68,929,027
Percent Change		-6.43%	-4.43%	-56.28%	5.89%

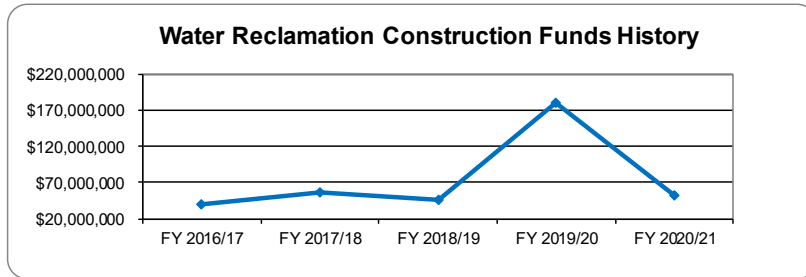


REVENUE DETAIL

Water Reclamation Construction Funds

The Water Reclamation General Construction Funds are the capital projects funds for Water Reclamation operations. Projects are funded through both ongoing and one-time sources. In recent years, additional funding to support capital projects has included Federal Grants as well as contributions from the Water Management Districts, Northerly Entities (neighboring jurisdictions, including Seminole County, who partner with the City on the Iron Bridge Water Reclamation Facility) and OUC. The Office of Business and Financial Services, in cooperation with the Water Reclamation Division, provides budget estimates for these Funds. Note that the Revised budget column is substantially higher than prior actual spending or the new Adopted budget as it contains remaining project budgets rolling forward from the prior-year.

<u>Fund Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
Water Reclamation Construction Funds	\$ 39,904,315	\$ 55,272,630	\$ 46,027,740	\$ 180,625,618	\$ 52,000,000
Percent Change		38.51%	-16.73%	292.43%	-71.21%

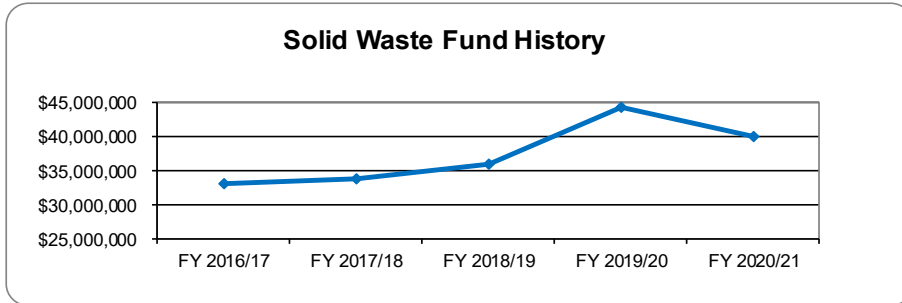


REVENUE DETAIL

Solid Waste Management Fund

The Solid Waste Management Fund is an Enterprise Fund which receives revenue for the operation of the City's residential and commercial solid waste collection system. Fees are adopted by City Council ordinance (Orlando City Code, Chapter 28). The Solid Waste Management Division provides budget estimates. Per City Code, Solid Waste fees automatically increase by four percent each year, but City Council decided to waive the automatic increase for FY2020/21.

<u>Fund Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
Solid Waste Fund	\$ 33,145,243	\$ 33,803,133	\$ 36,063,824	\$ 44,391,656	\$ 40,081,587
Percent Change		1.98%	6.69%	23.09%	-9.71%



<u>Revenue</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
Residential collections	\$ 13,414,309	\$ 13,355,368	\$ 13,491,502	\$ 14,347,276	\$ 14,021,881
Commercial collections	19,389,779	20,336,935	20,911,052	22,119,205	22,316,249

<u>Customers</u>					
Residential	51,740	53,192	57,885	58,530	59,000
Commercial	13,753	14,239	9,423	9,528	9,600
	<u>65,493</u>	<u>67,431</u>	<u>67,308</u>	<u>68,058</u>	<u>68,600</u>

<u>Tons Collected</u>					
Residential*	78,173	62,877	68,944	74,274	69,000
Commercial	101,947	106,416	106,872	99,799	103,000
	<u>180,120</u>	<u>169,293</u>	<u>175,816</u>	<u>174,073</u>	<u>172,000</u>

* Tons collected includes garbage, recycling and yard waste

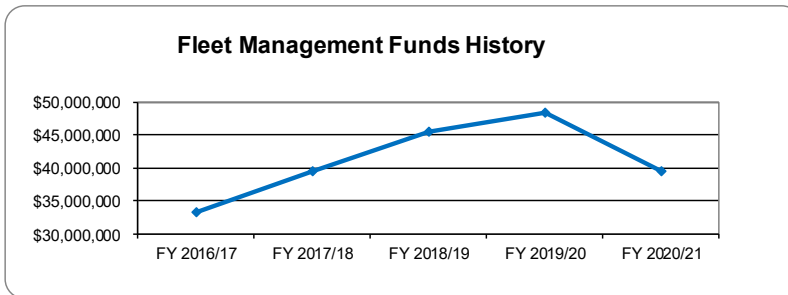
<u>Collection Fee</u>					
Residential per household	\$19.28	\$19.28	\$19.28	\$19.28	\$19.28
Commercial base rate (per cubic yard)	\$7.14	\$7.14	\$7.14	\$7.14	\$7.14

REVENUE DETAIL

Fleet Management Fund

The Fleet Management Funds are Internal Service Funds which operate, maintain and replace all City owned vehicles. As such, the Fleet Management Fund collects fees from other Funds as reimbursement for providing services such as fueling, vehicle repair and maintenance. Fees are usually direct reimbursement for labor/material provided by the Fleet Management unit. The Fleet Management Division prepares estimates of revenue as part of the annual budget.

<u>Fund Description</u>	Actual FY 2016/17	Actual FY 2017/18	Actual FY 2018/19	Revised FY 2019/20	Adopted FY 2020/21
Fleet Management Funds	\$ 33,269,466	\$ 39,458,350	\$ 45,492,083	\$ 48,409,455	\$ 39,434,432
Percent Change		18.60%	15.29%	6.41%	-18.54%



<u>Vehicle Type</u>	<u>FY 2016/17</u>	<u>FY 2017/18</u>	<u>FY 2018/19</u>	<u>FY 2019/20</u>
Police vehicles and equipment	987	995	1,083	1,095
Fire vehicles and equipment	132	140	145	152
Public Works vehicles and equipment	550	584	684	630
Other vehicles and equipment	651	671	630	663
Total	2,320	2,390	2,542	2,540

REVENUE DETAIL

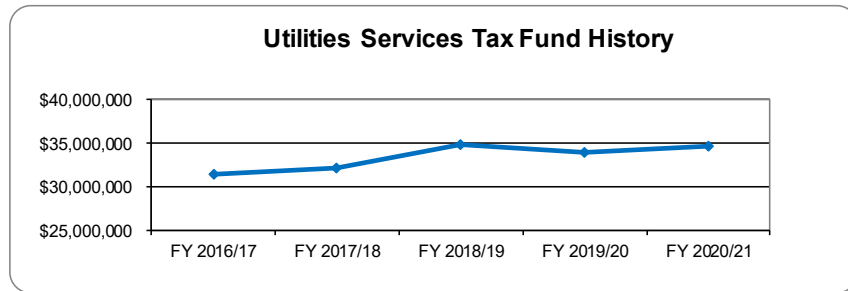
Utilities Services Tax Fund

The Utility Services Tax (UST) Fund is a Special Revenue Fund which receives tax revenues that have been levied on electric, water and communication utilities. A portion of the revenues have been pledged as backup to water reclamation system expansion bonds, behind impact fees and water reclamation system revenue.

Although pledged as backup revenue to the water reclamation system expansion bonds, to date the fund has not been called upon to make any bond payments. In prior years, some of the revenue was split between the General Fund and Capital Improvement Program (CIP) Fund. For the current Fiscal Year it is assumed that none of the UST Fund revenues will be needed for backup, none will be transferred to the CIP Fund, and there will not be a Fund Balance Allocation.

Specifically, the Fund receives utility taxes levied by the City on the price per unit of electricity, water and natural gas. The City owned electric and water utility, the Orlando Utilities Commission, supplies estimates of revenues, taxes and non-tax payments based upon both internal and independent rate studies.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Revised</u> <u>FY 2019/20</u>	<u>Adopted</u> <u>FY 2020/21</u>
Utilities Services Tax Fund	\$ 31,394,622	\$ 32,090,741	\$ 34,892,171	\$ 33,964,283	\$ 34,684,991
Percent Change		2.22%	8.73%	-2.66%	2.12%

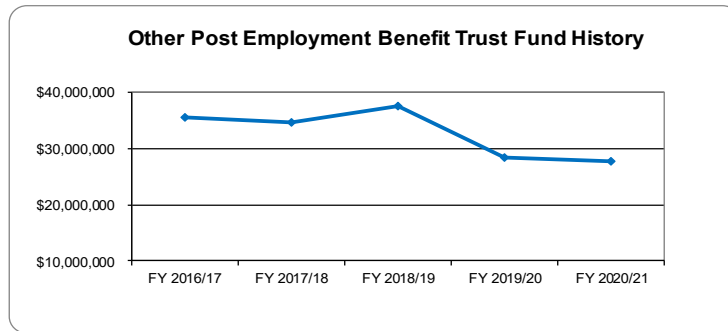


REVENUE DETAIL

Other Post Employment Benefit (OPEB) Trust Fund

Based upon GASB approval of Statements 43 and 45, which set forth the guidelines for treatment of Other Post Employment Benefits, the City has established an irrevocable OPEB Trust. The adopted budget for FY 2020/21 represents an estimate of the City's annual recommended contribution, as determined by an Actuarial valuation conducted for the City by a third party. The amount is made up of a pay-as-you-go portion (actual retiree health care and life insurance premiums paid plus an implicit rate subsidy) along with an employer pre-funding contribution.

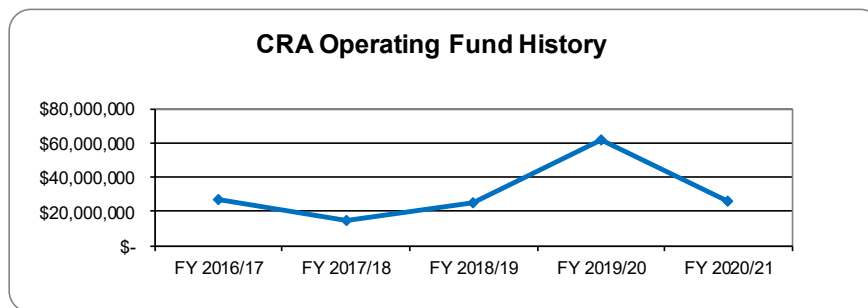
<u>Fund Description</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Revised</u> <u>FY 2019/20</u>	<u>Adopted</u> <u>FY 2020/21</u>
Other Post Employment Benefit Trust Fund	\$ 35,384,026	\$ 34,635,098	\$ 37,557,262	\$ 28,385,281	\$ 27,691,668
Percent Change		-2.12%	8.44%	-24.42%	-2.44%



CRA Operating Fund

The CRA (Community Redevelopment Area) Trust Fund receives the earmarked, incremental Ad Valorem Property Tax revenue for multiple Downtown districts. For CRA I & II, any revenue remaining after payment of applicable CRA debts are transferred to the CRA Operating Fund for operations and projects in pursuit of the goals of the Downtown CRA. Note that the Revised budget column is substantially higher than prior actual spending or the new Adopted budget as it contains remaining project budgets rolling forward from the prior-year.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Revised</u> <u>FY 2019/20</u>	<u>Adopted</u> <u>FY 2020/21</u>
CRA Operating Fund	\$ 27,277,368	\$ 14,733,399	\$ 25,044,480	\$ 61,574,890	\$ 26,361,744
Percent Change		-45.99%	69.98%	145.86%	-57.19%

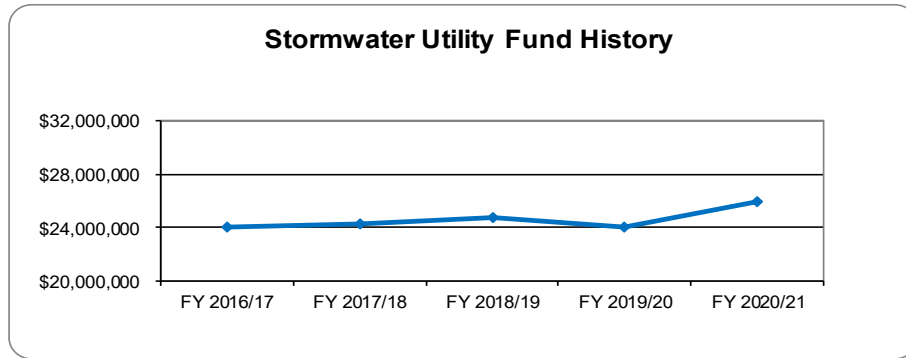


REVENUE DETAIL

Stormwater Utility Fund

The Stormwater Utility Fund is an Enterprise Fund which receives annual fees for stormwater management. The annual Stormwater Utility Fee is based upon the amount and proportion of impervious surface per land parcel. The Stormwater Utility Division provides budget estimates. The Stormwater Utility Fee is invoiced on the Property Tax bill. Due to early payment discounts and non-payments, it is prudent to budget at less than 100% of possible revenue. The Fund also receives fines for illicit discharges.

<u>Fund Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
Stormwater Utility Fund	\$ 24,046,965	\$ 24,245,621	\$ 24,767,720	\$ 24,010,553	\$ 26,002,387
Percent Change		0.83%	2.15%	-3.06%	8.30%



<u>Description</u>	Actual <u>FY 2016/17</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Revised <u>FY 2019/20</u>	Adopted <u>FY 2020/21</u>
# of parcels (customers)	92,994	93,793	94,146	95,078	96,652
annual rate per ERU	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88

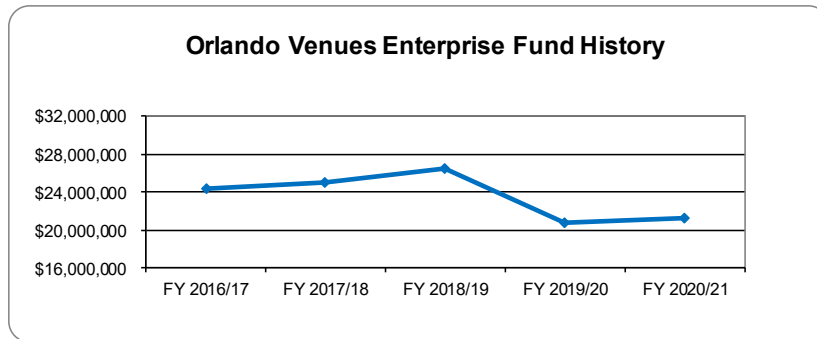
ERU (equivalent residential unit) provides a basis for comparing the run-off generated by one parcel with that generated by another. An ERU is determined to be an impervious area of 2,000 square feet. To compute ERUs for any parcel, divide the parcel's impervious area by 2,000. The ERU is used as the basis for computing monthly charges on residential and non-residential properties.

REVENUE DETAIL

Orlando Venues Enterprise Fund

The Orlando Venues Fund is an Enterprise Fund which receives fees for the use of the 18,500-seat event center (Amway Center) and previously received fees for the Bob Carr Performing Arts Centre. Orlando Venues fiscal personnel estimate the revenues for the budget based on anticipated bookings. The decline in revenue beginning during FY 2019/20 can be attributed to the operational limitations brought on by the Covid-19 pandemic.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Revised</u> <u>FY 2019/20</u>	<u>Adopted</u> <u>FY 2020/21</u>
Orlando Venues Enterprise Fund	\$ 24,300,873	\$ 24,999,211	\$ 26,493,882	\$ 20,831,662	\$ 21,188,907
Percent Change		2.87%	5.98%	-21.37%	1.71%



<u>Amway Center</u>	<u>Actual</u> <u>FY 2016/17</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Revised</u> <u>FY 2019/20</u>	<u>Adopted</u> <u>FY 2020/21</u>
Total events	231	275	235	169	121
Total attendance	1,325,907	1,516,248	1,429,383	831,759	886,303

Events held at the Amway Center include concerts, family/ice shows, basketball games, arena football, hockey, and community events. Current tenants include the Orlando Magic of the National Basketball Association, and the minor league hockey Orlando Solar Bears of the ECHL.

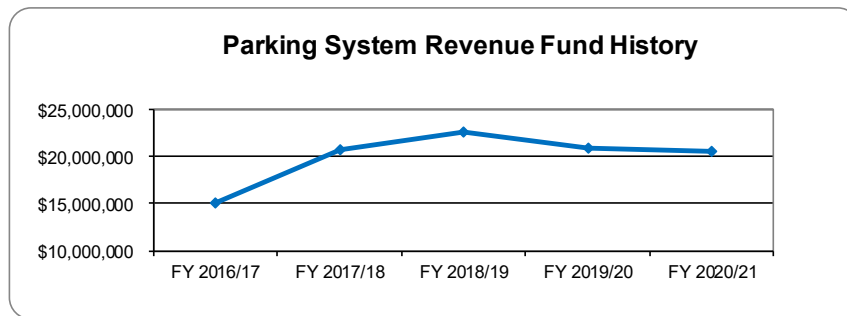
Events previously held at the Bob Carr Performing Arts Centre include Broadway Across America events, ballet, opera, symphony, community/school events and concerts.

REVENUE DETAIL

Parking System Revenue Fund

The Parking System Revenue Fund is an Enterprise Fund which operates the City's on street, off-street and parking garage facilities. As such, the Parking System Revenue Fund receives fees for use of the City's Parking System, including parking fine revenue. Parking fees are established by City Council in Chapter 39 of the Orlando City Code, and the Parking Division provides budget estimates. During FY 2017/18, the increase in revenue can be attributed to the transfer of the GEICO Garage from the Orlando Venues Enterprise Fund, and the decrease in the number of surface lots/street spaces was due to the closure of parking lots under Interstate 4 (I-4) as part of the I-4 Ultimate Improvement Project.

<u>Fund Description</u>	Actual FY 2016/17	Actual FY 2017/18	Actual FY 2018/19	Revised FY 2019/20	Adopted FY 2020/21
Parking System Revenue Fund	\$ 15,112,994	\$ 20,746,002	\$ 22,648,574	\$ 20,985,007	\$ 20,641,369
Percent Change		37.27%	9.17%	-7.35%	-1.64%



<u>Description</u>	Actual FY 2016/17	Actual FY 2017/18	Actual FY 2018/19	Revised FY 2019/20	Adopted FY 2020/21
# of garage spaces	8,529	8,527	8,527	8,527	8,527
# of surface lot/street spaces	1,518	420	1,060	1,010	1,010
Parking ticket revenue	\$ 1,875,619	\$ 1,544,685	\$ 2,178,484	\$ 1,811,685	\$ 2,200,000
# of parking tickets	75,421	84,127	84,130	81,545	90,000

REVENUE DETAIL

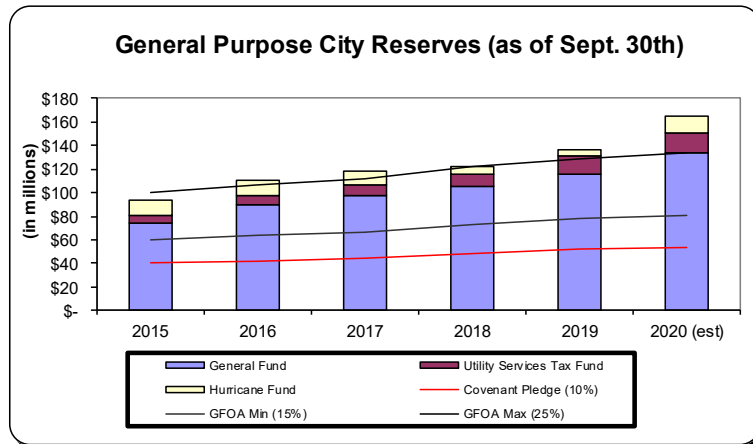
Fund Balance

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

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

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

A major indicator of the City's fiscal health is the reserve balance maintained in the General Fund. The Government Finance Officers Association (GFOA) recommends maintaining an unreserved fund balance in the General Fund of no less than five to fifteen percent of regular operating revenues, or of no less than one to two months of regular operating expenditures, for all general-purpose governments, regardless of size. Current City Council policy sets the overall General Fund reserve at twenty-five percent. This reserve is based on the combination of the General Fund, Utility Service Tax Fund and Hurricane Fund (established in response to three hurricanes in the summer of 2004 to account for FEMA and State revenues and related recovery work; since 2006 a reserve has been maintained for possible future disasters). The twenty-five percent target consists of a ten percent covenant pledge for debt plus conformity to GFOA guidance, which the City currently sets at fifteen percent. The chart below reflects reserve levels since 2014 compared to the GFOA recommendation. Note that the Unreserved 2020 figures are an estimate only.



The table titled Fund Balance Status on the following page contains a list of key governmental City funds that have a fund balance, the expected draw on fund balance in the current year, and the use of fund balance in the approved budget. The amounts shown in the "Budgeted Change" columns reflects the budgeted amount of fund balance usage for the respective year.

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

REVENUE DETAIL

Fund	Fund Balance Status					
	Fund Balance 09/30/2019	Budgeted Change FY19/20 (1)	Estimated Balance 09/30/2020	Budgeted Change FY20/21 (1)	Projected Balance 09/30/2021	Percent Change FY20/21
General Fund	\$ 100,671,229	\$ -	\$ 100,671,229	\$ -	\$ 100,671,229	-
Building Code Enforcement	\$ 22,760,189	\$ (2,347,078)	\$ 20,413,111	\$ (1,100,000)	\$ 19,313,111	(5.39%)
Capital Improvement Fund	\$ 110,464,909	\$ (1,650,000)	\$ 108,814,909	\$ -	\$ 108,814,909	-
CEB Lien Assessment	\$ 3,406,644	\$ -	\$ 3,406,644	\$ -	\$ 3,406,644	-
Cemetery Trust Fund	\$ 2,166,575	\$ -	\$ 2,166,575	\$ (162,909)	\$ 2,003,666	(7.52%)
Community Redevelopment Agency	\$ 38,974,701	\$ -	\$ 38,974,701	\$ -	\$ 38,974,701	-
Contraband Forfeiture Trust	\$ 1,746,214	\$ (439,343)	\$ 1,306,871	\$ (467,918)	\$ 838,953	(35.80%)
Designated Revenue	\$ 11,579,066	\$ (97,613)	\$ 11,481,453	\$ (36,390)	\$ 11,445,063	(0.32%)
Fleet Management Funds	\$ 35,915,048	\$ (3,257,395)	\$ 32,657,653	\$ (10,772)	\$ 32,646,881	(0.03%)
Gas Tax Fund	\$ 16,490,253	\$ (520,842)	\$ 15,969,411	\$ -	\$ 15,969,411	-
Health Care Fund	\$ 28,108,812	\$ -	\$ 28,108,812	\$ -	\$ 28,108,812	-
Housing & Urban Dev. Grants	\$ 374,209	\$ -	\$ 374,209	\$ -	\$ 374,209	-
Internal Loan Fund	\$ 11,430,179	\$ -	\$ 11,430,179	\$ -	\$ 11,430,179	-
Law Enforcement Training	\$ 306,075	\$ (55,000)	\$ 251,075	\$ -	\$ 251,075	-
Natural Disaster Fund	\$ 5,641,823	\$ -	\$ 5,641,823	\$ -	\$ 5,641,823	-
Park Impact Fee Funds	\$ 4,540,790	\$ -	\$ 4,540,790	\$ -	\$ 4,540,790	-
Pension Participant Services	\$ 465,018	\$ (115,774)	\$ 349,244	\$ (43,881)	\$ 305,363	(12.56%)
Risk Management	\$ 13,451,943	\$ (6,857,962)	\$ 6,593,981	\$ (4,500,000)	\$ 2,093,981	(68.24%)
Special Assessment Funds	\$ 2,798,018	\$ -	\$ 2,798,018	\$ (154,123)	\$ 2,643,895	(5.51%)
Spellman Site Fund	\$ 1,075,921	\$ -	\$ 1,075,921	\$ -	\$ 1,075,921	-
Street Tree Trust Fund	\$ 711,572	\$ (158,139)	\$ 553,433	\$ -	\$ 553,433	-
Transportation Impact Fee	\$ 61,763,564	\$ (3,305,657)	\$ 58,457,907	\$ (3,954,433)	\$ 54,503,474	(6.76%)
Utility Services Tax	\$ 15,304,141	\$ -	\$ 15,304,141	\$ (199,142)	\$ 15,104,999	(1.30%)
Total All Funds	\$ 490,146,894	\$ (18,804,803)	\$ 471,342,091	\$ (10,629,568)	\$ 460,712,523	(2.26%)

Notes:

(1) Section 166.241 of Florida Statutes requires that all budgets be balanced; that is, total anticipated fund revenues must equal total estimated fund expenditures. Fund balance (or reserves) may be used and recognized as a revenue source. The City's Reserve Policy, which governs the use of fund balance, is contained in the Appendix of this document. The amounts shown in these columns are budgeted reserves that are allocated to balance the respective fund budget.

REVENUE DETAIL

Changes in Fund Balance

Building Code Enforcement Fund (Non-Recurring)

At the time of the establishment of this Fund it was known that it would be cyclical in nature. The Fund Balance would generally be increased during periods of heavy construction and then would be drawn upon during periods of decreased activity. The economic recovery and growth in construction activity in recent years has supported a corresponding increase in staffing and associated operating expenditures. Based on this growth and changes in technology, the city has continued to make investments in the information system used to process requests in order to maintain a high level of service. Although fund balance usage is anticipated, the full allocation may not be necessary depending on actual revenue collection and project progression during the year.

Cemetery Trust Fund (Non-Recurring)

The Cemetery Trust Fund encompasses the operation of the Greenwood Cemetery. Revenue from the sale of spaces and other burial services are collected and utilized to perform interments and otherwise operate the cemetery. As the number of available spaces dwindle, revenue from sales is anticipated to decline accordingly. In time, the focus of the operation will shift as the business adapts to reaching full utilization, but the adaptation period may make the use of fund balance necessary to cover expenses in the interim.

Contraband Forfeiture Trust Funds (Recurring)

Fund Balance from previously collected forfeited funds provides funding for a variety of non-supplanting Police needs including special investigations, filing criminal cases and providing contributions to community organizations for drug awareness and crime prevention programs, among other things.

Designated Revenue Fund (Recurring)

The Designated Revenue Fund encompasses several City projects and grant match accounts, where funds are collected or set aside for a specific purpose. For many of these projects and grants, expenditures may occur in a different year than revenues, and thus fund balance will often be added to or drawn down depending on project and grant timing.

Fleet Management Funds (Non-Recurring)

The Fleet Management Funds encompass an operating fund for administering and maintaining the city fleet, and a replacement fund for city vehicles. Aside from internal costs, as the fleet operation completes repairs (expenses), they bill out the associated costs and overhead to the department responsible. These billings bring in revenue roughly sufficient to cover the expenses of the operating fund. Additionally, after a city department has purchased a vehicle, replacement costs are charged to the respective department over a number of years so that a sufficient balance builds in the replacement fund to replace that vehicle at the end of its lifecycle. For both funds, variations in timing between revenues and expenses, as well as one-time exceptions, can result in the need to allocate a modest amount of fund balance in certain years.

Pension Participant Services Fund (Recurring)

The Pension Participant Services Fund serves to collect rebates from the City's retirement plan provider (ICMA-RC), and pay for investment consultant fees, office space, and other expenses necessary to provide City employees with safe and sound financial advisory services. Actual expenditures vary and may occur in a different year than revenues, and thus fund balance will often be added to or drawn down depending on timing.

REVENUE DETAIL

Changes in Fund Balance (continued)

Risk Management Fund (Non-Recurring)

The amount shown on the Fund Balance Status table as Fund Balance is a portion of the net assets above reserves for actual claims and the actuarially determined reserve for incurred, but not reported claims. As a result of prudent management of liabilities, the City has been able to undertake a rebate or premium holiday for each of the last 14 years. Even though the City has provided for a rebate or premium holiday for an extended period, this is classified as a non-recurring event since future rebates or premium holidays are not guaranteed.

Special Assessment Funds (Recurring)

The City collects revenue from special assessments assessed on various properties throughout the City for local infrastructure projects and related expenses. Differences in timing between the collection of said revenue and the expenditure of funds often results in fund balance collecting in these funds or being drawn down.

Transportation Impact Fee Funds (Recurring)

The City is divided into three transportation impact fee zones, each with a separate sub-fund. Those funds are used to account for the collection of impact fees and the allocation of those fees to capital projects within their zone. Since funds are collected at the time a building permit is issued, the City has impact fee revenue that it holds pending the construction of capacity-related transportation projects. The use of impact fee fund balance indicates there are capital projects to be undertaken using funds generated by prior new construction. Those projects will increase road capacity in the City.

Utilities Service Tax Fund (Non-Recurring)

The City collects Utility Service Tax revenue on Electricity, Gas, and Propane. These revenues are recorded in this fund and then transferred to the General Fund after collection expenses, but some variations in the estimates and administrative expenses may result in fund balance collecting in these funds or being drawn down.

REVENUE DETAIL

LONG RANGE FORECAST GENERAL FUND REVENUE PROJECTIONS

A projection of future financial conditions is an important tool in municipal management. It informs policy decisions about service levels, investments, staffing levels, compensation and a myriad of other considerations. A projection is not a prediction of exactly what the future holds. Rather, it provides guidance on what the future may look like. We assume that there will be continued demands for improved service levels. In response, the City will continue its past practice of controlled growth. Our projections therefore incorporate a rate of service level growth that is consistent with the recent past.

Our projections look at a five year time horizon for General Fund revenues (excluding transfers). We prepare two projections: a Likely Projection and a Conservative Projection. The City is always conservative in its revenue projections and therefore does not prepare an 'aggressive projection'. Based on a number of factors, we generally have a fair degree of confidence in the near term of our projection. However, given the uncertainty involved with determining the full length and severity of the COVID-19 pandemic, there is some uncertainty surrounding projections for the time being.

Our Conservative Projection assumes a continued impact from COVID-19 on the growth rate of revenues. Under this scenario, revenue growth, which has been averaging 6.8% over the most recent three years, is assumed to decrease to only 1% growth annually throughout the projection period. Such an assumption is overly conservative, particularly over the entire projection period, in our opinion. Over the past several years we have seen robust General Fund revenue growth. And the growth rate did not show signs of weakening until COVID-19 began impacting the region in March 2020. We believe that while revenue growth may continue to be inhibited for a portion of 2021, growth at more historical levels should resume as the impact of the pandemic diminishes.

Three revenue groups account for 74% of the General Fund revenue. Those groups and our assumptions regarding them are as follows:

A key to future General Fund revenue growth is changes in property tax collections. Property tax revenue accounts for 45% of the General Fund revenue. Property values have averaged annual growth of more than 10% over the last three years, but the rate of increase over that three-year period is decreasing. Throughout the projection period we believe the growth will continue. Our Likely Projection assumes continued growth of revenues, albeit at a moderating pace. This moderating growth is more likely than the sudden decrease incorporated in the Conservative Projection. While property values have grown at a rate exceeding 10%, property tax bills are capped at 10% growth. Therefore, we believe any slowing in property value growth will be mitigated over several years by the 'catch up' of property tax bills to the assessed values. Further, we continue to see new building permits issued at a significant pace.

Intergovernmental revenue is the second largest General Fund revenue group. It makes up almost 18% of General Fund revenue. Intergovernmental revenue is driven by the OUC dividend, the City's return on its ownership of the Orlando Utilities Commission. Historically, the OUC Dividend was pegged as a percent of the utilities net income. Effective in 2018, the City and the utility negotiated an amount to be paid by the utility to the City. Among the benefits of this new approach is a transfer rate without sudden or dramatic changes. This growth rate is supported by population growth in the OUC service area, projected at 2.4% annually.

At almost 11% of General Fund revenue, Sales & Use Taxes are the third largest revenue group, made up primarily of the state-derived sales tax. The City's practice has been to set the next year's budget for sales tax at the prior year's actual collection level. Sales tax revenues have been severely impacted by COVID-19. Given that these revenues are so sensitive to the length and severity of the pandemic, it is difficult to predict how they will perform during FY21. That said, both our projections start from the lower collection levels of FY20, and growth at least in line with previous rates is likely as the economy recovers.

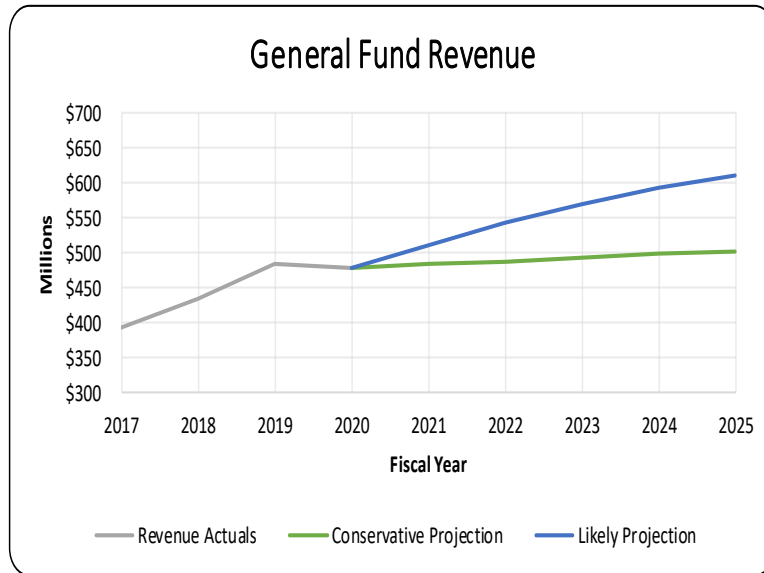
Given the above, our Likely Projection assumes continued growth in revenue, but at a moderating pace. This model projects 7% growth in 2021 over 2020 actual revenues. We then decrease the growth rate by 1% in each subsequent year. It's worth noting that our adopted expenditure budget for 2020 is below the revenue projection for 2020. This suggests we will end FY 2020 with a modest surplus, as we have in each of the last five years. Further, even amid the effects of COVID-19 the Likely FY21 growth rate is unchanged from our prior year forecast. This evidences the soundness of our approach.

As noted above the City's projections are always conservative. Our revenue projection suggests that actual FY21 revenues will exceed \$512M. The General Fund expenditure budget for FY21 presented in this Budget Book totals \$475M (excluding transfers). If one applied the same methodology to expenditures that we have to revenues, one would forecast balanced budgets throughout the forecast period. We believe this methodology for forecasting expenses is reasonable given that collective bargaining agreements with all unions cover three of the five years of the forecast period. These agreements suggest that salaries and wages, the largest General Fund expenditure category, will grow at 4% annually. Our Likely Projection assumes a similar or higher growth rate in revenues.

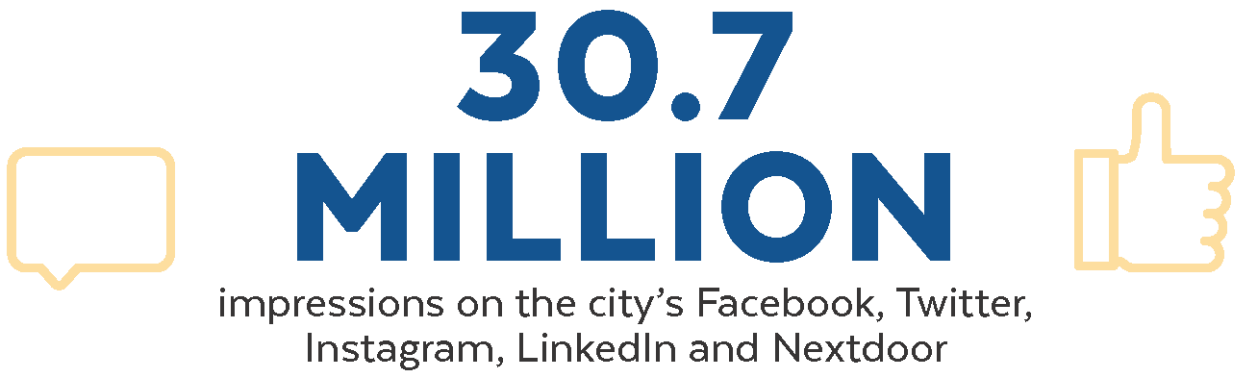
REVENUE DETAIL

GENERAL FUND REVENUE PROJECTIONS (continued)

	Actual 2017	Actual 2018	Actual 2019	Actual (Unaudited) 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025
General Fund Revenue									
Actuals	\$394,524,220	\$434,931,972	\$484,549,468	\$478,843,868					
Growth from Prior Year		10.2%	11.4%	-1.2%					
Conservative Projection					\$483,632,307	\$488,468,630	\$493,353,316	\$498,286,849	\$503,269,718
Likely Projection					\$512,362,939	\$543,104,715	\$570,259,951	\$593,070,349	\$610,862,459



2019-2020 BY THE NUMBERS:

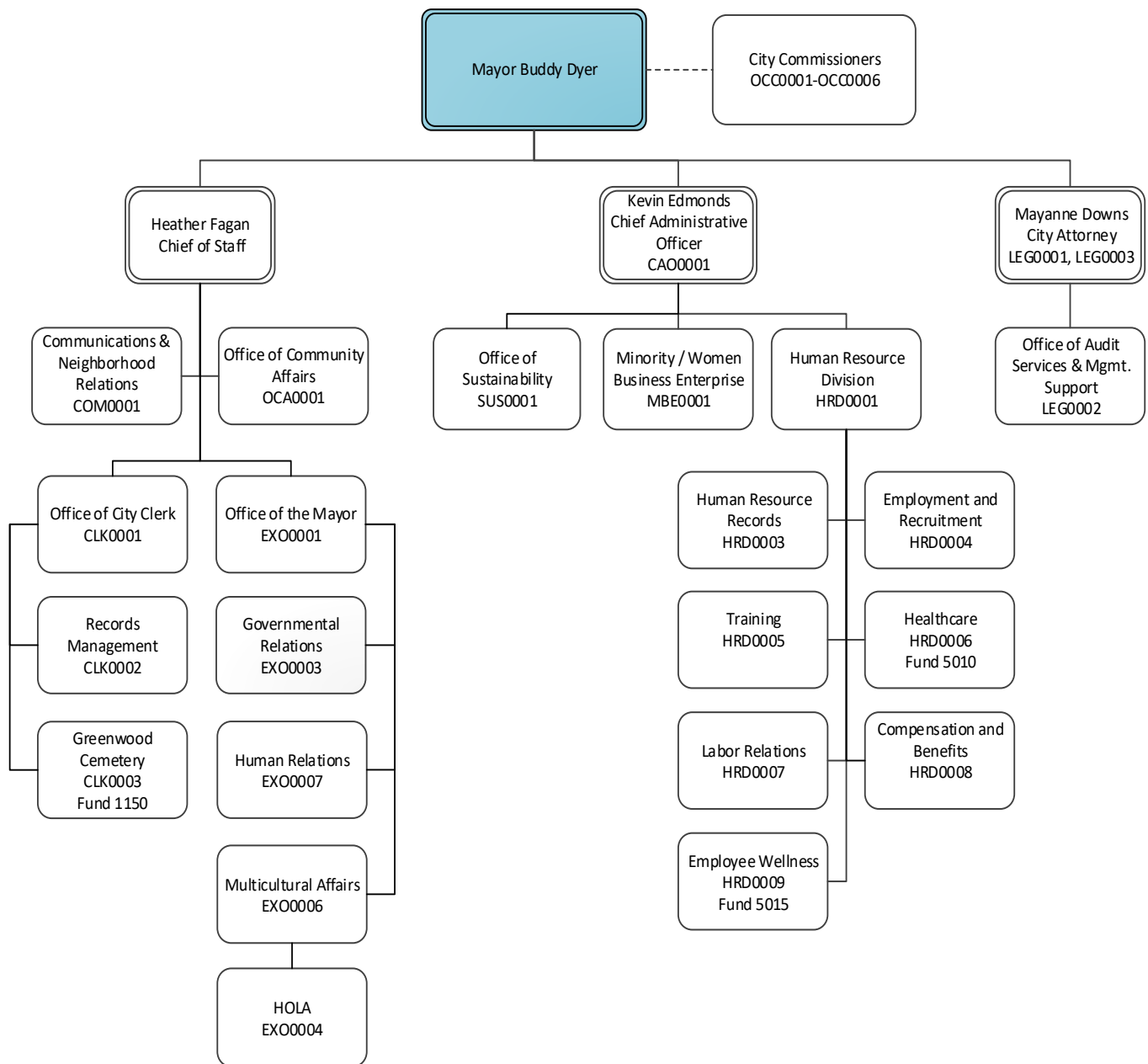


The Executive Offices support the Mayor and senior City Leadership in delivering on their mission to enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible manner.

The Mayor's Key Priorities were established as a road map toward achieving this mission:

- Create a City for Everyone
- Create High Quality Jobs
- End Homelessness
- Become One of the Most Sustainable Cities in America
- Provide Mobility and Transportation Options

EXECUTIVE OFFICES



Executive Offices Department Mission Statement

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

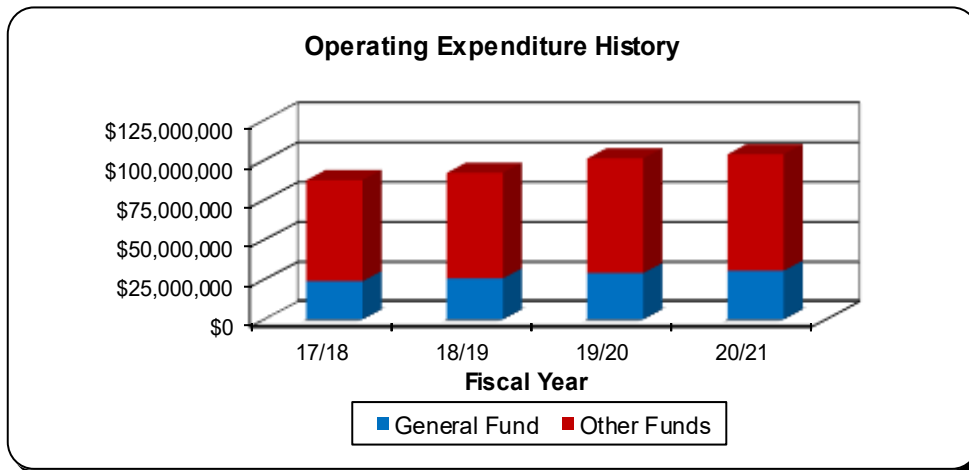
EXECUTIVE OFFICES

DEPARTMENT EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 1,945,085	\$ 2,375,785	\$ 2,552,919	\$ 177,134	7.5%
0002 Executive Offices Nondepartmental	-	277,899	(248,000)	(525,899)	(189.2%)
0003 Governmental Relations	1,062,929	1,058,245	1,070,610	12,365	1.2%
0004 HOLA	196,334	208,072	211,890	3,818	1.8%
0006 Multicultural Affairs	462,983	529,575	550,566	20,991	4.0%
0007 Human Relations	591,545	644,190	915,516	271,326	42.1%
Office of Community Affairs (OCA)					
0001 Community Affairs	560,627	671,083	740,602	69,519	10.4%
0003 OCA Grants	3,927,379	3,867,408	4,078,600	211,192	5.5%
Office of Communications & Neighborhood Relations (COM)					
0001 Communications and Neighborhood Relations	2,104,035	2,343,567	2,419,651	76,084	3.2%
Office of the City Clerk (CLK)					
0001 City Clerk	843,926	944,136	927,308	(16,828)	(1.8%)
0002 Records Management	398,829	455,500	504,038	48,538	10.7%
0005 City Elections	33,517	210,000	-	(210,000)	(100.0%)
TOTAL -- MAYOR	\$ 12,127,188	\$ 13,585,460	\$ 13,723,700	\$ 138,240	1.0%
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 358,558	\$ 353,810	\$ 355,631	\$ 1,821	0.5%
0002 City Commissioner District 2	335,752	338,773	342,248	3,475	1.0%
0003 City Commissioner District 3	363,095	371,420	375,521	4,101	1.1%
0004 City Commissioner District 4	350,028	340,857	362,352	21,495	6.3%
0005 City Commissioner District 5	341,088	336,376	340,092	3,716	1.1%
0006 City Commissioner District 6	347,201	353,188	337,000	(16,188)	(4.6%)
TOTAL -- CITY COMMISSIONERS	\$ 2,095,721	\$ 2,094,424	\$ 2,112,844	\$ 18,420	0.9%
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,207,758	\$ 1,204,462	\$ 1,241,491	\$ 37,029	3.1%
0002 Workplace Giving	29,130	40,000	40,000	-	0.0%
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$ 910,476	\$ 1,077,781	\$ 1,589,821	512,040	47.5%
0002 Blueprint Employment Office	(49,252)	200,000	200,000	-	0.0%
Human Resources Division (HRD)					
0001 Human Resources	\$ 554,051	\$ 700,669	\$ 725,447	24,778	3.5%
0002 Human Resources Nondepartmental	688,919	855,758	848,434	(7,324)	(0.9%)
0003 Human Resource Records	325,912	359,314	354,421	(4,893)	(1.4%)
0004 Employment and Recruitment	875,546	952,711	1,000,807	48,096	5.0%
0005 Human Resources Training	323,553	468,521	540,650	72,129	15.4%
0007 Labor Relations	366,234	462,497	568,918	106,421	23.0%
0008 Compensation and Benefits	971,961	1,074,985	1,195,970	120,985	11.3%
Office of Sustainability (SUS)					
0001 Office of Sustainability	\$ 341,031	\$ 482,971	\$ 683,437	\$ 200,466	41.5%
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 6,545,319	\$ 7,879,669	\$ 8,989,396	\$ 1,109,727	14.1%

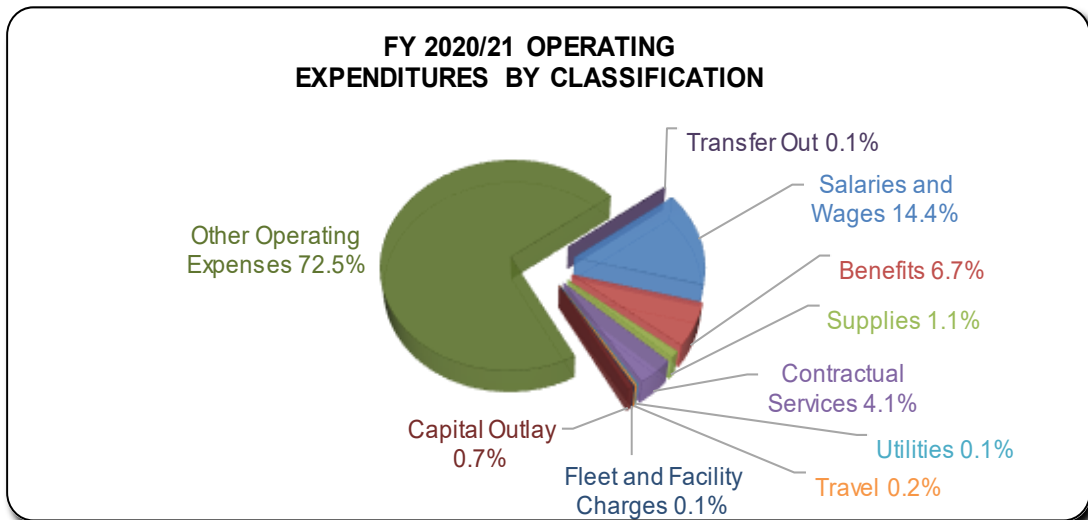
EXECUTIVE OFFICES

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,313,171	\$ 4,764,360	\$ 4,885,925	\$ 121,565	2.6%
0002 Audit Services and Management Support	687,103	806,110	818,974	12,864	1.6%
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 5,000,275	\$ 5,570,470	\$ 5,704,899	\$ 134,429	2.4%
TOTAL -- GENERAL FUND	\$25,768,503	\$ 29,130,023	\$ 30,530,839	\$ 1,400,816	4.8%
HEALTH CARE FUND #5010					
Human Resources Division (HRD)					
0006 Healthcare	\$64,539,464	\$ 70,048,977	\$ 71,216,084	\$ 1,167,107	1.7%
TOTAL -- HEALTH CARE FUND	\$64,539,464	\$ 70,048,977	\$ 71,216,084	\$ 1,167,107	1.7%
RISK MANAGEMENT FUND #5015					
Human Resources Division (HRD)					
0009 Wellness	\$ 149,152	\$ 142,752	\$ 142,680	\$ (72)	(0.1%)
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	581,378	601,836	632,067	30,231	5.0%
TOTAL -- RISK MANAGEMENT FUND	\$ 730,530	\$ 744,588	\$ 774,747	\$ 30,159	4.1%
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 708,564	\$ 731,573	\$ 678,015	\$ (53,558)	(7.3%)
0004 Cemetery Trust Nondepartmental	43,472	32,609	29,170	(3,439)	(10.5%)
TOTAL -- GREENWOOD CEMETERY FUND	\$ 752,036	\$ 764,182	\$ 707,185	\$ (56,997)	(7.5%)
SOLID WASTE FUND #4150					
Office of Sustainability (SUS)					
0002 Solid Waste Sustainability Support	\$ 255,825	\$ 376,360	\$ 466,783	\$ 90,423	24.0%
TOTAL -- SOLID WASTE FUND	\$ 255,825	\$ 376,360	\$ 466,783	\$ 90,423	24.0%
TOTAL -- EXECUTIVE OFFICES OPERATING	\$92,046,358	\$101,064,130	\$ 103,695,638	\$ 2,631,508	2.6%



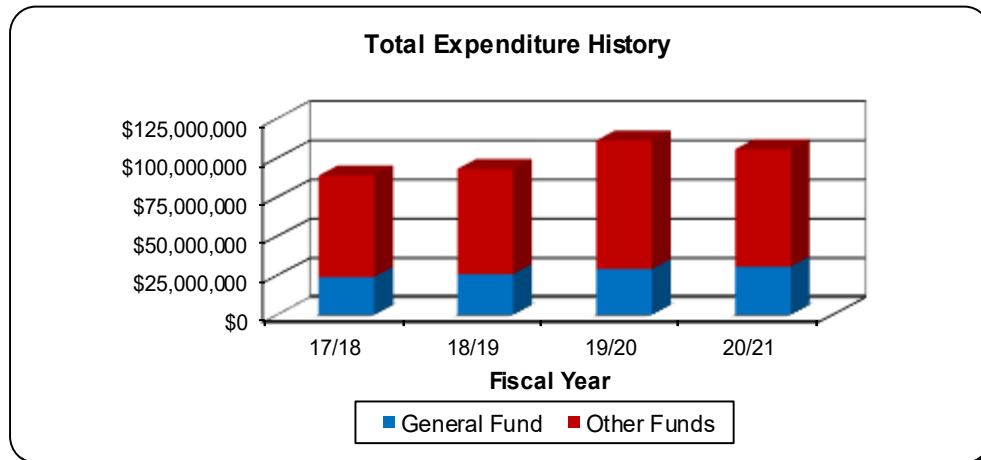
EXECUTIVE OFFICES

Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$12,303,782	\$ 14,287,225	\$ 14,936,592	\$ 649,367	4.5%
Benefits	6,332,229	6,677,421	6,899,618	222,197	3.3%
Supplies	819,285	1,039,272	1,110,219	70,947	6.8%
Contractual Services	3,325,049	4,043,760	4,292,790	249,030	6.2%
Utilities	120,022	135,887	144,677	8,790	6.5%
Travel	111,408	243,593	256,427	12,834	5.3%
Fleet and Facility Charges	108,771	53,868	67,178	13,310	24.7%
Capital Outlay	73,649	676,520	698,500	21,980	3.2%
Other Operating Expenses	68,221,061	73,781,584	75,159,887	1,378,303	1.9%
Transfer Out	631,102	125,000	129,750	4,750	3.8%
TOTAL -- EXECUTIVE OFFICES OPERATING	\$92,046,358	\$ 101,064,130	\$ 103,695,638	\$ 2,631,508	2.6%



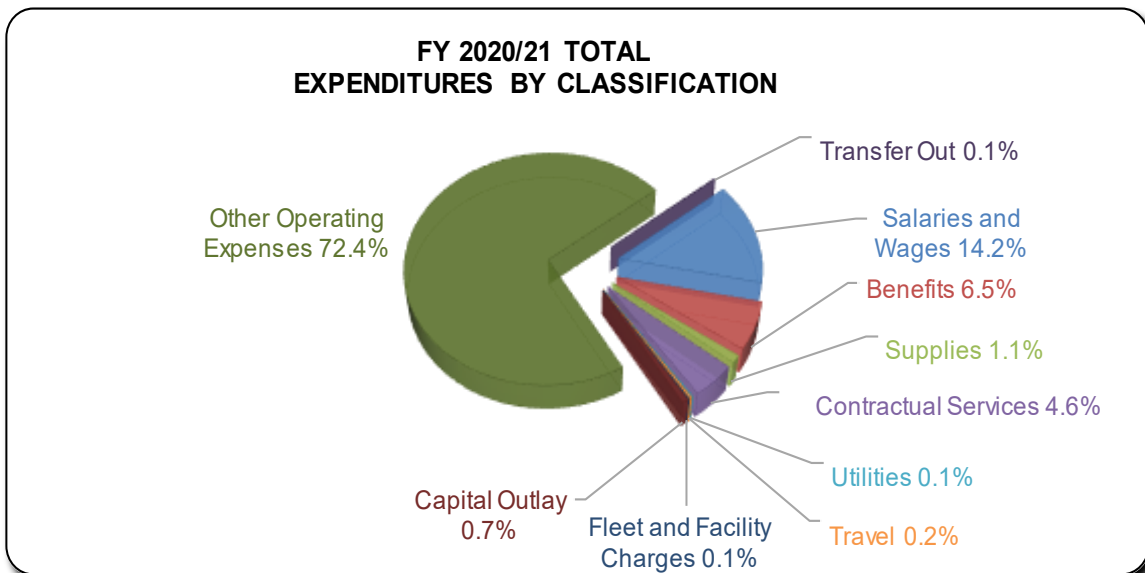
EXECUTIVE OFFICES

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CAPITAL IMPROVEMENTS FUND #3001					
Office of Chief Administrative Officer (CAO)					
Projects and Grants	\$ 43,097	\$ 3,693,924	\$ 900,000	\$ (2,793,924)	(75.6%)
Office of Communications & Neighborhood Relations (COM)					
Projects and Grants	76,489	675,670	260,300	(415,370)	(61.5%)
Office of City Commissioners (OCC)					
Projects and Grants	208,597	1,898,202	-	(1,898,202)	(100.0%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 328,182	\$ 6,267,796	\$ 1,160,300	\$ (5,107,496)	(81.5%)
OTHER FUNDS					
Projects and Grants	\$ 621,687	\$ 3,799,408	\$ 600,000	\$ (3,199,408)	(84.2%)
TOTAL -- OTHER FUNDS	\$ 621,687	\$ 3,799,408	\$ 600,000	\$ (3,199,408)	(84.2%)
TOTAL -- PROJECTS AND GRANTS	\$ 949,869	\$ 10,067,204	\$ 1,760,300	\$ (8,306,904)	(82.5%)
TOTAL -- EXECUTIVE OFFICES	\$92,996,227	\$ 111,131,334	\$ 105,455,938	\$ (5,675,396)	(5.1%)



EXECUTIVE OFFICES

Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$12,332,372	\$ 14,420,429	\$ 14,936,592	\$ 516,163	3.6%
Benefits	6,332,229	6,700,721	6,899,618	198,897	3.0%
Supplies	998,626	1,728,253	1,110,219	(618,034)	(35.8%)
Contractual Services	3,860,296	6,818,748	4,892,790	(1,925,958)	(28.2%)
Utilities	120,169	135,887	144,677	8,790	6.5%
Travel	116,424	300,484	256,427	(44,057)	(14.7%)
Fleet and Facility Charges	150,756	130,465	67,178	(63,287)	(48.5%)
Capital Outlay	119,742	756,398	698,500	(57,898)	(7.7%)
Other Operating Expenses	68,334,510	79,983,795	76,320,187	(3,663,608)	(4.6%)
Transfer Out	631,102	156,154	129,750	(26,404)	(16.9%)
TOTAL -- EXECUTIVE OFFICES	\$92,996,227	\$ 111,131,334	\$ 105,455,938	\$ (5,675,396)	(5.1%)



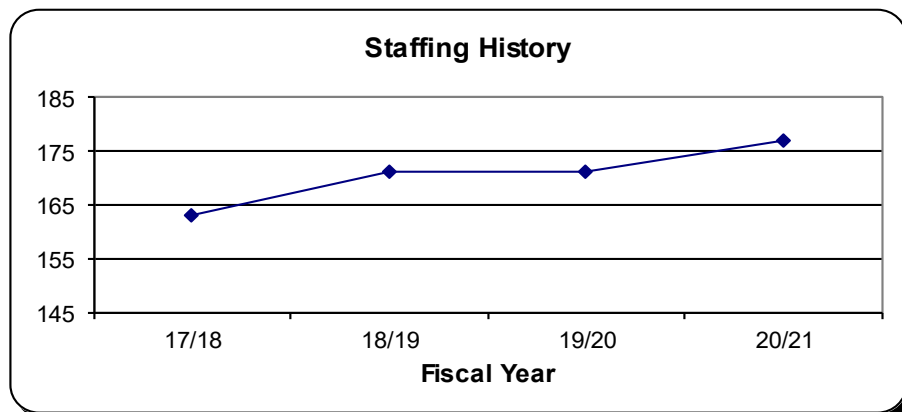
EXECUTIVE OFFICES

DEPARTMENT STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Office of the Mayor (EXO)			
0001 Office of the Mayor	12	13	13
0003 Governmental Relations	3	3	3
0004 HOLA	2	2	2
0006 Multicultural Affairs	4	4	4
0007 Human Relations	6	6	7
Office of Community Affairs (OCA)			
0001 Community Affairs	4	5	5
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	19	19	20
Office of the City Clerk (CLK)			
0001 City Clerk	8	8	8
0002 Records Management	4	4	5
TOTAL -- MAYOR	62	64	67
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	2	2
0002 City Commissioner District 2	2	2	2
0003 City Commissioner District 3	2	2	2
0004 City Commissioner District 4	2	2	2
0005 City Commissioner District 5	2	2	2
0006 City Commissioner District 6	2	2	2
TOTAL -- COMMISSIONERS	12	12	12
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	6	5	5
Minority / Women Business Enterprises (MBE)			
0001 MWBE	8	9	9
0002 Blueprint Employment Office	4	-	-
Human Resources Division (HRD)			
0001 Human Resources	5	5	5
0003 Human Resource Records	4	4	4
0004 Employment and Recruitment	8	8	8
0005 Human Resources Training	1	2	2
0007 Labor Relations	3	3	4
0008 Compensation and Benefits	9	10	10
Office of Sustainability (SUS)			
0001 Office of Sustainability	3	3	4
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	51	49	51
City Attorney's Office (LEG)			
0001 City Attorney	30	30	30
0002 Audit Services and Management Support	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	35	35	35
TOTAL -- GENERAL FUND	160	160	165

EXECUTIVE OFFICES

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
<u>HEALTH CARE FUND #5010</u>			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
<u>RISK MANAGEMENT FUND #5015</u>			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	5	5	5
TOTAL -- RISK MANAGEMENT FUND	6	6	6
<u>GREENWOOD CEMETERY FUND #1150</u>			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	2	2	2
<u>SOLID WASTE FUND #4150</u>			
Office of Sustainability (SUS)			
0002 Solid Waste Sustainability Support	2	2	3
TOTAL -- SOLID WASTE FUND	2	2	3
TOTAL -- EXECUTIVE OFFICES	171	171	177



EXECUTIVE OFFICES

Office of the Mayor

Overview of Services/Programs

The Mayor's Executive Offices includes six separate offices:

1. The Office of the City Clerk
2. The Office of Governmental Relations
3. The Office of Communications and Neighborhood Relations
4. The Office of Community Affairs
5. The Office of Human Relations
6. The Office of Multicultural Affairs

Major Accomplishments

- The Mayor's Office continued to guide the City of Orlando through the crafting of a balanced budget for fiscal year 2020/21. This budget prioritizes our response to the two historic events our country is facing:
 - Weathering the storm and preparing for future impacts of the COVID-19 pandemic
 - Our commitment to change and investing in increasing equity in response to the national call to end systemic racism.
- In response to COVID-19, the city launched city-run COVID-19 testing sites, administering 4,571 tests as of 9/17/20, launched small group summer camps and learning pods to for children; transformed Amway Center into a healthcare supply hub to support 50 hospitals across our region and in seven other states across the country as well as an early voting location for our community leading up to the November election; diverted a portion of OUC's annual dividend payment made to the City back to OUC to offer relief to residential and business customers; distributed hundreds of thousands of PPE to residents and businesses; provided additional funding to non-profits to support their efforts with the pandemic response; and provided funding for rental assistance
- Implemented new Inclusivity and Equity Action plan within OFD creating a benchmark for the department while setting strategic recommendations to increase diversity as well as encourage growth and consistency of professional standards for all personnel.
- Leveraged \$6 million in federal and state funds to advance our short and long-term housing initiatives
- Launched an expanded BLUEPRINT 2.0 program
- Launched e-scooters and installed first "meterless" parking

Future Goals and Objectives

Short Term

- Renew and expand our efforts to make change and increase racial equity through the hiring of the city's first equity official.
- Expand the Parramore Kidz Zone and My Brother's Keeper program into more neighborhoods to reach and connect at-risk youth with opportunity, mentoring, support networks and skills to help them to improve academic performance, increase opportunities, and more.
- Increase community policing, enhance de-escalation and un-biased training and pilot alternative responder models that engage mental health social service professionals to respond to calls when needed
- Continue to ensure resources are in place to respond to future economic challenges that lie ahead due to the pandemic
- Continue to expand mobility options to connect residents and visitors to where they need to go.
- Continue to be a city for everyone by investing in our parks and cultural organizations and embracing diversity and inclusion.

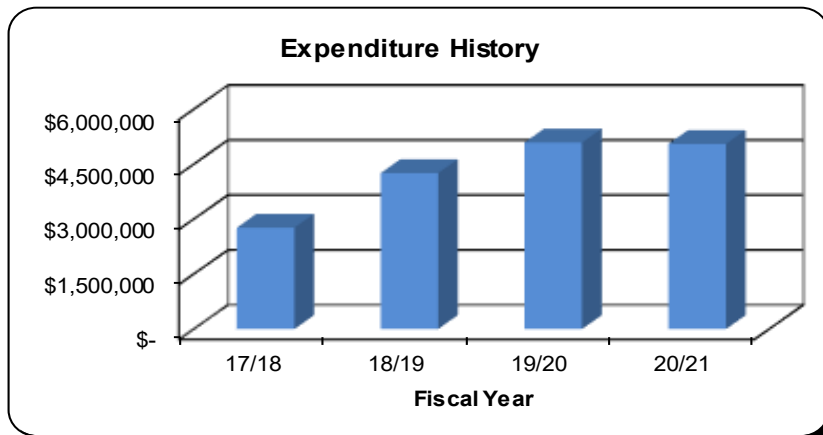
Long Term

- Deliver quality services to residents and operate in a knowledgeable, responsive and financially responsible manner all while maintaining the City's financial stability.
- Ensure Orlando's at-risk families have a safety net by continuing to provide economic opportunity, quality job growth and housing options throughout the City.
- Continue to seek and leverage federal resources to bolster a variety of functions the City performs; safety, transportation, energy, public works, etc.
- Help lay the foundation for the private sector to create jobs and opportunity for our residents.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 1,945,085	\$ 2,375,785	\$ 2,552,919	\$ 177,134	7.5%
0002 Executive Offices Nondepartmental	-	277,899	(248,000)	(525,899)	(189.24%)
0003 Governmental Relations	1,062,929	1,058,245	1,070,610	12,365	1.2%
0004 HOLA	196,334	208,072	211,890	3,818	1.8%
0006 Multicultural Affairs	462,983	529,575	550,566	20,991	4.0%
0007 Human Relations	591,545	644,190	915,516	271,326	42.1%
TOTAL -- GENERAL FUND	\$ 4,258,876	\$ 5,093,766	\$ 5,053,501	\$ (40,265)	(0.8%)
TOTAL -- OFFICE OF THE MAYOR	\$ 4,258,876	\$ 5,093,766	\$ 5,053,501	\$ (40,265)	(0.8%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of the Mayor (EXO)			
0001 Office of the Mayor	12	13	13
0003 Governmental Relations	3	3	3
0004 HOLA	2	2	2
0006 Multicultural Affairs	4	4	4
0007 Human Relations	6	6	7
TOTAL -- GENERAL FUND	27	28	29
TOTAL -- OFFICE OF THE MAYOR	27	28	29

EXECUTIVE OFFICES

Office of Community Affairs

Overview of Services

The Office of Community Affairs (OCA) informs, engages and connects the Mayor, City Commissioners and the city with civic, community, arts/cultural, faith-based, human service and other non-profit organizations and individuals to raise awareness of city priorities, programs and services. OCA also develops and sustains partnerships that improve the quality of life in Orlando by connecting these organizations and city residents with the Mayor, city services, funding opportunities and community resources.

Major Accomplishments (FY 19/20)

- The Community Investment Program (CIP), distributed \$2.355 million in grants to 42 local human service organizations, providing vital services to Orlando residents. Additionally, awarded and managed \$964,250 in grants to arts and cultural organizations and \$264,560 to homeless service and animal service agencies that provide essential services to residents.
- Awarded an additional \$50,000 to four food pantries that serve city residents and engaged Second Harvest Food Bank to provide \$72,000 of free emergency food to 13 City community centers for six months, based on community needs identified through COVID 19 and economic shutdown surveys of local nonprofits.
- Awarded \$210,500 to 36 schools, nonprofit organizations and neighborhood associations, which implemented mentoring, educational and beautification projects with Mayor's Matching Grants
- Co-produced the successful 15th annual Mayor's Neighborhood & Community Summit where more than 400 citizens and dozens of community organizations came together to participate in 13 workshops and experience 73 exhibitors.
- Created *Words and Wonders*, Orlando's first citywide poetry contest and the *Words in Flight* poetry exhibition at Orlando International Airport, in partnership with GOAA and Orlando's Poet Laureate, Susan Lilley.
- Managed all activities of the Mayor's MLK Commission, including 29 commission meetings, publishing the Orlando MLK Commissions' 2020 Annual Report; Calendar of 28 events, which was distributed to more than 9,000 citizens, recruiting and recognizing 44 MLK Commission sponsors, who donated more than \$87,000 in cash and \$12,000 in-kind and producing the Mayor's Humanitarian Awards Ceremony, attended by 300 students, families, OCPS personnel, sponsors and elected officials at the World Showplace Pavilion at EPCOT. The event was sponsored by Walt Disney World, saving the city \$30,000.
- Hosted and managed 9 AmeriCorps VISTA positions and re-aligned the CNCS federal grant to support the Office of Sustainability and the city's volunteer management, disaster response and homeless services coordination.
- Expanded Emergency Preparedness citywide, including training 72 city employees and citizens for ESF-15 - Volunteers and Donations.
- Recruited, screened, placed and recognized 233 citizen volunteers in various city operations.
- Redesigned and transitioned OCA web pages to the Orlando.gov website.
- Expanded Mayor Dyer's engagement with arts/cultural, community, civic and faith-based organizations through 60+ partnerships, virtual meetings, events and visits.
- Coordinated and hosted the Mayor's virtual listening Zoom meetings with the Mayor's MLK Commission, Valencia's Peace and Justice Institute, the Mayor's Council of Clergy and other organizations gaining feedback and recommendations on achieving equity and social justice.
- Coordinated production of eight Mayor's public service announcements for community organizations, including a suicide prevention PSA for the Mental Health Association, which aired in 5 counties (Orange, Seminole, Lake, Brevard, Osceola) via 103,000 PSA broadcasts.

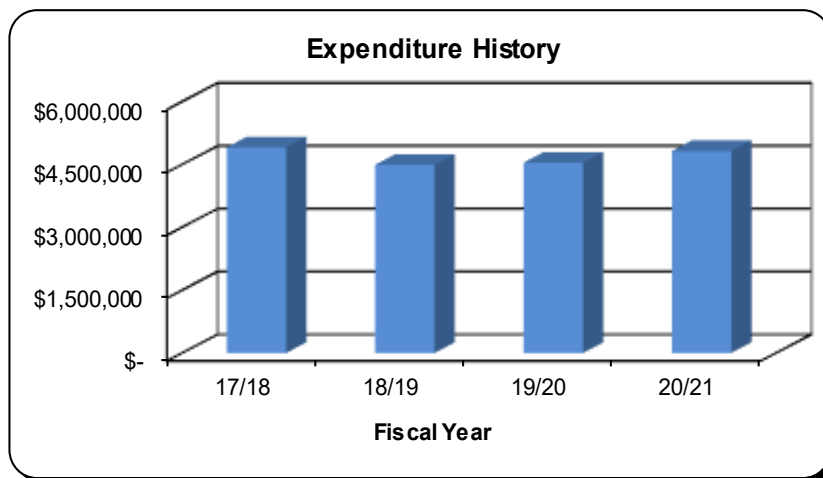
Future Goals and Objectives (FY 20/21)

- Finalize plans to centralize and expand the City's volunteer program (Orlando Cares) using the Samaritan volunteer management software to manage, track, recognize and increase citizen volunteers in multiple city locations.
- Coordinate and facilitate citizen and partner agency engagement to support and expand equity; social justice and understanding of city operations.
- Focus CIP and MMG funding on the greatest needs resulting from the COVID 19 pandemic.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Community Affairs (OCA)					
0001 Community Affairs	\$ 560,627	\$ 671,083	\$ 740,602	\$ 69,519	10.4%
0003 OCA Grants	3,927,379	3,867,408	4,078,600	211,192	5.5%
TOTAL -- GENERAL FUND	\$ 4,488,006	\$ 4,538,491	\$ 4,819,202	\$ 280,711	6.2%
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	\$ 4,488,006	\$ 4,538,491	\$ 4,819,202	\$ 280,711	6.2%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Community Affairs (OCA)			
0001 Community Affairs	4	5	5
TOTAL -- GENERAL FUND	4	5	5
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	4	5	5

EXECUTIVE OFFICES

Office of Communications and Neighborhood Relations

Overview of Services/Programs

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

1. Graphic Design
2. Digital Communications
3. Multimedia
4. Neighborhood Relations
5. Special Events/Marketing

Major Accomplishments

1. Produced high-quality marketing and communication campaigns during the COVID-19 pandemic, including Stay Home Orlando, Virtual Brunch, Downtown Food Trucks, Census, Thank You Orlando and the Last COVID Summer.
2. Won multiple awards, including: two 3CMA Savvy Awards- Award of Excellence in Graphic Design, Printed Guides for Black History Month and Silver Circle Award in Video Production, Social Media for "In My Feelings" OPD social media video; and three Silver Telly Awards for OPD Recruitment Video and African Americans and the Vote.
3. Migrated 90% of cityoforlando.net to orlando.gov. Also, launched first microsite under the new CMS platform, orlandoasas.org.
4. Successfully transitioned to Di Vinci Resolve editing system, which was a vast improvement in eliminating down time caused by software issues.
5. Reconfigured broadcast technology and electronics to offer virtual public meetings.
6. Facilitated the 2020 Mayor's Neighborhood & Community Summit and increased attendance 18.4% over the 2019 Summit.
7. Assisted the city with a plan addressing the issues raised by the Black Lives Matter movement and facilitated phone calls between the Mayor and neighborhood leaders and residents to discuss these issues.
8. As a part of the city's COVID-19 response, team delivered more than 20,000 masks to residents, distributed 250 yard signs as a part of the ThankYouORL campaign and maintained contact with neighborhood leaders through phone calls.
9. From the ground up, built and managed a series of mobile coronavirus testing sites in each of the city's six commissioner districts. As of 7/30/20, 3,255 tests were administered free of charge to residents.

Future Goals & Objectives

Short Term

1. Establish a system with HR that ensures materials explaining the City's brand to new employees at orientation are distributed.
2. Finalize OPD and OFD style guides and visual communications policy by September 30
3. Develop a unique voice and perspective on the city's Instagram account. Specifically, increase use of Instagram Stories, to highlight events and local culture to at least three times a week allowing for more interaction and engagement.
4. Re-certify drone pilot licenses with the FAA and to get our part-time employee pilot credentials.
5. Create a community outreach plan to encourage a residents' civic engagement process with the city.
6. Create a guide and provide expertise for city departments to host safe events in light of the pandemic.
7. Use the Fireworks at the Fountain virtual event model to create three engaging and impactful virtual events through the fall event season, or until the pandemic situation improves. Events include the POW-MIA Recognition Ceremony, the Veterans Day Parade, and the Tree Lighting Celebration.

Medium Term

1. Engage with our city departments to ensure the Neighborhood Relations team is part of all public outreach plans.
2. Apply best practices and creative solutions learned from the Florida Festival and Events Association's virtual conference to improve the safety of our future in-person events.
3. Create and implement new marketing strategies for the city's signature events with an increased focus on social media.

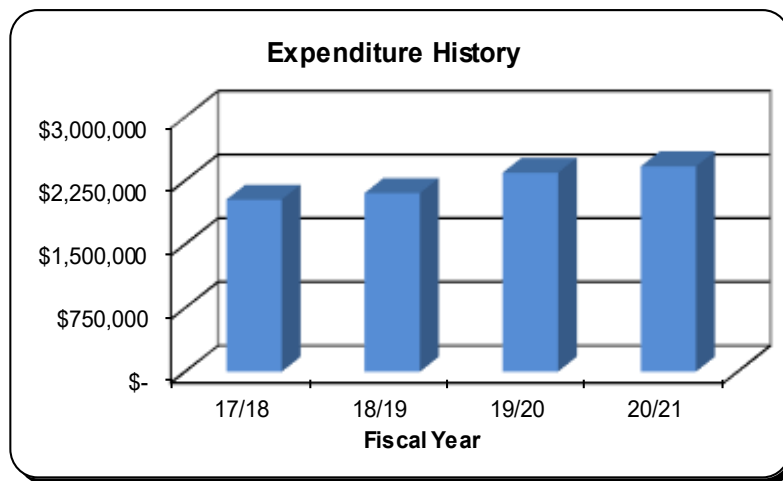
Long Term

1. Continue to expand neighborhood leadership training.
2. Seek out and assist in replacement of any city material not up to brand standards.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Communications (COM)					
0001 Communications and Neighborhood Relations	\$ 2,104,035	\$ 2,343,567	\$ 2,419,651	\$ 76,084	3.2%
TOTAL -- GENERAL FUND	\$ 2,104,035	\$ 2,343,567	\$ 2,419,651	\$ 76,084	3.2%
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS					
	\$ 2,104,035	\$ 2,343,567	\$ 2,419,651	\$ 76,084	3.2%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	19	19	20
TOTAL -- GENERAL FUND	19	19	20
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS			
	19	19	20

EXECUTIVE OFFICES

Office of the City Clerk

Overview of Services

The Office of the City Clerk is responsible for the management of three core functions:

- Office of the City Clerk
- Records and Archive Management
- Greenwood Cemetery

Major Accomplishments – City Clerk & Records Management

- Processed **170** Domestic Partnership Registries for FY 18/19
- Processed **9,273** public record requests in FY18/19, including email searches, Police records and permitting requests
- Records and Archives Management and Permitting continued working on a scanning project to transfer building documents on microfilm to a PDF electronic format enabling a much easier search function
- Implemented and utilized EasyVote Election software for the 2019 municipal election
- Worked with Executive Offices to remove documents in City Hall and transfer to Records Management
- Transferred microfilm to Records Warehouse for permanent storage and preservation purposes
- Held second Boards and Brews event to assist with recruiting new volunteers to City Advisory Boards
- Established the Board Review Committee to conduct the review of Citizen Advisory Boards

Major Accomplishments - Greenwood Cemetery

- Hosted a variety of community activities, including monthly history tours, Wreaths Across America, Memorial Day and other civic groups assisting with cleaning up gravestones
- Continued composting dead flowers and grass utilizing the knowledge gained by training with the Sustainability Office
- Renovated the Greenwood office with energy efficient lights

Future Goals and Objectives

Short Term - City Clerk & Records Management

- Work with the Orange County Supervisor of Elections to prepare for municipal elections in District 2, 4 and 6 election.
- Scanning project to convert Sunshine minutes into the Document Management System.
- Transfer Policy & Procedures into a new system to manage policies and procedures.
- Continue to streamline the citywide centralized public records process and to better capture record production costs.
- Continue to add public information and services to the City website, making access easier for citizens and eliminating the need for public record production.
- Obtain a new microfilm reader for the warehouse staff to improve response time to produce records on public record requests
- Update the reservation process to apply and reserve space at City Hall

Short Term – Greenwood Cemetery

- Finish Pulse Reflection Garden honoring all 49 victims of the Pulse tragedy using all donated funds.
- Provide public electronic access to cemetery files to lookup people who are buried at Greenwood Cemetery
- Scanning project to convert paper records into the Document Management System
- Develop self-guided tours to enhance visitor experiences
- Design and open a new section by re-platting #12
- Update the Greenwood map to include the replat of Section 12 to Section 15
- Update Greenwood signage to conform with City branding standards

Medium Term – City Clerk & Records Management

- Continue to streamline and refine the citywide email search capability and functions
- Working with Information Technology, Records and Archives Management will investigate updating the Document Management System's digital search tool to allow for easier access to public documents.

Medium Term – Greenwood Cemetery

- Have irrigation put into new Section 15

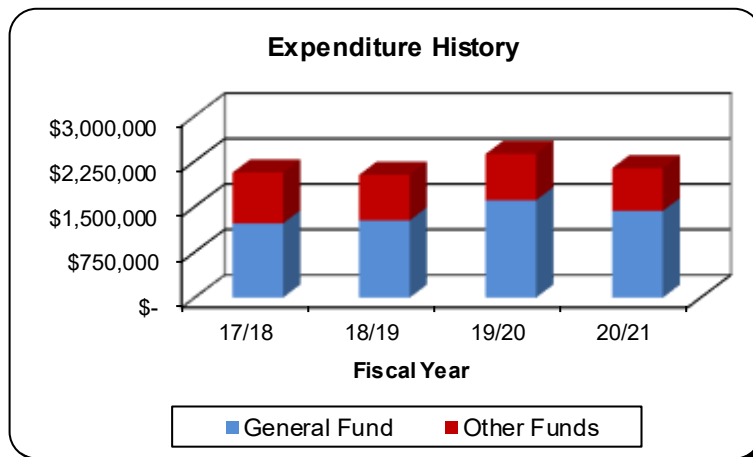
Long Term – Greenwood Cemetery

- Develop ten-year plan for Greenwood Cemetery

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the City Clerk (CLK)					
0001 City Clerk	\$ 843,926	\$ 944,136	\$ 927,308	\$ (16,828)	(1.8%)
0002 Records Management	398,829	455,500	504,038	48,538	10.7%
0005 City Elections	33,517	210,000	-	(210,000)	(100.0%)
TOTAL -- GENERAL FUND	\$ 1,276,272	\$ 1,609,636	\$ 1,431,346	\$ (178,290)	(11.1%)
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 708,564	\$ 731,573	\$ 678,015	\$ (53,558)	(7.3%)
0004 Cemetery Trust Nondepartmental	43,472	32,609	29,170	(3,439)	(10.5%)
TOTAL -- GREENWOOD CEMETERY FUND	\$ 752,036	\$ 764,182	\$ 707,185	\$ (56,997)	(7.5%)
TOTAL -- OFFICE OF CITY CLERK	\$ 2,028,308	\$ 2,373,818	\$ 2,138,531	\$ (235,287)	(9.9%)



STAFFING SUMMARY

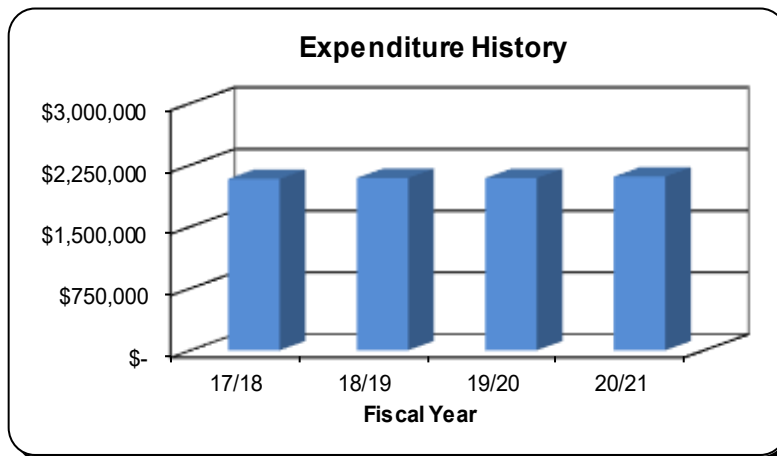
	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of the City Clerk (CLK)			
0001 City Clerk	8	8	8
0002 Records Management	4	4	5
TOTAL -- GENERAL FUND	12	12	13
GREENWOOD CEMETERY FUND #1150			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	2	2	2
TOTAL -- GREENWOOD CEMETERY FUND	2	2	2
TOTAL -- OFFICE OF CITY CLERK	14	14	15

EXECUTIVE OFFICES

Office of City Commissioners

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 358,558	\$ 353,810	\$ 355,631	\$ 1,821	0.5%
0002 City Commissioner District 2	335,752	338,773	342,248	3,475	1.0%
0003 City Commissioner District 3	363,095	371,420	375,521	4,101	1.1%
0004 City Commissioner District 4	350,028	340,857	362,352	21,495	6.3%
0005 City Commissioner District 5	341,088	336,376	340,092	3,716	1.1%
0006 City Commissioner District 6	347,201	353,188	337,000	(16,188)	(4.6%)
TOTAL -- GENERAL FUND	\$ 2,095,721	\$ 2,094,424	\$ 2,112,844	\$ 18,420	0.9%
TOTAL -- CITY COMMISSIONERS	\$ 2,095,721	\$ 2,094,424	\$ 2,112,844	\$ 18,420	0.9%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	2	2
0002 City Commissioner District 2	2	2	2
0003 City Commissioner District 3	2	2	2
0004 City Commissioner District 4	2	2	2
0005 City Commissioner District 5	2	2	2
0006 City Commissioner District 6	2	2	2
TOTAL -- COMMISSIONERS	12	12	12
TOTAL -- CITY COMMISSIONERS	12	12	12

EXECUTIVE OFFICES

Office of Chief Administrative Officer

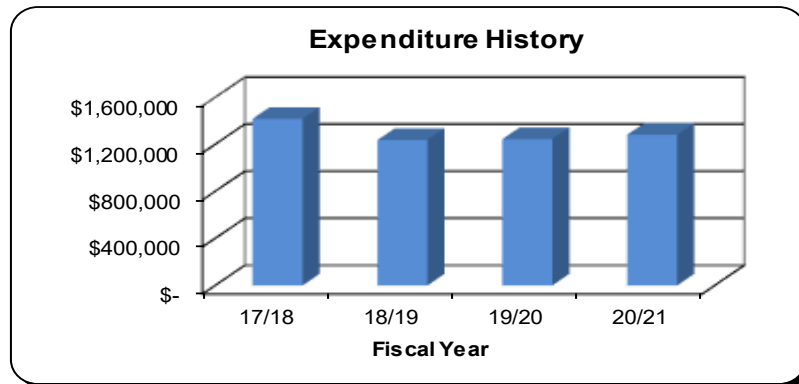
Overview of Services

The Office of the Chief Administrative Officer is responsible for implementing the policy directives of the Mayor and City Council and managing the day-to-day operations and functions of City government.

- Ensure the delivery of quality services to our citizens.
- Assist with the day-to-day administration of City operations.
- Ensure effective implementation of policies adopted by City Council.
- Ensure operational departments are delivering City services in an efficient, effective manner.
- Provide staff leadership, measure performance and establish accountability to ensure commendable customer service.

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,207,758	\$ 1,204,462	\$ 1,241,491	\$ 37,029	3.1%
0002 Workplace Giving	29,130	40,000	40,000	-	0.0%
TOTAL -- GENERAL FUND	\$ 1,236,888	\$ 1,244,462	\$ 1,281,491	\$ 37,029	3.0%
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	\$ 1,236,888	\$ 1,244,462	\$ 1,281,491	\$ 37,029	3.0%



STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
GENERAL FUND #0001			
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	6	5	5
TOTAL -- GENERAL FUND	6	5	5
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	6	5	5

EXECUTIVE OFFICES

Minority/Women Business Enterprise Division

Overview of Services

The mission of the MBE Division is to increase the capacity of City Certified minority and women-owned business enterprises (MWBE) by ensuring they receive knowledge of all contract and subcontract opportunities and resources targeted them.

The Division administers the City Code articles that assure that 18% and 6% of city subcontracts go to MBEs and WBEs, respectively, and that 18% and 6% of contractor employees are minorities and women, respectively. The Division also works to increase the number of prime contracts awarded to MWBEs.

Major Accomplishments

- For the first time the City spent more dollars with MWBE primes than subs, which is a vaulted indicator that participation in the MWBE program results in MWBEs expanding their capacities.
- Achieved \$9M payments to M/WBE subcontractors and \$13M to M/WBE prime contractors; these combined payments of \$22M represents a slight increase over total payments made in the prior fiscal year, which was \$21.5M.
- Conducted 12 “How to get Certified with the City of Orlando” Certification Training Workshops for potential MWBE certified firms.
- Improved the processes to notify MWBEs of procurement opportunities by utilizing online outreach module to provide an immediate streamlined process to notify M/WBEs about procurement opportunities.
- Afforded the opportunities for 601 City certified M/WBE firms to participate in City projects.
- Conducted quarterly “How to Do Business with the City” Certified MWBE training workshops.
- Maintained quarterly and annual Executive M/WBE compliance and certification reports.
- Final phase-out of the BLUEPRINT program, it was created to bring positive economic impact to the community of Parramore and the surrounding area with contract and employment opportunities on the City Community Venues projects.

Future Goals & Objectives

Short Term

- Issuing a Request for Proposal for a Disparity Study of the MWBE Program.
- Monitoring active projects to maximize opportunities for M/WBEs as well as assure compliance with the program’s requirements.
 - Percentage requirements met in contracting and employment
 - Workers paid Prevailing Wages and receive health care or a 20% pay premium
- Attending related construction contract/project meetings as appropriate to ensure adherence to and support of the City’s M/WBE program.
 - Communicating related information including that about available resources
- Conducting site visits to ensure appropriate utilization of M/WBEs and employment of minorities and women.

Medium Term

- Participating in more interdepartmental workshops and community events to spread *the word* about the City’s M/WBE program to enhance sustainability of City M/WBEs.

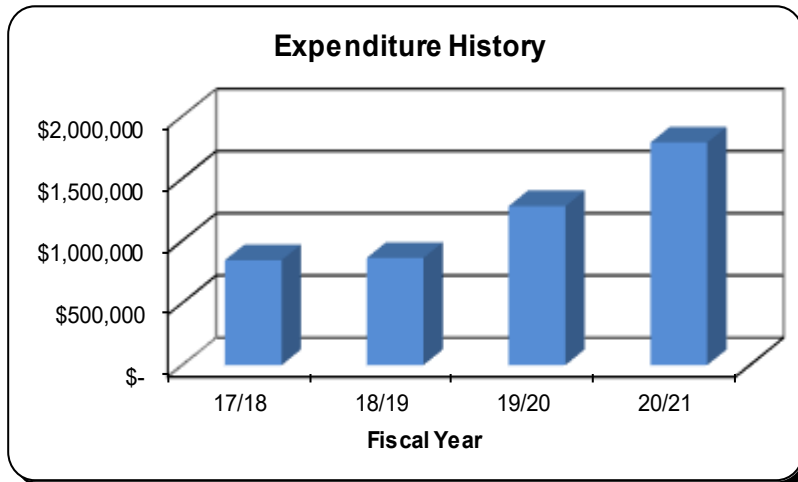
Long Term

- Refine our processes and procedures to ensure every opportunity is made for M/WBEs to participate in City and non-City contracts at the sub and prime levels.
- Advocate for M/WBEs as an important part of the City of Orlando’s continuing economic development efforts.
- Automating the division’s processes with the goal of a paperless environment.
- Participate in organizations such as the American Contract Compliance Association and the National Forum for Black Administrators to stay abreast of related information, technology and best practices.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$ 910,476	\$1,077,781	\$1,589,821	\$ 512,040	47.5%
0002 Blueprint Employment Office	(49,252)	200,000	200,000	-	0.0%
TOTAL -- GENERAL FUND	\$ 861,224	\$1,277,781	\$1,789,821	\$ 512,040	40.1%
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	\$ 861,224	\$1,277,781	\$1,789,821	\$ 512,040	40.1%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Minority / Women Business Enterprises (MBE)			
0001 MWBE	8	9	9
0002 Blueprint Employment Office	4	-	-
TOTAL -- GENERAL FUND	12	9	9
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	12	9	9

EXECUTIVE OFFICES

Human Resources Division

Overview of Service/Program

The **Human Resources Division** designs and manages services that result in the most efficient and effective recruitment, selection, development, retention, support, utilization and management of the City's workforce

Major Accomplishments

- Successfully negotiated collective bargaining agreements with all seven bargaining units
- Minimized grievances filed through effective interpretation and application of collective bargaining agreements
- Introduced a new virtual weight management program
- Awarded the Orlando Business Journal Healthiest Employer Award in the 1,500-4,999 employee size category
- Conducted an audit of United Healthcare's administration of health plan medical claims
- Successfully conducted all selection and promotional processes
- Processed across-the-board-increases and longevity payments for all eligible employee groups
- Implemented internal procedures to ensure compliance with the new Federal CARES Act
- Offered a new voluntary vision benefit to eligible employees and retirees

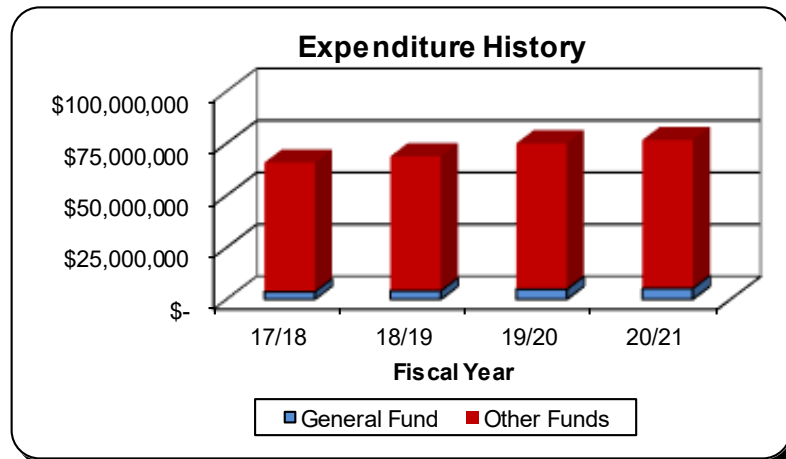
Future Goals and Objectives

- Advertise and negotiate new external contracts for Employee Benefits as appropriate
- Continue to design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support and utilization of the City workforce
- Continue to ensure compliance with all ACA mandates
- Complete Human Resources policy updates
- Continue to evaluate and implement Workday releases
- Successfully implement a new pension benefit administration system

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Human Resources Division (HRD)					
0001 Human Resources	\$ 554,051	\$ 700,669	\$ 725,447	\$ 24,778	3.5%
0002 Human Resources Nondepartmental	688,919	855,758	848,434	(7,324)	(0.9%)
0003 Human Resource Records	325,912	359,314	354,421	(4,893)	(1.4%)
0004 Employment and Recruitment	875,546	952,711	1,000,807	48,096	5.0%
0005 Human Resources Training	323,553	468,521	540,650	72,129	15.4%
0007 Labor Relations	366,234	462,497	568,918	106,421	23.0%
0008 Compensation and Benefits	971,961	1,074,985	1,195,970	120,985	11.3%
TOTAL -- GENERAL FUND	\$ 4,106,176	\$ 4,874,455	\$ 5,234,647	\$ 360,192	7.4%
HEALTH CARE FUND #5010					
Human Resources Division (HRD)					
0006 Healthcare	\$64,539,464	\$70,048,977	\$71,216,084	\$ 1,167,107	1.7%
TOTAL -- HEALTH CARE FUND	\$64,539,464	\$70,048,977	\$71,216,084	\$ 1,167,107	1.7%
RISK MANAGEMENT FUND #5015					
Human Resources Division (HRD)					
0009 Wellness	\$ 149,152	\$ 142,752	\$ 142,680	\$ (72)	(0.1%)
TOTAL -- RISK MANAGEMENT FUND	\$ 149,152	\$ 142,752	\$ 142,680	\$ (72)	(0.1%)
TOTAL -- HUMAN RESOURCES DIVISION	\$68,794,792	\$75,066,184	\$76,593,411	\$ 1,527,227	2.0%



EXECUTIVE OFFICES

STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Human Resources Division (HRD)			
0001 Human Resources	5	5	5
0003 Human Resource Records	4	4	4
0004 Employment and Recruitment	8	8	8
0005 Human Resources Training	1	2	2
0007 Labor Relations	3	3	4
0008 Compensation and Benefits	9	10	10
TOTAL -- GENERAL FUND	30	32	33
<u>HEALTH CARE FUND #5010</u>			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
<u>RISK MANAGEMENT FUND #5015</u>			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
TOTAL -- HUMAN RESOURCES DIVISION	32	34	35

EXECUTIVE OFFICES

City Attorney's Office

Overview of Services

The mission of the City Attorney's Office is to provide excellent municipal legal services and to do so in an effective and cost-efficient manner that supports the delivery of top-tier local government services.

The City Attorney is supported by one part-time Deputy City Attorney, four full-time Chief Assistant City Attorneys, 14 full-time Assistant City Attorneys (including the City Prosecutor), two part-time Assistant City Attorneys, and a staff of paralegals and legal assistants. The office is organized into five sections: Planning and Zoning/Economic Development; Public Works/Transportation; Criminal Justice; Real Estate and Housing; and Labor/Employment/Civil Litigation.

Major Accomplishments

- Completed agreements to establish a major park in the packing district.
- Developed Resolution and policy guaranteeing fair treatment of all in the City of Orlando.
- Completed updates to the elections code.

Future Outlook

Short Term

- Finalize agreements for Lake Lorna Doone Park improvements.
- Finalize transfer of Burnham agreements to UCF

Medium Term

- Continue legal support for the City's homeless initiatives and affordable housing.
- Provide legal support for the City's Smart Cities initiatives.

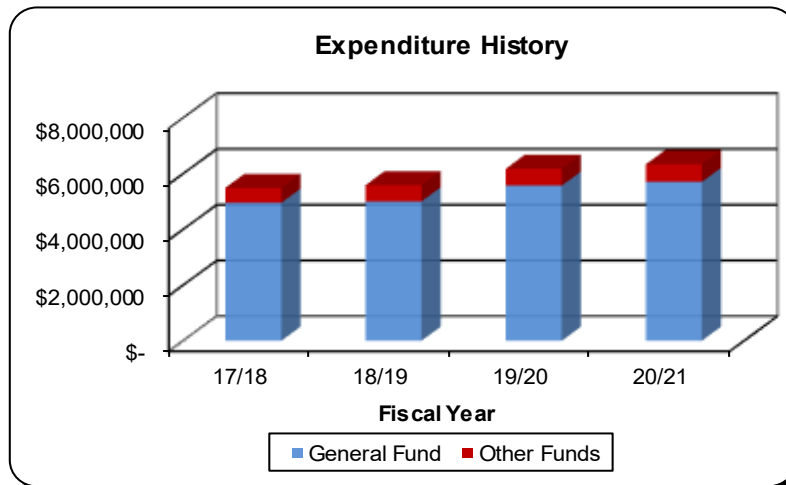
Long Term

- Facilitate development of under I Park.
- Continue streamlining and modernizing the City's code of ordinances and internal policies and procedures.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,313,171	\$ 4,764,360	\$ 4,885,925	\$ 121,565	2.6%
0002 Audit Services and Management Support	687,103	806,110	818,974	12,864	1.6%
TOTAL -- GENERAL FUND	\$ 5,000,275	\$ 5,570,470	\$ 5,704,899	\$ 134,429	2.4%
RISK MANAGEMENT FUND #5015					
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	\$ 581,378	\$ 601,836	\$ 632,067	\$ 30,231	5.0%
TOTAL -- RISK MANAGEMENT FUND	\$ 581,378	\$ 601,836	\$ 632,067	\$ 30,231	5.0%
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 5,581,653	\$ 6,172,306	\$ 6,336,966	\$ 164,660	2.7%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Attorney's Office (LEG)			
0001 City Attorney	30	30	30
0002 Audit Services and Management Support	5	5	5
TOTAL -- GENERAL FUND	35	35	35
RISK MANAGEMENT FUND #5015			
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	5	5	5
TOTAL -- RISK MANAGEMENT FUND	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	40	40	40

EXECUTIVE OFFICES

Office of Sustainability & Resilience

Overview of Services

The Office of Sustainability & Resilience is responsible for the coordination, development, integration, and management of Mayor Dyer's Green Works Orlando initiatives, focused on municipal and community-wide goals in the areas of:

- Green buildings
- Clean energy
- Local food systems
- Zero waste
- Livability
- Electric and Alternative transportation
- Clean water

The Green Works Orlando initiative reflects Mayor Buddy Dyer's commitment to sustainability, climate action, and his comprehensive goals that aim to enhance quality of life and well-being for all residents; generate diverse economic growth and job creation in the green economy; protect natural resources and the environment; and create equitable access to resources and services for the entire Orlando community.

Our mission has recently expanded to focus on improving the City's "resiliency". Each topic now has an area dedicated to resiliency, which is the capacity of a system to bounce forward from any disturbance and maintain its functions and controls.

Major Accomplishments: 2019 - 2020

- Saved more than \$2 million in annual energy savings through major retrofitting efforts at City-owned community centers, fire stations and administration buildings.
- Facilitated more than 232 buildings in the Greater Orlando area to meet green building standards, including 15 new buildings within Orlando achieving U.S Green Building Council's Leadership in Energy and Environmental Design (LEED) certification, including the new Orlando Police Headquarters, Records and Permitting building, and several fire stations.
- Exceeded 10% of our municipal operations with renewable electricity by installing 530 Kilowatts (KW) of rooftop solar panels and purchasing over 5.2 Megawatts (MW) of Orlando Utility Commission (OUC) community solar electricity for City Ops
- Expanded more than 350 EV charging stations in our region with OUC and community businesses.
- Planted more than 20,000 trees on city right-of-way and private properties.
- Distributed more than 8,000+ backyard composters to city residents.
- Provided businesses with Commercial Food Waste Collection service, diverting nearly 4 million pounds of food waste to date through the program.
- Converted more than 72 solid waste disposal trucks to Compressed Natural Gas and hydraulic hybrids, with commitments to 100% alternative fuels by 2030. Also, we have added 200+ EV and Hybrids to City fleet.
- Passed climate policy that commits the City to 100% renewable energy by 2030 for City operations and 2050 Citywide.
- Implemented mandatory commercial and multifamily recycling policy
- Certified as a "LEED Gold City" by the US Green Building Council (Jan 2020)

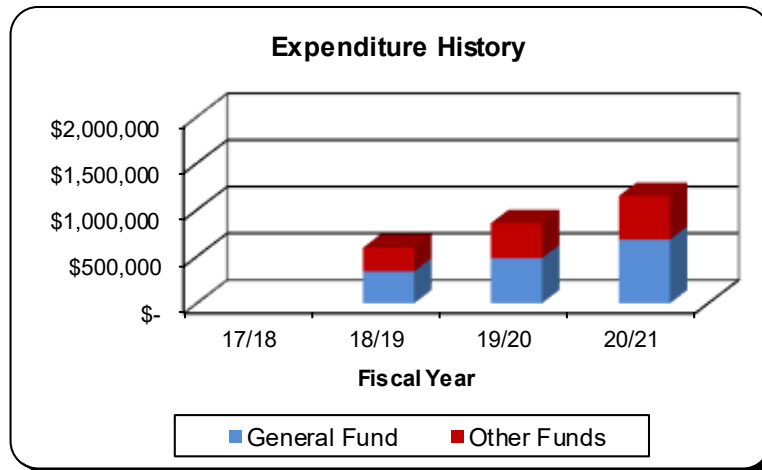
Future Goals and Objectives: 2020 - 2021

- Develop Orlando Climate Adaptation / Resiliency Plan
- Install at least 1 MW solar power on 10 City facilities and procure up to 20 MW from the OUC solar farm
- Expand 100+ additional publically-available EV charging stations on City property and right-of-ways and implement EV-Ready policy for new construction
- Implement LEED Silver P&P into City policy and develop the 'Green Building Incentive Program' for new private construction
- Launch the "Orlando Tiny Green Home" exhibit at Orlando Science Center

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Sustainability (SUS)					
0001 Office of Sustainability	\$ 341,031	\$ 482,971	\$ 683,437	\$ 200,466	41.5%
TOTAL -- GENERAL FUND	\$ 341,031	\$ 482,971	\$ 683,437	\$ 200,466	41.5%
SOLID WASTE FUND #4150					
Office of Sustainability (SUS)					
0002 Solid Waste Sustainability Support	\$ 255,825	\$ 376,360	\$ 466,783	\$ 90,423	24.0%
TOTAL -- SOLID WASTE FUND	\$ 255,825	\$ 376,360	\$ 466,783	\$ 90,423	24.0%
TOTAL -- OFFICE OF SUSTAINABILITY	\$ 596,857	\$ 859,331	\$ 1,150,220	\$ 290,889	33.9%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Sustainability (SUS)			
0001 Office of Sustainability	3	3	4
TOTAL -- GENERAL FUND	3	3	4
SOLID WASTE FUND #4150			
Office of Sustainability (SUS)			
0002 Solid Waste Sustainability Support	2	2	3
TOTAL -- SOLID WASTE FUND	2	2	3
TOTAL -- OFFICE OF SUSTAINABILITY	5	5	7

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Minority/Women Business Enterprise Division	Number of M/WBE community outreach events	28	19	25
Office of Communications and Neighborhood Relations	Percentage of City Council meetings and associated workshops delivered in fully accessible broadcasting via digital and social media platforms.	50%	60%	75%
Office of Communications and Neighborhood Relations	Number of resident-focused association and community meetings attended by staff annually.	150	120	130
Office of Community Affairs	Number of community events and special meetings with participation by OCA staff.	295	193	175
Office of Community Affairs	Percentage of available funds awarded to human service and arts organizations.	100%	100%	100%
Office of Community Affairs	Percent of grant funds awarded Mayor's Matching Grants (MMG)	100%	110%	100%
Office of Community Affairs	Percentage of CIP/Arts awarded funds utilized to complete stated goals and objectives.	90%	90%	90%
Office of Sustainability & Resilience	Percentage of City buildings in compliance with Building Energy & Water Efficiency Strategy (BEWES) policy.	46%	40%	50%

Fiscal

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
City Attorney's Office	Annual benefits from revenue audits conducted by the Audit Services function.	\$361,470	\$300,000	\$310,000
Executive Offices	Executive Offices Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-0.6%	-2.2%	+/-5%

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report (continued)

Internal Processes

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Minority/Women Business Enterprise Division	Percentage of accepted certification applications processed within a week	100%	95%	100%
Office of the City Clerk	Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	68%	75%	75%
Office of the City Clerk	Average number of days to close a public records request	5.6	5	5
Office of Communications and Neighborhood Relations	Average rounds of work product edits per Graphics Team deliverable.	5	2	2

Outcome & Mission

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
City Attorney's Office	Percentage of ordinance violations successfully prosecuted	99%	99%	99%
Office of Sustainability & Resilience	Percentage of City divisions & offices involved in sustainability initiatives	75%	78%	80%
Office of Sustainability & Resilience	Number of City staff trained in Green Works Academy (employee education)	102	130	160

EXECUTIVE OFFICES

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2019-2020 BY THE NUMBERS:

FLEET AND FACILITIES



2,450
total assets



10,586
Facilities work requests



2,350,620
gallons of fuel used



\$4,636,534
total fuel cost

FINANCE



\$23,878,341
grant funding awarded to
the city across 42 grants



58%

more grant applications
submitted by the city
over fiscal year 2019

31%

increase in the total
number of grants
awarded to the city
over fiscal year 2019

41 consecutive
years

receiving the Certificate of Achievement for
Excellence in Financial Reporting from the
Government Finance Officers Association.



45,752
procurement card transactions



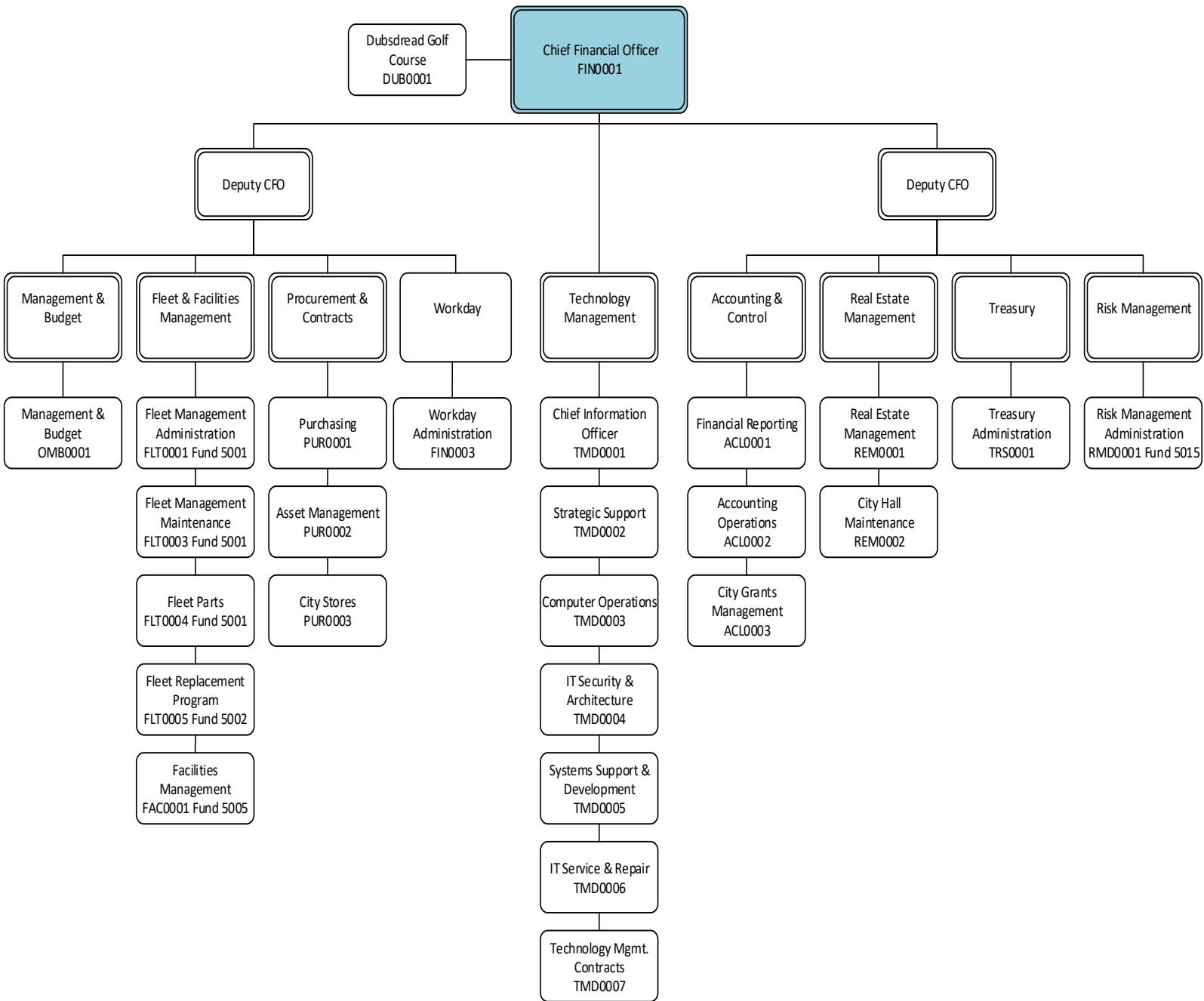
89,538
A/P invoices processed
10/01/2019 - 09/30/2020



49,422
payments processed through
city cashier's system totaling
\$143,373,341
10/01/2019 - 09/30/2020

The Office of Business & Financial Services safeguards the assets and manages the financial affairs of the City including revenue collection, real estate, cash disbursements, accounting and financial reporting, investments, debt management and risk management.

BUSINESS AND FINANCIAL SERVICES



Department Mission Statement

The mission of the Office of Business and Financial Services is to safeguard the assets and manage the financial affairs of the City, including revenue collections, real estate, cash disbursements, accounting and financial reporting, investments, debt management and risk management; to maintain reasonable internal controls to protect the City's assets and ensure the timely and accurate recording of transactions in accordance with standards for local governments; to provide services that support the operation of the City departments; to manage the City's investment and debt portfolios; and to provide timely advice to the City's elected and appointed officials on issues affecting the current and future financial affairs of the City.

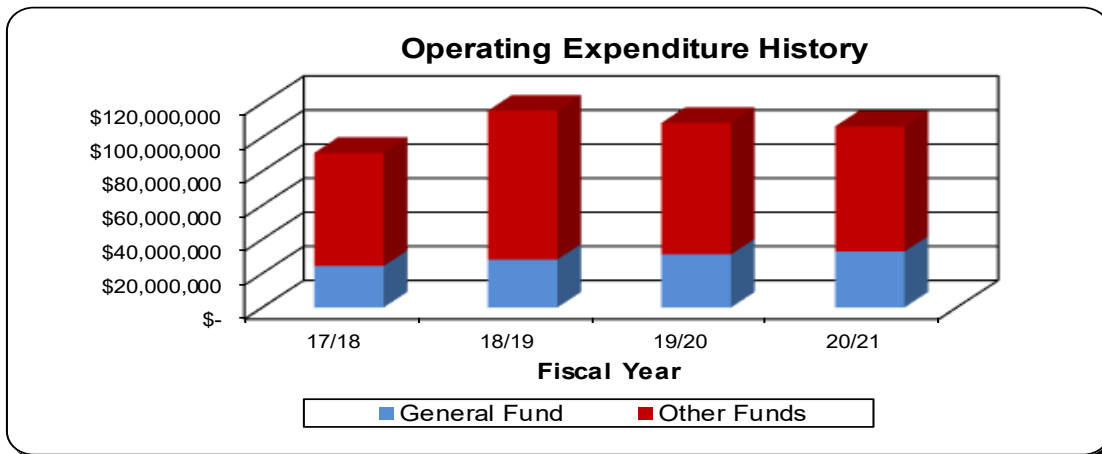
BUSINESS AND FINANCIAL SERVICES

DEPARTMENT EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>GENERAL FUND #0001</u>					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 922,225	\$ 1,154,814	\$ 1,068,175	\$ (86,639)	(7.5%)
0002 Nondepartmental - CFO	723,903	700,541	998,280	297,739	42.5%
0003 Workday Administration	344,979	666,405	583,172	(83,233)	(12.5%)
Accounting and Control Division (ACL)					
0001 Financial Reporting	989,609	1,228,063	1,189,155	(38,908)	(3.2%)
0002 Accounting Operations	1,440,679	1,464,144	1,719,760	255,616	17.5%
0003 City Grants Management	172,998	356,794	313,192	(43,602)	(12.2%)
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	7,169	6,283	6,283	-	0.0%
Management and Budget Division (OMB)					
0001 Management and Budget	643,806	678,209	715,369	37,160	5.5%
Procurement and Contracts Division (PUR)					
0001 Purchasing	1,567,743	1,644,335	1,660,384	16,049	1.0%
0002 Asset Management	287,544	307,982	307,145	(837)	(0.3%)
0003 City Stores	304,991	330,976	333,946	2,970	0.9%
0004 Purchasing Auctions	1,059	36,500	36,500	-	0.0%
Real Estate Management Division (REM)					
0001 Real Estate Management	918,579	788,479	761,813	(26,666)	(3.4%)
0002 City Hall Maintenance	2,612,837	2,551,836	2,811,761	259,925	10.2%
Information Technology Division (TMD)					
0001 Chief Information Officer	724,319	1,120,856	1,194,708	73,852	6.6%
0002 Strategic Support	2,277,734	2,435,648	2,641,813	206,165	8.5%
0003 Computer Operations	2,799,445	2,987,571	3,056,030	68,459	2.3%
0004 IT Security and Architecture	1,481,670	1,835,219	1,845,213	9,994	0.5%
0005 Systems Support and Development	2,557,673	2,342,832	2,781,853	439,021	18.7%
0006 IT Service and Repair	83,590	78,100	40,100	(38,000)	(48.7%)
0007 Information Technology Contracts	6,881,757	8,020,810	8,271,141	250,331	3.1%
Treasury Division (TRS)					
0001 Treasury Administration	407,985	466,571	546,096	79,525	17.0%
Fleet and Facilities Division (FLT)					
0006 Fleet and Facilities Administrative Support	1,633	-	-	-	N/A
TOTAL -- GENERAL FUND	\$28,153,927	\$31,202,968	\$ 32,881,889	\$ 1,678,921	5.4%
<u>CITY STORES INVENTORY FUND #0006</u>					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,633,210	\$ -	\$ -	\$ -	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,633,210	\$ -	\$ -	\$ -	N/A
<u>DUBSDREAD GOLF COURSE FUND #0015</u>					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 2,674,919	\$ 2,332,148	\$ 2,377,704	\$ 45,556	2.0%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 2,674,919	\$ 2,332,148	\$ 2,377,704	\$ 45,556	2.0%

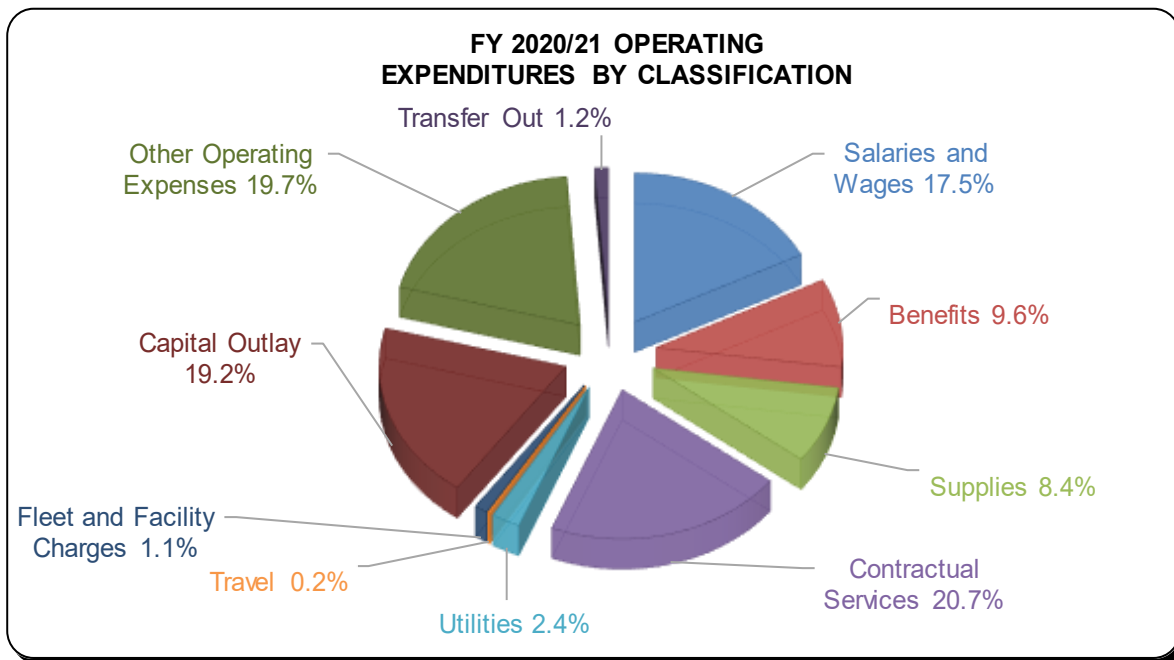
BUSINESS AND FINANCIAL SERVICES

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
<u>FLEET MANAGEMENT FUND #5001</u>					
Fleet Management Division (FLT)					
0001 Fleet Management Administration	\$ 2,533,425	\$ 2,388,821	\$ 2,872,137	\$ 483,316	20.2%
0003 Fleet Management Maintenance	14,504,544	15,625,399	16,322,388	696,989	4.5%
0004 Fleet Parts	505,337	534,156	544,974	10,818	2.0%
TOTAL -- FLEET MANAGEMENT FUND	\$ 17,543,306	\$ 18,548,376	\$ 19,739,499	\$ 1,191,123	6.4%
<u>FLEET REPLACEMENT FUND #5002</u>					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 27,857,013	\$ 26,670,766	\$ 19,694,933	\$ (6,975,833)	(26.2%)
TOTAL -- FLEET REPLACEMENT FUND	\$ 27,857,013	\$ 26,670,766	\$ 19,694,933	\$ (6,975,833)	(26.2%)
<u>FACILITIES MANAGEMENT FUND #5005</u>					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 19,939,811	\$ 14,370,439	\$ 15,606,783	\$ 1,236,344	8.6%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ 19,939,811	\$ 14,370,439	\$ 15,606,783	\$ 1,236,344	8.6%
<u>RISK MANAGEMENT FUND #5015</u>					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 798,697	\$ 1,069,933	\$ 834,560	\$ (235,373)	(22.0%)
0002 Risk Management Financial	17,064,428	14,268,888	15,264,741	995,853	7.0%
TOTAL -- RISK MANAGEMENT FUND	\$ 17,863,126	\$ 15,338,821	\$ 16,099,301	\$ 760,480	5.0%
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 115,665,312	\$ 108,463,518	\$ 106,400,109	\$ (2,063,409)	(1.9%)



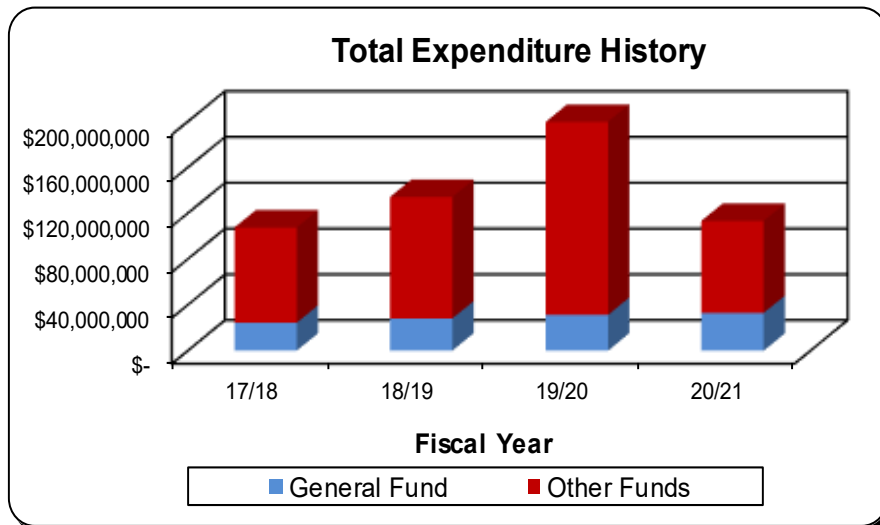
BUSINESS AND FINANCIAL SERVICES

Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 15,895,309	\$ 16,870,460	\$ 18,626,303	\$ 1,755,843	10.4%
Benefits	9,064,342	10,196,465	10,174,398	(22,067)	(0.2%)
Supplies	10,505,395	8,725,017	8,999,168	274,151	3.1%
Contractual Services	20,335,189	20,779,583	21,981,879	1,202,296	5.8%
Utilities	2,508,950	2,530,904	2,605,858	74,954	3.0%
Travel	87,683	208,690	197,822	(10,868)	(5.2%)
Fleet and Facility Charges	1,631,889	1,314,004	1,169,119	(144,885)	(11.0%)
Capital Outlay	31,359,388	22,681,372	20,463,268	(2,218,104)	(9.8%)
Other Operating Expenses	19,937,188	23,643,404	20,957,294	(2,686,110)	(11.4%)
Transfer Out	4,339,980	1,513,619	1,225,000	(288,619)	(19.1%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 115,665,312	\$ 108,463,518	\$ 106,400,109	\$ (2,063,409)	(1.9%)



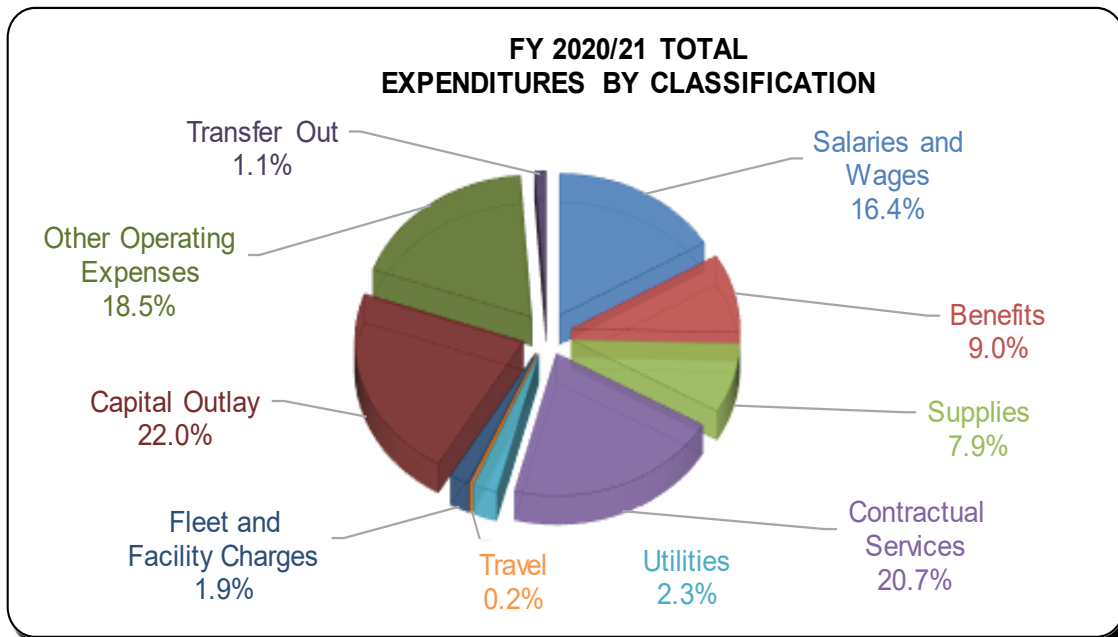
BUSINESS AND FINANCIAL SERVICES

	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects	\$ 8,440,742	\$ 34,762,394	\$ 4,223,046	\$(30,539,348)	(87.9%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 8,440,742	\$ 34,762,394	\$ 4,223,046	\$(30,539,348)	(87.9%)
<u>REAL ESTATE ACQUISITION FUND #3006</u>					
Real Estate Management Division (REM)					
Projects	\$ 2,981,109	\$ 44,104,219	\$ 1,000,000	\$(43,104,219)	(97.7%)
TOTAL -- REAL ESTATE ACQUISITION FUND	\$ 2,981,109	\$ 44,104,219	\$ 1,000,000	\$(43,104,219)	(97.7%)
<u>PUBLIC SAFETY CONSTRUCTION 2016C BOND FUND #3033</u>					
Projects	\$ 5,295,317	\$ 4,418,165	\$ -	\$(4,418,165)	(100.0%)
TOTAL -- PUBLIC SAFETY CONSTRUCTION 2016C BOND FUND	\$ 5,295,317	\$ 4,418,165	\$ -	\$(4,418,165)	(100.0%)
<u>DESIGNATED REVENUE FUND #0005</u>					
Projects	\$ 781,163	\$ 3,765,576	\$ 1,451,030	\$(2,314,546)	(61.5%)
TOTAL -- DESIGNATED REVENUE FUND	\$ 781,163	\$ 3,765,576	\$ 1,451,030	\$(2,314,546)	(61.5%)
<u>OTHER FUNDS</u>					
Projects and Grants Other Funds	\$ 1,049,265	\$ 4,285,418	\$ 255,000	\$(4,030,418)	(94.0%)
TOTAL -- PROJECTS AND GRANTS	\$ 18,547,597	\$ 91,335,772	\$ 6,929,076	\$(84,406,696)	(92.4%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 134,212,909	\$ 199,799,290	\$ 113,329,185	\$(86,470,105)	(43.3%)



BUSINESS AND FINANCIAL SERVICES

Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 15,920,341	\$ 16,870,460	\$ 18,626,303	\$ 1,755,843	10.4%
Benefits	9,064,342	10,196,465	10,174,398	(22,067)	(0.2%)
Supplies	11,799,998	13,630,490	8,999,168	(4,631,322)	(34.0%)
Contractual Services	22,768,908	31,806,950	23,432,909	(8,374,041)	(26.3%)
Utilities	2,508,950	2,631,222	2,605,858	(25,364)	(1.0%)
Travel	100,548	299,825	197,822	(102,003)	(34.0%)
Fleet and Facility Charges	7,632,709	5,916,367	2,169,119	(3,747,248)	(63.3%)
Capital Outlay	40,133,467	86,819,107	24,941,314	(61,877,793)	(71.3%)
Other Operating Expenses	19,943,666	29,774,490	20,957,294	(8,817,196)	(29.6%)
Transfer Out	4,339,980	1,853,914	1,225,000	(628,914)	(33.9%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 134,212,909	\$ 199,799,290	\$ 113,329,185	\$(86,470,105)	(43.3%)



BUSINESS AND FINANCIAL SERVICES

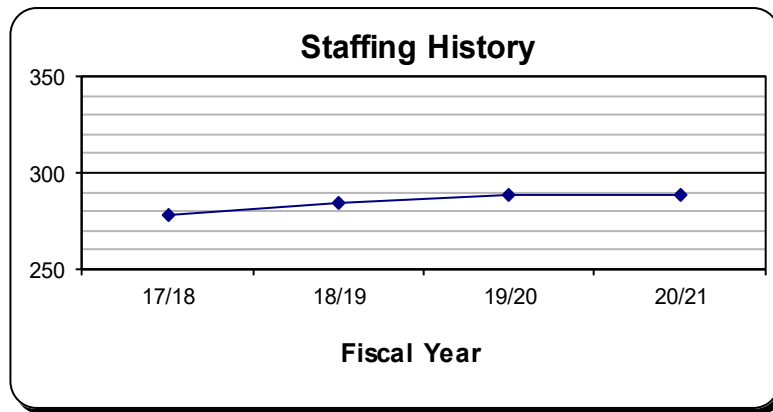
DEPARTMENT STAFFING SUMMARY

Fund	2018/19	2019/20	2020/21
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	5	5	5
0003 Workday Administration	4	4	4
Accounting and Control Division (ACL)			
0001 Financial Reporting	10	10	10
0002 Accounting Operations	16	17	19
0003 City Grants Management	2	2	2
Management and Budget Division (OMB)			
0001 Management and Budget	7	7	7
Procurement and Contracts Division (PUR)			
0001 Purchasing	16	16	16
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
Information Technology Division (TMD)			
0001 Chief Information Officer	10	10	10
0002 Strategic Support	24	25	25
0003 Computer Operations	24	24	24
0004 IT Security and Architecture	15	15	15
0005 Systems Support and Development	26	26	26
Treasury Division (TRS)			
0001 Treasury Administration	3	3	4
TOTAL -- GENERAL FUND	172	174	177
FACILITIES MANAGEMENT FUND #5005			
Facilities Management Division (FAC)			
0001 Facilities Management	49	52	52
TOTAL -- FACILITIES MANAGEMENT FUND	49	52	52
FLEET MANAGEMENT FUND #5001			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	5	6	6
0003 Fleet Management Maintenance	39	38	38
0004 Fleet Parts	7	7	7
TOTAL -- FLEET MANAGEMENT FUND	51	51	51

BUSINESS AND FINANCIAL SERVICES

DEPARTMENT STAFFING SUMMARY (continued)

Fund	2018/19	2019/20	2020/21
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>RISK MANAGEMENT FUND #5015</u>			
Risk Management Division (RMD)			
0001 Risk Management Administration	10	10	8
TOTAL -- RISK MANAGEMENT FUND	10	10	8
<u>PENSION PARTICIPANT SERVICES FUND #0018</u>			
Treasury Division (PEN)			
0009 Pension Participant Services	1	1	-
TOTAL -- PENSION PARTICIPANT SERVICES FUND	1	1	-
<u>FIRE PENSION FUND #6501</u>			
Treasury Division (PEN)			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- BUSINESS AND FINANCIAL SERVICES	284	289	289



BUSINESS AND FINANCIAL SERVICES

Chief Financial Officer

Overview of Services/Programs

Chief Financial Officer section includes Deputy Chief Financial Officers, Workday Administration and associated support staff. The CFO provides financial guidance to the Mayor and City Council as well as overseeing all financial operations of the City.

Major Accomplishments

- Worked with the Mayor and City Council to develop and implement a budget plan that provides funding to address racial equity and critical at-risk youth programs while still ensuring adequate funds are available for maintenance, infrastructure and public safety equipment.
- Provided updates to the Mayor and Commissioners regarding the impact of COVID-19 on City finances.
- Deputy Chief Financial Officer served as co-chair of the City's COVID-19 Task Force to provide recommendations on safety protocols for access to City facilities and guidance on handling COVID-19 related exposures in the workplace.
- Reaffirmed with rating agencies our existing high-quality credit through our continued sound financial management practices.
- Continued review of additional functionality available in semi-annual updates for the Workday financial system to ensure that City leadership is provided with the most accurate and relevant information for decision making.
- Provided extensive ongoing financial guidance along with direction for additional construction phases of the Dr. Phillips Center and Packing District projects.
- Provided critical business support that helped City departments provide high quality public services to our residents.

Future Goals and Objectives

Short Term

- The complexity of the community venues project will require continuing involvement of the Chief Financial Officer.
- Provide leadership for the Office of Business and Financial Services Department to create robust operating relationships between divisions and to advance a strong customer service approach when dealing with internal and external customers.
- Help develop the operational and financial plan to combat homelessness through housing opportunities and partnership with local agencies.
- Work with other City Departments on the implementation of a new Pension Administration system.

Medium Term

- Provide financial expertise to City departments on major projects to be undertaken in the ensuing fiscal year, including major capital and infrastructure investments in the Packing District.
- Produce a programmatic roadmap and testing plan to address the continued updates from Workday.
- Support the Accounting Operations and Control Division during implementation of Time Tracking within the Workday system for all employees currently recording their time in Kronos.
- Support the Procurement and Contracts Division during implementation of inventory and the Office of Management Budget during implementation of Planning within the Workday system.
- Ensure all COVID-related expenses are accurately tracked in order to seek potential reimbursement from federal funds.

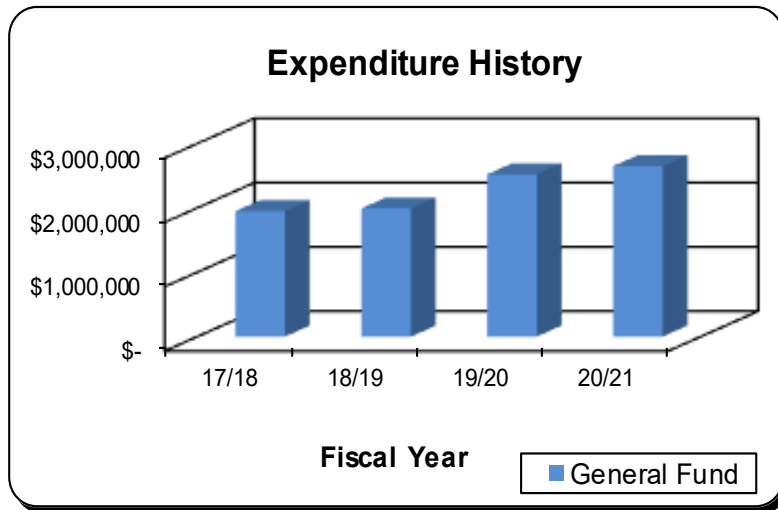
Long Term

- To continue serving as the financial advisor to the Mayor in dealings with other governmental agencies operating in and around the City, such as Orange County, Orlando Utilities Commission, LYNX, Central Florida Expressway Authority, Central Florida Commuter Rail Commission, and the Greater Orlando Aviation Authority.
- Work in partnership with Economic Development on formulating economic incentive agreements to attract businesses to the City of Orlando.
- Ensure fiscal viability of the City by monitoring indicators of any potential economic downturn.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 922,225	\$ 1,154,814	\$ 1,068,175	\$ (86,639)	(7.5%)
0002 Nondepartmental - CFO	723,903	700,541	998,280	\$ 297,739	42.5%
0003 Workday Administration	344,979	666,405	583,172	\$ (83,233)	(12.5%)
TOTAL -- GENERAL FUND	\$ 1,991,107	\$ 2,521,760	\$ 2,649,627	\$ 127,867	5.1%
TOTAL - CHIEF FINANCIAL OFFICER	\$ 1,991,107	\$ 2,521,760	\$ 2,649,627	\$ 127,867	5.1%



STAFFING HISTORY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	5	5	5
0003 Workday Administration	4	4	4
TOTAL -- GENERAL FUND	9	9	9
TOTAL - CHIEF FINANCIAL OFFICER	9	9	9

BUSINESS AND FINANCIAL SERVICES

Accounting and Control Division

Overview of Services/Programs

Accounting and Control is responsible for the receipt and disbursement of all City funds, payroll processing, financial reporting, grants oversight and monitoring, all of which are performed in accordance with government mandates. Accounting and Control prepares and publishes the annual financial reports for the City, which includes its financial operations, grants, pension, other postretirement benefits and debt disclosures.

Major Accomplishments

- Received the Certificate of Achievement for Excellence in Financial Reporting, a peer review of our annual financial report, from the Government Finance Officers Association (GFOA) for our fiscal year ended September 30, 2018 Comprehensive Annual Financial Report (CAFR) our 41st consecutive year; Received Award for Outstanding Achievement in Popular Annual Financial Reporting, (PAFR);
- Eliminated paper forms and implemented Payroll Requests in Workday to align with the City's Go Green Initiative;
- Implemented an online portal to accept customer invoice payments;
- Implemented the Cash Handling Policy 2400.5;
- Converted the external SharePoint credit card request form over to our financial software "Workday" credit card request form;
- Converted our Risk Management Department from processing AD Hoc payments to supplier payment process;
- Updated the P-Card threshold from \$1,000 to \$5,000;
- Revised and updated the Travel Expense Policy and Procedures 2400.3;
- Revised and updated the P-Card Policy and Procedures 2400.4;

Future Goals and Objectives

Short Term

- Centralize payroll bringing payroll processing for Police and Fire under one Division;
- Continue to receive the Certificate of Achievement for Excellence in Financial Reporting from the GFOA and the Award for Outstanding Achievement in PAFR Reporting; and
- Implement the new State reporting requirements for the City's Community Redevelopment Agency.

Medium Term

- Will monitor new GASB pronouncements, and new Federal and State of Florida requirements for any impact on the City's accounting or financial reporting and implement according to established guidance and requirements;
- Update the City's Grant Policy to clarify procedures for obtaining letters of commitment and letters of support for external grant applications, conducting risk assessment, and monitoring federal grant subrecipients;
- Automate the Accounts Payable settlement run process;
- Automate the bank reconciliation process through Workday; and
- Create a Commitment Accounting for Spend Authorizations and Expense Reports.

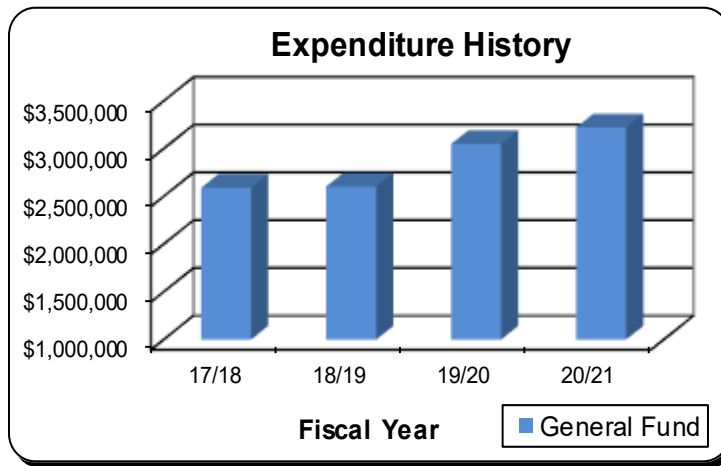
Long Term

- Centralize Accounts Payable and automate supplier invoice process into Workday through software;
- Implement Workday Time Tracking; and
- Implementation of Pension Gold pension system to process general pension and civil pension.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Accounting and Control Division (ACL)					
0001 Financial Reporting	\$ 989,609	\$ 1,228,063	\$ 1,189,155	\$ (38,908)	(3.2%)
0002 Accounting Operations	1,440,679	1,464,144	1,719,760	255,616	17.5%
0003 City Grants Management	172,998	356,794	313,192	(43,602)	(12.2%)
TOTAL -- GENERAL FUND	\$ 2,603,286	\$ 3,049,001	\$ 3,222,107	\$ 173,106	5.7%
TOTAL - ACCOUNTING AND CONTROL DIVISION	\$ 2,603,286	\$ 3,049,001	\$ 3,222,107	\$ 173,106	5.7%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Accounting and Control Division (ACL)			
0001 Financial Reporting	10	10	10
0002 Accounting Operations	16	17	19
0003 City Grants Management	2	2	2
TOTAL -- GENERAL FUND	28	29	31
TOTAL - ACCOUNTING AND CONTROL DIVISION	28	29	31

BUSINESS AND FINANCIAL SERVICES

Fleet and Facilities Management Division

Overview of Services/Programs

Fleet Management

Fleet Management assists the City's various departments in selecting the proper/equipment for specific applications; maintains and repairs over 3,650 Fleet assets to achieve their maximum economical service life and lowest lifetime maintenance costs.

Major Accomplishments

- Preventive Maintenance (PM) scheduling continues to expand use of a world class Oil and Coolant analyzer. This analyzer has reduced PM costs even further, reduced vehicle downtime, and maximizing shop resources.
- Maximized use of inventory dollars by deleting obsolete inventory or adding suggested parts. Increased productivity and reduced outsourcing is a result of the number of Fleet assets repaired.

Future Goal and Objectives

Short Term

- Continue to provide 24-hour turn-around time for repairs and increase overall customer satisfaction by maintaining open lines of communication with customers to determine their needs and servicing them through an aggressive maintenance program.

Medium Term

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

Long Term

- Fleet Management will continue to look for alternative fuels such as new sources for bio fuels, hydrogen fuel cells, hydraulic drives, hybrids, and electric vehicles.
 - Two Absorbed Natural Gas (ANG) Ford F-150's are inbound for this Fiscal Year. These vehicles use Natural Gas stored in a pressure vessel to augment/extend the range of an Internal Combustion Operated Gasoline vehicle.
 - The US Department of Energy (USDOE) and the National Renewable Energy Laboratory (NREL) have reached out to the Orlando Fleet & Facilities Management Division in hopes of collaborating in the development of Hydrogen from our on-site Compressed Natural Gas Station to power vehicles designed to operate on Hydrogen.
 - Both agencies are leveraging Research & Development funding to support the project.

Facilities Management

Overview of Services/Programs

Facilities Management maintains the City's building asset inventory supporting uses that include Fire & Police, governmental operations, parks and recreation, public use facilities, various leased properties for City and public use, and the water reclamation infrastructure.

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

Major Accomplishments

- Irma recovery efforts. (97% complete)
- City Hall renovations. (85% complete)
- Major energy efficiency project to upgrade HVAC/Lighting/Controls in 55 facilities (98% complete).
- Solar installation:
 - On ten new Buildings is at 60% Design.
- Solar expansion at the Fleet & Facilities Compound is at 100% Design completion and Bid Docs are in work.
- Design/Planning/Permitting in full swing to install one-hundred dual head level II EV charging stations City-Wide.

BUSINESS AND FINANCIAL SERVICES

Future Goals and Objectives

Short Term

- Continue efforts reviewing preventive maintenance programs shifting Division resources to meet increased service effectiveness and efficiency.
- Continue expansion of HVAC energy efficiency upgrades to City facilities.
- Continue expansion of lighting energy efficiency upgrades to City facilities.

Medium Term

- Upgrade to web-based ARCHIBUS (Pending further deployment 80% complete).
- Continue the on-boarding of Enterprise level resource management system, LUCID BuildingOS. Allowing the City to understand the total cost of ownership' of each facility, including utility and manpower expenditures.

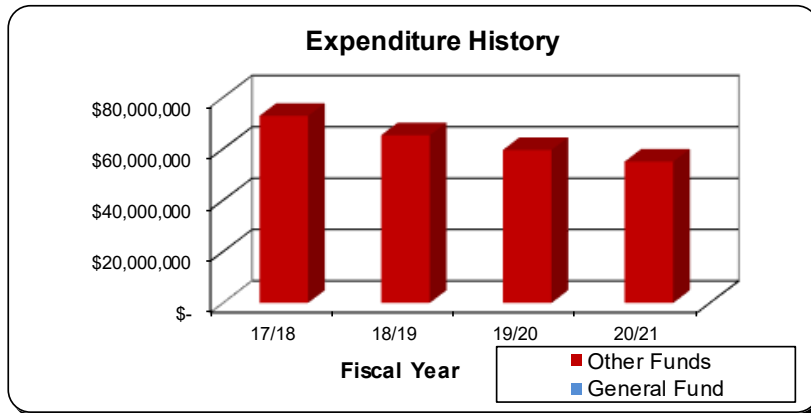
Long Term

- Continue to verify and load meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.
- Formalize Facility Condition Assessment (FCA) process to perform FCA on all occupied facilities.
- Digitizing facilities collection of blue prints and operations and maintenance manuals.
- Expand Fleet solar array to create net zero Fleet and Facilities compound.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
0006 Fleet and Facilities Administrative Support	\$ 1,633	\$ -	\$ -	\$ -	N/A
	\$ 1,633	\$ -	\$ -	\$ -	N/A
FLEET MANAGEMENT FUND #5001					
Fleet Management Division (FLT)					
0001 Fleet Management Administration	\$ 2,533,425	\$ 2,388,821	\$ 2,872,137	\$ 483,316	20.2%
0003 Fleet Management Maintenance	14,504,544	15,625,399	16,322,388	696,989	4.5%
0004 Fleet Parts	505,337	534,156	544,974	10,818	2.0%
TOTAL -- FLEET MANAGEMENT FUND	\$17,543,306	\$18,548,376	\$ 19,739,499	\$ 1,191,123	6.4%
FLEET REPLACEMENT FUND #5002					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$27,857,013	\$26,670,766	\$ 19,694,933	\$ (6,975,833)	(26.2%)
TOTAL -- FLEET REPLACEMENT FUND	\$27,857,013	\$26,670,766	\$ 19,694,933	\$ (6,975,833)	(26.2%)
FACILITIES MANAGEMENT FUND #5005					
Facilities Management Division (FAC)					
0001 Facilities Management	\$19,939,811	\$14,370,439	\$ 15,606,783	\$ 1,236,344	8.6%
TOTAL -- FACILITIES MANAGEMENT FUND	\$19,939,811	\$14,370,439	\$ 15,606,783	\$ 1,236,344	8.6%
TOTAL -- FLEET AND FACILITIES MANAGEMENT DIVISION	\$65,341,763	\$59,589,581	\$ 55,041,215	\$ (4,548,366)	(7.6%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
FLEET MANAGEMENT FUND #5001			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	5	6	6
0003 Fleet Management Maintenance	39	38	38
0004 Fleet Parts	7	7	7
TOTAL -- FLEET MANAGEMENT FUND	51	51	51
FACILITIES MANAGEMENT FUND #5005			
Facilities Management Division (FAC)			
0001 Facilities Management	49	52	52
TOTAL -- FACILITIES MANAGEMENT FUND	49	52	52
TOTAL -- FLEET AND FACILITIES MANAGEMENT DIVISION	100	103	103

BUSINESS AND FINANCIAL SERVICES

Management and Budget Division

Overview of Services/Programs

The Management and Budget Division guides the formulation, implementation, supervision and evaluation of the City's annual budget in concurrence with Florida Statutes. This includes supporting City departments in their budget preparation and use of related financial systems. The division also coordinates the five-year Capital Improvement Program. A ten-year General Fund projection is maintained to aid in long-term planning. The division regularly reviews revenues and expenditures as compared to budget to keep city leadership and the public apprised of budget performance, and facilitate the proactive resolution of any variances. These reviews are presented to City Council and posted on the City's website.

Major Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award, a peer review of our budget document, for the 17th consecutive year and improved our score over the prior year.
- Created a process for Departments to request new funding tied to Mayor's Key Priorities.
- Simplified the capital project request process.
- Continued to meet the Chief Financial Officer's goal of providing meaningful and timely financial information for decision makers, including the monthly financial report which details General and Enterprise Fund information.

Future Goals and Objectives

Short Term

- Division Manager to serve as a Functional Lead on the City-wide human resource, payroll and financial system. Specific goals will be revisions to reports used for monthly financial reports and preparation for new budgeting functionality due in 2021.
- Continue to comply with state Truth-in-Millage requirements regarding local government accountability and the requirement to post budget information to the City's official website.
- Expand our coordination with Departments by reviewing all year-end budget amendments and focusing on their impact Citywide.
- Partner with Information Technology to improve the public's access to budget information via the City's web site.

Medium Term

- As economic conditions improve, continue to analyze all funds, including the General Fund, to minimize structural budget imbalances throughout the city.
- Evaluate the need for changes to the City's capital budgeting and planning processes.
- Work with the leadership of all Internal Service Funds to ensure each fund is balancing the need to recover their costs with charging reasonable rates to City departments.
- As new staff are brought on board and others transition to different roles, strive to cross-train the division's staff and standardize practices to aid in succession planning.

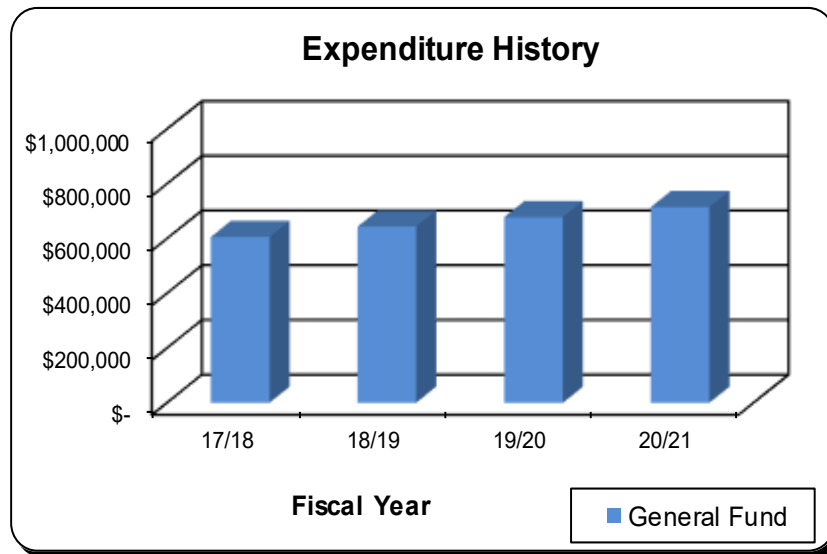
Long Term

- Continue to incorporate budgetary best practices in all aspects of budget processes including budget development, budget deliberations, communicating budget information and maintaining budget compliance.
- Continue to participate in the Government Finance Officers Association Distinguished Budget Presentation Award program. Strive to improve the budget document by responding to reviewer's comments and performing additional research. All staff will become reviewers for the program to garner additional ideas.
- Enhance and improve financial information prepared for Elected and Appointed Officials, the Audit Board, Advisory Boards and City residents.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Management and Budget Division (OMB)					
0001 Management and Budget	\$ 643,806	\$ 678,209	\$ 715,369	\$ 37,160	5.5%
TOTAL -- GENERAL FUND	\$ 643,806	\$ 678,209	\$ 715,369	\$ 37,160	5.5%
TOTAL - MANAGEMENT AND BUDGET DIVISION	\$ 643,806	\$ 678,209	\$ 715,369	\$ 37,160	5.5%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Management and Budget Division (OMB)			
0001 Management and Budget	7	7	7
TOTAL -- GENERAL FUND	7	7	7
TOTAL - MANAGEMENT AND BUDGET DIVISION	7	7	7

BUSINESS AND FINANCIAL SERVICES

Procurement and Contracts Division

Overview of Services/Program

The Procurement and Contracts Division (Procurement) is dedicated to customer service and the timely acquisition of equipment, materials, services, construction and professional services required by the City. Utilizing sound business processes, the Division manages more than 850 active contracts valued over \$1 billion. Procurement strives to support environmental preferable purchasing, procure goods and services at the best value and maximize competitive procurements and contracts with professionalism, integrity, fairness, and community inclusion. The Division is responsible for the accountability/control, transfer, and disposal of the City's capital assets through the Asset Management Program and the operation of City Stores in support of City-wide departments and emergency events. The Division makes every effort to provide excellent customer service through technological advancements, improved business processes and planned outreach programs.

Major Accomplishments

- Electronic Solicitation Responses – Completed implementation of on-line responses by suppliers for 100% of solicitations that resulted in improved accuracy, simplified process for doing business with the City, and a significant reduction in the need for paper in support of Green Works Orlando.
- Sustainability – City Council approved a new Sustainable Procurement Policy and Procedure that seeks to reduce operational environmental impacts and to promote fiscal responsibility, social equity, and community and environmental stewardship by integrating sustainability considerations into the procurement process.
- Supplier Diversity, Training and Outreach – Facilitated multiple supplier outreach workshops including “How to Do Business with the City of Orlando” with a specific audience of construction firms, NIGP Annual Reverse Trade Show, UCF Matchmaking Event, Hispanic Chamber of Commerce, Pride Chamber and others. In addition, multiple training events were provided to City employees.
- Professional Development – 74% of Procurement staff have attained professional certifications, recognizing a high standard of competency in governmental procurement contracting.
- Excellence – The Division continued to be recognized as procurement leaders by winning the FAPPO Excellence in Public Procurement award and the NPI Award of Excellence in Procurement award.
- Supply Management - City Stores continues to update the Online Shopping catalog and Green Seal items have been identified in the catalog for easy access and in support of the Green Works Orlando. In addition, City Stores has been extremely important for the City's successful response to COVID-19 and other emergency events.

Future Goals and Objectives

Short Term

- Continue updates to the Contract Management System providing for improved user interface and increased functionality.
- Continue to identify opportunities to streamline business processes and add value. Directives and Desk Instructions are continually being revised/updated and training provided to Procurement staff as part of this initiative. Develop training documents and resources for customers.
- Participate in multiple supplier community outreach events to encourage participation in the City's procurement process, increase competition and to promote utilization of M/WBE, VBE and LGBTQ+ supplier diversity and local community-based suppliers.

Medium Term

- In cooperation with Accounting and Information Technology, continue to evaluate enhancements needed in the existing ERP system to improve the processing efficiencies, timeliness and accuracy of procure-to-pay transactions.
- Enhance efficiencies of the contract/sourcing request and solicitation development stages through the development and implementation of an automated process.
- Improve the accuracy, ease of use and efficiency of RFP and RQS evaluations by automating the evaluation scoring and ranking process.

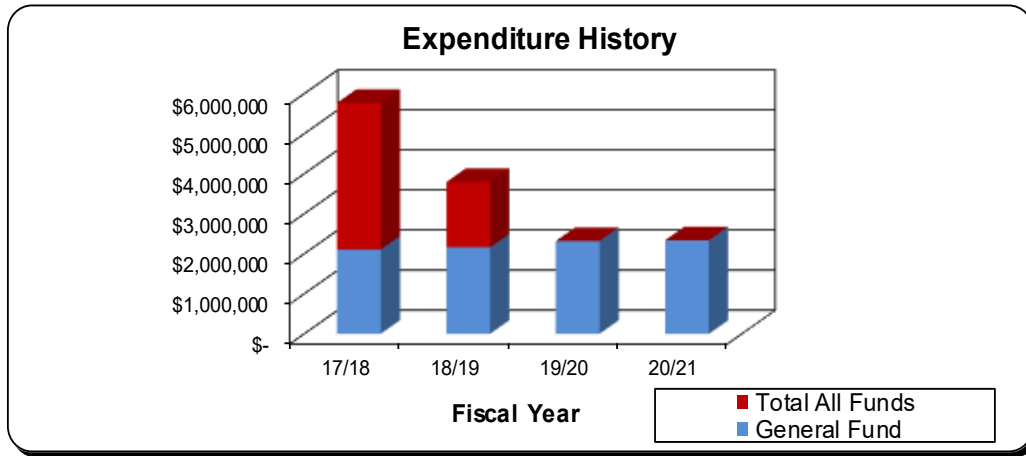
Long Term

- Strategic Sourcing – Collect and analyze spend data to identify strategic sourcing opportunities to achieve documented savings.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Procurement and Contracts Division (PUR)					
0001 Purchasing	\$ 1,567,743	\$ 1,644,335	\$ 1,660,384	\$ 16,049	1.0%
0002 Asset Management	287,544	307,982	307,145	(837)	(0.3%)
0003 City Stores	304,991	330,976	333,946	2,970	0.9%
0004 Purchasing Auctions	1,059	36,500	36,500	-	0.0%
TOTAL -- GENERAL FUND	\$ 2,161,337	\$ 2,319,793	\$ 2,337,975	\$ 18,182	0.8%
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,633,210	\$ -	\$ -	\$ -	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,633,210	\$ -	\$ -	\$ -	N/A
TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION	\$ 3,794,547	\$ 2,319,793	\$ 2,337,975	\$ 18,182	0.8%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Procurement and Contracts Division (PUR)			
0001 Purchasing	16	16	16
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
TOTAL -- GENERAL FUND	22	22	22
TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION	22	22	22

BUSINESS AND FINANCIAL SERVICES

Real Estate Management Division

Overview of Services/Programs

The Real Estate Management Division acquires real property at the best possible price and terms; identifies and sells surplus property in order to reduce maintenance costs and return properties to the tax roll; acquires access and easements for various public works projects; markets and leases City owned property to generate revenue; coordinates appraisals, title work, closings, environmental studies and surveys for City real estate projects; manages Orlando City Hall including security, vending, postal and maintenance; as well as other City-owned property.

Major Accomplishments

- Assisted the CRA with the acquisition of vacant lots for infill development, disposition of homes and redevelopment of vacant infill lots in Parramore; Assisted Housing Dept with disposition of nine (9) NSP homes for low income rental; Completed disposition of land in Creative Village for Parcel U (Mill Creek/Modera) and T/T-1 (EA Tiburon) development, Completed disposition of Orange Lot to Orlando Magic.
- Completed acquisition of three (3) blighted properties on Silver Star Rd; Completed lease of OPD communication tower site in Lake Nona.
- Completed renovation of City Hall 9th floor; Commenced renovation of basement/wellness center.
- Audited TRIM notices for all City owned property; Maintained 95% occupancy of all City-owned properties available for rent; Completed numerous new leases, renewals, amendments, facility use agreements and other agreements and leasing of retail spaces in parking garages.

Future Goals and Objectives

Short Term Goals

- Complete disposition of remaining Parcels in Creative Village that are available for redevelopment, Orange Center Blvd/Hannibal Square sites, Peppertree Shores/Peppertree Circle/Blue Sky sites on Mercy Dr and Parramore Oaks Phase II in Parramore for future housing development and follow process for affordable housing development.
- Assist Housing Dept with acquisition of one (1) home to complete NSP 1 and acquire property for CDBG, Assist Housing Dept and CRA with solicitation, disposition and development process for infill housing in Parramore; Complete disposition of McCoy Annex/Southport residential/mixed use development; Continue coordination with Planning, Legal and other departments to implement a Real Estate review process for major plats and development agreements in which right-of-way and/or parcels of land are required to be transferred to the City and to correct previous plat errors.
- Acquire, dispose, exchange land and easements, and/or facilitated various projects including:
 - Court Street Solid Waste trash compactor, Terry Avenue Extension; OPD satellite/substation and Southeast Government Center; South Pond expansion; Temporary Fire Station 11; property for future southeast fire stations; Lake Nona acreage for Water Reclamation; fire station and park sites in the Poitras Packing District; and fire station sites in the Storey Park and Vista Park developments.
- Complete basement renovations, including energy efficiency upgrades for lighting; Begin renovations on 4th and 7th floor break rooms; Complete Real Estate Consultants RFP; Complete City-Wide Vending RFP.

Medium Goals

- Maintain an occupancy rate on City property available for lease at 80% or above; Modify current cell tower agreements to allow upgrades and lease additional space to communication providers to increase revenues.
- Identify property for sale for relocation of Box Yard and Solid Waste; Identify property for relocation of OFD stations; Assist FPR with relocation of Downtown Rec Center and Pottery Studio to Grand Avenue site and Tennis Center to the Packing District.

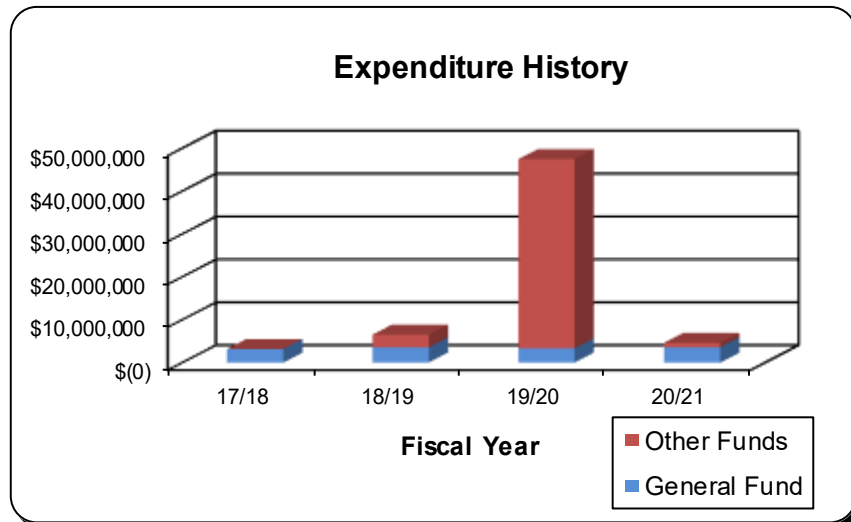
Long Term Goals

- Identify, market and dispose of surplus property in a manner that furthers the City's strategic objectives; evaluate the long-term needs and appropriate rental payments for property the City leases from others.
- Continue to purchase property for extension of Pres Barack Obama Pkwy (Mission Rd), Terry Avenue and Hazeltine Rd projects; Acquire property for future Fire Station sites in southeast sector.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Real Estate Management Division (REM)					
0001 Real Estate Management	\$ 918,579	\$ 788,479	\$ 761,813	\$ (26,666)	(3.4%)
0002 City Hall Maintenance	2,612,837	2,551,836	2,811,761	259,925	10.2%
TOTAL -- GENERAL FUND	\$ 3,531,417	\$ 3,340,315	\$ 3,573,574	\$ 233,259	7.0%
REAL ESTATE ACQUISITION FUND #3006					
Real Estate Management Division (REM)					
Projects	\$ 2,981,109	\$44,104,219	\$ 1,000,000	\$(43,104,219)	(97.7%)
TOTAL -- REAL ESTATE ACQUISITION FUND	\$ 2,981,109	\$44,104,219	\$ 1,000,000	\$(43,104,219)	(97.7%)
TOTAL -- REAL ESTATE MANAGEMENT DIVISION	\$ 6,512,526	\$47,444,534	\$ 4,573,574	\$(42,870,960)	(90.4%)



STAFFING HISTORY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4

BUSINESS AND FINANCIAL SERVICES

Information Technology Department

Overview of Services/Programs

The Information Technology Department, with the direction of the Chief Information Officer, provides secure and innovative IT Services, Solutions and Strategy that align with the overall citywide vision and goals. IT functional areas consist of Strategy and Architecture, Information Security, Digital Services, Infrastructure Management, Integration and Development (DevOps), Geographic Information Systems, IT Support and IT Project Management.

Major Accomplishments

Fiscal Year 2020 (October 1 – September 30)

- Completed the Economic Development Information System (EDIS) core system
- Completed joint Police and Fire computer aided dispatch with software and hardware Mobile upgrade
- Completed OPD end user device replacements and updated Law Enforcement Records Management System
- Updated the City's Two Form Factor authentication solution
- Securely expanded, supported and optimized remote work from home capabilities such as Networks, Video Conferencing and Telecommunications in response to the nationwide pandemic
- Enabled virtual public meetings
- Enhanced the City's Cloud strategy in support of Business Continuity and Storage Expansion planning
- Enhanced the capabilities of the City's Cloud Strategy by implementing a Cloud based Call Center
- Implemented City Wide Digital signature and Certificate solutions
- Increased digital service and expanded Customer Experience Measurement program
- Transitioned Orlando.gov and launched new City websites
- Completed Phase II of Public Works departmental solution
- Completed Phase I of real-time crime center technologies
- Microsoft OS upgrades, SQL server database upgrades and Office 365 ProPlus deployment
- Strengthened the City's overall Security posture by continuing to raise Cyber security awareness
- Securely managed existing citywide Information Systems and Technology
- Digital Signage Proof of Concept – Phase I
- Information technology security improvement projects

Future Goals and Objectives

Short Term (Less than 3 Months)

- Enhance the City's Cloud strategy and additional implementation and implement departmental cloud call center
- Compliance, strategy, and security projects
- Implement real-time crime center technologies – Phase II
- Deployment of Phase I Geographic post disaster incident management system
- Improve mobile device management
- Data warehouse implementation – Phase I
- Implement Customer relationship management (CRM) - Phase I
- Information Technology Service Management System (ITSM) - Phase I

Medium Term (3-to-9 Months)

- Network Infrastructure upgrades and Network Service Provider upgrades
- End user device life cycle replacement
- Pilot document management solution
- Building access control system upgrade
- Retirement of legacy systems
- Migrate to fully enable remote workforce for end user devices
- Phone system replacement
- Fire Station Alerting System

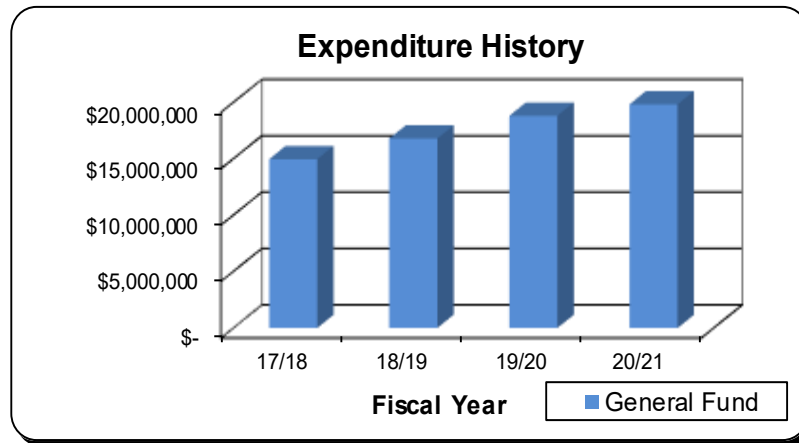
Long Term (Greater than 9 Months)

- Enterprise Wide SQL upgrade and Enterprise Document Management System Implementation
- Fire Department Records Management System - Phase I
- Camera system project and complete the ITSM project

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Information Technology Division (TMD)					
0001 Chief Information Officer	\$ 724,319	\$ 1,120,856	\$ 1,194,708	\$ 73,852	6.6%
0002 Strategic Support	2,277,734	2,435,648	2,641,813	206,165	8.5%
0003 Computer Operations	2,799,445	2,987,571	3,056,030	68,459	2.3%
0004 IT Security and Architecture	1,481,670	1,835,219	1,845,213	9,994	0.5%
0005 Systems Support and Development	2,557,673	2,342,832	2,781,853	439,021	18.7%
0006 IT Service and Repair	83,590	78,100	40,100	(38,000)	(48.7%)
0007 Information Technology Contracts	6,881,757	8,020,810	8,271,141	250,331	3.1%
TOTAL -- GENERAL FUND	\$16,806,189	\$18,821,036	\$ 19,830,858	\$ 1,009,822	5.4%
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	\$16,806,189	\$18,821,036	\$ 19,830,858	\$ 1,009,822	5.4%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Information Technology Division (TMD)			
0001 Chief Information Officer	10	10	10
0002 Strategic Support	24	25	25
0003 Computer Operations	24	24	24
0004 IT Security and Architecture	15	15	15
0005 Systems Support and Development	26	26	26
TOTAL -- GENERAL FUND	99	100	100
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	99	100	100

BUSINESS AND FINANCIAL SERVICES

Treasury Management Division

Overview of Services/Programs

The Treasury Management Division (Treasury) functions includes: Investment Management, Debt Management & Capital Investment, Pension Administration, and Investor Relations. Investment Management administers and invests available operating funds to meet or exceed benchmark rates of return on the City's investment portfolios while maintaining safety of principal. Debt Management & Capital Investment manages a diversified debt portfolio to efficiently address the City's capital funding needs and works with City departments to develop workable financing plans for acquisition and construction of capital projects. Pension Administration administers the activities for the City's three defined benefit pension plans (Police, Firefighters' and General Employees'), one defined contribution plan (401a), two voluntary deferred compensation plans (457b) and two retiree health savings plans. Investor Relations maintains a strong working relationship with bond rating agencies, bond insurance companies, municipal bond analysts and municipal bond investors.

Major Accomplishments

- Evaluated the investment returns of the City's investment managers and worked with the Investment Consultant and Pension Boards to replace underperforming managers.

Future Goals and Objectives

Short Term

- Investment Management will analyze opportunities to enhance the performance of our short-term investments by managing the risk profile in a volatile market landscape.
- Work with the City's plan administrator to improve and build upon the employee financial education program by adding additional seminars and other opportunities to engage in financial education.

Medium Term

- Pension Administration will seek to expand the educational opportunities that are provided to the employee participants in the City's Defined Contribution Pension Plan (401a) and Deferred Compensation Plan (457) and will continue to improve services to our employees covered by a Defined Benefit Plan.

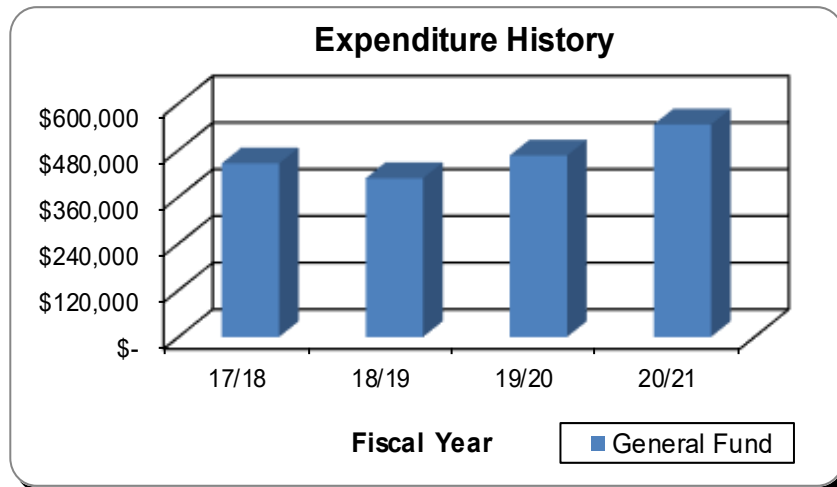
Long Term

- Debt Management and Capital Investment will focus on refunding opportunities and will continue to implement the financing plan for the Community Venues projects and other capital improvements.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Treasury Division (TRS)					
0001 Treasury Administration	\$ 407,985	\$ 466,571	\$ 546,096	\$ 79,525	17.0%
TOTAL -- GENERAL FUND	\$ 407,985	\$ 466,571	\$ 546,096	\$ 79,525	17.0%
TOTAL -- TREASURY DIVISION	\$ 407,985	\$ 466,571	\$ 546,096	\$ 79,525	17.0%



STAFFING HISTORY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Treasury Division (TRS)			
0001 Treasury Administration	3	3	4
TOTAL -- GENERAL FUND	3	3	4
PENSION PARTICIPANT SERVICES FUND #0018			
0009 Pension Participant Services	1	1	-
TOTAL -- PARTICIPANT SERVICES FUND	1	1	-
FIRE PENSION FUND #6501			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	5	5	5

BUSINESS AND FINANCIAL SERVICES

Risk Management Division

Overview of Services

This Division is responsible for the protection of the City's assets from the risks of accident or fortuitous loss using a combination of loss prevention, self-insurance, and commercial insurance to achieve the most effective protection at the most efficient cost.

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

The Risk Management Division is comprised of a staff of eight. The Division Manager, two Adjusters, one Senior Administrative Assistant and three employees in the Safety Section.

Major Accomplishments

- Recovered \$1,137,374 in damages to City property/asset and worker's compensation.
- Expanded the use of the DriveCam driver improvement program that has been effective in improving driver safety and reducing claim costs.
- Negotiated renewals of all commercial insurance policies below market conditions.
- Continued to develop and expand in-house training resulting in enhanced safety awareness and financial savings. Conducted 225 Safety/Training classes on over 27 different subjects with over 4,561 attendees.
- Reduced the overall administrative costs of claims by significantly reducing the use of third party vendors in favor of internal staff.

Future Goals and Objectives

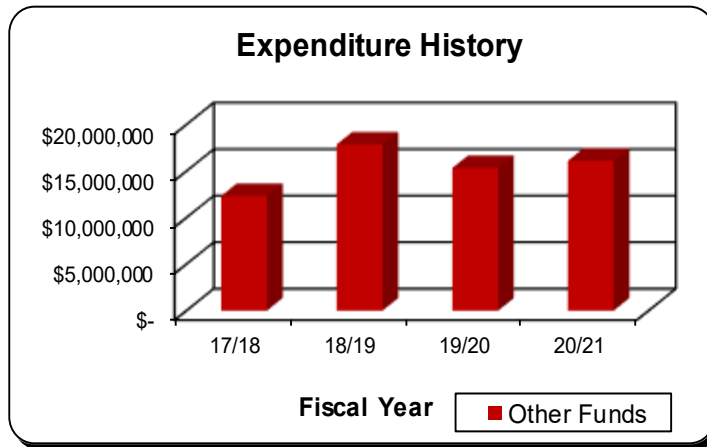
Long Term

- Continue to develop fiscally prudent and effective risk retention/transfer programs and provide fair claims handling to City operations.
- Evaluate all Risk Management programs and processes for opportunities to reduce expenses.
- Increase safety awareness by additional training programs and evaluating incentive programs.
- Evaluate options to reduce external legal expenses.
- Evaluate further expansion of DriveCam driver improvement program to additional City vehicles.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
RISK MANAGEMENT FUND #5015					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 798,697	\$ 1,069,933	\$ 834,560	\$ (235,373)	(22.0%)
0002 Risk Management Financial	17,064,428	14,268,888	15,264,741	995,853	7.0%
TOTAL -- RISK MANAGEMENT FUND	\$17,863,126	\$15,338,821	\$ 16,099,301	\$ 760,480	5.0%
TOTAL -- RISK MANAGEMENT DIVISION	\$17,863,126	\$15,338,821	\$ 16,099,301	\$ 760,480	5.0%



STAFFING HISTORY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
RISK MANAGEMENT FUND #5015			
Risk Management Division (RMD)			
0001 Risk Management Administration	10	10	8
TOTAL -- RISK MANAGEMENT DIVISION	10	10	8
TOTAL -- RISK MANAGEMENT DIVISION	10	10	8

BUSINESS AND FINANCIAL SERVICES

Dubsdread Golf Course

Overview of Services/Programs

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

Major Accomplishments

- The new City of Orlando Resident Discount Program was implemented this year and has been very well received. The program offers a discount of up to 15% on golf fees for Orlando City Residents.
- Additional netting was added to help prevent golf balls from entering and disturbing the natural areas surrounding the driving range. This project has and will continue to have a positive financial effect on operations.
- Improving sustainability programs and efforts continues to be one of the club's main goals. The club has eliminated the use of all plastic bags and straws as well as all Styrofoam plates, containers and cups.
- Increasing the amount of pollinator friendly plants while beautifying the perimeters of the course was a major focus for the fiscal year. Additional projects are planned for next fiscal year as well. These will include replacing non-indigenous plants with native plants and trees.
- Dubsdread was once again awarded #1 Public Golf Course by Orlando Sentinel Readers and Top 5 Golf Courses in Central Florida and Best Golf Course by Orlando Business Journal. Dubsdread has been recognized for this award through these groups and others for the past 15 years as the best Public Course in Orlando.
- Supporting our community through charity and fundraising events has been a tradition for Dubsdread and this year was no different. The club hosted several Central Florida based groups such as The Oranole Foundation, The Christian Service Center, Princeton House Charter School, Edgewater High School Athletics, Bishop Moore High School Athletics, St. James School, St. Charles School, The Special Olympics of Orange County, The Orlando Minority Youth Golf Association (OMYGA), LPGA Amateurs, National Women's Golf Day, Ladies Links @ Dubsdread, American Society of Engineers, Legacy Youth Sports, and the World's Largest Golf Outing (benefiting the families of wounded military members through The Fisher House). Dubsdread also hosted the 35th Annual City of Orlando Men's Golf Championship.
- The club received two awards this year from Billy Casper Golf Management. The first was the ACE Award for the highest customer rating in the southeast region. The second was the Top Performer Award for exceeding all financial goals for the year.

Future Outlook

Short Term

- Improve facilities energy consumption by transitioning to LED lights and replacing equipment with more energy efficient items as needed.
- Continue replacing non-indigenous plants with pollinator friendly options throughout the course and surrounding areas.
- Improve conditions of practice area to withstand the increased demands of current and new golfers. The addition of more family friendly observation areas along the driving range hitting area.
- Promote and grow the Orlando City Residents Discount Program to ensure all residents have the opportunity to take advantage of the great prices offered.

Medium Term

- Growing the game of golf through more focused programs for groups such as, but not limited to juniors, women, minorities and seniors.
- Implementing previously developed maintenance plans to ensure player experience expectations are met.

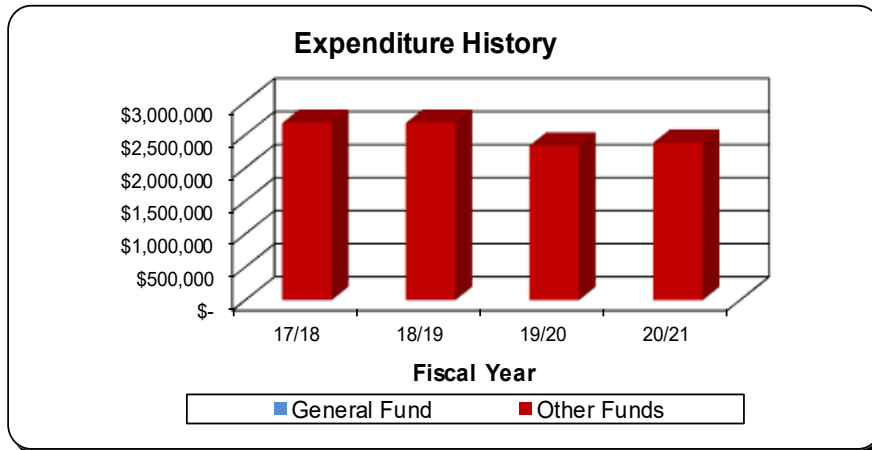
Long Term

- Developing and executing Capital Improvement plans for the practice facility, golf course and club house to provide our guests and community the safest, environmentally friendly and enjoyable facility possible.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Office/Division	Actual	Revised	Adopted	Revised	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	\$ 7,169	\$ 6,283	\$ 6,283	\$ -	0.0%
TOTAL -- GENERAL FUND	\$ 7,169	\$ 6,283	\$ 6,283	\$ -	0.0%
DUBSDREAD GOLF COURSE FUND #0015					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 2,674,919	\$ 2,332,148	\$ 2,377,704	\$ 45,556	2.0%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 2,674,919	\$ 2,332,148	\$ 2,377,704	\$ 45,556	2.0%
TOTAL -- DUBSDREAD GOLF COURSE	\$ 2,682,087	\$ 2,338,431	\$ 2,383,987	\$ 45,556	1.9%



BUSINESS AND FINANCIAL SERVICES

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Customer

Employee Learning and Growth

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$1,426.55	\$1,640.28	\$1,489.60

Fiscal

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Accounting and Control Division	Cost to Process one Accounts Receivable Transaction	\$21.42	\$22.45	\$40.29
Accounting and Control Division	Total Cost to Process one Accounts Payable Check	\$34.32	\$34.76	\$53.46
Accounting and Control Division	Cost to process one ProCard Transaction	\$2.58	\$2.45	\$3.02
Accounting and Control Division	Cost to process one Payroll Transaction	\$2.31	\$2.23	\$3.13
Accounting and Control Division	Cost to Process one Revenue Collection Transaction	\$0.68	\$0.64	\$0.93
Real Estate Management Division	Properties Acquired Within the Established Value	85.0%	85.0%	85.0%
Treasury Management Division	Active Portfolio investment return over the Lehman Aggregate Index	-0.94%	-0.04%	0.5%
Treasury Management Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	-0.11%	0.03%	0.05%
Treasury Management Division	Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	0.5%	0.5%	0.5%
Treasury Management Division	The percentage that the Banking Fund composite rate is less than the Bond Buyer's Revenue Bond Index	1.0%	1.0%	1.0%
Fleet Management Division	Percentage of outside contractor work	30.4%	27.1%	28.1%
Fleet Management Division	Fleet Division expenditures/vehicle	\$7,000	\$7,881	\$7,560
Office of Business and Financial Services	Office of Business and Financial Services Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-3.3%	0.9%	+/-5%

BUSINESS AND FINANCIAL SERVICES

Internal Processes

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Accounting and Control Division	Accuracy level of the internally processed cash reports	100.0%	100.0%	100.0%
Accounting and Control Division	Percentage of employee direct deposits to total employee payments	97.1%	97.2%	97.5%
Accounting and Control Division	Average Percentage of Posting Accuracy	99.0%	99.0%	99.0%
Facilities Management Division	Completed scheduled PMs (%)	44.7%	74.9%	59%
Facilities Management Division	Work requests completed (%)	45.3%	72.8%	59.1%
Facilities Management Division	Number of work orders completed per day per trade	0.8	1.5	1.15
Procurement and Contracts Management Division	Percentage of City Store stock inventory reductions.	-15.0%	3.0%	5.0%
Information Technology Division	Enterprise critical applications number of unplanned outages greater than 5 minutes relative to service hours	≤ 2 per year	≤ 2 per year	≤ 2 per year
Information Technology Division	Departmental critical applications number of unplanned outages greater than 5 minutes relative to service hours	≤ 5 per year	≤ 5 per year	≤ 5 per year
Information Technology Division	Percent of Uptime - Internet Connectivity	99.90%	99.90%	99.90%
Information Technology Division	Percent of Uptime - Connectivity Among Critical Facilities	99.90%	99.90%	99.90%
Information Technology Division	Percent of Virus Outbreaks Responded to Within Two Hours	98.80%	98.80%	98.00%
Information Technology Division	Percent of Compromised Account Incidents Responded To and Contained Within Two Hours	98.80%	98.80%	98.00%
Information Technology Division	Percent of City Annexations added to Production GIS within 3 days of second Council reading/approval	99.90%	99.90%	99.90%
Information Technology Division	Workday Integration Systems: Number of Unplanned Outages Exceeding One Business Day	≤ 5 per year	≤ 5 per year	≤ 5 per year
Information Technology Division	Percentage of IT Service Contracts Maintained with No Loss of Service	99.90%	99.90%	99.90%
Information Technology Division	Percent of Tactical Project Status Updates Completed Biweekly	95.00%	95.00%	95.00%
Information Technology Division	Percent of Operational/Strategic Project Status Updates Completed Weekly	95.00%	95.00%	95.00%
Information Technology Division	City Digital Services Delivery Satisfaction	74.00%	77.00%	78.00%
Fleet Management Division	Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	23.8%	21.4%	22.26%
Fleet Management Division	Number of vehicles/FTE	82.7	81.4	86.7%

Outcome and Mission

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Management and Budget Division	GFOA Award Score	3.57	3.28	3.0
Real Estate Management Division	Occupancy Rate for City Property Available for Rent	95.0%	95.0%	95.0%
Risk Management Division	Per capita auto liability claims	\$4.81	\$4.82	\$4.74
Risk Management Division	Per capita general liability claims	\$3.11	\$2.28	\$2.65

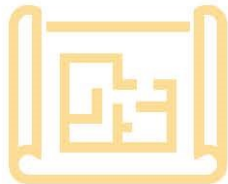
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2019-2020 BY THE NUMBERS:



\$118,000,000

in capital investment of Business Development projects



32,510
permits issued



compliance
for Code
Enforcement
Board cases

142

Municipal Planning
Board cases



20,810

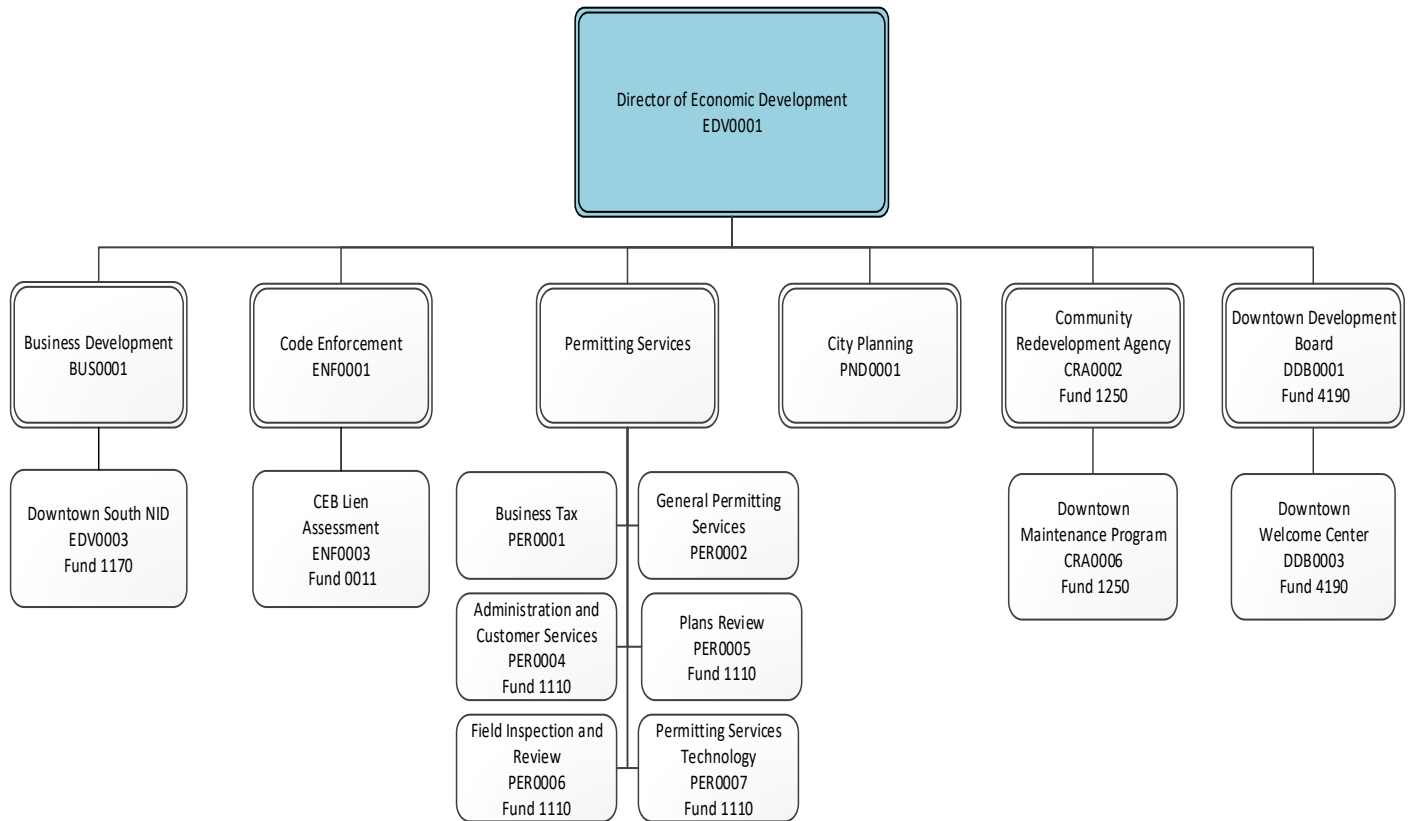


hospitality assists by the
Downtown Ambassadors

Orlando is a dynamic and growing city, where businesses and entrepreneurs can always expect to find a proactive and development-friendly government. By providing new and existing businesses and entrepreneurs with a number of incentive programs, we not only make Orlando one of the best cities in the nation to own and operate a business, we attract more economically viable businesses that create jobs and new opportunities for residents and visitors. Examples of our incentive programs and initiatives include:

- Permitting Express
- Business Assistance Program
- Minority/Women Entrepreneur Business Assistance Program
- Transportation Impact Fee Waiver
- Small Business Facade, Site Improvement and Adaptive Reuse Program
- Not-for-Profit Fee Impact Assistance Program
- Downtown Commercial and Residential Building Improvement Program

ECONOMIC DEVELOPMENT DEPARTMENT



Department Mission Statement

The **Mission of the Economic Development Department** is to stimulate and guide the development of a vibrant, progressive, livable city that nurtures a creative, diverse and balanced economy for Orlando’s citizens, businesses and visitors.

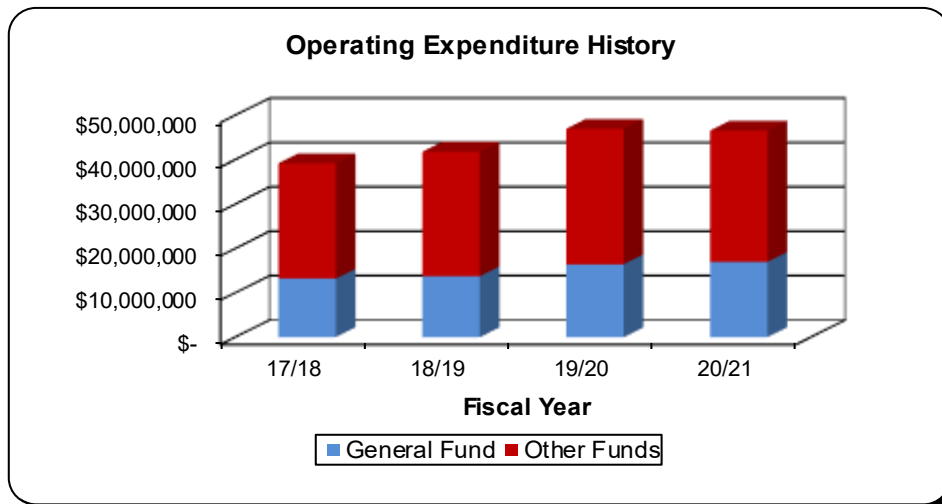
The Economic Development Department is comprised of nearly 261 employees encompassing five City divisions: City Planning, Permitting Services, Code Enforcement, Business Development and Downtown Development Board/Community Redevelopment Agency (DDB/CRA). The Economic Development Department is a prompt, innovative and customer service-oriented team, creating a unified operation that delivers all City of Orlando economic development services.

ECONOMIC DEVELOPMENT DEPARTMENT

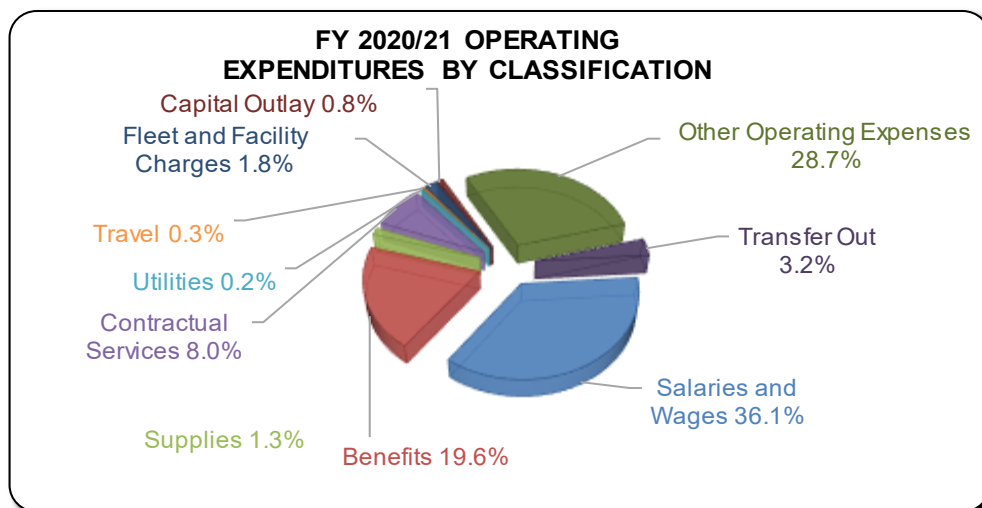
DEPARTMENT EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 522,945	\$ 727,241	\$ 694,482	\$ (32,759)	(4.5%)
0002 Economic Development Nondepartmental	3,503,838	4,190,339	4,495,344	305,005	7.3%
Business Development Division (BUS)					
0001 Business Development	667,075	780,525	886,828	106,303	13.6%
Permitting Services Division (PER)					
0001 Business Tax	308,122	417,918	423,329	5,411	1.3%
0002 General Permitting Services	2,267,175	2,747,250	2,798,595	51,345	1.9%
Code Enforcement Division (ENF)					
0001 Code Enforcement	3,667,943	4,380,808	4,462,076	81,268	1.9%
City Planning Division (PND)					
0001 City Planning	2,818,885	3,174,332	3,217,665	43,333	1.4%
TOTAL -- GENERAL FUND	\$13,755,983	\$16,418,413	\$16,978,319	\$ 559,906	3.4%
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 1,358,933	\$ 825,000	\$ 725,000	\$ (100,000)	(12.1%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 1,358,933	\$ 825,000	\$ 725,000	\$ (100,000)	(12.1%)
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0004 Administration and Customer Services	\$ 6,218,337	\$ 7,917,956	\$ 8,320,745	\$ 402,789	5.1%
0005 Plans Review	2,284,107	2,900,553	3,032,472	131,919	4.5%
0006 Field Inspection and Review	4,194,880	4,060,797	4,390,729	329,932	8.1%
0007 Permitting Services Technology	688,039	896,137	1,651,746	755,609	84.3%
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$13,385,363	\$15,775,443	\$17,395,692	\$ 1,620,249	10.3%
DOWNTOWN SOUTH NID FUND #1170					
Director of Economic Development (EDV)					
0003 Downtown South Neighborhood Improvement District	\$ 203,990	\$ 185,065	\$ 342,397	\$ 157,332	85.0%
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 203,990	\$ 185,065	\$ 342,397	\$ 157,332	85.0%
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 2,624,265	\$ 2,565,976	\$ 1,999,080	\$ (566,896)	(22.1%)
0005 Community Redevelopment Agency Nondepartmental	5,486,371	5,459,924	2,996,779	(2,463,145)	(45.1%)
0006 Downtown Maintenance Program	1,823,222	2,098,669	2,217,290	118,621	5.7%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 9,933,858	\$10,124,569	\$ 7,213,149	\$(2,911,420)	(28.8%)
DOWNTOWN DEVELOPMENT BOARD FUND #4190					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 430,007	\$ 487,173	\$ 549,239	\$ 62,066	12.7%
0002 Downtown Development Board Nondepartmental	2,699,736	3,015,568	3,197,143	181,575	6.0%
0003 Downtown Welcome Center	41,289	99,800	123,396	23,596	23.6%
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 3,171,032	\$ 3,602,541	\$ 3,869,778	\$ 267,237	7.4%
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$41,809,159	\$46,931,031	\$46,524,335	\$ (406,696)	(0.9%)

ECONOMIC DEVELOPMENT DEPARTMENT



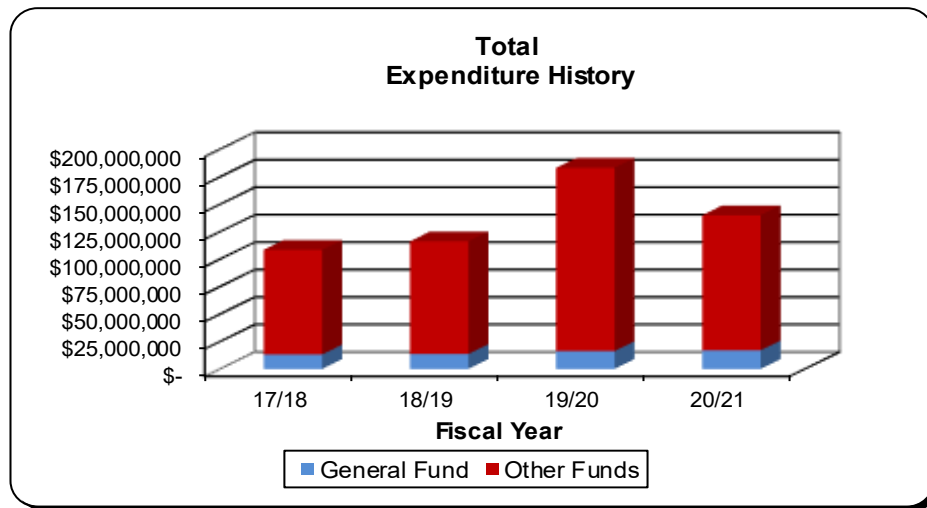
Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$14,310,305	\$15,908,051	\$16,806,729	\$ 898,678	5.6%
Benefits	7,832,627	9,061,586	9,117,840	56,254	0.6%
Supplies	673,205	969,712	603,525	(366,187)	(37.8%)
Contractual Services	3,173,985	3,364,280	3,711,737	347,457	10.3%
Utilities	130,530	138,562	96,667	(41,895)	(30.2%)
Travel	86,971	128,530	120,300	(8,230)	(6.4%)
Fleet and Facility Charges	774,908	819,584	845,191	25,607	3.1%
Capital Outlay	56,279	156,060	393,310	237,250	152.0%
Other Operating Expenses	9,913,310	12,838,369	13,341,656	503,287	3.9%
Transfer Out	4,857,040	3,546,297	1,487,380	(2,058,917)	(58.1%)
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$41,809,159	\$46,931,031	\$46,524,335	\$ (406,696)	(0.9%)



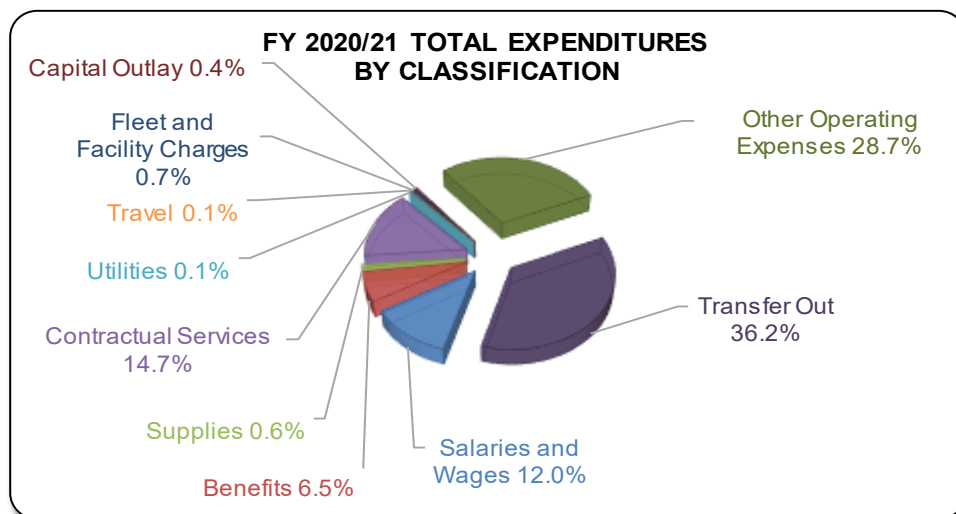
ECONOMIC DEVELOPMENT DEPARTMENT

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>BUILDING CODE ENFORCEMENT FUND #1110</u>					
Permitting Services Division (PER)					
Projects and Grants	\$ 1,114,466	\$ 4,624,456	\$ -	\$ (4,624,456)	N/A
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 1,114,466	\$ 4,624,456	\$ -	\$ (4,624,456)	N/A
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</u>					
Community Redevelopment Agency (CRA)					
Projects and Grants	\$ 3,491,351	\$ 51,450,321	\$ 19,148,595	\$ (32,301,726)	(62.8%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 3,491,351	\$ 51,450,321	\$ 19,148,595	\$ (32,301,726)	(62.8%)
<u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u>					
Downtown Development Board (DDB)					
Projects and Grants	\$ 1,199,580	\$ 2,749,346	\$ 950,000	\$ (1,799,346)	(65.4%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,199,580	\$ 2,749,346	\$ 950,000	\$ (1,799,346)	(65.4%)
<u>DOWNTOWN SOUTH NID FUND #1170</u>					
Director of Economic Development (EDV)					
Projects and Grants	\$ -	\$ 1,680,163	\$ 350,000	\$ (1,330,163)	(79.2%)
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ -	\$ 1,680,163	\$ 350,000	\$ (1,330,163)	(79.2%)
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Director of Economic Development (EDV)					
Projects and Grants	\$ 1,288,418	\$ 3,920,423	\$ -	\$ (3,920,423)	N/A
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 1,288,418	\$ 3,920,423	\$ -	\$ (3,920,423)	N/A
<u>CRA TRUST FUNDS #1251 - #1253</u>					
Community Redevelopment Agency (CRA)					
0001 CRA Downtown Trust	\$ 40,703,427	\$ 40,076,409	\$ 41,495,136	\$ 1,418,727	3.5%
0003 CRA III Trust	6,369,753	7,316,229	8,714,313	1,398,084	19.1%
0004 CRA IV Republic Drive Trust	19,673,766	20,793,092	22,386,893	1,593,801	7.7%
TOTAL -- CRA TRUST FUNDS	\$ 66,746,946	\$ 68,185,730	\$ 72,596,342	\$ 4,410,612	6.5%
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 579,749	\$ 3,816,345	\$ 500,000	\$ (3,316,345)	(86.9%)
TOTAL -- OTHER FUNDS	\$ 579,749	\$ 3,816,345	\$ 500,000	\$ (3,316,345)	(86.9%)
TOTAL -- PROJECTS, GRANTS & NON-OPERATING	\$ 74,420,510	\$ 136,426,784	\$ 93,544,937	\$ (42,881,847)	(31.4%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 116,229,669	\$ 183,357,815	\$ 140,069,272	\$ (43,288,543)	(23.6%)

ECONOMIC DEVELOPMENT DEPARTMENT



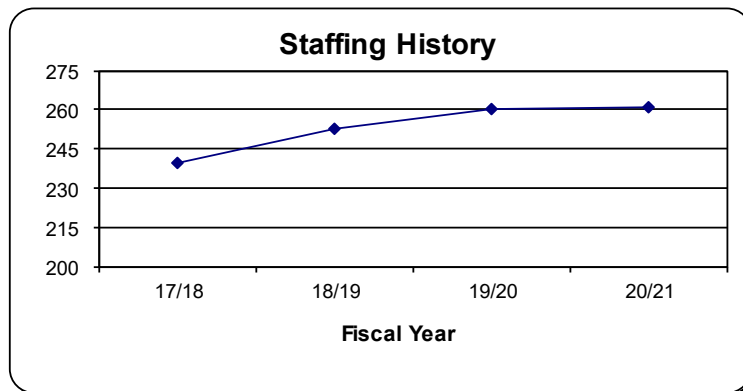
Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 14,322,126	\$ 15,939,886	\$ 16,806,729	\$ 866,843	5.4%
Benefits	7,832,627	9,061,586	9,117,840	56,254	0.6%
Supplies	1,421,066	2,194,928	878,525	(1,316,403)	(60.0%)
Contractual Services	7,030,447	34,350,380	20,525,291	(13,825,089)	(40.2%)
Utilities	131,740	182,630	141,667	(40,963)	(22.4%)
Travel	87,576	135,124	120,300	(14,824)	(11.0%)
Fleet and Facility Charges	1,096,978	1,172,612	993,840	(178,772)	(15.2%)
Capital Outlay	1,509,092	7,933,012	473,310	(7,459,702)	(94.0%)
Other Operating Expenses	30,924,504	63,043,360	40,248,301	(22,795,059)	(36.2%)
Transfer Out	51,873,512	49,344,297	50,763,469	1,419,172	2.9%
TOTAL -- ECONOMIC DEVELOPMENT	\$ 116,229,669	\$ 183,357,815	\$ 140,069,272	\$(43,288,543)	(23.6%)



ECONOMIC DEVELOPMENT DEPARTMENT

DEPARTMENT STAFFING SUMMARY

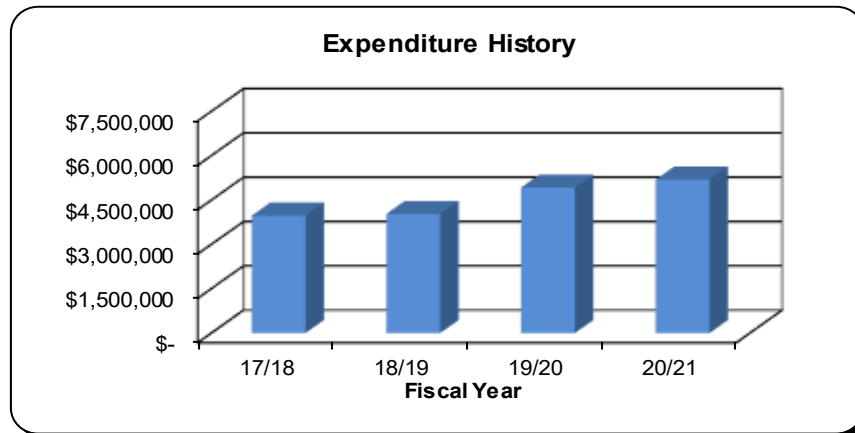
	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	7	7	7
Business Development Division (BUS)			
0001 Business Development	6	6	7
Permitting Services Division (PER)			
0001 Business Tax	3	4	4
0002 General Permitting Services	19	19	19
Code Enforcement Division (ENF)			
0001 Code Enforcement	37	37	37
City Planning Division (PND)			
0001 City Planning	26	26	26
TOTAL GENERAL FUND	98	99	100
CEB LIEN ASSESSMENT FUND #0011			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
TOTAL -- CEB LIEN ASSESSMENT FUND	1	1	1
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0004 Administration and Customer Services	53	54	54
0005 Plans Review	27	27	27
0006 Field Inspection and Review	37	37	37
0007 Permitting Services Technology	3	3	3
TOTAL BUILDING CODE ENFORCEMENT FUND	120	121	121
DOWNTOWN SOUTH NID FUND #1170			
Director of Economic Development (EDV)			
0003 Downtown South Neighborhood Improvement Distric	1	1	1
TOTAL -- DOWNTOWN SOUTH NID FUND	1	1	1
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	16	16	16
0006 Downtown Maintenance Program	17	22	22
TOTAL COMMUNITY REDEVELOPMENT AGENCY	33	38	38
TOTAL -- ECONOMIC DEVELOPMENT	253	260	261



ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 522,945	\$ 727,241	\$ 694,482	\$ (32,759)	(4.5%)
0002 Economic Development Nondepartmental	3,503,838	4,190,339	4,495,344	305,005	7.3%
TOTAL -- GENERAL FUND	\$ 4,026,783	\$ 4,917,580	\$ 5,189,826	\$ 272,246	5.5%
TOTAL -- DIRECTOR	\$ 4,026,783	\$ 4,917,580	\$ 5,189,826	\$ 272,246	5.5%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	7	7	7
TOTAL GENERAL FUND	7	7	7
TOTAL -- DIRECTOR	7	7	7

ECONOMIC DEVELOPMENT DEPARTMENT

Business Development Division Overview of Services/Program

The Business Development Division works to recruit, retain and grow business in Orlando, create jobs for City residents and strengthen neighborhood commercial districts.

Our division seeks to:

- Create an entrepreneurial environment that caters to the new economy
- Market the City of Orlando's services to external and internal customers
- Expand and diversify the City of Orlando economy
- Provide regional leadership to the Metro-Orlando community
- Implement local and state economic programs

Major Accomplishments

- Approved 16 Business Assistance Program, Not for Profit Impact Fee and Small Business Façade, Site Improvement and Adaptive Reuse Program Agreements for new or expanding businesses/organizations and property owners which are expected to generate more than \$7.1 million in capital investment.
- Facilitated opening of Creative Village with the first academic year for UCF Downtown and Valencia College Downtown and opening of The Julian apartments in July 2020. Broke ground on Modera Creative Village Apartments and EA Sports regional headquarters.
- Facilitated completion of Orange Avenue Phase 1 street improvement from Pineloch Avenue to Grant Street, which included 'themed' pedestrian crosswalks, lighting upgrades, landscaping improvements, floater islands, ADA improvements and SODO logo signs at key intersections.
- Expanded the Church Street District to include Parramore, OBT, Creative Village and eastern portions of Downtown Orlando, including increased funding and hiring of an Associate Director, whose primary responsibility is the Parramore area.
- Transitioned all information for business development programs and services onto orlando.gov.

Future Goals and Objectives

Short Term

- Continue to explore and implement improved marketing strategies to heighten awareness of Business Development Programs.
- Continue to support Orlando Main Street Program and businesses through impacts of COVID19.
- Continue to provide regular business email updates to BTR database to keep businesses informed during COVID-19.

Medium Term

- Leverage partnerships and resources to attract high wage jobs to the City.
- Create a Technology Industry Strategic Plan.
- Leverage and strengthen partnerships with local business-serving organizations to heighten awareness of small business services and resources.

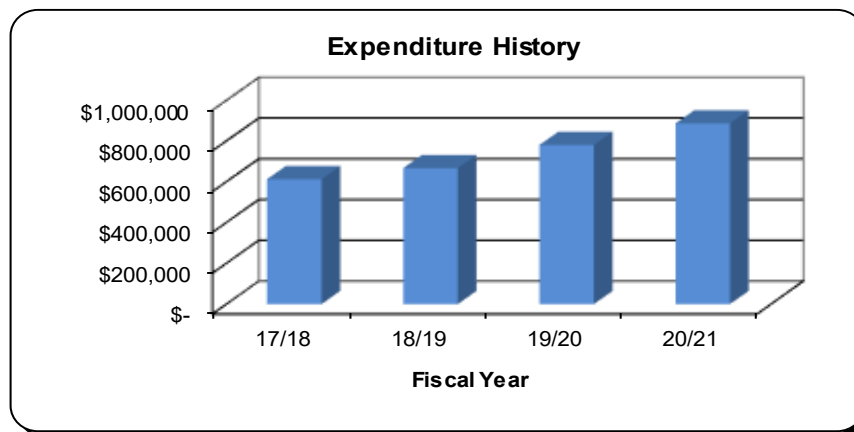
Long Term

- Expand the life sciences, education/training and creative class industry clusters within the City.
- Explore various funding opportunities for the City's Main Street Districts to acquire long term, sustainable funding for capital improvement projects.
- Leverage relationships with private sector to promote redevelopment of catalytic sites.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Business Development Division (BUS)					
0001 Business Development	\$ 667,075	\$ 780,525	\$ 886,828	\$ 106,303	13.6%
TOTAL -- GENERAL FUND	\$ 667,075	\$ 780,525	\$ 886,828	\$ 106,303	13.6%
TOTAL -- BUSINESS DEVELOPMENT DIVISION	\$ 667,075	\$ 780,525	\$ 886,828	\$ 106,303	13.6%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Business Development Division (BUS)			
0001 Business Development	6	6	7
TOTAL GENERAL FUND	6	6	7
TOTAL -- BUSINESS DEVELOPMENT DIVISION	6	6	7

ECONOMIC DEVELOPMENT DEPARTMENT

Permitting Services Division Overview of Service/Program

The Permitting Services Division is a customer service oriented agency which ensures development is built in compliance with life-safety and Building Code standards. The Division provides a one-stop permitting office that enables customers to research and obtain information and apply for residential/commercial permits and Business Tax receipts.

Major Accomplishments

- Created a Virtual Customer Care Center to better serve Permitting's customer base. The center offers real-time virtual meetings to answer general permitting inquiries and business tax-related inquiries.
- Created an Assistant Division Manager position to focus on the horizontal development component of the development process.
- Created and launched a technology update that automatically generates certificates of completion and occupancy and auto-emails these documents to customers.
- Established a dedicated staffing plan and process for collecting and processing all performance and maintenance guarantees.
- Launched over 40 service pages and updates on the Permitting Division website. Utilizing the Digital Services Academy, created user-friendly digital services to expand our customer reach and improve internal processes within the organization.

Future Goals and Objectives Short Term

- Continue the Remote Virtual Inspection initiative and explore ways to expand the initiative to include additional inspection types.
- Continue internal training for all staff on the evolving updates to the Infor and PDox systems.
- Develop and implement a digital dashboard for permitting activity.

Medium Term

- Focus on the complete digital conversion of all engineering-related permits and processes.
- Continue to add digital services and communicate these services to our customer base.

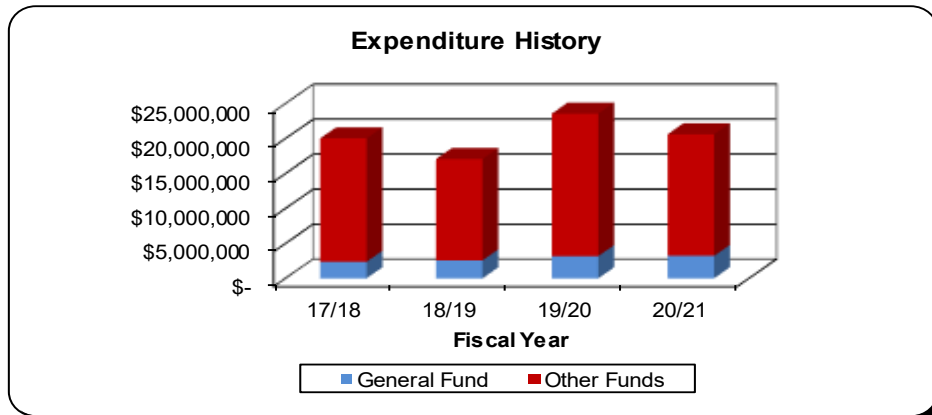
Long Term

- Continue to investigate and implement methods and procedures to improve the customer experience.
- Continue to investigate ways to reduce paper, implement efficient storage of Permitting Records and employ a 100% digital operation for all development review services.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Permitting Services Division (PER)					
0001 Business Tax	\$ 308,122	\$ 417,918	\$ 423,329	\$ 5,411	1.3%
0002 General Permitting Services	2,267,175	2,747,250	2,798,595	51,345	1.9%
TOTAL -- GENERAL FUND	\$ 2,575,297	\$ 3,165,168	\$ 3,221,924	\$ 56,756	1.8%
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0004 Administration and Customer Services	\$ 6,218,337	\$ 7,917,956	\$ 8,320,745	\$ 402,789	5.1%
0005 Plans Review	2,284,107	2,900,553	3,032,472	131,919	4.5%
0006 Field Inspection and Review	4,194,880	4,060,797	4,390,729	329,932	8.1%
0007 Permitting Services Technology	688,039	896,137	1,651,746	755,609	84.3%
Projects and Grants	1,114,466	4,624,456	-	(4,624,456)	(100.0%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$14,499,829	\$20,399,899	\$17,395,692	\$ (3,004,207)	(14.7%)
TOTAL -- PERMITTING SERVICES DIVISION	\$17,075,126	\$23,565,067	\$20,617,616	\$ (2,947,451)	(12.5%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Permitting Services Division (PER)			
0001 Business Tax	3	4	4
0002 General Permitting Services	19	19	19
TOTAL GENERAL FUND	22	23	23
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0004 Administration and Customer Services	53	54	54
0005 Plans Review	27	27	27
0006 Field Inspection and Review	37	37	37
0007 Permitting Services Technology	3	3	3
TOTAL BUILDING CODE ENFORCEMENT FUND	120	121	121
TOTAL -- PERMITTING SERVICES DIVISION	142	144	144

ECONOMIC DEVELOPMENT DEPARTMENT

Code Enforcement Division

Overview of Services/Program

The Code Enforcement Division protects the City neighborhoods against hazardous, blighting and deteriorating influences or conditions in the physical environment that contribute to a diminished quality of life and property values. The Division ensures that violations of the City Code are brought into compliance, including bringing those cases that are not in compliance to the Code Enforcement Board.

Major Accomplishments

- Virtual Code Board Meetings
- Performed multiple multi-family property sweeps
- Implementation of INFOR Code Enforcement module
- Modified Operational Workflows in response to work for home

Future Goals and Objectives

Short term

- Update Standard Operating Procedures Manual
- Convert paper files into digital format
- Develop and implement public forward facing Code Enforcement website

Medium Term

- Perform additional neighborhood sweeps to address neighborhood blight
- Create training sessions to promote operational knowledge
- Identify and eliminate vacant and/or abandon buildings and overgrown lots

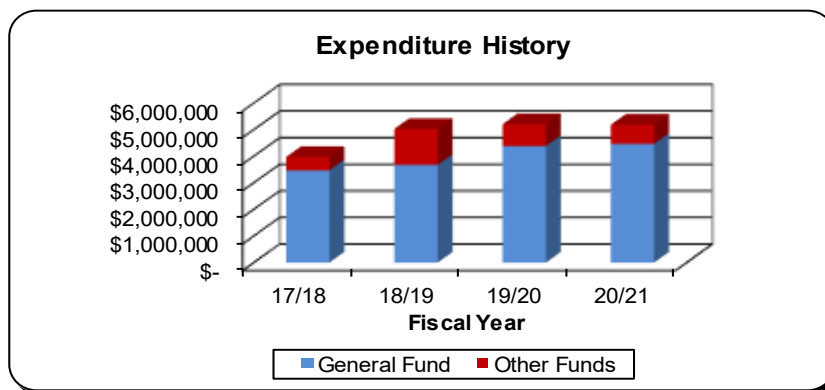
Long Term

- Develop a quick response team to address trending problem areas
- Promote professional development opportunities

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Code Enforcement Division (ENF)					
0001 Code Enforcement	\$ 3,667,943	\$ 4,380,808	\$ 4,462,076	\$ 81,268	1.9%
TOTAL -- GENERAL FUND	\$ 3,667,943	\$ 4,380,808	\$ 4,462,076	\$ 81,268	1.9%
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 1,358,933	\$ 825,000	\$ 725,000	\$ (100,000)	(12.1%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 1,358,933	\$ 825,000	\$ 725,000	\$ (100,000)	(12.1%)
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 5,026,876	\$ 5,205,808	\$ 5,187,076	\$ (18,732)	(0.4%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Code Enforcement Division (ENF)			
0001 Code Enforcement	37	37	37
TOTAL GENERAL FUND	37	37	37
CEB LIEN ASSESSMENT FUND #0011			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
TOTAL -- CEB LIEN ASSESSMENT FUND	1	1	1
TOTAL -- CODE ENFORCEMENT DIVISION	38	38	38

ECONOMIC DEVELOPMENT DEPARTMENT

City Planning Division Overview of Services/Program

The City Planning Division guides and facilitates the physical development of the City in a manner that preserves and enhances the quality of life for its citizens by ensuring that all development complies with the City's Smart Growth Objectives. The Division plans for a livable and economically viable community by proactively addressing land use, transportation, historic preservation, urban design, regional form and environmental quality issues. The Division advises the City Council on matters concerning current and future development with the City and provides staff support for several public boards. In addition, the Division routinely prepares, analyzes and reports on planning matters such as demographic projections, annexations, neighborhood plans and special projects.

Major Accomplishments

- Completed Curry Ford Vision Plan and associated GMP amendments.
- Prepared 2019 Growth Indicators Report.
- In partnership with the East Central Florida Regional Planning Council and Florida Department of Health – Orange County, the City Planning & DDB/CRA Divisions prepared the Parramore and Holden Heights Neighborhoods Healthy Community Design Measures Report.
- Analyzed, reviewed and offered professional staff recommendations to numerous oversight/review boards on numerous development projects including: The Yard Phase III, DXV Central & Division Mixed Use Project, Church Street Phases 2 & 3 Mixed Use Project, Acquasol PD Amendment, Hoffner Avenue Apartments, Sports & Entertainment District (S+ED) PD Amendment & Master Plan, Orange Center Boulevard Redevelopment, Trotters Park & Lake Fairview Park Improvements, Poitras East-West PD Amendment, Vista Commerce Park, Magic Training Facility, 389 North Master Plan, Pioneers Multifamily Master Plan, Simcom at Lake Nona Town Center, and Advent Health at Lake Nona Health Park Master Plan.
- With the City Attorney's Office, prepared changes to the Land Development Code including: Quasi-Judicial Modifications, Medical Marijuana Dispensaries, Downtown FAR Revisions, Planning Division Board Updates, Residential Replat Processes, Minor Sign Code Amendments, and Re-Establishment of Non-Conforming Use Amendments.

Future Goals and Objectives

Short Term

- Prepare amendments to the Land Development Code, including: Indoor Recreation Uses in Industrial Districts, Artificial Turf, Outdoor Activities (Amazon/UPS Lockers, Vending Machines), Food Trucks, and Sodo Design Standards.
- Complete historic resource survey and coordinate public engagement process to determine if a new historic district will be established in Lake Davis/Greenwood.
- With Transportation Planning, create transportation guidelines to implement "complete streets" concepts with Urban Village priorities, with anticipated GMP amendments in Winter 2021 Cycle (early 2021 MPB).

Medium Term

- Prepare amendments to the Land Development Code, including: Modular Construction & Shipping Containers, Food Trucks, EV Parking, and Permit Exemptions.
- Create Livable Orlando: An Age-Friendly Action Plan (in partnership with AARP).
- Evaluate wetland, open space, and floodplain policies in coordination with state agencies and the City's Sustainability Office.
- Coordinate with Orange County to complete the annexation of enclaves.
- Provide necessary support for redistricting.

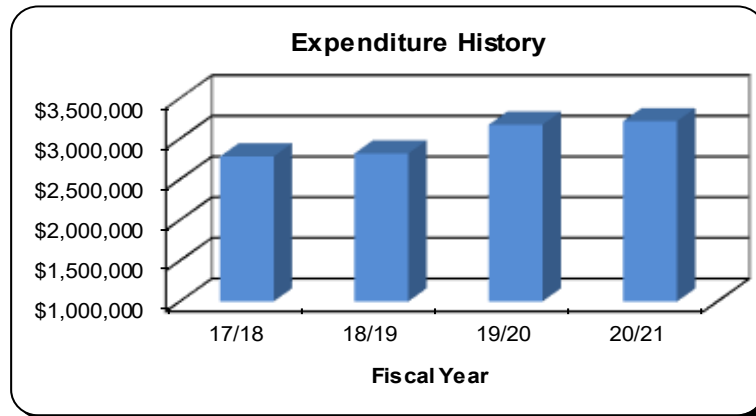
Long Term

- Implement the Parramore Comprehensive Neighborhood Plan, OBT Next including Holden Heights, and other previously approved Vision Plans.
- Major update to GMP vision statement and elements of the Plan document, and outreach to residents using various social media platforms.
- Coordinate with Budget, Public Works Department, Transportation Department, and Families Parks and Recreation Department to enhance the capital improvements process, to better integrate physical and budgetary planning functions, and reflective of needs in high growth areas of the City, as well as addressing backlogs in existing neighborhoods.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
City Planning Division (PND)					
0001 City Planning	\$ 2,818,885	\$ 3,174,332	\$ 3,217,665	\$ 43,333	1.4%
TOTAL -- GENERAL FUND	\$ 2,818,885	\$ 3,174,332	\$ 3,217,665	\$ 43,333	1.4%
TOTAL -- CITY PLANNING DIVISION	\$ 2,818,885	\$ 3,174,332	\$ 3,217,665	\$ 43,333	1.4%



STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
GENERAL FUND #0001			
City Planning Division (PND)			
0001 City Planning	26	26	26
TOTAL GENERAL FUND	26	26	26
TOTAL -- CITY PLANNING DIVISION	26	26	26

ECONOMIC DEVELOPMENT DEPARTMENT

Downtown Development Board Overview of Service/Program

The Downtown Development Board (DDB) aims to strengthen the role of Downtown Orlando as the economic, governmental and cultural center of Central Florida. The DDB is responsible for the planning, implementation and administration of the City's core area redevelopment and development program.

Major Accomplishments

- Partnered with Florida Citrus Sports and the NFL to brand downtown Orlando for the 2020 Pro Bowl.
- Completed new interactive website for the DDB that promotes downtown as well as ongoing DTO initiatives.
- Launched the DDB rebrand including a new logo, hashtags, and social advertisements for downtown.
- In response to the COVID-19 pandemic the DDB put a temporary amendment in the Special Events Program, allowing for businesses within the DDB to apply for marketing reimbursement grants to assist with the reopening process.

Future Goals & Objectives

Short Term

- Work with Transportation, OPD and the Mayor's Office to improve and restructure the City of Orlando event permit process.
- Increase spending on economic development initiatives in downtown.
- Deploy the revamp of the DDB Special Events Funding process.

Medium Term

- Initiate and sponsor temporary art installments downtown.

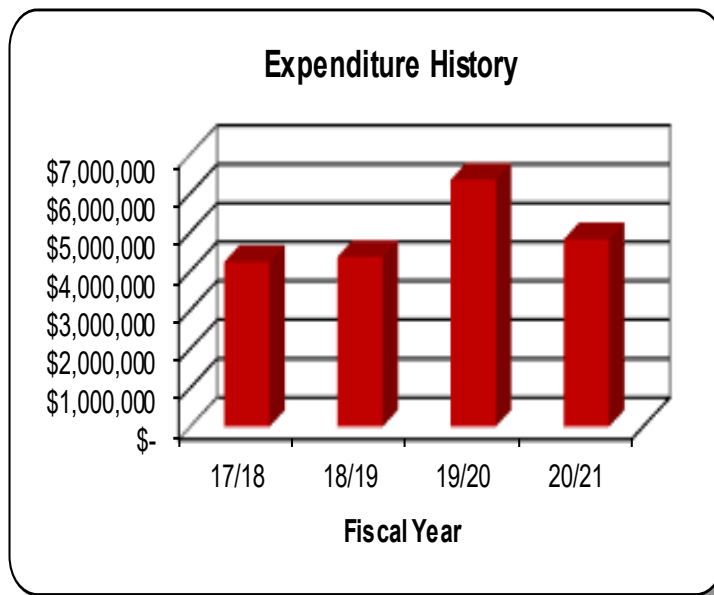
Long Term

- Evolve downtown events to better suit target audience and future objectives of the downtown experience.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
DOWNTOWN DEVELOPMENT BOARD FUND #4190					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 430,007	\$ 487,173	\$ 549,239	\$ 62,066	12.7%
0002 Downtown Development Board Nondepartmenta	2,699,736	3,015,568	3,197,143	181,575	6.0%
0003 Downtown Welcome Center	41,289	99,800	123,396	23,596	23.6%
Projects and Grants	1,199,580	2,749,346	950,000	(1,799,346)	(65.4%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 4,370,612	\$ 6,351,887	\$ 4,819,778	\$ (1,532,109)	(24.1%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 4,370,612	\$ 6,351,887	\$ 4,819,778	\$ (1,532,109)	(24.1%)



ECONOMIC DEVELOPMENT DEPARTMENT

Community Redevelopment Agency Overview of Service/Program

The Community Redevelopment Agency (CRA) aims to aggressively pursue redevelopment and revitalization activities within the redevelopment area, with emphasis on providing more housing and cultural arts opportunities, improving long-term transportation needs and encouraging retail development

Major Accomplishments

- Established the CRA Business Retention & Expansion Program in January 2020 in an effort to support the retention and expansion of businesses within the CRA, particularly high-wage and sector specific.
- Launched the Downtown Master Plan to better prepare and improve the downtown area for the future.
- Baptist Terrace – partnered with Orlando Neighborhood Improvement Corporation to secure long term affordability for 197 units of senior housing in the South Eola area.
- Signed EA Sports to the Creative Village development.
- Completed Phase 1 of Parramore Oaks – an affordable housing community made of multi-bedroom apartments within the heart of Parramore.
- In response to the COVID-19 pandemic the CRA implemented Order Up DTO – delivery fees for downtown restaurants were covered and free to those ordering; Park DTO – created free, temporary parking downtown for residents and visitors picking up food or goods; MEBA Rent Assistance – helped those businesses within the MEBA with their rent.

Future Goals & Objectives

Short Term

- Increase single family affordable homeownership in Parramore.
- Design & build of Art ^2 at Orange and Robinson.
- Complete a Nighttime Economy Impact Study.
- Finalize and install vehicular wayfinding signage.

Medium Term

- Release RFQ for Under-I.
- Complete construction of Creative Village Central Park and the renovation of Heritage Square.
- Enhance downtown transportation and roadways through a partnership with Public Works & Transportation.
- Completion of the Downtown Master Plan.

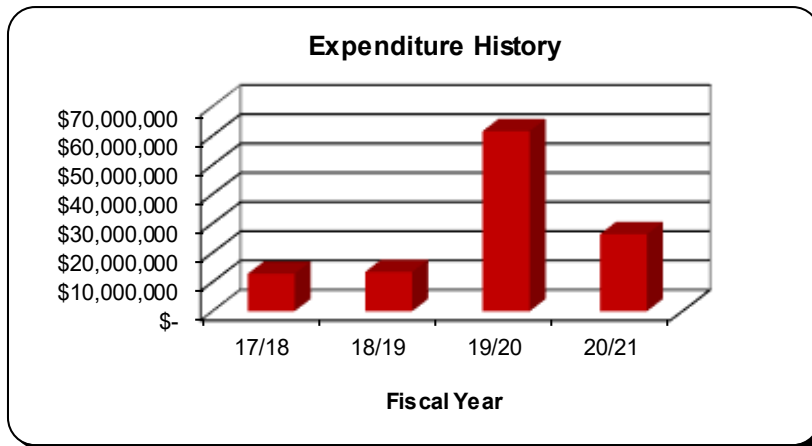
Long Term

- Increase greenspace and outdoor leisure options for residents and visitors to downtown.

ECONOMIC DEVELOPMENT DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 2,624,265	\$ 2,565,976	\$ 1,999,080	\$ (566,896)	(22.1%)
0005 Community Redevelopment Agency Nondepartmen	5,486,371	5,459,924	2,996,779	(2,463,145)	(45.1%)
0006 Downtown Maintenance Program	1,823,222	2,098,669	2,217,290	118,621	5.7%
Projects and Grants	3,491,351	51,450,321	19,148,595	(32,301,726)	(62.8%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$13,425,209	\$61,574,890	\$26,361,744	#####	(57.2%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$13,425,209	\$61,574,890	\$26,361,744	#####	(57.2%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	16	16	16
0006 Downtown Maintenance Program	17	22	22
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	33	38	38
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	33	38	38

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
City Planning Division	Number of Municipal Planning Board Cases	160	128	147
City Planning Division	Number of Board of Zoning Adjustment Cases	62	52	58
Code Enforcement Division	Number of neighborhood meeting presentations	22	10	24
Code Enforcement Division	Number of Code Board cases	976	850	925
Permitting Services Division	Number of Residential Permits Issued	14,764	15,600	14,500
Permitting Services Division	Number of Commercial Permits Issued	9,266	8,550	9,250
Permitting Services Division	Number of Inspections	165,449	158,500	150,000
Community Redevelopment Agency	Number of hospitality assists by the downtown Ambassadors	27,426	26,995	27,500

Fiscal

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Permitting Services Division	Revenue collected for business tax receipts	\$9,531,318	\$9,800,000	\$8,635,000
Economic Development Department	Economic Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	11.1%	-.4%	+/- .5%

Internal Processes

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	20	15	25
Code Enforcement Division	Average number of cases per inspector	1036	900	1050
Code Enforcement Division	Average number of inspections per inspector	3108	2700	3150
Code Enforcement Division	Multi-family Average number of Inspections per inspector	1914	1200	3300
Code Enforcement Division	Multi-family Average number of cases	638	400	1100
Permitting Services Division	Number of training hours per inspector	20	20	35
Permitting Services Division	Number of training hours per plans examiner	20	20	35

ECONOMIC DEVELOPMENT DEPARTMENT

Economic Development Operational Performance

Balanced Scorecard Report (continued)

Outcome & Mission

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Business Development Division	Average salary of jobs created/retained	\$78,848	\$56,582	\$55,000
Business Development Division	Amount of City incentive dollars leveraged	\$1.1M	\$2.1M	\$500,000
Business Development Division	Total capital investment of Business Development projects	\$59.9M	\$125M	\$5M
Business Development Division	Number of program agreements approved	17	20	20
Code Enforcement Division	Ratio of compliance (%)	96	95	95
Community Redevelopment Agency	Number of Downtown Orlando events	1,200	825	450
Community Redevelopment Agency	Number of plants, annuals & trees installed in streetscape & Plaza areas	17,456	27,778	31,000
City Planning Division	Number of Modifications of Standards issued	44	35	45
City Planning Division	Number of Land Development Code Determinations issued	175	160	179
City Planning Division	Number of Historic Preservation Board Certificates of Appropriateness	300	325	309

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CITY OF ORLANDO

FAMILIES, PARKS AND RECREATION

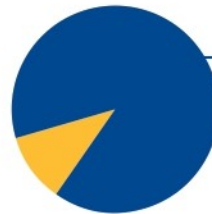
2019-2020 BY THE NUMBERS:

FPR received four 21st Century grants
TOTALING \$1,611,289

The purpose of the grant is to offer high quality academic enrichment programs to low income children, from kindergarten through 8th grade, after school and throughout the summer.

2,471

children were served with the 21st Century grant at 9 locations

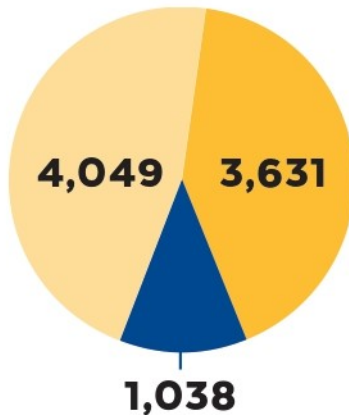


89.3%

of the children were from minority racial and ethnic groups

8,698

children served by FPR



- After-school All-stars
- Recreation Division
- Parramore Kidz Zone



15,852

Pottery Studio visits



38,583

cars came through the gates at Bill Frederick Park



17,639

people camped at Bill Frederick Park

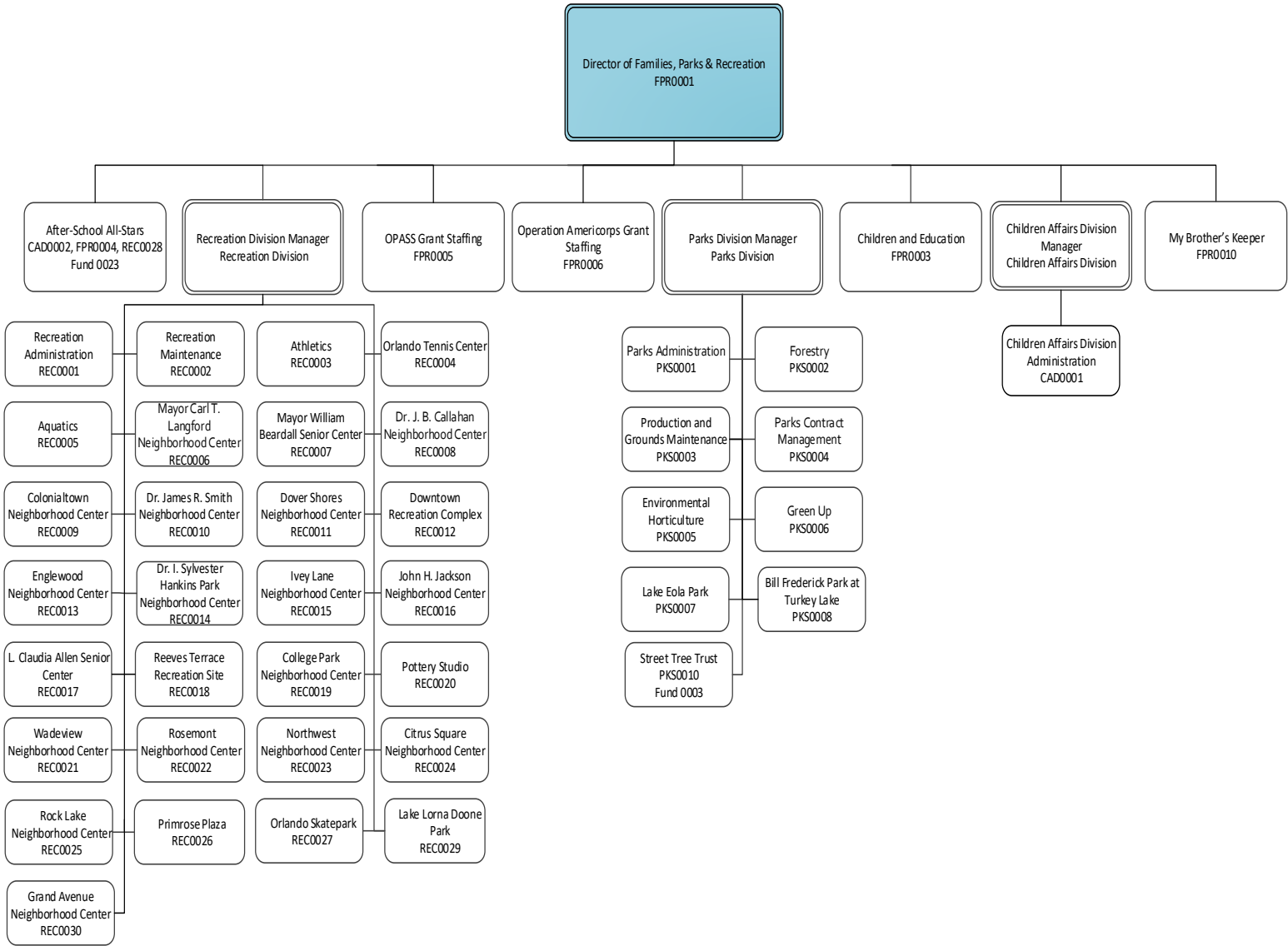
296,705

people came to our facilities when rented

Families, Parks and Recreation (FPR) Department manages many locations to serve citizens throughout the city, including parks, neighborhood centers, senior centers, school-based youth programs, and special facilities. The City's parks provide citizens with places to enjoy green space, gardens, lakes and more.

The Recreation Division offers quality recreational, fitness, cultural, and educational facilities. The City's Athletics Division operates 62 athletic fields that host youth and adult sports throughout the City. FPR also provides a wide array of youth programs including After School All Stars, School Vacation Days Camp, Summer Camp and the Parramore Kidz Zone. The Aquatics Division operates 11 pools throughout the City with a variety of aquatic programs for ages 6 months and older.

FAMILIES, PARKS AND RECREATION DEPARTMENT



Department Mission Statement

The mission of the Families, Parks and Recreation Department is to support and strengthen livable neighborhoods through the provision of well-maintained and inviting parks and a healthy tree canopy; high quality recreational, cultural and educational facilities; and comprehensive, innovative children's programs.

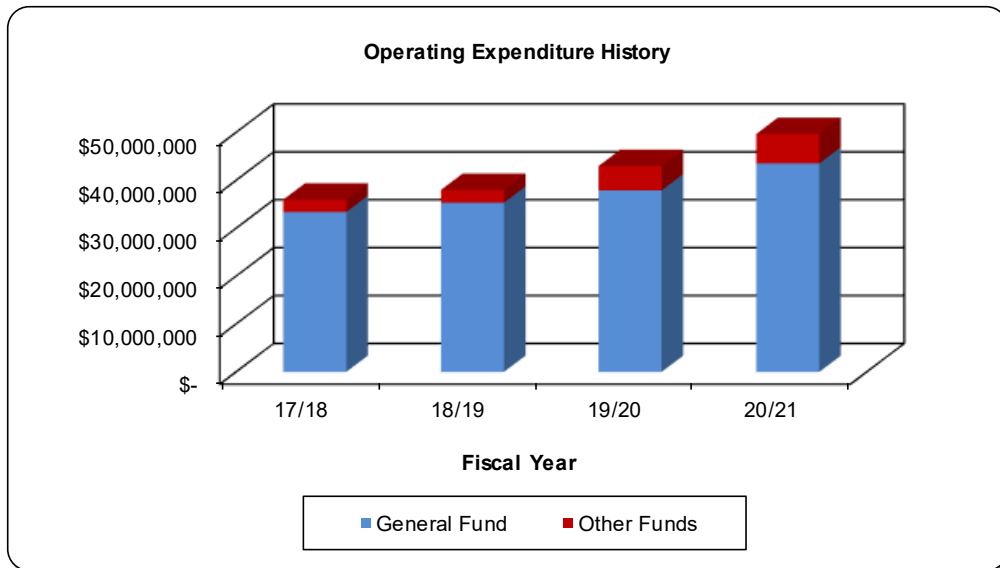
FAMILIES, PARKS AND RECREATION DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,817,879	\$ 1,840,391	\$ 2,947,953	\$ 1,107,562	60.2%
0002 Families Parks and Recreation Nondept	1,417,501	1,484,374	1,619,621	135,247	9.1%
0003 Children and Education	1,640,785	1,848,284	4,060,497	2,212,213	119.7%
0005 O-PASS Grant Staffing	261,225	56,781	-	(56,781)	(100.0%)
0006 Operation AmeriCorps Grant Staffing	198,520	98,661	-	(98,661)	(100.0%)
Children Affairs Division (CAD)					
0001 Children Affairs Division Administration	381,111	459,022	344,168	(114,854)	(25.0%)
Recreation Division (REC)					
0001 Recreation Administration	1,206,015	1,306,570	1,338,618	32,048	2.5%
0002 Recreation Maintenance	3,137,809	5,493,227	6,058,418	565,191	10.3%
0003 Athletics	626,095	677,203	789,949	112,746	16.6%
0004 Orlando Tennis Center	277,628	264,314	267,167	2,853	1.1%
0005 Aquatics	1,598,833	1,452,450	1,461,988	9,538	0.7%
0006 Mayor Carl T. Langford Neighborhood Center	51,834	43,642	43,642	-	0.0%
0007 Mayor William Beardall Senior Center	800,021	563,560	575,011	11,451	2.0%
0008 Dr. J. B. Callahan Neighborhood Center	526,080	512,778	511,101	(1,677)	(0.3%)
0009 Colonialtown Neighborhood Center	152,186	134,081	132,921	(1,160)	(0.9%)
0010 Dr. James R. Smith Neighborhood Center	870,541	773,596	769,310	(4,286)	(0.6%)
0011 Dover Shores Neighborhood Center	684,018	665,471	672,972	7,501	1.1%
0012 Downtown Recreation Complex	517,533	476,699	471,352	(5,347)	(1.1%)
0013 Engelwood Neighborhood Center	774,522	735,506	791,128	55,622	7.6%
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	127,173	95,684	95,684	-	0.0%
0015 Ivey Lane Neighborhood Center	223,100	180,477	183,048	2,571	1.4%
0016 John H. Jackson Neighborhood Center	595,490	608,944	540,854	(68,090)	(11.2%)
0017 L. Claudia Allen Senior Center	399,964	391,942	400,197	8,255	2.1%
0018 Reeves Terrace Recreation Site	159,192	176,540	178,456	1,916	1.1%
0019 College Park Neighborhood Center	746,166	731,167	736,992	5,825	0.8%
0020 Pottery Studio	261,934	224,592	225,903	1,311	0.6%
0021 Wadeview Neighborhood Center	377,001	344,086	345,189	1,103	0.3%
0022 Rosemont Neighborhood Center	673,286	745,698	744,279	(1,419)	(0.2%)
0023 Northwest Neighborhood Center	694,236	669,363	656,558	(12,805)	(1.9%)
0024 Citrus Square Neighborhood Center	110,387	129,093	131,141	2,048	1.6%
0025 Rock Lake Neighborhood Center	183,700	197,275	184,065	(13,210)	(6.7%)
0026 Primrose Plaza	80,439	83,790	144,993	61,203	73.0%
0027 Orlando Skatepark	200,146	183,876	196,604	12,728	6.9%
0028 Recreation - 21st CCLC	2,372	-	-	-	N/A
0029 Lake Lorna Doone Park	-	-	895,850	895,850	N/A
0030 Grand Avenue Neighborhood Center	-	-	249,587	249,587	N/A
Parks Division (PKS)					
0001 Parks Administration	2,247,125	3,099,511	3,278,605	179,094	5.8%
0002 Forestry	2,155,966	2,420,153	2,516,465	96,312	4.0%
0003 Production and Grounds Maintenance	1,818,752	2,041,280	2,022,579	(18,701)	(0.9%)
0004 Parks Contract Management	2,032,001	2,168,065	2,243,743	75,678	3.5%
0005 Environmental Horticulture	1,904,134	2,221,254	2,279,454	58,200	2.6%
0006 Green Up	373,690	358,172	381,017	22,845	6.4%
0007 Lake Eola Park	1,503,900	756,056	768,959	12,903	1.7%
0008 Frederick Park at Turkey Lake	1,483,081	1,214,479	1,272,669	58,190	4.8%
0009 Loch Haven Center	43,275	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 35,336,644	\$ 37,928,107	\$ 43,528,707	\$ 5,600,600	14.8%

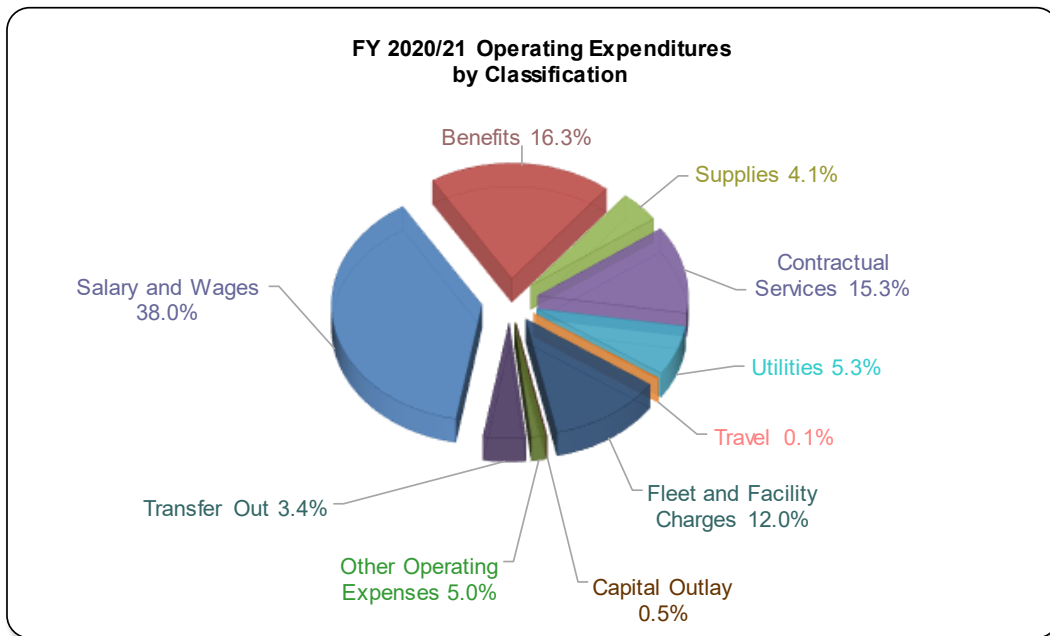
FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
AFTER SCHOOL ALL STARS FUND #0023					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 2,567,456	\$ 3,089,473	\$ 3,893,530	\$ 804,057	26.0%
Recreation Division (REC)					
0028 Recreation - 21st CCLC	15,052	66,698	70,638	\$ 3,940	5.9%
Children Affairs Division (CAD)					
0002 Children Affairs - Ounce of Prevention	-	17,709	78,820	\$ 61,111	345.1%
TOTAL -- AFTER SCHOOLS ALL STARS FUND	\$ 2,582,508	\$ 3,173,880	\$ 4,042,988	\$ 869,108	27.4%
STREET TREE TRUST FUND #0003					
Parks Division (PKS)					
0010 Street Tree Trust	\$ 32,703	\$ 198,139	\$ 200,319	\$ 2,180	1.1%
TOTAL -- STREET TREE TRUST FUND	\$ 32,703	\$ 198,139	\$ 200,319	\$ 2,180	1.1%
PARK IMPACT FEE FUNDS #1080 - #1082					
Director of Families Parks and Recreation (FPR)					
0007 Park Impact Fee North	\$ 30,645	\$ 700,000	\$ 686,952	\$ (13,048)	-1.9%
0008 Park Impact Fee Southeast	30,645	975,000	1,005,251	\$ 30,251	3.1%
0009 Park Impact Fee Southwest	7,998	30,000	233,189	\$ 203,189	677.3%
TOTAL -- PARK IMPACT FEE FUNDS	\$ 69,287	\$ 1,705,000	\$ 1,925,392	\$ 220,392	12.9%
TOTAL -- FAMILIES, PARKS AND RECREATION OPERATING	\$ 38,021,142	\$ 43,005,126	\$ 49,697,406	\$ 6,692,280	15.6%



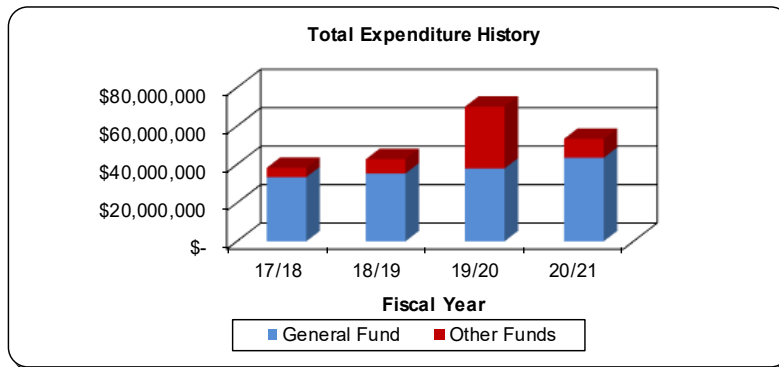
FAMILIES, PARKS AND RECREATION DEPARTMENT

Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 15,462,099	\$ 16,574,368	\$ 18,873,016	\$ 2,298,648	13.9%
Benefits	6,842,989	7,592,101	8,125,275	533,174	7.0%
Supplies	1,555,169	1,787,838	2,040,861	253,023	14.2%
Contractual Services	4,481,169	4,622,515	7,626,119	3,003,604	65.0%
Utilities	2,350,314	2,550,051	2,616,774	66,723	2.6%
Travel	50,303	49,982	55,605	5,623	11.3%
Fleet and Facility Charges	4,934,802	5,869,589	5,943,163	73,574	1.3%
Capital Outlay	43,960	-	240,110	240,110	N/A
Other Operating Expenses	532,365	2,101,908	2,477,163	375,255	17.9%
Transfer Out	1,767,973	1,856,774	1,699,320	(157,454)	(8.5%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 38,021,142	\$ 43,005,126	\$ 49,697,406	\$ 6,692,280	15.6%

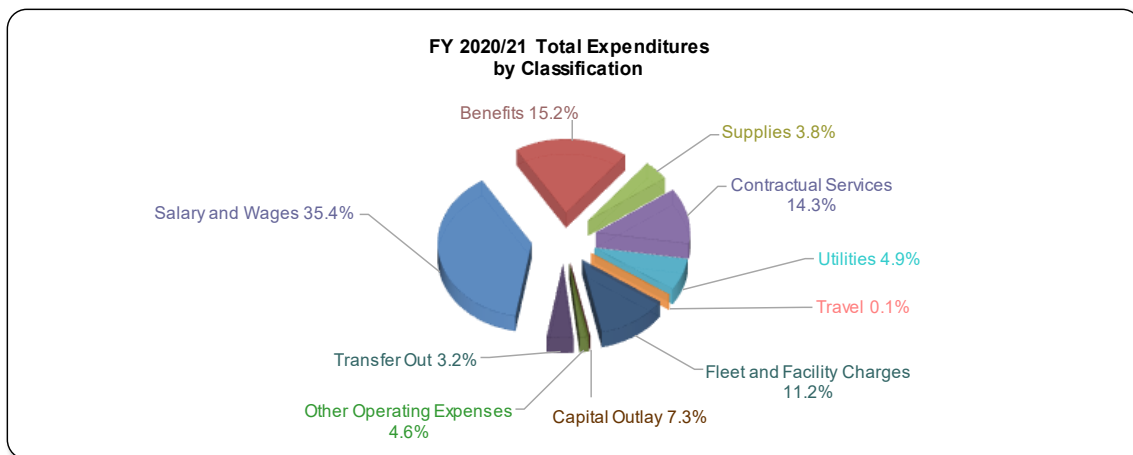


FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
CAPITAL IMPROVEMENTS FUND #3001					
Projects and Grants	\$ 1,592,799	\$ 7,962,783	\$ 3,656,000	\$ (4,306,783)	(54.1%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 1,592,799	\$ 7,962,783	\$ 3,656,000	\$ (4,306,783)	(54.1%)
INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND #3034					
Projects and Grants	\$ 1,205,500	\$ 14,486,042	\$ -	\$ (14,486,042)	(100.0%)
TOTAL -- INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND	\$ 1,205,500	\$ 14,486,042	\$ -	\$ (14,486,042)	(100.0%)
OTHER FUNDS					
Projects and Grants	\$ 1,947,467	\$ 4,661,388	\$ -	\$ (4,661,388)	(100.0%)
TOTAL -- OTHER FUNDS	\$ 1,947,467	\$ 4,661,388	\$ -	\$ (4,661,388)	(100.0%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 42,766,909	\$ 70,115,339	\$ 53,353,406	\$ (16,761,933)	(23.9%)



Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 16,561,889	\$ 17,993,519	\$ 18,873,016	\$ 879,497	4.9%
Benefits	6,984,174	8,024,206	8,125,275	101,069	1.3%
Supplies	1,932,372	2,974,289	2,040,861	(933,428)	(31.4%)
Contractual Services	5,375,526	6,873,116	7,626,119	753,003	11.0%
Utilities	2,350,314	2,701,429	2,616,774	(84,655)	(3.1%)
Travel	52,776	56,347	55,605	(742)	(1.3%)
Fleet and Facility Charges	5,540,150	6,896,840	5,943,163	(953,677)	(13.8%)
Capital Outlay	1,391,602	19,661,164	3,896,110	(15,765,054)	(80.2%)
Other Expenses	687,776	3,067,925	2,477,163	(590,762)	(19.3%)
Transfer Out	1,890,331	1,866,504	1,699,320	(167,184)	(9.0%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 42,766,909	\$ 70,115,339	\$ 53,353,406	\$ (16,761,933)	(23.9%)



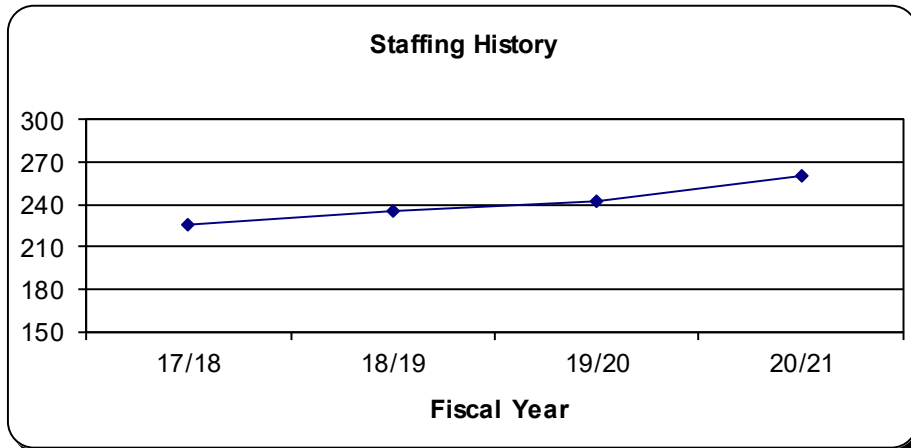
FAMILIES, PARKS AND RECREATION DEPARTMENT

DEPARTMENT STAFFING SUMMARY

Fund	2018/19	2019/20	2020/21
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Families Parks and Recreation (FPR)			
0001 Director of Families Parks and Recreation	15	15	16
0003 Children and Education	12	12	19
Children Affairs Division (CAD)			
0001 Children Affairs Division Administration	4	4	3
Recreation Division (REC)			
0001 Recreation Administration	9	9	9
0002 Recreation Maintenance	13	13	13
0003 Athletics	3	3	3
0004 Orlando Tennis Center	2	2	2
0005 Aquatics	4	4	4
0007 Mayor William Beardall Senior Center	6	6	6
0008 Dr. J. B. Callahan Neighborhood Center	4	4	4
0010 Dr. James R. Smith Neighborhood Center	6	6	6
0011 Dover Shores Neighborhood Center	4	4	4
0012 Downtown Recreation Complex	5	5	5
0013 Engelwood Neighborhood Center	5	6	6
0015 Ivey Lane Neighborhood Center	1	1	1
0016 John H. Jackson Neighborhood Center	6	5	5
0017 L. Claudia Allen Senior Center	4	4	4
0018 Reeves Terrace Recreation Site	1	1	1
0019 College Park Neighborhood Center	5	5	5
0020 Pottery Studio	1	1	1
0021 Wadeview Neighborhood Center	2	2	2
0022 Rosemont Neighborhood Center	5	5	5
0023 Northwest Neighborhood Center	5	5	5
0024 Citrus Square Neighborhood Center	1	1	1
0025 Rock Lake Neighborhood Center	1	1	1
0026 Primrose Plaza	1	1	1
0027 Orlando Skatepark	1	1	1
0029 Lake Lorna Doone Park	-	-	7
0030 Grand Avenue Neighborhood Center	-	-	4
Parks Division (PKS)			
0001 Parks Administration	10	10	10
0002 Forestry	19	19	19
0003 Production and Grounds Maintenance	22	22	22
0004 Parks Contract Management	3	3	3
0005 Environmental Horticulture	22	23	23
0006 Green Up	3	3	3
0007 Lake Eola Park	6	6	6
0008 Frederick Park at Turkey Lake	12	11	11
TOTAL -- GENERAL FUND	223	223	241

FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund	2018/19	2019/20	2020/21
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>AFTER SCHOOL ALL STARS FUND #0023</u>			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	9	15	16
Recreation Division (REC)			
0028 Recreation After School All Stars	1	1	1
Children Affairs Division (CAD)			
0002 Children Affairs - Ounce of Prevention	-	1	1
TOTAL -- AFTER SCHOOLS ALL STARS FUND	10	17	18
<u>GRANT FUND #1130</u>			
Director of Families Parks and Recreation (FPR)			
0005 OPASS Grant Staffing	1	1	1
0006 Operation Americorp Grant Staffing	1	1	1
TOTAL -- GRANT FUND	2	2	2
TOTAL -- FAMILIES, PARKS AND RECREATION	235	242	261



FAMILIES, PARKS AND RECREATION DEPARTMENT

Department Mission Statement

The mission of the Families, Parks and Recreation Department is to support and strengthen livable neighborhoods through the provision of well-maintained and inviting parks and a healthy tree canopy; high quality recreational, cultural and educational facilities; and comprehensive, innovative children's programs.

Director's Office

To accomplish its mission, \$38,798,036 in City General Revenue funding was allocated to the Families, Parks and Recreation Department (FPR) for FYE 09/30/2020. FPR leveraged an additional \$5,180,562 as follows: \$1,330,062 in grants made to the City of Orlando, \$1,089,000 in grants awarded to the Orlando Community & Youth Trust, Inc. and \$2,761,500 raised by the Orlando After-School All-Stars. The Department did not hit the expectations predicted by the previous economy due to the COVID-19 Pandemic.

Future Goals and Objectives

Short Term

- Complete the 2020 Parks and Recreation Master Plan
- Leverage increased grant funds and effectively manage grants to encourage continued funding from federal, state and local grant-makers and philanthropists.
- Implement planned park/playground/facility maintenance and improvement projects, department wide.
- Continue to achieve/exceed revenue goals while controlling operating expenses to meet FY19/20 budget.

Medium Term

- Continue building the capacity of FPR's sister non-profit organizations and engaging in comprehensive grants management in order to leverage funding from federal, state and local grants and philanthropy in support of FPR's mission.
- Continue to provide critical input in the City planning process as it relates to the impact of development on parks, tree canopy, and demand for recreational amenities.
- Effectively communicate about FPR's programs and amenities to the public on a real-time basis, including information on the impact of parks, recreation, and children's programs on quality of life in Orlando.

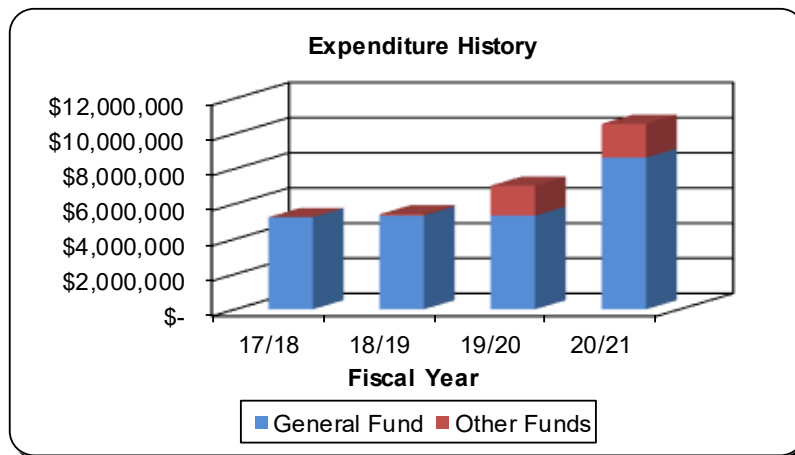
Long Term

- Advise City planners to help mitigate development impact on parks, tree canopy, and demand for recreational amenities.
- Expand access to park and recreation amenities in alignment with Park Impact Fees.

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,817,879	\$ 1,840,391	\$ 2,947,953	\$ 1,107,562	60.2%
0002 Families Parks and Recreation Nondept	1,417,501	1,484,374	1,619,621	135,247	9.1%
0003 Children and Education	1,640,785	1,848,284	4,060,497	2,212,213	119.7%
0005 O-PASS Grant Staffing	261,225	56,781	-	(56,781)	(100.0%)
0006 Operation AmeriCorps Grant Staffing	198,520	98,661	-	(98,661)	(100.0%)
TOTAL -- GENERAL FUND	\$ 5,335,910	\$ 5,328,491	\$ 8,628,071	\$ 3,299,580	61.9%
Park Impact Fee Funds (#1080 - #1082)					
0007 Park Impact Fee North	30,645	700,000	686,952	\$ (13,048)	(1.9%)
0008 Park Impact Fee Southeast	30,645	975,000	1,005,251	30,251	3.1%
0009 Park Impact Fee Southwest	7,998	30,000	233,189	203,189	677.3%
TOTAL -- PARK IMPACT FEE FUNDS	\$ 69,287	\$ 1,705,000	\$ 1,925,392	\$ 220,392	12.9%
TOTAL -- DIRECTOR'S OFFICE	\$ 5,405,197	\$ 7,033,491	\$ 10,553,463	\$ 3,519,972	50.0%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
0001 Director of Families Parks and Recreation	15	15	16
0003 Children and Education	12	12	19
TOTAL -- GENERAL FUND	27	27	35
GRANT FUND #1130			
Director of Families Parks and Recreation (FPR)			
0005 OPASS Grant Staffing	1	1	1
0006 Operation Americorp Grant Staffing	1	1	1
TOTAL -- GRANT FUND	2	2	2
TOTAL -- DIRECTOR'S OFFICE	29	29	37

FAMILIES, PARKS AND RECREATION DEPARTMENT

The Parks Division

“Provision of well-maintained and inviting parks and a healthy tree canopy”

The Parks Division manages the City’s parks and street tree canopy.

Major Accomplishments

Fiscal Year 2020 (October 1 – September 30)

- Maintained 118 parks/green spaces, including mowing, irrigation, restroom maintenance, landscaping, flower beds, and amenity repairs.
- Repaired/renovated and made improvements to the roads, sidewalks and restrooms in the Family Campground at Bill Frederick Park and at Pavilion #6, to enhance accessibility and make it safer for pedestrian traffic.
- Began the process of creating a new Master Plan for Lake Eola Park.
- Replaced the playgrounds at Callahan Neighborhood Center and Delaney Park.
- Made extensive repairs to the entry feature (Fountain and rock walls) at Loch Haven Cultural Park.
- Tree planting, tree trimming, site furnishings and sidewalk improvements were completed on the South side of Delaney Park.
- Wadeview Park received a much-needed replacement of the exercise pods including the City’s only accessible exercise stations with a canopy for shade.
- Improvements were made at the Park of the Americas Dog Park with sidewalks, more lights, pet drinking fountains, pet wash, sod, irrigation and a new pavilion in the large dog area.
- Parks Division has implemented lighting improvements at Pleasant Valley and Leroy Hoequist Parks.
- The mountain bike area at Lake Druid Park has been increased by nearly 1 mile of more challenging trails.
- Clearing of sites to reduce fire hazard at La Costa Urban Wetlands, Rock Lake, Turnbull & Commander Drive lots.
- Renovated the restrooms at Lake Underhill Park.
- Promoted tree planting and increased the City’s tree canopy by: planting 742 trees (495 street trees, 97 park trees and 150 Green Up trees); trimming approximately 2,950 trees; removing 417 trees; and distributing (free to residents) approximately 235 trees at events such as Festivals, National Night Out and National Public Lands Day.
- Orlando received the Tree City USA award for the 43rd consecutive year, the Growth Award for the 28th year and the Playful City USA designation for the 10th consecutive year.
- Logged over 6,054 volunteer hours at over 45 Green Up events to augment services, build community pride, and reduce invasive species and labor costs.

Future Goals and Objectives

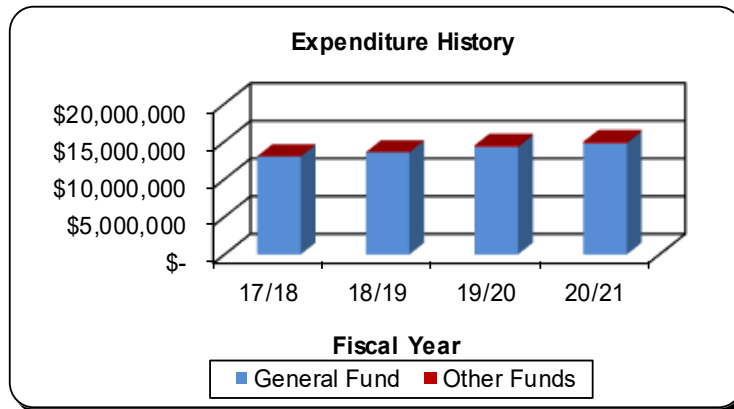
Short Term

- Parks Division has successfully planned and implemented environmentally-based summer camps at Bill Frederick Park, however, due to Coronavirus, the 2020 camps were cancelled.
- Effect of Coronavirus: (March 2020 – ongoing until further notice)
 - The Parks Division has adapted to the Coronavirus outbreak by altering crew make-up to reduce exposure between employees as well as with the general public. Fleet/Facilities has increased the number of vehicles at our disposal so that we can separate employees during travel to work locations. Playgrounds and outdoor exercise stations have been closed and restroom cleaning cycles have been increased. Reservations for park facilities and tree removal permit requests have been completely moved to on-line applications and payment, which discontinues the need for the public to come to the Parks Division offices or handle cash. Cash transactions are being eliminated for all Park transactions. The City of Orlando is limiting all events to private events of less than 50 people only. The City is not approving any large events or 18.A permits. Parks has enlisted the help of several Recreation Division employees as ambassadors to help inspect parks and inform the public of CDC Guidelines in the parks.

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Parks Division (PKS)					
0001 Parks Administration	\$ 2,247,125	\$ 3,099,511	\$ 3,278,605	\$179,094	5.8%
0002 Forestry	2,155,966	2,420,153	2,516,465	96,312	4.0%
0003 Production and Grounds Maintenance	1,818,752	2,041,280	2,022,579	(18,701)	(0.9%)
0004 Parks Contract Management	2,032,001	2,168,065	2,243,743	75,678	3.5%
0005 Environmental Horticulture	1,904,134	2,221,254	2,279,454	58,200	2.6%
0006 Green Up	373,690	358,172	381,017	22,845	6.4%
0007 Lake Eola Park	1,503,900	756,056	768,959	12,903	1.7%
0008 Frederick Park at Turkey Lake	1,483,081	1,214,479	1,272,669	58,190	4.8%
0009 Loch Haven Center	43,275	-	-	-	N/A
TOTAL -- GENERAL FUND	\$13,561,924	\$14,278,970	\$14,763,491	\$484,521	3.4%
STREET TREE TRUST FUND #0003					
0010 Street Tree Trust	\$ 32,703	\$ 198,139	\$ 200,319	\$ 2,180	1.1%
TOTAL -- STREET TREE TRUST FUND	\$ 32,703	\$ 198,139	\$ 200,319	\$ 2,180	1.1%
TOTAL -- PARKS DIVISION	\$13,594,627	\$14,477,109	\$14,963,810	\$486,701	3.4%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Parks Division			
0001 Parks Administration	10	10	10
0002 Forestry	19	19	19
0003 Production and Grounds Maintenance	22	22	22
0004 Parks Contract Management	3	3	3
0005 Environmental Horticulture	22	23	23
0006 Green Up	3	3	3
0007 Lake Eola Park	6	6	6
0008 Frederick Park at Turkey Lake	12	11	11
TOTAL -- GENERAL FUND	97	97	97
TOTAL -- PARKS DIVISION	97	97	97

FAMILIES, PARKS AND RECREATION DEPARTMENT

The Recreation Division

“Provision of high quality recreational, cultural and educational facilities”

The Recreation Division manages the City's community centers, gymnasiums, pools, and ball fields, as well as myriad programs that operate at these sites. During FY18/19, the Division managed the City's 61 ball fields and 44 basketball, 35 tennis and 10 volleyball courts, which were rented 4,186 times to accommodate 54,572 attendees.

The Division's 17 recreation centers accommodated attendance of 415,196 last year. In addition, public and private groups rented the facilities 2,971 days (average 175 days/booked per site) bringing 119,767 attendees to meetings/events. Attendance at the Division's senior centers and senior programs reached 66,808 last year. In addition, there was an average of 2,580 visits to the City's 9 fitness centers each month. Computer labs were updated at 17 community centers.

In partnership (and with funding) from Orange County Public Schools and the Florida Department of Education, the Division deployed teachers to all recreation centers throughout the summer to prevent summer learning loss, including 400 youth served at three sites via a Florida Department of Education 21st Century Community Learning Centers grant.

Attendance at our 11 pools reached 28,143 visits; the Orlando Tennis Centre achieved an attendance of 14,038, including a free tennis lesson program for 3 hours each Sunday in April, May, November and December funded by grants from USTA, USPTA, PGA Tour Superstore and Help Kids Play Sports. Attendance at the Pottery Studio increased to 10,845, where classes continued to sell out and often have waiting lists. Attendance at the Orlando Skate Park increased to 8,142 visits and a new shade structure was installed to provide protection against the sun.

Future Goals and Objectives

Short Term

- Review and update the Division's seasonal staffing pattern to ensure sites stay within budget.
- Plan/oversee renovation of Grand Avenue School
- Continue successful implementation of 21st Century Community Learning Center grant at three sites: Engelwood, Rosemont, and Citrus Square, and explore expansion to additional sites.
- Partner with the Orlando Fire Department to move Dover Shores Community Centers' tennis courts to the golf facility area
- Implement plan relocation of the Orlando Tennis Centre, Downtown Recreation Center, and Pottery Studio.

Medium Term

- Continue to upgrade aging City recreation facilities
- Expand NFL Flag Football League from its current level of 180 kids to 300 plus kids served.
- Expand 21st Century Program to additional sites.
- Address major roofing concerns at various community centers
- Commence and complete construction of new Tennis Center, Grand Avenue facility, and Rosemont gymnasium.

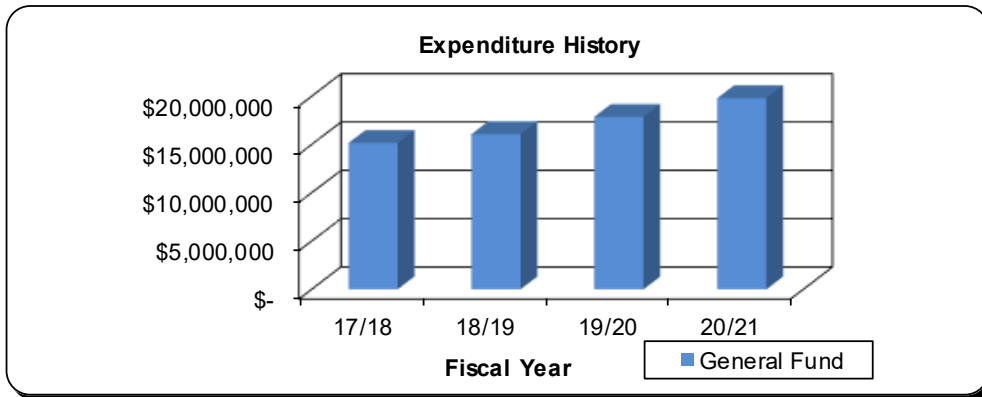
Long Term

- Seek consultant to structure the renovation process for the community centers

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Recreation Division (REC)					
0001 Recreation Administration	\$ 1,206,015	\$ 1,306,570	\$ 1,338,618	\$ 32,048	2.5%
0002 Recreation Maintenance	3,137,809	5,493,227	6,058,418	565,191	10.3%
0003 Athletics	626,095	677,203	789,949	112,746	16.6%
0004 Orlando Tennis Center	277,628	264,314	267,167	2,853	1.1%
0005 Aquatics	1,598,833	1,452,450	1,461,988	9,538	0.7%
0006 Mayor Carl T. Langford Neighborhood Center	51,834	43,642	43,642	-	0.0%
0007 Mayor William Beardall Senior Center	800,021	563,560	575,011	11,451	2.0%
0008 Dr. J. B. Callahan Neighborhood Center	526,080	512,778	511,101	(1,677)	(0.3%)
0009 Colonialtown Neighborhood Center	152,186	134,081	132,921	(1,160)	(0.9%)
0010 Dr. James R. Smith Neighborhood Center	870,541	773,596	769,310	(4,286)	(0.6%)
0011 Dover Shores Neighborhood Center	684,018	665,471	672,972	7,501	1.1%
0012 Downtown Recreation Complex	517,533	476,699	471,352	(5,347)	(1.1%)
0013 Engelwood Neighborhood Center	774,522	735,506	791,128	55,622	7.6%
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	127,173	95,684	95,684	-	0.0%
0015 Ivey Lane Neighborhood Center	223,100	180,477	183,048	2,571	1.4%
0016 John H. Jackson Neighborhood Center	595,490	608,944	540,854	(68,090)	(11.2%)
0017 L. Claudia Allen Senior Center	399,964	391,942	400,197	8,255	2.1%
0018 Reeves Terrace Recreation Site	159,192	176,540	178,456	1,916	1.1%
0019 College Park Neighborhood Center	746,166	731,167	736,992	5,825	0.8%
0020 Pottery Studio	261,934	224,592	225,903	1,311	0.6%
0021 Wadeview Neighborhood Center	377,001	344,086	345,189	1,103	0.3%
0022 Rosemont Neighborhood Center	673,286	745,698	744,279	(1,419)	(0.2%)
0023 Northwest Neighborhood Center	694,236	669,363	656,558	(12,805)	(1.9%)
0024 Citrus Square Neighborhood Center	110,387	129,093	131,141	2,048	1.6%
0025 Rock Lake Neighborhood Center	183,700	197,275	184,065	(13,210)	(6.7%)
0026 Primrose Plaza	80,439	83,790	144,993	61,203	73.0%
0027 Orlando Skatepark	200,146	183,876	196,604	12,728	6.9%
0028 Recreation - 21st CCLC	2,372	-	-	-	N/A
0029 Lake Lorna Doone Park	-	-	895,850	895,850	N/A
0030 Grand Avenue Neighborhood Center	-	-	249,587	249,587	N/A
TOTAL -- GENERAL FUND	\$ 16,057,699	\$ 17,861,624	\$ 19,792,977	\$ 1,931,353	10.8%
TOTAL -- RECREATION	\$ 16,057,699	\$ 17,861,624	\$ 19,792,977	\$ 1,931,353	10.8%



FAMILIES, PARKS AND RECREATION DEPARTMENT

STAFFING SUMMARY

Fund	2018/19	2019/20	2020/21
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Recreation Division (REC)			
0001 Recreation Administration	9	9	9
0002 Recreation Maintenance	13	13	13
0003 Athletics	3	3	3
0004 Orlando Tennis Center	2	2	2
0005 Aquatics	4	4	4
0007 Mayor William Beardall Senior Center	6	6	6
0008 Dr. J. B. Callahan Neighborhood Center	4	4	4
0010 Dr. James R. Smith Neighborhood Center	6	6	6
0011 Dover Shores Neighborhood Center	4	4	4
0012 Downtown Recreation Complex	5	5	5
0013 Engelwood Neighborhood Center	5	6	6
0015 Ivey Lane Neighborhood Center	1	1	1
0016 John H. Jackson Neighborhood Center	6	5	5
0017 L. Claudia Allen Senior Center	4	4	4
0018 Reeves Terrace Recreation Site	1	1	1
0019 College Park Neighborhood Center	5	5	5
0020 Pottery Studio	1	1	1
0021 Wadeview Neighborhood Center	2	2	2
0022 Rosemont Neighborhood Center	5	5	5
0023 Northwest Neighborhood Center	5	5	5
0024 Citrus Square Neighborhood Center	1	1	1
0025 Rock Lake Neighborhood Center	1	1	1
0026 Primrose Plaza	1	1	1
0027 Orlando Skatepark	1	1	1
0029 Lake Lorna Doone Park	-	-	7
0030 Grand Avenue Neighborhood Center	-	-	4
TOTAL -- GENERAL FUND	95	95	106
TOTAL -- RECREATION DIVISION	95	95	106

FAMILIES, PARKS AND RECREATION DEPARTMENT

FPR Children's Initiative/Children Affairs Division

"Provision of comprehensive, innovative children's programs"

FPR operates a comprehensive, innovative, data-driven youth initiative from cradle to college and career. The aim is to improve academic achievement, workforce readiness, and health and wellness of Orlando's youth, especially disadvantaged youth, in collaboration with schools and non-profit, faith and business partners. The goal is to "move the needle" on academic performance, juvenile crime, and child health in Orlando. During FY19/20 significant accomplishments include:

Recreation Division (REC): The Recreation Division offered afterschool programs and summer camps to over 1,300 children at 17 locations. To address food insecurity, the division provided 38,420 meals to children this summer through the Summer Food Service program and 82,391 suppers to children at 16 City locations throughout the school year. The tennis program partnership with ACE School provided specialized tennis classes to 714 youth during the year. The Pottery Studio engaged over 1,200 youth and families through partnerships with the Neighborhood Centers and charter schools, as well as through special family nights and group engagements.

Parramore Kidz Zone (PKZ): PKZ served 1,013 youth, birth to age 24. Of these, 814 participated in academically-enriched after school programs or specialized STEAM enrichment programs. 111 participated in programs designed to keep them on track toward high school graduation, college entry and college completion; 212 children under the age of 5 received early learning services; 222 participated in health and wellness programs; 334 older youth participated in youth development programs; and 107 youth were employed. 77% of participating middle and high school students ended the year with a 2.0 GPA or higher. 100% of PKZ middle school students and 91% of high school students were promoted to the next grade level. 100% of PKZ high school seniors successfully graduated and enrolled in post-secondary education.

Orlando After School All Stars (ASAS): ASAS provided services to 4,029 youth this past year. ASAS's before school, after school and summer programs served 2,289 students. ASAS was recognized as a "model program" by the FL-DOE 21st CCLC Department annual review for a 9th consecutive year. 99% of ASAS middle school students met OCPS academic achievement standards and were promoted to the next grade level. 520 high school students completed the Opportunity Jobs Academy our youth workforce training program. In addition to the out-of-school services, ASAS also manages two AmeriCorps programs (OPASS and Operation AmeriCorps) that served 1,571 students at 5 middle schools and 5 high schools. 92% of ASAS middle school students increased their core math and language arts grades by years end and 100% of ASAS high school seniors successfully graduated and enrolled in either post-secondary education, trade/technical school or military service.

My Brother's Keeper Orlando (MBK): As part of President Obama's My Brother's Keeper Initiative, FPR continues to build strategies to address challenges facing boys and young men of color; bolstering/scaling up youth development programs aimed at preventing juvenile crime and collaborating to build trust between boys/young men of color and police officers; expanding efforts to "move the needle" on academic performance of boys/young men of color; and expanding employment opportunities for boys/young men of color. The Recreation Division's R.O.A.M program (Recreation Outreach and Mentoring) served over 200 boys at 4 elementary school sites and 9 neighborhood centers. In addition, MBK provided group programs in partnership with PKZ and ASAS that reached 319 youth at 5 middle school and 2 high school program sites.

Youth Employment: FPR employed 871 youth during the year, ages 15 to 25, of which 193 are funded via a variety of grants. In addition, the department offers specialized youth workforce training and employment opportunities through PKZ's Youth Workforce Initiative and ASAS's Opportunity Jobs Academy. Overall, these programs served 627 youth. 90% of PKZ participants showed improved knowledge in workforce skills and 98% were rated "satisfactory" or higher by their employers. 99% of OJA participants successfully completed the 100-hour training course and 84% of those students gained employment with a local business.

FAMILIES, PARKS AND RECREATION DEPARTMENT

COVID-19 Response: Throughout the pandemic, FPR has adapted its services to continue to provide youth programs and critical resources to our families.

Neighborhood Centers

- Child care services for first responders and City staff
- Youth employees assigned to various COVID-related duties, including serving as Park Rangers to encourage compliance with CDC guidelines at City parks, serving on a “Clean Team” to enhance sanitization of neighborhood centers, and staffing County-operated emergency assistance locations.
- Provided scaled down in-person summer programs
- Created learning pods to serve students taking virtual classes during the school year

Virtual Programs:

- Virtual summer camp for all middle school youth
- Virtual workforce training for high school youth
- MBK virtual group sessions for kids and families
- Virtual summer pottery classes for children enrolled in City summer camps

Direct Resources:

- \$250,000 in gift cards provided to our families for food and supplies
- 1,100 back-packs with school supplies donated to our youth
- 507 laptops or tablets distributed to our students for use during school year and summer for virtual classes and programs
- On-going home-visit wellness checks carried out in Parramore by PKZ staff.

Future Goals and Objectives

Short Term

- Create implementation plan for expansion of the Parramore Kidz Zone model into three additional neighborhoods.
- Unify FPR’s fundraising and development initiatives to increase individual donor, corporate/foundation and federal/state funding.
- Expand and enhance My Brother’s Keeper programs across department sites.
- Create a comprehensive plan to address mental health and socio-emotional learning (SEL) services within the department’s programs.
- Train all front-line staff in Mental Health First Aid.

Medium Term

- Begin implementation of two new Kidz Zones.
- Create a unified data and evaluation team that provides support and reporting for all programs and funding requirements.
- Enhance wrap-around supports for basic needs (transportation, food, clothing, school supplies, hygiene, and computer/internet access)

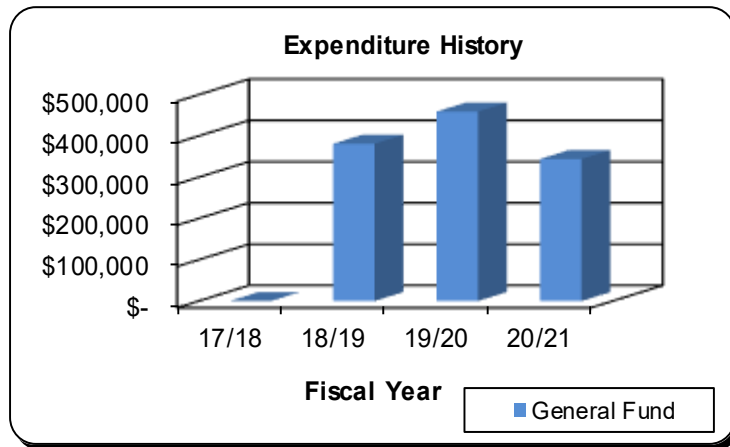
Long Term

- Create a unified training initiative within the division that provides all pre-service, in-service and specialized training for staff.
- Implement a unified fundraising event that showcases and serves the entire children’s initiative.

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Children Affairs Division (CAD)					
0001 Children Affairs Division Administration	\$ 381,111	\$ 459,022	\$ 344,168	\$ (114,854)	(25.0%)
TOTAL -- GENERAL FUND	\$ 381,111	\$ 459,022	\$ 344,168	\$ (114,854)	(25.0%)
TOTAL -- CHILDREN AFFAIRS DIVISION	\$ 381,111	\$ 459,022	\$ 344,168	\$ (114,854)	(25.0%)



Note: Children Affairs Division created in FY18/19

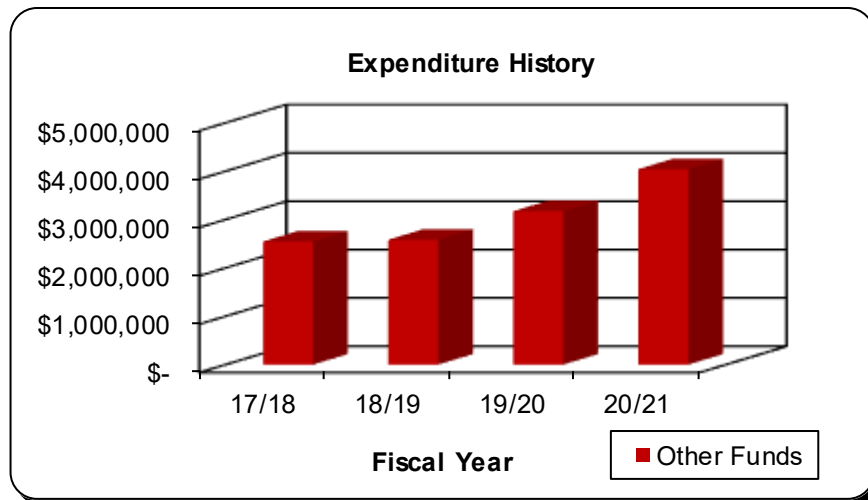
STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
0001 Children Affairs Division Administration	4	4	3
TOTAL -- GENERAL FUND	4	4	3
TOTAL -- Children Affairs Division	4	4	3

FAMILIES, PARKS AND RECREATION DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
AFTER SCHOOL ALL STARS FUND #0023					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 2,567,456	\$ 3,089,473	\$ 3,893,530	\$ 804,057	26.0%
Recreation Division (REC)					
0028 Recreation After School All Stars	\$ 15,052	\$ 66,698	\$ 70,638	\$ 3,940	5.9%
Children Affairs Division (CAD)					
0002 Children Affairs - Ounce of Prevention	\$ -	\$ 17,709	\$ 78,820	\$ 61,111	345.1%
TOTAL -- AFTER SCHOOL ALL-STARS FUND	\$ 2,582,508	\$ 3,173,880	\$ 4,042,988	\$ 869,108	27.4%
TOTAL -- AFTER SCHOOL ALL-STARS	\$ 2,582,508	\$ 3,173,880	\$ 4,042,988	\$ 869,108	27.4%



STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
AFTER SCHOOL ALL STARS FUND #0023			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	9	15	16
Recreation Division (REC)			
0028 Recreation After School All Stars	1	1	1
Children Affairs Division (CAD)			
0002 Children Affairs - Ounce of Prevention	-	1	1
TOTAL -- AFTER SCHOOL ALL-STARS FUND	10	17	18
TOTAL -- AFTER SCHOOL ALL-STARS	10	17	18

FAMILIES, PARKS AND RECREATION DEPARTMENT

Families, Parks and Recreation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Parks Division	Percent of satisfied survey responses	97%	98%	98%
Recreation Division	Number of Hours Facilities Rented	28,657	21,438	22,500

Employee Learning & Growth

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Parks Division	Total number of training hours	1,250	1,300	1,300
Recreation Division	Total number of training hours	5,000	5,000	5,000

Fiscal

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Families, Parks and Recreation	Families, Parks and Recreation Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	2.85%	-1.4%	+/-5%
Parks Division	Bill Frederick Park Admissions Revenue	188,230	126,909	210,000
Parks Division	Event Rental Revenue	446,239	292,948	560,000
Recreation Division	Rental Revenue	441,553	397,598	397,598

Internal Processes

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered per week	115	115	115
Parks Division	Total number of trees pruned	2,800	2,750	2,750
Parks Division	Total number of trees removed	300	350	350
Parks Division	Total number of "green-up" events	60	75	75

Outcome & Mission

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Parks Division	Number of trees planted	1,100	1,100	1,100
Recreation Division	Total attendance	588,304	520,348	520,348
Recreation Division	Number of Rental Contracts	2,566	3,968	3,968
Recreation Division	Number of Booked Days	7,789	6,099	6,099

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**CITY OF
ORLANDO**
FIRE DEPARTMENT

2019-2020 BY THE NUMBERS:

Trained more than
150,000
people in hands-only CPR and AED classes.

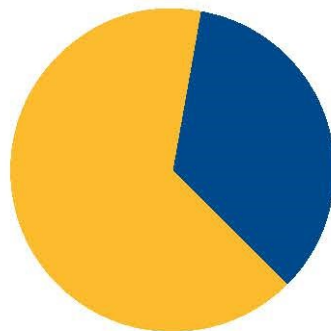
AWARDED:

\$25,000
fire prevention grants

\$10,000
EMS grants

76,166
Total Calls for Service

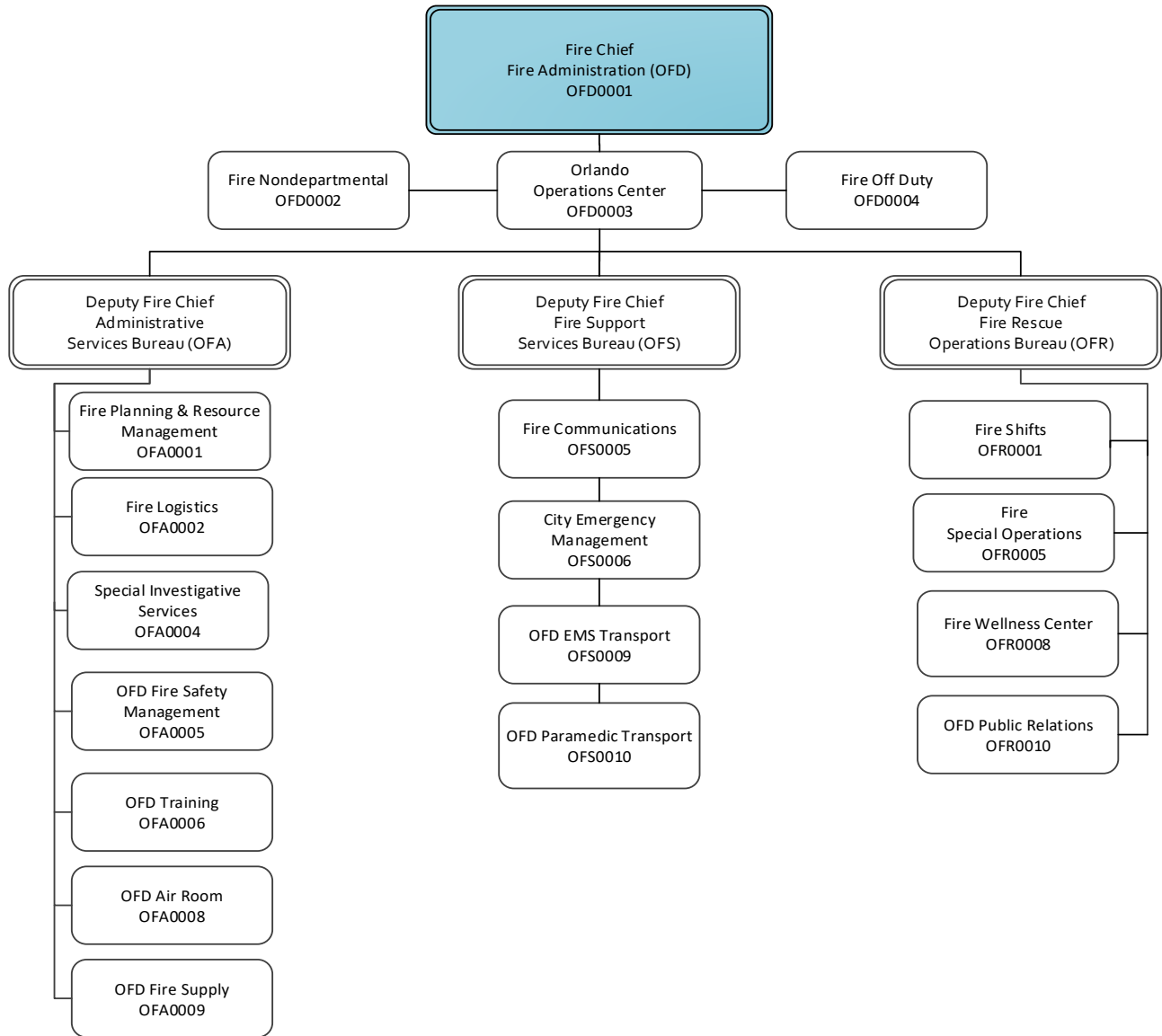
49,882
Emergency Medical
Treatment



26,284
Medical Transports
to Area Hospitals

In 2019, Orlando Fire Department achieved ISO Class 1 for the 10th year in a row. This rating places the Orlando Fire Department in the top 1% of fire departments in the United States, and is the only fire department in the state to have ISO 1 classification, International Fire Accreditation, Emergency Management Accreditation Program (EMAP) certification, Commission on Accreditation of Ambulance Services (CASS) and ACE accreditation (911/Communications Center).

FIRE DEPARTMENT



Department Mission Statement

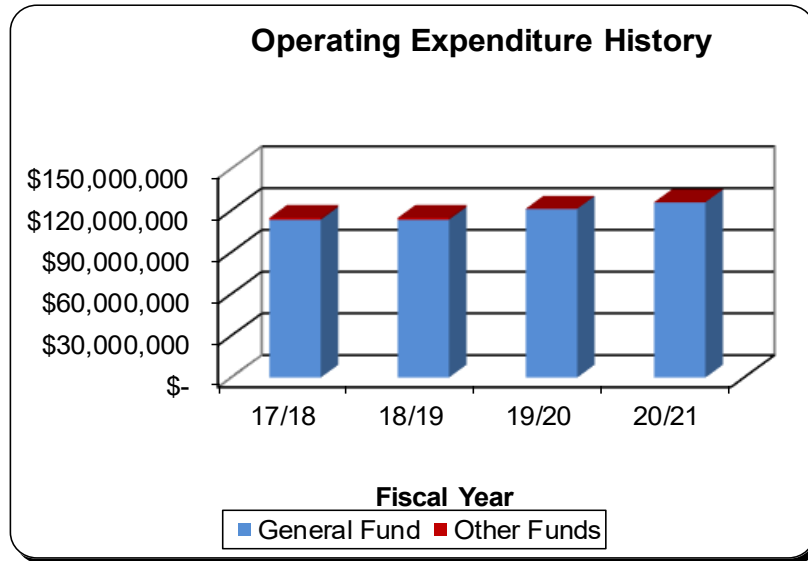
The Orlando Fire Department Mission Statement “protect lives and property” simply states the goal of a large organization that utilizes many specially trained personnel in multiple professions. These groupings of tightly orchestrated Fire Department Divisions and Sections create a professional life and property protection ecosystem. Each relying on the other’s dedicated, exacting, and specific services to produce The Orlando Fire Department.

FIRE DEPARTMENT

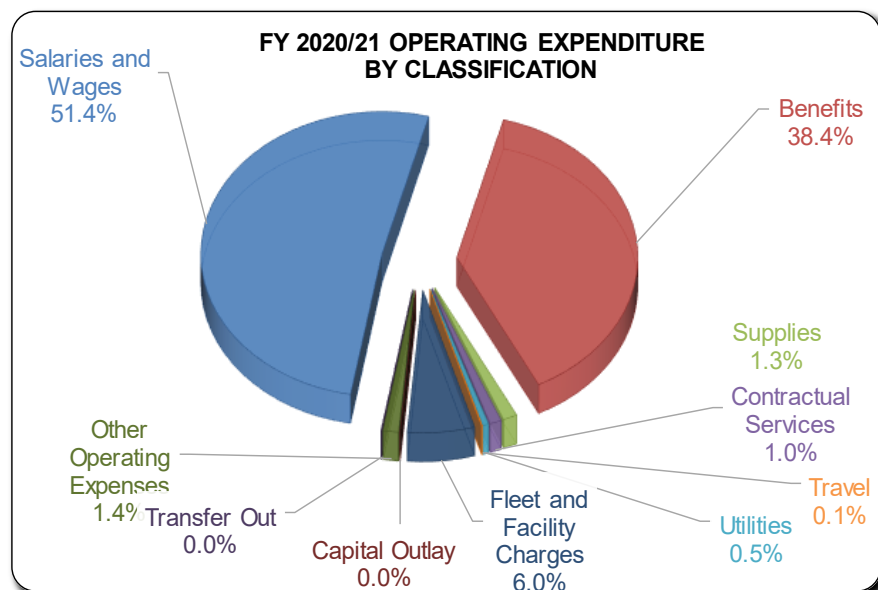
DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit Cost Center and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 2,694,102	\$ 3,054,191	\$ 2,885,888	\$ (168,303)	(5.5%)
0002 Fire Nondepartmental	118,133	425,000	442,500	17,500	4.1%
0003 Orlando Operations Center	288,897	268,211	389,214	121,003	45.1%
0004 Fire Off Duty	(436,773)	(15,135)	(54,230)	(39,095)	258.3%
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Management	687,949	687,582	707,796	20,214	2.9%
0002 Fire Logistics	471,224	554,040	622,026	67,986	12.3%
0004 Fire Special Investigative Services	936,561	954,149	961,737	7,588	0.8%
0005 OFD Fire Safety Management	1,546,211	1,951,585	1,915,926	(35,659)	(1.8%)
0006 OFD Training	1,789,448	1,853,292	2,057,386	204,094	11.0%
0008 OFD Air Room	43,841	28,200	36,000	7,800	27.7%
0009 OFD Fire Supply	647,165	709,912	774,514	64,602	9.1%
Fire Support Services Bureau (OFS)					
0005 Fire Communications	2,784,601	3,020,139	3,177,755	157,616	5.2%
0006 City Emergency Management	301,221	321,136	307,615	(13,521)	(4.2%)
0009 OFD EMS Transport	4,479,326	4,737,866	4,781,266	43,400	0.9%
0010 OFD Paramedic Transport	1,891,076	3,184,351	3,614,360	430,009	13.5%
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	94,387,043	98,734,683	102,559,239	3,824,556	3.9%
0005 Fire Special Operations	426,768	365,523	372,279	6,756	1.8%
0007 SAFER Staffing for Adequate Fire & Emergency Response	(20,766)	-	-	-	N/A
0008 Fire Wellness Center	29,450	26,500	25,000	(1,500)	(5.7%)
0010 OFD Public Relations	349,278	349,684	349,450	(234)	(0.1%)
TOTAL -- GENERAL FUND	\$ 113,414,757	\$ 121,210,909	\$ 125,925,721	\$ 4,714,812	3.9%
911 EMERGENCY PHONE SYSTEM FUND #0008					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 201	\$ 185,982	\$ 60,000	\$ (125,982)	(67.7%)
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$ 201	\$ 185,982	\$ 60,000	\$ (125,982)	(67.7%)
EMERGENCY MEDICAL SERVICES TRANSPORT FUND #0017*					
Fire Support Services Bureau (OFS)					
0007 EMS	1,413,324	-	-	-	N/A
TOTAL -- EMERGENCY MEDICAL SERVICES TRANSPORT	\$ 1,413,324	\$ -	\$ -	\$ -	N/A
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 114,828,281	\$ 121,396,891	\$ 125,985,721	\$ 4,588,830	3.8%

FIRE DEPARTMENT

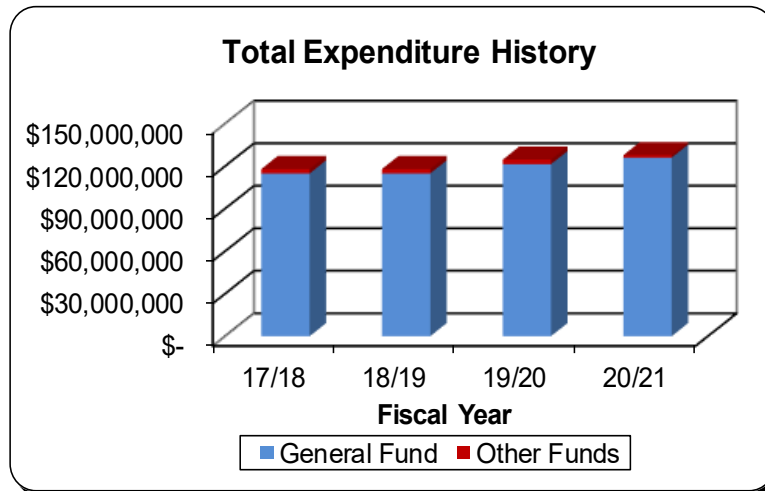


Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 60,703,224	\$ 62,662,567	\$ 64,740,749	\$ 2,078,182	3.3%
Benefits	40,976,454	46,089,888	48,348,124	2,258,236	4.9%
Supplies	1,519,055	1,534,000	1,587,000	53,000	3.5%
Contractual Services	1,049,853	1,186,100	1,285,500	99,400	8.4%
Utilities	748,333	642,200	644,197	1,997	0.3%
Travel	56,459	70,000	70,000	-	0.0%
Fleet and Facility Charges	6,925,403	7,738,148	7,542,933	(195,215)	(2.5%)
Capital Outlay	64,045	-	-	-	N/A
Other Operating Expenses	1,311,843	1,423,946	1,719,218	295,272	20.7%
Transfer Out	1,473,611	50,042	48,000	(2,042)	(4.1%)
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 114,828,281	\$ 121,396,891	\$ 125,985,721	\$ 4,588,830	3.8%



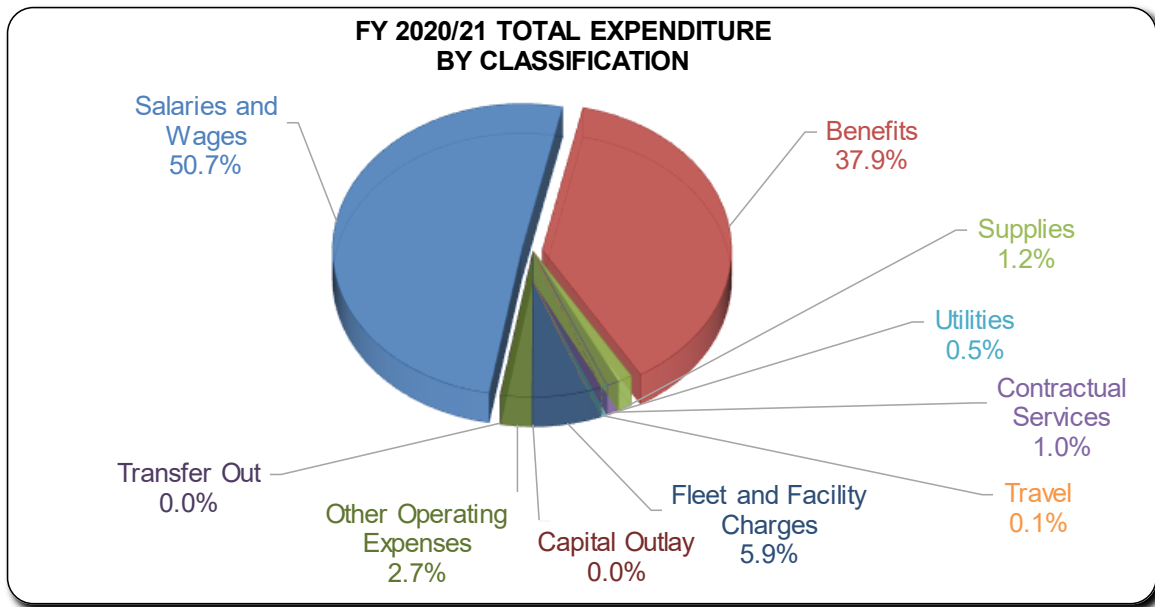
FIRE DEPARTMENT

Fund Business Unit Project / Grant	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
GRANTS FUND #1130					
Projects and Grants	\$ 196,694	\$ 201,462	\$ -	\$ (201,462)	(100.0%)
TOTAL -- GRANTS FUND	\$ 196,694	\$ 201,462	\$ -	\$ (201,462)	(100.0%)
CAPITAL IMPROVEMENTS FUND #3001					
Projects	\$ 2,763,091	\$ 2,864,561	\$ 1,700,000	\$ (1,164,561)	(40.7%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 2,763,091	\$ 2,864,561	\$ 1,700,000	\$ (1,164,561)	(40.7%)
OTHER FUNDS					
Projects and Grants	\$ 181,582	\$ 148,619	\$ 48,000	\$ (100,619)	(67.7%)
TOTAL -- OTHER FUNDS	\$ 181,582	\$ 148,619	\$ 48,000	\$ (100,619)	(67.7%)
TOTAL -- FIRE DEPARTMENT	\$ 117,969,648	\$ 124,611,533	\$ 127,733,721	\$ 3,122,188	2.5%



FIRE DEPARTMENT

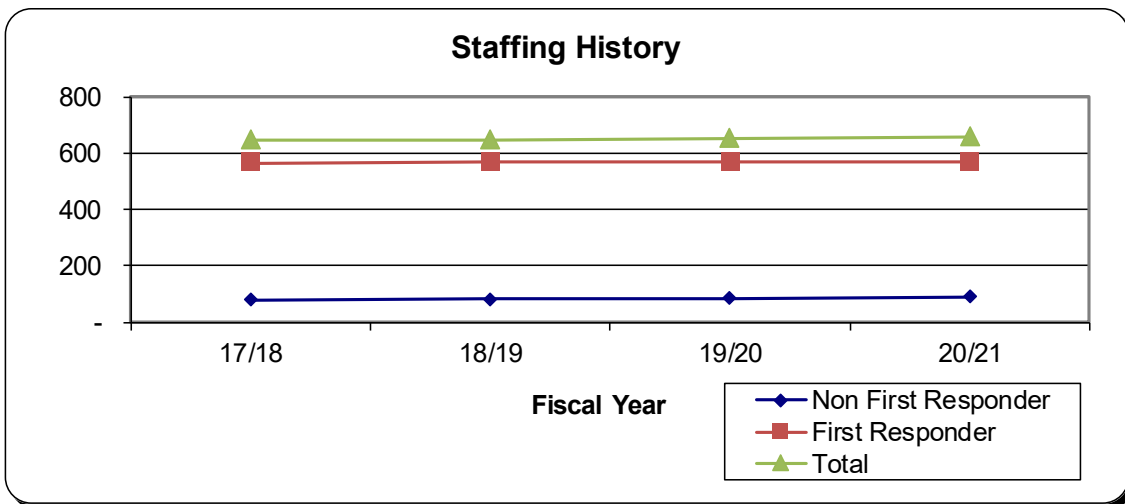
Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 60,703,224	\$ 62,662,567	\$ 64,740,749	\$ 2,078,182	3.3%
Benefits	40,976,455	46,089,888	48,348,124	2,258,236	4.9%
Supplies	3,697,828	2,070,147	1,587,000	(483,147)	(23.3%)
Contractual Services	1,271,813	1,350,934	1,333,500	(17,434)	(1.3%)
Utilities	748,333	642,200	644,197	1,997	0.3%
Travel	56,459	70,000	70,000	-	0.0%
Fleet and Facility Charges	6,928,135	7,797,618	7,542,933	(254,685)	(3.3%)
Capital Outlay	547,671	1,168,665	-	(1,168,665)	(100.0%)
Other Operating Expenses	1,311,843	2,702,472	3,419,218	716,746	26.5%
Transfer Out	1,727,886	57,042	48,000	(9,042)	(15.9%)
TOTAL -- FIRE DEPARTMENT	\$ 117,969,648	\$ 124,611,533	\$ 127,733,721	\$ 3,122,188	2.5%



FIRE DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
GENERAL FUND #0001			
Fire Chief's Office (OFD)			
0001 Fire Administration	17	18	17
0004 Fire Off Duty	1	1	1
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning and Resource Management	5	6	6
0002 Staff and Line	3	4	4
0004 Fire Special Investigative Services	4	4	4
0005 OFD Fire Safety Management	14	14	14
0006 OFD Training	8	8	8
0009 OFD Fire Supply	1	1	1
Fire Support Services Bureau (OFS)			
0005 Fire Communications	34	34	36
0006 City Emergency Management	2	2	2
0009 OFD EMS	10	10	10
0010 OFD Paramedic Transport	35	35	40
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	511	512	512
0005 Fire Special Operations	1	1	1
0010 OFD Public Relations	3	3	3
TOTAL -- GENERAL FUND	649	653	659
TOTAL -- FIRE DEPARTMENT	649	653	659



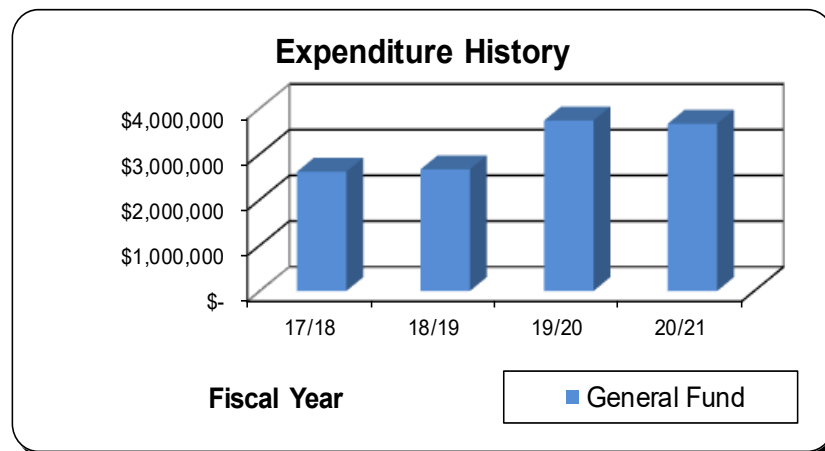
FIRE DEPARTMENT

Fire Chief's Administration

Each Division provides their puzzle piece to the overall organization. The Communications Center answers calls rapidly, dispatches the appropriate personnel and units to the emergency, the Logistics Division provides the apparatus in a safe and functional condition for response, and Field Operations are the "boots on the ground" mitigating the incident at hand. In the event of a medical emergency, the Transport Rescue truck arrives with fire apparatus for care of the sick and injured. The Wellness Division handles all workers' compensation claims, as well as routine physicals and fitness assessments and the oversight of mental and emotional welfare for OFD personnel. The Fire Administration Division is the unit that makes sure all the pieces of the puzzle are in the right place at the right time. Many other Support Divisions and Sections of the OFD provide the behind the scenes work required for all of this to happen within seconds of calling 911.

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 2,694,102	\$ 3,054,191	\$ 2,885,888	\$ (168,303)	(5.5%)
0002 Fire Nondepartmental	118,133	425,000	442,500	17,500	4.1%
0003 Orlando Operations Center	288,897	268,211	389,214	121,003	45.1%
0004 Fire Off Duty	(436,773)	(15,135)	(54,230)	(39,095)	258.3%
TOTAL -- GENERAL FUND	\$ 2,664,360	\$ 3,732,267	\$ 3,663,372	\$ (68,895)	(1.8%)
TOTAL -- FIRE CHIEF'S OFFICE	\$ 2,664,360	\$ 3,732,267	\$ 3,663,372	\$ (68,895)	(1.8%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Chief's Office (OFD)			
0001 Fire Administration	17	18	17
0004 Fire Off Duty	1	1	1
TOTAL -- GENERAL FUND	18	19	18
TOTAL -- FIRE CHIEF'S OFFICE	18	19	18

FIRE DEPARTMENT

Fire Administrative Services Bureau

The **Planning and Resource Management Division** manages the facility repairs and maintenance of all fire stations; and administers the public water hydrant flow and inspection program. This Division also works collaboratively with the City of Orlando Economic Development Department to analyze the impact of new development within the city limits, in addition to recognizing the impact of new annexation on the ability of the Fire Department to provide emergency service delivery to those areas. Additionally, the Division notifies Orlando Utilities Commission (OUC) Water of any public hydrant deficiencies requiring repairs and maintenance. This area is also responsible for the analysis and GIS mapping function, monitoring the department's performance against internally and externally set performance benchmarks, and making recommendations for performance improvement.

Major Accomplishments:

- 96% public hydrant completion and services of approximately 5,350 hydrants
- Completed accreditation reevaluation and roughly 1,200 apparatus work orders

The **Fire Safety Management (FSM) Division** manages the municipal fire inspection program. The Office of the Fire Marshal is responsible for developing and enforcing the City of Orlando Fire Code, which is applicable to new and existing structures. The Fire Inspectors are responsible for the inspection of commercial occupancies and for investigating violations to the City's Fire Code to insure compliance. In addition to this, the FSM Division oversees the Field Operation Bureau Company Survey, Exit Checks and Pre Fire Plan programs.

The **Special Operations Section** is responsible for the training and administration of the various special operations teams including: Hazardous Materials, Rope Rescue, Vehicle & Machinery Rescue, Confined Space Rescue, Trench Rescue, Structural Collapse Rescue, and Dive Rescue Operations, as well as act as an interface for the Florida Task Force Regional Team (FL-TF4). The agency participates in a regional, cooperative effort with other local government agencies, Urban Search and Rescue teams, and FL-TF4. The FL-TF4 operates as a USAR type II team when combined and a USAR LTRT as individual departments. All Orlando Fire Department Special Operations training, equipment and procedures conform to State typing definitions. Additional equipment and personnel are available to the Agency through Automatic/Mutual Aid agreements with neighboring agencies. The Agency utilizes FireRMS software package for gathering data for periodic analysis and appraisal by Administration and the Special Operations Team leaders.

Major Accomplishments:

- The Special Operations Section administered over 13,000 hours of training in the following disciplines:
 - Hazardous Materials Technician and Operations
 - Confined Space Rescues, Vehicle Machinery Rescue, Rope Rescue, Structural Collapse Rescue, Trench Rescue, Dive Rescue
- ISO Operational level Hazardous Material training to the entire department

The **Logistics Division** manages the fleet operations including specifications and design of new fire apparatus, preventive maintenance, and repair and maintenance of existing fire apparatus. Also administers the hose testing on an annual basis. This division also handles repairs and maintenance of exhaust systems at all Fire Stations.

Major Accomplishments:

- Received and readied Heavy Rescue / HazMat unit
- Coordinated annual aerial service tests and annual pump testing
- Coordinated over 1,900 apparatus work order repair requests and coordinated 100,000 ft. of hose testing

The **Supply Section** oversees supply functions, including providing uniform items, protective clothing (bunker gear), station and office supplies. They are also responsible for the department inventory control program and required cleaning and repairs of all protective clothing items.

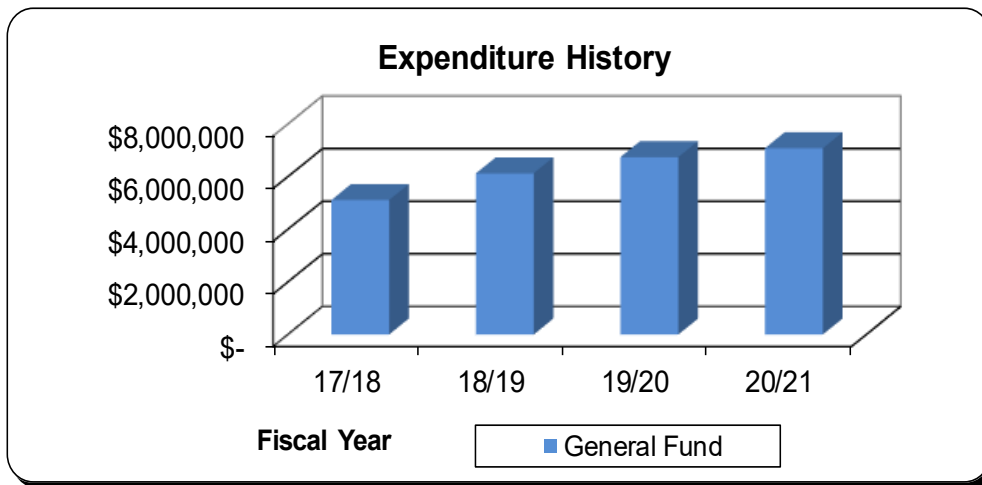
Major Accomplishments:

- Completed fitting and distribution of new bunker gear

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Management	\$ 687,949	\$ 687,582	\$ 707,796	\$ 20,214	2.9%
0002 Fire Logistics	471,224	554,040	622,026	67,986	12.3%
0004 Fire Special Investigative Services	936,561	954,149	961,737	7,588	0.8%
0005 OFD Fire Safety Management	1,546,211	1,951,585	1,915,926	(35,659)	(1.8%)
0006 OFD Training	1,789,448	1,853,292	2,057,386	204,094	11.0%
0008 OFD Air Room	43,841	28,200	36,000	7,800	27.7%
0009 OFD Fire Supply	647,165	709,912	774,514	64,602	9.1%
TOTAL -- GENERAL FUND	\$ 6,122,400	\$ 6,738,760	\$ 7,075,385	\$ 336,625	5.0%
TOTAL -- FIRE ADMINISTRATIVE SERVICES	\$ 6,122,400	\$ 6,738,760	\$ 7,075,385	\$ 336,625	5.0%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning and Resource Management	5	6	6
0002 Staff and Line	3	4	4
0004 Fire Special Investigative Services	4	4	4
0005 OFD Fire Safety Management	14	14	14
0006 OFD Training	8	8	8
0009 OFD Fire Supply	1	1	1
TOTAL -- GENERAL FUND	35	37	37
TOTAL -- FIRE ADMINISTRATIVE SERVICES	35	37	37

FIRE DEPARTMENT

Fire Support Services Bureau

The Emergency Medical Services (EMS) Division manages all issues related to emergency medical patient care and interfaces with the Orange County Medical Directors Office and the Orange County EMS Advisory Council to set or change policies or procedures related to emergency medical services delivery. The EMS office is responsible for compliance issues both individual and department-wide from the State of Florida Department of Health. The EMS office is also responsible for the EMS re-certification and in-service training, as well as biennial license renewal.

Major Accomplishments:

- Continued Assistance in transition to new EMS learning management system (Target Solutions) with the help of OFD Training
- Improved EMS education by continuing high-fidelity medical simulation (ACLS, drive-in and drive-out training)
- Deployment of active shooter/active threat equipment on all OFD chief officer vehicles, engines, trucks and rescues

The EMS Transport Division is responsible for transport rescues arriving to our patient's side to also provide EMS care and transport to a local hospital for definitive care. The Division creates and maintains a meticulous record of every patient encounter. All Personal Health Information (PHI) is guarded with stringent HIPAA compliance requirements. OFD provides transport for Advanced Life Support responses as well as Auto Accidents. We support 11 full time rescues and 4 "jump over" rescues that can be placed in service as system needs require. Initiated a trial program utilizing a "peak time" transport unit to evaluate a rapid response vehicle.

Major Accomplishments:

- Participated in many regional mass disaster and active shooter exercises
- Continued inventory control and supply distribution process through the use of UCAPiT vending machines.
- More efficient electronic accountability management, distribution and control of narcotics using Operative IQ
- Conducted over 25,000 hours of continuing education for OFD's EMS providers

The Emergency Management Division protects the community and City by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate, prepare for, respond to, and recover from threatening or actual natural disasters, acts of terrorism or other man-made disasters.

Major Accomplishments:

- Successful operations and activation through various hurricanes and other natural disasters, as well as the continued oversight of the COVID-19 situation and strategic needs

The Communications Division is the source that generates the alarms and coordinates the response assignments of field operations personnel. As a transport agency, it is their responsibility to ensure that fire department rescue trucks are strategically moved throughout the City of Orlando to maintain coverage and expedite response. All Emergency Communications Specialists, Supervisors and Management are certified by the National Academy of Emergency Dispatch and are trained to provide life-impacting instruction via telephone to assist patients until firefighters/paramedics arrive on the scene. The Communications Division continues to be accredited through the National Academy of Emergency Dispatch and is recognized worldwide as ACE – Accredited Center of Excellence. This is a prestigious and difficult accomplishment to obtain and maintain and only includes a little over 100 agencies nationwide.

Major Accomplishments:

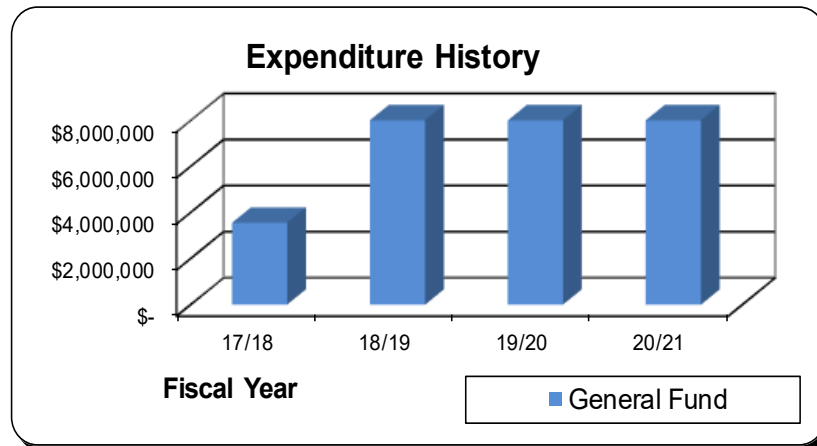
- Continued implementation of Emergency Medical Dispatch Version 13.0 Protocols
- ACE (EMD) accreditation with the International Association of Emergency Dispatch continue to maintain standards
- Initiated 64,772 alarms in CAD for OFD emergency response

Continue to review and monitor fast track call taking and dispatch procedures

FIRE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Support Services Bureau (OFS)					
0002 Fire Supply	\$ -	\$ -	\$ -	\$ -	N/A
0005 Fire Communications	2,784,601	3,020,139	3,177,755	157,616	5.2%
0006 City Emergency Management	301,221	321,136	307,615	(13,521)	(4.2%)
0009 OFD EMS Transport	4,479,326	4,737,866	4,781,266	43,400	0.9%
0010 OFD Paramedic Transport	1,891,076	3,184,351	3,614,360	430,009	13.5%
TOTAL -- GENERAL FUND	\$ 9,456,224	\$ 11,263,492	\$ 11,880,996	\$ 617,504	5.5%
TOTAL -- FIRE SUPPORT SERVICES BUREAU	\$ 9,456,224	\$ 11,263,492	\$ 11,880,996	\$ 617,504	5.5%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Support Services Bureau (OFS)			
0005 Fire Communications	34	34	36
0006 City Emergency Management	2	2	2
0009 OFD EMS	10	10	10
0010 OFD Paramedic Transport	35	35	40
TOTAL -- GENERAL FUND	81	81	88
TOTAL -- FIRE SUPPORT SERVICES BUREAU	81	81	88

FIRE DEPARTMENT

Fire Rescue Operations Bureau

The **Field Operations and Non-Emergency Division** executes the mission of the Fire Department by providing emergency service delivery. Field operations personnel are firefighters/emergency medical service providers who respond to fires, vehicle accidents, hazardous material, technical rescue and dive rescue incidents as well as emergency medical calls including the transport to the hospital. In addition to emergency service delivery, field operations personnel augment the department's public education section by providing fire safety CPR training, injury prevention demonstrations, information and classes for citizens.

Major Accomplishments:

- Orlando Fire Department responds to about 60,000 emergency incidents a year - 40,000 of those calls are for emergency medical treatment, and 20,000 of those are medical transports to area hospitals.
- 63 total fire related investigations
- 72 Government Assists
- 43 Bomb Calls (does not include bomb threats)
- 12 IRIS's Investigated

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

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

Short Term (0-6 months)

- Continue utilizing our Peak-unit Transport truck for increased efficiency
- Complete Incident Command System level training for all Chief Officers
- Establish back-up Rapid intervention Team utilizing current manpower
- Replacement Fire Stations for 6, and 11

Medium Term (6 months-2 years)

- Create complete online Departmental inventory and equipment maintenance system
- OFD continues to provide the necessary training to maintain ISO 1 rating and National Fire Accreditation
- I-4 Reconstruction Project
- Reduce number of fire code violations, false fire alarms, and repeat inspections by 10% through customer education
- Identify software solution with manning, payroll, and rostering function

Long Term (2+ years)

- Evaluate and realign apparatus staffing to best meet operational needs
- Evaluate and potentially expand Transport model
- Evaluate resource deployment model for maximum effectiveness
- Upgrade and more fully utilize Fire Simulation Room
- Continue Hands-only CPR initiative, training the City's residents and Businesses

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	\$ 94,387,043	\$ 98,734,683	\$ 102,559,239	\$ 3,824,556	3.9%
0005 Fire Special Operations	426,768	365,523	372,279	6,756	1.8%
0008 Fire Wellness Center	29,450	26,500	25,000	(1,500)	(5.7%)
0010 OFD Public Relations	349,278	349,684	349,450	(234)	(0.1%)
TOTAL -- GENERAL FUND	\$ 95,192,539	\$ 99,476,390	\$ 103,305,968	\$ 3,829,578	3.8%

FIRE DEPARTMENT

911 EMERGENCY PHONE SYSTEM FUND #0008

Fire Support Services Bureau (OFS)						
0004 Fire 911 Emergency Phone System	\$	201	\$	185,982	\$	60,000
0004 Fire 911 Emergency Phone System	\$	201	\$	185,982	\$	60,000
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$	201	\$	185,982	\$	60,000
					\$	(125,982)
						(67.7%)

EMERGENCY MEDICAL SERVICES TRANSPORT FUND #0017*

Fire Rescue Operations Bureau (OFR)						
0011 OFD Off Duty	\$	-	\$	-	\$	-
0011 OFD Off Duty	\$	-	\$	-	\$	-
0007 EMS		1,413,324		-		-
0007 EMS		1,413,324		-		-
0008 Paramedic Transport		-		-		-
0008 Paramedic Transport		-		-		-
TOTAL -- EMERGENCY MEDICAL SERVICES TRANSPORT	\$	1,413,324	\$	-	\$	-
						N/A

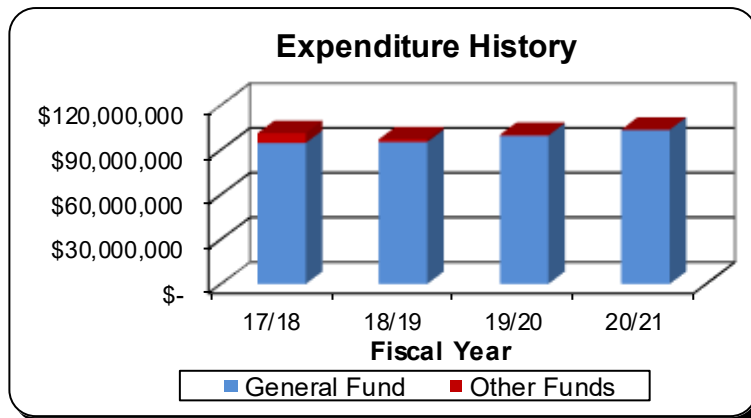
GRANTS FUND #1130

Projects and Grants	\$	196,694	\$	201,462	\$	-
Projects and Grants	\$	196,694	\$	201,462	\$	-
TOTAL -- GRANTS FUND	\$	196,694	\$	201,462	\$	-
					\$	(201,462)
						(100.0%)

OTHER FUNDS

Projects and Grants	\$	181,582	\$	148,619	\$	48,000
Projects and Grants	\$	181,582	\$	148,619	\$	48,000
TOTAL -- OTHER FUNDS	\$	181,582	\$	148,619	\$	48,000
					\$	(100,619)
						(67.7%)

TOTAL -- FIRE RESCUE OPERATIONS BUREAU	\$	96,984,339	\$	100,012,453	\$	103,413,968
					\$	3,401,515
						3.4%



STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
GENERAL FUND #0001			
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	511	512	512
0005 Fire Special Operations	1	1	1
0010 OFD Public Relations	3	3	3
TOTAL -- GENERAL FUND	515	516	516
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	515	516	516

FIRE DEPARTMENT

Fire Department Operational Performance Balanced Scorecard Report

Customer Service

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Response time of 6 minutes or better.	100%	100%	100%

Employee Learning & Growth

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Fire-Rescue Operations Bureau	Percent of firefighters completing 20 hours of assigned EDP training during a month.	100%	100%	100%
Fire-Rescue Operations Bureau	Number of hours of ISO and other required department level facility fire training provided.	45	45	45
Fire-Rescue Operations Bureau	Number of hours of Officer Development level fire training provided.	16	16	16

Fiscal

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	1.4%	+/-5%	+/-1%

Internal Processes

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Overall Apparatus Reliability.	99%	98%	100%
Fire-Support Services Bureau	Percentage of 911 voice calls answered	100%	100%	100%
Fire-Support Services Bureau	Call response time less than 60 seconds - priority 1 calls.	100%	100%	100%
Fire-Support Services Bureau	Percentage of public hydrants inspections completed.	99%	99%	99%
Fire-Support Services Bureau	Percentage of units arriving within 4 minutes - priority 1 calls.	90%	95%	95%
Fire-Support Services Bureau	Percentage of units en-route within 1 minute - priority 1 calls.	100%	100%	100%

Outcome & Mission

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Fire-Support Services Bureau	Percentage of inspected occupancies.	50%	50%	60%
Fire-Support Services Bureau	Total percentage of the building value saved from fire.	100%	100%	100%

2019-2020 BY THE NUMBERS:

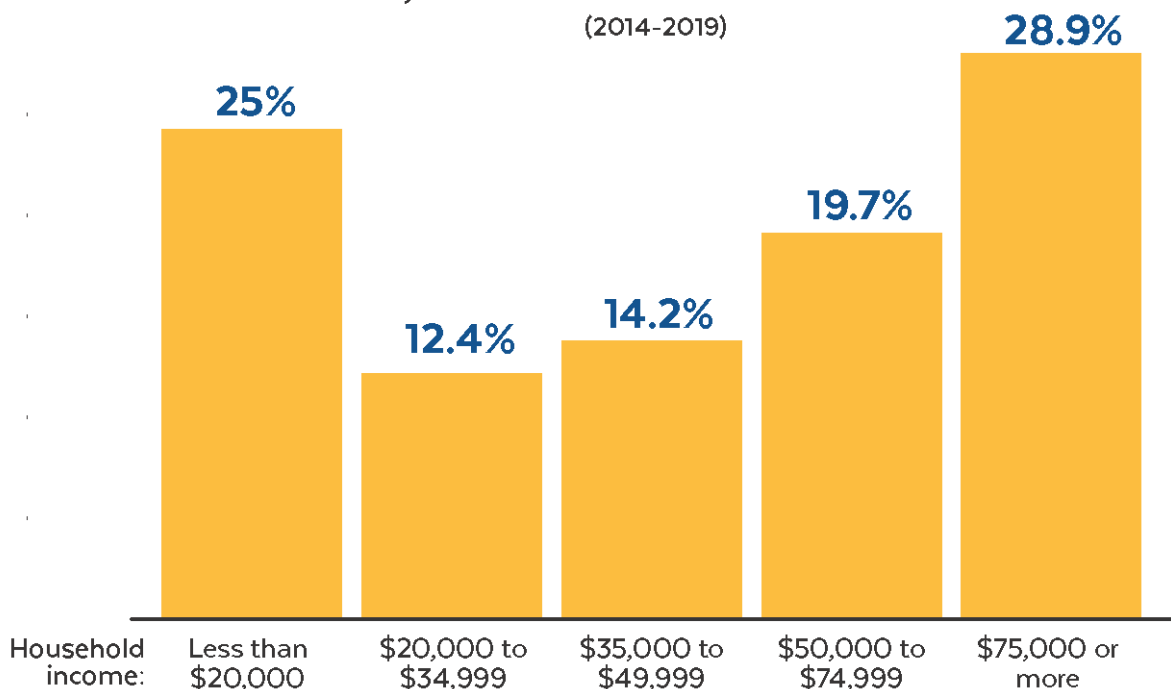
\$8.1 MILLION  
in new grant awards budget

35.1%
Owner occupied housing unit rates
2014-2018



2.45
average household size

Household Income Distribution
111,674 Households in Orlando
(2014-2019)

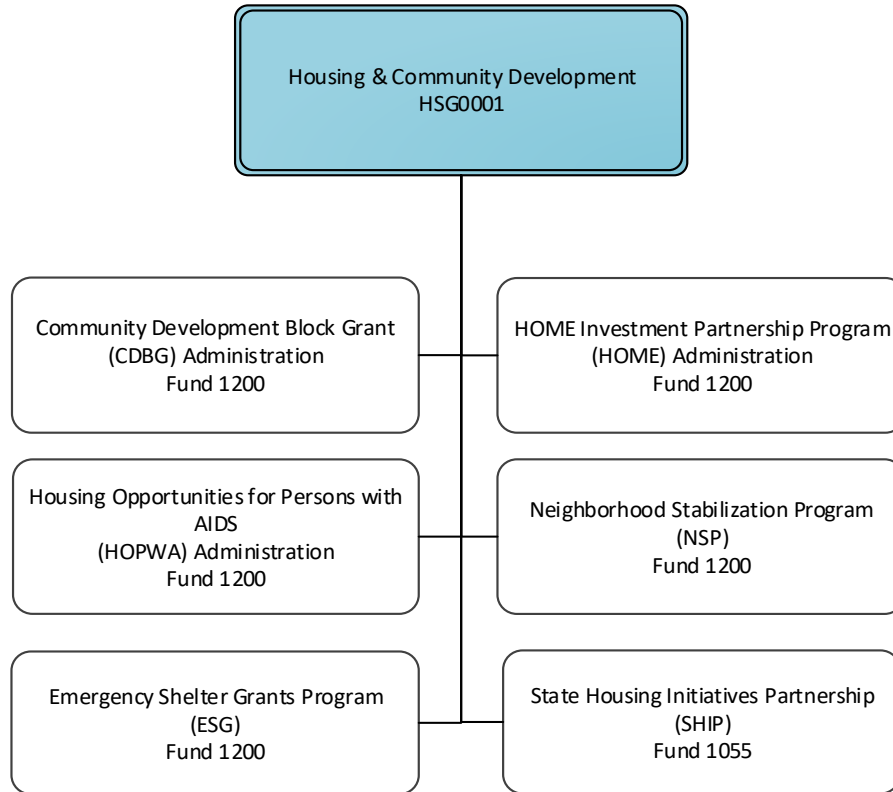


Housing prices and rents continue to increase faster than wages.

Nationally, 31.2% of households are cost-burdened
In Orlando, 42.5% of households are cost-burdened

The City of Orlando is committed to ensuring that every person, regardless of economic status, has access to quality housing that is safe and affordable. The Housing and Community Development Department leverages state and federal grant dollars in an effort to expand and preserve the City's housing inventory for residents at all income levels. The City has and continues to make significant investments and forge new partnerships to develop and rehab quality housing units for our residents.

HOUSING AND COMMUNITY DEVELOPMENT



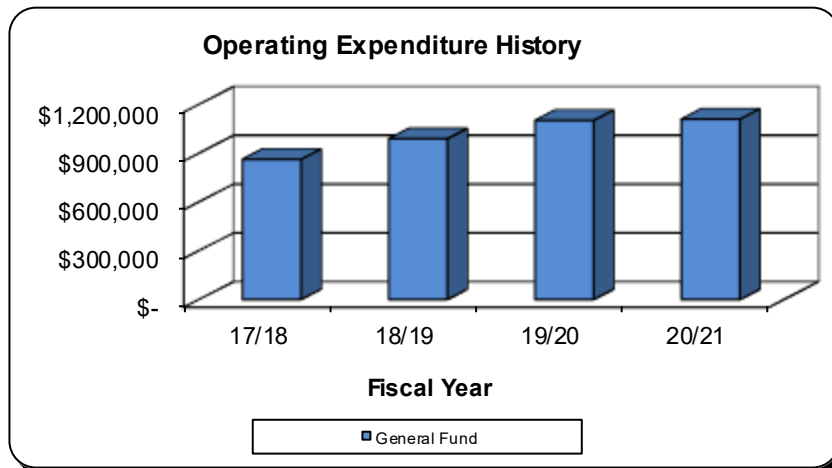
Department Mission Statement

To maintain a sustainable, livable, safe community for very low, low and moderate income persons.

HOUSING AND COMMUNITY DEVELOPMENT

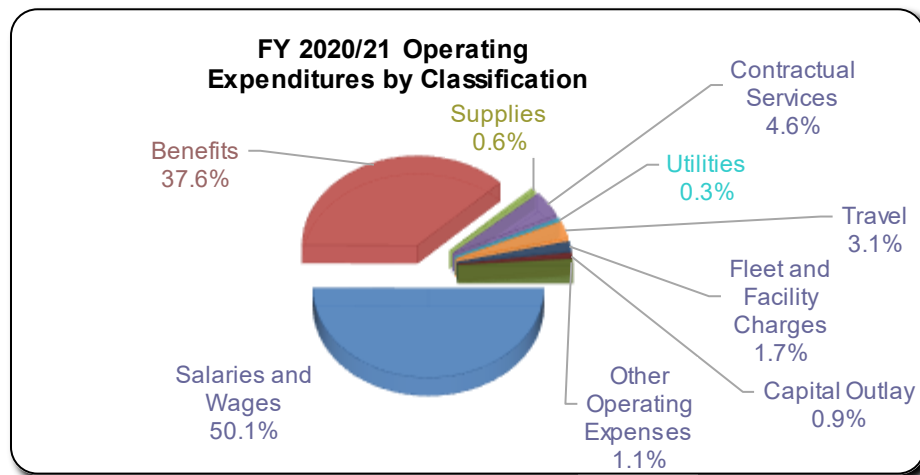
DEPARTMENT EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Housing and Community Development Division (HSG)					
0001 Housing and Community Development	\$ 989,244	\$ 1,102,371	\$ 1,109,791	\$ 7,420	0.7%
TOTAL -- GENERAL FUND	\$ 989,244	\$ 1,102,371	\$ 1,109,791	\$ 7,420	0.7%
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 989,244	\$ 1,102,371	\$ 1,109,791	\$ 7,420	0.7%



HOUSING AND COMMUNITY DEVELOPMENT

Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 486,071	\$ 569,794	\$ 555,603	\$ (14,191)	(2.5%)
Benefits	409,462	438,194	417,037	(21,157)	(4.8%)
Supplies	11,206	4,702	6,358	1,656	35.2%
Contractual Services	38,007	22,000	50,600	28,600	130.0%
Utilities	2,448	2,950	3,480	530	18.0%
Travel	17,454	24,000	34,000	10,000	41.7%
Fleet and Facility Charges	13,243	17,731	19,113	1,382	7.8%
Capital Outlay	-	10,000	10,000	-	0.0%
Other Operating Expenses	11,353	13,000	13,600	600	4.6%
Transfer Out	-	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 989,244	\$ 1,102,371	\$ 1,109,791	\$ 7,420	0.7%

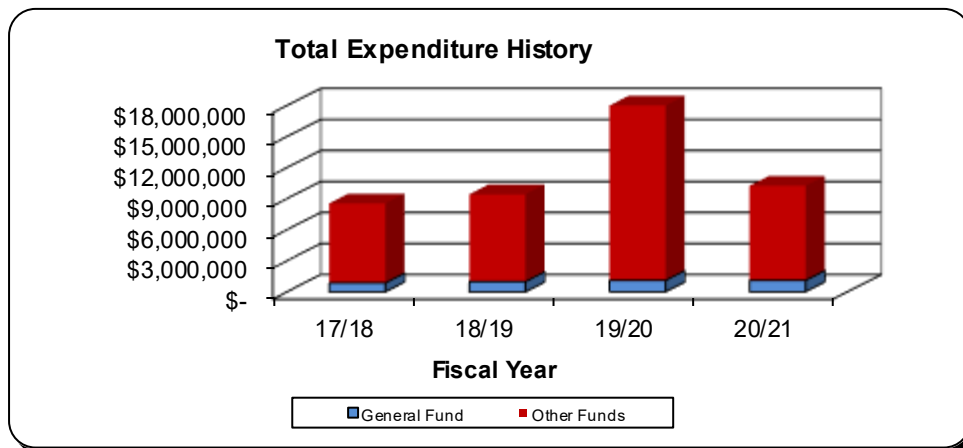


HOUSING AND COMMUNITY DEVELOPMENT

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Grant and Name	Expenditures	Budget	Budget	to Adopted	% Change
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200					
Community Development Block Grant (CDBG)					
CDBG FY16/17	\$ 345,387	\$ -	\$ -	\$ -	N/A
CDBG FY17/18	50,531	575,000	-	(575,000)	(100.0%)
CDBG FY18/19	1,071,212	1,051,600	-	(1,051,600)	(100.0%)
CDBG FY19/20	-	2,212,331	-	(2,212,331)	(100.0%)
CDBG FY19/20 - COVID Supplemental	-	1,361,974	-	(1,361,974)	(100.0%)
CDBG FY20/21	-	-	2,315,230	2,315,230	N/A
Emergency Shelter Grant (ESG)					
ESG FY16/17	1,088	-	-	-	N/A
ESG FY17/18	2,865	109	-	(109)	(100.0%)
ESG FY18/19	167,989	-	-	-	N/A
ESG FY19/20	-	180,125	-	(180,125)	(100.0%)
ESG FY19/20 - COVID Supplemental	-	670,317	-	(670,317)	(100.0%)
ESG FY20/21	-	-	194,392	194,392	N/A
ESG FY20/21 - COVID Supplemental	-	1,846,707	-	(1,846,707)	(100.0%)
HOME Investment Partnerships Program (HOME)					
HOME FY15/16	-	735,124	-	(735,124)	(100.0%)
HOME FY16/17	450,836	331,984	-	(331,984)	(100.0%)
HOME FY17/18	726,549	65,018	-	(65,018)	(100.0%)
HOME FY18/19	109,780	1,176,020	-	(1,176,020)	(100.0%)
HOME FY19/20	-	892,278	-	(892,278)	(100.0%)
HOME FY20/21	-	-	1,311,977	1,311,977	N/A
Housing Opportunities for People with Aids (HOPWA)					
HOPWA FY16/17	192,226	22,724	-	(22,724)	(100.0%)
HOPWA FY17/18	352,594	726,734	-	(726,734)	(100.0%)
HOPWA FY18/19	3,221,004	620,114	-	(620,114)	(100.0%)
HOPWA FY19/20	-	4,059,257	-	(4,059,257)	(100.0%)
HOPWA FY19/20 - COVID Supplemental	-	628,559	-	(628,559)	(100.0%)
HOPWA FY20/21	-	-	4,319,150	4,319,150	N/A
Neighborhood Stabilization Program (NSP)					
NSP FY08/09	-	132,761	-	(132,761)	(100.0%)
NSP FY10/11	9,552	453,372	-	(453,372)	(100.0%)
Projects and Grants	6	50,508	-	(50,508)	(100.0%)
TOTAL -- HOUSING AND URBAN DVLPMT FUND	\$ 6,701,620	\$17,792,616	\$ 8,140,749	\$ (9,651,867)	(54.2%)

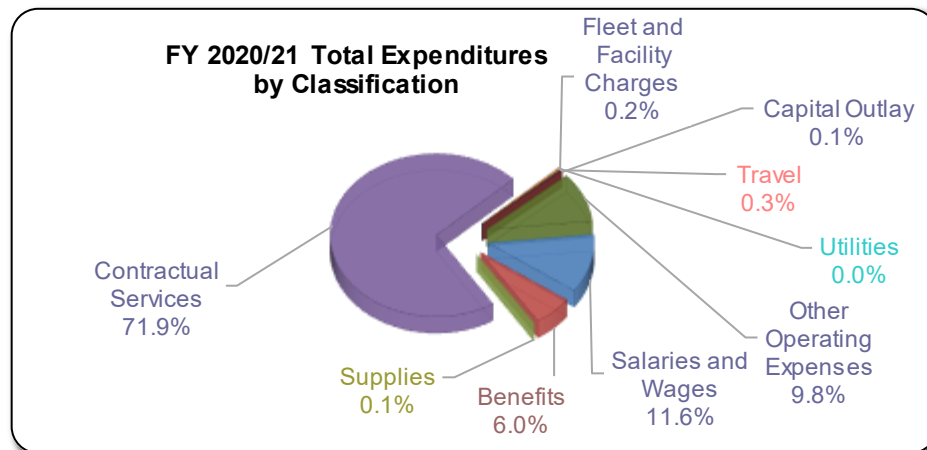
HOUSING AND COMMUNITY DEVELOPMENT

Fund Business Unit Grant and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) FUND #1055					
State Housing Initiatives Partnership (SHIP)					
SHIP FY15/16	\$ (11)	\$ -	\$ -	\$ -	N/A
SHIP FY16/17	897,287	(63,484)	-	63,484	(100.0%)
SHIP FY17/18	452,565	648,755	-	(648,755)	(100.0%)
SHIP FY18/19	342,012	214,579	-	(214,579)	(100.0%)
SHIP FY19/20	878	542,504	-	(542,504)	(100.0%)
SHIP FY19/20 - COVID Supplemental	-	1,532,608	-	(1,532,608)	(100.0%)
TOTAL -- SHIP FUNDS	\$ 1,692,731	\$ 2,874,962	\$ -	\$ (2,874,962)	(100.0%)
CAPITAL IMPROVEMENTS FUND #3001					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ -	\$ 6,000,000	\$ 1,000,000	\$ (5,000,000)	(83.3%)
TOTAL -- OTHER FUNDS	\$ -	\$ 6,000,000	\$ 1,000,000	\$ (5,000,000)	(83.3%)
OTHER FUNDS					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ 24,666	\$ 171,853	\$ -	\$ (171,853)	(100.0%)
TOTAL -- OTHER FUNDS	\$ 24,666	\$ 171,853	\$ -	\$ (171,853)	(100.0%)
TOTAL -- HOUSING DEPARTMENT	\$ 9,408,261	\$27,941,802	\$ 10,250,540	\$ (17,691,262)	(63.3%)



HOUSING AND COMMUNITY DEVELOPMENT

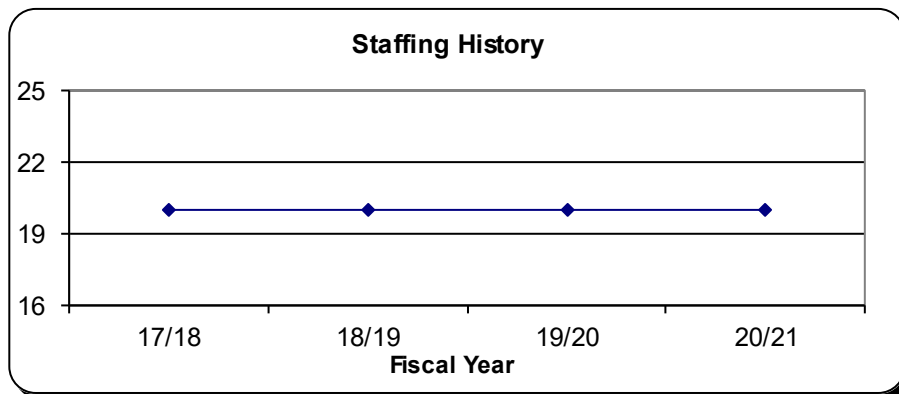
Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 966,672	\$ 1,735,562	\$ 1,184,464	\$ (551,098)	(31.8%)
Benefits	536,149	814,836	610,390	(204,446)	(25.1%)
Supplies	11,206	6,375	6,358	(17)	(0.3%)
Contractual Services	7,614,152	19,312,149	7,365,870	(11,946,279)	(61.9%)
Utilities	2,448	3,635	3,480	(155)	(4.3%)
Travel	17,454	24,000	34,000	10,000	41.7%
Fleet and Facility Charges	13,243	17,731	19,113	1,382	7.8%
Capital Outlay	233,271	11,117	10,000	(1,117)	(10.0%)
Other Operating Expenses	13,666	6,016,397	1,016,865	(4,999,532)	(83.1%)
Transfer Out	-	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT	\$ 9,408,261	\$27,941,802	\$10,250,540	\$(17,691,262)	(63.3%)



HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT STAFFING SUMMARY

Fund	2018/19	2019/20	2020/21
Business Unit	Final	Revised	Adopted
Cost Center and Name	Staffing	Staffing	Staffing
<u>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200</u>			
Housing and Community Development Division (HSG)			
0002 Housing Grants	20	20	20
TOTAL -- DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND	20	20	20
TOTAL -- HOUSING DEPARTMENT	20	20	20



HOUSING AND COMMUNITY DEVELOPMENT

Overview of Services/Program

The Housing and Community Development Department administers local, state and federal funds designated for housing and community development. The Department plans, develops and implements programs and activities to meet identified needs in the community, such as home ownership, rental and owner-occupied housing rehabilitation, public service activities, public facilities and infrastructure improvements, and assistance to the homeless population and persons with HIV/AIDS.

Major Accomplishments

- Through the Community Development Block Grant Program, the City has funded local agencies to improve public facilities, improve housing stock, and provide public services. For fiscal year 2019-2020, the City funded the installation of HVAC system and replacement of the roof at Grace Medical Home's new facility and the replacement of the roof at the Habitat for Humanity facility. The City also funded rehabilitation of single-family homes for low- and moderate-income families, replacing roofs in homeowner-occupied houses, and connecting affordable housing units to sewer. In addition, the City funded the following public service activities: a housing counseling program, employment training program, housing case management, assistance to homeless families in finding permanent homes, addiction recovery housing services, case management services to house people who are homeless, emergency shelter for the homeless, and case management for domestic violence victims.
- Utilizing the HOME and SHIP Programs, the City has collaborated with several non-profit organizations in the preservation of nearly 200 affordable housing rental units and 22 owner occupied units. In addition, funds were used to assist in the construction of 238 new housing units for low and moderate-income families. Sixteen homeowners were provided Down Payment Assistance for the purchase of their first home.

Future Goals and Objectives

Short Term

- Develop and advertise the 2019 – 2020 Consolidated Annual Performance and Evaluation Report (CAPER) by December 2020.
- Execute the 2020 – 2021 Annual Action Plan.
- Assist the Affordable Housing Advisory Committee in their review of established policies and procedures, ordinances, land development regulations, and comprehensive plan in an effort to identify new strategies that will lead to an increase in the number affordable housing units developed.
- Work with our partner agencies to implement activities to prevent, prepare for and respond to the COVID-19 crisis utilizing federal, state and local funds.
- Develop appropriate policies and partner with agencies to implement programs to assist our low-income residents
- Monitor and evaluate efforts to ensure compliance with federal, state and local regulations.

Medium Term

- Develop and submit to HUD for funding the 2021–2022 Annual Action Plan.
- Prepare Request for Proposals formats and process for 2021.
- Develop grant award recommendations by June 2021.
- Prepare and submit Local Housing Assistance Plan for FY2021/2022-FY2023/2024.
- Prepare and submit State Housing Initiatives Partnership (SHIP) Program annual report.
- Maintain current policies and procedures for implementation of HUD and state programs, for both City staff processes and sub-recipient education.
- Collaborate with local agencies and municipal entities in assessing community technical assistance needs in grant administration.
- Review and revise, as needed, City operating procedures for individual and collective grant programs implementation.
- Continue building the capacity of non-profit housing organizations and engaging in comprehensive grants management in order to leverage funding from federal, state and local grants, lenders and philanthropic organizations in support of Housing's mission.
- Continue to provide critical input in the City planning process as it relates to the development of housing. Provide effective communication about Housing's programs and resources to the public.
- Close out NSP grants.

Long Term

- Continue to identify opportunities to collaborate and invest in "Housing Ready" solutions.
- Increase inventory of rental housing for extremely low, low, and moderate-income households.
- Continue to implement a housing first strategy in assisting the chronic homeless including veterans.
- Work with City of Orlando departments, non-profit agencies, and other local governments to develop strategies for providing affordable housing opportunities for low and moderate income households.
- Provide funding for public services, public facilities, and infrastructure improvements to benefit low and moderate-income neighborhoods in the City of Orlando.

HOUSING AND COMMUNITY DEVELOPMENT

Housing Department Operational Performance

Balanced Scorecard Report

Fiscal

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Housing & Community Development	Housing & Community Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-13.3%	0.3%	+/-5%

Outcome & Mission

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program.	7	10	10
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations.	6034	6800	6800
Housing & Community Development	Number of multi-family units preserved for households with very low, low and moderate-income.	222 Units	203 Units	100 Units
Housing & Community Development	Number of multi-family units constructed for households with very low, low and moderate-income.	120 Units	116 Units	110 Units
Housing & Community Development	Number of single-family units significantly rehabilitated for very low, low and moderate-income households.	38	20	25
Housing & Community Development	Number of single-family units repaired for households with very low, low and moderate-income.	1	20	20
Housing & Community Development	Number of single-family units constructed for households with very low, low and moderate-income.	1	4	4

HOUSING AND COMMUNITY DEVELOPMENT

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2019-2020 BY THE NUMBERS:

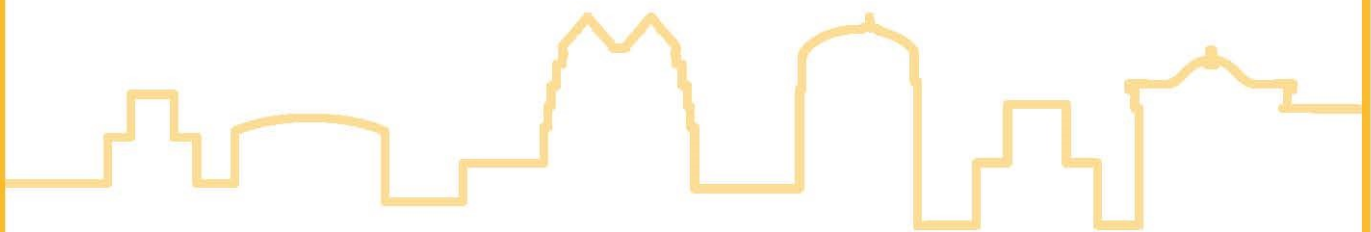
ORLANDO VENUES ATTENDANCE

831,759 Amway

199,028 Camping World
Stadium

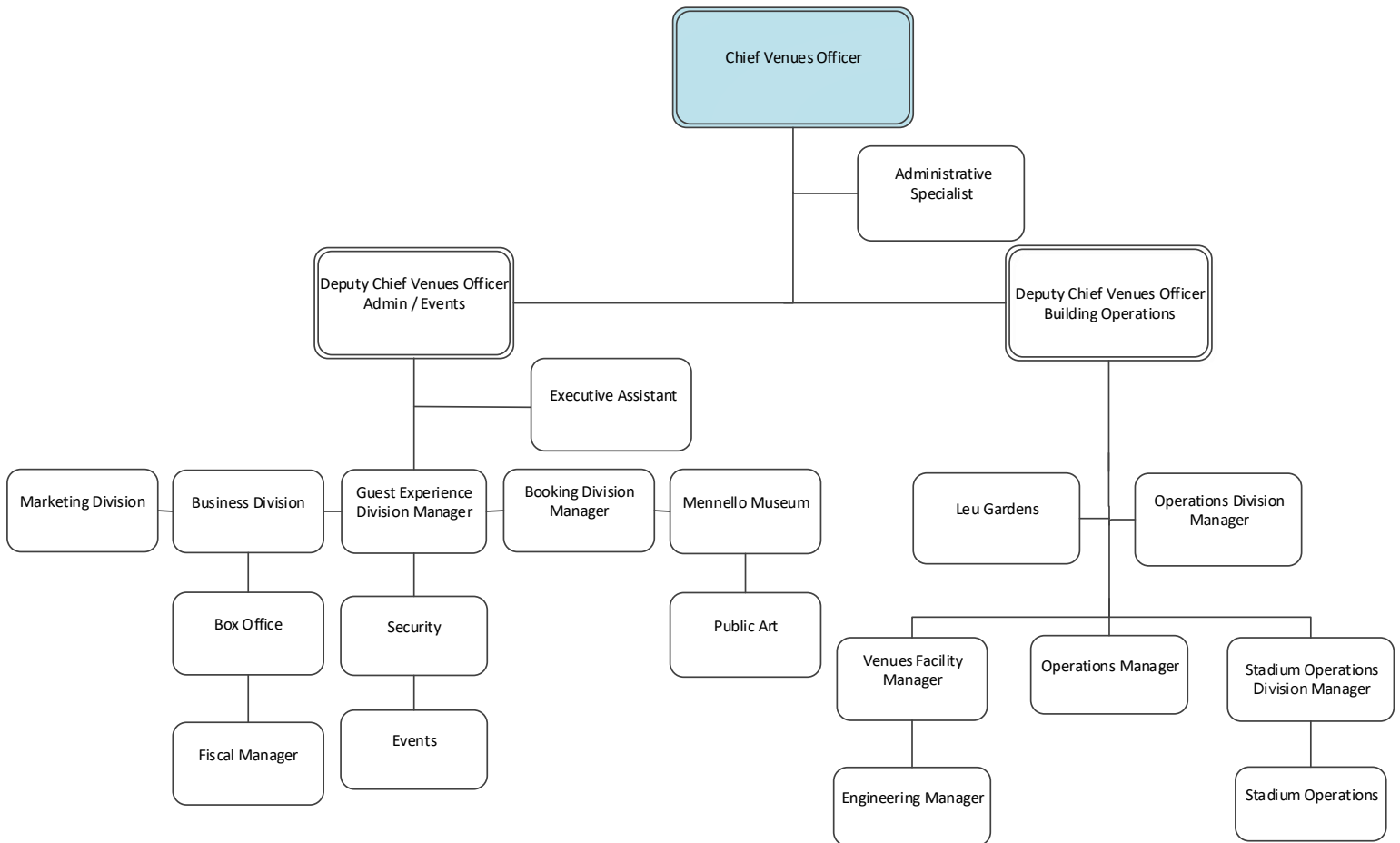
213,186 Tinker Field

167,772 Leu Gardens



The City of Orlando owns and operates multiple arts and cultural facilities designed to enrich the lives of Central Florida residents and visitors. Collectively managed by the Orlando Venues Department, these unique communal gathering places include the Amway Center, Camping World Stadium, Tinker Field, Harry P. Leu Gardens and the Mennello Museum of American Art. Whether it's concerts, family shows, sporting events, art viewing or nature appreciation, Orlando Venues caters to the interests of diverse audiences year-round.

ORLANDO VENUES



Department Mission Statement

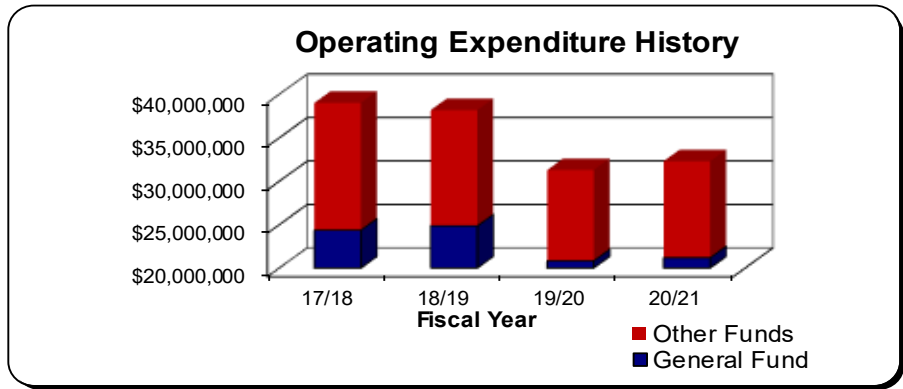
To enhance audience development and enjoyment by continually listening and seeking to act upon the needs of our patrons and clients.

ORLANDO VENUES

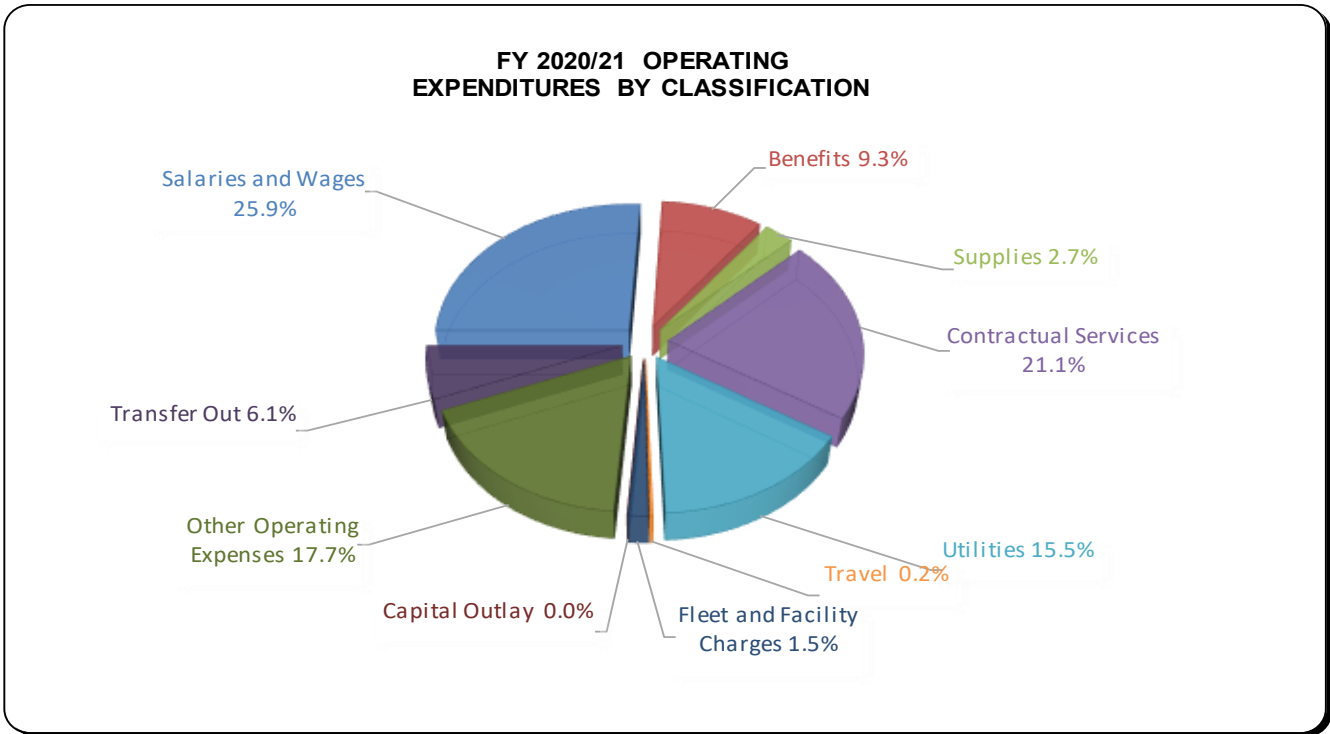
DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
<u>ORLANDO VENUES FUND #4001</u>					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ 110	\$ (28,585)	\$ (21,502)	\$ 7,083	(24.8%)
0002 Orlando Venues Nondepartmental	2,877,917	2,333,635	2,610,093	276,458	11.8%
0003 Venues Operational Resources	-	(20,895)	(10,333)	10,562	(50.5%)
0004 Amway Center	21,758,097	18,321,858	18,430,572	108,714	0.6%
0006 Venues Box Office	222,636	226,555	238,594	12,039	5.3%
0007 Venues Security Services	-	(906)	(58,517)	(57,611)	6358.8%
TOTAL -- ORLANDO VENUES FUND	\$24,858,760	\$ 20,831,662	\$21,188,907	\$ 357,245	1.7%
<u>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</u>					
Community Venues Administration Division (CVA)					
0001 Community Venues Administration	\$ 5,564	\$ -	\$ -	\$ -	N/A
0003 Venues Construction Administration Nondepartmental	631,332	81,856	-	(81,856)	(100.0%)
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	\$ 636,896	\$ 81,856	\$ -	\$ (81,856)	(100.0%)
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 8,059,458	\$ 5,591,099	\$ 5,617,568	\$ 26,469	0.5%
0002 Camping World Stadium Nondepartmental	375,883	667,939	717,699	49,760	7.4%
0003 Conference Center	78,582	27,000	42,000	15,000	55.6%
0005 Tinker Field	501,869	469,643	977,788	508,145	108.2%
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 9,015,792	\$ 6,755,681	\$ 7,355,055	\$ 599,374	8.9%
<u>H.P. LEU GARDENS TRUST FUND #1155</u>					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 2,938,323	\$ 2,851,461	\$ 2,892,404	\$ 40,943	1.4%
0003 Public Art	60,527	68,300	68,300	-	0.0%
0004 Leu Gift Shop	93,355	89,000	178,000	89,000	100.0%
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 3,092,205	\$ 3,008,761	\$ 3,138,704	\$ 129,943	4.3%
<u>MENNELLO MUSEUM FUND #0020</u>					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 572,618	\$ 608,476	\$ 616,976	\$ 8,500	1.4%
TOTAL -- MENNELLO MUSEUM FUND	\$ 572,618	\$ 608,476	\$ 616,976	\$ 8,500	1.4%
TOTAL -- ORLANDO VENUES OPERATING	\$ 38,176,271	\$ 31,286,436	\$ 32,299,642	\$ 1,013,206	3.2%

ORLANDO VENUES



Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 7,876,227	\$ 7,748,183	\$ 8,363,000	\$ 614,817	7.9%
Benefits	2,802,801	3,038,199	2,991,886	(46,313)	(1.5%)
Supplies	1,490,037	823,559	874,487	50,928	6.2%
Contractual Services	8,869,174	6,698,332	6,818,449	120,117	1.8%
Utilities	5,103,762	4,924,693	4,998,322	73,629	1.5%
Travel	58,988	67,000	78,500	11,500	17.2%
Fleet and Facility Charges	507,159	405,176	484,548	79,372	19.6%
Capital Outlay	111,730	58,234	-	(58,234)	(100.0%)
Other Operating Expenses	9,193,033	5,371,903	5,725,488	353,585	6.6%
Transfer Out	2,163,362	2,151,157	1,964,962	(186,195)	(8.7%)
TOTAL -- ORLANDO VENUES OPERATING	\$ 38,176,271	\$31,286,436	\$32,299,642	\$ 1,013,206	3.2%

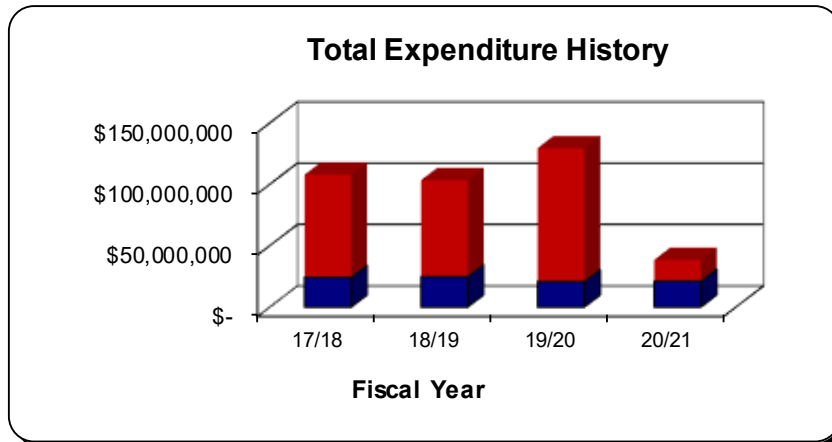


ORLANDO VENUES

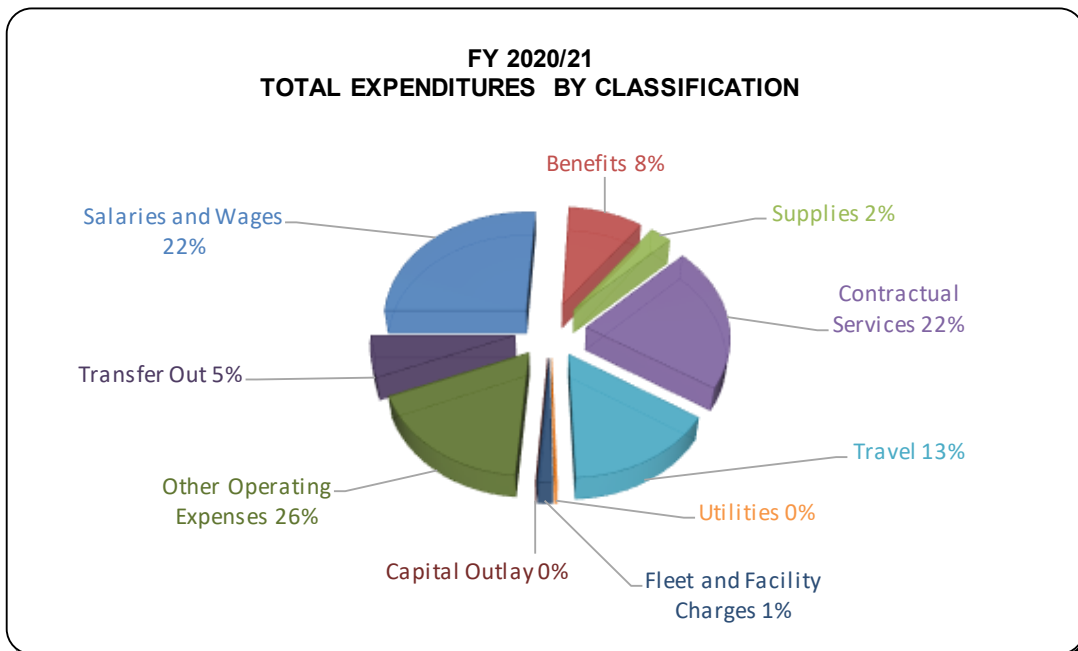
DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Construction Performing Arts Center (PAC)					
Projects and Grants	\$ 883,690	\$ 9,920,239	\$ 1,844,811	\$ (8,075,428)	(81.4%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 883,690	\$ 9,920,239	\$ 1,844,811	\$ (8,075,428)	(81.4%)
<u>AMWAY CENTER CONSTRUCTION AND DEBT FUNDS #4022-4030</u>					
Events Center Construction Division (EVC)					
0003 Events Center Construction - Other	\$ 72,017	\$ 653,319	\$ 639,962	\$ (13,357)	(2.0%)
0004 Events Center City Debt 2009 C	500	-	-	-	N/A
0005 Nondepartmental Events Center CP	1,381,955	1,818,750	1,818,750	-	0.0%
Projects and Grants	370,078	2,034,417	-	(2,034,417)	(100.0%)
TOTAL -- AMWAY CENTER CONST AND DEBT FUNDS	\$ 1,824,550	\$ 4,506,486	\$ 2,458,712	\$ (2,047,774)	(45.4%)
<u>AMWAY CENTER RENEWAL AND REPLACEMENT FUND #4002</u>					
Projects and Grants	\$ 775,062	\$ 3,560,920	\$ 1,000,000	\$ (2,560,920)	(71.9%)
TOTAL -- AMWAY CENTER RENEWAL AND REPLACEMENT FUND	\$ 775,062	\$ 3,560,920	\$ 1,000,000	\$ (2,560,920)	(71.9%)
<u>PAC CONSTRUCTION AND DEBT FUNDS #4052-4063</u>					
PAC Division (PAC)					
0009 PAC CP Debt Construction	\$ 446,952	\$ 566,550	\$ 566,550	\$ -	0.0%
Projects and Grants	60,861,546	75,887,864	-	(75,887,864)	(100.0%)
TOTAL -- PAC CONSTRUCTION AND DEBT FUNDS	\$ 61,308,498	\$ 76,454,414	\$ 566,550	\$ (75,887,864)	(99.3%)
<u>CITRUS BOWL CONSTRUCTION AND DEBT FUNDS #4077, 4079-4082</u>					
Construction Citrus Bowl Division (CBR)					
0001 Citrus Bowl CP Debt Construction	\$ 247,385	\$ 314,700	\$ 314,700	\$ -	0.0%
0004 CRA Citrus Bowl Construction	167,701	-	-	-	N/A
Projects and Grants	91,597	2,549,311	-	(2,549,311)	(100.0%)
TOTAL -- CITRUS BOWL CONST AND DEBT FUNDS	\$ 506,683	\$ 2,864,011	\$ 314,700	\$ (2,549,311)	(89.0%)
<u>OTHER PROJECT AND GRANTS FUNDS #0005,1130,1155,4001,4005,4006</u>					
Projects and Grants Funds	\$ 25,301	\$ 944,906	\$ -	\$ (944,906)	(100.0%)
TOTAL -- OTHER PROJECT AND GRANTS FUNDS	\$ 25,301	\$ 944,906	\$ -	\$ (944,906)	(100.0%)
TOTAL -- VENUES OTHER FUNDS	\$ 65,323,784	\$ 98,250,976	\$ 6,184,773	\$ (92,066,203)	(93.7%)
TOTAL -- VENUES OTHER FUNDS	\$ 103,500,055	\$ 129,537,412	\$ 38,484,415	\$ (91,052,997)	(70.3%)

ORLANDO VENUES



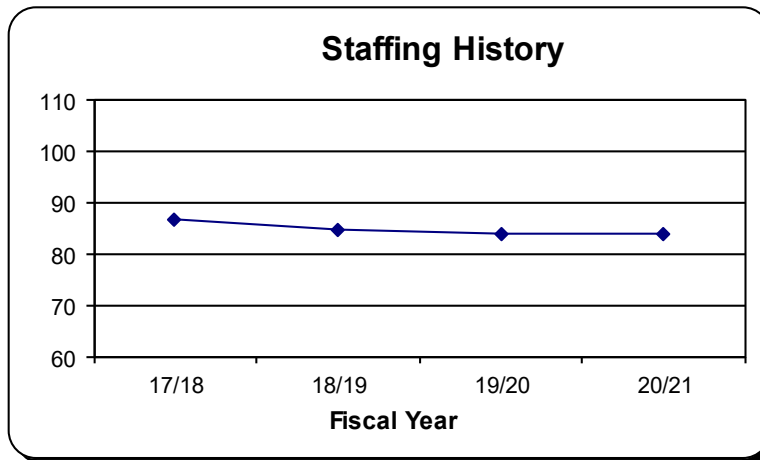
Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 7,876,227	\$ 7,748,183	\$ 8,363,000	\$ 614,817	7.9%
Benefits	2,802,801	3,038,199	2,991,886	(46,313)	(1.5%)
Supplies	1,698,805	989,991	874,487	(115,504)	(11.7%)
Contractual Services	10,780,839	143,435,012	8,663,260	(134,771,752)	(94.0%)
Utilities	5,103,762	4,924,693	4,998,322	73,629	1.5%
Travel	58,988	67,000	78,500	11,500	17.2%
Fleet and Facility Charges	975,985	470,710	484,548	13,838	2.9%
Capital Outlay	60,459,545	(60,813,697)	-	60,813,697	(100.0%)
Other Operating Expenses	11,529,453	27,508,779	10,065,450	(17,443,329)	(63.4%)
Transfer Out	2,213,650	2,168,542	1,964,962	(203,580)	(9.4%)
TOTAL -- ORLANDO VENUES	\$103,500,055	\$129,537,412	\$38,484,415	\$ (91,052,997)	(70.3%)



ORLANDO VENUES

DEPARTMENT STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	17	17	17
0003 Venues Operational Resources	7	7	7
0004 Amway Center	16	15	15
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	54	53	53
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>			
Orlando Stadium Operations Division (OSO)			
0001 Camping World Stadium	7	7	7
TOTAL - ORLANDO STADIUM OPERATIONS FUND	7	7	7
<u>H.P. LEU GARDENS TRUST FUND #1155</u>			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	21	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	21	20	20
<u>MENNELLO MUSEUM FUND #0020</u>			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	3	4	4
TOTAL -- MENNELLO MUSEUM FUND	3	4	4
TOTAL -- ORLANDO VENUES	85	84	84



ORLANDO VENUES

Venues Operations

Overview of Services/Programs

Orlando Venues manages and operates community venues including the Amway Center, Camping World Stadium, Tinker Field, Harry P. Leu Gardens, the Mennello Museum of American Art and Public Art. Our mission is to become one of the country's most progressive sports and live entertainment complexes, offering events that will enhance the lives of our citizens and community. The variety of events stimulates the economic and cultural activity in the downtown area and throughout the Central Florida region.

Major Accomplishments (10/1/19 - 9/30/20)

Amway Center

- Several sellout concerts including Thomas Rhett, Ariana Grande, Casting Crowns and Billie Eilish
- Ranked #63 on Pollstar's 2020 Mid-Year Worldwide Ticket Sales Top 200 Arena Venues
- Ranked #57 on Pollstar's Q1 2020 Top 100 Arenas in Worldwide Ticket Sales
- Ranked #57 on Pollstar's 2019 Year-End Worldwide Ticket Sales Top 200 Arena Venues
- Ranked #3 on VenuesNow's TopStops Florida 2020 report based on tickets sold for venues with capacity of 15,001 to 30,000

Camping World Stadium

- Hosted Camping World Bowl between Notre Dame and Iowa State (December 28, 2019)
- Hosted VRBO Citrus Bowl between University of Michigan and University of Alabama (January 1, 2020)
- Hosted fourth consecutive NFL Pro Bowl (January 26, 2020)

Tinker Field

- Hosted 9th annual Electric Daisy Carnival and, for the first time, expanded to a 3-day format (Friday-Sunday) which featured the addition of a fourth stage and welcomed a record attendance of 225,000 patrons (November 8-10, 2019)

Future Goals and Objectives

Short Term

- Launch AmwayCenter.com 2.0, an entirely new website for the arena that features responsive design, upgraded search functions, visitor guide interactivity and is WCAG 2.0 compliant.
- Develop standalone/dedicated iOS and Android apps for both Amway Center and Camping World Stadium that will significantly boost both venues' ability to transition to cashless environments
- Create reopening messaging and signage for our venues to address Covid-19 safety precautions
- Determine alternative events/programming that can safely take place at venues and allows for physical distancing
- Upgrade Camping World Stadium with \$60 million in enhancements which includes converting outdoor clubs to air-conditioned indoor clubs, filling in the north plaza deck with seating, creating a walkway connecting Suite Level to upper Terrace Level and adding more POS and bathrooms

Medium Term

- Attain a Global Biorisk Advisory Council (GBAC) STAR accreditation for both Amway Center and Camping World Stadium that affirms our commitment to the highest cleaning and disinfection standards, proper cleaning protocols to minimize risks associated with infectious agents like the novel coronavirus and training cleaning professionals for outbreak and infectious disease preparation and response
- Work with arena partners to implement new operations protocol and standards that span all facets of our business and keeps staff, patrons, artists and athletes safe
- Develop promotional partnerships with area businesses and hotels to garner exposure for our concerts/events and generate additional revenue
- Further expand our marketing and outreach efforts to Central Florida's Hispanic community

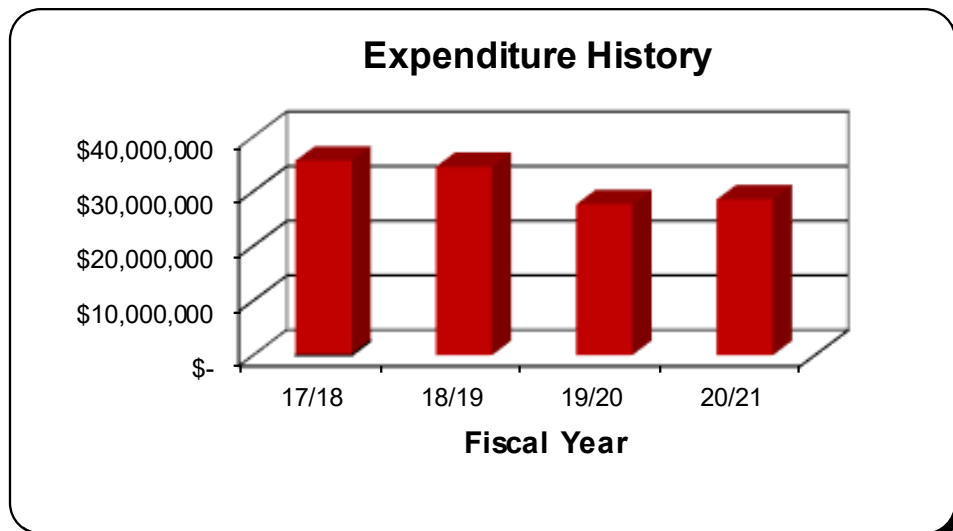
Long Term

- Strengthen promotional partnerships within the community
- Increase attendance and profitability at all Orlando Venues facilities

ORLANDO VENUES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
ORLANDO VENUES FUND #4001					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ 110	\$ (28,585)	\$ (21,502)	\$ 7,083	(24.78%)
0002 Orlando Venues Nondepartmental	2,877,917	2,333,635	2,610,093	276,458	11.85%
0003 Venues Operational Resources	-	(20,895)	(10,333)	10,562	(50.55%)
0004 Amway Center	21,758,097	18,321,858	18,430,572	108,714	0.59%
0006 Venues Box Office	222,636	226,555	238,594	12,039	5.31%
0007 Venues Security Services	-	(906)	(58,517)	(57,611)	6358.83%
TOTAL -- ORLANDO VENUES FUND	\$24,858,760	\$20,831,662	\$21,188,907	\$ 357,245	1.71%
COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003					
Community Venues Administration Division (CVA)					
0001 Community Venues Administration	\$ 5,564	\$ -	\$ -	\$ -	N/A
0003 Venues Construction Administration Nondepartme	631,332	81,856	-	(81,856)	(100.00%)
TOTAL -- COMMUNITY VENUES ADMIN FUND	\$ 636,896	\$ 81,856	\$ -	\$ (81,856)	(100.00%)
ORLANDO STADIUM OPERATIONS FUND #4005					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	8,059,458	5,591,099	5,617,568	\$ 26,469	0.47%
0002 Camping World Stadium Nondepartmental	375,883	667,939	717,699	49,760	7.45%
0003 Conference Center	78,582	27,000	42,000	15,000	55.56%
0005 Tinker Field	501,869	469,643	977,788	508,145	108.20%
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 9,015,792	\$ 6,755,681	\$ 7,355,055	\$ 599,374	8.87%
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	\$34,511,448	\$27,669,199	\$28,543,962	\$ 874,763	3.16%



ORLANDO VENUES

STAFFING SUMMARY

	2018/19 Actual Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	17	17	17
0003 Venues Operational Resources	7	7	7
0004 Amway Center	16	15	15
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	54	53	53
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>			
Orlando Stadium Operations Division (OSO)			
0001 Camping World Stadium	7	7	7
TOTAL - ORLANDO STADIUM OPERATIONS FUND	7	7	7
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	61	60	60

ORLANDO VENUES

Gardens, Galleries & Museums Division- Harry P. Leu Gardens and Mennello Museum of American Art Overview of Services

Harry P. Leu Gardens is a fifty acre botanical garden dedicated to provide a cultural resource that promotes the awareness and understanding of plants, the environment, and the Gardens' history. The collection of plants contains more than 6,000 genera and cultivars utilized in applied evaluative research and education. A seven member Board of Trustees appointed by the Mayor oversees the operation of the Gardens.

The Mennello Museum of American Art endeavors and interprets the Museum's outstanding permanent collection of paintings by Earl Cunningham. The Museum also seeks to enrich the public through special exhibitions, publications, and programs that celebrate other outstanding traditional and contemporary American artists. The museum features 3,500 square feet of exhibition space and a permanent collection containing 360 objects valued at \$10+ million.

Major Accomplishments

- Total Leu visitation FY 2019-20 was 160,000 and membership to Leu Gardens reached 4,850.
- Volunteer hours totaled 3,800 in 2019-20 valued at \$103,360.
- Tours of the Leu Garden and 191 classes in horticulture, cooking, arts were offered to 4,775 guests.
- Social media has more than 14,250 individuals receiving the monthly E-Newsletter, more than 28,000 followers on Facebook, and 9,600 followers on Instagram, and 1,051 on Twitter.
- Mennello exhibitions and festivals presented:
 - Edward Steichen: In Exaltation of Flowers
 - Mira Lehr: High Water Mark
 - We produced the Indie Folkfest – a picnic event which honored our traditional folk festival with an intensified focus on Florida's local artists and musicians, and food culture.
- Mennello educational Programming:
 - Continued Art Trunks on the Go and taught art lessons and hands on art projects at schools Continued to develop in house programming, Toddler Thursday, Workshop Wednesday, and Movie Night at the Mennello.
 - In response to the closing of the Museum, produced more virtual programming that include 4 virtual tours of the Mira Lehr exhibition, 3 studio visits, and our first virtual family day project. The staff partnered with three Families, Parks and Recreation neighborhood centers, providing the kit and the video instructions

Future Goals and Objectives

Short Term

- Offer daily interpretive Gardens tours and preserve the home and other historic buildings on the property.
- Attract more residents to the both through local media coverage; attract more tourists to the Gardens through partnership with Visit Orlando and through exhibiting at state-wide festivals.
- Increase membership to both attractions by increasing membership renewal rates, offering discounts to events, classes and gift shop purchases, and enhancing the perceived value of the Gardens' membership.
- Mennello exhibition and programming for four special exhibits including Construct: Our Orlando, Floating Beauty: Women in Art of the Ukiyo-E, Recalibration and Through Darkness to Light
- Mennello Friends fundraiser: The White Canvas Party
- Mennello Apply for Phase II of the Bridges Ahead Initiative

Medium Term

- Produce events that reinforce the Gardens' mission and attract diverse audiences.
- Recruit, train and evaluate volunteers to create a greater awareness and appreciation of the Gardens and create a non-paid workforce to preserve and maintain the plant collections and interpret the history of Leu Gardens.
- Organize traveling exhibitions

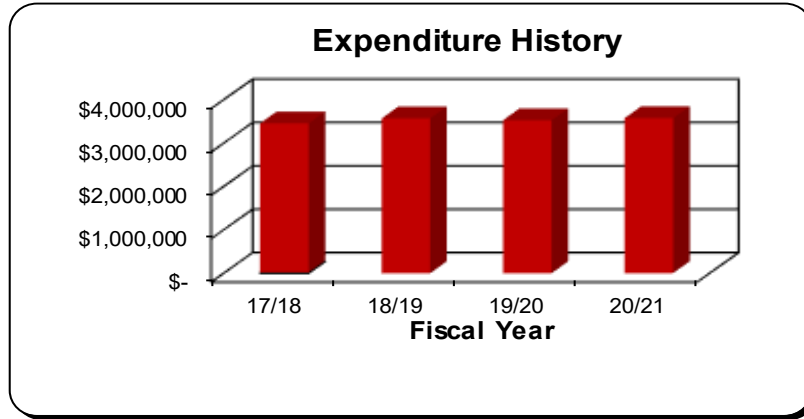
Long Term

- Make Leu Gardens the rental place of choice by offering more services, maintaining the highest level of customer service and increase revenue.
- Become the primary resource for horticultural and environmental information for Central Florida residents by diversifying educational class and workshops and increasing educational outreach programs.
- Evaluate new plants that may be appropriate for Central Florida and maintaining the numerous and distinct collections of both herbaceous and woody plants.
- Resume Friends of the Mennello Museum Capital Campaign
- Continuing work with the architect for museum expansion

ORLANDO VENUES

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
H.P. LEU GARDENS FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 2,938,323	\$ 2,851,461	\$ 2,892,404	\$ 40,943	1.44%
0003 Public Art	60,527	68,300	68,300	-	0.00%
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 2,998,850	\$ 2,919,761	\$ 2,960,704	\$ 40,943	1.40%
MENNELLO MUSEUM - AMERICAN ART FUND #0020					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 572,618	\$ 608,476	\$ 616,976	\$ 8,500	1.40%
TOTAL -- MENNELLO MUSEUM FUND	\$ 572,618	\$ 608,476	\$ 616,976	\$ 8,500	1.40%
TOTAL -- GARDENS, GALLERIES & MUSEUMS	\$ 3,571,468	\$ 3,528,237	\$ 3,577,680	\$ 49,443	1.40%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Actual	Revised	Adopted
	Staffing	Staffing	Staffing
H.P. LEU GARDENS TRUST FUND #1155			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	21	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	21	20	20
MENNELLO MUSEUM FUND #0020			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	3	4	4
TOTAL -- MENNELLO MUSEUM FUND	3	4	4
TOTAL -- GARDENS, GALLERIES & MUSEUMS	24	24	24

ORLANDO VENUES

Orlando Venues Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Orlando Venues	Amway Center - Total Attendance	1,429,383	831,404	700,000
Orlando Venues	Camping World Stadium - Total Attendance	432,939	192,588	150,000
Harry P. Leu Gardens	Number of visitors	173,000	160,000	175,000
Harry P. Leu Gardens	Number of outreach events participated	30	30	20
Harry P. Leu Gardens	Number of participants at outreach events	1,800	1,800	1,000
Mennello Museum of American Art	Annual Attendance	21,000	35,631	30,000
Mennello Museum of American Art	Number of General memberships	235	214	300
Mennello Museum of American Art	Number of Friends memberships	57	61	75
Mennello Museum of American Art	Number of Facebook likes	5,400	5849	6,500
Public Art	Number of Visits to public arts website	15,000	718	2,500
Public Art	Attendance at art receptions	30	30	500

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Orlando Venues	Orlando Venues Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-1.03%	-31.87%	+/- 5%
Harry P. Leu Gardens	Revenue from user fees	1,278,000	1,000,000	1,000,000
Harry P. Leu Gardens	Number of Volunteer hours	5,500	3,800	5,000
Harry P. Leu Gardens	Spending Level - Leu Gardens	100%	100%	100%
Harry P. Leu Gardens	Revenue Level - Leu Gardens	100%	100%	100%
Mennello Museum of American Art	Total revenue	56,530	35,631	57,000
Mennello Museum of American Art	Total funds raised by the Friends	165,302	122,338	375,000
Mennello Museum of American Art	Value of grants awarded	188,404	291,262	120,000

ORLANDO VENUES

Orlando Venues Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Public Arts	Number pieces in collection	954	956	960
Public Arts	Number of large outdoor pieces of art maintained or repaired	10	10	5
Public Arts	Number of smaller pieces maintained or repaired	2	2	30
Public Arts	Annual number of entries	0	0	0

Outcome & Mission

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Orlando Venues	Amway Center - Total Events	235	131	126
Orlando Venues	Camping World Stadium - Total Events	48	18	14
Orlando Venues	Tinker Field - Total Events	8	3	2
Public Arts	Percentage of collection "on view"	50	50	70

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CITY OF
ORLANDO
POLICE DEPARTMENT

2019-2020 BY THE NUMBERS:

↓ ↓ **4%** decrease in total crime ↓ ↓

282,714
calls for service

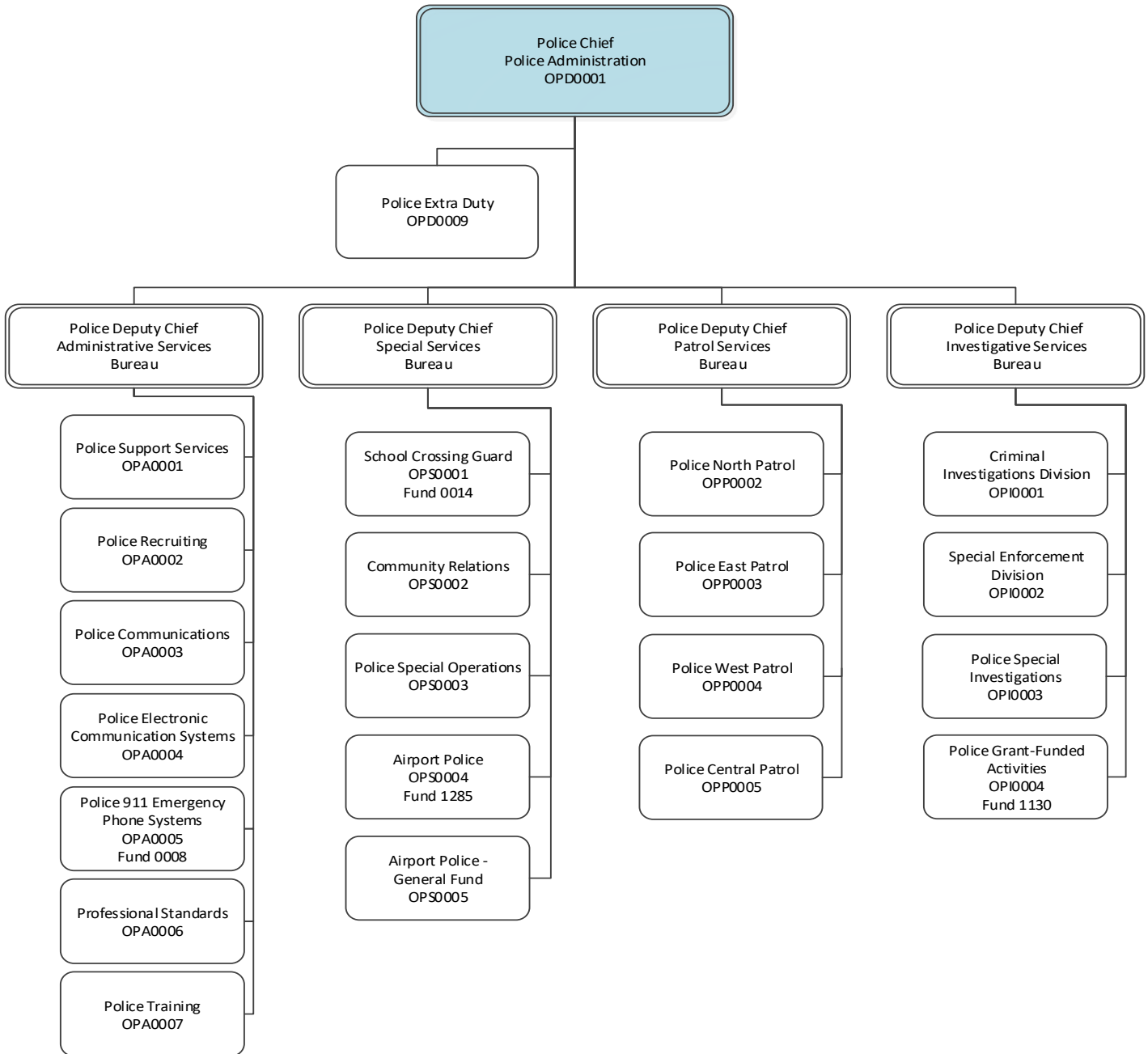
10,447
arrests


117
officers hired


81
National Night Out
block parties

Orlando Police Department is a nationally recognized law enforcement agency that is focused on the safety of our residents, visitors, and businesses. Our job is to protect the citizens of Orlando and we intend to accomplish that mission, even at risk to our own lives. We ask only for your assistance by calling 9-1-1 anytime you see something suspicious, or when someone needs help. The men and women at the Orlando Police Department are some of the most dedicated and loyal public servants in this great nation, and we promise to serve you with Courage, Pride and Commitment

POLICE DEPARTMENT



Department Mission Statement

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

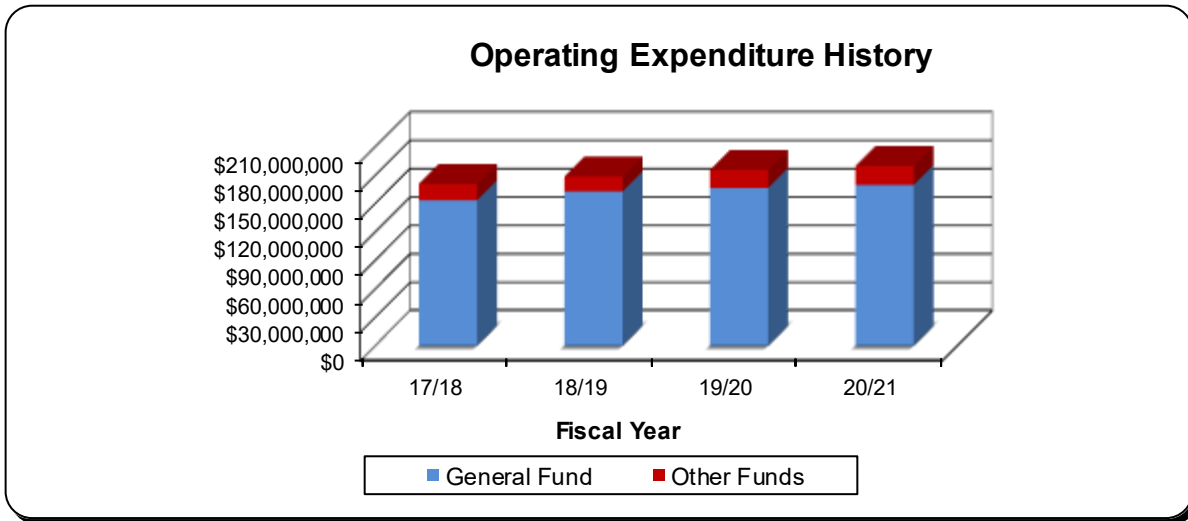
POLICE DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

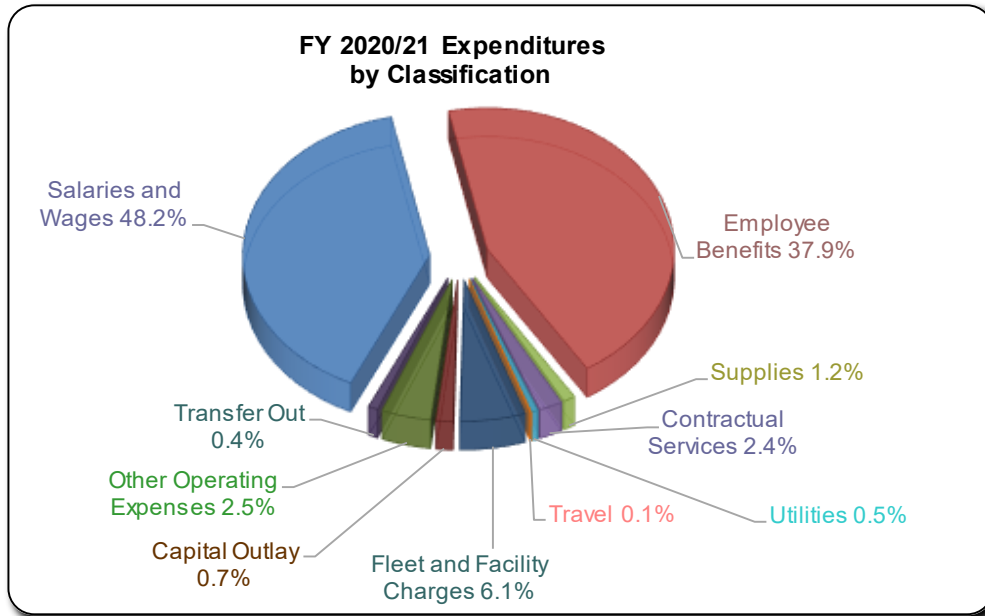
Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Administration (OPD)					
0001 Police Administration	\$ 5,637,281	\$ 1,519,545	\$ (319,979)	\$ (1,839,524)	(121.1%)
0002 Police Nondepartmental	450,661	4,432,857	6,579,748	2,146,891	48.4%
0003 Primrose Building Operations	103,788	42,000	62,680	20,680	49.2%
0007 Police Training	3,574,135	-	-	-	N/A
0009 OPD Off Duty	13,498,459	10,592,500	11,541,450	948,950	9.0%
0010 OPD - MOU Overtime	271,048	-	-	-	N/A
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	3,924,258	4,002,431	3,959,269	(43,162)	(1.1%)
0002 Police Recruiting	1,398,730	1,556,438	1,529,301	(27,137)	(1.7%)
0003 Police Communications	7,615,983	9,236,798	9,344,224	107,426	1.2%
0004 Police Electronic Communication Systems	177,166	318,393	224,460	(93,933)	(29.5%)
0006 Professional Standards Division	1,298,975	3,161,651	3,640,196	478,545	15.1%
0007 Police Officer Training	3,438,762	6,554,225	5,440,223	(1,114,002)	(17.0%)
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	22,294,228	19,514,924	19,963,488	448,564	2.3%
0002 Special Enforcement Division	5,378,316	8,232,581	7,061,769	(1,170,812)	(14.2%)
0003 Police Special Investigations	2,517,566	2,448,805	2,319,945	(128,860)	(5.3%)
0004 Police Grant-funded Activities	1,534,141	875,638	1,369,407	493,769	56.4%
Police-Special Services Bureau (OPS)					
0002 Community Relations Division	14,317,004	12,256,316	13,549,572	1,293,256	10.6%
0003 Police Special Operations	8,170,089	8,996,335	8,589,326	(407,009)	(4.5%)
0005 Airport Police-General Fund	3,349,314	999,524	1,300,000	300,476	30.1%
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	19,266,681	20,045,739	20,056,224	10,485	0.1%
0003 Police East Patrol	19,318,329	19,831,582	21,198,800	1,367,218	6.9%
0004 Police West Patrol	20,659,860	19,078,858	19,828,066	749,208	3.9%
0005 Police Central Patrol	4,733,146	12,785,439	12,562,552	(222,887)	(1.7%)
TOTAL -- GENERAL FUND	\$ 162,927,920	\$ 166,482,579	\$ 169,800,721	\$ 3,318,142	2.0%
LAW ENFORCEMENT TRAINING FUND #0002					
Police-Administration (OPD)					
0005 Police Law Enforcement Training	\$ 188,766	\$ 200,000	\$ 130,000	\$ (70,000)	(35.0%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 188,766	\$ 200,000	\$ 130,000	\$ (70,000)	(35.0%)
GOAA POLICE FUND #1285					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 14,146,088	\$ 17,076,752	\$ 18,049,127	\$ 972,375	5.7%
TOTAL -- GOAA POLICE FUND	\$ 14,146,088	\$ 17,076,752	\$ 18,049,127	\$ 972,375	5.7%
OCPS CROSSING GUARD FUND #0014					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 903,119	\$ 1,087,479	\$ 1,087,479	\$ -	0.0%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 903,119	\$ 1,087,479	\$ 1,087,479	\$ -	0.0%

POLICE DEPARTMENT

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONTRABAND FORFEITURE TRUST FUND #1165					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 476,009	\$ 439,343	\$ 409,918	\$ (29,425)	(6.7%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 476,009	\$ 439,343	\$ 409,918	\$ (29,425)	(6.7%)
POLICE CAMP TRUST FUND #0021					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 900	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 900	\$ -	\$ -	\$ -	N/A
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 101,489	\$ 124,493	\$ 300,282	\$ 175,789	141.2%
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 101,489	\$ 124,493	\$ 300,282	\$ 175,789	141.2%
TOTAL -- POLICE DEPARTMENT OPERATING	\$ 178,744,291	\$ 185,410,646	\$ 189,777,527	\$ 4,366,881	2.4%



POLICE DEPARTMENT

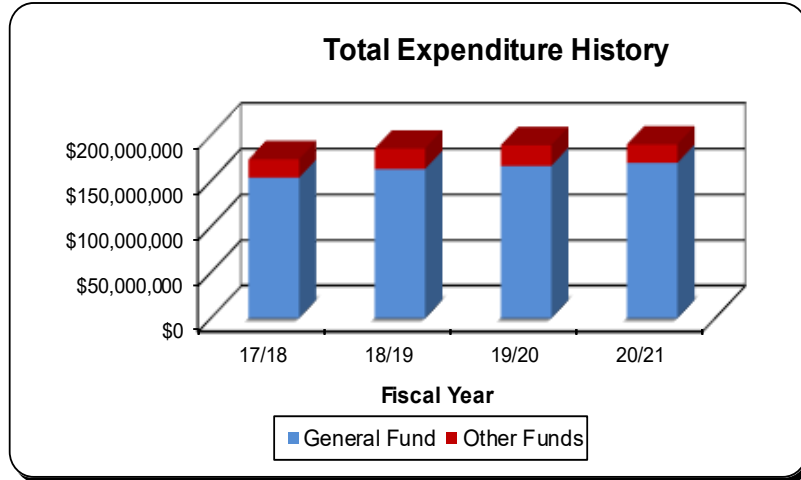


Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 86,269,738	\$ 91,020,272	\$ 91,558,135	\$ 537,863	0.6%
Employee Benefits	66,513,691	67,477,907	71,748,423	4,270,516	6.3%
Supplies	3,001,493	2,416,909	2,315,956	(100,953)	(4.2%)
Contractual Services	3,518,460	3,961,172	4,561,972	600,800	15.2%
Utilities	879,897	947,750	949,430	1,680	0.2%
Travel	209,758	257,500	164,900	(92,600)	(36.0%)
Fleet and Facility Charges	10,080,705	11,744,797	11,623,137	(121,660)	(1.0%)
Capital Outlay	709,316	1,336,895	1,412,142	75,247	5.6%
Other Operating Expenses	6,049,138	4,168,357	4,636,756	468,399	11.2%
Transfer Out	1,512,094	2,079,087	806,676	(1,272,411)	(61.2%)
TOTAL -- POLICE DEPARTMENT	\$ 178,744,291	\$ 185,410,646	\$ 189,777,527	\$ 4,366,881	2.4%

POLICE DEPARTMENT

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
<u>DEPARTMENT OF JUSTICE FEDERAL EQUITABLE SHARING AGREEMENT FUND #1166</u>					
Police-Administration (OPD)					
0003 Federal Asset Sharing - Justice	\$ 241,112	\$ 398,020	\$ 107,000	\$ (291,020)	(73.1%)
TOTAL -- DOJ FEDERAL ASSET SHARING	\$ 241,112	\$ 398,020	\$ 107,000	\$ (291,020)	(73.1%)
<u>DEPARTMENT OF TREASURY FEDERAL EQUITABLE SHARING AGREEMENT FUND #1167</u>					
Police-Administration (OPD)					
0006 Federal Asset Sharing - Treasury	\$ 44,947	\$ 410,761	\$ 27,000	\$ (383,761)	(93.4%)
TOTAL -- DOT FEDERAL ASSET SHARING	\$ 44,947	\$ 410,761	\$ 27,000	\$ (383,761)	(93.4%)
<u>GRANTS FUND #1130</u>					
High Intensity Drug Trafficking Area (HIDTA)					
HIDTA FY 17/18	\$ 93,141	\$ -	\$ -	\$ -	N/A
HIDTA FY 18/19	79,145	39,395	-	(39,395)	(100.0%)
HIDTA FY 19/20	-	103,940	-	(103,940)	(100.0%)
Edward Byrne Memorial Justice Assistance Grant (JAG) Program					
JAG FY 17/18	169,114	7,025	-	(7,025)	(100.0%)
JAG FY 18/19	-	167,472	-	(167,472)	(100.0%)
JAG FY 19/20	-	55,155	-	(55,155)	(100.0%)
Other Grants	1,014,261	3,164,750	-	(3,164,750)	(100.0%)
TOTAL -- GRANTS FUND	\$ 1,355,661	\$ 3,537,737	\$ -	\$ (3,537,737)	(100.0%)
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects	\$ 3,901,096	\$ 3,068,831	\$ 1,310,724	\$ (1,758,107)	(57.3%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 3,901,096	\$ 3,068,831	\$ 1,310,724	\$ (1,758,107)	(57.3%)
<u>OTHER FUNDS</u>					
Projects and Grants - Other Funds	\$ 1,117,984	\$ 2,921,430	\$ -	\$ (7,632,290)	(100.0%)
TOTAL -- PROJECTS AND GRANTS - OTHER FUNDS	\$ 1,117,984	\$ 2,921,430	\$ -	\$ (2,921,430)	(100.0%)
TOTAL -- SPECIAL REVENUE AND OTHER FUNDS	\$ 6,660,800	\$ 10,336,779	\$ 1,444,724	\$ (8,892,055)	(86.0%)
TOTAL -- POLICE DEPARTMENT	\$ 185,405,091	\$ 195,747,425	\$ 191,222,251	\$ (4,525,174)	(2.3%)

POLICE DEPARTMENT

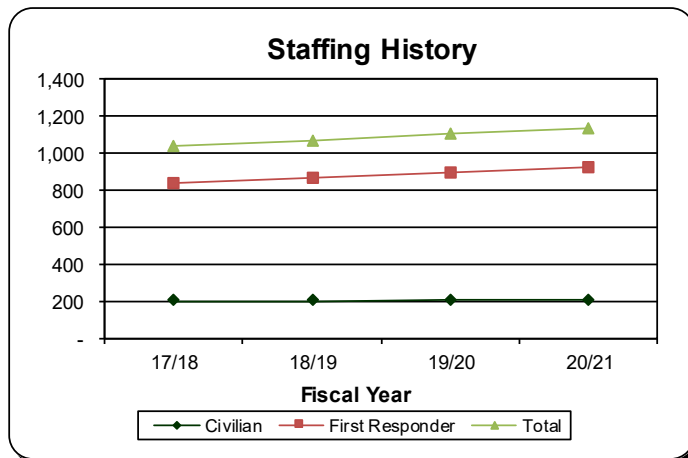


Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 87,386,175	\$ 93,620,831	\$ 91,558,135	\$ (2,062,696)	(2.2%)
Employee Benefits	67,417,349	68,936,122	71,748,423	2,812,301	4.1%
Supplies	4,686,697	4,344,666	2,315,956	(2,028,710)	(46.7%)
Contractual Services	3,596,430	4,498,938	4,561,972	63,034	1.4%
Utilities	879,897	947,750	949,430	1,680	0.2%
Travel	241,554	373,817	164,900	(208,917)	(55.9%)
Fleet and Facility Charges	10,080,705	11,914,828	11,623,137	(291,691)	(2.4%)
Capital Outlay	3,509,700	4,839,921	1,546,142	(3,293,779)	(68.1%)
Other Operating Expenses	6,078,542	4,191,465	5,947,480	1,756,015	41.9%
Transfer Out	1,528,043	2,079,087	806,676	(1,272,411)	(61.2%)
TOTAL -- POLICE DEPARTMENT	\$ 185,405,091	\$ 195,747,425	\$ 191,222,251	\$ (4,525,174)	(2.3%)

POLICE DEPARTMENT

DEPARTMENT STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
GENERAL FUND #0001			
Police Administration (OPD)			
0001 Police Administration	9	9	9
Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	46
0002 Police Recruiting	10	10	10
0003 Police Communications	92	92	92
0004 Police Electronic Communication Systems	1	1	1
0006 Professional Standards Division	25	25	27
0007 Police Officer Training	35	35	35
Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	114	116	121
0002 Special Enforcement Division	53	53	53
0003 Police Special Investigations	13	13	13
0004 Police Grant-funded Activities	15	15	25
Special Services Bureau (OPS)			
0002 Community Relations Division	57	65	68
0003 Police Special Operations	51	51	51
Patrol Services Bureau (OPP)			
0002 Police North Patrol	112	112	112
0003 Police East Patrol	133	133	133
0004 Police West Patrol	119	119	119
0005 Police Central Patrol	95	95	95
TOTAL -- GENERAL FUND	980	990	1,010
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	85	113	118
TOTAL -- GOAA POLICE FUND	85	113	118
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
TOTAL -- POLICE	1,066	1,104	1,129



POLICE DEPARTMENT

Police Administration

Overview of Services

The Chief's Staff (Police Administration) is comprised of the Staff Director and the Criminal Justice Section. The Staff Director oversees Media Relations and the Police Chaplains. The Criminal Justice Section houses the Department's legal staff.

Major Accomplishments

- The Youth Outreach Coordinator position was created to address criminal activity and provide outreach to the youth in the community.
- Senior Community Connection program was created to assist senior citizen homeowners who need home repairs. These citizens are physically and financially unable to repair their homes.
- "New Officer Introduction to the Community" initiative was implemented. Members of the community meet with the new officers before their first day of training in the field. Community members share information with the new officers on what to expect in the neighborhoods where they will serve.
- The Crime Center is near completion. First true state of the art crime center in the history of the Orlando Police Department. This will enhance our ability to respond to Realtime incidents and crime trends.
- All vacancies expected to be filled during the fourth quarter of 2020. Aggressive recruitment efforts have yielded this accomplishment wish had not been met in the last decade.
- The Media Relations Office hired a police public information manager, this new manager has over 20 years of experience with a local television station.
- The Media Relations Office also filled the police public information officer vacancy.

Future Goals and Objectives

Short Term

- The Chief of Police will work with the CAO in the development of a co-responder pilot program. A committee comprised of City and Police Department staff has been formed to develop this program.
- The Chief of Police will continue to develop and implement strategies to build and maintain community partnerships. The Chief of Police will ensure all members of his Command Staff are engaged in this process.
- The Chief of Police, and the Department's Command Staff will continue to work with community-based organizations to establish and enhance positive relationships with the community.
- The Youth Outreach Coordinator, district liaison officers, and School Resource Officers will work with the City's established youth programs to continue to foster positive relationships with the community's youth.
- We will explore the potential for increasing the Police Chaplain's Program's role in the co-responder pilot program. Clergy on Patrol has been a model used in other major cities.
- We will solicit input from the Citizens Review Board and community stakeholders regarding vehicle stops and low-level arrest offences.
- The Media Relations office staff will continue to push our current focus of sharing the positive work that is being done in the community by the members of the department.

Medium Term

- The Criminal Justice Section will request to add another lawyer to the team to meet the expanding needs of the department.

Long Term

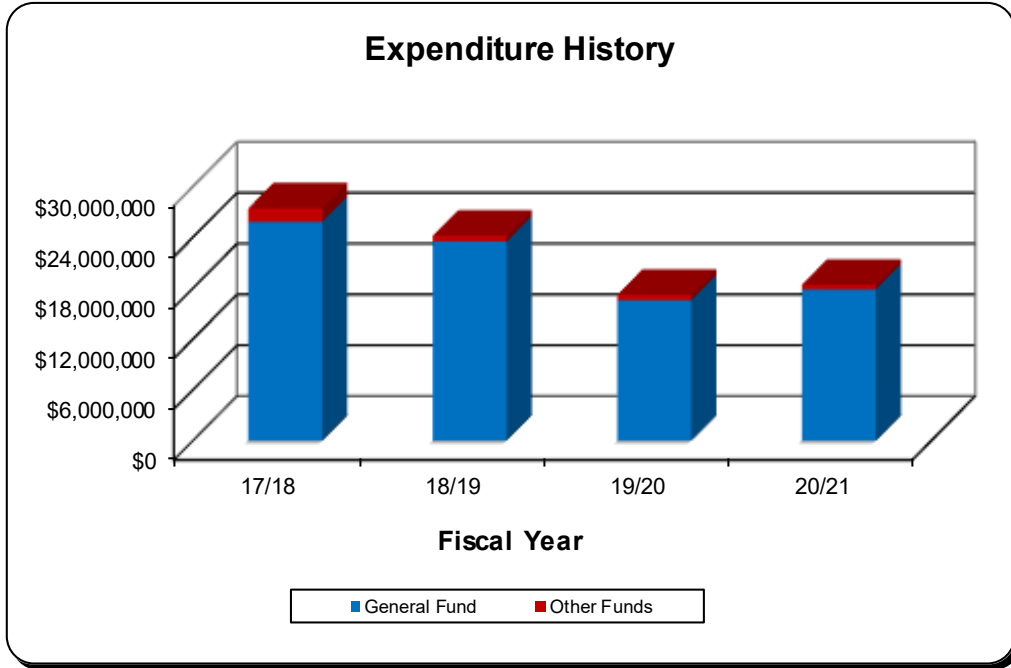
- The Criminal Justice Section, legal staff, will become equally proficient in all aspects of legal service, thereby ensuring that the lawyers are fully interchangeable with each other, regardless of the assignment.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<u>GENERAL FUND #0001</u>					
Police-Administration (OPD)					
0001 Police Administration	\$ 5,637,281	\$ 1,519,545	\$ (319,979)	\$ (1,839,524)	(121.1%)
0002 Police Nondepartmental	450,661	4,432,857	6,579,748	2,146,891	48.4%
0003 Primrose Building Operations	103,788	42,000	62,680	20,680	49.2%
0007 Police Training	3,574,135	-	-	-	N/A
0009 OPD Off Duty	13,498,459	10,592,500	11,541,450	948,950	9.0%
0010 OPD - MOU Overtime	271,048	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 23,535,372	\$ 16,586,902	\$ 17,863,899	\$ 1,276,997	7.7%
<u>LAW ENFORCEMENT TRAINING FUND #0002</u>					
Police-Administration (OPD)					
0005 Police Law Enforcement Training	\$ 188,766	\$ 200,000	\$ 130,000	\$ (70,000)	(35.0%)
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 188,766	\$ 200,000	\$ 130,000	\$ (70,000)	(35.0%)
<u>POLICE CAMP TRUST FUND #0021</u>					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 900	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 900	\$ -	\$ -	\$ -	N/A
<u>FORFEITURE SHARING FUNDS #1165, #1166 & #1167</u>					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 476,009	\$ 439,343	\$ 409,918	\$ (29,425)	(6.7%)
0003 Federal Asset Sharing - Justice	241,112	398,020	107,000	(291,020)	(73.1%)
0006 Federal Asset Sharing - Treasury	44,947	410,761	27,000	(383,761)	(93.4%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 476,009	\$ 439,343	\$ 409,918	\$ (704,206)	(6.7%)
TOTAL -- POLICE ADMINISTRATION	\$ 24,201,047	\$ 17,226,245	\$ 18,403,817	\$ 502,791	6.8%

POLICE DEPARTMENT



STAFFING SUMMARY

GENERAL FUND #0001

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
Police-Administration (OPD)			
0001 Police Administration	9	9	9
TOTAL -- GENERAL FUND	9	9	9
TOTAL -- POLICE ADMINISTRATION	9	9	9

POLICE DEPARTMENT

Administrative Services Bureau

The Administrative Services Bureau includes the Communications Division, Professional Standards Division, and the Support Services Division. The Communications Division consists of the Operations Section, Technical Support Section and the Administration Section. The Professional Standards Division consists of the Training/Accreditation and Inspections Section (In-Service Training, Recruiting and Field Training Units), the Strategic Planning/Grants Section (Planning Administration and Police Planning Units), the Internal Affairs Section and the Fiscal Management Section (Budget/Payroll Unit). The Support Services Division is comprised of the Records Management Section (Records/ID Unit & Traffic Citation Unit), Property and Evidence Section, Report Review/Information Unit, Quartermaster Unit, Witness Management and the Criminal Intake Unit.

Major Accomplishments

- New Internal Affairs IAPro software program. Comprehensive Early Intervention alert system, enhance tracking capabilities for investigation status, enhanced ability to track officer discipline history, and quick statistical reports.
- The Planning Section managed more than \$4.7 million in grant funds.
- The Planning Section completed the 2020 Comprehensive Staffing Analysis.
- The Communications Division processed 235,525, 911 emergency calls and 402,373 non-emergency calls, for a total of 637,898 calls from October 2019 to present. The total calls for service were 282,714 from October 2019 to September 2020.
- The Communications Division hired 13 new Emergency Communications Specialists
- The Communications Division False Alarm Program received 12,228 Alarms.
- The Communications Division, Technical Support Unit, deployed 184 portable radios, repaired 754 radios and closed 938 work orders.
- The Internal Affairs Section completed 100% of their formal investigations within 120 days.
- The Report Review Unit processed/merged 82,607 police related reports.
- The OPD Information Desk handled over 19,634 phone calls and 6,960 walk-ins.
- The Training Unit received a new training simulator that will allow officers to experience a variety of stressful situations, to include de-escalation training.
- The Recruiting Unit reviewed over 5,600 applications.
- The Recruiting Unit hired 127 new officers.

Future Goals and Objectives

Short Term

- The Administrative Services Bureau will review potential enhancements to the agency's body-worn camera program.
- The Professional Standards Division will incorporate additional oversight to the current response to resistance review, specifically focusing on de-escalation techniques.
- The Planning Section has \$2 million in pending grant applications.
- The Communications Division will hire 15 Emergency Communication Specialists (ECS).
- The Communications Division will complete the implementation of the new CAD Training Room.
- The Criminal Intake Unit will update its software systems to increase overall efficiency.
- The Records Unit will explore technology options to update record retention processes.
- The Training Unit will increase the number of Field Training Officer's (FTO's) to more than 85.

Medium Term

- The Strategic Planning/Grants Section will continue to research and apply for grant funding for police projects, increasing applications by 5%.
- The Communications Division, Technical Support Unit, will replace the outdated national channel to the new digital channels at each radio tower site.
- The Training Unit will implement a health and wellness program to include the enhancement of services to officers dealing with stress and crisis, to include mental health services and co-responders and alternative responders.
- The Accreditation section will conduct a mock accreditation exercise in May of 2021.

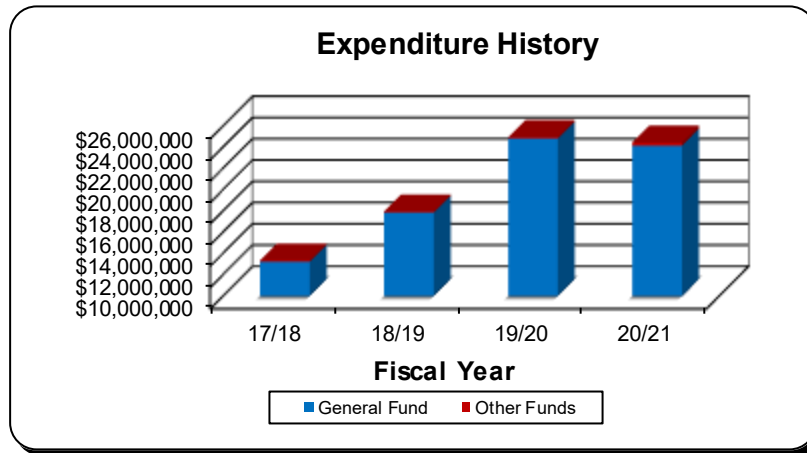
Long Term

- The Communications Division seeks to increase staffing by hiring specialist positions and add new support staff positions to assist with division coordination, training and hiring.
- The Accreditation Section will ensure that OPD is successfully reaccredited during the Commission for Florida Law Enforcement Accreditation (CFA) on-site assessment in August 2021.
- The Recruiting Unit will hire additional officers to maintain agency staffing levels.
- The Training Unit will develop a video library covering various operational practices.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	\$ 3,924,258	\$ 4,002,431	\$ 3,959,269	\$ (43,162)	(1.1%)
0002 Police Recruiting	1,398,730	1,556,438	1,529,301	(27,137)	(1.7%)
0003 Police Communications	7,615,983	9,236,798	9,344,224	107,426	1.2%
0004 Police Electronic Communication Systems	177,166	318,393	224,460	(93,933)	(29.5%)
0006 Professional Standards Division	1,298,975	3,161,651	3,640,196	478,545	N/A
0007 Police Officer Training	3,438,762	6,554,225	5,440,223	(1,114,002)	(17.0%)
TOTAL -- GENERAL FUND	\$ 17,853,874	\$24,829,936	\$ 24,137,673	\$ (692,263)	(2.8%)
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 101,489	\$ 124,493	\$ 300,282	\$ 175,789	141.2%
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 101,489	\$ 124,493	\$ 300,282	\$ 175,789	141.2%
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	\$ 17,955,363	\$24,954,429	\$ 24,437,955	\$ (516,474)	(2.1%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	46
0002 Police Recruiting	10	10	10
0003 Police Communications	92	92	92
0004 Police Electronic Communication Systems	1	1	1
0006 Professional Standards Division	25	25	27
0007 Police Officer Training	35	35	35
TOTAL -- GENERAL FUND	209	209	211
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	209	209	211

POLICE DEPARTMENT

Special Services Bureau

Overview of Services

The Special Services Bureau includes the Community Relations Division, the Special Operations Division and the International Airport Division. The Community Relations Division is comprised of the Community Involvement Section and the School Resource Section. The Special Operations Division is comprised of the Traffic Enforcement Section (Motors Unit, Traffic Homicide Unit, and the School Crossing Guard Unit), Special Patrol Section (K9 Unit, Mounted Patrol Unit, Reserve Unit, and the Vehicle for Hire Unit). The International Airport Division includes the Airport Patrol Units, Investigations Unit, K9 Unit, TAC Unit, and CSO Unit.

Major Accomplishments

- The School Resource Section added two additional School Resource Officers, covering all traditional Orange County Public Schools within the city limits of Orlando.
- The Community Involvement Section conducted 30 active shooter presentations, 16 CPTED surveys, 30 security assessments, three mock robbery presentations, seven Worshiping in Safety presentations, and nine self defense classes.
- The Community Involvement Section has participated in 13 Covid-19 food-mask giveaways.
- The Orlando Police Department has again been ranked in the top three of the nation for its participation in National Night Out.
- The School Resource Section conducted a Shop with a SuperCop Christmas Shopping program for 66 elementary school aged children at 33 schools in the City of Orlando.
- The Traffic Enforcement Section conducted a High Visibility Pedestrian Enforcement Detail yielding 1,981 contacts.
- The Special Patrol Section, Mounted Unit, participated in 26 demonstration events and worked 28 downtown detail events.
- The Special Patrol Section, Canine Unit, participated in 25 demonstration events, conducted 89 bomb sweeps, six drug sweeps, apprehended 107 individuals, had a total of 3,356 calls for service.
- The Vehicle for Hire Unit permitted 547 vehicles, 868 drivers and 314 private property trespass tow contracts.
- The Vehicle for Hire Unit investigated 63 tow complaints, issued 37 notice of violations and 13 Orange County Uniform Code Citations.

Future Goals and Objectives

Short Term

- As part of our Community Oriented Policing effort 10 new officers will be added to the Neighborhood Patrol Unit (NPU). These grant funded positions will work with the community to increase collaboration and solve community challenges. Additional patrol officers will be moved to this new unit.
- The School Resource Officers will play an active role as part of the Youth Outreach Coordinators program in order to be part of the SRO program.
- The Community Involvement Section will introduce all neighborhood meetings virtually.
- The Community Involvement Section will introduce all community programs, i.e. self-defense, active shooter training, etc., virtually.
- The School Resource Section will continue to reduce arrests by increasing the use of Juvenile Civil Citations.
- The Traffic Enforcement Section will be responsive in addressing traffic complaints from citizens through coordination with stakeholders through enforcement and education.
- The Traffic Enforcement Section will increase its authorized staffing to effectively impact traffic enforcement.

Medium Term

- The Traffic Enforcement Section will continue its pedestrian safety efforts by applying for grant programs that will help to educate the motoring public, pedestrians, and bicyclist within the City of Orlando.
- The Community Involvement Section will continue to increase the number of residential and commercial business security surveys.
- The Community Involvement Section will develop and implement a teen-drivers training course.
- The Traffic Enforcement Section will continue traffic safety initiatives through education and enforcement campaigns.

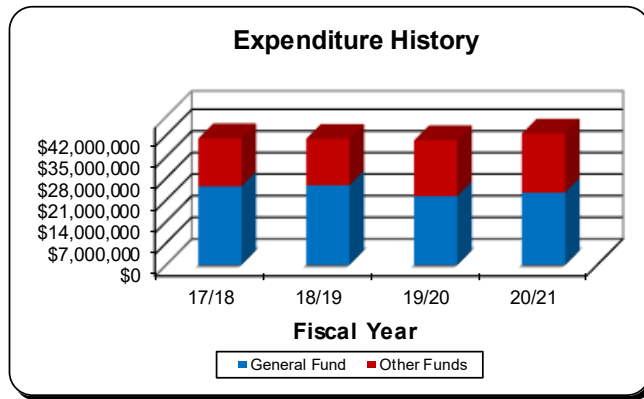
Long Term

- The Community Relations Section will continue to conduct safety training with churches and community centers to provide the citizens with the necessary tools to remain safe.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Police-Special Services Bureau (OPS)					
0002 Community Relations Division	\$ 14,317,004	\$ 12,256,316	\$ 13,549,572	\$ 1,293,256	10.6%
0003 Police Special Operations	8,170,089	8,996,335	8,589,326	(407,009)	(4.5%)
0005 Airport Police-General Fund	3,349,314	999,524	1,300,000	300,476	30.1%
TOTAL -- GENERAL FUND	\$ 25,836,407	\$ 22,252,175	\$ 23,438,898	\$ 1,186,723	5.3%
GOAA POLICE FUND #1285					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 14,146,088	\$ 17,076,752	\$ 18,049,127	\$ 972,375	5.7%
TOTAL -- GOAA POLICE FUND	\$ 14,146,088	\$ 17,076,752	\$ 18,049,127	\$ 972,375	5.7%
OCPS CROSSING GUARD FUND #0014					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 903,119	\$ 1,087,479	\$ 1,087,479	\$ -	0.0%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 903,119	\$ 1,087,479	\$ 1,087,479	\$ -	0.0%
TOTAL -- SPECIAL SERVICES BUREAU	\$ 40,885,614	\$ 40,416,406	\$ 42,575,504	\$ 2,159,098	5.3%



STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
GENERAL FUND #0001			
Police-Special Services Bureau (OPS)			
0002 Community Relations Division	57	65	68
0003 Police Special Operations	51	51	51
TOTAL -- GENERAL FUND	108	116	119
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	85	113	118
TOTAL -- GOAA POLICE FUND	85	113	118
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
TOTAL -- SPECIAL SERVICES BUREAU	194	230	238

POLICE DEPARTMENT

Investigative Services Bureau

Overview of Services

The Investigative Services Bureau consists of the Criminal Investigations Division, Special Enforcement Division (SED), the Metropolitan Bureau of Investigations (MBI) and the Intelligence Unit. The Criminal Investigations Division includes the Violent Crimes Section, the Property Crimes Section, and the Crime Center & Forensics Section. The Special Enforcement Division consists of the Drug Enforcement Unit, Task Force Officers assigned to federal agencies, the Fugitive Investigations Unit, Neighborhood Patrol Unit, Gang Unit and TAC.

Major Accomplishments

- SED increased its investigations and operations towards addressing the opioid crisis. These investigations have begun to prove successful with arresting the dealers/suppliers creating a safer city.
- SED made over 800 felony arrests, seized large quantities of drugs and over \$690,000 in cash, and took 203 crime guns off the streets.
- A Prolific Offender Program has been created, instituted, and shared with surrounding agencies to better foster communication in our efforts to combat crime.
- A Regional Violent Crime Meeting was established to foster communication and partnerships with surrounding agencies using collaboration between crime analysts.
- The Homicide Unit had an overwhelmingly successful clearance rate of 85% in 2019.
- Members of the MBI were nationally recognized for "Outstanding Investigative Efforts" by the national HIDTA program.
- MBI continues to target high level traffickers in Central Florida. To date this year, MBI seized more than 50 kilograms of Cocaine and 2.5 kilo grams of Fentanyl.

Future Goals and Objectives

Short Term

- SED will look to expand the division's capacity to investigate crimes by increasing the number of detectives investigating crimes related to the opioid/fentanyl crisis.
- The Crime Center will complete or add several additional projects, such as additional license plate technology, additional training for current software and deploying cell cameras to new locations.

Medium Term

- SED looks to partner with the Orange County Sheriff's Office Overdose Squad to form a joint investigations task force to further address the heroin/fentanyl dealers who deal these dangerous drugs in the city but seek refuge in the jurisdiction of the unincorporated areas of Orange County.
- Complete intensive Crime Center Projects to include a more versatile Video Management System.
- Establish Rapid DNA protocol with OCSO, (ex. NIBIN program).

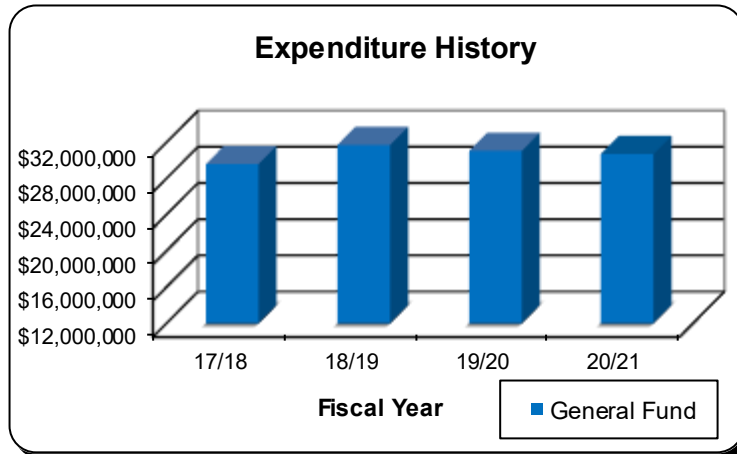
Long Term

- SED will compile more cases to be brought before the Criminal Nuisance Abatement Board (CNAB) to either gain compliance or to outright rid the community of these obviously spiteful nuisances.
- MBI seeks to rebuild staffing, which has been diminished by retirements and the critical staffing needs of home agencies.

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	\$ 22,294,228	\$ 19,514,924	\$ 19,963,488	\$ 448,564	2.30%
0002 Special Enforcement Division	5,378,316	8,232,581	7,061,769	(1,170,812)	(14.22%)
0003 Police Special Investigations	2,517,566	2,448,805	2,319,945	(128,860)	(5.26%)
0004 Police Grant-funded Activities	1,534,141	875,638	1,369,407	493,769	56.39%
TOTAL -- GENERAL FUND	\$ 31,724,251	\$ 31,071,948	\$ 30,714,609	\$ (357,339)	(1.15%)
TOTAL -- INVESTIGATIVE SERVICES BUREAU	\$ 31,724,251	\$ 31,071,948	\$ 30,714,609	\$ (357,339)	(1.15%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	114	116	121
0002 Special Enforcement Division	53	53	53
0003 Police Special Investigations	13	13	13
TOTAL -- GENERAL FUND	180	182	187
GRANT FUND #1130			
Police-Investigative Services Bureau (OPI)			
0004 Police Grant-funded Activities	15	15	25
TOTAL -- GRANT FUND	15	15	25
TOTAL -- INVESTIGATIVE SERVICES BUREAU	195	197	212

POLICE DEPARTMENT

Patrol Services Bureau

The Patrol Services Bureau has four divisions: East, West, North, and Central Patrol. The West Patrol Division includes the International Drive Units in the tourist corridor. The East Patrol Division includes the Community Service Officer (CSO) Unit. The Central Patrol Division includes the Downtown Bike Unit and the Parramore Bike Unit. The Patrol Services Bureau strives to build partnerships between the police department and the citizens we serve to prevent/reduce crime.

Major Accomplishments

- The Patrol Services Bureau, evening shift squads, have relieved off duty units and are now handling the Downtown Detail in an on-duty capacity.
- Community Service Officers responded to 9,241 calls for service and wrote 4,775 reports.
- Patrol Units worked 282,714 total calls for service.
- Overall crime is down 4% citywide.

Future Goals and Objectives

Short Term

- All Patrol Officers will support and play a pivotal role in our Youth Outreach efforts.
- Patrol will continue to address specific areas where violent crime activity is increasing. Although overall crime is down, as in other parts of the country, violent crime is on the rise.
- Patrol will organize tours and training of new businesses and facilities, specifically gun range facilities that store dangerous / hazardous material and resorts in the tourist corridor, schools, and the new Downtown UCF campus.
- Patrol will continue to increase opportunities for community engagement, particularly with the youth in the community.

Medium Term

- Patrol personnel will utilize data generated by the Crime Center to target specific individuals and high crime areas.
- Patrol will assist in identifying prolific offenders and coordinate efforts with other jurisdictions to develop and employ strategies to prevent their ability to offend.

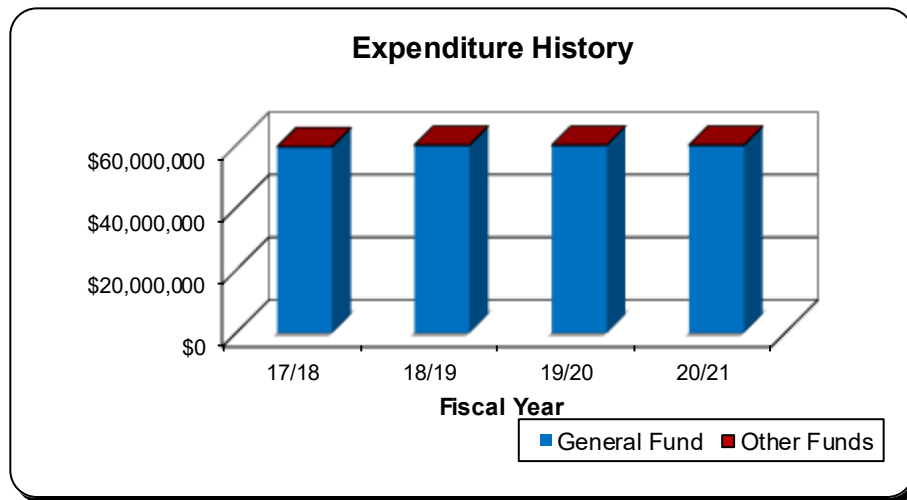
Long Term

- Crisis Intervention training will continue until 100% of Patrol personnel are CIT trained.
- The Patrol Services Bureau will seek grants to increase the staffing of the International Drive Bike Unit.
- The Central Patrol Division will create two evening shift squads

POLICE DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	\$ 19,266,681	\$ 20,045,739	\$ 20,056,224	\$ 10,485	0.05%
0003 Police East Patrol	19,318,329	19,831,582	21,198,800	\$ 1,367,218	6.89%
0004 Police West Patrol	20,659,860	19,078,858	19,828,066	\$ 749,208	3.93%
0005 Police Central Patrol	4,733,146	12,785,439	12,562,552	\$ (222,887)	N/A
TOTAL -- GENERAL FUND	\$ 63,978,016	\$ 71,741,618	\$ 73,645,642	\$ 1,904,024	2.65%
TOTAL -- PATROL SERVICES BUREAU	\$ 63,978,016	\$ 71,741,618	\$ 73,645,642	\$ 1,904,024	2.65%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Patrol Services Bureau (OPP)			
0002 Police North Patrol	112	112	112
0003 Police East Patrol	133	133	133
0004 Police West Patrol	119	119	119
0005 Police Central Patrol	95	95	95
TOTAL -- GENERAL FUND	459	459	459
TOTAL -- PATROL SERVICES BUREAU	459	459	459

POLICE DEPARTMENT

Police Department Operational Performance Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Police Administrative Services Bureau	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport).	95.5%	95.0%	100%

Fiscal

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Police Department	Economic Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	2.06%	-2.21	+/- 5%

Internal Processes

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 120 calendar days or less (reported YTD).	98%	100%	100%
Police Department	Average response time for Code 1 calls for service- excludes Airport calls	7.12	7.14	7.0
Police Department	Average response time for Code 2 calls for service- excludes Airport calls	16.4	15.4	15.0
Police Department	Average response time for Code 3 calls for service- excludes Airport	39.9	36.3	36.0
Police Investigative Services Bureau	Percentage of cases cleared (% of cases cleared that are assigned as leads)	89.3%	89.3%	89.3%

Outcome & Mission

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Police Department	Percent change of UCR reported crimes	-2.9%	.55%	-1.2%
Police Department	Percent change of the total number of violent crimes.	-3.3%	13.3%	5%
Police Department	Percentage change in the number of property crimes.	-2.9%	-1.1%	-2%

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2019-2020 BY THE NUMBERS:

Solid Waste customers:

58,549

residential

9,531

commercial



18,517

miles of streets
cleaned annually



40,279

feet of stormwater pipes
repaired annually



14 buildings with
LEED Certification



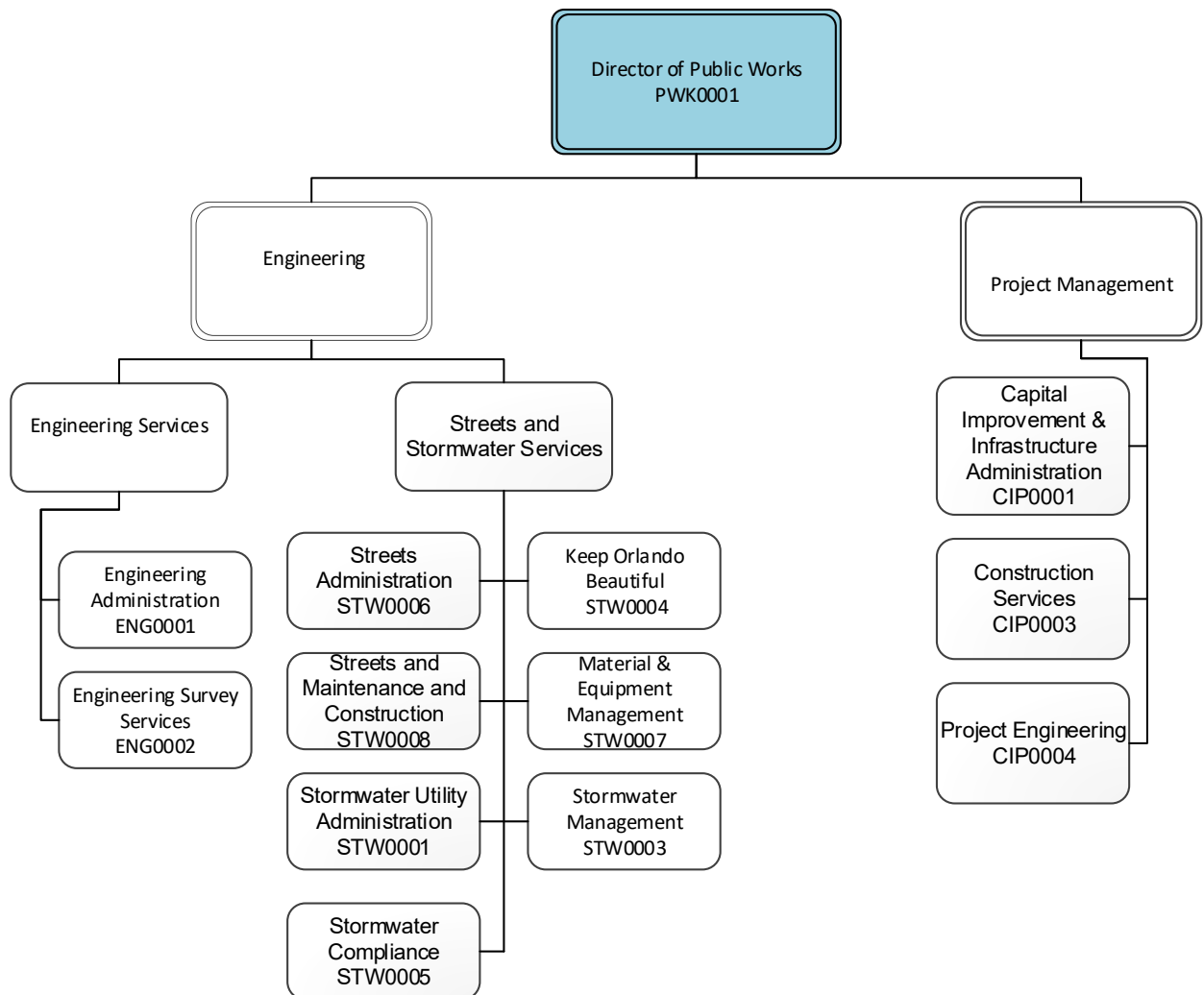
16,532 TONS

in biosolids recycled from waste water

The Public Works Department proactively identifies innovative solutions for creating a sustainable city for future generations through the planning, design, construction, maintenance and operation of public infrastructure.

- **Solid Waste:** The Solid Waste Division offers residential and commercial garbage, recycling and yard waste services.
- **Streets and Stormwater:** The Streets and Stormwater Division maintain and operate the City's roadways and rights-of-way. They improve the City's drainage facilities to ensure they perform to design capacity and that all receiving bodies meet state and federal water quality standards.
- **Water Reclamation Division:** The Water Reclamation Division collects and treats approximately 45 million gallons per day of wastewater through a system of gravity and force mains, lift stations, and water reclamation facilities. The treated (or reclaimed) water is then used for a variety of beneficial uses, such as irrigation.
- **Engineering Division & Survey Services:** The Engineering Division is responsible for managing the Engineering Administration, the Solid Waste Division, the Streets and Stormwater Division and the Engineering Survey Services Section.
- **Survey Services:** The City of Orlando Survey Services Section provides surveying and guidance for all City departments involving surveying and mapping. In addition, the survey section provides surveys, producing every type of survey
- **Keep Orlando Beautiful:** Founded in 1987, Keep Orlando Beautiful, Inc. is a 501(c)3 nonprofit organization and certified as an affiliate of Keep America Beautiful, Inc. The program is administered by the City of Orlando's Streets and Stormwater Division of the Public Works Department.

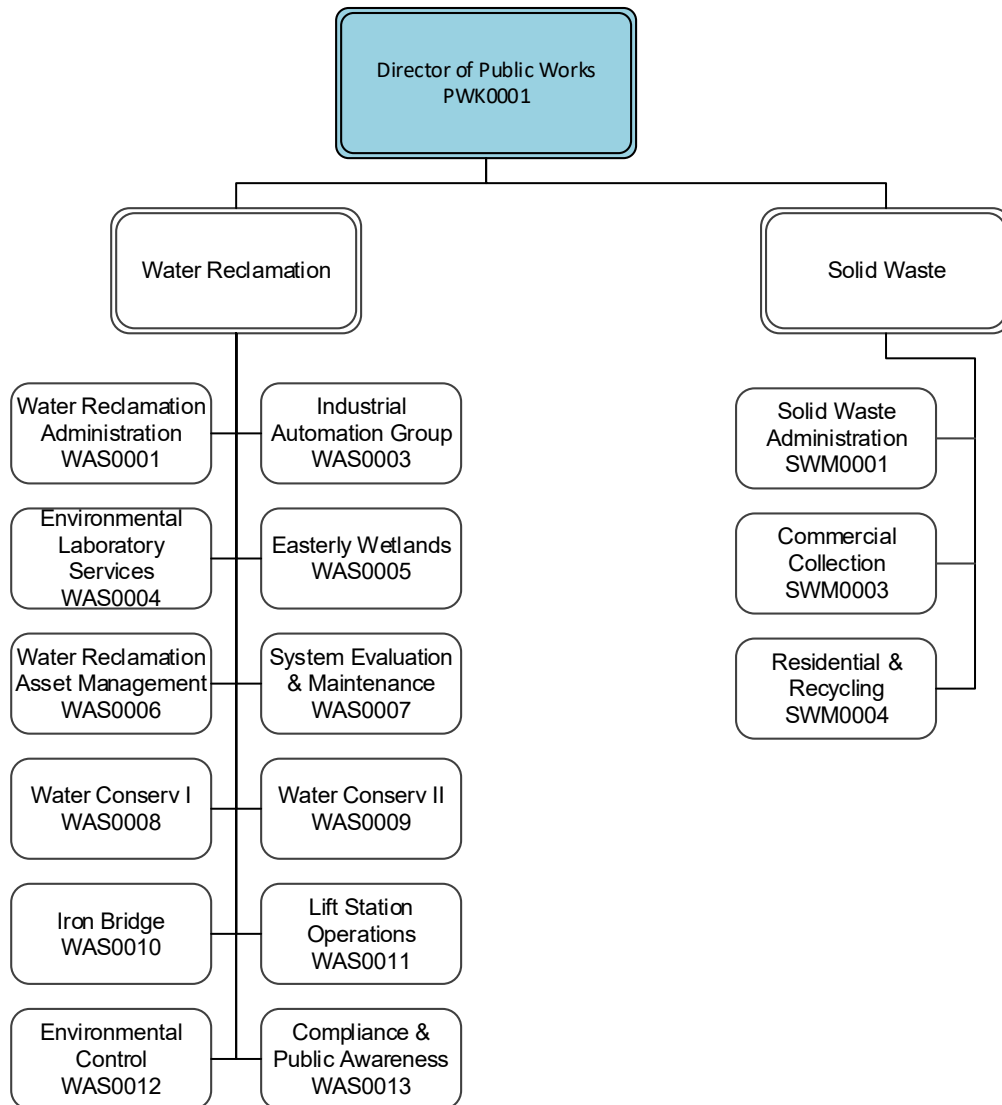
PUBLIC WORKS DEPARTMENT



Department Mission Statement

The Public Works Department plans, designs and constructs public projects; and reviews and inspects all capital improvements. It maintains streets and sidewalks, City open spaces, lake and storm drain facilities. The Department also provides maintenance, repair and minor construction services for all City structures; and provides cost effective collection of solid waste, including recycling, and water reclamation.

PUBLIC WORKS DEPARTMENT



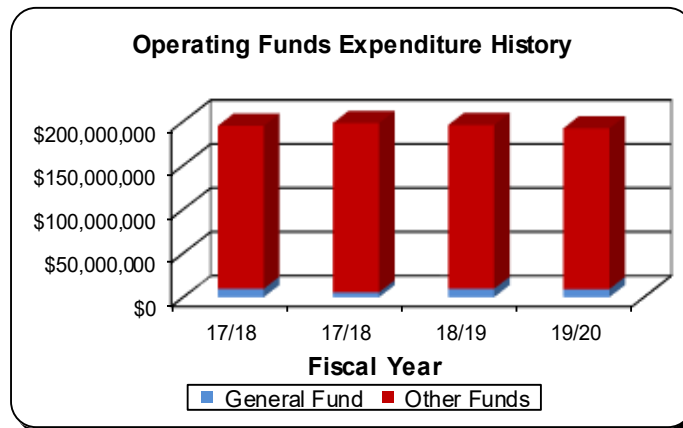
PUBLIC WORKS DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 542,488	\$ 1,212,176	\$ 1,174,077	\$ (38,099)	(3.1%)
0002 Public Works Nondepartmental	177,265	180,675	(261,567)	(442,242)	(244.8%)
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	36,777	123,040	279,703	156,663	127.3%
0002 Engineering Survey Services	298,114	1,019,215	844,496	(174,719)	(17.1%)
Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	(20,951)	(18,917)	37,079	55,996	(296.0%)
0006 Streets Administration	459,726	575,086	691,672	116,586	20.3%
0007 Material and Equipment Management	2,925,234	3,996,658	3,852,740	(143,918)	(3.6%)
0008 Street Maintenance and Construction	965,572	2,499,388	2,484,811	(14,577)	(0.6%)
TOTAL -- GENERAL FUND	\$ 5,384,223	\$ 9,587,321	\$ 9,103,011	\$ (484,310)	(5.1%)
SOLID WASTE FUND #4150					
Solid Waste Management Division (SWM)					
0001 Solid Waste Administration	\$ 1,715,510	\$ 2,739,419	\$ 2,915,211	\$ 175,792	6.4%
0002 Solid Waste Nondepartmental	4,752,026	6,357,719	4,605,933	(1,751,786)	(27.6%)
0003 Commercial Collection	13,657,453	12,306,681	13,526,287	1,219,606	9.9%
0004 Residential & Recycling	14,515,327	16,688,551	16,667,373	(21,178)	(0.1%)
TOTAL -- SOLID WASTE FUND	\$ 34,640,315	\$ 38,092,370	\$ 37,714,804	\$ (377,566)	(1.0%)
STORMWATER UTILITY FUND #4160					
Engineering/Design Engineering (ENG)					
0003 Design Engineering	\$ -	\$ 468,544	\$ 22,760	\$ (445,784)	(95.1%)
Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	849,131	4,069,142	4,995,333	926,191	22.8%
0002 Stormwater Nondepartmental	34,742,119	7,317,732	8,087,750	770,018	10.5%
0003 Stormwater Management	8,886,128	9,516,818	10,496,346	979,528	10.3%
0005 Stormwater Compliance	1,709,820	2,661,997	2,400,198	(261,799)	(9.8%)
TOTAL -- STORMWATER UTILITY FUND	\$ 46,187,198	\$ 24,034,233	\$ 26,002,387	\$ 1,968,154	8.2%
WATER RECLAMATION REVENUE FUND #4100					
Water Reclamation Enterprises Division (WAS)					
0001 Water Reclamation Administration	\$ 4,549,207	\$ 5,461,832	\$ 5,863,091	\$ 401,259	7.3%
0002 Water Reclamation Nondepartmental	52,820,482	51,880,623	52,865,251	984,628	1.9%
0003 Industrial Automation Group	2,370,240	3,181,412	3,726,860	545,448	17.1%
0004 Environmental Laboratory Services	855,576	918,375	957,624	39,249	4.3%
0005 Easterly Wetlands	881,618	856,734	986,069	129,335	15.1%
0006 Water Reclamation Asset Management	1,059,127	1,464,799	1,124,546	(340,253)	(23.2%)
0007 System Evaluation and Maintenance	8,037,721	10,003,129	11,284,098	1,280,969	12.8%
0008 Water Conserv I	3,731,126	5,011,053	5,071,018	59,965	1.2%
0009 Water Conserv II	11,035,270	11,153,134	10,747,745	(405,389)	(3.6%)
0010 Iron Bridge	11,625,262	11,928,487	11,467,867	(460,620)	(3.9%)
0011 Lift Station Operations	6,016,838	7,089,805	7,658,315	568,510	8.0%
0012 Environmental Control	1,780,348	2,110,419	1,909,191	(201,228)	(9.5%)
0013 Compliance and Public Awareness	992,202	1,046,119	1,093,121	47,002	4.5%
TOTAL -- WATER RECLAMATION REVENUE FUND	\$ 105,755,017	\$ 112,105,921	\$ 114,754,796	\$ 2,648,875	2.4%

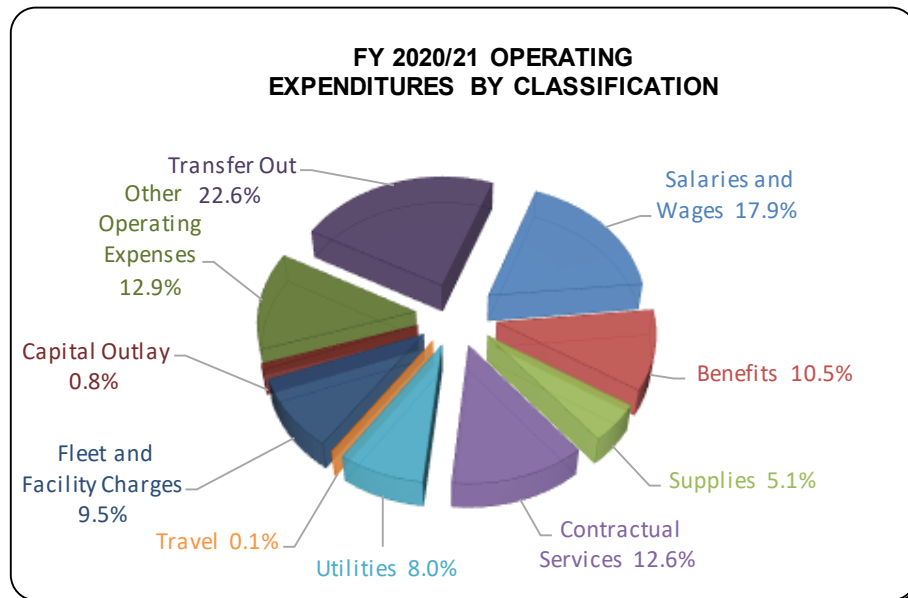
PUBLIC WORKS DEPARTMENT

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONSTRUCTION MANAGEMENT FUND #5020					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administrati	\$ 753,900	\$ 645,699	\$ 693,594	\$ 47,895	7.4%
0002 Construction Management Nondepartmental	480,996	448,833	214,336	(234,497)	(52.2%)
0003 Project Engineering	1,002,441	1,040,821	1,307,320	266,499	25.6%
0004 Construction Services	1,535,744	1,855,647	2,387,550	531,903	28.7%
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 3,773,081	\$ 3,991,000	\$ 4,602,800	\$ 611,800	15.3%
OTHER FUNDS 4106,4107,4110,4161					
Other Funds	\$ 2,379,022	\$ 8,068,290	\$ -	(8,068,290)	(100.0%)
TOTAL -- OTHER FUNDS	\$ 2,379,022	\$ 8,068,290	\$ -	\$ (8,068,290)	(100.0%)
TOTAL -- PUBLIC WORKS OPERATING	\$ 198,118,856	\$ 195,879,135	\$ 192,177,798	\$ (3,701,337)	(1.9%)



PUBLIC WORKS DEPARTMENT

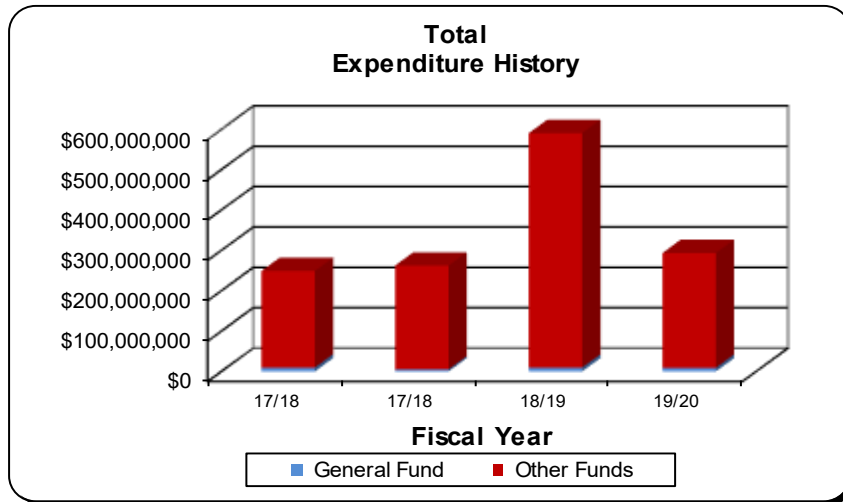
Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 28,254,601	\$ 31,377,488	\$ 34,318,220	\$ 2,940,732	9.4%
Benefits	17,074,883	20,478,207	20,235,586	(242,621)	(1.2%)
Supplies	9,036,634	9,182,965	9,827,534	644,569	7.0%
Contractual Services	19,340,820	22,950,604	24,167,828	1,217,224	5.3%
Utilities	13,892,501	15,404,443	15,413,346	8,903	0.1%
Travel	96,800	223,300	193,280	(30,020)	(13.4%)
Fleet and Facility Charges	17,546,384	19,009,693	18,309,463	(700,230)	(3.7%)
Capital Outlay	2,354,802	(91,393)	1,501,243	1,592,636	(1742.6%)
Other Operating Expenses	20,592,781	30,943,732	24,779,941	(6,163,791)	(19.9%)
Transfer Out	69,928,650	46,400,096	43,431,357	(2,968,739)	(6.4%)
TOTAL -- PUBLIC WORKS OPERATING	\$ 198,118,856	\$ 195,879,135	\$ 192,177,798	\$ (3,701,337)	(1.9%)



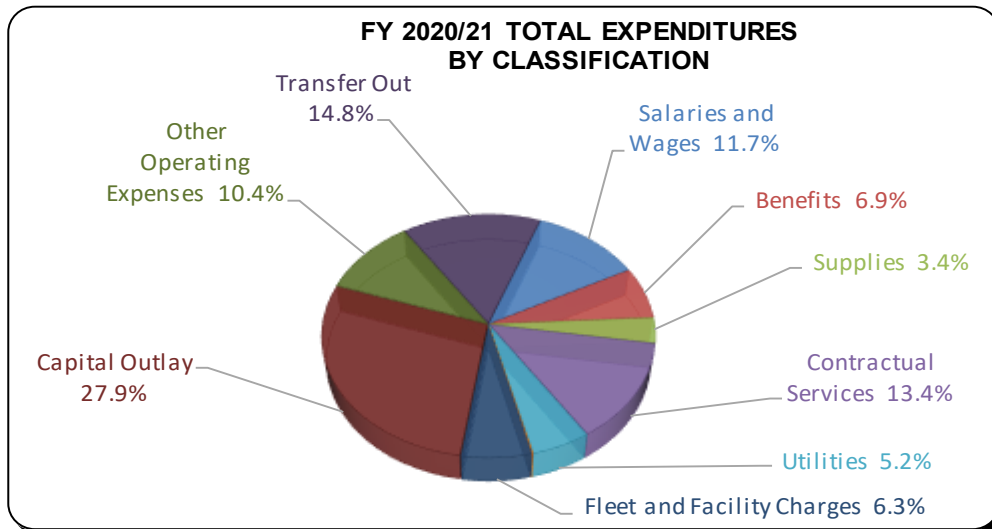
PUBLIC WORKS DEPARTMENT

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
<u>SOLID WASTE FUND #4150</u>					
Solid Waste Management Division (SWM)					
Projects and Grants	\$ 27,484	\$ 5,922,926	\$ 1,900,000	\$ (4,022,926)	(67.9%)
TOTAL -- SOLID WASTE FUND	\$ 27,484	\$ 5,922,926	\$ 1,900,000	\$ (4,022,926)	(67.9%)
<u>STORMWATER UTILITY FUND #4160</u>					
Engineering/Streets & Stormwater Services Division (STW)					
Projects and Grants	\$ (8,186)	\$ (23,680)	\$ -	\$ 23,680	(100.0%)
TOTAL -- STORMWATER UTILITY FUND	\$ (8,186)	\$ (23,680)	\$ -	\$ 23,680	(100.0%)
<u>STORMWATER CAPITAL FUND #4161</u>					
Stormwater Capital (STW)					
Projects and Grants	\$ 8,673,583	\$ 17,107,356	\$ 2,140,000	\$ (14,967,356)	(87.5%)
TOTAL -- STORMWATER UTILITY FUND	\$ 8,673,583	\$ 17,107,356	\$ 2,140,000	\$ (14,967,356)	(87.5%)
<u>WATER RECLAMATION GENERAL CONSTRUCTION FUND #4106</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 26,596,983	\$ 172,709,004	\$ 46,000,000	\$ (126,709,004)	(73.4%)
TOTAL -- WATER RECLAMATION GENERAL CONSTRUCTION FUND	\$ 26,596,983	\$ 172,709,004	\$ 46,000,000	\$ (126,709,004)	(73.4%)
<u>WATER RECLAMATION RENEWAL AND REPLACEMENT FUND #4107</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 3,752,265	\$ 5,536,184	\$ 3,000,000	\$ (2,536,184)	(45.8%)
TOTAL -- WATER RECLAMATION R&R FUND	\$ 3,752,265	\$ 5,536,184	\$ 3,000,000	\$ (2,536,184)	(45.8%)
<u>WATER RECLAMATION COLLECTION SYSTEM IMPACT FEES FUND #4110</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 1,006,417	\$ 821,105	\$ 6,000,000	\$ 5,178,895	630.7%
TOTAL -- WATER RECLAMATION COLLECTION SYSTEM IMPACT FEES FUND	\$ 1,006,417	\$ 821,105	\$ 6,000,000	\$ 5,178,895	630.7%
<u>WATER RECLAMATION STATE REVOLVING LOAN FUND #4102</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ -	\$ 3,236,303	\$ -	\$ (3,236,303)	(100.0%)
TOTAL -- WATER RECLAMATION STATE REVOLVING LOAN FUND	\$ -	\$ 3,236,303	\$ -	\$ (3,236,303)	(100.0%)
<u>WATER RECLAMATION CONSERV I CONSTRUCTION FUND #4105</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 220	\$ 13,252,177	\$ -	\$ (13,252,177)	(100.0%)
TOTAL -- WATER RECLAMATION CONSERV I CONSTRUCTION FUND	\$ 220	\$ 13,252,177	\$ -	\$ (13,252,177)	(100.0%)
<u>WATER RECLAMATION SRF LOAN CONSTRUCTION FUND #4112</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 6,854,402	\$ 38,330,668	\$ -	\$ (38,330,668)	(100.0%)
TOTAL -- WATER RECLAMATION SRF LOAN CONSTRUCTION FUND	\$ 6,854,402	\$ 38,330,668	\$ -	\$ (38,330,668)	(100.0%)
<u>INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND #3034</u>					
CIP/Infrastructure Division (CIP)					
Projects and Grants	\$ 1,707,959	\$ 51,301,044	\$ -	\$ (51,301,044)	(100.0%)
Streets & Stormwater Services Division (STW)					
Projects and Grants	\$ 1,490,112	\$ 35,184,851	\$ -	\$ (35,184,851)	(100.0%)
TOTAL -- INVESTING IN OUR NEIGHBORHOODS 2018B CONST BOND FUND	\$ 3,198,071	\$ 86,485,895	\$ -	\$ (86,485,895)	(100.0%)
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 14,076,463	\$ 51,390,082	\$ 42,435,497	\$ (8,954,585)	(17.4%)
TOTAL -- OTHER FUNDS	\$ 14,076,463	\$ 51,390,082	\$ 42,435,497	\$ (8,954,585)	(17.4%)
TOTAL -- CONSTRUCTION RELATED FUNDS	\$ 64,177,703	\$ 394,768,020	\$ 101,475,497	\$ (293,292,523)	(74.3%)
TOTAL -- PUBLIC WORKS	\$ 262,296,560	\$ 590,647,155	\$ 293,653,295	\$ (296,993,860)	(50.3%)

PUBLIC WORKS DEPARTMENT



Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 28,435,705	\$ 31,463,744	\$ 34,318,220	\$ 2,854,476	9.1%
Benefits	17,088,677	20,478,674	20,235,586	(243,088)	(1.2%)
Supplies	9,165,370	9,193,942	9,827,534	633,592	6.9%
Contractual Services	35,584,033	80,729,829	39,257,828	(41,472,001)	(51.4%)
Utilities	13,908,758	15,623,515	15,413,346	(210,169)	(1.3%)
Travel	96,800	223,300	193,280	(30,020)	(13.4%)
Fleet and Facility Charges	17,782,158	19,009,771	18,309,463	(700,308)	(3.7%)
Capital Outlay	46,407,417	241,664,645	82,061,740	(159,602,905)	(66.0%)
Other Operating Expenses	23,898,991	125,772,803	30,604,941	(95,167,862)	(75.7%)
Transfer Out	69,928,650	46,486,932	43,431,357	(3,055,575)	(6.6%)
TOTAL -- PUBLIC WORKS	\$ 262,296,560	\$ 590,647,155	\$ 293,653,295	\$ (296,993,860)	(50.3%)



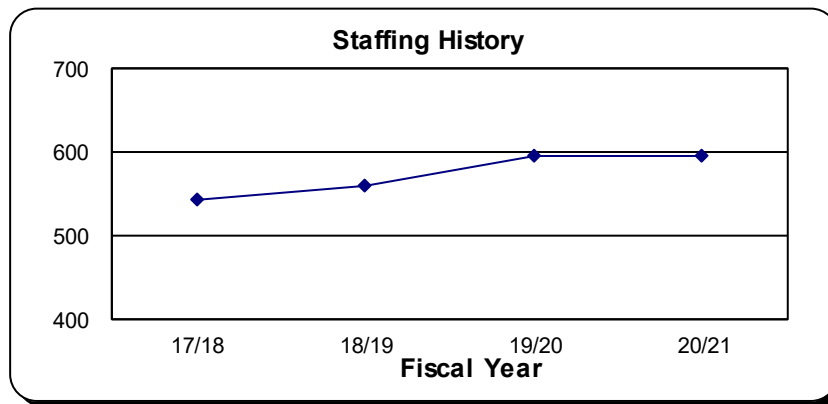
PUBLIC WORKS DEPARTMENT

DEPARTMENT STAFFING SUMMARY

Fund	2018/19	2019/20	2020/21
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Public Works (PWK)			
0001 Director of Public Works	3	5	5
Engineering/Engineering Services Division (ENG)			
0001 Engineering Administration	8	8	8
0002 Engineering Survey Services	16	19	19
Engineering/Streets and Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	2	2	2
0006 Streets Administration	4	7	7
0007 Material and Equipment Management	15	16	16
0008 Street Maintenance and Construction	34	34	34
TOTAL -- GENERAL FUND	82	91	91
<u>SOLID WASTE FUND #4150</u>			
Solid Waste Management Division (SWM)			
0001 Solid Waste Administration	17	18	18
0003 Commercial Collection	32	33	33
0004 Residential & Recycling	53	56	56
TOTAL -- SOLID WASTE FUND	102	107	107
<u>STORMWATER UTILITY FUND #4160</u>			
Engineering/Streets and Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	9	9	9
0003 Stormwater Management	68	74	74
0005 Stormwater Compliance	7	8	8
TOTAL -- STORMWATER UTILITY FUND	84	91	91
<u>WATER RECLAMATION REVENUE FUND #4100</u>			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	20	21	21
0003 Industrial Automation Group	18	18	18
0004 Environmental Laboratory Services	7	7	7
0005 Easterly Wetlands	5	5	5
0006 Water Reclamation Asset Management	12	12	12
0007 System Evaluation and Maintenance	62	63	63
0008 Water Conserv I	12	13	13
0009 Water Conserv II	30	31	31
0010 Iron Bridge	38	39	39
0011 Lift Station Operations	31	37	37
0012 Environmental Control	16	16	16
0013 Compliance and Public Awareness	8	9	9
TOTAL -- WATER RECLAMATION REVENUE FUND	259	271	271

PUBLIC WORKS DEPARTMENT

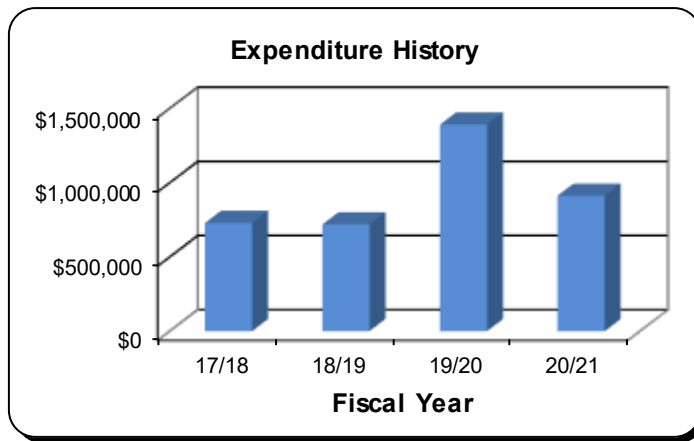
Fund	2018/19	2019/20	2020/21
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
CIP/Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	7
0003 Project Engineering	7	8	8
0004 Construction Services	18	19	19
TOTAL -- CONSTRUCTION MANAGEMENT FUND	32	34	34
TOTAL -- PUBLIC WORKS	559	594	594



PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 542,488	\$ 1,212,176	\$ 1,174,077	\$ (38,099)	(3.1%)
0002 Public Works Nondepartmental	177,265	180,675	(261,567)	(442,242)	(244.8%)
TOTAL -- GENERAL FUND	\$ 719,753	\$ 1,392,851	\$ 912,510	\$ (480,341)	(34.5%)
TOTAL -- DIRECTOR	\$ 719,753	\$ 1,392,851	\$ 912,510	\$ (480,341)	(34.5%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Public Works (PWK)			
0001 Director of Public Works	3	5	5
TOTAL -- GENERAL FUND	3	5	5
TOTAL -- DIRECTOR	3	5	5

PUBLIC WORKS DEPARTMENT

Engineering Services Division

Overview of Services/Programs

The **Engineering Services Division** ensures the City's compliance with its National Pollution Discharge Elimination System (NPDES) permit; administers consultant engineering contracts; reviews Site Engineering related permits to ensure that City Code and the Engineering Standards Manual criteria are followed; provides engineering design services to the City's Water Reclamation and Streets and Stormwater Divisions. Survey Services provides surveying and mapping services for all City Departments and for governmental compliance with state and local agencies; administers consultant surveying and mapping contracts; reviews and approves construction plans, reviews and approves all new subdivision plats, replats and lot splits, reviews and approves all as-built surveys for private multi-family and commercial development, and City construction projects; and maintains and provides horizontal and vertical control networks for publication and use by private consultants.

Major Accomplishments

- Transitioning from paper only review process regarding site engineering to a digital system.
- Weekly training of staff on stormwater and floodplain management to ensure the City is up-to-date on the industry rules and regulations.
- Created submittal guideline checklist (i.e. Residential, Commercial, Pools, and ROW) that was made available to the public via the City's website.
- Coordinated with the City Attorney's Office to develop a Blanket Construction Bond for telecommunication companies to use in lieu of a Performance Bond. In the past, Performance Bonds were required per permit. The Blanket Construction Bond enabled the applicant to submit one single bond to cover multiple permitted work (up to \$500,000).
- Taking over all stormwater as-built surveys that were previously performed by the contractor's surveyor on Project Management projects.
- Performing as-built survey review for all multifamily and commercial projects that have an engineering site permit, with no increase to staffing.

Future Goals and Objectives

Short Term

- Continued use of LiDAR data in design review and preparing survey products for use in compliance and remediation. Continue to work on developing modeling for use in preliminary design efforts.
- Create a GIS position in survey to address growing needs of Public Works GIS requirements and capturing survey data within the system.
- Integrate indoor laser scanning within the next fiscal year to improve public safety, allow for increased productivity and offer a new service opportunity.
- Continue to work closely with Community Rating System (CRS) to maintain our Class 6 standing.

Medium Term

- Identify and map flood zones to establish elevations for these floodplains ensuring they are properly considered during development of new projects, and for existing homeowners whose property may be located within floodplains, to provide them the best data to ensure that they are able to secure flood insurance that suits their needs.
- Evaluate the work effort needed to advance to a Class 5 community in the Community Rating System.
- Evaluate and improve the community's website to incorporate additional flood protection information.
- Map roadway jurisdictional authority based on legal documents obtained from various resources.
- Require 3-D laser-scanned point cloud data for all multi-story buildings in for development as part of their as-built survey and the closeout of construction.

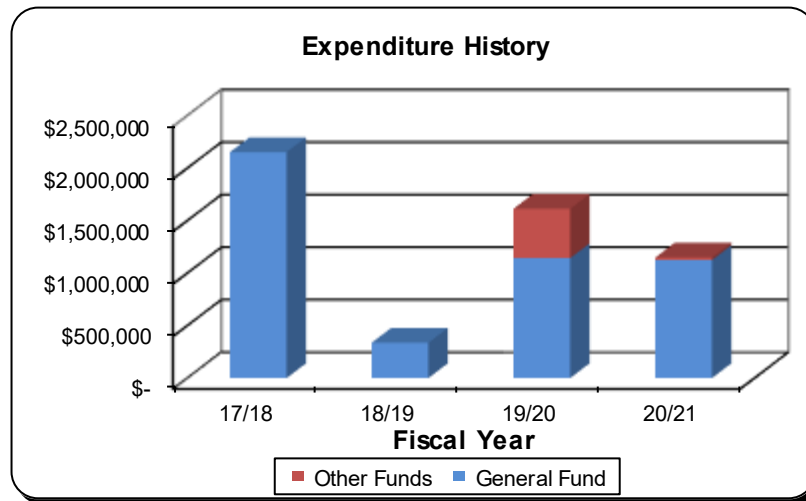
Long Term

- Review floodplains within the City, in conjunction with inventory data, to identify areas where capital projects could be implemented to reduce floodplain impacts.
- Work on continual survey data cycle for managing smart GIS data such as structure, fixed and variable data for use in real time project analysis and disaster response.
- 3D GIS and infrastructure modeling for use in planning public works activities.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	\$ 36,777	\$ 123,040	\$ 279,703	\$ 156,663	127.3%
0002 Engineering Survey Services	298,114	1,019,215	844,496	(174,719)	(17.1%)
TOTAL -- GENERAL FUND	\$ 334,890	\$ 1,142,255	\$ 1,124,199	\$ (18,056)	(1.6%)
STORMWATER UTILITY FUND #4160					
Engineering/Design Engineering (ENG)					
0003 Design Engineering	\$	\$ 468,544	\$ 22,760	\$ (445,784)	(95.1%)
TOTAL -- STORMWATER UTILITY FUND	\$	\$ 468,544	\$ 22,760	\$ (445,784)	(95.1%)
TOTAL -- ENGINEERING SERVICES	\$ 334,890	\$ 1,610,799	\$ 1,146,959	\$ (463,840)	(28.8%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Engineering/Engineering Services Division (ENG)			
0001 Engineering Administration	8	8	8
0002 Engineering Survey Services	16	19	19
TOTAL -- GENERAL FUND	24	27	27
TOTAL -- ENGINEERING SERVICES	24	27	27

PUBLIC WORKS DEPARTMENT

Streets and Stormwater Services Division

Overview of Services/Programs

The **Streets and Stormwater Services Division** is responsible for street and right-of-way maintenance, maintenance of open and closed drainage systems, stormwater utility administration, and environmental compliance.

Major Accomplishments

Maintained 110 lakes (more than 5,750 acres) with over 19 miles of shoreline, 88 retention ponds, and 88 canals, ditch and swale locations. Also treated 970 acres of lakes, ponds, swales, and ditches with herbicides to control noxious plants, such as hydrilla.

Provided street sweeping and litter control services that included sweeping residential streets every fourteen working days, commercial/industrial routes every fourteen working days, and the Downtown Entertainment District five times per week removing 619,345 cubic feet of materials, preventing 29,605 pounds of Nitrogen and 29,609 pounds of Phosphorous from entering City lakes and waterways.

Repaired or replaced over 287,999 square feet of damaged sidewalk; 100,835 SF in-house and 19,410 SY with an outside contractor.

Through the Keep Orlando Beautiful program (KOB), 5,495 volunteer hours were put towards litter prevention and removal, waste reduction and recycling efforts, and beautification events. KOB was instrumental in having 33,200 lbs of litter and debris collected, 47,136 lbs of mixed recyclables collected, 38.6 tons of electronic waste collected, 119 trees planted and 44 sites beautified.

Collected ambient lake water samples and field data from 90 City lakes, citing water quality trends for both improving and degrading lakes in an annual report.

Future Goals and Objectives

Short Term

- Will continue the ongoing program to detect and eliminate illicit discharges and improper disposal into the City stormwater sewer system and water bodies through inspections, ordinances, and enforcement.
- Will continue to inspect all private stormwater systems in inventory on an annual basis to prevent flooding and allow for pollution control through maintenance of design treatment permitting conditions.
- In addition to continuing employee safety training to minimize accidents and injuries and to maintain productivity, the City implemented a service Contract for Sidewalk Trip Hazard Remediation and Condition Assessment to maintain the safety of our constituents. The work includes assessing all sidewalks in the City, grinding raised joints of uneven sidewalk segments, and documenting trip hazards and damaged sidewalk segments.

Medium Term

- The Division will continue to maintain a list of brick street repair needs, with the focus on addressing repairs on the poorest-condition, most heavily traveled brick streets.
- The Division will continue to restructure the Division's street sweeping program to reduce costs, increase sweeper efficiency and improve street sweeping consistency.
- The Division will evaluate industry options for managing aging asphalt pavement segments and pavement preservation techniques to extend the pavement life cycle and minimize the cost of full replacement from total pavement failure.

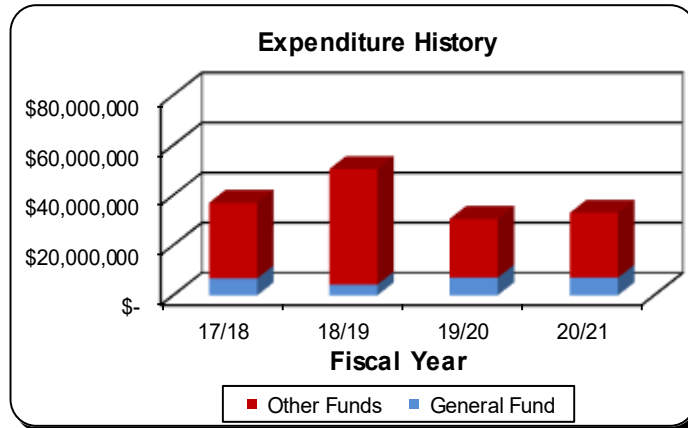
Long Term

- The Division will continue to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors, with the goal of earmarking 30% of stormwater revenue for capital projects.
- The Division will increasingly be involved in evaluating implementation of the TMDL process to lakes within the City to ensure rules are not misapplied due to criteria or data errors specifically with the implementation of the Numeric Nutrient Criteria NPDES permit requirements.
- Vegetative inventories will also be performed on all lakes on a 5-year cycle to determine the water quality trending of each water body.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Engineering/Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	\$ (20,951)	\$ (18,917)	\$ 37,079	\$ 55,996	(296.0%)
0006 Streets Administration	459,726	575,086	691,672	116,586	20.3%
0007 Material and Equipment Management	2,925,234	3,996,658	3,852,740	(143,918)	(3.6%)
0008 Street Maintenance and Construction	965,572	2,499,388	2,484,811	(14,577)	(0.6%)
TOTAL -- GENERAL FUND	\$ 4,329,580	\$ 7,052,215	\$ 7,066,302	\$ 14,087	0.2%
STORMWATER UTILITY FUND #4160					
Engineering/Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	\$ 849,131	\$ 4,069,142	\$ 4,995,333	\$ 926,191	22.8%
0002 Stormwater Nondepartmental	34,742,119	7,317,732	8,087,750	770,018	10.5%
0003 Stormwater Management	8,886,128	9,516,818	10,496,346	979,528	10.3%
0005 Stormwater Compliance	1,709,820	2,661,997	2,400,198	(261,799)	(9.8%)
Projects and Grants	(8,186)	(23,680)	-	23,680	(100.0%)
TOTAL -- STORMWATER UTILITY FUND	\$46,179,012	\$23,542,009	\$25,979,627	\$ 2,437,618	10.4%
TOTAL -- STREETS & STORMWATER SERVICES	\$50,508,592	\$30,594,224	\$33,045,929	\$ 2,451,705	8.0%



PUBLIC WORKS DEPARTMENT

STAFFING SUMMARY

	2018/19 Final Staffing	2019/20 Revised Staffing	2020/21 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	2	2	2
0006 Streets Administration	4	7	7
0007 Material and Equipment Management	15	16	16
0008 Street Maintenance and Construction	34	34	34
TOTAL -- GENERAL FUND	55	59	59
<u>STORMWATER UTILITY FUND #4160</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	9	9	9
0003 Stormwater Management	68	74	74
0005 Stormwater Compliance	7	8	8
TOTAL -- STORMWATER UTILITY FUND	84	91	91
TOTAL -- STREETS & STORMWATER SERVICES	139	150	150

PUBLIC WORKS DEPARTMENT

Solid Waste Management Division

Overview of Services/Programs

Solid Waste Management Division provides curbside garbage, yard waste, and recycling collection to all single-family residences within the corporate limits. The Division provides exclusive front load container (dumpster) service for the businesses and apartments within the City. Roll-off container service is provided by non-exclusive franchisees and commercial recycling service is provided by an open market of registered recycling companies. The Division administers the roll-off franchise system and forwards the pull fees to the General Fund.

Major Accomplishments

- Provided 58,549 residential and 9,531 commercial customers with high quality collection services at a competitive price
- Implemented a new customer service and operations software package (Simplify3 from EPIC) that improves response to customer service requests.
- Audited several residential neighborhoods to gather data on recycling habits and developed a recycling index to evaluate recycling quality
- Provide service to commercial and residential customers without a major interruption during the Covid 19 pandemic.

Future Goals and Objectives

Short Term

- Rebalance residential and commercial routes in growth areas to improve service.
- Restore and expand the commercial food waste recycling program to select commercial customers after Covid 19 closures have ended.
- Implement connection to See Click Fix customer report software with Simplify i3 software to improve response to customer reports and requests.
- Find long-term recycle processing contractor option. Explore partnership options with County and other cities in area.
- Continue to implement the new commercial and multifamily recycling ordinance phase 2 and 3 using direct outreach to customers.

Medium Term

- Identify and purchase acceptable location for new Solid Waste Operations Facility that will locate all operations, equipment, and staff in at a single site to improve efficiency and allow the redevelopment of old facilities to benefit neighborhood improvement efforts.
- Test methods to verify collection of waste in an effort to reduce missed collection reports

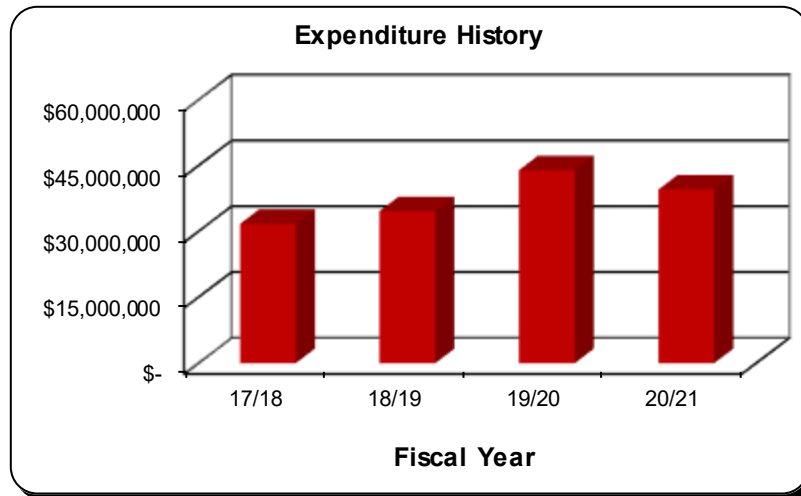
Long Term

- Continue to investigate alternative sustainable technologies to disposal in landfills.
- Complete conversion of heavy waste collection fleet to alternative fuel (CNG) vehicles. There are 2 of 67 heavy trucks remaining diesel with engines.
- Continue to implement succession strategy as significant numbers of division management retire.
- Implement "Rethink Your Waste" strategy and measure improvement in waste habits and awareness of waste diversion options.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
SOLID WASTE FUND #4150					
Solid Waste Management Division (SWM)					
0001 Solid Waste Administration	\$ 1,715,510	\$ 2,739,419	\$ 2,915,211	\$ 175,792	6.42%
0003 Commercial Collection	4,752,026	6,357,719	4,605,933	(1,751,786)	(27.55%)
0004 Residential & Recycling	13,657,453	12,306,681	13,526,287	1,219,606	9.91%
0002 Solid Waste Nondepartmental	14,515,327	16,688,551	16,667,373	(21,178)	(0.13%)
Projects and Grants	27,484	5,922,926	1,900,000	(4,022,926)	(67.92%)
TOTAL -- SOLID WASTE FUND	\$ 34,667,799	\$ 44,015,296	\$ 39,614,804	\$ (4,400,492)	(10.00%)
TOTAL -- SOLID WASTE MANAGEMENT	\$ 34,667,799	\$ 44,015,296	\$ 39,614,804	\$ (4,400,492)	(10.00%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
SOLID WASTE FUND #4150			
Solid Waste Management Division (SWM)			
0001 Solid Waste Administration	17	18	18
0003 Commercial Collection	32	33	33
0004 Residential & Recycling	53	56	56
TOTAL -- SOLID WASTE FUND	102	107	107
TOTAL -- SOLID WASTE MANAGEMENT	102	107	107

PUBLIC WORKS DEPARTMENT

Water Reclamation Division

Overview of Services/Programs

The **Water Reclamation Division** is divided into two main areas of responsibility including, Engineering and Maintenance Services and Process and Operation Services:

Engineering and Maintenance Services: provides water reclamation capital facilities planning, operation and maintenance of over 1,000 miles of sanitary sewers and force mains in the water reclamation collection system and about 240 lift stations located throughout the City.

Process and Operations Services manages, operates and maintains the Iron Bridge Regional Water Reclamation Facility (WRF) that is permitted for 40 million gallons per day (mgd) of capacity, the Water Conserv I WRF (7.5 mgd), the Water Conserv II WRF (21 mgd), the Orlando Easterly Wetlands, the Conserv II Reclaim Water Distribution Facility (co-owned/managed with Orange County) the Environmental Laboratory, and the Industrial Automation Group. The Environmental Control group regulates and monitors industrial discharges, environmental studies, evaluations and remediation projects within the City's limits. The Compliance and Public Awareness group manages the oil and grease program, assists the Division with regulatory compliance and manages our educational outreach to the public. The Business Management Group handles a variety of business responsibilities including billing and customer service.

Major Accomplishments

- Awarded over \$45 million in low-interest State Revolving Fund loans to fund critical improvements to the Iron Bridge electrical system and dewatering system, to replace sanitary sewer along Dean Rd, and to replace Lift Station 45.
- The Division conveyed and treated in excess of 15.3 billion gallons of reclaimed water.
- The reclaimed water system within the City, particularly the southeast section (Lake Nona) continues to expand.

Future Goals and Objectives

Short Term

- New Lift Station for the Packing District
- Ventilation improvements for Biosolids Press Room for Iron Bridge
- Treatment Plant Improvements for Conserv I
- Operations Center and Laboratory improvements for Conserv I
- Add generators to Lift stations.
- Utilize a new hydraulic model to evaluate increases in sanitary flows and identify constraints in the system.
- Continue maintaining the sanitary sewer collection system and treatment facilities in a cost-effective manner, through inspection, repair, and replacement.
- Continue to promptly respond to stopped sewer calls to minimize sanitary overflows.
- Continue safety training to minimize accidents and injuries and to maintain productivity.
- Easterly Wetlands Parking Lot Improvements.

Medium Term

- Iron Bridge biosolids improvement.
- Area Collection System Improvements for Conserv I and Conserv II
- Process Improvements and Upgrades for Conserv II
- Easterly Wetlands restoration
- Continue with design and subsequent construction for lift stations throughout the City.
- Increase asset repair/replacement capital improvements.
- Evaluate the need for additional influent equalization volume at the Iron Bridge RWRf.
- Continue to seek cost effective solutions to reduce energy costs at the WRFs through use of solar energy and production of alternative fuels.
- Look at ways to get funding to install sewer lines in areas which are currently served by septic tanks.
- Prepare the Conserv II WRF to meet stricter regulation of total nitrogen. Once modifications are completed stress testing may justify additional permitting capacity. Staff will pursue alternative methods and options for biosolids treatment and beneficial use.

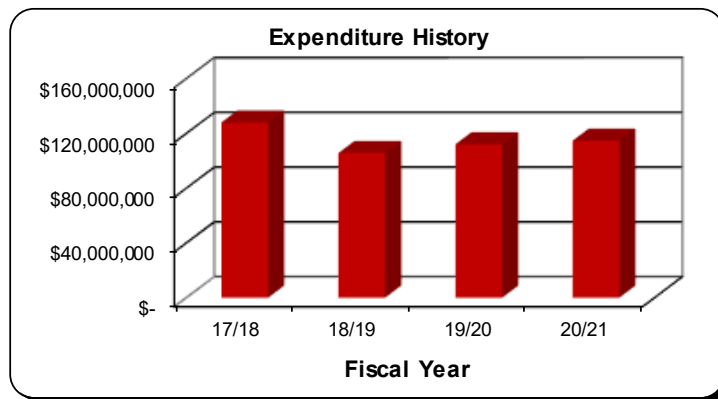
Long Term

- Inflow and Infiltration improvements
- Continue to evaluate sanitary system condition and improve aging/deficient infrastructure
- Evaluate the major forcemains that serve the downtown and surrounding areas, Lift Stations 1, 2, 3, 4, and 248
- Manage and perform renovation projects at the Easterly Wetlands to remove accumulated organic matter, thereby sustaining nutrient removal capabilities

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
WATER RECLAMATION REVENUE FUND #4100					
Water Reclamation Enterprise Division (WAS)					
0001 Water Reclamation Administration	\$ 4,549,207	\$ 5,461,832	\$ 5,863,091	\$ 401,259	7.35%
0002 Water Reclamation Nondepartmental	52,820,482	51,880,623	52,865,251	984,628	1.90%
0003 Industrial Automation Group	2,370,240	3,181,412	3,726,860	545,448	17.14%
0004 Environmental Laboratory Services	855,576	918,375	957,624	39,249	4.27%
0005 Easterly Wetlands	881,618	856,734	986,069	129,335	15.10%
0006 Water Reclamation Asset Management	1,059,127	1,464,799	1,124,546	(340,253)	(23.23%)
0007 System Evaluation and Maintenance	8,037,721	10,003,129	11,284,098	1,280,969	12.81%
0008 Water Conserv I	3,731,126	5,011,053	5,071,018	59,965	1.20%
0009 Water Conserv II	11,035,270	11,153,134	10,747,745	(405,389)	(3.63%)
0010 Iron Bridge	11,625,262	11,928,487	11,467,867	(460,620)	(3.86%)
0011 Lift Station Operations	6,016,838	7,089,805	7,658,315	568,510	8.02%
0012 Environmental Control	1,780,348	2,110,419	1,909,191	(201,228)	(9.53%)
0013 Compliance and Public Awareness	992,202	1,046,119	1,093,121	47,002	4.49%
TOTAL -- WATER RECLAMATION REVENUE FUND	\$105,755,017	\$112,105,921	\$114,754,796	\$ 2,648,875	2.36%
TOTAL -- WATER RECLAMATION ENTERPRISE	\$ 105,755,017	\$ 112,105,921	\$ 114,754,796	\$ 2,648,875	2.36%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
WATER RECLAMATION REVENUE FUND #4100			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	20	21	21
0003 Industrial Automation Group	18	18	18
0004 Environmental Laboratory Services	7	7	7
0005 Easterly Wetlands	5	5	5
0006 Water Reclamation Asset Management	12	12	12
0007 System Evaluation and Maintenance	62	63	63
0008 Water Conserv I	12	13	13
0009 Water Conserv II	30	31	31
0010 Iron Bridge	38	39	39
0011 Lift Station Operations	31	37	37
0012 Environmental Control	16	16	16
0013 Compliance and Public Awareness	8	9	9
TOTAL -- WATER RECLAMATION REVENUE FUND	259	271	271

PUBLIC WORKS DEPARTMENT

Project Management Division

Overview of Services/Programs

The **Project Management Division** provides in-house Project Management, Construction Inspection and Fiscal Management for City of Orlando capital improvement projects, and initiates all engineering, design, consultant and construction contracts. The Division also processes pay applications, invoices, and change orders for City construction projects, helps ensure compliance with grant requirements, State Statutes and City Policies, and monitors the fiscal health of the Public Works Department and its major enterprise funds.

Major Accomplishments

- Fast tracked the design and construction of Fire Station #9 facility. The \$6.3 million-dollar facility was completed on time and on budget, and staff worked with our sustainability group to deliver the project with 100% of the roof area being utilized for Photo Voltaic panels.
- Managed the construction and final completion of the State Road 50 pedestrian bridge, a key segment of the 8.25-mile bike beltway wrapping around the City.
- Completed the \$16M Lift Station #1. This state-of-the-art facility will enable the City's water reclamation system to be convey waste water to dual treatment plants as necessary.
- Helped expedite the procurement and building of ten residential houses in the Parramore area. This housing project had been idle for a number of years and Project Management stepped in to assist and completed the first three of ten houses.
- Completed Millenia Boulevard Sanitary Sewer Improvements Project with minimal interruption to mall merchants. The project is complete and finished under budget.
- Initiated paperless construction documents, which allows for them to now be dispensed to prospective bidders electronically. This paperless process has saved the City thousands on the reproduction of plans and specifications.

Future Goals and Objectives

Short Term

- Manage the construction of the Community Infrastructure projects including Grand Avenue Community Center, Rosemont Gym, and the Orlando Tennis Center.
- Continue to assist the appropriate Purchasing Division Staff to ensure the smooth delivery of qualifications based selection, and collaborate in modifying both City's Policies and Procedures accordingly.
- Design and Build two fire stations (FS #6, and FS #11) within the next year.

Medium Term

- Manage the design and construction of the entire Orlando Bike Beltway project including the longest segment located just south of Anderson Street.
- Manage the design and construction of the new 12,000 square-foot SE Government Center located in the Lake Nona area.
- Provide project construction management and engineering/inspection services for successful completion and Creative Village Central Park via a partnership with the CRA.
- Manage and implement projects under the Mayor's Green Works Initiative, including continuing to attain LEED Silver certification on all new vertical projects, including the three fire stations.
- Complete the \$40M+ Packing District Park and Roadway improvements project, which is scheduled to be completed in December of 2022.

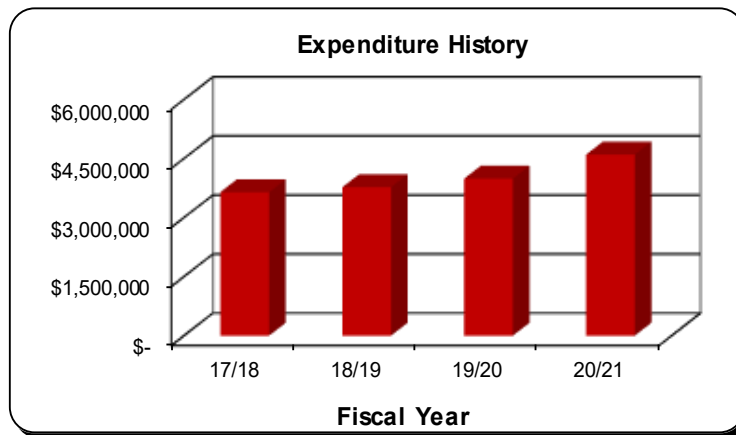
Long Term

- Continue to foster our partnership with our internal client Transportation Planning (TP). Over the past 15 months, Project Management has teamed up with TP during the design phase of many projects including the Downtown Connector Loop currently in the design phase.
- Continue to implement appropriate initial planning, design, and value engineering coupled with effective supervision and inspection of the construction process.
- Continue to improve its strategy of bidding projects and insuring verifiable construction costs through "open book" project deliveries.
- Continue to provide project management support to Community Venues projects. Continue to encourage the Project Managers to communicate more openly with our M/WBE group. Project Management has continued to combine our efforts with the M/WBE Division to promote and increase the participation levels of our general contractors. During the previous 12 months, 85% of our design-build projects met or exceeded the City's 24% goals.
- Refine the design-build procurement process following FDOT procedures so it can be used on other grant projects. This will help to make more of the City's projects production ready and can help attract available grant funding that must be committed in a current fiscal year.

PUBLIC WORKS DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONSTRUCTION MANAGEMENT FUND #5020					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administration	\$ 753,900	\$ 645,699	\$ 693,594	\$ 47,895	7.42%
0002 Construction Management Nondepartmental	480,996	448,833	214,336	(234,497)	(52.25%)
0003 Project Engineering	1,002,441	1,040,821	1,307,320	266,499	25.60%
0004 Construction Services	1,535,744	1,855,647	2,387,550	531,903	28.66%
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 3,773,081	\$ 3,991,000	\$ 4,602,800	\$ 611,800	15.33%
TOTAL -- CIP/INFRASTRUCTURE	\$ 3,773,081	\$ 3,991,000	\$ 4,602,800	\$ 611,800	15.33%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
CIP/Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	7
0003 Project Engineering	7	8	8
0004 Construction Services	18	19	19
TOTAL -- CONSTRUCTION MANAGEMENT FUND	32	34	34
TOTAL -- CIP/INFRASTRUCTURE	32	34	34

PUBLIC WORKS DEPARTMENT

Public Works Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Solid Waste Management Division	Average Residential Skip Complaints per week	109.3	75	80

Fiscal

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Number of volunteer hours	4,519	6,222	5,600
Streets & Stormwater Services Division	Avg cost per lb phosphorous/nitrogen removed per water body	\$87 / \$54	\$73 / \$46	\$74 / \$47
Streets & Stormwater Services Division	Total volume (in cubic yards) of litter removed from the ROW	6,100	6,533.07	7,000
Streets & Stormwater Services Division	Average response time to repair potholes in work hours	17	14	16
Solid Waste Management Division	Revenues from residential collection	\$13,170,012	\$14,117,943	\$14,021,881
Solid Waste Management Division	Full Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Service	\$27.25	\$27.15	\$27.92
Solid Waste Management Division	Full Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$13.20	\$13.50	\$15.86
Solid Waste Management Division	Full Cost per Month per Household for Recycling Collection	\$9.78	\$10.49	\$12.06
Solid Waste Management Division	Revenue from commercial collection	\$19,711,277	\$21,097,540	\$22,316,249
Solid Waste Management Division	Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$6.41	\$6.41	\$7.03
Solid Waste Management Division	Average Revenue per Month from On-Call Claw Truck Service	\$1,100	\$1,800	\$1,400
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated	\$1.43	\$1.12	\$1.28
Public Works Department	Public Works Department Falling Within the Normal Range (average variance +/- 5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-10.1%	1.9%	+/-5%

PUBLIC WORKS DEPARTMENT

Public Works Department Operational Performance

Balanced Scorecard Report (continued)

Internal Processes

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Volume (in cubic yards) of litter and debris collected from lakes and stormlines	3,700	2,069	2,500
Streets & Stormwater Services Division	Segments of sidewalk inspected	6,987	12,367	11,000
Streets & Stormwater Services Division	Miles of sidewalk inspected	255	235	225
Streets & Stormwater Services Division	Miles of Stormwater pipe inspected	76.45	85.50	95.50
Streets & Stormwater Services Division	Average number of business days to perform one residential street sweep	17	15	12
Streets & Stormwater Services Division	Total number of customer requests for pothole repairs	946	620	700
Streets & Stormwater Services Division	Citywide average asphalt pavement condition index	69	68	67
Streets & Stormwater Services Division	Miles/Feet of Stormwater pipe rehabilitated (lined, etc)	40,279	45,290	50,310
Streets & Stormwater Services Division	Number of surface recharge wells rehabilitated (lined, abandon, and/or redrill, etc.)	1	2	2
Streets & Stormwater Services Division	Number of private stormwater facilities inspected	1,530	1,500	1,500
Solid Waste Management Division	Tons of Residential MSW collected	65,946	66,391	59,131
Solid Waste Management Division	Tons of recycled materials collected	9,465	9,565	6,912
Solid Waste Management Division	Tons of Commercial MSW collected	102,500	103,500	97,842
Water Reclamation Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	95%	97%	93%
Water Reclamation Division	Percent of damaged main lines restored to service within 24 hours	75%	100%	88%
Water Reclamation Division	Percent of failed force mains repaired to service within 24 hours	75%	91%	87%
Water Reclamation Division	Average footage of cleaned sewer lines per month	300,000	267,413	283,706

Outcome & Mission

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality	4.2%	2.1%	3.0%
Water Reclamation Division	Percent compliance with Federal & State permit standards for reclaimed water process performance	100%	100%	100%
Water Reclamation Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%

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2019-2020 BY THE NUMBERS:



3

crosswalks added to
increase pedestrian safety



271.56

miles of on-street bike lanes



21



electric vehicle charging stations installed at
on-street parking and in city-owned garages

\$4 MILLION

grant awarded from FDOT to complete a 2 mile
expansion of Shingle Creek Trail



380,413

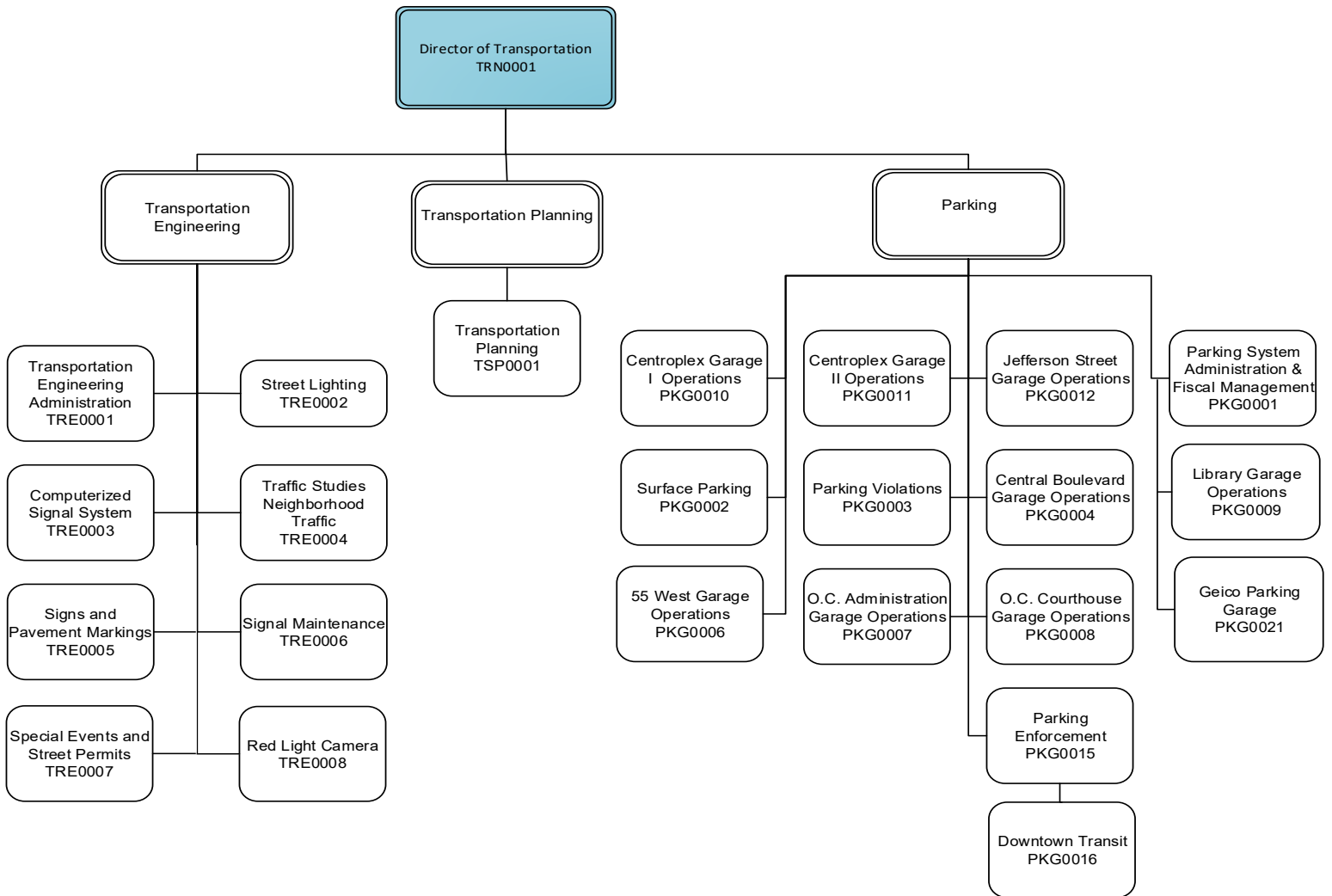


scooter/bike-share rides in inaugural
year, collecting \$49,000 to put back
into the micromobility program

Keeping Orlando moving and connected necessitates a true 21st century transportation ecosystem that serves our region and beyond. Our transit infrastructure is the key to our economic vitality and our quality of life.

The Transportation Department balances current and developing systems with offering residents and visitors safe, efficient and balanced movement of people, vehicles and goods.

TRANSPORTATION DEPARTMENT



Department Mission Statement

To develop a balanced transportation system that supports a livable, economically successful community and improves access and travel choices through the enhancement of roads, transit, parking, bicycle and pedestrian systems, intermodal facilities, demand management programs and traffic management techniques.

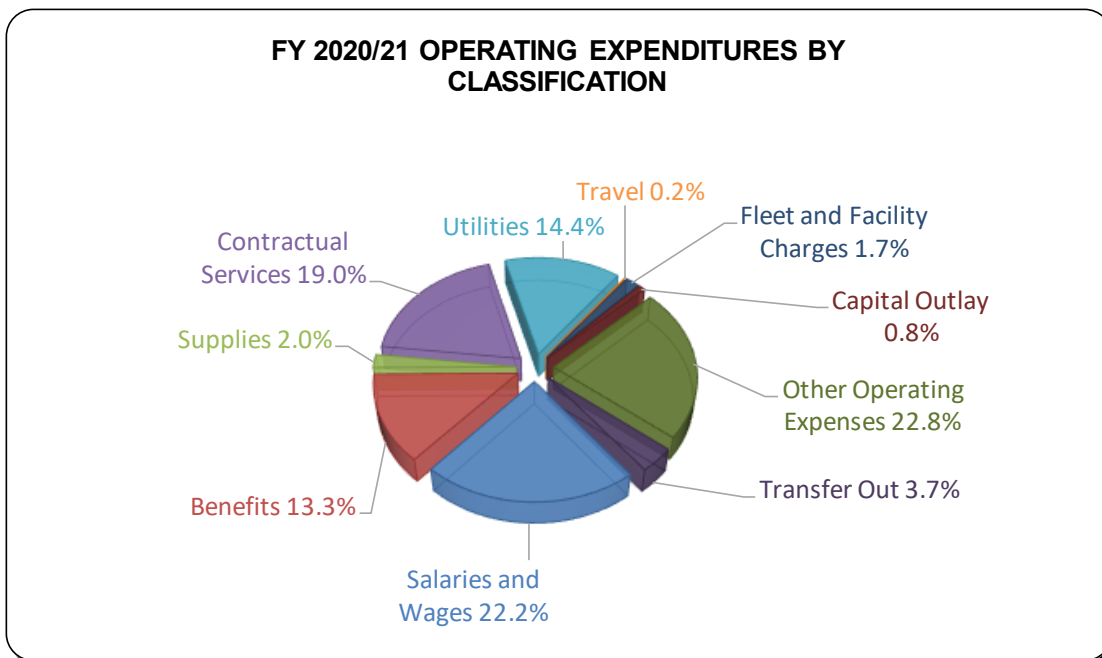
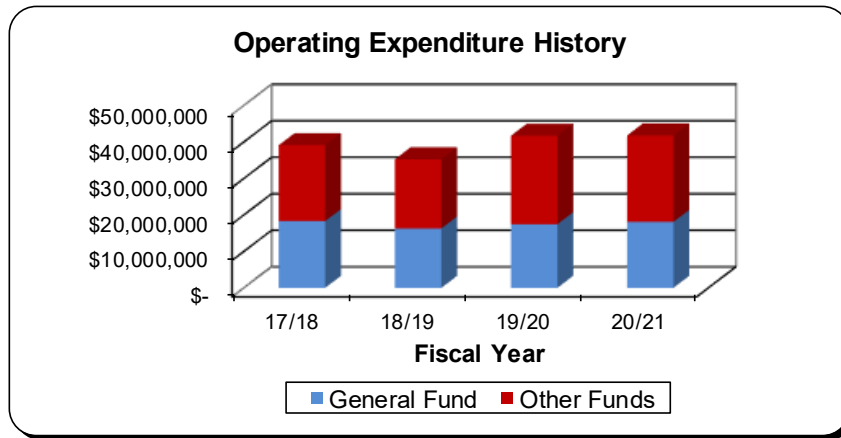
TRANSPORTATION DEPARTMENT

DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopteed	% Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 845,449	\$ 1,380,169	\$ 1,235,554	(\$144,615)	(10.5%)
0002 Transportation Nondepartmental	1,263,652	1,371,631	1,263,881	(107,750)	(7.9%)
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	457,982	479,071	536,704	57,633	12.0%
0002 Street Lighting	5,297,028	5,400,000	5,400,000	-	0.0%
0003 Computerized Signal System	825,038	928,441	1,015,415	86,974	9.4%
0004 Traffic Studies and Neighborhood Traffic	880,609	1,091,749	1,124,897	33,148	3.0%
0005 Sign and Pavement Markings	1,279,823	1,326,025	1,436,339	110,314	8.3%
0006 Signal Maintenance	1,548,137	1,640,121	1,878,289	238,168	14.5%
0007 Special Events and Street Permit	556,805	684,383	716,999	32,616	4.8%
0008 Red Light Camera	2,402,323	2,319,301	2,403,548	84,247	3.6%
Transportation Planning Division (TSP)					
0001 Transportation Planning	822,421	739,542	1,017,119	277,577	37.5%
Parking Division (PKG)					
0017 City Commons Garage	96,686	66,000	51,000	(15,000)	(22.7%)
TOTAL -- GENERAL FUND	\$ 16,275,953	\$ 17,426,433	\$ 18,079,745	\$ 653,312	3.7%
CENTRPOLEX GARAGES FUND #4130					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 131,788	\$ -	\$ 3,590	\$ 3,590	N/A
0011 Centroplex Garage II Operations	233,183	578,384	357,910	(220,474)	(38.1%)
0018 Centroplex Garage I and II Nondepartmental	2,287,012	2,506,901	2,659,253	152,352	N/A
TOTAL -- CENTROPLEX GARAGES FUND	\$ 2,651,983	\$ 3,085,285	\$ 3,020,753	\$ (64,532)	(2.1%)
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,031,135	\$ 1,415,784	\$ 1,452,978	\$ 37,194	2.6%
0002 Surface Parking	697,854	971,584	835,295	(136,289)	(14.0%)
0003 Parking Violations	450,973	531,151	558,694	27,543	5.2%
0004 Central Boulevard Garage Operations	1,798,603	2,093,970	1,999,592	(94,378)	(4.5%)
0006 55 West Garage Operations	975,551	1,007,892	1,140,192	132,300	13.1%
0007 O.C. Administration Garage Operations	564,598	597,139	815,629	218,490	36.6%
0008 O.C. Courthouse Garage Operations	1,057,412	1,123,160	1,160,699	37,539	3.3%
0009 Library Garage Operations	916,642	1,049,858	1,018,731	(31,127)	(3.0%)
0012 Jefferson Street Garage Operations	516,160	569,519	650,073	80,554	14.1%
0014 Parking Operations	300	-	-	-	N/A
0015 Parking Enforcement	655,252	925,005	1,062,008	137,003	14.8%
0019 Parking System Nondepartmental	3,841,792	7,006,712	6,236,690	(770,022)	(11.0%)
0021 GEICO Garage	3,756,120	3,693,233	3,710,788	17,555	0.5%
0022 Surface Lots	29,559	-	-	-	N/A
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 16,291,950	\$ 20,985,007	\$ 20,641,369	\$ (343,638)	(1.6%)
PARKING & RENEWAL AND REPLACEMENT FUND #4133					
Parking Division (PKG)					
0020 Parking R&R	\$ -	\$ 182,143	\$ -	\$ (182,143)	(100.0%)
TOTAL -- PARKING RENEWAL AND REPLACEMENT FUND	\$ -	\$ 182,143	\$ -	\$ (182,143)	(100.0%)
TOTAL -- TRANSPORTATION OPERATING	\$ 35,219,887	\$ 41,678,868	\$ 41,741,867	\$ 62,999	0.2%

TRANSPORTATION DEPARTMENT

Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 7,527,474	\$ 8,472,540	\$ 9,253,485	\$ 780,945	9.2%
Benefits	5,052,289	5,510,968	5,539,439	28,471	0.5%
Supplies	748,333	841,550	819,350	(22,200)	(2.6%)
Contractual Services	6,394,344	7,805,831	7,956,016	150,185	1.9%
Utilities	5,870,737	6,138,392	5,992,392	(146,000)	(2.4%)
Travel	43,439	55,000	54,500	(500)	(0.9%)
Fleet and Facility Charges	633,494	735,354	727,309	(8,045)	(1.1%)
Capital Outlay	50,947	186,700	323,500	136,800	73.3%
Other Operating Expenses	7,786,580	10,275,140	9,518,626	(756,514)	(7.4%)
Transfer Out	1,112,250	1,657,393	1,557,250	(100,143)	(6.0%)
TOTAL -- TRANSPORTATION OPERATING	\$ 35,219,886	\$ 41,678,868	\$ 41,741,867	\$ 62,999	0.2%

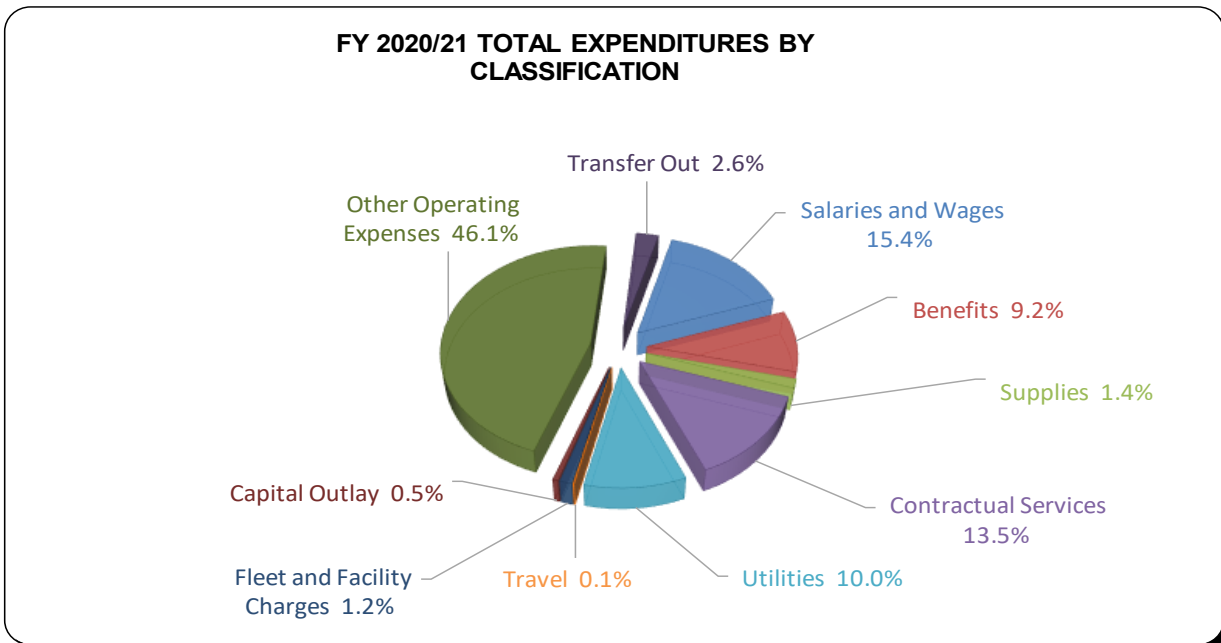
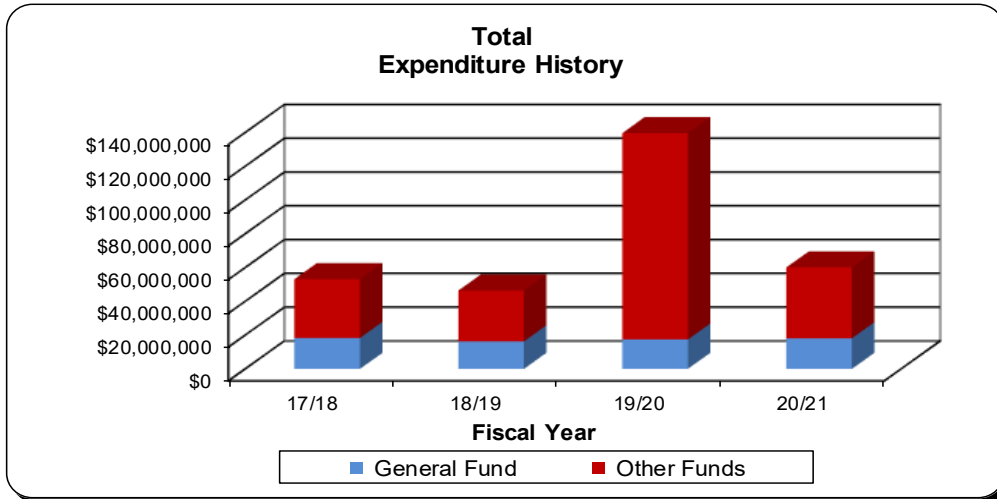


TRANSPORTATION DEPARTMENT

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
TRANSPORTATION IMPACT FEE FUNDS #1070 - #1072					
Transportation Planning Division (TSP)					
0002 TIF North Collection Area	\$ 400,010	\$ 1,066,473	\$ 736,244	(\$330,229)	(31.0%)
0003 TIF Southeast Collection Area	79,910	1,288,285	3,677,261	2,388,976	185.4%
0004 TIF Southwest Collection Area	70,959	341,081	57,924	(283,157)	(83.0%)
Transportation Planning Division (TSP)					
Projects and Grants	3,093,597	16,437,152	2,432,000	(14,005,152)	(85.2%)
Transportation Engineering Division (TRE)					
Projects and Grants	968,703	28,219,121	6,750,000	(21,469,121)	(76.1%)
OTHER TRANSPORTATION IMPACT FEE					
Projects and Grants	-	-	-	-	N/A
TOTAL -- TRANSPORTATION IMPACT FEE FUNDS	\$ 4,613,180	\$ 47,352,112	\$ 13,653,429	\$ (33,698,683)	(71.2%)
GAS TAX FUND #1100 F					
Director of Transportation (TRN)					
Projects and Grants	-	700,000	-	(\$700,000)	(100.0%)
Transportation Engineering Division (TRE)					
Projects and Grants	\$ 1,860,574	5,054,558	\$ 1,600,000	(\$3,454,558)	(68.3%)
Transportation Planning Division (TSP)					
Projects and Grants	278,580	3,232,493	1,300,000	(1,932,493)	(59.8%)
TOTAL -- GAS TAX FUND	\$ 2,139,154	\$ 8,987,051	\$ 2,900,000	\$ (5,387,051)	(67.7%)
OTHER FUNDS					
Parking Division (PKG)					
Projects and Grants	\$ 456,798	\$ 5,922,416	\$ 1,075,000	\$ (4,847,416)	(81.8%)
Transportation Engineering Division (TRE)					
Projects and Grants	2,607,286	2,624,401	300,000	(2,324,401)	(88.6%)
Transportation Planning Division (TSP)					
Projects and Grants	784,483	16,888,524	27,415	\$ 16,915,939	(99.8%)
Director of Transportation (TRN)					
Projects and Grants	608,839	16,178,131	400,000	\$ -	(97.5%)
TOTAL -- OTHER FUNDS	\$ 4,457,406	\$ 41,613,472	\$ 1,802,415	\$ 9,744,122	(95.7%)
TOTAL -- TRANSPORTATION RELATED FUNDS	\$ 11,209,739	\$ 97,952,635	\$ 18,355,844	\$ (29,341,612)	(81.3%)
TOTAL -- TRANSPORTATION	\$ 46,429,626	\$ 139,631,503	\$ 60,097,711	\$ (79,533,792)	(57.0%)

TRANSPORTATION DEPARTMENT

Expenditure by Classification	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 7,527,474	\$ 8,473,641	\$ 9,253,485	\$ 779,844	9.2%
Benefits	5,052,289	5,510,968	5,539,439	28,471	0.5%
Supplies	1,804,195	1,480,020	819,350	(660,670)	(44.6%)
Contractual Services	9,051,601	44,477,037	8,106,016	(36,371,021)	(81.8%)
Utilities	5,887,380	6,345,350	5,992,392	(352,958)	(5.6%)
Travel	43,439	55,000	54,500	(500)	(0.9%)
Fleet and Facility Charges	967,772	1,236,541	727,309	(509,232)	(41.2%)
Capital Outlay	5,947,514	24,822,582	323,500	(24,499,082)	(98.7%)
Other Operating Expenses	8,647,712	45,134,971	27,697,055	(17,437,916)	(38.6%)
Transfer Out	1,500,250	2,095,393	1,584,665	(510,728)	(24.4%)
TOTAL -- TRANSPORTATION	\$ 46,429,626	\$ 139,631,503	\$ 60,097,711	\$ (79,533,792)	(57.0%)



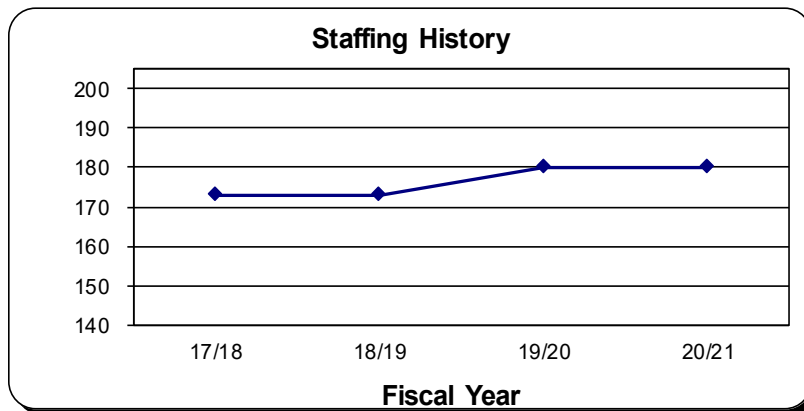
TRANSPORTATION DEPARTMENT

DEPARTMENT STAFFING SUMMARY

Fund	2018/19	2019/20	2020/21
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Transportation (TRN)			
0001 Director of Transportation	5	6	6
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	7	8	8
0005 Sign and Pavement Markings	12	12	12
0006 Signal Maintenance	13	14	14
0007 Special Events and Street Permit	5	6	6
0008 Red Light Cameras	6	6	6
Transportation Planning Division (TSP)			
0001 Transportation Planning	8	8	8
TOTAL -- GENERAL FUND	69	73	73
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	4	7	7
TOTAL -- CENTROPLEX GARAGES FUND	4	7	7

TRANSPORTATION DEPARTMENT

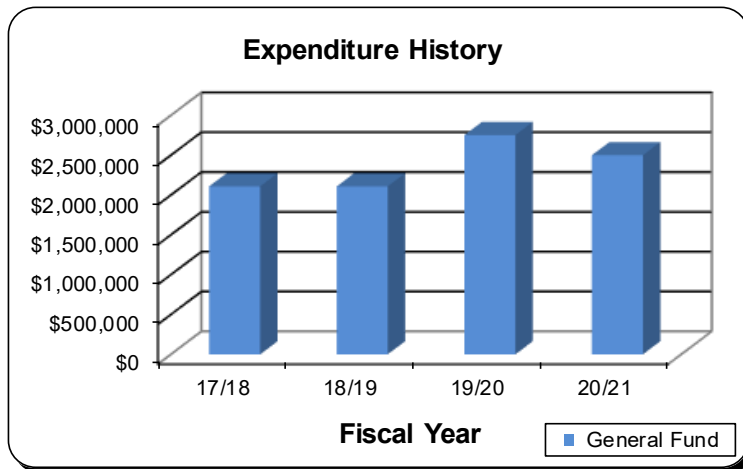
Fund	2018/19	2019/20	2020/21
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
PARKING SYSTEM REVENUE FUND #4132			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	13	13	13
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	17	17
0006 55 West Garage Operations	12	12	12
0007 O.C. Administration Garage Operations	5	5	5
0008 O.C. Courthouse Garage Operations	15	15	15
0009 Library Garage Operations	12	12	12
0012 Jefferson Street Garage Operations	4	4	4
0015 Parking Enforcement	13	13	13
TOTAL -- PARKING SYSTEM REVENUE FUND	100	100	100
TOTAL -- TRANSPORTATION	173	180	180



TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 845,449	\$ 1,380,169	\$ 1,235,554	\$ (144,615)	(10.5%)
0002 Transportation Nondepartmental	1,263,652	1,371,631	1,263,881	(107,750)	(7.9%)
TOTAL -- GENERAL FUND	\$ 2,109,101	\$ 2,751,800	\$ 2,499,435	\$ (252,365)	(9.2%)
TOTAL -- DIRECTOR	\$ 2,109,101	\$ 2,751,800	\$ 2,499,435	\$ (252,365)	(9.2%)



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Transportation (TRN)			
0001 Director of Transportation	5	6	6
TOTAL -- GENERAL FUND	5	6	6
TOTAL -- DIRECTOR	5	6	6

TRANSPORTATION DEPARTMENT

Transportation Engineering Division

Overview of Services/Program

The **Transportation Engineering Division** manages the City's efforts to provide safe, efficient and balanced movement of people, vehicles, goods, pedestrians and bicyclists through the permitting, design, construction, operation and maintenance of the City's transportation infrastructure. The Transportation Engineering Division is committed to: continuous improvement in responsiveness to citizens, commuters and visitors; professional and innovative delivery of services; efficient use of technology; enhancing safety for all modes of travel; and maintaining a well-trained, well-motivated and diverse team of employees.

Major Accomplishments

- Finalized the design for the Phase 1 and 2 Segments of the Sligh Blvd and Columbia St Improvement Project
- Oversaw construction of two new developer funded traffic signals at Dockside Pl-Surfside Way & Universal Blvd and Helios Dr & Lake Nona Blvd
- Installed pedestrian activated flashing beacons and decorative crosswalks at Summerlin Av & Washington St
- Installed Audible Pedestrian Signals along Edgewater Drive at Princeton St, Smith St, Yale St and Vassar St
- Installed new bike lanes through lane reassignment projects as part of pavement marking maintenance or resurfacing on Peregrine Ave, Commander Dr, Dardanelle Dr, Forbes Pl, Swissco Dr, and Lynx Ln.
- Completed the design of a mast arm traffic signal for the intersection of Amelia St & Terry Ave.
- Completed the feasibility analysis for six proposed roundabouts. Two locations are being incorporated into the Econlockhatchee Trail widening project.
- Installed raised crosswalks on Virginia Drive, Boone Ave, Grant Street
- Installed new edge-lit flashing school signs on Parramore Ave for ACE School
- Upgraded 22 driver speed feedback signs with remote data capture ability

Future Goals and Objectives

Short Term

- Coordinate with FDOT on the initial phase of the Integrated Corridor Management system to include deployment of travel time reading devices in support of Active Arterial along roads that serve SunRail stations
- Coordination with FDOT to add and enhance the existing trail system
- Coordination with FDOT, Tavistock, and Beep on Autonomous Vehicle routes and communications with traffic signal infrastructure
- Start Construction of Columbia and Sligh Street Improvements
- Coordination with Orange County for design and construction of a new traffic signal at Conroy Windermere Rd and Hidden Beach Blvd.
- Coordination with IT for the launch of a web based Annual Count Program.
- Finalize design and construction of the median safety modifications at Vineland Rd and Windhover Dr.
- Complete construction of the new traffic signal at Alden Rd & Virginia St
- Complete roadway and traffic signal modifications at Millenia Blvd & Millenia Plaza Way
- Complete the design of Econlockhatchee Trail widening
- Complete design of the Citywide Pedestrian Traffic Signals project to upgrade sidewalk ramps and install accessible pedestrian signals at 15 intersections in Downtown.
- Construct the Citywide Pedestrian Traffic Signals Phase 1 project.
- Complete the Orange Center Blvd Utility Relocation Phase 2 project.
- Perform Phase 2 of the Roundabout Feasibility Analysis studies.
- Complete design and construct the traffic signal at Millenia Blvd & Millenia Palms Dr/Northbridge Dr.
- Complete design and construct the Millenia & Oak Ridge Rd Dual Left Turn Lane project.
- Coordinate Lane Reassignment projects on American Way, Carter St, and Amelia St.
- Perform the Oak Ridge Rd Safety Analysis study from International Dr to Grand National Dr.

TRANSPORTATION DEPARTMENT

Medium Term

- Construct the President Barack Obama Parkway Project Phase 2
- Design Grand National expansion to 4 lanes and a median from the new I-4 Overpass to International Drive
- Expand the network of traffic monitoring cameras (CCTV) at major intersections
- Coordinate design efforts for CFX improvements on Tampa Ave and at 408/Tampa Ave interchange
- Coordinate with the Central Florida Railroad for future Terry Ave connection between Washington and Livingston
- Commence design of Division Ave, from Gore St to Michigan St, as a freight alternative to South Orange Ave which includes a Bike Path. This truck route is critical to reorganize freight accessibility to Downtown
- Improve traffic information to drivers by installing additional dynamic message signs along critical routes
- Construct the Citywide Pedestrian Traffic Signals Phase 2 project.
- Design and construct the Oak Ridge Rd safety improvements.
- Begin design of roundabouts deemed feasible on Edgewater Dr, Mercy Dr
- Perform additional phases of Roundabout Feasibility Analysis studies

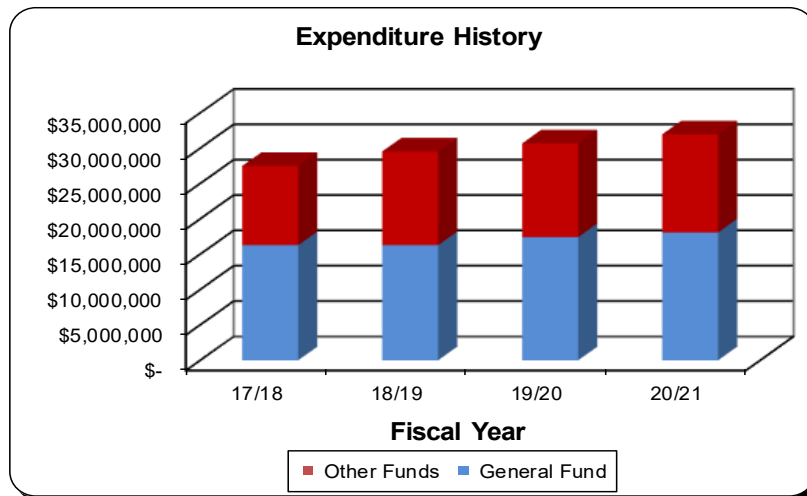
Long Term

- Widen the following roadways; GrandNational from I-4 Overpass to International Drive, Econlockhatchee Trail, Narcoossee Road (SR 528 to SR 417), and Boggy Creek south of SR 528
- Design and Construct the South Terry Ave connection between South St and Anderson St in coordination with Ultimate I-4 Project
- Expand the Conditional Transit Signal Priority system (Conditional TSP) and introduce Adaptive Traffic Signal Control for major arterial roads throughout the City
- Conduct studies for additional overpasses of the railroad lines in Downtown
- Develop a comprehensive real-time traffic data program which will connect drivers to be integrated with the future Real Time Parking Implementation and facilitate real-time navigation/trip planning for commuters and patrons of special events
- Seek grant funding to increase the number of downtown intersections to be equipped with audible pedestrian signals

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	\$ 457,982	\$ 479,071	\$ 536,704	\$ 57,633	12.0%
0002 Street Lighting	5,297,028	5,400,000	5,400,000	-	0.0%
0003 Computerized Signal System	825,038	928,441	1,015,415	86,974	9.4%
0004 Traffic Studies and Neighborhood Traffic	880,609	1,091,749	1,124,897	33,148	3.0%
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0006 Signal Maintenance	1,548,137	1,640,121	1,878,289	238,168	14.5%
0007 Special Events and Street Permit	556,805	684,383	716,999	32,616	4.8%
0008 Red Light Camera	2,402,323	2,319,301	2,403,548	84,247	3.6%
TOTAL -- GENERAL FUND	\$ 13,247,745	\$ 13,869,091	\$ 14,512,191	\$ 643,100	4.6%
TOTAL -- TRANSPORTATION ENGINEERING	\$ 13,247,745	\$ 13,869,091	\$ 14,512,191	\$ 643,100	4.6%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	7	8	8
0005 Sign and Pavement Markings	12	12	12
0006 Signal Maintenance	13	14	14
0007 Special Events and Street Permit	5	6	6
0008 Red Light Cameras	-	6	6
TOTAL -- GENERAL FUND	50	59	59
TOTAL -- TRANSPORTATION ENGINEERING	50	59	59

TRANSPORTATION DEPARTMENT

Transportation Planning Division

Overview of Services/Programs

The **Transportation Planning Division** develops the City's plan for the roadway, transit, bicycle, and pedestrian systems to ensure that needed facilities are in place as development occurs. The Division monitors transportation system performance; develops financially feasible implementation strategies for access and mobility; assist with master planning in developing areas; provides assistance to neighborhoods and business centers seeking to manage adverse traffic conditions; coordinates with FDOT, LYNX, MetroPlan Orlando, the Orlando-Orange County Expressway Authority, Greater Orlando Aviation Authority and surrounding local governments on regional transportation and development issues.

Major Accomplishments

- Continued Major Pedestrian Safety Campaigns such as: FHWA Mayor's Challenge, and FHWA's Pedestrian Safety Focus/Peer Exchange
- Completed the Vision Zero Action Plan
- Implemented a dockless scooter sharing pilot program in 2020
- Successfully completed the lane elimination process for Princeton Street, approved by FDOT
- Applied for a \$15.8 million USDOT Grant for the Econlockhatchee Trail Multimodal Corridor
- Completed the North Quarter Two-Way Conversion Study, approved by FDOT
- Begin updating the LYMMO fare study
- Completed the Amtrak Station Phase 2 Assessment
- Completed a two-mile extension of the regional, multi-use, Shingle Creek Trail, connecting the City of Orlando with Orange County

Future Goals and Objectives

Short Term

- Transition SunRail Management to local funding partners (including City of Orlando)
- Complete construction of Narcoossee Road, widening from 4 to 6 lanes between SR 417 and SR 528
- Start construction of all five Bicycle Beltway projects (Orlando Urban Trail Gap & Extension, Airport Gap, Gertrude's Walk Phase 3, Downtown Gap, Downtown Connector Trail)
- Complete the construction of the Kirkman Road Multi-Use Path from L B McLeod Road to Raleigh Street.
- Complete the City of Orlando Bicycle Plan, 2020 Update
- Develop list of infrastructure needs and develop a corresponding funding proposal
- Adopt and start implementation of the Vision Zero Action Plan; hire program manager
- Complete the Alternatives Analysis for Terry Avenue from Anderson Street to South Street
- Complete the Virginia Drive Study, from North Orange Avenue to North Mills Avenue, to determine interim and final projects to be pursued
- Implement Sidewalk Gap Project by determining projects to pursue with the funding available and constructing those projects
- Update the GMP Transportation Element and transportation sections of the LDC and ESM; finalize the Transportation Guidelines Document.
- Implement additional right-turn lane capacity for Randal Park Boulevard to support OCPS operations
- Update Transportation Impact Fee language in City Code to adopt 2020 legislation changes
- Start new conversations with CFRR about the Terry Avenue/Robinson Street railroad crossing
- Start construction of Raleigh Street Project
- Complete the Downtown Master Plan in coordination with EDV and CRA

Medium Term

- Complete construction of Quiet Zone Phase II improvements citywide
- Continue developing funding opportunities to cover LYMMO operations (Venues Surcharge Study, Parking Surcharge Fee, Fare Equity Analysis)
- Implement Robinson Street Redesign, including the lane elimination process with FDOT
- Complete Grand National Drive Study and associated improvements
- Complete the design and construction of the Lake Highland/Alden Road Realignment Project, including street calming measures
- Complete the design and construction of Terry Avenue: Anderson to South Street
- Implement the Orange Avenue Redesign, including the lane elimination process with FDOT
- Complete the design of President Barack Obama Parkway Phase 2
- Identify funding source to implement Amtrak Station Phase 2 improvements
- Plan for all emerging transportation modes and technologies

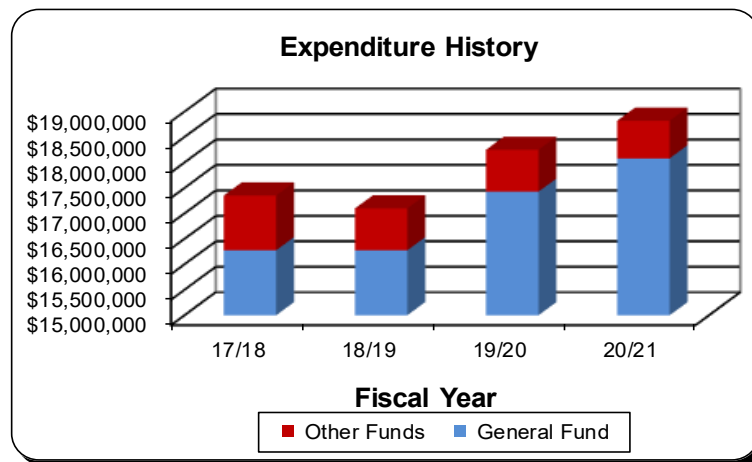
Long Term

- Implement SunRail Phase III (OIA Connector)
- Complete the design and construction of Corrine Drive from North Mills Avenue to Bennett Road
- Complete the design and construction of Edgewater Drive Phase II
- Complete the design and construction of the North Quarter Two Way Conversion Project, extending through downtown Orlando
- Complete the design and construction of August National/Commander Drive
- Complete the design and construction of the Division Avenue Complete Streets Project (I don't know how this project relates to Ian's Urban Trail extension which is under design now and planned for construction soon)
- Continue working with Real Estate to acquire properties within the design of President Barack Obama Parkway Phase 3

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Transportation Planning Division (TSP)					
0001 Transportation Planning	\$ 822,421	\$ 739,542	\$ 1,017,119	\$ 277,577	37.5%
TOTAL -- GENERAL FUND	\$ 822,421	\$ 739,542	\$ 1,017,119	\$ 277,577	37.5%
TOTAL -- TRANSPORTATION PLANNING	\$ 822,421	\$ 739,542	\$ 1,017,119	\$ 277,577	37.5%



STAFFING SUMMARY

	2018/19	2019/20	2020/21
	Final Staffing	Revised Staffing	Adopted Staffing
GENERAL FUND #0001			
Transportation Planning Division (TSP)			
0001 Transportation Planning	8	8	8
TOTAL -- GENERAL FUND	8	8	8
TOTAL -- TRANSPORTATION PLANNING	8	8	8

TRANSPORTATION DEPARTMENT

Parking Division

Overview of Services/Programs

The **Parking Division** is a self-supporting enterprise fund that operates, maintains and repairs parking facilities in the City. It operates eight (8) parking garages with 7,848 parking spaces, 533 surface lot spaces, 1,025 metered spaces and 197 asset-free paid spaces. The Division enforces Chapter 39 of the City's Municipal Code by issuing parking citations and immobilizing vehicles.

Major Accomplishments

- Completed a roof lighting modernization upgrade at the Library & Administration Garages replacing metal halide bulbs with LED fixtures designed to cut power consumption up to one-half while providing a smooth, even light distribution
- Completed 1st floor lighting modernization upgrade at Geico garage replacing florescent lamps with LED
- Completed Library Security Camera install. This is to improve the safety of our patrons.
- Completed Library Central side elevator tower roof replacement
- Completed the replacement of staircases fire doors at the Central Garage.
- Installed new pay stations in the surface lots that offer pay-by phone options
- Completed staircase restoration at the Courthouse

Future Goals and Objectives

Short Term

- Finish Installation of the new Parking Access and Revenue Control System (PARCS) that will incorporate all parking garages and lots into web-based software. This will streamline the process for access, payment, permits, transaction processing and reporting into a unified system
- Analyze and evaluate downtown parking patterns to enhance the downtown parking plan
- Inventory and document all markings, signage and parking zones for the Parking CBD
- Continue to implement recommendations from Structural Engineer's Assessment Report with the focus on expansion joint replacement
- Exterior Restoration including pressure washing, waterproofing, and replacement of vertical & horizontal joints at the Courthouse, Jefferson & Administration garages.

Medium Term

- Analyze and evaluate the expansion of the contactless asset free (pay through phone or app) paid parking areas within the Parking CBD
- Continue the "Green" initiative through lighting modernization for the Administration, Courthouse and Amelia St Garages

Long Term

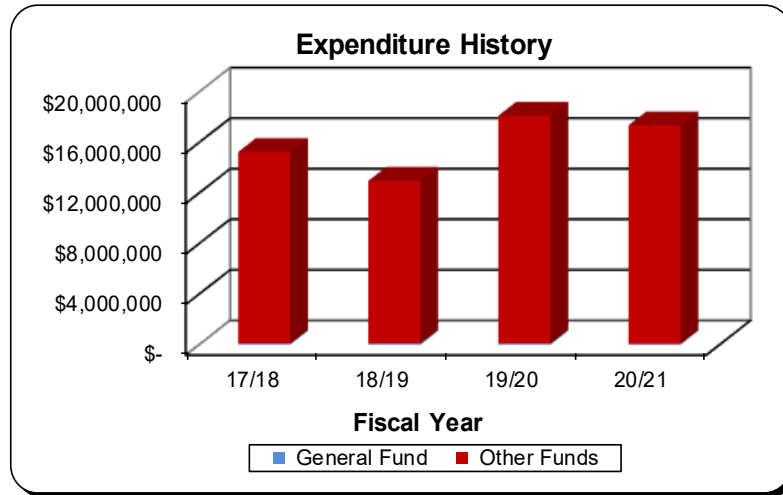
- Focus on structural preservation of facilities, life-cycle of critical mechanical equipment and maximized energy efficiency

TRANSPORTATION DEPARTMENT

EXPENDITURE SUMMARY

Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Parking Division (PKG)					
0017 City Commons Garage	\$ 96,686	\$ 66,000	\$ 51,000	\$ (15,000)	(22.7%)
TOTAL -- GENERAL FUND	\$ 96,686	\$ 66,000	\$ 51,000	\$ (15,000)	(22.7%)
CENTROPLEX GARAGES FUND #4130					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 131,788	\$	\$ 3,590	\$ 3,590	N/A
0011 Centroplex Garage II Operations	233,183	578,384	357,910	(220,474)	(38.1%)
0015 Centroplex 1 & 2 Repair & Maint				-	N/A
Projects and Grants				-	N/A
TOTAL -- CENTROPLEX GARAGES FUND	\$ 364,971	\$ 578,384	\$ 361,500	\$ (216,884)	(37.5%)
DOWNTOWN TRANSIT FUND #4131					
Parking Division (PKG)					
0016 Downtown Transit	\$ -	\$ -	\$ -	\$ -	N/A
Projects and Grants	-	150,000	-	(150,000)	(100.0%)
TOTAL -- DOWNTOWN TRANSIT FUND	\$ -	\$ 150,000	\$ -	\$ (150,000)	(100.0%)
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,031,135	\$ 1,415,784	\$ 1,452,978	\$ 37,194	2.6%
0002 Surface Parking	697,854	971,584	835,295	(136,289)	(14.0%)
0003 Parking Violations	450,973	531,151	558,694	27,543	5.2%
0004 Central Boulevard Garage Operations	1,798,603	2,093,970	1,999,592	(94,378)	(4.5%)
0005 Church Street Garage Operations	-	-	-	-	N/A
0006 55 West Garage Operations	975,551	1,007,892	1,140,192	132,300	13.1%
0007 O.C. Administration Garage Operations	564,598	597,139	815,629	218,490	36.6%
0008 O.C. Courthouse Garage Operations	1,057,412	1,123,160	1,160,699	37,539	3.3%
0009 Library Garage Operations	916,642	1,049,858	1,018,731	(31,127)	(3.0%)
0012 Jefferson Street Garage Operations	516,160	569,519	650,073	80,554	14.1%
0015 Parking Enforcement	655,252	925,005	1,062,008	137,003	14.8%
0019 Parking System Nondepartmental	3,841,792	7,006,712	6,236,690	(770,022)	(11.0%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 12,506,271	\$ 17,291,774	\$ 16,930,581	(\$361,193)	(2.1%)
TOTAL -- PARKING DIVISION	\$ 12,967,929	\$ 18,086,158	\$ 17,343,081	(\$743,077)	(4.1%)

TRANSPORTATION DEPARTMENT



STAFFING SUMMARY

	2018/19 Final	2019/20 Revised	2020/21 Adopted
	Staffing	Staffing	Staffing
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	4	7	7
TOTAL -- CENTROPLEX GARAGES FUND	4	7	7
<u>PARKING SYSTEM REVENUE FUND #4132</u>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	13	13	13
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	17	17
0006 55 West Garage Operations	12	12	12
0007 O.C. Administration Garage Operations	5	5	5
0008 O.C. Courthouse Garage Operations	15	15	15
0009 Library Garage Operations	12	12	12
0012 Jefferson Street Garage Operations	4	4	4
0015 Parking Enforcement	13	13	13
TOTAL -- PARKING SYSTEM REVENUE FUND	100	100	100
TOTAL -- PARKING DIVISION	104	107	107

TRANSPORTATION DEPARTMENT

Transportation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Parking Division	Percent of Tickets Contested	0.20%	0.25%	0.25%

Fiscal

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Transportation Department	Transportation Department Falling Within the Normal Range (average variance +/- 5% of budget) as Evidenced by Quarterly Budget Financial Status Report	3.0%	3.0%	5%
Transportation Planning Division	Revenues collected from Impact Fee Transportation districts (North, Southeast, Southwest)	\$9,661,942.01	\$11,400,000	\$9,250,000

Internal Processes

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Transportation Engineering Division	Number of traffic investigation requests received	674	888	900
Transportation Engineering Division	Total number of traffic studies performed	352	400	400
Transportation Engineering Division	Total number of signs fabricated	3,200	3,300	3,200
Transportation Engineering Division	Total miles of pavement marking material installed or replaced	40	50	40
Transportation Engineering Division	Percentage of locate requests requiring field investigation completed within 48 hours	99.8%	99.5%	100%
Transportation Engineering Division	Percentage of emergency call-out requests cleared within two hours	96%	90%	95%
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	98%	95%	100%

Outcome & Mission

Organizational Unit	Performance Indicator	2018/19	2019/20	2020/21
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	312	317	321
Transportation Planning Division	Annual percentage of Transportation Element Amendments found in compliance	100%	100%	100%
Transportation Planning Division	Annual percentage of roadways meeting Transportation Mobility requirements	100%	100%	100%
Transportation Planning Division	Number of employees serving as members of committees at MetroPlan Orlando, LYNX and the ECFRPC	6	6	6
Transportation Planning Division	Total ridership number for LYMMO	811,099	1,000,000	1,000,000

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NONDEPARTMENTAL AND DEBT SERVICE

NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
GENERAL FUND #0001					
Debt Service (DSD)					
0020 General Fund Debt Service	\$ 21,718,811	\$ 21,712,725	\$ 21,836,632	\$ 123,907	0.57%
Nondepartmental General Fund (NDG)					
0001 Nondepartmental - General Fund	89,149,605	67,541,139	64,076,288	(3,464,851)	(5.13%)
TOTAL -- GENERAL FUND	\$ 110,868,416	\$ 89,253,864	\$ 85,912,920	\$ (3,340,944)	(3.74%)
DESIGNATED REVENUE FUND #0005					
Nondepartmental (NON)					
0019 Designated Revenue	\$ 53,528	\$ 2,520,583	\$ 478,586	\$ (2,041,997)	(81.01%)
Project and Grants	-	5,540,410	-	\$ (5,540,410)	(100.00%)
TOTAL -- DESIGNATED REVENUE FUND	\$ 53,528	\$ 8,060,993	\$ 478,586	\$ (7,582,407)	(94.06%)
HURRICANE DISASTER FUND #0007					
Nondepartmental (NON)					
0023 Pulse Disaster	\$ 14,101	\$ -	\$ -	\$ -	N/A
0024 Natural Disaster	2,011,509	-	-	-	N/A
TOTAL -- HURRICANE DISASTER FUND	\$ 2,025,610	\$ -	\$ -	\$ -	N/A
SPELLMAN SITE FUND #0013					
Debt Service (DSD)					
0023 Spellman Site	\$ 831,999	\$ 913,102	\$ 879,885	\$ (33,217)	(3.64%)
TOTAL -- SPELLMAN SITE FUND	\$ 831,999	\$ 913,102	\$ 879,885	\$ (33,217)	(3.64%)
ENGINEERING STORES FUND #0026					
Nondepartmental (NON)					
0007 Engineering Stores	\$ 4,190	\$ -	\$ -	\$ -	N/A
TOTAL - ENGINEERING STORES FUND	\$ 4,190	\$ -	\$ -	\$ -	N/A
SPECIAL ASSESSMENTS FUNDS #1001-1007					
Debt Service (DSD)					
0031 Special Assessments	\$ 55,882,999	\$ 4,000	\$ 157,417	\$ 153,417	3835.43%
0027 Special Assessment The Plaza	175,011	214,749	204,989	(9,760)	(4.54%)
0029 Special Assessment Paramount	407,965	-	-	-	N/A
0034 Special Assessment Embassy Suites	1,182,793	-	-	-	N/A
0025 Reserve - Embassy Suites	84,749	-	-	-	N/A
TOTAL -- SPECIAL ASSESSMENTS FUNDS	\$ 57,733,517	\$ 218,749	\$ 362,406	\$ 143,657	65.67%
GRANTS FUND #1130					
Nondepartmental (NON)					
Project and Grants	\$ (379)	\$ -	\$ -	\$ -	N/A
TOTAL - GRANTS FUND	\$ (379)	\$ -	\$ -	\$ -	N/A
UTILITIES SERVICES TAX FUND #1160					
Nondepartmental (NON)					
0012 Special - Utilities Tax	\$ 31,162,193	\$ 33,964,283	\$ 34,684,991	\$ 720,708	2.12%
TOTAL -- UTILITIES SERVICES TAX FUND	\$ 31,162,193	\$ 33,964,283	\$ 34,684,991	\$ 720,708	2.12%
CRA BOND RESERVE FUNDS #1255-1271					
Debt Service (DSD)					
0014 CRA Internal Loan Debt Service	\$ 2,322,499	\$ 2,924,665	\$ 2,632,816	\$ (291,849)	(9.98%)
0015 CRA Debt Service - State Infrastructure Bond	750,000	750,000	750,000	-	0.00%
0009 CRA Debt Service 2009 A	2,283,238	4,019,448	4,041,770	22,322	0.56%
0010 CRA Debt Service 2009 C Build America Bonds	4,013,385	-	-	-	N/A
0008 CRA Debt Service 2010 B	6,861,944	6,862,209	4,875,627	(1,986,582)	(28.95%)
0035 CRA Debt Service 2019 A	57,347,383	-	-	-	N/A
0039 CRA Debt Service 2020 A	94,242	-	-	-	N/A
0012 CRA Debt - Conroy Road	1,914,816	1,902,375	1,901,875	(500)	(0.03%)
TOTAL -- CRA BOND RESERVE FUNDS	\$ 75,587,507	\$ 16,458,697	\$ 14,202,088	\$ (2,256,609)	(13.71%)

NONDEPARTMENTAL AND DEBT SERVICE

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
CONROY ROAD CAP INT RESERVE SERIES A FUND #1272					
Debt Service (DSD)					
0011 Conroy Road Capital Interest Reserve Series A	\$ 52,339	\$ -	\$ -	\$ -	N/A
TOTAL -- CONROY ROAD CAP INT RESERVE SERIES A FUND	\$ 52,339	\$ -	\$ -	\$ -	N/A
CRA DEBT - REPUBLIC DRIVE FUND #1275					
Debt Service (DSD)					
0021 CRA Debt - Republic Drive	\$ 3,825,368	\$ 3,829,216	\$ 3,804,686	\$ (24,530)	(0.64%)
TOTAL -- CRA DEBT - REPUBLIC DRIVE FUND	\$ 3,825,368	\$ 3,829,216	\$ 3,804,686	\$ (24,530)	(0.64%)
CRA RESERVE - REPUBLIC DRIVE FUND #1276					
Debt Service (DSD)					
0013 CRA Reserve - Republic Drive	\$ 61,283	\$ -	\$ -	\$ -	N/A
TOTAL -- CRA RESERVE - REPUBLIC DRIVE FUND	\$ 61,283	\$ -	\$ -	\$ -	N/A
PUBLIC SAFETY CONSTRUCTION 2016C BOND FUND #3033					
Debt Construction (DCD)					
Project and Grants	\$ -	\$ 1,486,837	\$ -	\$ (1,486,837)	(100.00%)
TOTAL - PUBLIC SAFETY CONSTRUCTION 2016C BOND FUND	\$ -	\$ 1,486,837	\$ -	\$ (1,486,837)	(100.00%)
INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND #3034					
Debt Construction (DCD)					
Project and Grants	\$ 420,140	\$ 5,889,120	\$ -	\$ (5,889,120)	(100.00%)
TOTAL - INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND	\$ 420,140	\$ 5,889,120	\$ -	\$ (5,889,120)	(100.00%)
AMWAY CENTER INTERLOCAL INFRASTRUCTURE FUND #4020					
Debt Service (DSD)					
0017 Amway Center Internal Loan Infrastructure	\$ 130,777	\$ 506,277	\$ 475,896	\$ (30,381)	(6.00%)
TOTAL -- AMWAY CENTER INTERLOCAL INFRASTRUCTURE FUND	\$ 130,777	\$ 506,277	\$ 475,896	\$ (30,381)	(6.00%)
AMWAY CENTER 6TH CENT TDT DEBT SERVICE FUNDS #4026-4028					
Debt Service (DSD)					
0016 6th Cent TDT A Debt Service	\$ 7,120,620	\$ 15,219,050	\$ 15,150,650	\$ (68,400)	(0.45%)
0018 6th Cent TDT B Debt Service	1,032,082	2,125,500	2,133,050	7,550	0.36%
0019 6th Cent TDT C Debt Service	1,392,299	3,400,925	2,683,775	(717,150)	(21.09%)
TOTAL -- AMWAY CENTER 6TH CENT TDT DEBT SERVICE FUNDS	\$ 9,545,001	\$ 20,745,475	\$ 19,967,475	\$ (778,000)	(3.75%)
AMWAY CENTER SALES TAX REBATE DS FUND #4029					
Debt Service (DSD)					
0004 Amway Center Sales Tax Rebate Debt Service	\$ 888,018	\$ 2,000,004	\$ 2,000,004	\$ -	0.00%
TOTAL -- AMWAY CENTER SALES TAX REBATE DS FUND	\$ 888,018	\$ 2,000,004	\$ 2,000,004	\$ -	0.00%
2014 SERIES A TDT DEBT SERVICE FUND #4078					
Debt Service (DSD)					
0024 2014 Series A TDT Debt Service	\$ 2,500	\$ -	\$ -	\$ -	N/A
TOTAL -- 2014 SERIES A TDT DEBT SERVICE FUND	\$ 2,500	\$ -	\$ -	\$ -	N/A
WATER RECLAMATION STATE REVOLVING LOAN FUND #4102					
Debt Construction (DCD)					
0002 Loan Water Reclamation 480420	\$ 36,999	\$ 156,421	\$ 156,420	\$ (1)	(0.00%)
0004 Loan Water Reclamation 650040	135,382	487,276	487,276	-	0.00%
0005 Loan Water Reclamation 650060	234,408	1,106,141	1,106,141	-	0.00%
0006 Loan Water Reclamation 480400	226,670	773,311	773,211	(100)	(0.01%)
0007 Loan Water Reclamation 480410	68,225	284,028	284,028	-	0.00%
0009 Loan Water Reclamation 65001S	347,896	1,871,319	1,871,319	-	0.00%
0010 Loan Water Reclamation 65002P	22,968	102,287	102,287	-	0.00%
0011 Loan Water Reclamation 65003P	21,215	75,644	75,644	-	0.00%
0015 Loan Water Reclamation 480430	36,163	150,363	150,363	-	0.00%
0018 Loan Water Reclamation 480460	168,307	386,824	386,825	1	0.00%
0021 Loan Water Reclamation 480440	-	335,054	670,108	335,054	100.00%
0023 Loan Water Reclamation 480470	-	692,570	692,570	-	0.00%
0024 Loan Water Reclamation 480480	-	236,257	472,514	236,257	100.00%
0025 Loan Water Reclamation 480490	-	-	195,593	195,593	N/A
TOTAL -- WATER RECLAMATION STATE REVOLVING LOAN FUND	\$ 1,298,233	\$ 6,657,495	\$ 7,424,299	\$ 766,804	11.52%
WATER RECLAMATION IMPACT FEE RESERVES FUND #4109					
Nondepartmental (NON)					
0009 Impact Fee Reserve	\$ (127)	\$ -	\$ -	\$ -	N/A
TOTAL -- WATER RECLAMATION IMPACT FEE RESERVES FUND	\$ (127)	\$ -	\$ -	\$ -	N/A
WATER RECLAMATION REVENUE BONDS 2013 DS FUND #4111					
Debt Construction (DCD)					
0003 Wastewater Revenue Bonds 2013 Debt Service	\$ 1,354,950	\$ 2,897,700	\$ 2,897,900	\$ 200	0.01%
TOTAL -- WATER RECLAMATION REVENUE BONDS 2013 DS FUND	\$ 1,354,950	\$ 2,897,700	\$ 2,897,900	\$ 200	0.01%

NONDEPARTMENTAL AND DEBT SERVICE

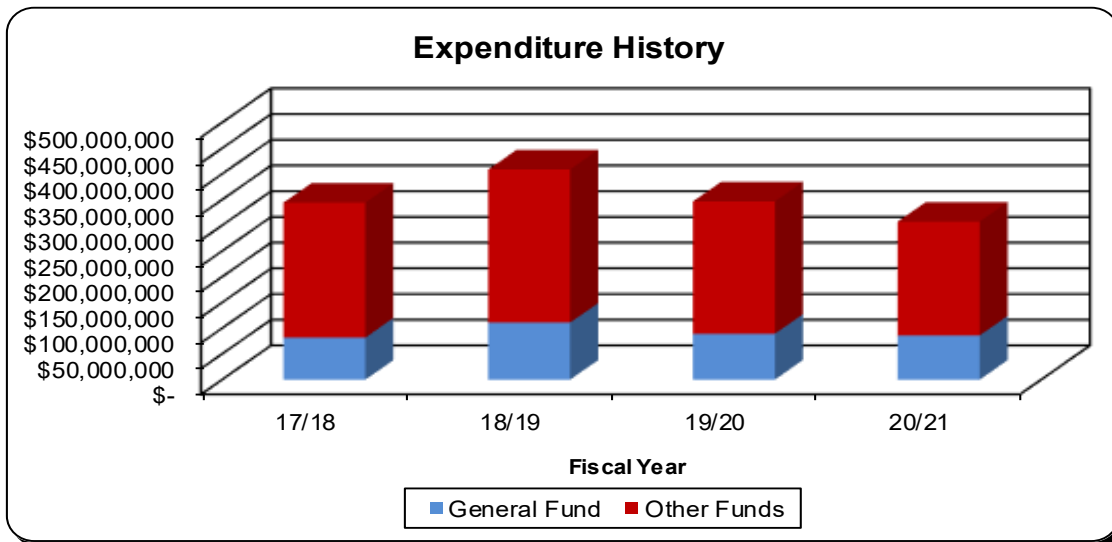
Fund	2018/19	2019/20	2020/21	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>INTERNAL LOAN BANK FUND #5030</u>					
Debt Service (DSD)					
0030 Internal Loan	\$ 3,539,519	\$ 13,523,163	\$ 13,993,926	\$ 470,763	3.48%
TOTAL -- INTERNAL LOAN BANK FUND	\$ 3,539,519	\$ 13,523,163	\$ 13,993,926	\$ 470,763	3.48%
<u>INTERNAL LOAN - CIP BONDS 2007 SERIES B FUND #5031</u>					
Debt Construction (DCD)					
0001 Capital Improvement Bonds 2007 Series B	\$ 1,517,336	\$ 2,985,891	\$ 2,982,641	\$ (3,250)	(0.11%)
TOTAL -- INTERNAL LOAN - CIP BONDS 2007 SERIES B FUND	\$ 1,517,336	\$ 2,985,891	\$ 2,982,641	\$ (3,250)	(0.11%)
<u>INTERNAL LOAN - JEFFERSON STREET GARAGE FUND #5032</u>					
Debt Construction (DCD)					
0008 Jefferson Garage Construction	\$ 260,744	\$ 1,464,500	\$ 1,462,750	\$ (1,750)	(0.12%)
TOTAL -- INTERNAL LOAN - JEFFERSON STREET GARAGE FUND	\$ 260,744	\$ 1,464,500	\$ 1,462,750	\$ (1,750)	(0.12%)
<u>NEW PUBLIC SAFETY AND ENERGY EFFICIENCY DEBT BOND FUND SERIES 2014B #5035</u>					
Debt Service (DSD)					
0033 OPD Headquarters Debt Bond	\$ 2,964,500	\$ 4,459,750	\$ 4,461,750	\$ 2,000	0.04%
TOTAL - NEW PUBLIC SAFETY AND ENERGY EFFICIENCY DEBT BOND FUND SERIES 2014B #5035	\$ 2,964,500	\$ 4,459,750	\$ 4,461,750	\$ 2,000	0.04%
<u>PUBLIC SAFETY DEBT BOND FUND 2016C #5036</u>					
Debt Service (DSD)					
0032 Public Safety Debt Bond	\$ 1,143,400	\$ 1,997,400	\$ 1,990,400	\$ (7,000)	(0.35%)
TOTAL - PUBLIC SAFETY DEBT BOND FUND 2016C	\$ 1,143,400	\$ 1,997,400	\$ 1,990,400	\$ (7,000)	(0.35%)
<u>INVESTING IN OUR NEIGHBORHOODS DEBT BOND FUND SERIES 2018B #5037</u>					
Debt Service (DSD)					
0036 Investing In Our Neighborhoods Bond Series 2018B	\$ 14,623,748	\$ 6,423,900	\$ 6,676,100	\$ 252,200	3.93%
TOTAL - INVESTING IN OUR NEIGHBORHOODS DEBT BOND FUND SERIES 2018B	\$ 14,623,748	\$ 6,423,900	\$ 6,676,100	\$ 252,200	3.93%
<u>CNL RENEWAL AND REPLACEMENT FUND #0012</u>					
Citywide Construction Activities (CCA)					
0011 CNL Garage Renewal and Replacement	\$ 136,890	\$ 91,429	\$ 91,429	\$ -	0.00%
TOTAL -- CNL RENEWAL AND REPLACEMENT FUND	\$ 136,890	\$ 91,429	\$ 91,429	\$ -	0.00%
<u>PENSION PARTICIPANT SERVICES FUND #0018</u>					
Pension (PEN)					
0009 Pension Participant Services	\$ 152,775	\$ 215,774	\$ 143,881	\$ (71,893)	(33.32%)
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 152,775	\$ 215,774	\$ 143,881	\$ (71,893)	(33.32%)
<u>GAS TAX FUND #1100</u>					
Citywide Construction Activities (CCA)					
0014 Gas Tax Program	\$ 4,772,403	\$ 4,214,093	\$ 4,159,149	\$ (54,944)	(1.30%)
TOTAL -- GAS TAX FUND	\$ 4,772,403	\$ 4,214,093	\$ 4,159,149	\$ (54,944)	(1.30%)
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Citywide Construction Activities (CCA)					
0017 Capital Improvements Program	\$ 264,401	\$ 2,398,813	\$ 1,185,448	\$ (1,213,365)	(50.58%)
Project and Grants	1,122,012	21,620,989	-	(21,620,989)	(100.00%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 1,386,413	\$ 24,019,802	\$ 1,185,448	\$(22,834,354)	(95.06%)
<u>REAL ESTATE ACQUISITION FUND #3006</u>					
Citywide Construction Activities (CCA)					
0001 Real Estate Acquisition	\$ -	\$ 302,501	\$ 153,449	\$ (149,052)	(49.27%)
TOTAL - REAL ESTATE ACQUISITION FUND	\$ -	\$ 302,501	\$ 153,449	\$ (149,052)	(49.27%)
<u>55 WEST GARAGE RENEWAL AND REPLACEMENT FUND #4134</u>					
Citywide Construction Activities (CCA)					
0012 55 West Garage Repair and Replacement	\$ -	\$ 536,375	\$ 275,000	\$ (261,375)	(48.73%)
TOTAL -- 55 WEST GARAGE RENEWAL AND REPLACEMENT FUND	\$ -	\$ 536,375	\$ 275,000	\$ (261,375)	(48.73%)

NONDEPARTMENTAL AND DEBT SERVICE

Fund Business Unit Cost Center Number and Name	2018/19 Actual Expenditures	2019/20 Revised Budget	2020/21 Adopted Budget	Change Revised to Adopted	% Change
<u>FIREFIGHTER PENSION FUNDS #6501-6503</u>					
Pension (PEN)					
0005 Firefighter Pension	\$ 32,076,097	\$ 23,211,076	\$ 25,431,036	\$ 2,219,960	9.56%
0010 Pension Management Support	37,447	109,698	142,948	33,250	30.31%
0011 Fire Pension Share	554,913	30,000	30,000	-	0.00%
TOTAL -- FIREFIGHTER PENSION FUNDS	\$ 32,668,457	\$ 23,350,774	\$ 25,603,984	\$ 33,250	9.65%
<u>POLICE PENSION FUNDS #6510-6512</u>					
Pension (PEN)					
0014 Special Police Pension	\$ 45,637,229	\$ 32,230,702	\$ 33,951,583	\$ 1,720,881	5.34%
0001 Police Pension Excess Over State / Share Plan Fund	282,826	-	-	-	N/A
TOTAL -- POLICE PENSION FUNDS	\$ 45,920,055	\$ 32,230,702	\$ 33,951,583	\$ 1,720,881	5.34%
<u>GENERAL EMPLOYEE DEFINED BENEFIT PENSION FUND #6520</u>					
Pension (PEN)					
0013 City Employee Pension	\$ 20,264,979	\$ 9,514,327	\$ 9,373,460	\$ (140,867)	(1.48%)
TOTAL -- GENERAL EMPLOYEE DEFINED BENEFIT PENSION FUND	\$ 20,264,979	\$ 9,514,327	\$ 9,373,460	\$ (140,867)	(1.48%)
<u>DEFINED CONTRIBUTION PLAN FUND #6525</u>					
Pension (PEN)					
0004 Defined Contribution Plan Program	\$ 11,952,556	\$ -	\$ -	\$ -	N/A
TOTAL -- DEFINED CONTRIBUTION PLAN FUND	\$ 11,952,556	\$ -	\$ -	\$ -	N/A
<u>RETIREE HEALTH SAVINGS PLAN FUND #6530</u>					
Pension (PEN)					
0003 Retiree Health Savings - Other	\$ 12,558	\$ -	\$ -	\$ -	N/A
TOTAL -- RETIREE HEALTH SAVINGS PLAN FUND	\$ 12,558	\$ -	\$ -	\$ -	N/A
<u>OTHER POST EMPLOYMENT BENEFIT TRUST FUND #6540</u>					
Pension (PEN)					
0012 Other Post-Employment Benefits Trust	\$ 18,665,411	\$ 28,385,281	\$ 27,691,668	\$ (693,613)	(2.44%)
TOTAL -- OTHER POST EMPLOYMENT BENEFIT TRUST FUND	\$ 18,665,411	\$ 28,385,281	\$ 27,691,668	\$ (693,613)	(2.44%)
<u>ORANGE COUNTY SCHOOL IMPACT FEES FUND #6001</u>					
Nondepartmental (NON)					
0016 Orange County School Impact Fee	\$ 452,197	\$ -	\$ -	\$ -	N/A
TOTAL -- ORANGE COUNTY SCHOOL IMPACT FEES FUND	\$ 452,197	\$ -	\$ -	\$ -	N/A
<u>LONG TERM DISABILITY FUND #6535</u>					
Nondepartmental (NON)					
0011 Special Long Term Disability	\$ 7,947,034	\$ -	\$ -	\$ -	N/A
TOTAL -- LONG TERM DISABILITY FUND	\$ 7,947,034	\$ -	\$ -	\$ -	N/A
<u>GENERAL LONG-TERM DEBT FUND #9500</u>					
Debt Service (DSD)					
0003 General Long Term Debt	\$ (79,639,401)	\$ -	\$ -	\$ -	N/A
TOTAL -- GENERAL LONG-TERM DEBT FUND	\$ (79,639,401)	\$ -	\$ -	\$ -	N/A
<u>GOVERNMENTAL LONG TERM LIABILITIES FUND #9505</u>					
Debt Service (DSD)					
0037 Governmental Long Term Liabilities	\$ 24,086,233	\$ -	\$ -	\$ -	N/A
TOTAL - GOVERNMENTAL LONG TERM LIABILITIES FUND	\$ 24,086,233	\$ -	\$ -	\$ -	N/A
TOTAL -- DEBT AND NONDEPARTMENTAL	\$ 408,672,867	\$ 346,597,474	\$ 307,287,754	\$(39,309,720)	(11.34%)

NONDEPARTMENTAL AND DEBT SERVICE

Expenditure by Classification	Expenditures	Budget	Budget	to Adopted	% Change
Salaries	\$ 268,096	\$ (637,965)	\$ (206,792)	\$ 431,173	(67.59%)
Benefits	34,056,888	117,608	38,214	(79,394)	(67.51%)
Supplies	62,302	3,729	3,729	-	0.00%
Contractual Services	68,040,742	9,091,694	4,196,803	(4,894,891)	(53.84%)
Utilities	410,407	425,161	342,515	(82,646)	(19.44%)
Travel and Training	8,869	47,000	47,000	-	0.00%
Fleet and Facilities	2,591,679	1,822,244	1,790,102	(32,142)	(1.76%)
Capital	1,145,175	17,304,445	1,500,000	(15,804,445)	(91.33%)
Other Expenses	195,764,254	243,723,719	235,694,962	(8,028,757)	(3.29%)
Transfers Out	106,324,457	74,699,839	63,881,221	(10,818,618)	(14.48%)
	<u>\$ 408,672,867</u>	<u>\$ 346,597,474</u>	<u>\$ 307,287,754</u>	<u>\$(39,309,720)</u>	<u>(11.34%)</u>
TOTAL -- DEBT AND NONDEPARTMENTAL	\$ 408,672,867	\$ 346,597,474	\$ 307,287,754	\$(39,309,720)	(11.34%)



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CAPITAL IMPROVEMENTS AND DEBT

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CAPITAL IMPROVEMENTS AND DEBT

In accordance with Growth Management legislation, the City of Orlando prepares a five-year Capital Improvement Program each year. The five-year Capital Improvement Program process was initiated in 1966, following a Municipal Planning Board recommendation and City Council approval.

The City published its first program in March 1969. On an annual basis thereafter, the City has published, revised and updated capital programs for each subsequent five-year period.

PROCEDURE

Each year the Capital Improvement Program is prepared from project requests submitted by the various departments and offices of the City. The requests require a project description, justification, cost estimates, statement of impact on the City's annual operating budget and implementation schedule. Concurrently, with the preparation of the project requests, information concerning financial resources is obtained by the Office of Business and Financial Services.

After compilation of the requests, projects are reviewed by staff members from the Office of Business and Financial Services and the Economic Development Department, the Chief Administrative Officer and the Mayor. Details of procedures, criteria and project descriptions are available in the City's Capital Improvement Program document.

Chapter 163 of the Florida Statutes requires the City to adopt a five-year schedule of capital improvements which includes publicly funded federal, state, or local projects, and may include privately funded projects for which the City has no fiscal responsibility. Projects necessary to ensure that any adopted level-of-service standards are achieved and maintained for the 5-year period must be identified as either funded or unfunded and given a level of priority for funding. The five year schedule and the level of service standards are established in the Capital Improvements Element (CIE) of the City's Growth Management Plan. CIE projects are required projects. Projects which are part of the CIE have been designated as such on the following pages. Project review, along with available funding and CIE requirements, forms the basis of the program compiled by the Office of Business and Financial Services. The recommended program is then reviewed by the Mayor and City Council in conjunction with their review of the annual operating budget.

The City is required to review the CIE of the Growth Management Plan on an annual basis and modify it as necessary to maintain a five-year schedule of capital improvements. Modifications to update the 5-year capital improvement schedule may be accomplished by ordinance and are not considered amendments to the Growth Management Plan.

The first year of the five-year Capital Improvement Program is the Capital Budget. The Capital Budget is adopted by the City Council with the adoption of the annual operating budget. There is no commitment to expenditures or appropriations beyond the first year of the Capital Improvement Program, except for those improvements included in the CIE.

General capital improvements are normally funded in the Capital Improvement Program Fund with an annual contribution from the General Fund.

CAPITAL IMPROVEMENTS AND DEBT

DEFINITION OF CAPITAL IMPROVEMENTS

Capital Improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years. Only projects that meet this definition of a capital improvement are included in the program, such as:

- a. New and expanded physical facilities for the community
- b. Large scale rehabilitation or replacement of existing facilities
- c. Major pieces of equipment which have a relatively long period of usefulness
- d. Equipment for any public facility or improvement when first erected or acquired
- e. The cost of engineering or architectural studies and services relative to the improvement
- f. The acquisition of land for a community facility such as a park, highway, sewer line, etc

Normal replacement of vehicles or equipment and normal recurring renovations which are funded in departmental operating budgets and cost less than \$100,000 are generally excluded from the Capital Improvement Program. One exception to this provision is the Technology Enhancement project where the City periodically implements a personal computer replacement program over multiple years and also undertakes similar programs for equipment replacement.

The project listings on the following pages may also contain projects that are less than the \$100,000 threshold. Exceptions will occur for projects where the City contributes only a portion of the total project cost (i.e. Emergency Spill Cleanup), the project contains multiple phases (i.e. Camping World Stadium Improvements, Stormwater Monitoring), or the current year CIP project is the planning phase of a construction project.

The majority of the projects in the Capital Budget are described in the Description of Major Capital Budget Projects section. The entire financing plan along with more detailed project descriptions can be found in the companion City publication entitled 2021-2025 Capital Improvement Program.

The 2020/21 Adopted Capital Budget by Fund schedule indicates if the project is part of the CIE and what function it serves. The functions/types of projects are abbreviated as follows:

ECD	Economic Development
GEN	General Government
INF	Community Infrastructure
PSF	Public Safety
PUB	Public Facilities
REC	Recreation and Culture
SOL	Solid Waste
STR	Stormwater
TRA	Transportation
WAS	Water Reclamation

The City Policy for Growth Management and the City Policy for Capital Improvements can be found in the Appendix.

CAPITAL IMPROVEMENTS AND DEBT

PROJECT DESCRIPTION FORMS

Capital Improvement Program project requests are submitted using a Microsoft Access database that is located on a shared network drive. This allows City Departments to go online and access existing projects and create new projects. Departments can add to, modify and view the projects that were included in the previous years Program. Management and Budget is notified of any projects that can be deleted. Departments have access to this database during the project input timeframe, which generally runs from early December to the end of January.

Project information is stored in this database in an electronic format. Having this information in a database allows for the printing of reports and description forms in an easy to read format. Reports can be created by various factors such as funding source, function or division/department. The database can be modified, if necessary, to accommodate specific requests or needs.

The database is used to print the Capital Improvement Program document. Information is also often exported into a spreadsheet format. An example of a project description form as it would appear in the Capital Improvement Program document is shown below:

TYPE OF SERVICE: Transportation		PROJECT NUMBER: PROJECT NAME:		FINANCIAL PROJECT #	PAGE					
DEPARTMENT: TRANSPORTATION DEPT.		81-755-004 Regional Computerized Signal System								
DIVISION: TRANS. ENGINEERING		PRIORITY: Repair / Replacement								
PROBLEM IDENTIFICATION OR NEED:				PROJECT RANKING						
The majority of the signalized intersections in the City operate in a coordinated system. A connected system provides coordination with other adjacent or area signals to allow for traffic flow continuity on arterials or grid-type road networks and for monitoring of signals. The City has partnered with MetroPlan Orlando and FDOT to replace much of the old twisted-pair copper to fiber optic cables to greatly improve the capacity and reliability of our transportation communications system. We need to continue this process to connect the few remaining isolated intersections and those still on twisted pair. Additionally, some of the earliest fiber optic installations are reaching end of life and need to be replaced to improve reliability and to support upcoming new connected and autonomous vehicle (CAV) technologies.				Department Rating 1. 7						
The Transportation Department replaced the old Traffic Management Center (TMC) video wall with energy-efficient flat screen technology. The next step will be to install video management servers to allow flexibility in operating and displaying the traffic surveillance CCTV cameras in the TMC and Event Management Center.				CIE Requirement Y						
RECOMMENDED SOLUTION (PROJECT DESCRIPTION):				CONTACT: Benton Bonney 4072463626						
This on-going project ensures the continuous expansion, upgrade, and replacement of existing signal communications and the connection of remote devices. Implementation to add additional hardware and software. This will reduce maintenance costs and resolve operational deficiencies. Later funding required for ongoing adding, upgrading and replacing communications cable as well as providing wireless communications links where installing cable is not feasible. This includes the operations and maintenance of the fiber optic communication equipment, traffic signal control software and video wall hardware and software.				REMARKS						
Installing a video wall controller and software to support all types of CCTV. The video upgrade project would also include preparing design documentation for a MetroPlan or FDOT-funded CCTV camera replacement program and City funding critical camera additions or replacements.				SERVICE AREA						
Finally, system upgrades will improve Transportation's ability to share video with FDOT and City emergency services.				CITYWIDE						
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR				LOCATION						
FUND	2020/21	2021/22	2022/23	2023/24	2024/25	FIVE YR	LATER	PRIOR	Total	
1100	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$800,000	\$3,500,140	\$4,800,140	
ALL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$800,000	\$3,500,140	\$4,800,140	
PROJECT COST BY PHASE				IMPACT ON OPERATING COST (+-)						
Project Phasing		Estimated Time		Estimated Cost						
Description	From	To								
				Salaries, Wages, Benefits		\$137,000				
				Operating Costs		\$61,000				
				Other Capital Costs		\$7,200				
				Total Annual Operating Costs:		\$205,200				
				SOURCE:						
				Total Annual Income		\$0				



CAPITAL IMPROVEMENTS AND DEBT

FY 2020/21 CAPITAL BUDGET CALENDAR

March 4	Distribution of CIP project request packets.
February - March	Project request input with approval and prioritization by Department Directors. Requests must also be reviewed by the Public Works Department and/or Facilities Management to ensure accurate cost information.
March 26	Project request input complete and ready for review by the Office of the CAO and the Office of Business and Financial Services.
March - April	Project review and analysis.
April - May	Recommended CIP schedule for review with Mayor.
July	Public Budget Workshop held with City Council
August	Economic Development Department reviews recommended CIP for consistency with Growth Management Plan and makes a recommendation to the Municipal Planning Board.
September 8	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program.
September 15	Final public hearing to adopt millage rate, budget and Capital Improvement Program.
October 1	Implementation of adopted budget.
December - January	CIP document published.

CAPITAL IMPROVEMENTS AND DEBT

FUNDING SOURCES FOR CAPITAL PROJECTS

Federal Aid - Community Development Block Grant Funds

Federal grants for states, counties, and cities to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons..

General Revenue - CIP

General revenue consists of a variety of sources, including Property (Ad Valorem) taxes, Federal and State funding, OUC dividend and other fees. Property tax revenue is based on a millage rate (one mill is equivalent to \$1 per \$1,000 of assessed value), which is applied to the total assessed property value. The City of Orlando's millage rate is 6.65. Property tax is the single largest revenue source for the City. This revenue is used primarily to support General Fund operations. For FY 2020/21 the City Council set aside \$19.4 million of general revenue for CIP funding.

Other Funds

Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation. For FY2020/21, this includes Downtown Development Board, Downtown South Neighborhood Improvement District Fund, Dubsdread Golf Course Renewal and Replacements Funds, and Parking Renewal and Replacement Fund.

Sewer Service Charges

Although other types of service charges are assessed, this discussion will only concern sewer service charges. Monthly service charges are assessed for the use of services and facilities of the City's sanitary sewer system. Service charges are used to pay for operating expenses, maintenance, construction and debt service.

Six Cent Local Option Gas Tax Funds

Six cents from every gallon of motor fuel sold in Orange County goes to the County and the municipalities within it. Under the current interlocal agreement, the City's portion of the total net revenue is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Proceeds must be used toward the cost of establishing, operating, and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction and maintenance of roads.

Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989. This fee will generate approximately \$24.2 million in FY 2020/21, depending on development. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year a portion of the funding will be allocated for capital improvements, while the remainder will be used for operating and maintenance expenses.

Tax Increment Financing

A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement such as redevelopment projects or infrastructure improvements may be undertaken utilizing these funds.

Impact Fees

In 1986, the City adopted a Transportation Impact Fee and Park Impact Fee Ordinances. Through these fees the City charges a fee for new construction projects to ensure the developments pay their fair share of the cost of new and/or expanded transportation facilities, and Park Facilities necessary to accommodate that growth. There are three benefit areas: North, Southeast, and Southwest. Transportation Impact Fees must be properly earmarked so that the money collected is spent within the proper benefit area or on a specific road project.

CAPITAL IMPROVEMENTS AND DEBT

FY 2020/21 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2020/2021 Budget Resolution and is considered the approved capital budget. See details about every project on our website at www.cityoforlando.net/obfs

		<u>2020/21</u>	<u>Function</u>	<u>CIE</u>
Capital Improvement (General Fund)				
Affordable Housing	\$	1,000,000	INF	N
Athletic Field Maintenance		641,000	REC	N
Bridge Maintenance and Repair		125,000	STR	N
Digital Signage Project		260,300	GEN	N
DPAC R&R Contribution		1,844,811	REC	N
Facility Evaluation, Repairs, and Rehabilitation		1,000,000	PUB	N
Fire Equipment Replacement		1,200,000	PSF	N
Fire Training and Admin Facility - Phase I		500,000	PSF	N
Information Technology Enhancements		1,375,000	GEN	N
Information Technology Security Measures		361,655	GEN	N
Miscellaneous Sidewalk Repair		300,000	TRA	Y
Parks and Playground Renovation Project		1,225,000	REC	N
Pavement Rehabilitation		2,000,000	TRA	N
Police Equipment Replacement		1,310,724	PSF	Y
Recreation Facility Renovations and Maintenance		1,500,000	REC	N
Recreation Pools & Courts		290,000	REC	N
School Safety Sidewalk Program		600,000	TRA	Y
Sidewalk Remediation Program		850,000	TRA	Y
Smart Cities Capital Project		900,000	INF	N
Southeast Projects		1,400,000	TRA	Y
Transportation Safety Projects		400,000	TRA	N
Transportation System Equipment and Maintenance		300,000	TRA	N
Workday Time Tracking		86,391	GEN	N
Capital Improvement Fund Total	\$	19,469,881		
Gas Tax				
ADA Transition Plan	\$	300,000	TRA	Y
Bicycle Plan Implementation		200,000	TRA	Y
Brick Street Restoration		100,000	TRA	N
Curb Ramp Construction and Curb Repair		150,000	TRA	N
Intersection Safety Improvements		400,000	TRA	N
LYNX Annual Contribution		4,003,006	TRA	Y
Miscellaneous Sidewalk Repair		200,000	TRA	Y
Pavement Marking Maintenance		550,000	TRA	N
Pavement Rehabilitation		2,100,000	TRA	N
Regional Computerized Signal System		100,000	TRA	Y
Robinson Street "Complete Streets"		1,000,000	TRA	N
School Safety Sidewalk Program		100,000	TRA	Y
Traffic Counts and Travel Time Studies		200,000	TRA	N
Traffic Signal Refurbishing Program		200,000	TRA	N
Gas Tax Total	\$	9,603,006		

(Continued on next page)

CAPITAL IMPROVEMENTS AND DEBT

FY 2020/21 Adopted Capital Budget by Fund

	<u>2020/21</u>	<u>Function</u>	<u>CIE</u>
Transportation Impact Fees			
Alden/Lake Highland Realignment	\$ 1,000,000	TRA	Y
Terry Avenue Extension	332,000	TRA	Y
Innovation Way South	400,000	TRA	Y
Narcoossee Widening: SR 528 - SR 417	500,000	TRA	Y
New Traffic Signal Locations	250,000	TRA	Y
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	6,000,000	TRA	Y
Pres. Barack Obama Parkway Phase 2	500,000	TRA	Y
Raleigh Street Improvements	200,000	TRA	N
Transportation Impact Fees Total	\$ 9,182,000		
Water Reclamation Collection System Impact Fees Fund			
Lift Station Telemetry Replacement	\$ 3,000,000	WAS	N
Lift Stations 2 and 85 Rehabilitation	2,000,000	WAS	N
Lift Stations Electrical Safety Improvements	1,000,000	WAS	N
Water Reclamation Collection System Impact Fees Fund Total	\$ 6,000,000		
Water Reclamation Impact Fees Fund			
Conserv I Treatment Plant Improvements	\$ 35,760,497	WAS	N
Water Reclamation Impact Fees Fund	\$ 35,760,497		
Water Reclamation Renewal and Replacement Fund			
Lift Station Underground Rehabilitation	\$ 3,000,000	WAS	Y
Water Reclamation Renewal and Replacement Fund	\$ 3,000,000		
Water Reclamation Projects			
Bill Fredrick Park Lift Station Improvements	\$ 1,950,000	WAS	N
Conserv I Area Collection System Improvements	1,500,000	WAS	Y
Conserv I Operations Center and Lab	400,000	WAS	N
Conserv I South Reclaimed Water Main	3,000,000	WAS	Y
Conserv I Treatment Plant Improvements	12,000,000	WAS	Y
Conserv II Area Collection System Improvements	3,500,000	WAS	Y
Inflow & Infiltration Reduction Project	1,000,000	WAS	N
Iron Bridge Area Collection System Improvements	2,000,000	WAS	Y
Iron Bridge Ventilation for Biosolids Press Room	400,000	WAS	N
Lift Station 55 Replacement and LS 249 Upgrades	1,000,000	WAS	N
Lift Stations Emergency Generators	2,500,000	WAS	Y
Line Sewers	3,000,000	WAS	Y
LS 1,2, and 3 Force Main	3,250,000	WAS	N
Rapid Response Construction	1,300,000	WAS	N
Reclaimed Water System Valve Replacements	200,000	WAS	N
Sanitary Service Lateral Rehabilitation	2,000,000	WAS	Y
Sanitary System Corrosion Abatement	2,000,000	WAS	N
Sanitary upgrades with other projects	3,000,000	WAS	Y
Sewage Air Release Valve Replacement	2,000,000	WAS	N
Water Reclamation Projects Total	\$ 46,000,000		

(Continued on next page)

CAPITAL IMPROVEMENTS AND DEBT

Stormwater Capital

Lake Hourglass to Lake Lancaster Drainage Improvem	\$	140,000	STR	Y
Stormwater System Construction		1,000,000	STR	Y
System Repair and Rehabilitation		1,000,000	STR	Y
Stormwater Capital Total		\$ 2,140,000		

Parking Projects

55 West Maintenance and Repairs	\$	200,000	TRA	N
Administration Center Garage Repair/Maintenance		150,000	TRA	N
Central Blvd Garage Repair and Maintenance		200,000	TRA	N
Courthouse Garage Repair and Maintenance		100,000	TRA	N
GEICO Garage Repairs and Maintenance		250,000	TRA	N
Jefferson Garage Capital Repairs		200,000	TRA	N
Library Garage Repair and Maintenance		175,000	TRA	N
Parking Projects Total		\$ 1,275,000		

Solid Waste Fund

CBD Waste & Recycling Center	\$	400,000	SOL	Y
Commercial Collection Vehicles		450,000	SOL	Y
Residential/Recycling Collection Vehicles		1,050,000	SOL	Y
Solid Waste Fund Total		\$ 1,900,000		

2020/21 Function CIE

Community Redevelopment Agency & Downtown Development Board

Arts & Culture	\$	286,350	ECD	N
Business Recruitment & Retention		650,000	ECD	N
Community Outreach		1,200,650	ECD	N
Downtown Capital Maintenance		2,423,649	ECD	N
Downtown Lighting		500,000	ECD	N
Façade Grant Program		490,000	ECD	N
Lake Eola CRA		1,000,000	ECD	N
Minority/Women Entrepreneur Business Assistance		50,000	ECD	N
Parramore Housing Initiative		1,500,000	ECD	N
Real Estate - CRA		2,500,000	ECD	N
Streetscape Improvements		500,000	ECD	Y
Streetscape Matching		300,000	ECD	N
Transportation Access & Connectivity		4,247,946	ECD	N
Under I Design		2,000,000	ECD	Y
Venues & Open Spaces		1,500,000	ECD	N
Community Redevelopment Agency & Downtown Development Board Total		\$ 19,148,595		

CAPITAL IMPROVEMENTS AND DEBT

Downtown Development Board

Farmers Market	\$	50,000	INF	N
Marketing - Downtown Development Board		800,000	INF	N
Welcome Center Upgrades		100,000	INF	N
Downtown Development Board Total	\$	<u>950,000</u>		

Downtown South Neighborhood Improvement District Fund

DSNID Projects	\$	350,000	INF	N
Downtown South Neighborhood Improvement District Total	\$	<u>350,000</u>		

Dubsdread Golf Course Renewal & Replacement

Dubsdread Course/Grounds Maintenance		255,000	REC	N
Dubsdread Golf Course Renewal & Replacement Total	\$	<u>255,000</u>		

Real Estate Acquisition Fund

Real Estate Acquisition	\$	1,000,000	GEN	N
Real Estate Acquisition Fund Total	\$	<u>1,000,000</u>		

CIP Total

\$ 156,033,979

SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS

FIRE EQUIPMENT REPLACEMENT

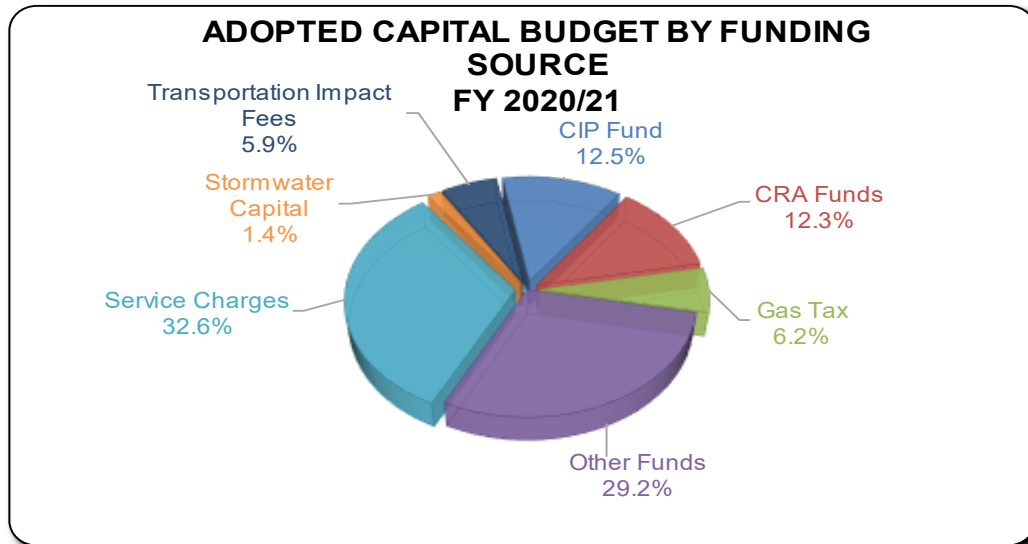
This equipment replacement request is submitted annually to alleviate the impact of large purchases, including bunker gear, air packs, air bottles and other depreciable equipment like rope and extrication tools.

Funding Source: CIP Fund **Budget:** \$1,200,000 **Estimated Completion:** Recurring **Department:** Fire



(See details about every project on our website at www.cityoforlando.net/obfs)

CAPITAL IMPROVEMENTS AND DEBT



<u>FUNDING SOURCE</u>	<u>FY 2020/21</u>	<u>% of TOTAL</u>
CIP Fund	\$ 19,469,881	12.5%
CRA Funds	\$ 19,148,595	12.3%
Gas Tax	\$ 9,603,006	6.2%
Other Funds	\$ 45,590,497	29.2%
Service Charges	\$ 50,900,000	32.6%
Stormwater Capital	\$ 2,140,000	1.4%
Transportation Impact Fees	\$ 9,182,000	5.9%
Total	\$ 156,033,979	100.0%

Monthly service charges are assessed for the use of services and facilities of the City's sanitary sewer system. This source will fund approximately 19 projects in FY 2020/2021 totaling \$26,500,000.

The Stormwater Utility Fee is expected to generate \$24.2 million in FY 2020/2021. A portion is reserved for capital improvements, with the balance reserved for operating and maintenance expenses. Stormwater improvements during FY 2020/2021 will include three projects at a cost of \$2.1 million.

A specified portion of general revenue may be set aside each year for capital improvements. For FY 2020/21 the City Council set aside \$19.4 million of general revenue for CIP funding.

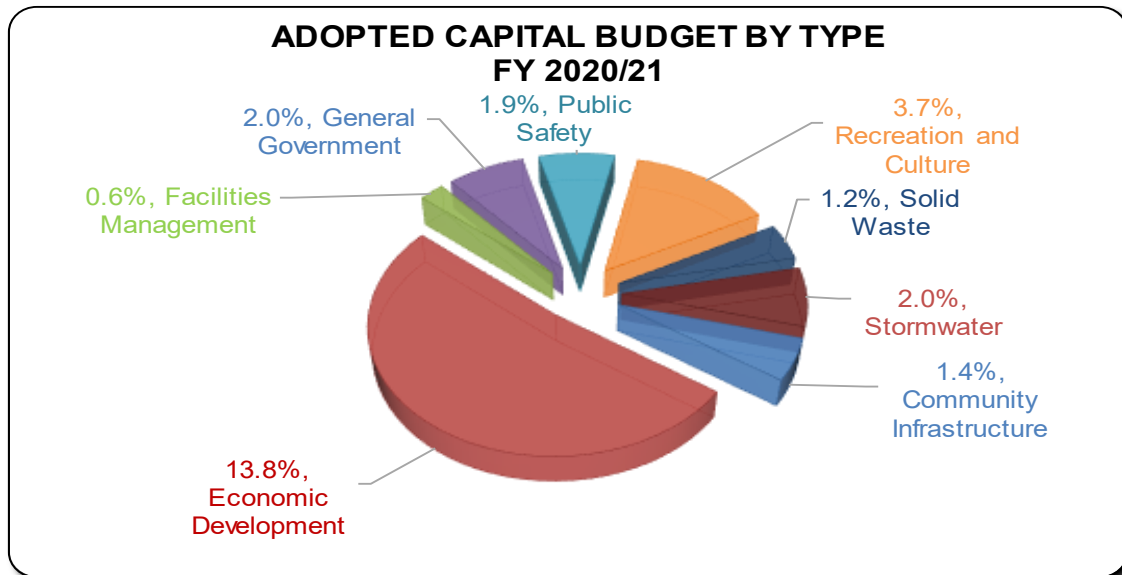
Six cents from every gallon of motor fuel sold in Orange County goes to the County and municipalities within its jurisdiction. The City of Orlando's portion of the total net revenue is 21.1%, which is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Gas Tax will fund 14 projects, and a contribution to the local bus system in FY 2020/21.

CAPITAL IMPROVEMENTS AND DEBT

USES OF FUNDS

Capital Budget expenditures are categorized by one of ten service types. The service types are as follows:

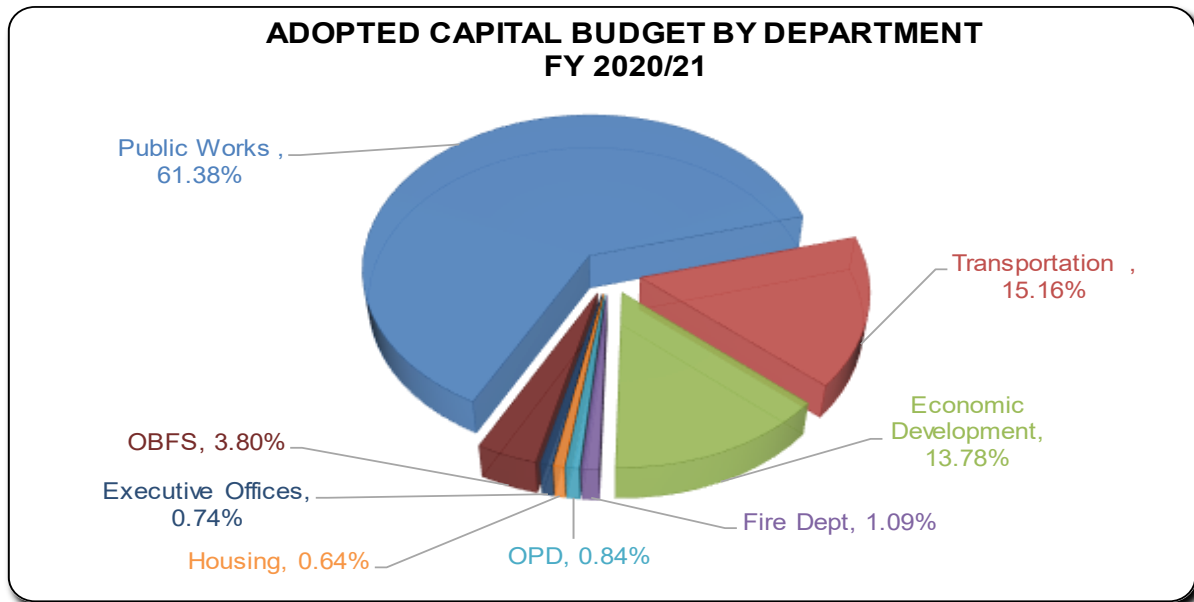
- | | |
|-----------------------|------------------------|
| CRA | Recreation and Culture |
| Economic Development | Solid Waste |
| Facilities Management | Stormwater |
| General Government | Transportation |
| Public Safety | Water Reclamation |



TYPE	FUNDING AMOUNT	
	FY 2020/21	% of TOTAL
Community Infrastructure	\$ 2,250,000	1.4%
Economic Development	\$ 21,498,595	13.8%
Facilities Management	\$ 1,000,000	0.6%
General Government	\$ 3,083,346	2.0%
Public Safety	\$ 3,010,724	1.9%
Recreation and Culture	\$ 5,755,811	3.7%
Solid Waste	\$ 1,900,000	1.2%
Stormwater	\$ 3,115,000	2.0%
Transportation	\$ 23,660,006	15.2%
Water Reclamation	\$ 90,760,497	58.2%
	\$ 156,033,979	100.0%

Public Works projects, Water reclamation, transportation and stormwater account for a combined total of 77%. Recreation and Culture, Solid Waste, Public Safety and General Government account for the remainder. Stormwater, Water Reclamation and Solid Waste projects have dedicated, relatively stable funding mechanisms (user fees) in place to cover capital costs. Recreation and Culture, Economic Development, General Government and Public Safety rely heavily on CIP funding. Transportation projects have dedicated sources in Gas Tax and Transportation Impact Fees, but also rely on a variety of other sources.

CAPITAL IMPROVEMENTS AND DEBT



FUNDING AMOUNT

<u>DEPARTMENT</u>	<u>FY 2020/21</u>	<u>% of TOTAL</u>
Public Works	\$ 95,775,497	61.4%
Transportation	\$ 23,660,006	15.2%
Economic Development	\$ 21,498,595	13.8%
Fire Dept	\$ 1,700,000	1.1%
OPD	\$ 1,310,724	0.8%
Housing	\$ 1,000,000	0.6%
Executive Offices	\$ 1,160,300	0.7%
OBFS	\$ 5,922,857	3.8%
FPR	\$ 4,006,000	2.6%
Total	\$ 156,033,979	100.0%

The key role in the initial stages of capital programming falls upon the operating departments, boards and agencies. By virtue of their technical knowledge and experience in the individual fields, it becomes their responsibility to initiate project requests, formulated in a manner that states the merits of each project as well as that projects' relative importance in the department's overall program.

Each project carries a department priority recommendation. This ranking is assigned by the submitting department or agency and reflects the relative importance of the individual project to that particular department's total program.

CAPITAL IMPROVEMENTS AND DEBT

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

The Capital Improvement Program is a crucial component of the City's annual budgeting process. Costs associated with new and expanded infrastructure are normally included in the operating budget at the time during which the item becomes operational. It is possible, in certain cases, that impacts may be phased in during the construction or acquisition period. An example of this would be the construction of a Fire Station. Given the timeframe for recruiting, hiring, and training, some personnel costs may be added to the budget prior to the official opening of the Station. Operating costs, such as utilities, would then be budgeted for the time the Station actually opens.

Some capital projects may require debt financing, resulting in scheduled annual debt service payments. Any applicable debt service on debt issued for capital projects is also included in the operating budget. Although the issuance of debt may be the most feasible way to fund capital improvements, debt service will reduce the amount of funds available for other uses. The ratio of debt service to the size of the budget as a whole, and particularly to operating costs, must be maintained at appropriate levels.

Debt outstanding is described in the Debt Service Overview. It is important to note that the cost of existing debt will continue, based upon the life of the issue, even if no additional debt is being incurred.

Notes on transportation, stormwater and water reclamation infrastructure:

Transportation—new transportation infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. However, roads, sidewalks, pedestrian crossings, pavement markings, signals and signs must be kept up to City standards, as well as other required standards. As more miles are brought on line, additional staff and equipment may be needed in the future to maintain desired service levels. No additional staff or equipment is being added this fiscal year.

Stormwater—new stormwater infrastructure normally does not have specific additional operating costs, other than materials and supplies for maintenance. In addition, infrastructure must be kept clear of debris. Maintenance of new and improved infrastructure in the Capital Budget is included in the operating budget of the Streets and Stormwater Services Division and is funded from Stormwater Utility Fees in an Enterprise Fund. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year, a portion of the funding is allocated for capital improvements, while the remainder is used for operating and maintenance expenses. Additional staff and equipment may be needed in the future to further maintain the infrastructure.

Water Reclamation —many of the City's water reclamation lift stations, along with some of its other infrastructure, are over 20 years old and are deteriorating and declining in reliability and efficiency. Replacing equipment with current technology will generate energy savings. At this time the exact amount of savings is unknown.






The estimated known impacts of capital projects on the operating budget are outlined on the following page.

SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS

CONSERV I TREATMENT PLANT IMPROVEMENTS

The Water Conserv I facility is over 30 years old and needs a complete rehabilitation and expansion. The rehabilitation and expansion will address growing needs of the service area, and meet discharge requirements of the Florida Department of Environmental Protection.

Funding Source: Water Reclamation General Construction and Impact Fee Reserves Funds	Budget: \$47,760,497	Estimated Completion: FY20/21 - FY24/25	Department: Public Works
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CAPITAL IMPROVEMENTS AND DEBT

	Estimated Annual Personnel Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost	<u>Comments</u>
Gas Tax				
Regional Computerized Signal System	\$ 137,000	\$ 61,000	\$ 198,000	Repair/Replacement
Robinson Street "Complete Streets"	-	5,000	5,000	Future Need/Planned Expansion
Gas Tax Total	\$ -	\$ 66,000	\$ 203,000	
Capital Improvements Fund (CIP)				
Smart Cities Capital Project	181,272	-	181,272	Annual energy savings
CIP Total	\$ -	\$ -	\$ 181,272	
Transportation Impact Fees				
Raleigh Street Improvements	\$ -	\$ 100,000	\$ 100,000	Estimated Pavement Rehab
Grand National Dr. Oakridge Rd to Sand Lake Rd	-	8,250	8,250	Estimated Pavement Rehab
Narcoossee Widening: SR 528 - SR 417	-	20,625	20,625	Estimated Pavement Rehab
Transportation Impact Fees Total	\$ -	\$ 128,875	\$ 128,875	
Solid Waste Fund				
Solid Waste Consolidate Facilities Construction	\$ -	\$ 150,000	\$ 150,000	Bldg Operating Costs
Commercial Collection Vehicles	159,846	475,000	634,846	Savings begin in year 2
Residential/Recycling Collection Vehicles	180,000	425,000	605,000	Savings begin in year 2
Solid Waste Total	\$ -	\$ 1,050,000	\$ 1,389,846	
Real Estate Acquisition Fund				
Real Estate Acquisition	\$ -	\$ 500	\$ 500	Maintenance & Non-Ad valorem
Real Estate Acquisition Total	\$ -	\$ 500	\$ 500	
Operating Cost Impact Total	\$ -	\$ 1,245,375	\$ 1,903,493	

SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS

PARRAMORE HOUSING INITIATIVE

Increasing need for more affordable housing options in Central Florida - specifically in District 5 and providing opportunities for housing rehabilitation.

Funding Source:
CRA Fund

Budget:
\$1,500,000

Estimated Completion:
FY20/21

Department:
Economic
Development

CAPITAL IMPROVEMENTS AND DEBT

Repair, Renovation, Replacement and Maintenance

An examination reveals that numerous projects are for repair, renovation, replacement and maintenance. A primary component of the framework of a Capital Improvement Program is to address the repair and replacement of existing public facilities. When limited funding is available, a large portion of the allocated funds will be directed toward this, rather than construction of new facilities or infrastructure.

Repair, renovation, replacement and maintenance projects, by their nature, do not entail additional operating costs. Since a number of the projects outlined in the FY 2020/21 Capital Budget fall into this category, the impact on the FY 2020/21 operating budget, particularly in the General Fund, is negligible.

A listing of repair, renovation, and replacement and maintenance projects is shown below.

	<u>2020/21</u>
Administration Center Garage Repair/Maintenance	150,000
Athletic Field Maintenance	641,000
Brick Street Restoration	100,000
Bridge Maintenance and Repair (CIP Fund)	125,000
Central Blvd Garage Repair and Maintenance	200,000
Courthouse Garage Repair and Maintenance	100,000
Dubsdread Course/Grounds Maintenance	255,000
Facility Evaluation, Repairs, and Rehabilitation	1,000,000
Fire Equipment Replacement	1,200,000
Jefferson Garage Capital Repairs	200,000
Library Garage Repair and Maintenance	175,000
Lift Stations Electrical Safety Improvements	1,000,000
Miscellaneous Sidewalk Repair (CIP Fund)	300,000
Miscellaneous Sidewalk Repair (Gas Tax Fund)	200,000
Parks and Playground Renovation Project	1,225,000
Pavement Marking Maintenance	550,000
Pavement Rehabilitation (CIP Fund)	2,000,000
Pavement Rehabilitation (Gas Tax Fund)	2,100,000
Police Equipment Replacement	1,310,724
Recreation Facility Renovations and Maintenance	1,500,000
Recreation Pools & Courts	290,000
Sanitary Service Lateral Rehabilitation	2,000,000
School Safety Sidewalk Program (CIP Fund)	600,000
School Safety Sidewalk Program (Gas Tax Fund)	100,000
Sidewalk Remediation Program	850,000
System Repair and Rehabilitation	1,000,000
Transportation System Equipment and Maintenance	300,000
	<u>\$ 19,471,724</u>

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS

For the FY 2020/21 Capital Budget, projects have been classified as either recurring or non-recurring projects. Recurring capital expenditures are those that are included in almost every budget and will have no significant impact on the operating budget. Examples of this include the purchase of vehicles as part of the fleet replacement schedule and the planned routine cycle of replacing technology equipment. Non-recurring capital expenditures would be new projects that occur infrequently, would be considered non-routine and may have an impact on the operating budget. Examples include the construction of a new City building or a park, increasing the number of City vehicles, etc.

Recurring Capital Projects	FY 2020/21 Budget	
ADA Transition Plan	300,000	Recurring
Administration Center Garage Repair/Maintenance	150,000	Recurring
Athletic Field Maintenance	641,000	Recurring
Bicycle Plan Implementation	200,000	Recurring
Brick Street Restoration	100,000	Recurring
Central Blvd Garage Repair and Maintenance	200,000	Recurring
Conserv I Area Collection System Improvements	1,500,000	Recurring
Conserv II Area Collection System Improvements	3,500,000	Recurring
Courthouse Garage Repair and Maintenance	100,000	Recurring
Downtown Capital Maintenance	2,423,649	Recurring
DPAC R&R Contribution	1,844,811	Recurring
DSNID Projects	350,000	Recurring
Dubsdread Golf Course/Grounds Maintenance	255,000	Recurring
Facility Evaluation, Repairs and Rehabilitation	1,000,000	Recurring
Fire Equipment Replacement	1,200,000	Recurring
Intersection Safety Improvements	400,000	Recurring
Iron Bridge Area Collection System Improvements	2,000,000	Recurring
Jefferson Garage Capital Repairs	200,000	Recurring
Library Garage Repairs and Maintenance	175,000	Recurring
Lift Station - Underground Rehabilitation	3,000,000	Recurring
LYNX Annual Contribution	4,003,006	Recurring
Miscellaneous Sidewalk Repair (CIP)	300,000	Recurring
Miscellaneous Sidewalk Repair (Gas Tax)	200,000	Recurring
New Traffic Signal Locations	250,000	Recurring
OPD Equipment Replacement	1,310,724	Recurring
Parks and Playground Renovation Project	1,225,000	Recurring
Pavement Marking Maintenance	550,000	Recurring
Pavement Rehabilitation (CIP)	2,000,000	Recurring
Pavement Rehabilitation (Gas Tax)	2,100,000	Recurring
Rapid Response Construction (WAS)	1,300,000	Recurring
Recreation Facility Renovations and Maintenance	1,500,000	Recurring
Recreation Pools and Courts	290,000	Recurring
Sanitary Service Lateral Rehabilitation	2,000,000	Recurring
Sanitary Upgrades with Other Projects	3,000,000	Recurring
School Safety Sidewalk Program (CIP)	600,000	Recurring
School Safety Sidewalk Program (Gas Tax)	100,000	Recurring
Stormwater System Construction	1,000,000	Recurring
Streetscape Matching	300,000	Recurring
System Repair and Rehabilitation	1,000,000	Recurring
Traffic Counts and Travel Time Studies	200,000	Recurring
Traffic Signal Refurbishing Program	200,000	Recurring
Transportation Access & Connectivity	4,247,946	Recurring
Transportation Safety Projects	400,000	Recurring
Transportation System Equipment and Maintenance	300,000	Recurring
Recurring Projects Sub Total	\$ 47,916,136	

(Continued on next page)

CAPITAL IMPROVEMENTS AND DEBT

RECURRING AND NON-RECURRING CAPITAL PROJECTS (Continued)

	FY 2020/21	
	Budget	
Non-Recurring Capital Projects		
Affordable Housing	1,000,000	Non-Recurring
Bridge Maintenance and Repair	125,000	Non-Recurring
Digital Signage Project	260,300	Non-Recurring
Fire Training and Admin Facility - Phase I	500,000	Non-Recurring
Information Technology Enhancements	1,375,000	Non-Recurring
Information Technology Security Measures	361,655	Non-Recurring
Sidewalk Remediation Program	850,000	Non-Recurring
Smart Cities Capital Project	900,000	Non-Recurring
Southeast Projects	1,400,000	Non-Recurring
Workday Time Tracking	86,391	Non-Recurring
Curb Ramp Construction and Curb Repair	150,000	Non-Recurring
Regional Computerized Signal System	100,000	Non-Recurring
Robinson Street "Complete Streets"	1,000,000	Non-Recurring
Alden/Lake Highland Realignment	1,000,000	Non-Recurring
Terry Avenue Extension	332,000	Non-Recurring
Innovation Way South	400,000	Non-Recurring
Narcoossee Widening: SR 528 - SR 417	500,000	Non-Recurring
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	6,000,000	Non-Recurring
Pres. Barack Obama Parkway Phase 2	500,000	Non-Recurring
Raleigh Street Improvements	200,000	Non-Recurring
Lift Station Telemetry Replacement	3,000,000	Non-Recurring
Lift Stations 2 and 85 Rehabilitation	2,000,000	Non-Recurring
Lift Stations Electrical Safety Improvements	1,000,000	Non-Recurring
Conserv I Treatment Plant Improvements	35,760,497	Non-Recurring
Bill Fredrick Park Lift Station Improvements	1,950,000	Non-Recurring
Conserv I Operations Center and Lab	400,000	Non-Recurring
Conserv I South Reclaimed Water Main	3,000,000	Non-Recurring
Conserv I Treatment Plant Improvements	12,000,000	Non-Recurring
Inflow & Infiltration Reduction Project	1,000,000	Non-Recurring
Iron Bridge Ventilation for Biosolids Press Room	400,000	Non-Recurring
Lift Station 55 Replacement and LS 249 Upgrades	1,000,000	Non-Recurring
Lift Stations Emergency Generators	2,500,000	Non-Recurring
Line Sewers	3,000,000	Non-Recurring
LS 1,2, and 3 Force Main	3,250,000	Non-Recurring
Reclaimed Water System Valve Replacements	200,000	Non-Recurring
Sanitary System Corrosion Abatement	2,000,000	Non-Recurring
Sewage Air Release Valve Replacement	2,000,000	Non-Recurring
Lake Hourglass to Lake Lancaster Drainage Improvem	140,000	Non-Recurring
55 West Maintenance and Repairs	200,000	Non-Recurring
GEICO Garage Repairs and Maintenance	250,000	Non-Recurring
CBD Waste & Recycling Center	400,000	Non-Recurring
Commercial Collection Vehicles	450,000	Non-Recurring
Residential/Recycling Collection Vehicles	1,050,000	Non-Recurring
Arts & Culture	286,350	Non-Recurring
Business Recruitment & Retention	650,000	Non-Recurring
Community Outreach	1,200,650	Non-Recurring
Downtown Lighting	500,000	Non-Recurring
Façade Grant Program	490,000	Non-Recurring
Lake Eola CRA	1,000,000	Non-Recurring
Minority/Women Entrepreneur Business Assistance	50,000	Non-Recurring
Parramore Housing Initiative	1,500,000	Non-Recurring
Real Estate - CRA	2,500,000	Non-Recurring
Streetscape Improvements	500,000	Non-Recurring
Under I Design	2,000,000	Non-Recurring
Venues & Open Spaces	1,500,000	Non-Recurring
Farmers Market	50,000	Non-Recurring
Marketing - Downtown Development Board	800,000	Non-Recurring
Welcome Center Upgrades	100,000	Non-Recurring
Real Estate Acquisition	1,000,000	Non-Recurring
Non-Recurring Projects Total	\$ 108,117,843	
All Recurring and Non-Recurring Projects Total	\$ 156,033,979	

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF MAJOR CAPITAL BUDGET PROJECTS (>=\$2 million)

The following list identifies and details aspects of select major projects included in the FY 2020/21 adopted capital budget that are funded at \$2 million or more. These projects account for 69% of the Capital Budget and may incorporate a mix of funding sources. Further information on these projects can be found in the Capital Improvement Program document available from the Office of Business and Financial Services.

	<u>2020/21</u>
Conserv I South Reclaimed Water Main	3,000,000
Conserv I Treatment Plant Improvements	12,000,000
Conserv I Treatment Plant Improvements	35,760,497
Conserv II Area Collection System Improvements	3,500,000
Downtown Capital Maintenance	2,423,649
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	6,000,000
Iron Bridge Area Collection System Improvements	2,000,000
Lift Station Telemetry Replacement	3,000,000
Lift Station Underground Rehabilitation	3,000,000
Lift Stations 2 and 85 Rehabilitation	2,000,000
Lift Stations Emergency Generators	2,500,000
Line Sewers	3,000,000
LS 1,2, and 3 Force Main	3,250,000
LYNX Annual Contribution	4,003,006
Pavement Rehabilitation	2,000,000
Pavement Rehabilitation	2,100,000
Real Estate - CRA	2,500,000
Sanitary Service Lateral Rehabilitation	2,000,000
Sanitary System Corrosion Abatement	2,000,000
Sanitary upgrades with other projects	3,000,000
Sewage Air Release Valve Replacement	2,000,000
Transportation Access & Connectivity	4,247,946
Under I Design	2,000,000
	<u>\$ 107,285,098</u>

Conserv II Equalization Pumping Station Rehab - Three equalization pump station pumps are over 10 years old and are at the end of their service life. The ancillary piping and valves are over 20 years old and are beginning to leak. The pump volutes on all 5 pumps have become worn and have reduced pumping capacity. The equalization pump station is in continuous use. A majority of the equipment has passed its service life and is approaching its end of useful life.

DTO Implementation - Implementation of various initiatives and projects identified in the Project DTO Vision Plan.

Lynx Annual Contribution - The Growth Management Plan addresses the need to contribute to the mass transit provider. The City will contribute toward fleet, operational and Para-transit requirements. Annually allocate a portion of the City's Gas Tax revenue will be contributed to the mass transit provider.

Narcoossee Widening SR 528 – SR417 - Current pavement conditions along Narcoossee Road between SR 528 and SR 417 dictate the need for repaving in the near future, and modelling shows that the capacity demand as a result of growth will necessitate the widening within the next 5-years. This will widen Narcoossee from a two-lane and to a 6-lane road.

Parramore Housing Initiative - Increase housing through support for the development of multi-family and single-family residences. Expecting to add 10 more homes.

Pavement Rehabilitation - A continuing program of pavement rehabilitation is required to maintain in excess of 900 miles of roadway within the City of Orlando. Pavement surfaces have a life of approximately 15 years depending on traffic loading, environment and drainage conditions. An updated condition assessment completed in December 2006 indicates that Orlando's average pavement condition is relatively fair and a budget of \$4.05M is required to keep the conditions at the same level. Pavement rehabilitation spending below \$4.05M will result in overall declining pavement surface conditions. Deferring rehabilitation costs has the potential to significantly increase the budget as this may require replacement.

CAPITAL IMPROVEMENTS AND DEBT

PARTICIPATION IN DETERMINING CAPITAL NEEDS

During the development of the capital improvement budget, public input is received in order to determine what capital needs should be funded. The City has several advisory boards that meet throughout the fiscal year in which capital budget recommendations may be formulated or that are related to the growth and development of the City.

Affordable Housing Advisory Committee: The Board reviews the established policies and procedures, ordinances, land development regulations, and adopted local comprehensive plan of the City of Orlando and recommends to the Mayor and City Council specific initiatives to encourage or facilitate affordable housing.

Downtown Development Board: The Board's mission is to revitalize and preserve property value, reduce present and prevent future deterioration, and encourage development in the Orlando central city area.

Families, Parks and Recreation Board: The Board consults with, advises and assists the Mayor and City Council in establishing a city-wide comprehensive system of supervised recreational, cultural and educational facilities and programs in their broadest sense, including, but not limited to sports, athletics, playgrounds, recreation centers, and activities for the diversion and entertainment of both residents and visitors; advises the proper care and management of facilities and charging rental fees for use of such facilities; makes recommendations to the FP&R Director regarding the adoption of rules and regulations pertaining to conduct of third persons at, in, or about public facilities and on public property under the direction of Department of Families, Parks & Recreation.

Historic Preservation Board: The Board promotes the welfare of the City through preservation and protection of historic structures, sites, monuments and areas. Recommends to Municipal Planning Board establishment of historic districts, designation of historic landmarks, and holds public hearings.

Municipal Planning Board: The Board represents the local planning agency responsible for Growth Management Program; prepares comprehensive plan of municipal improvements; reviews plats; recommends zoning and other land development regulations; coordinates land development and regulatory functions of other City boards by consolidating recommendations to City Council.

Public Art Advisory Board: The Board establishes a Public Art Master Plan; recommends specific projects, selection of art works, landscaping and architectural enhancements.

Additionally, the public is invited to attend and comment on the Capital Improvement Program during the public hearings for budget adoption.

SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS

BICYCLE PLAN IMPLEMENTATION

This project addresses the need to improve safety, design, and accessibility elements of the City's bicycle network, while reducing pollution, creating a healthier citizenry, and supporting a form of transportation that will remain sustainable for years to come.



Funding Source:
Gas Tax Fund

Budget:
\$200,000

Estimated Completion:
FY20/21

Department:
Transportation



CAPITAL IMPROVEMENTS AND DEBT

DEBT SERVICE OVERVIEW

A comprehensive debt plan is imperative for all jurisdictions that issue debt. The provisions of a debt plan should balance the necessity of a jurisdiction borrowing funds to provide capital facilities and infrastructure today, while being conscious of the operating impact of those borrowings on future years.

As the City addresses its needs at any one period in time, the Mayor and City Council must be prepared to ensure the flexibility of this and future generations of elected officials to meet the then present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed or arbitrary limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum), the City Council has approved by policy the following targets to ensure future flexibility.

	Target	9/30/2015	9/30/2016	9/30/2017	9/30/2018	9/30/2019
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures						
Debt Limit (within the covenant program limitation)	20% max	8.40%	11.00%	8.10%	8.90%	9.90%
Goal / Target	10% max					
Weighted Average Maturity of Debt Program(s):						
Self Supporting Proprietary Operations	15 yr max	15.8	15.1	11.7	10.2	9.6
Self Supporting Other Governmental	25 yr max	11.2	11.1	10.7	10.2	9.7
Non-Self Supporting	20 yr max	11.6	11.3	10.8	9.5	11.7
General Government Direct Debt per Capita	\$1,375 max	\$1,419	\$1,395	\$1,293	\$1,054	\$984
Net Direct Debt as a Percentage of Ad Valorem Property Values						
General Government	2.5% max	1.9%	1.6%	1.5%	1.1%	0.9%
Total Tax Supported	3.5% max	2.9%	2.5%	2.2%	1.7%	1.5%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	24.70%	27.50%	26.70%	26.20%	27.70%

While the City currently operates well within these targets, net of interim financing for the Community Venues Projects, it is appropriate to use these various common measures of debt burden as a means of setting parameters for the City's overall Debt Management Program.

Additional information on the City of Orlando's debt program can be found in the Bond Disclosure documents and Comprehensive Annual Reports located at: <http://www.cityoforlando.net/admin/accounting/reports.htm>.

CAPITAL IMPROVEMENTS AND DEBT

RATING AGENCY ANALYSIS

Rating agencies provide an independent assessment of the relative credit worthiness of a municipal security. These agencies provide a letter grade that conveys their assessment of the ability of the borrower to repay the debt. These ratings are also a factor that is considered by the municipal bond market when determining the cost of borrowed funds (interest rate).

There are three nationally recognized rating agencies – Moody’s Investor Services, Standard and Poor’s Corporation, and Fitch Ratings. There are five primary factors these agencies consider when evaluating a proposed debt offering:

- Economic Environment (trend information / revenue to support debt)
- Debt History (previous offerings and debt position)
- Administration (management qualities and organizational structure)
- Financial Performance (current operations and history)
- Debt Management (debt policies and long-term planning)

Each agency use a different system to rate debt. The table below provides a comparison of their rating systems:

Explanation of Bond Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Premium Quality	Aaa	AAA	AAA
High Quality	Aa	AA	AA
Medium Quality	A	A	A
Medium Grade, Lower Quality	Baa	BBB	BBB
Pre dominanty Speculative	Ba	BB	BB
Speculative, Low Grade	B	B	B
Poor to Default	Caa	CCC	CCC
Highest Speculation	Ca	CC	CC
Lowest Quality	C	C	C
In Default or Arrears		DDD	DDD
Questionable Value		DD, D	DD, D

Note: Fitch and Standard and Poor's may use a "+" or "-" to modify ratings; Moody's may use a numerical modifier, with "1" being the highest.

The most recent debt of the City of Orlando has been rated by each of the rating agencies. The ratings assigned to this debt reflect the market’s recognition of its high quality. The following table summarizes the City’s most recent rating:

City of Orlando Debt Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Capital Improvement Special Revenue Bonds, Series 2018B	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2018A	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2017A	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2016B	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2016C	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2014B	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2014C	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2014D	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2012A	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2011A	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2010A	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2010B	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2010C	Aa2	AA+	AA+

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING

The following is a description of the City's debt obligations and commitments as of September 30, 2019.

PRIMARY GOVERNMENT:

PROPRIETARY FUNDS:

Wastewater System Revenue Bonds:

The Water Reclamation System Refunding and Improvement Revenue Bonds, Series 2013 are secured by an irrevocable lien on the Pledged Revenues which consist of the Net Revenues of the System and the Pledged Utilities Services Tax. The lien of the Series 2013 Bonds on the Pledged Revenues is on a parity with the lien thereon of any Additional Parity Obligations that may be issued from time to time, and with the lien of any Parity Contract Obligations entered into by the City from time to time, on the Pledged Revenues but is prior to all other contractual liens or encumbrances on the Pledged Revenues, except as provided below. The pledge of and lien on the Pledged Utilities Services Tax component of the Pledged Revenues granted under the Bond Ordinance is junior and subordinate in all respects to the pledge of and lien on the Utilities Services Tax with respect to any Senior Lien Utilities Services Tax Obligations which the City may in the future incur in accordance with the Bond Ordinance.

The rate covenant commitment holds that the City will fix, establish, revise from time to time whenever necessary, maintain and collect always such fees, rates, rentals and other charges for the use of the products, services and facilities of the System which will always provide, Pledged Revenues in each Fiscal Year sufficient to pay one hundred twenty-five percent (125%) of the Bond Service Requirement on all Outstanding Bonds in the applicable Bond Year.

In addition to compliance with the paragraph above, Pledged Revenues in each Fiscal Year shall also be sufficient to provide one hundred percent (100%) of the Bond Service Requirement on all Outstanding Bonds in the applicable Bond Year, any amounts required by the terms hereof to be deposited into the Reserve Fund, the Renewal, Replacement and Improvement Fund and debt service on other obligations payable from the Net Revenues of the System, and other payments, and all allocations and applications of revenues herein required in such Fiscal Year. Net Revenues shall not be reduced so as to render them insufficient to provide revenues for the purposes provided in the Bond Ordinance.

The Water Reclamation bond covenants require that two separate debt service coverage tests be met (as discussed above). The City met both coverage tests for fiscal year 2019.

For additional information on visit <http://www.cityoforlando.net/obfs/wp-content/uploads/sites/23/2020/04/CAFR-2019-COMPRESSED.pdf>

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

Debt Service Requirements to Maturity Principal and Interest Requirements Wastewater State Revolving Fund

<u>Fiscal Year</u>	
2019	5,393,615
2020	5,393,615
2021	6,074,149
2022-2026	39,205,341
2027-2031	27,545,341
2032-2036	18,328,494
2037-2042	12,716,002
	<u>\$ 114,656,557</u>

State of Florida Revolving Loan Program

The State of Florida Revolving Loan Program is junior and subordinate to the Water Reclamation Bonds Program. Proceeds from the loan program will be used to finance water reclamation capital projects and currently the City has ten loans outstanding. The loan program operates on a reimbursement basis. When proceeds are remitted, the loans accrue interest based upon the rate approved by the State at the date of closing. The liability due to the State is the loan amount (as amended) plus accrued interest until six months prior to the date repayments commence, and a 2% service fee. At September 30, 2019 the City had total loans outstanding of \$52,184,442 payable to the State. The net revenues of the water reclamation funds will be used to make the debt service payments.

	<u>Interest Rate</u>	<u>Balance 10/1/18</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance 9/30/18</u>	<u>Due Within One Year</u>
Loans Payable:						
State Revolving Loan 65001S	2.60%	\$ 14,187,832	\$ -	\$ 1,511,950	\$ 12,675,882	\$ 1,551,541
State Revolving Loan 65002P	2.66%	892,960	-	79,057	813,903	81,174
State Revolving Loan 65003P	2.66%	826,773	-	54,009	772,764	55,455
State Revolving Loan 65004O	2.56%	5,329,584	-	349,216	4,980,368	358,460
State Revolving Loan 65006O	2.49%	9,738,513	-	869,028	8,869,485	890,802
State Revolving Loan 48040O	2.47%	9,692,245	-	543,926	9,148,319	557,040
State Revolving Loan 48041O	1.72%	4,065,040	-	215,030	3,850,010	218,744
State Revolving Loan 48042O	1.59%	2,381,324	-	119,029	2,262,295	120,929
State Revolving Loan 48043O	1.72%	2,152,014	-	113,836	2,038,178	115,802
State Revolving Loan 48046O	0.30%	6,991,784	-	218,546	6,773,238	366,780
Total Loans Payable		<u>\$ 56,258,069</u>	<u>\$ -</u>	<u>\$ 4,073,627</u>	<u>\$ 52,184,442</u>	<u>\$ 4,316,727</u>

The SRF loan agreements provide for a rate coverage test. In each fiscal year, the Pledged Revenues are supposed to equal or exceed 1.15 times the sum of the semiannual loan payments due in such fiscal year. The City met the rate coverage test for fiscal year 2019.

CAPITAL IMPROVEMENTS AND DEBT

Orlando Venues Revenue Bonds:

In August 2017, the City issued its Senior Tourist Development Tax Refunding Revenue Bonds (6th Cent Contract Payments), Series 2017A, and its Second Lien Subordinate Tourist Development Tax Refunding Revenue Bonds (6th Cent Contract Payments), Series 2017B, in the combined amount of \$224,350,000. The Series 2017A and Series 2017B Bonds were issued for the purpose of fully refunding the City's Tourist Development Tax Revenue Bonds, (6th Cent Contract Payments), Series 2008A, and Second Lien Subordinate Tourist Development Tax Revenue Bonds (6th Cent Contract Payments), Series 2008B, and partially refunding the Third Lien Subordinate Tourist Development Tax Revenue Bonds (6th Cent Contract Payments), Series 2008C. These bonds are limited obligations of the City payable from the pledged TDT revenues noted below.

In the Interlocal Agreement between the City of Orlando and Orange County, the County agreed to contribute a portion of the 6th Cent TDT revenues monthly to the City for the payment of the debt service on these bonds. These TDT revenues are collected countywide and remitted to a trustee who allocates these pledged funds according to a flow of funds. On the second business day of each month, the Orange County Comptroller's Office publishes a TDT press release on their website summarizing the most recent monthly tax collections.

Legal provisions of these revenue bonds require the City to maintain liquidity and debt service reserves based on the maximum annual debt service in accordance with the Flow of Funds described in the bond documents. If the debt service reserves are depleted, the bond insurer would then make the required debt service payments and this would qualify as a technical default.

For the fiscal year ended September 30, 2019, the total principal and interest paid was \$18.9 million and 6th Cent TDT revenue distributions received totaled \$24.1 million. Total principal and interest remaining on the Series 2017A, Series 2017B, and Series 2008C bonds as of September 30, 2019 is \$373.3 million, with annual requirements ranging from \$17.1 million in fiscal year 2039, to \$20.7 million in fiscal year 2020. If sufficient TDT revenues are available, the City will make planned targeted annual principal payments on the Series 2008C bonds and retire the principal early. In most years, required total annual debt service across all three series is approximately \$18.7 million. Management cannot predict the sufficiency of future TDT revenues to pay the annual debt service. While some use of reserves may be needed to meet future debt service payments, management does not anticipate that the City will deplete its debt service reserves within the 12 months following the end of fiscal year 2019.

In September 2016, the City issued State Sales Tax Payments Refunding and Improvement Revenue Bonds, Series 2016, in the amount of \$28,090,000. The proceeds from these bonds were used to advance refund \$26,590,000 in outstanding State Sales Tax Payments Revenue Bonds, Series 2008 and to provide additional funding for capital improvements at the Amway Center. For the fiscal year ended September 30, 2019, the total principal and interest paid on the Series 2016 bonds was \$2.0 million, and State sales tax revenue distributions received totaled \$2.0 million. Total principal and interest remaining on the Series 2016 bonds as of September 30, 2019 is \$36.9 million, with annual requirements of approximately \$2.0 million through FY 2038.

The City began receiving distributions from the State of Florida, derived from State sales tax revenues, in February 2008, in the amount of \$166,667 monthly, pursuant to Section 288.1162, Florida Statutes, and will continue to receive these distributions for 30 years, until January 2038. These distributions are pledged to pay the debt service on the bonds. As a condition before receiving these sales tax revenue payments, the State must certify the events center as a "facility for a professional sports franchise." The City received this certification for the Amway Center on November 30, 2007.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

State Infrastructure Bank Loan Agreement (the SIB Loan):

In February 2007, the City approved the SIB Loan with the Florida Department of Transportation (FDOT). The purpose of the SIB Loan is to provide the City's local funding necessary for the final design of both Phases I and II, right-of-way and track acquisition, vehicle procurement, construction, testing, and start-up of the commuter rail service (SunRail). The SIB Loan provides for a total amount up to \$16.17 million at an interest rate of 2.45%. The loan will be repaid over a period of ten years. The City has agreed to budget and appropriate General Fund money to repay the obligation. The first loan repayment was made in October 2012. As of September 30, 2019, the outstanding loan balance is \$3,335,707.

Downtown CRA District:

Downtown CRA Tax Increment Revenue Bonds:

On April 14, 2010 the City issued \$71,415,000 in Community Redevelopment Agency Taxable Tax Increment Revenue Bonds, Series 2010B (Downtown District – Direct Subsidy Build America Bonds). The Series 2010B bonds mature on September 1, 2040. As of September 30, 2019, the outstanding balance on the bonds is \$69,970,000. See Note 21 for additional information regarding the refunding of the Series 2010B Bonds.

On September 3, 2019 the City issued \$57,351,000 in Community Redevelopment Agency Tax Increment Revenue Refunding Bonds (Downtown District), Series 2019A. The Series 2019A bonds mature on September 1, 2037. As of September 30, 2019, the outstanding balance on the bonds is \$57,351,000.

The tax increment revenue received by the CRA on property within the downtown Community Redevelopment area is pledged to secure the outstanding bonds of these issues. The operating costs of the CRA and other capital projects may be financed out of the excess, after the debt service is provided. Additional bonds may be issued only after a parity test of 125% has been met, given retrospective consideration to the assessed value and related millage rates (and thus the revised increment) for the New Year. Additionally, the CRA has incurred subordinate lien level obligations and any additional debt incurred would have to be addressed in addition to these obligations.

Republic Drive (Universal Boulevard) CRA District:

Republic Drive (Universal Boulevard) Tax Increment Revenue Refunding Bonds (Series 2012):

On February 23, 2012 the City issued \$29,430,000 in Republic Drive (Universal Boulevard) Tax Increment Revenue Refunding Bonds, Series 2012. The original Republic Drive (Universal Boulevard) bonds financed an I-4 interchange. The Series 2012 bonds mature on April 1, 2025. As of September 30, 2019, the outstanding balance on the bonds is \$15,495,000.

Republic Drive (Universal Boulevard) Tax Increment Revenue Bonds (Series 2013):

On April 30, 2013 the City issued \$9,000,000 in Republic Drive (Universal Boulevard) Tax Increment Revenue Bonds, Series 2013. Proceeds of the bonds were used to fund capital improvements. The Series 2013 bonds mature on April 1, 2025. As of September 30, 2019, the outstanding balance on the bonds is \$4,817,516.

Conroy Road CRA District:

Conroy Road Tax Increment Revenue Refunding Bonds (Series 2012):

On May 16, 2012 the City issued \$19,225,000 in Conroy Road Tax Increment Revenue Refunding bonds, Series 2012. The original Conroy Road bonds financed an I-4 interchange. The Series 2012 bonds mature on April 1, 2026. As of September 30, 2019, the outstanding balance on the bonds is \$11,235,000.

INTERNAL SERVICE FUNDS:

Internal Loan Fund:

The City's obligation is a covenant to budget and appropriate from non-ad valorem revenues (from the General Fund and/or Utilities Services Tax Fund) to pay the debt service. The covenant program does not have either a rate covenant or an additional bonds test, but does include a dilution test, which cannot be exceeded. The variable rate loans do not require debt amortization during the first two-thirds of the nominal life. The City is required to demonstrate, in its annual secondary market bond disclosure supplement, how its internal loans and external debt amortization match up to avoid any future balloon maturity issues.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

During 1986-87, the City created the Internal Loan Fund to provide interim or longer-term financing to other Funds of the City. The financing for the Fund's loan activities was initially funded with proceeds of Non-Self Sufficient Debt and continues to be funded through the re-lending of portions of internal loan repayments. The loan documents between the Internal Loan Fund and the various recipient funds set forth expectations for project use, principal amortization, if appropriate, and revenue sources for repayment.

The following descriptions summarize the major individual loans (in excess of \$2,000,000 outstanding) and briefly explain the projects constructed:

FY 03-04 Capital Projects

The loan was used to finance the \$26,000,000 Capital Project initiative.

Real Estate Acquisition

The \$8,500,000 loan was used for the acquisition of real estate for strategic planning.

Public Safety Projects

In October 2007, the City issued \$58,905,000 in covenant bonds to finance the \$54,000,000 public safety construction initiative and to reimburse \$7,000,000 in interim internal banking fund loans.

Lake Highland Remediation Project

This is a \$12,925,000 pollution remediation contract to clean up city property located in the Lake Highland area.

Strategic Land Purchases

The \$15,000,000 loan was used to acquire property needed for the construction of a Major League Soccer Stadium, which will be home to the Orlando City Lions.

Orlando Sports Holdings (OSH) Northbrook Land Purchase

The \$6,062,000 loan was used to acquire property needed for the construction of a Major League Soccer Stadium, which will be home to the Orlando City Lions.

Police Headquarters and Energy Efficiency

In October 2014, the City issued \$62,205,000 in covenant bonds to finance \$41,940,000 toward the construction of a new police headquarters, \$4,470,000 for the construction of Fire Station 2, and \$15,795,000 for energy efficiency improvements throughout City facilities.

Public Safety Projects 2016

In May 2016, the City issued \$26,425,000 in covenant bonds to finance a public safety construction initiative, which includes a new Computer Aided Dispatch system, 2 new fire stations, and other miscellaneous improvements.

CRA - Parramore Housing/Office Complex

Provided up to \$12,500,000 in incentives for a Parramore area housing/office complex.

Camping World Stadium (former Citrus Bowl) Renovation

The \$21,000,000 loan was used to finance the CRA's contribution to the stadium renovation project, per the Interlocal Agreement with the County.

Dowden Road Phase 1

The \$9,000,000 loan was used to provide funding for the City's Commitment to Regional Road Network under Starwood Development Agreement, which was approved by City Council in October of 2016.

Amway Center Construction

The \$12,000,000 (plus capitalized interest) was used to partly finance the construction of a new events center.

Geico Garage

The \$14,500,000 loan was used to finance a portion of the City owned parking garage, which is connected to the new Amway Center.

Jefferson Street Garage

The \$21,200,000 loan was used to finance the construction of a 1,045 space City owned parking garage.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

Capital Improvement Special Revenue Bonds (Fixed Rate)

The City's Capital Improvement Bonds are the fixed rate portion of the program. The Covenant Debt Program is designed to include long-term fixed and variable rate debt to produce a lower blended cost of money and other advantages to the City.

Variable Rate Notes/Loans

SSGFC Series H Commercial Paper Program

The SSGFC created a separate City of Orlando only Commercial Paper series, which can be accessed for tax-exempt, alternative minimum tax (AMT), and taxable uses. In December 2004 the City borrowed \$18,510,000 in tax-exempt commercial paper to refund City issued commercial paper initiated in 1994.

In March 2007, the City borrowed \$50,000,000 in tax-exempt commercial paper to finance land purchases for the AmwayCenter; \$10,000,000 of this was repaid on March 1, 2011. As of September 30, 2019, the outstanding balance is \$40,000,000. In fiscal year 2008, the City borrowed an additional \$60,000,000 in tax-exempt commercial paper as part of the overall financing plan for the construction of three Community Venues; \$10,000,000 of this was repaid on March 1, 2011. As of September 30, 2019, the outstanding balance is \$50,000,000.

Internal Loan Fund Loans – The City created the Internal Loan Fund (as an Internal Service Fund) to provide interim or longer-term financing to other funds. The financing for the Fund's loan activities was provided through non-revenue specific and non-project specific loans from the Sunshine State Governmental Financing Commission, the Capital Improvement Revenue Bonds, Medium-Term Notes, and the Covenant Commercial Paper Program.

Internal loans receivable as of September 30, 2019 totaled \$331,905,517 as reported on CAFR page 184. Of this amount, \$48,454,909 was loaned to the City's proprietary funds. The loans to proprietary funds are reported as liabilities in each respective fund. Governmental internal loans payable totaled \$283,450,608 as shown on the reconciliation on CAFR page 41.

(Please see CAFR-2019 for referenced pages above) <http://www.cityoforlando.net/obfs/cafr/>

k. Variable Rate Debt - The City has one major program (Covenant debt), which has exposure to variable rate debt. GAAP requires that for variable rate programs, future debt service forecasts be based on the actual end of the year interest rates. The following schedule reflects the City's variable rate debt programs as of September 30, 2019.

Variable Rate Debt Program				
Program	Series	Outstanding Amount	Number of Modes	Present Mode
Internal Loan:				
SSGFC	2004	9,255	N/A	CP
SSGFC	2007	40,000	N/A	CP
SSGFC	2008	50,000	N/A	CP
		<u>\$ 99,255</u>		

The City's Internal Loan Fund financing program utilizes multi-modal variable rate debt; thus, requiring both reimbursement (letter or line of credit) and remarketing agreements.

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA Notes to Financial Statements September 30, 2019

a. **Description of Individual Bond Issues and Loans Outstanding** - Summarized below are the City's bond and loan issues which are outstanding at September 30, 2019:

	Purpose of Issue	Amount Issued	Amount Outstanding	Coupon Interest Rate	Maximum Annual Debt Service
PRIMARY GOVERNMENT:					
Governmental Activities					
State Infrastructure Bank (SIB) Loan	Sun Rail Commuter Rail	\$ 14,874,867	\$ 3,335,707	2.45%	\$ 1,729,450
Community Redevelopment Agency--					
Republic Dr. (Universal Blvd) Series 2012	Refunding	29,430,000	15,495,000	3.00-5.00%	3,008,750
Republic Dr. (Universal Blvd) Series 2013 (1)	Capital Improvements	9,000,000	4,817,516	2.17%	864,993
Conroy Road Series 2012	Refunding	19,225,000	11,235,000	5.00%	1,947,750
Downtown CRA Series 2010B	Performing Arts Ctr.	71,415,000	69,970,000	6.21-7.78%	10,837,876
Downtown CRA Series 2019A (1)	Refunding	57,351,000	57,351,000	3.40-3.56%	4,458,213
Total		<u>201,295,867</u>	<u>162,204,223</u>		
Internal Loan Fund --					
SSGFC Tax-exempt Series H	Refunding	18,510,000	9,255,000	(2)	(3)
Capital Improvement Special Revenue Bonds:					
Series 2009B	Refunding	15,965,000	5,580,000	5.00%	5,719,500
Series 2010B	Refunding	17,650,000	17,350,000	5.00%	6,554,375
Series 2010C	Refunding	40,260,000	4,470,000	5.00%	2,402,625
Series 2014A (1)	Refunding	6,205,000	1,825,000	1.99%	1,843,158
Series 2014B	Public Safety projects	62,205,000	59,270,000	5.00%	4,503,250
Series 2014C	Refunding	10,355,000	6,885,000	5.00%	1,333,875
Series 2014D	Refunding	12,450,000	8,770,000	5.00%	1,491,500
Series 2015A (1)	Refunding	5,705,000	5,705,000	1.82%	3,738,716
Series 2016A (1)	Refunding	6,995,000	6,995,000	1.90%	5,042,453
Series 2016B	Refunding	54,850,000	53,615,000	3.13-5.00%	5,542,766
Series 2016C	Public Safety projects	26,425,000	24,760,000	4.00-5.00%	2,019,900
Series 2017A (1)	Refunding	8,173,000	8,173,000	2.36%	4,291,402
Series 2018A (1)	Refunding	9,050,000	9,050,000	2.85%	5,872,507
Series 2018B	Capital Projects	105,135,000	105,135,000	4.00-5.00%	6,710,000
Total Internal Loan Fund		<u>399,933,000</u>	<u>326,838,000</u>		
Total Governmental Activities		<u>\$ 601,228,867</u>	<u>\$ 489,042,223</u>		
Business-Type Activities					
Wastewater Revenue Bonds					
Series 2013	Water Reclamation Treatment and Refunding	\$ 36,170,000	\$ 29,355,000	2.00-5.00%	2,877,900
State Revolving Fund Loans	Water Reclamation projects	99,970,358	52,184,442	0.30-2.66%	5,393,615
Total Water Reclamation		<u>136,140,358</u>	<u>81,539,442</u>		
Orlando Venues -- SSGFC Venue Loans					
State Sales Tax Ref. Bonds, Series 2016	Refunding	28,090,000	25,435,000	4.00-5.00%	1,998,425
Senior Tourist Dev. Tax Bonds, Series 2008C	Events Center projects	87,270,000	21,855,000	5.50%	3,234,550
Contract Tourist Dev. Tax Ref. Bonds, Series 2017A	Refunding	196,590,000	192,345,000	3.00-5.00%	15,309,500
Contract Tourist Dev. Tax Ref. Bonds, Series 2017B	Refunding	27,760,000	27,120,000	3.00-5.00%	2,146,775
Capital Improvement Bonds					
Series 2009A	Events Center projects	11,950,000	1,365,000	4.78%	1,397,625
Series 2009C	Events Center projects	40,000,000	40,000,000	6.85-7.10%	4,367,361
Series 2016B	Refunding	4,185,000	4,185,000	3.13-5.00%	1,503,125
Total Business-Type Activities		<u>\$ 641,985,358</u>	<u>\$ 483,844,442</u>		

- (1) Bonds from direct borrowings and direct placements.
- (2) These variable rate loans are subject to a 15% interest rate cap. The tax-exempt Series H loans had interest rates, LOC, and other charges of 1.30%, 0.55%, and 0.16% respectively (for a total of 2.01%), on September 30, 2019.
- (3) The amortization requirement of the covenant program (not the individual issues) variable rate obligation require a minimum amortization over the last 1/3 (10 years) of the normal (30 years) maturity.

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY ALL SERIES 2020-2049

Primary Government									
Governmental Activities					Business-type Activities				Total
Fiscal Year	Community Redevelopment	Conroy Road Tax Increment Revenue Ref.	Republic Drive Tax Increment Revenue Ref.	Capital Improvement Revenue	Wastewater Revenue Bonds	Orlando Venues Bonds	Parking System Bonds	Principal & Interest Primary Government (1)	
	Agency Bonds	Bonds	Bonds	Bonds				Government (1)	
2020	\$ 10,881,657	\$ 1,936,750	\$ 3,872,192	\$ 29,293,803	\$ 2,861,325	\$ 22,682,300	\$ 4,414,550	\$	75,942,577
2021	10,872,121	1,938,000	3,872,741	29,358,278	2,865,300	22,649,713	4,308,800		75,864,953
2022	10,836,509	1,940,750	3,873,491	30,820,177	2,855,775	22,639,162	4,310,800		77,276,664
2023	11,215,585	1,939,750	3,873,241	31,394,443	2,854,400	22,601,213	4,309,300		78,187,932
2024	11,179,219	1,945,000	3,871,743	30,558,743	2,848,775	22,581,650	4,367,361		77,352,491
2025	11,133,848	1,946,000	3,873,742	23,855,864	2,877,900	22,564,125	4,324,336		70,575,815
2026	11,091,063	1,947,750	-	24,345,343	2,848,650	22,546,350	4,281,345		67,060,501
2027	11,038,317	-	-	23,466,156	2,846,650	22,528,725	4,238,045		64,117,893
2028	10,988,284	-	-	23,956,523	2,844,525	20,898,775	4,194,094		62,882,201
2029	10,935,064	-	-	17,975,741	2,842,025	19,300,175	4,144,320		55,197,325
2030	10,868,135	-	-	16,174,666	2,838,900	19,285,800	4,088,724		53,256,225
2031	10,812,735	-	-	16,140,617	2,853,950	19,276,550	4,034,225		53,118,077
2032	10,747,054	-	-	16,145,142	2,833,750	19,255,025	3,975,185		52,956,156
2033	10,675,447	-	-	14,647,767	2,829,000	19,243,100	3,918,690		51,314,004
2034	10,604,389	-	-	14,654,917	-	19,227,975	3,854,385		48,341,666
2035	10,520,883	-	-	14,640,617	-	19,208,375	3,787,092		48,156,967
2036	10,440,789	-	-	14,623,167	-	19,192,475	3,716,458		47,972,889
2037	10,356,760	-	-	14,628,176	-	19,178,400	3,642,125		47,805,461
2038	10,837,876	-	-	12,624,005	-	18,164,100	3,568,563		45,194,544
2039	10,605,668	-	-	9,619,225	-	17,143,125	3,490,237		40,858,255
2040	10,368,821	-	-	9,613,475	-	-	3,406,795		23,389,091
2041	-	-	-	9,609,800	-	-	-		9,609,800
2042	-	-	-	9,602,050	-	-	-		9,602,050
2043	-	-	-	9,599,500	-	-	-		9,599,500
2044	-	-	-	9,591,575	-	-	-		9,591,575
2045	-	-	-	9,564,000	-	-	-		9,564,000
2046	-	-	-	9,559,500	-	-	-		9,559,500
2047	-	-	-	9,544,750	-	-	-		9,544,750
2048	-	-	-	6,594,250	-	-	-		6,594,250
2049	-	-	-	6,585,625	-	-	-		6,585,625
	<u>\$ 227,010,224</u>	<u>\$ 13,594,000</u>	<u>\$ 23,237,150</u>	<u>\$ 498,787,895</u>	<u>\$ 39,900,925</u>	<u>\$ 410,167,113</u>	<u>\$ 84,375,430</u>	<u>\$</u>	<u>1,297,072,737</u>

CAPITAL IMPROVEMENTS AND DEBT

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SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2020/21

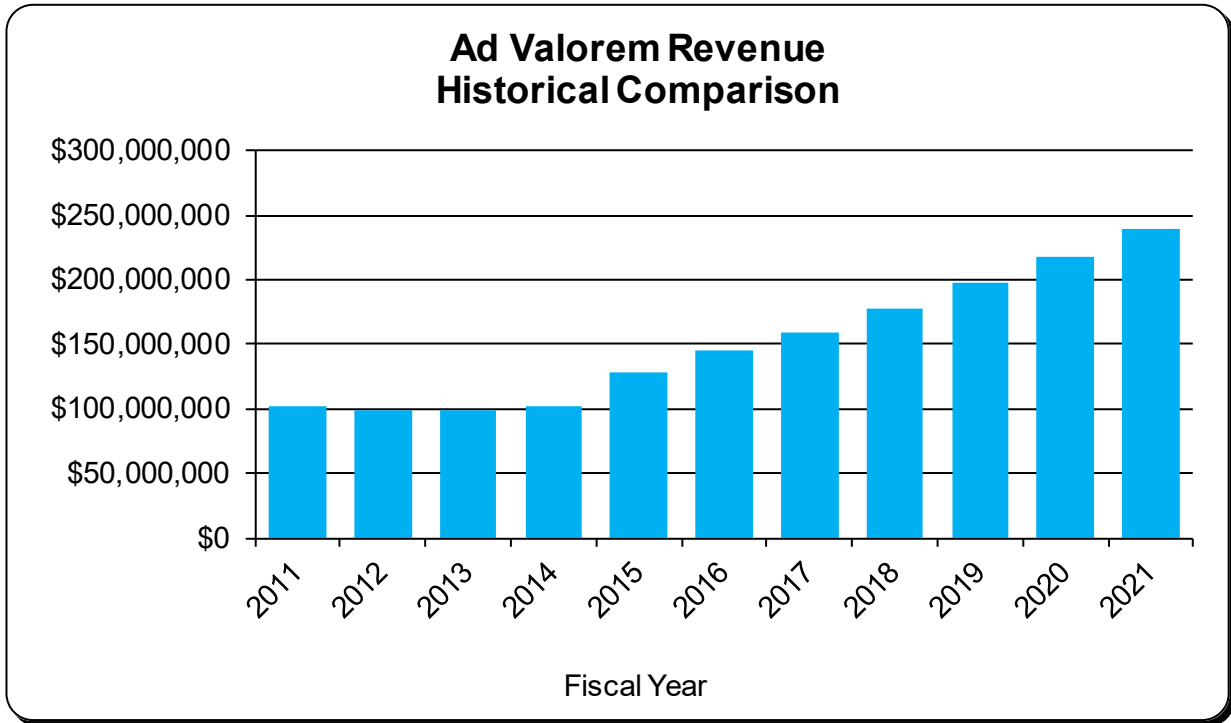
	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel	Page Subtotal
General Fund	201,272,652	144,195,257	8,084,646	34,299,259	12,515,609	725,197	401,092,620
<u>SPECIAL REVENUE</u>							
911 Emergency Phone System Fund	360,000	-	-	-	-	-	360,000
After School All Stars Fund	2,887,861	579,348	65,000	278,000	9,480	2,500	3,822,189
Building Code Enforcement Fund	8,083,852	4,157,551	182,400	691,000	39,900	35,000	13,189,703
Capital Improvements Fund	-	-	-	2,694,811	-	-	2,694,811
Code Enforcement Board Lien Assessment Fund	51,459	28,069	61,900	76,427	-	-	217,855
Cemetery Trust Fund	147,715	62,849	15,000	246,100	93,882	-	565,546
Centroplex Garages Fund	80,525	73,253	20,300	2,732,023	10,000	-	2,916,101
Contraband Forfeiture Trust Fund	-	-	-	-	-	-	-
CRA Operating Fund	2,055,124	1,234,245	305,000	16,173,554	58,537	30,000	19,856,460
CRA Trust Funds	-	-	-	10,000	-	-	10,000
Designated Revenue Fund	-	-	-	2,599,030	-	-	2,599,030
Dubsread Golf Course Funds	-	-	233,052	408,714	-	-	641,766
State Housing Initiatives Partnership Program Fund (SHIP)	-	-	-	-	-	-	-
Gas Tax Fund	-	-	-	-	-	-	-
GOAA Police Fund	8,385,724	6,111,101	187,006	283,450	36,550	-	15,003,831
Harry P. Leu Gardens Fund	1,191,625	650,846	173,000	335,120	124,400	-	2,474,991
Law Enforcement Training Fund	-	-	-	-	-	130,000	130,000
Mennello Museum Fund	319,900	126,997	19,500	37,507	13,800	3,000	520,704
OCPS - Crossing Guard Fund	948,039	44,941	9,000	-	-	-	1,001,980
Park Impact Fee Funds	-	-	-	-	-	-	-
Real Estate Acquisition Fund	-	-	-	-	-	-	-
Special Assessment Funds	-	-	-	-	-	-	-
Spellman Site Fund	-	-	-	-	-	-	-
Street Tree Trust Fund	-	-	107,621	90,000	-	-	197,621
Transportation Impact Fee Funds	-	-	-	150,000	-	-	150,000
U.S. Dept of Housing and Urban Dev. Grants Fund	628,861	193,353	-	7,315,270	-	-	8,137,484
Utility Services Tax Fund	-	-	-	-	-	-	-
Federal Equitable Sharing Agreement Fund	-	-	-	-	-	-	-
<u>DEBT SERVICE</u>							
6th Cent TDT Debt	-	-	-	-	-	-	-
Amway Center Commercial Paper Fund	-	-	-	-	-	-	-
Amway Center Sales Tax Rebate Debt Service Fund	-	-	-	-	-	-	-
Citrus Bowl Commercial Paper Debt Construction Fund	-	-	-	-	-	-	-
CRA Debt Service - 2009	-	-	-	-	-	-	-
CRA Debt Service - 2010	-	-	-	-	-	-	-
CRA Debt Service - Internal Loan	-	-	-	-	-	-	-
CRA Debt Service - Conroy Road	-	-	-	-	-	-	-
CRA Debt Service - Republic Drive	-	-	-	-	-	-	-
CRA D/S - State Infrastructure Bank	-	-	-	-	-	-	-
Events Center Debt Other	-	-	-	-	-	-	-
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	-	-	-	-	-	-	-
Internal Loan - Jefferson Street Garage Fund	-	-	-	-	-	-	-
Investing In Our Neighborhoods Debt Bond Fund Series 2018B	-	-	-	-	-	-	-
New Public Safety and Energy Efficiency Debt Bond Fund	-	-	-	-	-	-	-
Public Safety Debt Bond Fund 2016C	-	-	-	-	-	-	-
Performing Arts Center Commercial Paper Construction Fund	-	-	-	-	-	-	-
Water Reclamation Revenue Bond Funds	-	-	-	-	-	-	-
<u>ENTERPRISE</u>							
55 West Garage R&R Fund	-	-	-	-	-	-	-
Amway Center R&R Fund	-	-	-	-	-	-	-
CNL Renewal and Replacement Fund	-	-	-	-	-	-	-
Orlando Stadiums Operations Fund	1,606,954	264,979	240,800	1,444,058	845,770	-	4,402,561
Orlando Venues Fund	5,244,521	1,949,064	441,187	5,001,764	4,014,352	75,500	16,726,388
Parking System Revenue Fund	4,415,702	2,904,275	320,050	2,698,993	486,492	19,500	10,845,012
Parking R&R Fund	-	-	-	-	-	-	-
Solid Waste Fund	7,541,813	3,472,297	2,211,900	2,184,690	7,894,182	50,000	23,354,882
Stormwater Capital Fund	-	-	-	1,140,000	-	-	1,140,000
Stormwater Utility Fund	7,748,602	2,929,218	432,532	3,353,585	374,945	31,500	14,870,382
Water Reclamation Construction Funds	-	-	-	12,700,000	-	-	12,700,000
Water Reclamation R&R Fund	-	-	-	-	-	-	-
Water Reclamation Revenue Fund	15,980,043	9,513,053	6,898,000	15,813,000	6,944,420	87,180	55,235,696
<u>INTERNAL SERVICE</u>							
Construction Management Fund	2,439,302	1,360,833	11,500	1,000	14,400	4,000	3,831,035
Facilities Management Fund	2,676,041	1,669,186	884,000	6,500,000	220,000	16,625	11,965,852
Fleet Management Funds	2,638,128	1,683,975	7,439,510	4,912,000	150,353	2,582	16,826,548
Health Care Fund	109,777	41,776	2,829	427,503	-	5,250	587,135
Internal Loan Bank Fund	-	-	-	-	-	-	-
Pension Participant Services	13,425	4,594	-	100,000	-	13,000	131,019
Risk Management Fund	1,069,829	517,563	9,600	410,500	3,325	4,500	2,015,317
<u>COMPONENT UNIT</u>							
Downtown Development Board Fund	414,239	-	102,725	1,090,000	1,500	-	1,608,464
Downtown South NID Fund	85,905	26,950	1,400	35,000	600	3,000	152,855
<u>PENSION TRUST</u>							
City Pension Funds	56,283	33,620	3,729	3,730,000	161	34,000	3,857,793
OPEB Trust Fund	-	-	-	-	-	-	-
TOTAL CITY OF ORLANDO	278,453,901	183,829,193	28,463,187	129,962,358	33,852,658	1,272,334	655,833,631

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2020/21

Fleet and Facility Charges	Capital Outlay	Debt Service	Other Expenses	Transfers Out	Total	
29,338,013	2,531,402	19,394,728	48,893,683	32,601,217	533,851,663	General Fund
-	-	-	282	-	360,282	<u>SPECIAL REVENUE</u>
2,787	-	-	218,012	-	4,042,988	911 Emergency Phone System Fund
427,648	348,260	-	3,430,081	-	17,395,692	After School All Stars Fund
1,000,000	6,879,046	-	10,081,472	27,415	20,682,744	Building Code Enforcement Fund
-	15,000	-	130,265	361,880	725,000	Capital Improvements Fund
45,535	35,000	-	61,104	-	707,185	Code Enforcement Board Lien Assessment Fund
18,752	-	-	85,900	-	3,020,753	Cemetery Trust Fund
-	300,000	-	109,918	-	409,918	Centroplex Garages Fund
148,657	83,000	-	3,063,735	3,209,892	26,361,744	Contraband Forfeiture Trust Fund
-	-	-	25,394,645	47,191,697	72,596,342	CRA Operating Fund
-	-	-	478,586	-	3,077,616	CRA Trust Funds
2,907	255,000	-	1,733,031	-	2,632,704	Designated Revenue Fund
-	-	-	-	-	-	Dubsdread Golf Course Funds
-	-	-	9,859,149	-	9,859,149	State Housing Initiatives Partnership Program Fund (SHIP)
39,994	-	-	3,005,302	-	18,049,127	Gas Tax Fund
247,381	-	-	416,332	-	3,138,704	GOAA Police Fund
-	-	-	-	-	130,000	Harry P. Leu Gardens Fund
41,004	-	-	55,268	-	616,976	Law Enforcement Training Fund
-	-	-	85,499	-	1,087,479	Mennello Museum Fund
-	-	-	1,925,392	-	1,925,392	OCPS - Crossing Guard Fund
-	1,000,000	-	153,449	-	1,153,449	Park Impact Fee Funds
-	-	185,812	176,594	-	362,406	Real Estate Acquisition Fund
-	-	879,885	-	-	879,885	Special Assessment Funds
-	-	-	2,698	-	200,319	Spellman Site Fund
-	-	1,936,466	11,566,963	-	13,653,429	Street Tree Trust Fund
-	-	-	3,265	-	8,140,749	Transportation Impact Fee Funds
-	-	-	434,991	34,250,000	34,684,991	U.S. Dept of Housing and Urban Dev. Grants Fund
-	134,000	-	-	-	134,000	Utility Services Tax Fund
-	-	-	-	-	-	Federal Equitable Sharing Agreement Fund
-	-	19,967,475	-	-	19,967,475	<u>DEBT SERVICE</u>
-	-	1,818,750	-	-	1,818,750	6th Cent TDT Debt
-	-	1,995,150	4,854	-	2,000,004	Amway Center Commercial Paper Fund
-	-	314,700	-	-	314,700	Amway Center Sales Tax Rebate Debt Service Fund
-	-	4,041,770	-	-	4,041,770	Citrus Bowl Commercial Paper Debt Construction Fund
-	-	4,875,627	-	-	4,875,627	CRA Debt Service - 2009
-	-	2,632,816	-	-	2,632,816	CRA Debt Service - 2010
-	-	1,901,875	-	-	1,901,875	CRA Debt Service - Internal Loan
-	-	3,804,686	-	-	3,804,686	CRA Debt Service - Conroy Road
-	-	750,000	-	-	750,000	CRA Debt Service - Republic Drive
-	-	1,115,858	-	-	1,115,858	CRA D/S - State Infrastructure Bank
-	-	2,982,641	-	-	2,982,641	Events Center Debt Other
-	-	1,462,750	-	-	1,462,750	Internal Loan - Capital Improvement Bonds 2007 Series B Fund
-	-	6,676,100	-	-	6,676,100	Internal Loan - Jefferson Street Garage Fund
-	-	4,461,750	-	-	4,461,750	Investing In Our Neighborhoods Debt Bond Fund Series 2018B
-	-	1,990,400	-	-	1,990,400	New Public Safety and Energy Efficiency Debt Bond Fund
-	-	566,550	-	-	566,550	Public Safety Debt Bond Fund 2016C
-	-	10,289,599	32,600	-	10,322,199	Performing Arts Center Commercial Paper Construction Fund
-	-	-	275,000	-	275,000	Water Reclamation Revenue Bond Funds
-	-	-	1,000,000	-	1,000,000	<u>ENTERPRISE</u>
-	-	-	91,429	-	91,429	55 West Garage R&R Fund
126,045	-	-	2,501,449	325,000	7,355,055	Amway Center R&R Fund
70,118	-	-	2,752,439	1,639,962	21,188,907	CNL Renewal and Replacement Fund
184,968	150,000	4,245,900	3,699,239	1,516,250	20,641,369	Orlando Stadiums Operations Fund
-	-	-	1,075,000	-	1,075,000	Orlando Venues Fund
10,393,059	1,625,000	-	4,478,842	229,804	40,081,587	Parking System Revenue Fund
-	1,000,000	-	-	-	2,140,000	Parking R&R Fund
2,118,527	270,000	1,925,907	3,438,217	3,379,354	26,002,387	Solid Waste Fund
-	75,060,497	-	-	-	87,760,497	Stormwater Capital Fund
-	3,000,000	-	-	-	3,000,000	Stormwater Utility Fund
4,562,964	948,743	-	14,185,194	39,822,199	114,754,796	Water Reclamation Construction Funds
-	-	-	655,701	-	4,602,800	Water Reclamation R&R Fund
116,064	-	-	1,134,205	-	15,606,783	Water Reclamation Revenue Fund
452,313	2,054,413	-	4,020,780	-	39,434,432	<u>INTERNAL SERVICE</u>
325,849	18,261,255	-	70,499,199	129,750	71,216,084	Construction Management Fund
-	-	11,407,349	2,586,577	-	13,993,926	Facilities Management Fund
-	-	-	12,862	-	143,881	Fleet Management Funds
1,649	-	-	14,007,082	850,000	16,874,048	Health Care Fund
-	-	-	3,205,643	-	4,819,778	Internal Loan Bank Fund
5,671	-	-	539,542	-	692,397	Pension Participant Services
-	-	-	63,571,234	-	68,929,027	Risk Management Fund
-	-	-	27,691,668	-	27,691,668	<u>COMPONENT UNIT</u>
-	1,500,000	-	-	-	68,929,027	Downtown Development Board Fund
-	-	-	-	-	27,691,668	Downtown South NID Fund
-	-	-	-	-	-	<u>PENSION TRUST</u>
-	-	-	-	-	-	City Pension Funds
49,669,905	115,450,616	111,624,544	342,824,372	165,534,420	1,440,937,488	OPEB Trust Fund
						TOTAL CITY OF ORLANDO

SUPPLEMENTAL INFORMATION



Ad Valorem revenues reflect the property value and millage fluctuations that the City has experienced during this period. The millage rate was reduced to the roll back rate of 5.6916 in FY 2002/03. In FY 2007/08, the Florida Legislature mandated Property Tax reform. As a result, the City reduced its millage rate to 4.9307. Still within Property Tax Reform guidelines, the City increased its millage rate by 14.5% to 5.6500 in FY 2008/09. The millage rate remained at 5.6500 for a number of fiscal years amid the economic recession, which contributed to the first decrease in ad valorem revenue since 2002. For FY 2014/15, a millage rate increase of 1.0000 mill was approved, bringing the millage rate up to the current level of 6.6500.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
DIRECT AND OVERLAPPING PROPERTY TAX RATES
LAST TEN FISCAL YEARS**
(rate per \$1,000 of assessed value)

Fiscal Year Ended Sept. 30,	Direct	Overlapping					Total
	City	Orange County	Orange County School Board	DDB/ DSNID (1)	Orange County Library	Water Management District (2)	
2012	5.6500	4.4347	8.4780	1.0000	0.3748	0.3313	20.2688
2013	5.6500	4.4347	8.4780	1.0000	0.3748	0.3313	20.2688
2014	5.6500	4.4347	8.3620	1.0000	0.3748	0.3283	20.1498
2015	6.6500	4.4347	8.4740	1.0000	0.3748	0.3164	21.2499
2016	6.6500	4.4347	8.2180	1.0000	0.3748	0.3023	20.9798
2017	6.6500	4.4347	7.8110	1.0000	0.3748	0.2885	20.5590
2018	6.6500	4.4347	7.4700	1.0000	0.3748	0.2724	20.2019
2019	6.6500	4.4347	7.2990 (3)	1.0000	0.3748	0.2562	20.0147
2020	6.6500	4.4347	7.1090	1.0000	0.3748	0.2414	19.8099
2021	6.6500	4.4347	6.8570	1.0000	0.3748	0.2287	19.5452

Source: Orange County Property Appraiser

Note: (1) The rate for the Downtown Development Board (DDB) and Downtown South Neighborhood Improvement District (DSNID) does not apply to all City of Orlando property owners. The rate applies only to non-homestead property owners whose property is located within the DDB and DSNID's respective geographic boundaries.

(2) Rates are for the St. Johns River Water Management District. Some residents are located in the South Florida Water Management District.

(3) All Millage rates are for operating purposes, except for the Orange County School Board. The 7.2990 millage rate consists of 5.7900 mills for operating purposes and 1.5000 mills for local capital improvement purposes.

The Florida Constitution limits the City and County millage capacity (non debt related) to 10.0000 mills.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA PROPERTY TAX LEVIES AND COLLECTIONS LAST TEN FISCAL YEARS

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy (1)		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
2010	127,026,785	124,996,513	98.40	301,507	125,298,020	98.64
2011	106,612,865	105,324,704	98.79	405,872	105,730,576	99.17
2012	102,782,483	101,990,844	99.23	439,425	102,430,269	99.66
2013	102,865,269	101,863,778	99.03	359,664	102,223,442	99.38
2014	106,406,950	105,426,205	99.08	286,182	105,712,387	99.35
2015	133,761,936	132,830,260	99.30	(133,366) (2)	132,696,894	99.20
2016	152,585,851	149,689,693	98.10	199,957	149,889,650	98.23
2017	165,614,526	164,133,929	99.10	425,780	164,559,709	99.36
2018	185,802,739	184,353,846	99.22	(90,024)	184,263,822	99.17
2019	205,791,325	203,798,970	99.03		203,798,970	99.03

Source: Orange County Tax Collector and City of Orlando Office of Business and Financial Services

Note: (1) Amounts collected within the fiscal year of the levy are inclusive of legally available early payment discounts (ranging from 1% to 4%),
(2) Reduction based on prior year adjustments by the Tax Collector.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA PRINCIPAL PROPERTY TAX PAYERS CURRENT YEAR AND NINE YEARS AGO

Taxpayer	Type of Business	2019			2010		
		Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total City Taxable Assessed Value
Universal City Development Partners LTD	Entertainment	\$2,386,577,822	1	7.78 %	\$1,073,579,581	1	4.78 %
Universal Studios Florida	Entertainment	317,926,904	2	1.04 %			
HIW-KC Orlando LLC	Developer	202,967,694	3	0.66 %	189,846,364	2	0.84 %
SWVP Orlando Office LLC	Developer	177,540,907	4	0.58 %			
Forbes Taubman Orlando LLC	Developer	164,982,048	5	0.54 %	123,707,863		
Camden USA Inc	Developer	156,846,001	6	0.51 %		3	0.55 %
PBP Apartments LLC	Developer	151,243,212	7	0.49 %			
Publix Super Markets Inc	Commercial	141,542,747	8	0.46 %			
Volcano Bay	Entertainment	139,145,394	9	0.45 %			
Piedmont 200 and 250 S. Orange Ave LLC	Commercial	137,860,156	10	0.45 %			
ZML-Sun Center LLP	Developer				118,314,343	4	0.53 %
Orlando Outlet Owner LLC	Commercial				92,911,750	5	0.41 %
MMM Lakewood, Ltd. LLP	Developer				88,933,318	6	0.40 %
Paramount Lake Eola LP	Mixed Use Development				87,357,987	7	0.39 %
ACP/UTAH Orange Ave. LLC	Developer				74,729,137	8	0.33 %
OOC Owner LLC	Commercial				67,423,817	9	0.30 %
B T Orlando, LP	Commercial				65,850,878	10	0.29 %
Other Taxpayers		26,718,680,561		87.04 %	20,486,366,149		91.18 %
	Total	<u>\$30,695,313,446</u>		<u>100.00 %</u>	<u>\$22,469,021,187</u>		<u>100.00 %</u>

Source: Orange County Property Appraiser's Office

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA SCHEDULE OF INTERNAL LOAN FUND REVENUE DILUTION TEST LAST TEN FISCAL YEARS

Fiscal Year	General Fund Covenant Revenues Available (1)	Utilities Services Tax Fund Covenant Revenues Available (1)	Revenue Available For Debt Service	Debt Service Requirements			Dilution Test (2)
				Principal	Interest	Total	
2010	183,450,258	48,793,647	232,243,905	35,150,000	13,794,332	48,944,332	21.07
2011	189,934,806	44,852,317	234,787,123	34,785,000	15,016,273	49,801,273	21.21
2012	209,469,876	42,811,363	252,281,239	17,645,000	14,354,373	31,999,373	12.68
2013	215,351,204	28,730,897 (3)	244,082,101	7,130,000	13,607,786	20,737,786	8.50
2014	224,947,235	30,202,184 (3)	255,149,419	14,055,000	13,162,936	27,217,936	10.67
2015	237,461,737	30,387,012 (3)	267,848,749	15,186,000	19,663,589	34,849,589	13.01
2016	253,342,455	31,524,912 (3)	284,867,367	22,976,000	14,869,977	37,845,977	13.29
2017	271,121,611	31,297,812 (3)	302,419,423	21,911,000	13,517,751	35,428,751	11.72
2018	275,736,257	32,089,752 (3)	307,826,009	25,976,000	13,290,260	39,266,260	12.76
2019	297,336,146	34,254,064 (3)	331,590,210	17,366,000	15,571,929	32,937,929	9.93

(1) Has a junior lien pledge on non ad-valorem (property tax) revenues subordinate to essential service plus other revenues paid into the trust. Program includes fixed and variable rate elements. Variable rate elements only have to amortize over the last one-third of its nominal term (normally 30 years). The ability to use other revenues (paid into the trust) allows loans to other funds to reduce the debt service required to be paid from the Pledged revenues but does not alter the dilution test.

(2) New borrowing is subject to a 25% maximum dilution limit, comparing the level of debt service to the covenant revenues.

(3) Beginning with the issuance of the Series 2013 Water Reclamation Bonds, Pledged Utilities Services Tax no longer includes the Communication Services Tax revenue, which is now deposited into the City's General Fund.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY - DOWNTOWN DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST TEN FISCAL YEARS**

Fiscal Year	Tax Increment Revenue (1)	Build America Bond Subsidy (2)	Debt Service Requirements			Coverage
			Principal	Interest	Total	
2010	\$ 22,895,294	\$ 2,118,388	\$ -	\$ 7,542,704	\$ 7,542,704	3.32
2011	17,626,916	3,300,615	1,325,000	10,564,475	11,889,475	1.76
2012	16,356,340	3,300,615	1,385,000	10,507,700	11,892,700	1.65
2013	15,949,624	3,157,038	1,450,000	10,446,931	11,896,931	1.61
2014	16,823,023	3,062,971	1,765,000	10,380,475	12,145,475	1.64
2015	19,823,135	3,059,670	2,085,000	10,302,362	12,387,362	1.85
2016	23,349,686	3,076,173	2,925,000	10,223,637	13,148,637	2.01
2017	26,411,970	3,072,873	3,040,000	9,275,708	12,315,708	2.39
2018	30,060,277	3,082,774	3,165,000	9,997,354	13,162,354	2.52
2019	33,493,935	3,110,795	3,310,000	9,848,566	13,158,566	2.78

- (1) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando, Orange County, and the Downtown Development Board applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.
- (2) The Downtown CRA Series 2009C and 2010B Bonds were issued as Direct Subsidy Build America Bonds. The CRA is eligible, subject to certain conditions, to receive cash subsidy payments from the United States Treasury equal to 35% of the interest payable on each interest payment date.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY
REPUBLIC DRIVE (UNIVERSAL BOULEVARD) DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST TEN FISCAL YEARS

Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2010	\$ 8,100,819	\$ 1,590,000	\$ 1,714,263	\$ 3,304,263	2.45
2011	7,294,619	1,645,000	1,654,000	3,299,000	2.21
2012	8,067,882	1,710,000	1,287,342	2,997,342	2.69
2013	8,030,758	1,795,000	1,276,920	3,071,920	2.61
2014	7,627,492	2,445,744	1,338,817	3,784,561	2.02
2015	9,152,762	2,568,053	1,249,852	3,817,905	2.40
2016	12,579,214	2,677,876	1,148,192	3,826,068	3.29
2017	13,678,736	2,773,019	1,040,989	3,814,008	3.59
2018	17,462,008	2,888,492	942,196	3,830,688	4.56
2019	18,304,195	2,969,300	849,316	3,818,616	4.79

- (1) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando and Orange County applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.

SUPPLEMENTAL INFORMATION

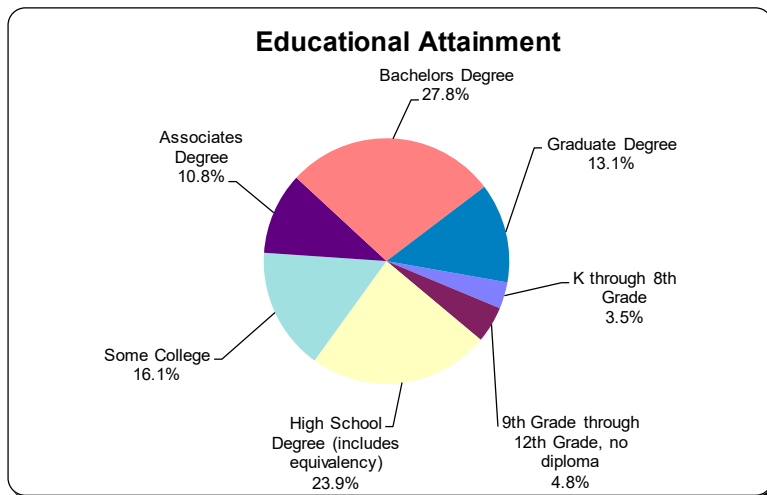
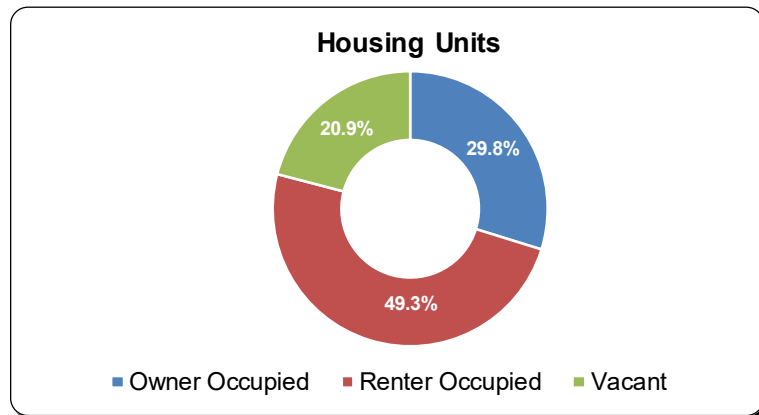
CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$	58,819
Per Capita Income	\$	34,656
Median Age		34.6
Housing Units		138,456
Owner Occupied		29.8%
Renter Occupied		49.3%
Vacant		20.9%

Educational Attainment:

K through 8th Grade	3.5%
9th Grade through 12th Grade, no diploma	4.8%
High School Degree (includes equivalency)	23.9%
Some College	16.1%
Associates Degree	10.8%
Bachelors Degree	27.8%
Graduate Degree	13.1%
Total	100.0%

Source: U.S Census Bureau



SUPPLEMENTAL INFORMATION

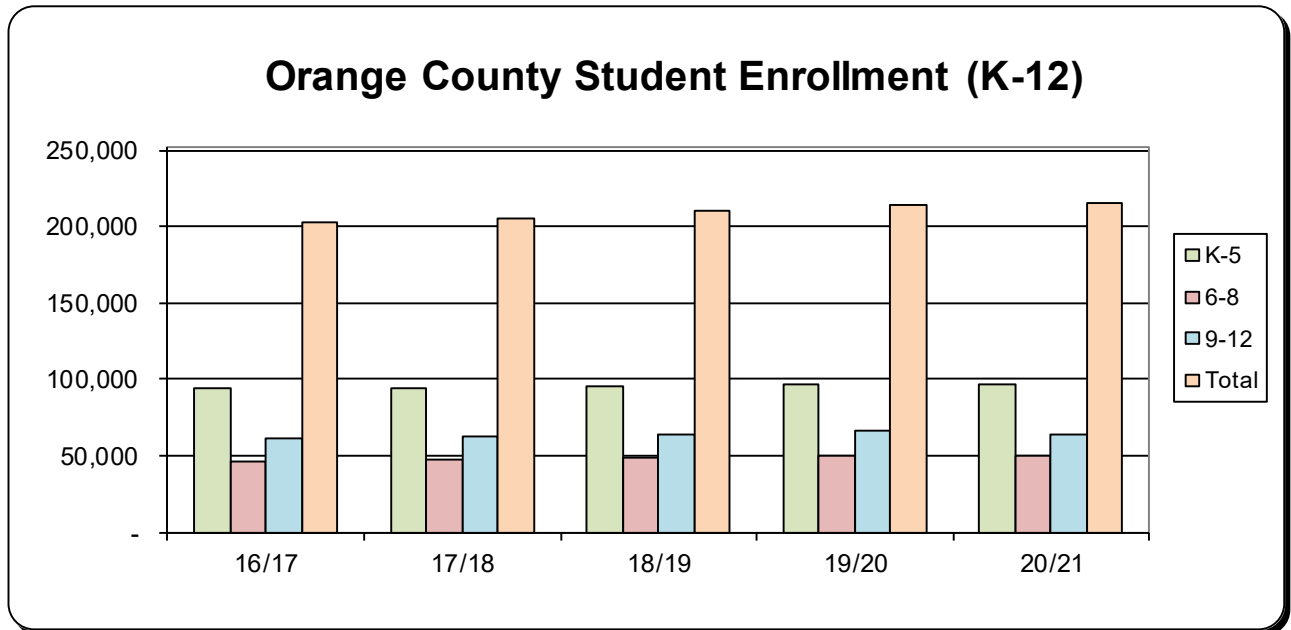
Number of Schools in Orange County and City of Orlando

	Elementary	Middle	High	Total
Orange County	133	38	23	194
City of Orlando	32	9	5	46

Source: Orange County school count from 2019-20 OCSB website; Schools within the City of Orlando determined from 2019-20 Orlando SRO Agreement. (K-8 schools and ESE schools counted as Elementary)

ORANGE COUNTY ENROLLMENT BY GRADE

Grade	Students
Pre-K	3,917
K	15,729
1	16,020
2	15,823
3	16,984
4	16,296
5	16,142
6	16,227
7	17,043
8	16,398
9	16,903
10	16,142
11	15,963
12	15,587
Total	215,174



Data obtained from the Orange County School Board Website. School districts in Florida follow county borders. School-age children in the City of Orlando attend Orange County schools. 2020/21 enrollment based on OCSB projections as of 10/1/2020.



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APPENDIX

POLICY OVERVIEW

There are two planning components that are used to guide the development of the annual operating budget and the capital improvement program. Financial and non-financial policies and procedures are used to guide the decision-making process, while strategic management tools are employed to evaluate compliance with previously stated operating objectives and budgetary controls.

The National Advisory Council on State and Local Budgeting (NACSLB) has provided a framework for describing the overall budget process and that is centered on four principles:

- Establish broad goals to guide government decision making
- Develop approaches to achieve goals
- Develop a budget consistent with approaches to achieve goals
- Evaluate performance and make adjustments

Financial and Non-Financial Policies

This section contains the major policies that are linked to the development of the annual operating budget and capital improvement plan:

- **Budget Policies** - These policies formally establish guides for the development of the City's budget. Elements of these policies include requirements laid out in state statutes, City code, and best practices.
- **City Policy for Growth Management** – The Growth Management Plan is a comprehensive plan that communicates the vision of the City. This document establishes standards that have a direct connection to the level of services the City is to provide and the capital infrastructure that will be required.
- **City Policy for Capital Improvements** - This is a component of the Growth Management Plan. This policy creates level of service requirements and establishes priorities and timelines for the construction of capital improvements.
- **Reserve Policy** – A policy that formally defined fund reserve levels was adopted by the City Council in 2004. This policy contains a description of the applicable fund, the nature of its revenue sources (volatile/non-volatile), and the desired target fund reserve level.

These policies, in conjunction with the short-term objectives that are outlined in the Director's letter and the Mayor's Budget Address, provide the backdrop against which the FY2020/21 budget was developed.

APPENDIX

STRATEGIC MANAGEMENT

In 2008 the Mayor executed a city-wide reorganization to ensure our city government functions in the most entrepreneurial and cost-effective manner. As a result of that restructuring, the performance management function was transferred from the Office of Audit Services and Management Support to the Management & Budget and Technology Management Divisions as a joint operation. These Divisions have launched a reformed performance management system that caters to the operational needs of municipal service delivery in the 21st century. Departments have developed performance indicators aligned with the City's balanced scorecard, which comprises of customer quality assurance, employee learning and growth, fiscal management, internal processes and outcome and mission.

Key to assessing the success of City operations is the use of performance indicators. The International City / County Management Association has previously recognized the City of Orlando for "its use of performance measurement in local government management." Departmental detail sections also contain accomplishments from the past year and major initiatives that will be undertaken in the next fiscal year.

The City will continue to make great strides in the area of strategic management. In the Spring of 2008, the City acquired a state-of-the-art performance management software - "Covalent". Covalent is a multi-functional dashboard application, with superior data analysis capability. The system is being utilized to integrate departmental performance indicators with the City's balanced scorecard, and budgeting process to construct a comprehensive performance-driven appropriation process. The system has sophisticated mechanisms for tracking qualitative information, showing multi-year performance comparisons and generating administrative reports.

The City's long-term policy goals include sustaining the commitment to high-quality, efficient service delivery in spite of the deep U.S. economic recession through the opportunities that strategic management fashions.

BUDGET POLICIES

The development of the budget is guided by the following budget policies which are contained in state and local laws and policies approved by the City Council.

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced.)
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as the level of funding which will allow for continuation of current programs. As warranted by economic conditions and service level standards, proposed reductions or increments to that base budget are then outlined via separate documentation. Program prioritization forms, reduction plans or increment requests are reviewed with the CAO and other senior management and then with the Mayor.
- In years when increment requests are solicited, base budget requests may not always be funded prior to consideration of increment requests. In evaluation both the base budget and the increments, funding will be allocated to the Mayor's City-wide priorities and what are determined to be core City services.

In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to: structure budget choices and information in terms of divisions and their related program work activities; provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures or indicators).

APPENDIX

BUDGET POLICIES (continued)

- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.
- An indirect cost allocation will be assessed by the General Fund against all Enterprise, Internal Service and other appropriate funds of the City. This assessment is based on a cost allocation plan prepared for the City by KPMG and will be used to reimburse the General Fund for administrative and support services provided to these funds. The cost allocation plan was prepared in accordance with full costing concepts, which recognize and incorporate expenditures of the City, with the exception of unallowable costs.
- In no event will the City of Orlando levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted levies (Section 200.081 of Florida Statutes places this limitation of all Florida municipalities).
- The City will budget 96 percent of anticipated ad valorem proceeds to provide an allowance for discounts for early payment of taxes (Section 200.065 of the Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value).
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.

A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget could occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.

APPENDIX

BUDGET POLICIES APPROVED BY CITY COUNCIL

On February 27, 2007, the City Council approved five new comprehensive policies that guided the development of this budget. This was a milestone event in the City's efforts to formalize best practices in financial management. Realizing the importance of the financial policies that guide the City's financial integrity and posture, the Office of Business and Financial Services will continue to review and evaluate these policies for improvements.

The following is a summary of the five adopted policies. Due to the significance of these policies, the full text versions appear on subsequent pages.

2100.1 Organization and Policy – Budget

This policy details the role of the Chief Financial Officer (CFO) in regard to the development of the City's annual budget. The CFO is an appointed official who serves at the pleasure of the Mayor and oversees the Finance Department. In addition to the annual budget, the CFO is also responsible for the capital improvement plan and financial forecast.

2100.2 Financial Policies Guiding the Budget

Adopting high-level policies to guide the development of the budget is vital to the City of Orlando's stability. The guidelines set forth in this policy range from defining a fund, to ensuring that a budgetary control system is in place. By clearing and comprehensively stating its financial policies, the City will be better able to communicate its fiscal health with residents, other governmental entities, and the larger community as a whole.

2100.3 Revenue Policy

This policy guides the City's overall revenue objectives. While policy 450.2 provides an overview that guides the City's budget as a whole, this policy sets a more detailed guide for revenue. These guides include diversifying the revenue system and requiring Enterprise Funds to be self-sufficient.

2100.4 Expenditure Policy

The expenditure policy outlines several statements that guide the City of Orlando's overall expenditure objectives. Like the revenue policy, the expenditure policy addresses details too specific to be covered in policy 450.2. These details include prioritizing essential City services in funding decisions and striving to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

2120.2 Operating Budget Appropriation for Prior-Year Encumbrances

Procedures are necessary to address the re-appropriation of operating budget encumbrances. Encumbrances with a balance remaining at the end of the fiscal year are carried forward to the next fiscal year. The procedures set forth in the policy determine which are eligible for re-appropriation and which are not. Examples of requirements include a \$25,000 minimum and the prohibition of re-appropriation of funds from Salaries and Wages or Benefits.

APPENDIX

Office of Business and Financial Services
Management and Budget Section 2100.1

2100.1 SUBJECT: ORGANIZATION AND POLICY - BUDGET

:1 OBJECTIVE:

To detail the role of the Chief Financial Officer in the development of the City's annual budget and other budget-related processes.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of and receives direction from the Mayor.

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The purpose of this policy is to detail the responsibilities of the Chief Financial Officer in preparing the annual budget, capital improvement plan, and financial forecast.

B. Annual Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure a uniform budget development process and presentation format for use by City departments.
2. Develop, revise, and distribute forms, guidance letters, and other material for use in budget preparation.
3. Prepare annual budget calendar with workshop and budget hearing schedules for the Mayor and City Council.
4. Coordinate preparation and distribution of historical financial data for use by City departments, offices, and divisions for purposes of budget preparation and presentation.
5. Review departmental performance indicators for form, propriety, and consistency with the City's vision and goals.
6. Review documentation supporting budget requests and provide summary for review by the Mayor and Council.
7. Prepare budget summaries for distribution at the budget hearings.
8. Create and publish a comprehensive budget document and revenue manual for public use.

APPENDIX

Office of Business and Financial Services Management and Budget Section 2100.1

C. Five Year Capital Improvement Program (CIP) Budget Process

1. Prepare, revise, and distribute budget preparation procedures to ensure uniform budget development process and presentation format for use by City departments and other agencies.
2. Develop and revise forms and other material used in the CIP budget development process.
3. Prepare an annual calendar of CIP budget activities, workshops and hearings for the Mayor and City Council.
4. Coordinate preparation and distribution of historical and other related data for use by City departments and other agencies involved in preparing the CIP budget.
5. Summarize CIP budget requests for review by Mayor, City Council, and the Economic Development Department in their role as liaison with the Municipal Planning Board (MPB).
6. Prepare the final CIP budget document for public use.

D. Forecasting and Fiscal Matters

1. Analyze and summarize all Budget Revision Requests for the Budget Review Committee.
2. Review Fiscal Impact Statement on all items submitted to the City Council that have a current or future financial impact on the City.
3. Review activity reports and summarizes information for the Mayor, City Commissioners and Cabinet.
4. Serve as a resource for information on comparative costs for similar services provided by other governments.
5. Confer with representatives of other governments concerning their budgetary policies and systems.
6. Conduct other special projects as requested by the Mayor, Chief Financial Officer, Chief Administrative Officer, City Attorney, and Chief of Staff.

Office of Business and Financial Services Management and Budget Section 2100.2

2100.2 SUBJECT: FINANCIAL POLICIES GUIDING THE BUDGET

:1 OBJECTIVE:

Establish financial policies that guide development of the City's budget.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of and receives direction from the Mayor.

APPENDIX

Office of Business and Financial Services
Management and Budget Section 2100.2

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive set of policies and procedures.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. This policy contains the high-level policies that shall govern development of the City's budget. Detailed policy direction is provided in separate policy documents on revenues, expenditures, fund balance, and debt administration.

B. Policies

- 1) A fund is defined as a fiscal and accounting entity with a balanced set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. (National Council on Governmental Accounting, Statement 1).
- 2) The budget will be balanced for all funds. Anticipated revenues from all sources will equal estimated expenditures for all purposes.
- 3) All operating funds are subject to the annual budget process and must be reflected in the budget document.
- 4) The General Fund is the chief operating fund of the City and will be used to account for all resources except for those required by policy or law to be accounted for in another fund.
- 5) Enterprise operations of the City will be self-supporting. General Fund revenues should not be used to subsidize enterprise fund operations.
- 6) The City will comply with all applicable State and Federal mandates governing the development and implementation of the budget.
- 7) Multi-year operating revenue and cost projections shall be prepared and updated to monitor the financial position of the City.
- 8) All items submitted to the City Council shall clearly identify the budgetary impact of that action.
- 9) The City will integrate performance measurement and productivity indicators within the budget.
- 10) The City will maintain a budgetary control system to ensure adherence to the budget and will prepare, publish and distribute regular reports comparing actual revenue and expenditures to budgeted amounts.

APPENDIX

Office of Business and Financial Services
Management and Budget Section 2100.3

2100.3 SUBJECT: REVENUE POLICY

:1 OBJECTIVE:

Establish policies and procedures guiding administration of City revenue sources to ensure financial stability, enhance financial planning, and promote sound financial management.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The revenue objectives and policies stated herein shall provide the framework for developing the City's budget and evaluating revenue alternatives.

B. Objective

The primary objective of the City of Orlando is to maintain a diversified revenue system that provides a stable base to fund ongoing operations. To that extent, the following statements shall serve as the City's overall revenue policy objectives:

- 1) A diversified, stable revenue system will be utilized to protect the City from fluctuations in any one revenue source.
- 2) Cost recovery revenue sources (user fees) will be analyzed on an annual basis and modified as necessary to ensure that revenue collections reflect the cost of providing the associated service.
- 3) The City will strictly enforce laws and regulations requiring fees for service and will aggressively pursue collection of revenue owed to the City.
- 4) Enterprise operations of the City are intended to be self-supporting. General Fund revenues should not be used to subsidize enterprise fund operations.

APPENDIX

Office of Business and Financial Services Management and Budget Section 2100.3

5) The City will actively oppose State and/or Federal legislation which would mandate costs without providing a revenue source to offset those mandated costs. The City will be diligent to protect current revenues received from State and Federal sources.

C. Policies

1) Diversification and Stabilization

- a. The City shall strive to diversify its revenues in order to maintain the current level of service during periods of declining economic conditions.
- b. To the extent feasible, one-time revenue will be applied to one-time expenses. Ongoing revenue should be equal to or greater than ongoing expenses.
- c. Revenue received from the sale of real property in excess of \$100,000 shall be credited to the unappropriated fund balance of the appropriate fund, and it is the City's intention to use those funds to reinvest in another capital asset.

2) Estimates of Revenue

- a. The City will project its annual revenue through an analytical process and will adopt its budget using conservative estimates.
- b. Annually the City will develop a forecast of General Fund revenue for the five ensuing fiscal years.
- c. Annually the City will prepare an inventory of revenue sources (Revenue Manual) that will include legal authority, important characteristics, and historical collections.

3) User Fees

- a. The City will maximize utilization of user charges that can be individually identified and where costs are directly related to the level of service.
- b. The City will regularly review the budget to identify those programs that can be funded by user fees. When developing user fee opportunities, the City will consider the following:
 1. Community acceptability
 2. Market pricing and fees charged by similar governments

APPENDIX

Office of Business and Financial Services Management and Budget Section 2100.3

3. The impact of normal cost increases and expenditure growth on the fee charged in the future.
 4. The impact of users opting not to use the service because of the fee.
 5. The cost of administering the user fee .
 6. Distribution of the City's revenue burden as measured by ability to pay and the benefits received .
 7. Other policy considerations specific to the proposed fee.
- c. The amount of a fee will not exceed the overall cost of providing the facility, infrastructure, or service for which the fee is imposed. When calculating the potential cost to be recovered, the following will be considered:
1. Costs which are directly related to the provision of the service .
 2. Indirect costs, or support costs, are general in nature but necessary for the delivery of the service.
- d. When determining the percentage of the total cost that can be recovered through a user fee, the following factors will be considered:
1. The nature of the facility, infrastructure, or service.
 - a. Proprietary services shall be self-supporting.
 - b. The cost of governmental services should be supported with general tax dollars to the extent the benefit and enjoyment is community-wide.
 2. The nature and extent of the direct benefit to the fee payer (when a service or facility results in a substantial, immediate and direct benefit to fee payers, a higher percentage of the cost should be recovered by the fee).
 3. The level of demand for the service
 4. Ease of collection
- e. User fees will be reviewed and updated on an ongoing basis to ensure they keep pace with changes in cost of the related service as well as changes in the method or level of service delivery.

APPENDIX

Office of Business and Financial Services Management and Budget Section 2100.3

- f. Criteria for waiving, adjusting, rebating or deferring a user fee shall be approved by the City Council in the ordinance, resolution, or policy establishing or governing the fee.

4) Property Taxes

- a. The City will use its resources and means to ensure a diverse and stable property tax base.
- b. The local taxing effort of other cities and unincorporated areas as well as the demand and need for local public services will be the major considerations in determining the tax rate.

5) Grants

- a. The City will pursue federal, state and private grants but will strictly limit financial support of these programs to avoid commitments beyond the availability of the grant funding source.
- b. With limited exception new positions funded by grants shall only be authorized as contract positions. Existing positions that lose grant funding shall be considered new position requests if it is determined that the City will assume funding for their function.

6) Designation of Funds

All revenue received shall be used to support the ongoing operation of the City and shall not be designated for a specific purpose or expenditure. The only exceptions to this policy are when the enabling legislation for the revenue specifically requires a designation or separation of funds, or if funds are received by the City by a donor and can only be used for a specific purpose.

APPENDIX

Office of Business and Financial Services
Management and Budget Section 2100.4

2100.4 SUBJECT: EXPENDITURE POLICY

:1 OBJECTIVE:

Establish policies and procedures guiding administration of City expenditures practices to ensure financial stability, enhance financial planning, and promote sound financial management.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

City government, as an institution, has multiple partners including citizens, taxpayers, businesses, visitors, employees, and other governments. As a major institutional, economic, and service force in the region, it is important that the City strengthen relationships with its partners by adopting clear and comprehensive financial policies.

Furthermore the financial integrity of the City of Orlando is of utmost importance, and adopting a set of financial policies is a key element to maintain this integrity. The expenditure objectives and policies stated herein shall provide the framework for developing and ensuring adherence to the City's budget.

B. Objective

The City of Orlando will provide the level of expenditure necessary for the ongoing health, safety, and welfare of its residents, businesses, and visitors. In order to accomplish this objective, the following statements shall guide the allocation of resources:

- 1) The City will identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of service.
- 2) Essential City services will receive first priority in funding decisions. Essential City service refers to those activities that protect lives and property.
- 3) The City shall require that, to the extent possible, increased demand for service as a result of growth shall be paid for through taxes and fees collected as a result of that growth.

APPENDIX

Office of Business and Financial Services Management and Budget Section 2100.4

- 4) The budget will be structured so that the City Council and the general public can readily establish the relationship between expenditures and the achievement of service objectives. The budget shall be developed using budget best practices, and annually the City will strive to achieve the Government Finance Officers Association's Distinguished Budget Presentation Award.

C. Policies

1) Appropriation and Control

- a. Budgets shall be appropriated by the City Council. The level of control is established at:
 1. Department level for the General Fund
 2. Project level for capital improvement projects
 3. Fund level for all other funds
- b. The level of budgetary control shall not be exceeded. Departments shall also reduce their expenditures to offset revenue shortfalls.
- c. Appropriations are not guaranteed from one fiscal year to the next. Each year appropriation levels shall be based on a detailed review of spending needs, priorities, expected results, and available funding.
- d. At the close of the fiscal year, the Department of Finance shall prepare a comprehensive annual financial report that contains statements which compare audited expenses relative to budgetary appropriations. The report will include an explanation of each instance in which expenditures exceeded appropriation.

2) Maintenance of Capital Assets

Within the resources available each year, the City will maintain all physical assets at a level adequate to protect the City's capital investment, to minimize future maintenance and replacement costs, and to maintain current service level.

3) Avoidance of Operating Deficits

The City will take immediate corrective action if at any time during the fiscal year expenditure projections exceed revenue estimates. Corrective action may include a hiring freeze or other expenditure reducing measure.

APPENDIX

Office of Business and Financial Services Management and Budget Section 2100.4

The following actions shall not be used to balance the budget when an operating deficit is identified:

- a. Expenditure deferrals to the following year
- b. Short-term loans
- c. Use of one-time revenue

4) Pension Funds

Annually an actuarial study shall be conducted by a private actuary to determine the current pension contribution that must be made to the City's pension plans. The City will not defer the current pension contribution to future years.

5) Program Review and Productivity

- a. Periodically the City shall conduct internal and third-party reviews of programs for efficiency and effectiveness. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope, eliminated, or restructured.
- b. Within existing legal authority and contractual obligations, the City will consider the delivery of services by other public or private organizations whenever greater effectiveness can be achieved.
- c. The City will develop and use technology enhancements to avoid increased personnel costs.

6) Contingencies

- a. The City budget shall include a General Fund contingency in order to accommodate unexpected operational changes, legislative impacts, or other economic uncertainty that may affect the City's operations which cannot be reasonably anticipated at the time the budget is prepared. Through the Budget Review Committee Process, City Council approval is required to use funds budgeted in the General Fund contingency.
- b. Contingencies shall be used in funds other than the General Fund for similar purposes plus, if applicable, designated amounts to fund future construction projects, reserves, or other operating purpose.

7) Administrative Costs

- a. In all program areas, administrative overhead costs shall be kept to the minimum necessary to support operations.
- b. Except for those funds where it is specifically prohibited or financially unfeasible, an administrative overhead charge should be assessed on all funds that utilize the services of the General Fund.

APPENDIX

Office of Business and Financial Services
Management and Budget Section 2120.2

2120.2 SUBJECT: OPERATING BUDGET APPROPRIATION FOR PRIOR-YEAR ENCUMBRANCES

:1 OBJECTIVE:

Establish procedures for the re-appropriation of operating budget encumbrances in the subsequent fiscal year.

:2 AUTHORITY:

This policy was adopted by City Council on February 26, 2007.

:3 DIRECTION:

The Chief Financial Officer, as an appointed official, serves at the pleasure of, and receives direction from the Mayor or the Mayor's designee.

:4 FUNCTIONS:

A. Introduction

All valid encumbrances with a balance remaining at fiscal year end will be carried forward to the ensuing fiscal year. The purpose of this policy is to provide criteria for determining which encumbrances are eligible for budget re-appropriation in that ensuing fiscal year.

B. Re-Appropriation Criteria

In accordance with City Policy 615, Department Directors, Office Directors, and Division Managers are responsible for requesting operating budget appropriations in the fiscal year when expenditures are expected to be made. No carry-forward of operating budget appropriations to a future fiscal year for encumbrances will be permitted except for the limited circumstances contained in this policy.

The following requirements must be met for a budget re-appropriation to cover an encumbrance carried forward from a prior fiscal year:

- 1) Operating expenses related to a valid purchase order that is limited to a one-time item or event and the expectation for payment is in the next fiscal year. Eligible items should come primarily from the Contractual Services Account Group.
- 2) Re-appropriation for capital outlay (equipment) when an encumbrance has been approved and a purchase order is issued, but the equipment has a production lead-time that makes delivery by the end of the fiscal year impractical. Eligible items must come from encumbrances in the Capital Account Group.

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Office of Business and Financial Services Management and Budget Section 2120.2

C. Prohibitions, Restrictions and Exceptions

- 1) Re-appropriation requests from funds in the Salaries and Wages or Benefits categories are prohibited.
- 2) Re-appropriation requests must meet the minimum dollar threshold of \$25,000.
- 3) Nothing in this policy shall prohibit the carry-forward of encumbrances or balances remaining in a capital project.
- 4) Nothing in this policy shall prohibit the carry-forward of encumbrances in funds with dedicated revenue sources when such carry-forward is in essence a re-appropriation of restricted use funding.

D. Responsibilities

1) Purchasing and Materials Management Division Manager

The Purchasing and Materials Management Division Manager, in consultation with the Chief Financial Officer, shall prepare and distribute a fiscal year-end calendar that provides dates by which certain purchasing transactions must be entered in the financial system in order to be completed and recorded against the current fiscal year budget.

2) Department Directors, Office Directors, and Division Managers

Department Directors, Office Directors, and Division Managers are responsible for reviewing the accuracy of program encumbrances and providing timely notification to the Department of Finance and/or Purchasing and Materials Management when a correction is required. In accordance with the year-end purchasing schedule, Department Directors must submit a written request to the Chief Financial Officer for approval to re-appropriate an operating encumbrance that meets the provisions of this policy.

3) Chief Financial Officer

The Chief Financial Officer or their designee shall review all requests to re-appropriate operating budget encumbrances to ensure compliance with this policy. The Chief Financial Officer shall have prepared a list of eligible requests for review by the Mayor or the Mayor's designee. If there are valid encumbrances that require re-appropriation, the Chief Financial Officer shall follow applicable City policies and procedures relating to the amendment of the operating budget.

APPENDIX

CITY POLICY – GROWTH MANAGEMENT

The Growth Management Plan (GMP) is a long-range, general policy guide for decisions about the physical, social, and economic development of the City as a whole. For the purpose of meeting the requirements of Florida Statutes, the GMP is the City of Orlando's local government comprehensive plan.

The GMP describes the City's vision, translates that vision into policies, programs, and investments, and promotes coordination between technical specialists to ensure the rational and efficient scheduling of physical improvements. The GMP also includes the Official Future Land Use Map Series, a visual representation of the type, intensity and location of development that will be allowed to occur throughout the City. Also specified in the plan is the type and level of government services that will be required to support development.

The GMP is divided into fifteen policy elements and for each element there is a series of goals that are followed by objectives and policies to achieve the goal. The fifteen policy elements are:

Urban Design	Cultural Arts
Future Land Use	Stormwater and Aquifer Recharge
Transportation	Potable Water
Housing	Water Reclamation
Historic Preservation	Solid Waste
Conservation	Intergovernmental Coordination
Recreation & Open Space	Capital Improvements
	Public School Facilities

The GMP was updated in 1998 and again in 2009 through a comprehensive planning process called an Evaluation and Appraisal Report (or EAR). Between such major updates, the City amends the Plan in accordance with State law.

A VISION FOR THE CITY BEAUTIFUL ORLANDO'S GROWTH MANAGEMENT PLAN

As we look to the future, our past achievements provide inspiration for even greater things to come. Orlando is fortunate to have a rich heritage, grounded by a 100-year history of community planning that dates back to the City Beautiful movement. The City has long sought to protect the natural beauty and man-made amenities that attracted settlers in the first place, from the days when Orlando was primarily an agricultural town and the crossroads for the citrus industry, through the late 1960's and the advent of the Disney explosion, through the boom-time 1980's, and now as we enter the second decade of the 21st century.

From the beginning, the City's history has been marked by a concern for blending growth with natural amenities, for building around lakes and, whenever possible, keeping shores and other natural areas open to the public. Orlando's lakes have always been the focal point of its beauty, a beauty that was enhanced with the addition of a strong City-directed landscaping program in the late 19th century, including the planting of countless hundreds of trees.

Protecting the lakes, planting more diversified, flowering foliage and promoting high-quality development have always made Orlando a truly desirable place to live. This was evident in the City's first Comprehensive Plan in 1926. An understanding of Orlando's heritage, incorporated into a plan that offers a clear vision for the future of Orlando, will provide the direction for progress as the City proceeds into the 21st century.

The City faces many challenges, but one concept remains clear. Orlando must define and strengthen the key components that, blended together, will make "The City Beautiful" an even better place to live in the year 2030. This requires an understanding not only of Orlando's historical role, but also the City's role within the Central Florida region.

According to current studies and projections, the Orlando Metropolitan Statistical Area (MSA) will continue to be one of the fastest-growing areas in the nation. By the year 2040, the population of the Orlando MSA will increase from its current 2,225,730 (April 1, 2013) to 2,990,300, with the City of Orlando proper growing from 256,012 to 345,067 during the same period. The City intends to reaffirm its role as the focal point of the region, a position it has held for more than 130 years.

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Given the volume of growth expected over the next 20+ years, Metropolitan Orlando could follow the pattern of other, larger Sunbelt cities. It could easily develop into a sprawling metropolis requiring tremendous amounts of energy and financial resources for transportation alone.

This Growth Management Plan (GMP) establishes a different agenda for Orlando, one that will ensure the preservation of its natural and man-made environments, reduce urban sprawl, promote the efficient use of transportation and financial resources and nurture its human assets. However, this plan is not a radical departure from the growth management policies established in the early 1980's. Rather the policies and actions established in this plan further refine and expand the planning efforts adopted by the Orlando City Council in 1980 and 1985.

The 1980 GMP established the basic growth management framework necessary for Orlando to evolve into a vibrant and diversified regional center. In 1985, the City further detailed the actions needed to achieve this regional center while also protecting neighborhoods and enhancing the quality of life. Specific actions, including development of a coordinated land development code, were evidence of the city's commitment to accommodate the growth coming to the region while also protecting the unique character of the area. With the adoption of this GMP in 1991, Orlando clearly defined its vision for the future, based on community consensus and shared values. That consensus was further refined through the Evaluation and Appraisal Report (EAR) processes conducted in 1998 and 2007.

Orlando's vision, embodied in this GMP, will build on the planning, social and economic policies of the past and will remain the major focus and guiding principle for Orlando's growth well into the 21st century. The vision outlined herein will be both proactive and build upon the strong public and private interest in making the Orlando region a true world showcase. The following elements outline the physical, economic and social framework within which the Orlando area will grow over the next twenty or so years leading to an enhanced quality of life for present and future residents.

ORLANDO'S AMENITY FRAMEWORK

As "The City Beautiful", Orlando's vision is defined by a focus on its amenities. Key elements of that vision are strong urban design; historic preservation; the availability and maintenance of parks, recreation and open space; strong cultural arts facilities; and an outstanding library system. It is largely the presence of such amenities, in combination with the unusually lovely natural landscaping and water features of Central Florida that will dictate the future quality of life in the community.

The unique urban design of Orlando is one of the strongest and most pronounced elements that must be preserved and enhanced as growth continues. For Orlando to flourish, there must be a balance between the natural and man-made environments. The City must care for that which already exists and provide for what will come during the next 20 years.

Orlando is blessed with vibrant neighborhoods, characterized by their old brick streets, variety of housing styles and sizes, access to lakes and parks and mixtures of their residents' ethnic and economic backgrounds. As new neighborhoods develop, regulations should not preclude their development in the same time-honored Orlando tradition. While acknowledging the advances of modern times, new neighborhoods must incorporate the best of the past and emphasize amenities and diversity.

The physical homogeneity of many new developments has not resulted in a better lifestyle for its residents, but instead has fostered stereotypes by clustering people with similar socio-economic backgrounds. It has closed much of the city's housing stock and neighborhoods to broad segments of the population, precluding the very process by which Orlando's community has grown and evolved. It is Orlando's intent, through the GMP, to preserve neighborhoods, particularly the neighborhoods that form an encircling "emerald necklace" around the downtown business district. This unique, beautiful setting helps make the heart of downtown the focus for the entire metropolitan area. Further, this plan encourages diversified infill development and redevelopment that is sensitive in character and compatible in scale with traditional neighborhood design. This approach will enable all Orlando residents to access the housing and support systems they need in order to be productive citizens of the local economy.

Preservation of historic sites, buildings and neighborhoods is a proven way of protecting the tangible aspects of Orlando's history. In addition, historic preservation can assure that the old and new will be blended into a pleasing, meaningful urban fabric – one that will be enjoyed and appreciated by longtime residents and, at the same time, show newcomers Orlando's history and provide them with an immediate sense of place. Such preservation, sensitively blending past and present, also makes Orlando truly unique as a venerable, high-quality urban environment for people and families of all ages.

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Development regulations and incentives must be implemented that are sensitive to traditional neighborhood design practices where possible or appropriate. Flexibility for new development to proceed in ways that even better accommodate new lifestyles must also be incorporated. Similarly, architectural or other review processes are needed to ensure infill development and redevelopment is appropriate and sensitive to the traditional design of a neighborhood.

Strong urban design also includes a commitment for the City to outstanding civic architecture, which sets a standard of excellence for the private sector. Such a clear, readily visible statement of expectations should result in a much more humane and long-lasting pattern of development.

Attention to urban design will also allow the City to integrate infrastructure, such as roads and drainage facilities, into the amenity framework. Highways, for example, must do more than simply move traffic from one place to another. As in the 1920's, when snowbirds and tourists rolled happily down a grove-lined, brick-paved Orange Avenue on their return to a favorite winter paradise, the highway system must create a sense of place. This system must set the stage for the beauty of city neighborhoods and frame the direction of community development. To implement this plan, policies and regulations that deal with all segments of Orlando's infrastructure and natural features will be developed and designed.

A key element in the City's amenity framework is its water resources, including its lakes and the related amenity of landscaping. This plan encourages a more active use of city water features, of the many parks and lakes that dot the region, through a return to the old availability and appreciation of the lakes, beaches and, generally, lovely vistas they provided. This plan proposes to make the lakes more public, fronting development on them as was the custom at the turn of the century, as opposed to the more recent practice of creating private or walled lakes that can be seen only from the air.

In addition to its obvious physical amenities, Orlando will continue to be enhanced by a strong, diverse and supportive cultural, performing and visual arts community. Thanks to the City's involvement, United Arts and its approach to cultural arts funding have put in place a foundation that will nourish Orlando's major arts groups in the future, protecting yet another of Orlando's important amenities.

ORLANDO'S HOUSING FRAMEWORK

A strong and comprehensive amenities package can accomplish very little if adequate housing for a community's citizens is not available. Orlando, through its long-time protection of downtown residential communities, is particularly fortunate to have a diversity of housing types and opportunities. A comprehensive approach to make more housing attainable and affordable is a key component of the vision that animates this plan. Today, as in the past, a range of housing types, locations and prices, will help maintain Orlando's long-time ethnic, economic and social diversity.

To succeed in this objective, Orlando must ensure that the stock of existing homes will be preserved and reutilized – partly because it will contribute to the valuable mixture of old and new and partly because of the practical consideration that such an approach is the most cost-effective and environmentally sustainable way of using services and facilities already on hand. Moreover, existing housing stock tends to be located closer to the urban center, making possible a reduction in reliance on cars as a primary mode of transportation.

At the same time, new housing can be provided in activity centers through requirements, as well as by incentives, to create pedestrian friendly mixed-use centers. As has occurred spontaneously in Orlando's past, infill housing is to be encouraged and supported in order to take advantage of existing infrastructure. Diversification within neighborhoods will be promoted and encouraged through flexible regulations and review procedures.

The City will also provide leadership to stimulate affordable housing demonstrations within new and existing neighborhoods throughout the City. The City will institute strong and directed housing policies and work with the Orlando Housing Authority, non-profit development corporations and the private housing sector to meet the very real and growing affordable housing needs of the community.

But simply preserving the housing that already exists and providing affordable new housing in and near the City's activity centers are not enough to solve the problems facing Orlando. The City also is aware of the fact that low-income housing will become more and more difficult to provide, and that the homeless and economically disadvantaged in our society must be re-incorporated into an economic system that has, by and large, passed them by.

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ORLANDO'S ECONOMIC FRAMEWORK

Orlando's economy is increasing in range and diversity. It is important that the City's economic development strategy be coordinated with that of the region as a whole, and that the strategy takes advantage of the demand for Central Florida locations. Expansions of Orlando's economic base should be selective and targeted toward greater diversification and employment that focuses on long term, well-paying job opportunities.

While tourism is certain to remain a major component of Metropolitan Orlando's economic base in the foreseeable future, selective recruitment of economic activities should take place to build on the City's strategic locational characteristics. Particularly crucial are regional distribution, university and research activities, high technology, bio-tech and medical arts facilities, and digital media and information-based companies. The City must fully utilize the potential of the Orlando International Airport, encouraging Orlando to become a gateway to Central and South America as well as to Europe. Such a focus would provide the greatest opportunity for diversified economic health and growth into the 21st century.

New economic opportunities such as advances in bio-tech and medical arts, a growing number of small businesses, and the rise of the "creative class" have created challenges for city planning. Major factors in attracting economic growth will continue to be availability of a well-educated labor pool, and the ability to offer a desirable living environment to attract and keep the best people in the community. Orlando's economic growth is integrally tied to the amenity framework and to the education and well-being of its residents.

ORLANDO'S LAND USE FRAMEWORK

The relationship between Orlando's amenities, housing, economic and social structure coalesces into a land use pattern, one that is traditionally associated with the GMP. A clear picture of the City's land-use vision can be summarized best through its focus on high-intensity, mixed-use activity centers. Throughout its history, downtown Orlando has functioned as a model for the sort of activity center the City now proposes to re-create in other suitable locations, albeit at differing levels of intensity. As a high-intensity, mixed-use urban center, downtown Orlando serves a clear-cut role: it supports surrounding neighborhoods, provides regionally centered offices and services and is a destination point for a mass-transit system. Downtown Orlando will continue to attract pedestrians - both those who walk to town, and those who drive and park before strolling - and its beauty, convenience and dynamism will encourage people to use the shops, businesses, cultural and recreational facilities and various amenities.

While the downtown will remain the predominant regional activity center, activity centers of various sizes are a critical component of Orlando's land use pattern. By providing opportunities for support services close to neighborhoods, they will help to reduce Central Florida's transportation needs. Even the smaller-scale, mixed-use neighborhood activity centers with housing are essential, and will be encouraged.

Nonetheless, the activity center concept will fail unless the entire metropolitan area recognizes projected growth patterns and provides incentives and properly zoned land in amounts that are limited so as to encourage the development of such centers. Without restrictions in supply, land prices will allow the evolution of low-intensity, non-mixed-use developments, which will result in inefficiently used roadways, unnecessary infrastructure and the destruction of the natural environment.

It is interesting to note that the activity center concept was emphasized in the recent myregion.org planning process known as "How Shall We Grow", and that the City's approach to land use planning fully supports and complements the preferred alternatives identified in that effort. The City will involve itself in the review process of regional development proposals in order to focus growth into Orlando's urban core and into activity centers that are suitably located within the City's boundaries, appropriately designated areas of Orange County, and other nearby municipalities. Proposals for development that are premature, poorly located and cause or contribute to the destruction of sensitive natural or environmental resources in the Orlando metropolitan area will not be supported.

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ORLANDO'S TRANSPORTATION FRAMEWORK

To work properly, the activity center land use pattern must be supported by a strong transportation system that responds to the City's specific needs. It is urgent that transportation be improved in Orlando. However, the City's policies require that transportation improvements must clearly support the overall goals and objectives for future development. The transportation system should not dictate the land use pattern, it should further the desired land use objectives.

While older established metropolitan areas will continue to grow, their basic shape and identity is set. It is virtually impossible to take a large, mature urban area and transform it wholesale into something better. Orlando, on the other hand, is still young enough to design its own shape and identity. Many older Sunbelt cities continue to struggle with urban development and their transportation systems. Orlando can take advantage of the lessons from these areas - or Orlando can repeat their mistakes.

The Orlando metropolitan area is at a point where transportation could destroy the very quality of life that has led to today's growth. Central Florida cannot support indiscriminate, unsuitable or unilateral expansion of the highway system, nor do City policies support such expansion. Highway expansion cannot be undertaken based on capacity needs only, particularly when it is at the expense of neighborhood livability. Therefore, the City of Orlando will continue to work toward the formation of a multi-modal regional transportation authority within the context of the comprehensive planning process.

The most important thing about implementing a multi-modal transportation system is recognizing that Orlando does have the choice to design our urban area with the specific objective of making it transit-feasible in the future. Through this plan, Orlando will consciously shape development patterns with mass transit, including rail transit as a specific objective. The policies of this plan are designed to reach the threshold necessary for rail transit to be feasible. Orlando believes that through specific policies and actions, it can avoid becoming a large sprawled-out megalopolis entirely dependent on motor vehicles for personal mobility.

Financing of roadways and location of new transportation corridors must not be dictated by development desires, but based rather on the most effective means of serving metropolitan and regional activity centers and providing access to existing neighborhoods and employment centers. Unfortunately, building more and more roadways simply in order to provide development opportunities farther and farther away from downtown Orlando and other activity centers may destroy neighborhoods within the urban area, eroding the appeal and vitality that drew development to the City in the first place. To avoid this impact, the City has developed an innovative roadway capacity measuring system. This system evaluates transportation capacity based on transportation districts rather than individual links. This approach recognizes the very nature of urban development and balances the need for responsible transportation solutions with other goals and objectives in the plan.

Central Florida is the focal point of a number of important transportation projects. Every effort should be made to integrate high-speed rail linkages and new expressways into the overall land-use driven transportation plan. The City will also seize opportunities to make existing transportation projects better serve the goals of the Plan. To support downtown's central core and adjoining medical districts, the City strongly advocated using the CSX rail corridor to support commuter rail. In 2014, that hard work paid off with the opening of SunRail.

Developing the Orlando International Airport is also crucial for Orlando's evolution as we continue into the 21st century. Orlando's strategic location and the ability of the airport to expand are two factors that enable this critical resource to play an important role in the economic, as well as transportation, future of the region. The role of the airport as a major transportation hub, linking air, rail (including high speed technologies), and automobile is an aspect of this plan that has enormous potential for influencing the future character of the region.

Central Florida cannot build all the roads needed to serve a totally automobile-oriented development plan. It is inevitable that some traffic congestion will still occur. The City of Orlando therefore will take a leadership role in implementing multi-modal transportation opportunities, and in developing a land use pattern that will allow for a balanced transportation system. To accomplish this, not only must the existing and planned road network be utilized to the maximum, but a mass-transit system must also be established and maintained that will contribute to a more livable environment.

ORLANDO'S INFRASTRUCTURE FRAMEWORK

The growth and evolution of the metropolitan area will require that a wide range of urban facilities and services be provided. These facilities and services will also be designed to support the overall vision of the community and to preserve the amenities of urban life.

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Environmentally sound water, sewer and energy services will be located so as to enhance activity center development and will be ecologically sound. Water resources will be carefully analyzed in the development review process, and the reclaimed water system will be used as efficiently as possible. The activity center foundation of the Plan will allow more efficient use of sewer and water lines. The urban pattern will include a network of public parks and open spaces to provide opportunities for active recreation. Excellent police and fire facilities and services will be provided to protect the populace and its property. And finally, the City has committed to working closely with the Orange County School Board and Orange County government to ensure that schools continue to form the cornerstone of our neighborhoods. Schools are central to the growth and development of the City.

Financing for the provision of necessary infrastructure, including transportation, will require considerable public and private participation. This plan includes a combination of service fees, impact fees, and general property taxes, utility fees, special assessments, user fees and other resources necessary to eliminate existing infrastructure deficiencies and provide the infrastructure needed for new development at the levels of service desired by the City.

ORLANDO'S SOCIAL FRAMEWORK

Orlando's population is more diverse today than ever before in its history. Residents come from many economic, social and cultural backgrounds. Recognizing diversity and incorporating it into the physical environment includes considerations for universal design and access by people with disabilities, multi-lingual or universal signage, variety in housing to accommodate diverse family types, and variety in transportation choices.

As Orlando grows and changes demographically, it will become ever more important that resources and energy be directed toward enhancing the human and family orientation of the community. This can be done by focusing strongly on the provision of critically needed support services, education and amenities. Critical elements include continued development of the cultural arts, parks and recreational facilities, particularly in relation to Orlando's signature parks and lakes.

Opportunities must be provided for a broad range of family situations, keeping in mind the importance of cultural diversity. As lifestyles change, support for both traditional and non-traditional family lifestyles will, to a large degree, determine the quality of life in a community that has been known for its sense of family. The Plan recognizes competing priorities by providing for day-care resources, parks, cultural activities and opportunities for shopping and employment, in close proximity to residential areas so that individuals may choose to spend more time with their families and on leisure activities instead of commuting to meet such demands.

Enhanced educational opportunities for people of all ages and backgrounds, especially the economically disadvantaged, are critical if Orlando is to reach its full potential for economic development and preserve its social fabric. While developing educational opportunities is not directly within the City's prerogative, it is a critical factor in Orlando's growth and evolution and must be included in its vision of the future. The community must establish an effective means of educating the population and more fully integrating all of its residents into the mainstream economic pattern of Central Florida.

The City's vision will be implemented not only by government employees and elected officials. Citizens are the key. Orlando's vision will be implemented in great part by many non-profit and community-based organizations. Their successes have grown as their capacity increases. Local partnerships and creative projects are critically important to providing innovative choices in housing, social services, the arts, and environmental awareness. The City will continue to look for ways to foster positive community development.

CLOSING THOUGHTS

Orlando's vision for the future is noble, and the stakes are high. The crucial question is how it can be attained. The means for realizing the vision are embodied in the GMP. Through the GMP, Orlando will work toward a strong, regionally focused growth-management program that recognizes Orlando's historic, current and future role as the Central Florida regions' employment and cultural core.

This plan acknowledges that competition among the region's various local governments could easily result in an inefficient, scattered, low-density, sprawling developmental pattern. The City is dedicated to advocating for a more rational and sustainable urban form, and will work closely with its regional partners through such organizations as myregion.org to ensure that we provide future generations with a high quality of life. The City of Orlando challenges other local jurisdictions, the East Central Florida Regional Planning Council and the State of Florida to ensure that the proper coordination will be maintained so that Central Florida can grow in a manner that is as efficient and sensitive to the environment as possible.

APPENDIX

CITY POLICY – CAPITAL IMPROVEMENTS

The Capital Improvements Element of the GMP provides policy guidance for the development of the capital budget and program. Specifically, the following goals, objectives, and policies have been approved by the City Council.

GOAL 1

To provide and maintain, in an efficient and balanced manner, public facilities and services which protect the public health, safety, and welfare of its citizens, concurrent with the impacts of new development, are environmentally sensitive, are consistent with the desired urban form, achieve acceptable levels of service, maintain the existing infrastructure, and minimize public costs.

Objective 1.1 Capital improvements shall be provided to correct existing deficiencies, repair and replace worn out or obsolete facilities, and to accommodate new growth in an efficient, cost effective, and timely manner upon plan adoption.

Policy 1.1.1 The Capital Improvements Element shall be the mechanism used to guide and implement the Growth Management Plan through the programming of public facilities and services as identified in other elements of the GMP. The Capital Improvements Element shall concentrate on the first five years of capital needs, shall be identified as either funded or unfunded, and shall be reviewed and updated annually. The five year capital improvements schedule, referred to as Figure CI-14, shall be adopted as part of the Growth Management Plan.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).

Policy 1.1.2 Capital improvements identified in the Growth Management Plan that have an estimated cost of \$100,000 or over with a minimum useful life of three years shall be included in the Capital Improvements Element. Capital improvements identified in the Capital Improvements Element shall fulfill one of four purposes:

1. Protect the public's health and safety by preventing a critical breakdown in the City's public facilities and services.
2. Maintain, upgrade, repair or replace existing public facilities.
3. Eliminate existing deficiencies.
4. Expand existing public facilities or construct new public facilities concurrent with new growth.

Policy 1.1.3 For the purpose of this element, public facilities shall pertain to the following: roads, schools, public transit, multi-modal transportation facilities, water reclamation, potable water, solid waste, stormwater, and recreation and open space that are located within the City. Needed public facilities and services that meet the capital improvements definition and are the City's fiscal responsibility shall be included in the Capital Improvements Element. Publicly funded projects that are the fiscal responsibility of federal, state or other local governments may also be included, if needed to provide public facilities within the City.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).

Policy 1.1.4 Recommended public facilities and services identified in the Housing, Historic Preservation, Downtown or Urban Design Elements that meet the capital improvements definition and are the City's fiscal responsibility shall also be included in the Capital Improvements Element.

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Policy 1.1.5 Capital improvements identified in development orders executed for all Developments of Regional Impact and development agreements shall be included in the Capital Improvements Element, if improvements are proven to be financially feasible and necessary.

Policy 1.1.6 Capital improvements shall be prioritized in a manner that is consistent with the Growth Management Plan. This prioritization system shall be comprised of the following three components:

A. The timing of capital improvements shall be based on the following priorities:

1. To preserve the health and ensure the safety and welfare of the public by eliminating or preventing a critical breakdown in the City's public facilities and services.
2. To maintain existing public facilities through a repair and replacement program.
3. To eliminate existing deficiencies in a timely and cost efficient manner.
4. To accommodate new growth through the timely and cost effective planning and construction of new or expanded public facilities.

B. The needed capital improvements shall be located to promote efficient and compact development patterns through the strategic placement of new and expanded facilities that support the activity center concept. In an effort to promote compact development patterns, capital improvements shall be given the following priority based on project location:

1. Downtown
2. Metropolitan activity centers
3. Other activity centers and mixed use corridors
4. Fully developed areas
5. All other areas in the City

C. The fiscal impact of needed capital improvements shall be taken into consideration so that programmed capital improvements shall not overburden the operating budget in a particular year, and also to ensure that capital improvements are programmed in a cost efficient manner. Participation of other private and public entities (Florida Department of Transportation, Orange County, Water Management District) shall be taken into consideration for cost effectiveness and to avoid duplication.

The following criteria shall be applied to determine the fiscal impact of capital improvements:

1. Consideration of the fiscal impact on the operating and capital budget.
2. Relationship between project costs and potential revenue.
3. Protection of a prior or potential public investment.
4. Value of project to improve City's efficiency.
5. Avoidance of inefficient duplication of public facilities and services.

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- Policy 1.1.7 The Capital Improvements Fund Schedule (Figure CI-14) shall be a five year program that is updated annually after a single adoption hearing.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.1.8 The Capital Improvements Element shall be integrated into the Capital Improvement Program process, and the first year of the Capital Improvement Program will represent the capital budget that is adopted by City Council. The capital budget will include the first year of the Capital Improvements Fund Schedule (Figure CI-14) and all other capital improvements identified in the Capital Improvement Program.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.1.9 All operating costs associated with public facilities and services programmed in the Capital Improvements Element shall be incorporated into the five year operating budget. The budget process shall be amended to ensure that operating revenue needed to support capital improvements is provided.
- Objective 1.2** Upon plan adoption, the City shall utilize the Level of Service (LOS) standards identified in this plan to evaluate and permit new development in order to maintain adopted level of service standards for existing and future needs.
- Policy 1.2.1 The LOS standards adopted for each of the following public facilities and services shall apply to new development: roads, schools, water reclamation, parks, stormwater, potable water, solid waste and public transit.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 3090; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.2.2 Figure TE-1B and Transportation Policy 1.8.3 depict the Traffic Circulation Level of Service standards within city boundaries. Assessment of the level of service for major thoroughfares, where required, within city boundaries shall be based on peak hour directional traffic, using the most recent Highway Capacity Manual or other accepted procedures.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.2.3 The City shall exempt the area shown in Figure TE-3A from Transportation Concurrency for roadways in order to promote infill development and encourage use of alternative transportation modes.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.2.4 Improvements to the transportation system shall be prioritized based on safety considerations, existing deficiencies, multimodal and environmental considerations, physical, economic and policy constraints, contribution to quality urban design, required right-of-way needs, level of service, and appropriate system continuity.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*

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Policy 1.2.5

Major thoroughfares operating at a level of service of "F" should not be significantly degraded as a result of a proposed new development project, unless an appropriate mitigation plan, proportionate to the impacts of the proposed development, is approved consistent with the City's adopted mobility strategies. Significant degradation occurs when the increase in vehicles per hour per lane (vphpl) exceeds the following percentages:

Limited Access Facilities

4 Lanes	29%
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%
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(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101

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Policy 1.2.6 The following water reclamation LOS standards for Conserv I, Conserv II and Iron Bridge service areas shall be applied to new and existing development:

<u>Land Use</u>	<u>Gallons Per Day</u>	<u>Unit</u>
Single Family	250	Dwelling unit
Multi Family	190	Dwelling unit
Office	0.08	Square Feet
Commercial	0.09	Square Feet
Industrial	0.12	Square Feet
Lodging	119	Room
Hospital	0.08	Square Feet
Government	0.08	Square Feet

Note: The capacity of the collection system shall be based upon the peak flow with the pipe capacity at 75%, lift stations with the largest pump service, and forces mains flowing full at 5 feet per second. Treatment plant capacity shall be based upon the annual average daily flow.

(Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702).

Policy 1.2.7 The following parks and recreation LOS standards shall be applied to new and existing residential development:

Combined Community/ Neighborhood Parks	3.25 acres/1,000 population
Individual Community Park Sectors	1.3 acres/1,000 population
Individual Neighborhood Park Service Areas	0.75 acres/1,000 population

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 1.2.8 The City shall have trucks available to collect solid waste at the following Level of Service Standards at the time of building permit issuance:

This is to be accomplished based upon two (2) pick-ups per week for residential and on an as needed basis six days a week for commercial.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.2.9 The City shall apply all criteria contained within the Engineering Standards Manual (ESM) and associated documents as the post-1984 LOS standard including:

Policy 1.2.10 The City shall continue to accept existing conditions as the pre-1984 LOS standard and the City shall comply with requirements of the National Pollution Discharge Elimination System (NPDES) permit to outline deficiencies, to schedule needed capital improvements and to include a water quality component for existing development which is in compliance with the State Water Policy, Chapter 60-40 F.A.C., as applied by FDEP and the Water Management Districts.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

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Policy 1.2.11 The following potable water LOS standards shall be applied to new and existing development:

<u>Land Use</u>	<u>LOS Without Reclaimed Water</u>	<u>LOS With Reclaimed Water</u>
Single-Family	325 g/du/d	160 g/du/d
Multi-Family	200 g/du/d	200 g/du/d
Hotel	187 g/rm/d	187 g/rm/d
Commercial	0.13 g/sqft/d	0.13 g/sqft/d
Office	0.15 g/sqft/d	0.15 g/sqft/d
Industrial	0.22 g/sqft/d	0.22 g/sqft/d
Government	0.15 g/sqft/d	0.15 g/sqft/d
Hospital	0.22 g/sqft/d	0.22 g/sqft/d

<u>Minimum Line Pressure</u>	<u>Demand Condition</u>
50 psi	Average Day
40 psi	Peak Day
25 psi	Peak Day + Fire Flow

These LOS shall be based on the average day demand.

(Amended January 30, 2006, Effective March 2, 2006, Doc. No. 060130908; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.2.12 Throughout the planning period, the City shall strive to maintain or improve a 30-minute weighted average headway on the majority of the designated transit service corridors shown in Figure TE-52.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

Policy 1.2.13 Transit corridors must be given high priority for transit frequency increases to provide additional capacity to the transportation system, consistent with Transportation Objective 1.13 and associated policies.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

Policy 1.2.14 Levels of service for the maintenance of existing public facilities shall be determined based on the average useful life for equipment and public facilities or as conditions warrant the need to repair or replace existing public facilities.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

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Policy 1.2.15 The formula used to determine the need for capital improvements to eliminate existing deficiencies or meet the needs of future growth shall be as follows:

$$(S \times D) - I = Q:$$

S =Level of Service Standard (e.g. 1 acre of parkland per 1,000 population)

D =Demand (e.g. population, number of trips)

I = Inventory (existing inventory of public facilities)

Q = Quantity (e.g. needed capital improvements)

Policy 1.2.16 The following school LOS standards, except for backlogged facilities as provided in Policy 2.2.34 of this Element, shall be applied to new development consistent with Public School Facilities Element Policy 1.1.1:

<u>School Type</u>	<u>Standard*</u>	<u>Concurrency Service Area (CSA)</u>
Elementary	110%	Modified Middle School Attendance Zones
Middle	100%	Middle School Attendance Zones
High	100%	High School Attendance Zones

* Permanent FISH + “In-Slot” school, not to exceed Core Capacity for Elementary and Middle school types. Permanent FISH, not to exceed Core Capacity for High Schools.

The LOS for Blankner K-8 is as follows: grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle schools.

A development shall be deemed to meet school concurrency if there is sufficient capacity in the CSA where the development is located or where sufficient capacity exists in one or more contiguous CSAs, so long as the LOS in the adjacent zone does not exceed 95% of the LOS and the School District does not exceed 100% of capacity on a district-wide basis for the school type. The evaluation of capacity in the adjacent CSAs will also take into account transportation costs and court-ordered desegregation plans. CSA boundaries are depicted in the support document of the Public School Facilities Element.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102).

Objective 1.3 The Capital Improvements Element shall support the Future Land Use Element, be consistent with all other elements of the GMP, and where appropriate, be consistent with all other state, regional, and county plans upon plan adoption.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102).

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- Policy 1.3.1 The Capital Improvements Element and Concurrency Management System shall encourage compact development through the provision of development approval incentives and prioritization of capital improvements within activity centers and mixed use corridors that maximizes the use of existing infrastructure.
- Policy 1.3.2 The City shall encourage Orange County participation in the funding of the capital improvements that jointly serve both City and Orange County residents, based on each jurisdiction's pro rata share.
- Objective 1.4** The City shall continue utilization of the existing fiscal management process that provides efficiency and flexibility in the equitable financing of needed public facilities and services and ensures the financial feasibility of the Growth Management Plan.
- (Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).*
- Policy 1.4.1 The City shall demonstrate that the projects in the Capital Improvements Element have sufficient funding available or are prioritized for future funding. Revenue sources may include: tax revenues, bonds, state and federal funds, impact fees, service charges and developer contributions. The Capital Improvements Element shall contain a balanced program which addresses the repair and replacement of existing public facilities, elimination of existing deficiencies, and the provision for new public facilities.
- (Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 1.4.2 Existing development shall be responsible for the costs associated with the repair and replacement of existing public facilities and services through the payment of property revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.
- Policy 1.4.3 Existing development shall be responsible for the cost of capital improvements needed to eliminate pre-1991 existing deficiencies through property tax revenue, utility fees, local option gas tax revenue, user fees, service charges and other appropriate revenue.
- Policy 1.4.4 Development shall bear a proportionate share of the cost of providing new or expanded public facilities and infrastructure required to maintain adopted levels of service through impact fees, site-related developer dedications, and developer contributions.

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Policy 1.4.5 The City's capital program funding shall be categorized as either governmental (special purpose or other) or proprietary (self-sufficient or subsidized). The following table indicates the present categorization of City operating funds:

<u>Self-Sufficient Proprietary Funds</u>	<u>Subsidized Proprietary Funds</u>
Water Reclamation System	Orlando Venues (Arena)
Stormwater System	Civic Facilities Authority (Football & Baseball Stadium)
Solid Waste Management	
Parking System	
<u>Special Purpose Governmental Funds</u>	<u>Other Government Funds</u>
CRA	General Fund
Gas Tax	Debt Service Funds
Transportation Impact Fee Funds	Capital Projects Fund

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.4.6 For self-sufficient proprietary funds, the annual debt service requirements (both principal and interest) shall be structured to maximize the interperiod equity* consistent with existing State and Federal laws and investment banking norms.

*With regard to debt service, interperiod equity assumes that each fiscal period (one year) will bear a reasonable and equitable share of the cost of providing the capital project, in other words, that no period or group of periods will be unduly burdened to the benefit of other periods.

(Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).

Policy 1.4.7 For special purpose governmental funds, policy shall be established to limit the portion of the revenue which can be utilized to support debt service in a manner to provide sufficient available recurring revenues for related operating and maintenance expenses and for the portion of the capital projects to be provided for on a pay as you go basis.

Policy 1.4.8 Debt obligations of governmental funds, other than special purpose, and subsidized proprietary funds (to the extent of the subsidy required) shall be considered an obligation of the City's general governmental revenue sources.

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- Policy 1.4.9 Pledgeable revenue sources for debt obligation are limited. Use shall be treated as an allocation of a scarce resource and will be focused on balancing future flexibility with the need to consume scarce resources. The use of scarce resources should be thoughtfully addressed, used strategically, and, wherever possible, be limited to specific dollar amounts and subject to recapture.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.10 The City shall strive to employ revenue on a beneficiary association (user benefit) basis, whenever possible, within the City's limited legal capacity and flexibility.
- Policy 1.4.11 Whenever the City utilizes a pledgeable revenue source as a secondary revenue enhancement for capital projects, the City shall provide for (a) actual use of these revenues to be considered a loan subject to future repayment with interest, and (b) wherever possible, the recapture of the pledgeable revenue source for subsequent redeployment when the primary revenue pledge demonstrates sufficient strength on its own.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.12 The City shall employ an active debt management strategy to minimize the impact on tax or rate payers related to outstanding debt obligations.
- Policy 1.4.13 The City shall integrate short, intermediate and long-term debt to minimize aggregate debt service costs.
- Policy 1.4.14 The City shall develop policies and strategies regarding the maximum deployment of short or intermediate term debt in conjunction with the utilization of hedging tools (i.e. swaps, caps, etc.) to minimize the potential for future interest rate volatility.
- Policy 1.4.15 The City shall not rely on the use of general obligation (property tax) bonds. The City shall rely on various revenue bond alternatives where borrowing is considered appropriate.
- Policy 1.4.16 The City shall limit non-self-sufficient debt service to be no greater than 25% of non ad valorem government revenues. (Subsidized proprietary or other government funds)
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.17 The City shall develop an internal banking system which allows for an internal and revolving source of capital financing without needing to access the public markets for small projects.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.18 The City's internal banking fund shall be designed as a conduit, and shall establish a billing structure which, while recovering actual (initial and on-going) costs incurred, passes a savings along to the individual funds (and thus to the specific revenue or enterprise operation).
- Policy 1.4.19 The City shall establish and/or participate in fixed, variable or blended rate pool programs which allow for the reduction in the effective initiation and on-going costs and access to markets which might not otherwise be available to either the City or other pooling participants separately.
- (Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).*

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- Policy 1.4.20 The City shall establish specific policies as to the use of general governmental revenues for capital purposes.
- Policy 1.4.21 The City shall establish specific maximums for general governmental revenues, other than ad valorem taxes, which can be made available for debt service from current or future revenue, if and when enacted, for purposes of capital project assignment and with further limits regarding the portion which could be designated for debt service repayment purposes.
- (Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.22 The City shall set aside a portion of ad valorem taxes each year for the capital improvement program (CIP) fund. The dollar amount to be set aside shall be determined annually.
- (Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 1.4.23 Recreation and open space public facilities shall be funded primarily on a pay as you go basis through the Capital Improvement Program (CIP) Fund unless new dedicated revenue sources for park and recreation facilities are developed.
- Policy 1.4.24 Because the rehabilitation of already existing parks can often increase recreation opportunities at a fraction of the cost of new development, the City shall actively rehabilitate, maintain, and upgrade existing park and recreation facilities within existing and future funding constraints.
- Policy 1.4.25 Transportation public facilities, as a major non-proprietary component of the Capital Improvements Element, shall have all or a portion of certain revenues targeted for capital projects on either a “pay as you go” or debt service basis.
- Policy 1.4.26 The City shall participate in funding a capital improvement program that will add capacity to the transportation system over the planning periods consistent with Transportation Element Figure TE-2. The projects shown in the first five year planning period of Figure TE-2 shall be included in Capital Improvements Figure CI-14, except those that do not meet the requirements of Capital Improvements Policy 1.1.2 or those that have already been fully funded by other means.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.27 The City shall fund transportation improvements, maintenance and operating costs with Gas Tax and the General Revenue Fund. The City will use road impact fees to build new transportation capacity. The City shall pursue new sources of transportation funding to fully implement the Transportation Element. All additional countywide funding sources shall be shared with the city based on a mutually agreeable formula.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*

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- Policy 1.4.28 Improvements to the major thoroughfare network may be funded and built in accordance with the Transportation Element by developers or other private sector parties pursuant to written agreements with the City.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.29 The City shall invest transportation infrastructure dollars to encourage private sector investment in areas identified as appropriate in the Future Land Use Element.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.30 Impact fee assessments to individual developments shall not exceed that development's share of anticipated transportation improvements within the Transportation Benefit Area.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904 Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.31 In addition to paying impact fees, new developments, and redevelopments shall be responsible for the cost of site-related road and traffic operations improvements that are necessary for safe and adequate access to the development site. This requirement shall apply citywide.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.32 The City shall fund its local share of the cost of providing regional transit systems and services in a proportion equal to its share of the regional population to the maximum degree feasible and to the extent that such regional costs are not funded through dedicated local tax sources, state, or federal funds.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.33 The City shall appropriate funds on an annual basis sufficient to meet the commitment stated in Policy 1.4.32.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*
- Policy 1.4.34 The City shall actively support the establishment of dedicated revenue sources for public transit. The City shall work with regional partners to identify grants, state and federal funding sources, as well as local sources to fund construction and operation of transit projects shown in Transportation Figure TE-2.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.35 The City shall seek commitments from other local governments to fund their local share of the cost of providing regional public transit systems and services.
- Policy 1.4.36 First priority for funding transit improvements shall be based upon improving headways on existing routes. The City also shall consider funding expanded coverage of the transit system within the city limits as well as service enhancements which improve ridership, accessibility and travel time.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904).*

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- Policy 1.4.37 Internal public transit, bikeway and pedestrian systems in metropolitan activity centers shall be funded primarily by fees, taxes, and other revenue sources derived from the property and uses internal to the metropolitan activity centers. Funding may be considered and recommended by a board of directors comprised of affected members (developers and/or property owners).
- Policy 1.4.38 Funding for the Bicycle Plan shall be allocated based on the implementation phasing.
- Policy 1.4.39 The City shall pursue supplemental funding sources including federal and state grants and private contributions to enhance the Bicycle Plan implementation and construct the bicycle and pedestrian projects identified in Transportation Figure TE-2.
- (Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.40 The City shall rely only upon developer contributions as a funding source within the Capital Improvements Fund Schedule when the obligation to fund a specific capital improvement is addressed in a development agreement or development order. The City will not be responsible for funding capital improvements that are the obligation of the developer. If the developer fails to meet any capital improvement commitment that is programmed in the Capital Improvement Fund Schedule, a plan amendment to delete the capital improvement from the Fund Schedule shall be required. The developer's project must be revised based on amendment to the Fund Schedule that directly impact the project.
- (Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.40 The City shall rely only upon developer contributions as a funding source within the Capital Improvements Fund Schedule when the obligation to fund a specific capital improvement is addressed in a development agreement or development order. The City will not be responsible for funding capital improvements that are the obligation of the developer. If the developer fails to meet any capital improvement commitment that is programmed in the Capital Improvement Fund Schedule, a plan amendment to delete the capital improvement from the Fund Schedule shall be required. The developer's project must be revised based on amendment to the Fund Schedule that directly impact the project.
- (Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 1.4.41 As a reasonable alternative for the establishment, power, operation, and duration of independent districts to manage and finance basic community development services, the City may approve the establishment of one or more community development districts (CDD's) in the City limits, provided that any approved CDD petition is consistent with the requirements of Chapter 190, Florida Statutes. The City shall consider the following factors and make a determination to grant or deny a petition for the establishment of a CDD:
1. Whether all statements contained within the petition have been found to be true and correct.
 2. Whether the establishment of the CDD is inconsistent with any applicable element or portion of the state comprehensive plan or of the City's adopted Growth Management Plan.
 3. Whether the area of land within the proposed CDD is of sufficient size, is sufficiently compact, and is sufficiently contiguous to be developable as one functional interrelated community.
 4. Whether the CDD is the best alternative available for delivering community development services and facilities to the area that will be served by the CDD.
 5. Whether the community development services and facilities of the CDD will be incompatible with the capacity and uses of existing local and regional community development services and facilities.

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6. Whether the area that will be served by the CDD is amenable to separate special-district government.

(Amended April 19, 2004, Effective July 5, 2004, Doc. No. 040419907).

Policy 1.4.42 If long term level of service deficiencies are projected, the City may choose to adopt a long-term concurrency management system and a financially feasible long-term capital improvements schedule to address those deficiencies.

(Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007).

Policy 1.4.43 As part of the Evaluation and Appraisal Reporting process, the City shall monitor progress toward implementation of the projects identified in Transportation Figure TE-2 and amend the figure consistent with City plans and Metroplan's Long Range Transportation Plan.

(Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

Objective 1.5 The City shall continue evaluation and implementation of the fiscal evaluation and monitoring process to ensure the financial feasibility, successful coordination and implementation of the Growth Management Plan.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 1.5.1 The fiscal evaluation model shall review and project revenues and funding mechanisms, debt service and capacity, and project capital and operating costs annually for the five year program. This model shall be sensitive to economic conditions and be integrated into the land development review process taking into account the impact development permits have on revenues, capital and operating costs.

Policy 1.5.2 The capital improvements monitoring system shall track the funding, construction and completion of capital improvements identified in the Capital Improvements Element, and monitor capital and operating budget amendments to the Capital Improvements Element. An annual status report on all capital improvements shall be prepared and included in the Capital Improvement Program.

Policy 1.5.3 The capital improvements monitoring system shall also include a repair and replacement schedule and inventory that describes condition, useful life and value of all equipment and public facilities.

GOAL 2: CONCURRENCY MANAGEMENT

To provide and maintain public facilities, concurrent with the impacts of new development, in a manner consistent with the desired urban form through implementation of this plan and the City's land development regulations.

Objective 2.1 Throughout the planning period, the Land Development Code shall include a Concurrency Management System (CMS) to ensure the availability of public facilities to serve new development.

(Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636).

Policy 2.1.1 The City's Concurrency Management System must include the procedures, requirements, and analysis needed to ensure that the adopted level of service standards for schools, potable water, water reclamation, solid waste, stormwater, and recreation and open space are not lowered by development below adopted LOS standards and that needed public facilities to serve the development are provided concurrent with development.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).

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- Policy 2.1.2 The City's Concurrency Management System shall encourage a concentrated urban form in order to efficiently accommodate its projected population and employment. The City recognizes that the benefits of a concentrated urban form maximizes the use of the existing infrastructure, promotes efficiency in the areas of transportation, public facilities and services, neighborhood protection, energy consumption and environmental protection.
- Policy 2.1.3 The City shall deny the approval and issuance of development permits and orders for developments which reduce the level of service standards for schools, water reclamation, potable water, solid waste, stormwater, and recreation and open space, as set forth in this plan. For recreation and open space, the level of service standards shall be deemed met for development if the required land is available at the time a certificate of occupancy is issued and developed on such land within one year of issuance.
- The City shall require that adequate water supplies and potable water facilities are in place and available to serve development prior to issuance of a certificate of occupancy. Prior to issuance of a building permit, the City shall consult with OUC, Orange County Utilities, Winter Park Utilities, or Taft Water Association, as applicable, to determine whether adequate water supplies are available to serve the development.
- (Amended May 16, 1994, Effective July 28, 1994, Doc. No. 27538; Amended April 9, 2007, Effective June 28, 2007, Doc. No. 0704091007; Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.1.4 New development shall be responsible for mitigating its impact on public facilities and services when the development causes the facility to fall below the level of service standards established in this plan. Mitigation shall be satisfied through the provision of new or upgraded facilities or by paying a sum equivalent to the cost of the needed improvements.
- Policy 2.1.5 The City's Concurrency Management System shall include reservation criteria and safeguards that allow for varied reservation time periods depending upon the size, land use type, phasing, capacity availability, and geographic location of the development.
- Policy 2.1.6 The City's Concurrency Management System shall include a vesting and appeals review process that establishes vesting criteria and procedures, to be applied on a case by case basis.
- Policy 2.1.7 The City's Concurrency Management System shall include an integrated development monitoring system that will ensure that the adopted level of service standards are maintained. An annual capacity availability report shall be prepared by the Planning and Development Department and approved by City Council.
- (Amended April 14, 2003, Effective June 7, 2003, Doc. No. 030414702).*
- Objective 2.2** Upon plan adoption, the City shall utilize the level of service (LOS) standards identified in this plan to evaluate and permit new development as part of the City's Concurrency Management System.
- Policy 2.2.1 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.2 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*

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- Policy 2.2.3 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.4 The City shall permit development within the Transportation Concurrency Exception Area consistent with the land uses and intensities allowed in the Growth Management Plan. Such development shall support a range of transportation alternatives to satisfy mobility needs, manage congestion, and achieve healthy, vibrant urban centers. Developments inside the Transportation Concurrency Exception Area are exempted from compliance with the concurrency management system and shall comply with the mobility requirements of the Growth Management Plan and the City's Land Development Code.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.5 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.6 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended February 7, 2000, Effective March 9, 2000, Doc. No. 32636; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.7 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.8 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.9 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.10 Reserved.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*

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- Policy 2.2.11 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.12 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.13 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.14 *The City shall monitor performance of the roadway system inside the Transportation Concurrency Exception Area (TCEA) by monitoring Level of Service for every major thoroughfare within the TCEA. (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).*
- Policy 2.2.15 Reserved.
(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.16 The City shall coordinate with Orange County in the review, monitoring, and update of the County's socioeconomic data, development approvals, land use amendments, and LOS standards in order to monitor the external changes in the County that may impact the City's transportation system.

(Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).
- Policy 2.2.17 Reserved.

(Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011101).
- Policy 2.2.18 The water reclamation LOS standard shall be applied, through the application of the following performance standards to ensure that water reclamation public facilities are in place when the impacts of development occur:
1. Adequate plant capacity is available, or under construction, at the time a development permit is issued; not to exceed permitted plant capacity; and
 2. Line capacity is available, or under construction, at the time a development permit is issued, not to exceed 90% of available line capacity.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*

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- Policy 2.2.19 The parks and recreation LOS standards shall be applied, through the application of the following performance standards to ensure that parks and recreation facilities are in place when the impacts of development occur:
1. Adequate park capacity exists to serve the residential development; or
 2. The necessary capital improvements are guaranteed in a development agreement which provides for the actual construction to begin within one year from the issuance of a development permit; or
- The necessary capital improvements are programmed in the Capital Improvements Element for actual construction to begin within one year from the issuance of a development permit.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*
3. The necessary capital improvements are programmed in the Capital Improvements Element for actual construction to begin within one year from the issuance of a development permit.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*
- Policy 2.2.20 The potable water LOS standards shall be applied, through the application of the following performance standards to ensure potable water public facilities are in place when the impacts of development occur:
1. Adequate plant capacity is available, or under construction, at the time a development permit is issued;
 2. Adequate minimum pressure under average day demand conditions is available, or under construction, at the time a development permit is issued. Adequate line pressure shall be measured at the nearest transmission or distribution line; and
 3. Adequate permitted capacity is available (through the CUP) from the water provider.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610; Amended January 22, 2007, Effective April 9, 2007, Doc. No. 0701221004).*
- Policy 2.2.21 The solid waste LOS standards shall be applied through the application of the following performance standards to ensure that solid waste public facilities are in place when the impacts of development occur:
1. Adequate truck fleet capacity is available at the time a development permit is issued, or
 2. The necessary capital equipment is programmed in the Capital Improvements Element to be purchased at the time a development permit is issued; or
 3. The necessary capital equipment is guaranteed in a development agreement which provides for the actual purchase of the equipment upon issuance of a development permit.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*
- Policy 2.2.22 The stormwater LOS standards shall be applied, through the application of the following performance standards to ensure that stormwater public facilities are in place when the impacts of development occur:
1. The necessary improvements are in place at the time a development permit is issued; or
 2. The necessary improvements are guaranteed in a development agreement that ensures that the improvements will be in place at the time a development permit is issued.
- (Amended May 17, 1993, Effective July 8, 1993, Doc. No. 26610).*

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- Policy 2.2.23 The City shall monitor level of service conditions for public transit through annual evaluations of transit route headways, based on standards established under Policy 1.2.12.
- (Amended January 26, 1998, Effective February 26, 1998, Doc. No. 30904; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103).*
- Policy 2.2.24 School LOS standards and school concurrency shall be implemented through the application of the goals, objectives, policies and figures of this Element, the Intergovernmental Coordination Element, and the Public School Facilities Element.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).*
- Policy 2.2.25 Prior to June 1st of each year, OCPS shall coordinate with the City to develop a financially feasible ten (10) year DCOP for review and approval by the OCPS Board and adoption into Orlando's Capital Improvements Element.
- Policy 2.2.26 The City shall review the updated ten (10) year DCOP to determine if the projected capacity, projected enrollment, and LOS for each school and Concurrency Service Area (CSA) within the City's jurisdiction is consistent with its growth projections.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).*
- Policy 2.2.27 The City, in conjunction with OCPS, shall review and update OCPS' adopted CSA boundaries, adopted LOS standards and enrollment projections in the annual update of the CIE to ensure that the CIE continues to be financially feasible and that the LOS will be achieved.
- (Amended July 7, 2008, Effective September 30, 2008 Doc. No. 0807071001; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 2.2.28 The ten (10) year DCOP shall include all planned capital projects which increase the capacity of public schools within the City.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).*
- Policy 2.2.29 The City shall include the ten (10) year DCOP in the annual update of the CIE.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).*
- Policy 2.2.30 The City hereby incorporates by reference the OCPS 10-Year Capital Outlay Plan for 2011-2012, adopted by the Orange County School Board on September 13, 2011, which includes school capacity sufficient to meet anticipated student demands projected by OCPS.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended June 8, 2009, Effective August 25, 2009, Doc. No. 0906081103; Amended December 14, 2009, Effective March 11, 2010, Doc. No. 0912141101; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 2.2.31 The City may cooperate with the School Board to ensure that future needs are addressed consistent with the adopted LOS standards for public schools.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).*

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- Policy 2.2.32 The LOS standards, except for backlogged facilities as provided in CIE Policy 2.2.34, to implement school concurrency shall be calculated as a percentage of the Adjusted FISH Capacity as follows:
- Elementary: 110% of Adjusted FISH using Modified Middle School Attendance Zones as CSAs
- Middle: 100% of Adjusted FISH using Middle School Attendance Zones as CSAs
- High, including ninth grade centers: 100% of Adjusted FISH using High School Attendance Zones as CSAs (Note: Adjusted FISH for High Schools does not include in-slots.)
- The LOS for Blankner K-8 is as follows: grades kindergarten through five shall be included in the adopted LOS for elementary schools and grades six through eight shall be included in the adopted LOS for middle schools.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102).*
- Policy 2.2.33 In accordance with F.S. 163.3180 (9)(a), the City hereby adopts a long-term school concurrency management system with the ten (10) year planning periods of 2009/2010 - 2018/2019 and 2010/11 to 2019/2020 for areas where significant backlogs exist.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*
- Policy 2.2.34 Consistent with Section 15 of the Amended and Restated Interlocal Agreement, the LOS standards shall be applied consistently by Orange County and by the School Board to all schools of the same type. All CSAs must achieve the adopted LOS standards identified in CIE Policy 2.2.32 and PSFE Policy 1.1.1 by the end of the 5th year of the Capital Improvements Schedule, with the exception of the backlogged CSAs which have been placed in a long term concurrency management system. Each backlogged CSA must meet the adopted LOS within the 10 year period identified within the respective adopted Long Term Concurrency Management System for Schools (LTCMSS). The backlogged CSAs are identified below in Table A and Table B, along with the existing LOS and projected 5-year and 10-year LOS.
- (Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001; Amended November 1, 2010, Effective January 18, 2011, Doc. No. 1011011102; amended December 5, 2011, Effective December 5, 2011, Doc. No. 1112051203).*

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Table A

Backlogged CSA	Adopted LOS Standard	2009-10 Existing)	2013/14 (5 Year)	2016-17 TCMS 10 Year)
CSA DD	110%	109.4%	114.6%	100.6%
Gotha	100%	110.1%	104.0%	81.9%
Meadow Woods	100%	106.6%	108.1%	99.3%
66-M-W-4 (2012)	100%	n/a	100.8%	100%

Table B

Backlogged CSA	Adopted LOS Standard	2010-11 Existing)	2014/15 (5 Year)	2019-20 LTCMS 10 Year)
CSA 1	110%	99%	113%	110%
<u>CSA V</u>	110%	111%	138%	84%
Avalon	100%	123%	129%	78%
Dr. Phillips	100%	155%	132%	100%
Olympia	100%	97%	132%	100%
West Orange	100%	113%	155%	100%

Policy 2.2.35

The City shall annually review compliance and appropriateness of the adopted LOS standard.

(Amended July 7, 2008, Effective September 30, 2008, Doc. No. 0807071001).

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CITY OF ORLANDO CAPITAL IMPROVEMENT ELEMENT (FIGURE CI-14) CAPITAL IMPROVEMENTS FUND SCHEDULE

	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>FIVE YEAR</u>
Capital Improvement Fund						
Bicycle and Pedestrian Facilities						
Miscellaneous Sidewalk Repair	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
School/Safety Sidewalk Program	600,000	600,000	600,000	600,000	600,000	3,000,000
Sidewalk Remediation Program	850,000	850,000	850,000	850,000	850,000	4,250,000
Roadways						
Southeast Projects	1,400,000	1,887,500	1,887,500	1,887,500	1,887,500	8,950,000
Parks and Open Space						
Recreation Pools & Courts	290,000	290,000	290,000	290,000	290,000	1,450,000
Parks and Playground Renovation	1,225,000	1,200,000	1,050,000	1,200,000	1,250,000	5,925,000
Capital Improvement Fund Total	\$ 4,665,000	\$ 5,127,500	\$ 4,977,500	\$ 5,127,500	\$ 5,177,500	\$ 25,075,000
Gas Tax Fund						
Roadways						
New Traffic Signal Locations (City wide)	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 200,000
Robinson Street "Complete Streets"	1,000,000	6,481,000	-	-	-	7,481,000
Virginia Drive Improvement	-	100,000	500,000	1,000,000	-	1,600,000
Corrine Drive/Virginia Drive	-	-	5,000,000	5,000,000	-	10,000,000
Mass Transit						
LYNX Annual Contribution	4,003,006	4,103,081	4,205,658	4,310,800	4,418,570	21,041,115
Bicycle and Pedestrian Facilities						
ADA Transition Plan	300,000	300,000	300,000	300,000	300,000	1,500,000
Bicycle Plan Implementation	200,000	200,000	200,000	200,000	200,000	1,000,000
Curb Ramp Construction and Curb Repair	150,000	-	150,000	-	150,000	450,000
Miscellaneous Sidewalk Repair	200,000	200,000	200,000	200,000	200,000	1,000,000
School/Safety Sidewalk Program	100,000	100,000	100,000	100,000	100,000	500,000
Gas Tax Fund Total	\$ 5,953,006	\$ 11,584,081	\$ 10,655,658	\$ 11,210,800	\$ 5,368,570	\$ 44,772,115
Service Charges						
Solid Waste Collection						
CBD Waste & Recycling Center	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Commercial Collection Vehicles	450,000	770,000	387,000	770,000	387,000	2,764,000
Residential/Recycling Collection Vehicles	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	5,250,000
Water Reclamation						
Conserv I Area Collection System Improvements	1,500,000	2,500,000	2,500,000	3,000,000	3,000,000	12,500,000
Conserv I South Reclaimed Water Main	3,000,000	3,000,000	-	3,000,000	-	9,000,000
Conserv I Treatment Plant Improvements	12,000,000	-	-	-	-	12,000,000
Conserv II Area Collection System Improvements	3,500,000	2,500,000	3,000,000	3,500,000	3,000,000	15,500,000
Conserv II RIB Site 1 & 10 Expansion	-	4,000,000	-	-	-	4,000,000
Lift Stations Emergency Generators	2,500,000	2,500,000	2,500,000	3,000,000	3,000,000	13,500,000
Line Sewers	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Sanitary Service Lateral Rehabilitation	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	14,000,000
Sanitary upgrades with other projects	3,000,000	3,000,000	2,000,000	2,000,000	2,000,000	12,000,000
Conserv I Treatment Plant Improvements (Water Rec. Impact Fee Fund)	35,760,497	-	-	-	-	35,760,497
Lift Station Underground Rehabilitation	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Service Charges Total	\$ 71,160,497	\$ 28,320,000	\$ 20,437,000	\$ 25,320,000	\$ 21,437,000	\$ 166,674,497

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CITY OF ORLANDO CAPITAL IMPROVEMENT ELEMENT (FIGURE CI-14) CAPITAL IMPROVEMENTS FUND SCHEDULE (CONTINUED)

	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>FIVE YEAR</u>
Stormwater						
CT Phase 4 - Shine (Marks to Colonial)	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ 180,000
East Lake Arnold	-	694,026	-	-	-	694,026
Lake Hourglass to Lake Lancaster Drainage Improvem	140,000	1,200,000	-	-	-	1,340,000
Lake Ivanhoe Blvd Drainage Improvements-Area 3	-	-	-	180,000	2,680,000	2,860,000
Lake Lurna Baffle Box.CDS/etc	-	-	-	300,000	-	300,000
Mills & Jackson at Lake Lawsona Drainage Imp	-	-	-	-	500,000	500,000
Rapid Response Construction	-	-	400,000	400,000	400,000	1,200,000
South Lucerne Circle Baffle Boxes	-	700,000	-	-	-	700,000
Stormwater System Construction	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
System Repair and Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Stormwater Utility Fee Total	\$ 2,140,000	\$ 4,594,026	\$ 2,400,000	\$ 2,880,000	\$ 5,760,000	\$ 17,774,026
Transportation Impact Fees						
Roadways						
Alden/Lake Highland Realignment	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Terry Avenue-North Extension	-	1,381,000	-	-	-	1,381,000
Augusta National/Commander Drive	-	-	-	1,000,000	2,000,000	3,000,000
Boggy Creek - Tavistock (Narcoossee/Osceola Co)	-	-	1,000,000	4,200,000	500,000	5,700,000
Heintzelman Blvd	-	250,000	250,000	2,000,000	-	2,500,000
Innovation Way South	400,000	700,000	-	-	-	1,100,000
Narcoossee Widening: SR 528 - SR 417	500,000	-	-	-	-	500,000
New Traffic Signal Locations (Southeast)	100,000	-	-	-	-	100,000
Division Avenue Complete Streets	-	500,000	750,000	1,300,000	-	2,550,000
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	6,000,000	4,000,000	-	-	-	10,000,000
New Traffic Signal Locations (Southwest)	150,000	150,000	150,000	150,000	-	600,000
Pres. Barack Obama Parkway Phase 2	500,000	1,000,000	500,000	-	-	2,000,000
Raleigh Street Improvements	200,000	-	-	-	-	200,000
Terry Avenue-South Extension	332,000	1,000,000	500,000	750,000	750,000	3,332,000
Mass Transit						-
Church Street SunRail Platform	-	500,000	600,000	-	-	1,100,000
Bicycle and Pedestrian Facilities						-
South Magnolia Avenue Access	-	-	500,000	-	-	500,000
Transportation Impact Fees Total	\$ 9,182,000	\$ 9,481,000	\$ 4,250,000	\$ 9,400,000	\$ 3,250,000	\$ 35,563,000
Total	93,100,503	59,106,607	42,720,158	53,938,300	40,993,070	289,858,638

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RESERVE POLICY SUMMARY

The Reserve Policy is designed to develop standards for setting reserve levels for various, significant City funds. The Policy covers the General Fund (which includes the Utilities Services Tax Fund), Enterprise Funds (both Self-Supporting and Non-Self Supporting), Capital Projects Funds (excluding bond proceeds) and Internal Service Funds.

The factors that are considered in the evaluation of the adequacy of reserves are the size of the operating fund, the likelihood of a negative budgetary event, the cash flow characteristics of the fund, the elasticity of the revenues (how the revenues are affected by growth in the economy) of the fund, and the discretionary authority that the City Council has to raise rates or increase revenues of the fund. Other considerations that may be unique to each fund are also reviewed in the determination of the appropriate reserve level. Based upon this analysis, a range for the reserves is established for each of the funds or category of funds that is based upon the percentage (%) of the subsequent year's budgeted expenditures. Thus reserve balances must be increased as expenditures increase, even without other changes.

The goal of the Reserve Policy is to maintain a reserve between 75% and 100% of the maximum of the range. If reserve level falls below 75% of the range maximum, action will be required to increase the reserve over a number of years to at least 75% of the maximum. The Policy provides for a plan to be developed that will return the reserve to an appropriate level over a period of three to seven years, depending upon the severity of the draw down of the reserve.

This Policy also requires an annual reporting mechanism, and the review of this Policy on a periodic basis. The annual report compares the reserves of each fund at the end of each fiscal year to the budgeted expenditures of the current fiscal year.

Proposed Ranges

The reserve ranges for each of the funds or category of funds covered are shown below:

General Fund: 15% to 25% of the Budgeted Expenditures

Enterprise Funds: 10% to 20% of Budgeted Expenditures
(Self-Supporting)

Enterprise Funds: 0% to 10% of Budgeted Expenditures
(Non-Self Supporting)

Capital Projects Funds: 0% to 10% of Budgeted Expenditures
(excluding bond proceeds)

Fleet Management Fund: 5% to 10% of Budgeted Expenditures

Risk Management Fund: 10% to 15% of the Outstanding Liability

SCOPE:

This Reserve Policy includes the following funds of the City:

1. General Fund
2. Enterprise Funds (Business Units)
3. Capital Projects Funds (excluding bond proceeds)
4. Internal Service Funds (Special Purpose Funds)

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CRA and Impact Fee Funds have been excluded from this Policy. In the case of the CRA Funds, the three CRA Districts are required by statute to return any excess funds to the contributing taxing authorities. Furthermore, the Downtown District must have a reasonable expectation that year-end reserves will be spent within three fiscal years in order to hold those balances.

The City's two Impact Fee Funds (Transportation and Water Reclamation) must be spent on new, system expansion oriented capital projects. Since these funds are limited to capital projects, an operating reserve is not necessary. Year-end balances must have an anticipated use, but may be reprioritized if the ultimate use complies with the special purpose restriction.

Other funds have been excluded from this Policy because (1) there are already other legal restrictions that control the ability to maintain reserves, (2) the funds are to be used to fund future liabilities (pension funds), (3) the funds are small and have no material impact on City operations, or (4) other special circumstances exist.

FACTORS IN DETERMINING APPROPRIATE OPERATING RESERVE LEVELS:

Operating Fund Size

The size of the fund's expenditure budget is an important factor in determining the appropriate level of reserves to maintain. In general, the smaller the fund, the greater the appropriate reserve level as a percentage of budgeted expenditures.

Negative Budgetary Event Risk

The relative risk of a negative budgetary event should be taken into consideration in setting the required reserve for an operating fund. The greater the likelihood that external events can negatively impact the fund's budget, the greater the need for reserves that can absorb such a financial shock.

Cash Flow Issues

Another consideration in establishing a minimum reserve level is the cash flow issues related to major revenues. Are these revenues received on a somewhat level basis during the fiscal year (monthly based on activity), or are they received annually or seasonally (e.g. occupational license which are due in September and delinquent October 1 for the then ensuing fiscal year or property taxes which are received from November through March and then drawn down through the next November)? A fund that has more seasonal revenues will require a greater reserve.

Elasticity of Revenues

The elasticity of a revenue refers to how a revenue source responds to changes in economic growth. Revenues that grow as the economy grows are elastic revenues. Elastic revenues include sales taxes, franchise fees and utility taxes. Inelastic revenues are revenues that remain flat or do not change with economic growth. These include occupational licenses and fines. The higher the percentage of elastic revenues in a fund, the lower the need for reserves.

Discretionary Authority

Discretionary authority refers to the ability of the governing body to quickly adjust a particular revenue. Revenues that can be changed by action of the City Council and can be implemented within a short period are highly discretionary. Examples of highly discretionary revenues include user fees for the water reclamation system and parking facility rates (hourly or monthly). Revenues that are not discretionary include sales taxes (rate is set by the State) and State shared revenue. Between these two extremes are revenues that have a moderate degree of discretion that allows for changes but only at certain times or under certain restrictions (notice requirements, etc.). Property taxes, which can be changed by City Council only once a year, require notices and public hearings, and have a statutory cap, are moderately discretionary.

APPENDIX

USE AND REPLENISHMENT OF RESERVES:

Range Structure

Ranges are established based upon the percentage (%) of the subsequent year's Budgeted Expenditures to allow for stability over time. This policy will require additional funding of reserves as budgeted expenditures increase.

Minimum/Maximum Range

The reserve range should be set so that reserves at the maximum of the range can withstand at least two, and possibly three, negative budgetary events without falling below the minimum. The Policy generally anticipates a maximum negative budgetary event of 3.0% of Budgeted Expenditures. The goal of this Policy is to maintain reserves at or near the maximum of the range. If reserves fall below 75% of the maximum, action will be required to increase reserves to at least 75% over a specified number of years. If the reserve falls below the midpoint of the range, a more aggressive plan shall be implemented to return the reserve to a range of between 75% and 100% of the maximum (see "Replenishment of Reserves" below).

Use of Reserves to Address Structural Imbalance

To the extent that there is an imbalance between revenues and Budgeted Expenditures, it is important that reserves are utilized carefully and judiciously, since reserves are a one-time, nonrecurring funding source. Just as reserves are built up over a series of years, drawing down on reserves should also be done in measured amounts. The long-term health of the fund requires that a structural imbalance must be addressed promptly. If an imbalance occurs, a multi-year plan shall be developed to address the imbalance concurrently with the planned reserve draw down. The implementation of the replenishment plan will be done in accordance with the guidelines below (see "Replenishment of Reserves"). A planned draw down of a fund's reserves should: a) not exceed 3.0% of Budgeted Expenditures, and b) not reduce the reserve below the midpoint of the range.

Replenishment of Reserves

The following criteria should be used to restore reserves based upon the remaining reserve compared to the respective maximum reserve guideline:

If the reserves are drawn down below 75% of the maximum of the range, then a budgetary plan shall be implemented to return the reserve level to between 75% and 100% of the maximum over a 5 to 7 year period.

If the reserves are drawn down below the midpoint of the range, then the budgetary plan to restore the reserve shall be structured over a 3 to 5 year period.

If the reserves are drawn down below the minimum of the range, then a solution to replenish to at least the minimum shall be structured over a 1 to 3 year period.

Annual Status Reporting and Periodic Review

Annually, after presentation of the City's Comprehensive Annual Financial Report, the Chief Financial Officer will prepare and present an updated **Reserve Level Status** report (see attached) as of the end of the fiscal year (September 30).

At least every five years, the Mayor, based on advice from the Chief Financial Officer, will ask the City Council to reaffirm or revise the Policy, including the percentage ranges established by category herein.

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RESERVE LEVEL STATUS

The following schedule is designed to present the annual end-of-year actual status to the Reserve Policy. The dollar ranges and percentages shown below equate to of the subsequent year's budgeted expenditures. In the case of the Risk Management Fund, the ranges are based upon the percentage of the outstanding liability. For further explanation of minimums and maximums, see the Reserve Policy narrative in this section.

City of Orlando
Operating Reserve Level Status
Presented as of September 30, 2019
(\$'s in millions)

<u>Funds</u>	<u>2019/2020</u> <u>Budget</u>	<u>Reserve Policy</u>				<u>Actual Reserves</u>
		<u>Minimum</u>		<u>Maximum</u>		
General Fund	\$ 551.2	\$ 82.7	15%	\$ 137.8	25%	\$ 136.5 (1) 25%
Enterprise Funds						
Self Supporting						
Wastewater System	\$ 112.1	\$ 11.2	10%	\$ 22.4	20%	\$ 21.0 19%
Parking System	\$ 23.4	\$ 2.3	10%	\$ 4.7	20%	\$ 13.7 59%
Stormwater System	\$ 24.0	\$ 2.4	10%	\$ 4.8	20%	\$ (10.2) -43%
Solid Waste Management	\$ 41.2	\$ 4.1	10%	\$ 8.2	20%	\$ 28.4 69%
Enterprise Funds						
Non-Self Supporting						
Orlando Venues	\$ 20.8	\$ -	0%	\$ 2.1	10%	\$ 3.3 16%
Orlando Stadium Operations	\$ 6.8	\$ -	0%	\$ 0.7	10%	\$ 12.7 187%

(1) During Fiscal Year 2011, the City implemented GASB 54 "Fund Balance Reporting and Governmental Fund Type Definitions." Amounts reported include the assigned and unassigned fund balances of each respective fund.

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City of Orlando
Operating Reserve Level Status
Presented as of September 30, 2019
(\$'s in millions)

<u>Funds</u>	<u>2019/2020 Budget</u>	<u>Reserve Policy</u>				<u>Actual Reserves</u>
		<u>Minimum</u>		<u>Maximum</u>		
Internal Service Funds						
Fleet Management Fund	\$ 18.5 (1)	\$ 0.9	5%	\$ 1.9	10%	\$ 2.2 12%
Risk Management Fund	\$ 33.6 (2)	\$ 3.4	10%	\$ 5.0	15%	\$ 15.0 45%
Health Care Fund	\$ 70.0	\$ 7.0	10%	\$ 10.5	15%	\$ 28.2 40%

(1) Reflects only the operating (and not vehicle replacement) budget.

(2) Reflects the outstanding liability for claims as of September 30, 2019.

City of Orlando
Capital Reserve Level Status
Presented as of September 30, 2019
(\$'s in millions)

<u>Funds</u>	<u>Unrestricted Net Position</u>		<u>Restricted Net Position</u>		<u>Total</u>
	<u>Capital Projects Reserve</u>		<u>R&R</u>	<u>Other</u>	
Enterprise Funds					
Self Supporting					
Wastewater System	\$	149.1	2.8	-	\$ 151.9
Parking System	\$	-	7.4 (2)	-	\$ 7.4
Stormwater System	\$	28.8	-	-	\$ 28.8
Internal Service Funds					
Fleet Management Fund	\$	38.5 (1)	-	-	\$ 38.5
Capital Project Funds					
Capital Improvement Fund	\$	-	-	135.9	\$ 135.9

(1) Reflects the vehicle replacement reserve (see page 15 of the Reserve Policy).

(2) Changed to agree with CAFR. C2

APPENDIX

Reserve History for General, Utilities Services Tax and Disaster Recovery Funds

<u>Fiscal Year</u>	<u>Combined Ending Fund Balance</u>	<u>Subsequent Year's Budgeted Expenditures</u>	<u>Fund Balance as % of Expenditures</u>
2019	\$ 136,515,391	\$ 551,176,117	24.77%
2018	\$ 121,826,360	\$ 519,646,962	23.44%
2017	\$ 118,919,720	\$ 476,308,828	24.97%
2016	\$ 111,136,673	\$ 453,956,203	24.48%
2015	\$ 93,896,496	\$ 401,607,332	23.38%
2014	\$ 85,815,918	\$ 372,084,536	23.06%
2013	\$ 104,473,610	\$ 357,397,560	29.23%
2012	\$ 130,647,835	\$ 354,292,717	36.88%
2011	\$ 123,192,753	\$ 347,241,867	35.48% (a)
2010	\$ 104,829,859	\$ 356,434,871	29.41%
2009	\$ 89,313,749	\$ 360,372,404	24.78%
2008	\$ 104,969,381	\$ 371,238,169	28.28%
2007	\$ 101,293,088	\$ 346,128,532	29.26%
2006	\$ 86,862,356	\$ 342,427,021	25.37%
2005	\$ 72,501,723	\$ 313,178,353	23.15%
2004	\$ 70,176,602	\$ 283,008,619	24.80%
2003	\$ 74,418,309	\$ 264,449,074	28.14%
2002	\$ 70,041,364	\$ 260,242,876	26.91%
2001	\$ 81,727,767	\$ 239,621,180	34.11%
2000	\$ 79,354,222	\$ 227,546,687	34.87%
1999	\$ 78,919,406	\$ 211,824,241	37.26%
1998	\$ 76,505,533	\$ 208,854,621	36.63%
1997	\$ 69,193,879	\$ 201,420,605	34.35%
1996	\$ 64,314,496	\$ 190,908,051	33.69%
1995	\$ 53,114,899	\$ 175,618,347	30.24%
1994	\$ 53,963,912	\$ 168,715,742	31.99%
1993	\$ 54,113,845	\$ 162,334,285	33.33%
1992	\$ 46,948,276	\$ 149,799,625	31.34%
1991	\$ 42,594,858	\$ 146,186,864	29.14%
1990	\$ 33,625,098	\$ 134,979,839	24.91%
1989	\$ 31,086,000	\$ 114,718,652	27.10%
1988	\$ 24,332,072	\$ 103,969,897	23.40%
1987	\$ 24,606,035	\$ 90,478,858	27.20%
1986	\$ 29,948,222	\$ 80,998,365	36.97%

(a) - During Fiscal Year 2011 the City implemented GASB 54 "Fund Balance Reporting and Governmental Fund Type Definitions". Starting in Fiscal Year 2011, amounts reported include assigned and unassigned fund balance.

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GLOSSARY

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GLOSSARY

ACCOUNT GROUP – A defined group of related accounts. Expenditures are budgeted at this level, while actual expenses are charged at the line item level. See Line Item.

ACCRUAL – The City of Orlando utilizes a modified accrual system of accounting whereas obligations are classified as expenditures if the goods or services are expected to be received during the fiscal year whether or not a cash payment is expected to be made within that fiscal year.

ACTIVITY – A significant element of a department's programmatic responsibilities performed for the purpose of accomplishing a function for which a department is responsible.

AD VALOREM TAX – A tax levied on the assessed value of real property (also known as "property tax").

ADOPTED BUDGET – The original budget as approved by the City Council at the beginning of the fiscal year.

AGENDA ITEM (COUNCIL) – Any item scheduled to be reviewed/approved by the City Council at a scheduled meeting.

AMENDED BUDGET – The current or revised budget, resulting from changes to the Adopted Budget during the fiscal year as modified by the City Council action.

AMORTIZATION – The schedule of debt principal to be paid over a period of time.

APPROPRIATION – An amount of money set apart by City Council for a specific purpose; authority to incur obligations or make expenditures.

AS-BUILTS – Drawings, plans, surveys, etc. done after construction is complete indicating items as they were actually constructed, which may have differed from original plans.

ASSESSED VALUE – A valuation placed real estate or other property by the County Property Appraiser as a basis for levying taxes.

ATTRITION ALLOWANCE – Salaries and benefits budgeted at a fraction of the projected personnel cost.

AUDIT – An official inspection of the City of Orlando's financial accounts by an independent body.

BALANCED BUDGET – A budget in which estimated revenues equal estimated appropriations.

BASE BUDGET – Projected cost of continuing the existing levels of service in the current budget year.

BASIC FINANCIAL STATEMENTS – Financial Statements, including notes, which are necessary for a fair presentation of the financial position and the results of operations, of any entity in conformity with Generally Accepted Accounting Principles.

BOND – A written promise to pay a specified sum of money, (face value or principal), at a specified date in the future, (maturity date), together with interest at a specified rate.

BOND DISCLOSURE SUPPLEMENT – The City's annual report which provides market disclosure relating to the City's debt offerings.

BOND REFINANCING – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BUDGET – A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period. Most local governments have two types of budgets □ the "Operating" budget and the "Capital Improvement" budget.

BUDGET AMENDMENT – After adoption of the annual budget, any change to appropriations which reflects either of the following characteristics shall be considered a Budget Amendment: a) An increase or decrease to the total appropriations of a fund. b) An increase or decrease to the total appropriations of a department, project, or grant, except in the case of Project/Grant Closeout.

BUDGET REVIEW COMMITTEE (BRC) – A five member staff committee which meets to approve interim budget requests prior to final approval by City Council. Committee responsibilities and guidelines are discussed in the City of Orlando section of this document.

BUDGET REVISION – After adoption of the annual budget, any change to appropriations which does not alter the total appropriations of a fund, department, project, or grant shall be considered a Budget Revision, unless otherwise classified.

BUDGETARY ACCOUNTS – Accounts used to record the formally adopted annual operating budget in the general ledger. This budgetary integration is the basis of the City's management control process. Also referred to as line items, budgetary accounts are grouped by similar items for uniformity of purchasing decisions.

BUDGETARY CONTROL – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.

BUREAU – An operating level of government in the Police and Fire Departments that manages the resources of related program activities.

BUSINESS PLAN – An annual document that addresses the business or service that is to be delivered and also provides the indicators that measure results.

CAPITAL EQUIPMENT – Equipment with a value in excess of \$1,000 and an expected life of more than one year, such as automobiles.

GLOSSARY

CAPITAL IMPROVEMENT BUDGET – A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

CAPITAL IMPROVEMENT PROGRAM (CIP) – A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

CAPITAL IMPROVEMENTS – Physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years.

CAPITAL IMPROVEMENTS ELEMENT (CIE) – That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

CAPITAL OUTLAY – Expenditures which result in the acquisition of or addition to, short-lived general fixed assets.

CAPITAL PROJECT FUND – A type of governmental fund used to account for financial resources allocated for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds).

CASH BASIS – A basis of accounting that recognizes transactions only when cash is increased or decreased.

CASH FLOW – The net cash balance at any given point and how that cash balance changes.

CASH-CARRY FORWARDS – Fund balance, which is transferred to the next fiscal year.

CHARGE(S) FOR SERVICES – Fees collected by a City Department for performing a service. Charges for Services (or Service Charges) are used to pay for operating expenses, maintenance, construction, and debt service.

CHART OF ACCOUNTS – A systematic structure for classifying similar financial transactions of the City.

COLLECTIVE BARGAINING AGREEMENT – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – A flexible Federal entitlement program used to provide communities with resources to address a wide range of unique community development needs.

COMMUNITY REDEVELOPMENT AGENCY – A redevelopment agency created by the City under Chapter 163 of the Florida Statutes.

COMPONENT UNIT – A legally separate organization for which the elected officials of the primary government are financially accountable.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) – A report that summarizes financial data for the previous fiscal year in a standardized format.

CONSUMER PRICE INDEX (CPI) – Measures the prices of consumer goods and is a measure of U.S. inflation. The U.S. Department of Labor publishes the Consumer Price Index every month.

CONTINGENCY – Funds accumulated for future purposes, or unplanned expenditures.

CONTRACT ORDER SYSTEM – A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

CONTRACTUAL SERVICES – Services rendered to a government by private firms, individuals, or other governmental agencies.

COST CENTER – A set of related work activities within a division or bureau of a department that are directed toward a common purpose or goal, and represent a well-defined use of City resources.

COST CENTER BUDGET – A budget that structures choices and information in terms of programs and their related work activities, e.g., repairing roads, treating water, etc. A cost center budget provides information on what each program is committed to accomplish in the long run (goals) and in the short run (objectives), and measures the degree of achievement of program objectives (performance indicators).

DEBT SERVICE – Annual or periodic principal and interest payments on debt.

DEBT SERVICE FUND – One or more funds established to account for expenditures used to repay the principal and interest on debt.

DEFICIT – The excess of uses (i.e., expenditures and transfers out) over sources (i.e., revenues and transfers in) for the budget period.

DEPARTMENT – An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

DEPRECIATION – A decrease or loss of value of an item due to age, wear, or market conditions. The City of Orlando does not budget depreciation expense, but does budget for the related capital replacement during the year that the replacement or expenditure occurs.

GLOSSARY

DESIGNATIONS – A portion of fund balance earmarked for specific appropriations.

DIVISION – An operating level of government within a department which manages the resources of related program activities.

ENCUMBRANCE – Commitments reserved for contracts to provide goods or services.

ENTERPRISE FUND – A type of fund used to account for operations that are financed and operated in a manner similar to private business enterprises; i.e., where charges for services cover the cost of providing the service.

ENTITLEMENTS – A government program that guarantees and provides benefits to a particular group.

EXPENDITURES – Decrease in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, and debt service.

EXPENSES – Decreases in net total assets. Expenses represent charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

FIDUCIARY FUND – A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

FIRST RESPONDER – A statistical indicator used by the City which 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.

FISCAL YEAR (FY) – Any consecutive 12-month period designated as a budget year. The City's budget year begins October 1, and ends September 30 of the following calendar year.

FIXED ASSETS – Assets of a long-term character, which are intended to continue to be held or used (e.g., land, buildings, improvements other than buildings, and machinery and equipment).

FIXED RATE DEBT – A debt obligation issued with a predetermined interest rate.

FRANCHISE FEE – A fee paid by public service businesses for use of City streets, rights-of-way and property in providing their services. Services requiring franchises include electric, telephone, natural gas, water, cable television and roll-off service.

FRINGE BENEFITS – Payments made by the City for retirement, social security, health insurance contribution, worker's compensation, general liability, life insurance, AD and D, and long term disability.

FULL FAITH AND CREDIT – A pledge of the general taxing power for the payment of debt obligations.

FULL-TIME EQUIVALENT (FTE) – The total number of regular straight-time hours (i.e., not including overtime or holiday hours) worked by employees divided by the number of compensable hours applicable to the fiscal year. For the purposes of estimating FTEs, 2,080 hours would be equal to one FTE (40 hours x 52 weeks = 2,080 hours).

FUND – An accounting structure which isolates specific revenues and appropriations for a designated purpose such as the General Fund or the Capital Improvement Fund.

FUND ACCOUNTING – A government accounting system, which is organized and operated on a fund basis.

FUND BALANCE – The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

FUND CONTINGENCY – Budgeted appropriation authority in a fund that is not designated for any specific use, and not allocated to a specific project or grant.

GENERAL FUND – The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND – Bonds for which the full faith and credit of the issuing government are pledged.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP are set forth by SAS No. 69, *The meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principles" in the Independent Auditor's Report*.

GOALS – General aims of the organization, departments, and divisions (based on vision).

GOVERNMENTAL FUNDS – Funds generally used to account for tax-supported activities.

GRANT – A type of financial assistance bestowed by a government or other organization for specified purposes to an eligible recipient. Grants are usually conditional upon certain qualifications as to the use, maintenance of specified standards, or a proportional contribution (cost share or match) by the grantee or other grantor(s).

GROWTH MANAGEMENT PLAN – Serves as the primary guide for the future development of the City. This state required plan, which is adopted by the community, is a comprehensive statement of the long-range physical development goals, policies and required actions. As such, it provides the framework within which all development actions should occur.

GLOSSARY

HOME – The HOME Investment Partnership Program Grant. A program created under Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990. Provides funds for housing for low and very low-income persons.

HOMESTEAD EXEMPTION – A statewide exemption which is a deduction from the total taxable assessed value of owner occupied property. The current exemption is \$25,000 with an additional \$25,000 if the property is valued higher than \$50,000.

IMPACT FEE – Fees charges to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

INCOME – A term used in proprietary fund type accounting to represent: 1) revenues, or 2) the excess of revenues over expenses.

INCREMENTAL BUDGETING – A budgeting process in which precedent determines how funds will be allocated among departments and programs; thus increases in appropriations usually occur in small increments over past levels.

INDIRECT COST – A cost of the organization function as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include: roads, bridges, drainage systems, water and sewer systems, and lighting systems.

INTERFUND TRANSFER – Payment from one fund to another fund primarily for services provided.

INTERGOVERNMENTAL REVENUE – Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

INTERNAL SERVICE FUND – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, or a cost-reimbursement basis.

INVESTMENTS – Securities and real estate held to produce revenues, such as interest, dividends, rentals, or lease payments.

LINE ITEM – A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

LOCAL OPTION – Voted by local referendum, e.g., Local Option Sales Tax.

MAJOR FUND – A fund whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of corresponding totals for all governmental funds and at least 5% of the cumulative amount for all governmental and enterprise funds, or any fund the City identifies for increased accountability and public transparency.

MANDATE – A requirement from a higher level of government that a lower of government perform a task, usually to meet a particular standard, and often without compensation from the higher level of government.

MATCHING FUNDS – A type of grant that requires the government organization or agency receiving the grant to commit a certain amount of funds to a program before funding is made available by the granting authority.

MATURITY – the length of time until the principal amount of a bond must be repaid.

METROPOLITAN STATISTICAL AREA (MSA) – A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The US Office of Management and Budget defines MSA's according to published standards that are applied to Census Bureau data. The four county Orlando MSA includes the counties of Orange, Seminole, Lake, and Osceola.

MILL – A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

MILLAGE RATE – The rate established each year by City Council action which is used in the calculation of property taxes.

MISSION STATEMENT – This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

MODIFIED ACCRUAL ACCOUNTING – A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

NON-MAJOR FUND – A fund which does not qualify as a major fund. See Major Fund.

NON-OPERATING EXPENDITURE – The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

NON-OPERATING REVENUE – The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

GLOSSARY

NORMAL RANGE – Performance indicator used in Balance Scorecard Reports to determine if a department's expenses fell within +/- 5% of their expected spending based off of the previous five fiscal years. Percentage determined by taking the average variance of each quarter.

OBJECT CODE – A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

OBJECTIVE – Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

OBLIGATIONS – Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPERATING BUDGET – A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING EXPENSES – Expenses which are directly related to service activities.

OPERATING REVENUES – Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

ORDINANCE – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OUTSIDE AGENCIES – Private not-for-profit agencies located within the City who provide community services which supplement and support City programs and for which City dollars are made available.

PAY-AS-YOU-GO BASIS – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than borrowing.

PAYMENTS IN LIEU OF TAXES – Payments to local governments that help offset losses in property taxes due to nontaxable lands within their boundaries.

PERFORMANCE BUDGET – A budget that focuses on activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. The City of Orlando monitors the progress of Division Managers in meeting their performance targets via Quarterly Performance Reports.

PERFORMANCE INDICATOR – A structured statement describing (in a quantitative or qualitative format) how organizational progress will be evaluated during a given period of time.

PERSONAL SERVICES – Expenditures for salaries, wages, and fringe benefits of a government's employees.

PLEDGEABLE REVENUE – Revenues which can be used as a pledge to pay off debt; a form of collateral.

POSITION AMENDMENT – After adoption of the annual budget, any change to staffing which alters the authorized position count of a fund or department shall be considered a Position Amendment. This encompasses the creation or deletion of a position when not done as part of an approved Position Revision, as well as position transfers crossing funds or departments.

POSITION REVISION – After adoption of the annual budget, any change to staffing which does not alter the authorized position count of a fund or department shall be considered a Position Revision. This encompasses simultaneously adding and dropping a position in the same fund and department, as well as reclassifying existing positions. Specific classification decisions are subject to HR review and revision.

PRESENT VALUE – The amount that a future sum of money is worth today given a specified rate of return.

PROJECT – A singular, specific work activity within a departmental program.

PROJECT/GRANT CLOSEOUT – In the context of budgetary changes, changes to the budget which transfer remaining appropriations from a closed or completed project or grant to Fund Contingency within the same fund. This does not incorporate the repurposing of said funds.

PROPERTY TAX – A tax levied on the assessed value of real property, i.e., ad valorem tax.

PROPRIETARY ACCOUNT – An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

PROPRIETARY FUND – Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. Examples include enterprise funds and internal service funds.

QUARTERLY PERFORMANCE REPORT – At the end of each fiscal quarter, divisions report activities relative to their performance indicators.

RATINGS – Ratings that are issued by Moody's Investors Service, Fitch and Standard and Poor's Corporation and any other nationally recognized rating agency, to the extent they have in effect a rating on City debt.

REQUIREMENT – A monetary obligation reflected in the financial accounts as an inter-fund transfer of cash from one fund to another.

GLOSSARY

- RESERVES** – An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.
- RESOLUTION** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.
- RETAINED EARNINGS** – An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.
- REVENUE** – Funds received by the City from external sources; income.
- REVENUE BOND** – A bond whose principal and interest are payable exclusively from earnings of an enterprise fund.
- REVISED APPROPRIATION** – The approved budget plus or minus any budget amendments or internal transfers.
- REVISED BUDGET** – See Amended Budget.
- ROLL-BACK MILLAGE RATE** – The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.
- SAVE OUR HOMES** – State Constitutional Amendment limiting annual growth in homestead exempted property value.
- SPECIAL ASSESSMENTS** – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.
- SPECIAL REVENUE FUND** – A type of fund used to account for the proceeds of a specific revenue source (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.
- STATE HOUSING INITIATIVES PARTNERSHIP (SHIP)** – A state entitlement program designed to foster public/private partnerships to create and preserve affordable housing.
- STATUTE** – A written law enacted by a duly organized and constituted legislative body.
- SURPLUS** – The amount of remaining funding from a budget appropriation after all liabilities have been paid.
- TAX BASE** – The total taxable value of property within the local government's legal boundaries.
- TAX INCREMENT FINANCING** – Financing secured by the anticipated incremental increases in tax revenues, resulting from the redevelopment of an area.
- TAXES** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges.
- TOURIST DEVELOPMENT TAX** – Local option transient rental taxes on rentals or leases of short-term accommodations such as hotels and apartments for a term of six months or less. Tourist Development Tax revenues are exclusively used for capital construction of tourist-related facilities, tourist promotion, or beach and shoreline maintenance depending on the appropriate county's levy.
- TRANSFER (OF APPROPRIATION)** – A transaction which reallocates all or part of any item in an approved budget to another line item.
- TRANSPORTATION IMPACT FEE** – A charge based on projected trips that will be generated by development or redevelopment of a property.
- TRUST AND AGENCY FUND** – A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.
- UNRESERVED FUND BALANCE** – The portion of a fund's balance that is not legally restricted for a specific purpose.
- USER CHARGES** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.
- UTILITY TAX** – A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0% of the sales price of such utility service or commodity.
- VARIABLE RATE DEBT** – Debt obligations entered into that use a variable, auction reset, adjustable, convertible or other similar interest rate which is not fixed in percentage at the date of issue.

GLOSSARY

ACRONYMS

ACL – Accounting and Control	CST – Communications Service Tax
ADA – Americans with Disabilities Act	CTX – Orlando Venues Department
ARRA – American Recovery and Reinvestment Act	CVA – Community Venues Administration
ASAS – After-School All-Stars	DARE – Drug Awareness and Resistance Education
BRC – Budget Review Committee	DCD – Debt Construction
BSA – Balance Sheet Activity	DDB – Downtown Development Board
BUS – Business Development	DOR – Department of Revenue
BZA – Board of Zoning Adjustment	DPAC – Dr. Phillips Performing Arts Center
CAD (Business Unit) – Children Affairs Division	DRC – Development Review Committee
CAD (Project) – Computer Aided Dispatch	DRI – Development of Regional Impact
CAFR – Comprehensive Annual Financial Report	DSD – Debt Service
CAO – Office of Chief Administrative Officer	DSNID – Downtown South Neighborhood Improvement District
CBR – Construction Citrus Bowl	DUB – Dubsdread Golf Course
CCA – Citywide Construction Activities	EDV – Economic Development Department
CDBG – Community Development Block Grant	EEOC – Equal Employment Opportunity Commission
CDD – Community Development District	EMS – Emergency Medical Services
CEB – Code Enforcement Board	ENF – Code Enforcement
CERT – Citizen’s Emergency Response Team	ENG – Engineering Services
CFA – Civic Facilities Authority	ERP – Enterprise Resource Planning (System)
CFA (Business Unit) – Citrus Bowl	ERT – Emergency Response Team
CFCRT – Central Florida Commuter Rail Transit	EVC – Construction Amway Center
CFFA – Central Florida Fire Academy	EXO – Executive Offices Department
CFO – Chief Financial Officer	FAC – Facilities Management
CIE – Capital Improvements Element (of the Growth Management Plan)	FAM – Federal Air Marshall
CIP – Capital Improvement Program	FAMU – Florida A and M University
CLK – Office of City Clerk	FDER – Florida Department of Environmental Regulation
CMS – Concurrency Management System	FDLE – Florida Department of Law Enforcement
CNL – CNL Financial Group, Inc.	FDOT – Florida Department of Transportation
CNW – Citizens for Neighborhood Watch	FEMA – Federal Emergency Management Agency
COM – Office of Communications and Neighborhood Relations	FIN – Finance Department
COP – Community Oriented Policing	FLT – Fleet Management
COVID-19 – Coronavirus Disease 2019	FMLA – Family Medical Leave Act
CPI – Consumer Price Index	FPR – Families, Parks, and Recreation Department
CRA – Community Redevelopment Agency	FTE – Full Time Equivalent
CSO – Community Service Officer (non-sworn)	FXA – Fixed Assets

GLOSSARY

GPR – Grantee Performance Report	OFA – Fire Administrative Services
GREAT – Gang Resistance Education and Training	OFD – Orlando Fire Department
HOME – Home Investment Partnership Act	OFR – Fire Rescue Operations
HOPWA – Housing Opportunities for Persons with Aids	OFS – Fire Support Services
HRD – Human Resources	OIA – Orlando International Airport
HSG – Housing and Community Development Department	OMB – Office of Management and Budget
HUD – Housing and Urban Development, a federal agency	OOC – Orlando Operations Center
ICMA – International City/County Management Association and ICMA Retirement Corp.	OPA – Police Administrative Services
ISO – Insurance Services Office (Nationally recognized fire service rating)	OPD – Orlando Police Department
JPA – Joint Planning Area	OPEB – Other Post-Employment Benefits
LCIR – Legislative Committee on Intergovernmental Relations	OPH – Orlando Police Headquarters
LDC – Land Development Code	OPI – Police Investigative Services
LEG – City Attorney's Office	OPP – Police Patrol Services
LEU – Gardens, Galleries and Museums	OPS – Police Special Services
LOS – Level of Service	OSO – Orlando Stadium Operations
LTD – Long Term Disability	OUC – Orlando Utilities Commission
M.E.R.I.T.S. – My Efforts Result in Total Service (Employee Recognition Program)	OUSWMM – Orlando Urban Stormwater Management Manual
M/WBE – Minority and Women Business Enterprise	PAC – Construction Performing Arts Center
MADS – Maximum Annual Debt Service	PACE – Paperless Automated Call Entry
MBE – Minority / Women Business Enterprises	PEN – Pensions
MF – Multi Family	PER – Permitting
MGD – Million gallons per day	PKG – Parking
MPB – Municipal Planning Board	PKS – Parks
MSA – Metropolitan Statistical Area	PMD – Purchasing and Materials Management Division
NACSLB – National Advisory Council on State and Local Budgeting	PND – City Planning
NCIC – National Crime Information Center	PUR – Procurement and Contracts
NDG – Nondepartmental Citywide	PWK – Public Works Department
NON – Nondepartmental	R and R – Repair and Replacement
NPDES – National Pollution Discharge Elimination System	REC – Recreation
OBFS – Office of Business and Financial Services	REM – Real Estate Management
OCA – Office of Community Affairs	RFQ/RFP – Request for Qualifications/Request for Proposal
OCC – City Commissioners	RMD – Risk Management
OCPS – Orange County Public Schools	R-O-W – Right-of-way
OEM – Office of Emergency Management	SAFER – Staffing for Adequate Fire and Emergency Response Grant
	SBA – State Board of Administration
	SHIP – State Housing Initiatives Partnership
	SOC – Construction Soccer Stadium

GLOSSARY

SSGFC – Sunshine State Governmental Financing Commission

STW – Streets and Stormwater

SUS – Office of Sustainability

SWM – Solid Waste

TCEA – Transportation Concurrency Exception Area

TDT – Tourist Development Tax

TIF – Tax Increment Financing

TIS – Traffic Impact Study

TMD – Technology Management/Informational Technology

TMDL – Total Maximum Daily Load (Stormwater Contaminants Measure)

TRE – Transportation Engineering

TRIM – Truth in Millage

TRN – Transportation Department

TRS – Treasury

TSA – Transportation Safety Administration

TSP – Transportation Planning

UCF – University of Central Florida

USF – University of South Florida

VCC – Valencia Community College

VEN – Orlando Venues

WAS – Water Reclamation Enterprises

WPA – Works Projects Administration