



LAKE NONA

# ANNUAL BUDGET

2021 / 2022

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## **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

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## **Guide to Readers**

### About the Budget

The Fiscal Year 2021/22 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. Many of these policies have been summarized into convenient links found in the Appendix section. This budget document details the services that the City of Orlando will provide during the twelve-month period from October 1, 2021 through September 30, 2022. 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 Letter and Mayor Transmittal Letter, providing readers with a narrative of the fiscal plans of the City of Orlando for the upcoming fiscal year.

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## GLOSSARY

Acronyms



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Orlando  
Florida**

For the Fiscal Year Beginning

**October 01, 2020**

*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, 2020. The City of Orlando has received the award for 18 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 Residents of Orlando:

For close to two years, the COVID-19 pandemic brought challenges to our community like we've never seen before. As a City we didn't let that derail us from the important work we do to serve our residents and businesses and to provide them with the core services and amenities they expect and need from their municipal government.

We adapted, remained flexible and continued our commitment to the excellent service that our community relies on. And it's thanks to our dedicated employees who worked incredibly hard, day after day, during this crisis that we were able to maintain that standard of excellence.

Some departments managed an unprecedented and unexpected increase in demand.

- For our Solid Waste staff – residential garbage, recycling and yard waste collection was up 20 percent during the pandemic as residents stayed at home.
- Our permitting division issued more than 31,000 building permits during 2020 and is projected to issue more than 33,000 by the end of 2021, proving Orlando's resilience and determination to continue to assist in moving development projects forward during the COVID-19 challenge.
- Our parks became popular, safe gathering places and we re-assigned 22 Families, Parks and Recreation (FPR) staff members to serve as park rangers to enhance safety and provide education related to the virus.

Other departments had to completely re-imagine the way they delivered services.

- Nearly every division in our Economic Development department helped create new programs and funding to support our local and small businesses, implementing temporary programs to expand outdoor seating and providing free parking in our Downtown.
- FPR staff served our youth through the creation of learning pods and helped more than 5,000 students during this challenging learning environment.
- Business and Financial Services, along with our Housing and Community Development and Economic Development departments, created new and amended existing programs to provide financial support to businesses and rental and food assistance for residents.

Several departments had staff step outside of their normal role to provide new services to help our residents.

- Employees from our Fire, Police, Venues, FPR, Transportation, and Executive departments worked to establish free mobile testing sites that rotated weekly to each of our six commission districts throughout the city. They administered more than 5,450 free COVID-19 tests at 26 community events over a six-month period. And then they stepped up to help make the vaccine accessible to residents.
- FPR employees worked as operational staff for the Isolation and Recovery Center to help protect our homeless from the spread of COVID-19.

Unlike previous years when steadily increasing property tax revenues allowed for augmentation of City programming and services, the FY22 budget was restrained by a flat budget mandate as general fund revenues only slightly increased. Maintaining a flat budget meant staff had to keep their FY21 budget levels with no requested increases; however, the City was fortunate to not have to make any staffing or service cuts. Despite the budgetary challenges we faced over the last two fiscal years, we remain confident the FY22 budget will continue providing residents with excellent service without utilizing the City's operating reserves.

Highlights of this year's budget include:

- Continued funding to economic development programs such as STRIVE, UCF Incubator, façade grant program, and main streets. We also continued funding to Community organizations. Businesses and nonprofits who have been challenged during this pandemic and this funding is more important than ever.
- Continued funding for the My Brother's Keeper program and provided funding totaling \$3.6 million to improve City parks, playgrounds, and recreation facilities.
- Continued sustainable investments including funding for additional rooftop solar, investments in green vehicles, and providing a grant match to LYNX to purchase electric buses for the LYMMO line.
- Increased operational funding for equity initiatives with the creation of the new Office of Equity. Headed by the Equity Official added last fiscal year, the new division will also house the Office of Multicultural Affairs, Hispanic Office of Local Assistance (HOLA), and Office of Human Relations. Continued funding for the Community response team pilot program to engage mental health and social service professionals on police calls involving individuals experiencing homelessness or a mental crisis.
- To ensure the City's seniors can maintain active lifestyles, all user fees have been eliminated for those 65+ to use City recreation and fitness facilities.
- In the continued effort to obtain livable wages, all permanent employees are making an hourly wage of at least \$15, including our City crossing guards. This is part of a larger strategy to allow for all City employees to afford to live where they work.

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 at [www.orlando.gov/Our-Government/Departments-Offices/OBFS/Management-and-Budget](http://www.orlando.gov/Our-Government/Departments-Offices/OBFS/Management-and-Budget). Citizens can see budget documents discussed by staff at public budget workshops for City Council and view the session in person, on Orange County's public access channel, or online. Recordings are then posted online for those 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 and budget amendments are also posted on our website. We encourage you to examine this information to engage in your government 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 significance of each priority.

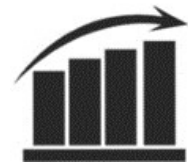
### Create a City for Everyone



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 America

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 Options

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 2020/21

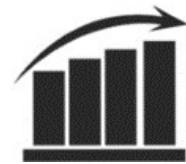
## Create a City for Everyone



- \$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.
- Created a new Equity Official position to enhance social and racial equity in the City and community.

## Create High Quality Jobs

- Expanded staffing support for Main Streets program.
- Partnered with the Central Florida Urban League to provide job training opportunities to City residents.
- Provided a \$500,000 tax rebate to KPMG.
- Funded Small Business Façade Program with \$450,000.



## End Homelessness



- Allocated an additional \$500,000 to the Mayor's Housing First Initiative and other efforts or organizations that assist the homeless.
- Added \$1 million for Affordable Housing projects.
- Provided 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

- Hired a Sustainability Project Manager and a Sustainability Project Coordinator to continue to enhance and expand the City's sustainability initiatives.
- Budgeted \$350,000 for transition of SunRail to local oversight.
- Increased 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.
- Provided 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 Options

- \$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.





# MAYOR'S KEY PRIORITIES

FY 2021/22

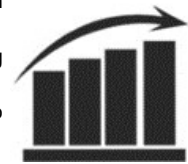
## Create a City for Everyone



- \$500,000 to support additional citywide equity initiatives.
- Creation of new Office of Equity to continue making the City a world class model of equity, diversity, and inclusion in an environment that allows everyone to succeed. The Office of Multicultural Affairs, Hispanic Office of Local Assistance (HOLA), and Office of Human Relations integrated into new division.
- Eliminate all user fees for seniors 65+ to use City recreation and fitness facilities at no cost.

## Create High Quality Jobs

- Nearly \$725K in tax rebates and business incentives to facilitate business growth leading to the creation of high quality jobs.
- \$1 million for continued funding of My Brother's Keeper Program, which aims to place boys and young men of color on the path to gainful employment and outside of the school-to-prison pipeline.
- New funding for STRIVE (Strategic Targeted Recruitment Incentive for Valued Employment) Orlando Program. STRIVE aims to create a new performance-based local job incentive program.



## End Homelessness



- \$1.6 million in funding to help prevent and eliminate homelessness, including Downtown relocation assistance, rental assistance, and various housing first initiatives.
- \$1.9 million in State Housing funding to expand affordable housing and related programs.
- Continued funding for the Community Response Team (CRT). CRT is comprised of mental health professionals who respond to nonviolent calls, many of which involve those who are displaced.

## Become One of the Most Sustainable Cities in America

- \$1 million for continued renewable energy efforts by adding solar panels to Dr. James R. Smith Neighborhood Center and Englewood Neighborhood Center.
- Operational and personnel funding expand and facilitate virtual meetings. Virtual meetings will assist in reducing the city's carbon footprint by reducing the need for travel and the use of less paper.
- \$200K for bicycle plan implementation to continue the development of a connected bicycle network.



## Keep Our Community Safe



- \$6 million in capital funding for planning and design of outdoor Fire training facility.
- Increase crossing guard hourly pay to \$15.
- Nearly \$3 million for Fire and Police equipment replacement. This includes radios and body worn cameras for Police and bunker gear for Fire.

## Provide Mobility and Transportation Options

- Providing \$960,000 in grant match to purchase 6 zero-emission electric Lymmo buses to provide sustainable and reliable transportation in downtown corridor.
- Allocating an estimated \$700,000 of red-light revenues to various transportation safety initiatives such as adding more pedestrian crosswalks and installing pavement markings.
- \$1.75 million for sidewalk repairs and rehabilitation, with targeted funding for school walking routes.



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# CHIEF FINANCIAL OFFICER LETTER

October 1, 2021

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) 2021/22, totaling \$1,429,189,107. 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 decreasing by 0.8%. 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.

The development of the FY2021/22 budget took place one year after the onset of the COVID-19 pandemic. During the initial months of budget development, a vaccine was rapidly being deployed. In the later months, we began to see rise of the COVID-19 delta variant. This changing environment made for challenging forecasting. The City's conservative approach to budgeting has served us well in the past and we reaffirm our commitment to this approach with the FY22 budget. While we forecast several decreasing revenue sources last year, we anticipate a more stable revenue picture in FY 2021/22. Several revenue sources such as Sales Tax, Communications Services Tax, and other fees and charges are projected to be flat. Fortunately, amid these challenges, the City's taxable property value increased \$1.5 billion resulting in a projected \$9.8 million increase in property tax collections.

The total General Fund budget for FY 2021/22 totals \$545,273,184. This is an increase of \$11,421,521 when compared to the adopted budget for the prior fiscal year. Even with this modest 2.4% increase we were able to (1) maintain our commitment to employees in continuing to fully fund pension and retiree healthcare obligations in addition to collectively bargained wage increases; (2) continue and potentially expand 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) expand 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.

With the FY 2021/22 budget we separate funding for a new Human Resources Department from Executive Offices. This reflects the importance of recruiting, training and labor relations. The new Department oversees the \$76M Health Care Fund.

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 2021/22 budget we have added only 3 new General Fund positions. These new positions were 2 new police positions (both are civilian positions) and 1 new position in Public Works to separate the roles of Assistant Director and City Engineer. While there is growth in our number of positions, per capita staffing decreased to 11.8 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. We have provided sufficient budget in FY 2021/22 to fund all of the collective bargaining agreements and the \$15 minimum wage commitment.

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 FY22 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. Pensions and other post-employment benefits will cost over \$90M in FY 2021/22, a decrease of \$2.5M from the prior year.

### 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 \$140,512,230 with a General Fund portion of \$16,916,265. 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, (funded at \$75,000 per commission district), the Main Street Program (funded at \$664,550); and the Business Assistance Program (funded at \$150,000) are all receiving the same funding as the prior year. We are adding an additional \$50,000 for impact fee assistance for non-profits. The Building Code Enforcement Fund is a non-General Fund operation that falls under the Economic Development Department and its budget is \$18,973,627 for FY 2021/22. This budget expands the funding for technology which helped the Department maintain services when in-person customer service was not feasible due to the pandemic.

### Families, Parks, and Recreation

The Families, Parks and Recreation (FPR) Department budget is increasing again in FY21/22. To truly have A City for Everyone we are increasing the resources to support the expansion of our successful Parramore Kidz Zone program to three additional neighborhoods. We are also providing full-year funding for new facilities that opened mid-year in 2021 and funding for enhanced playing field maintenance. The Department budget totals \$54,942,2264 with a General Fund portion of \$45,688,726. The After School All Stars (ASAS) Fund is a non-General Fund operation that falls under the FPR Department with a budget for FY 2021/22 of \$3,887,219. Although a non-General Fund operation, ASAS still gets a substantial portion of its revenue, almost \$1.3 million, via a transfer from the General Fund.

### Fire

The Orlando Fire Department (OFD) is critical as we strive to Keep Our Community Safe. The OFD budget totals \$132,846,114 with a General Fund portion of \$125,495,714. 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 2021/22 budget is \$11,8834,725. Primary funding has typically been provided through federal sources along with state funding. Significant federal funding will again be received with \$8.5M being award through U.S Department of Housing and Urban Development (HUD) grants. This is an increase of almost \$800,000. The state has resumed their housing grant funding in FY2021/22 providing almost \$2M. The City has increased the General Fund operating budget to \$1,345,123 in FY2021/22. 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 2021/22 is \$40,412,657. This budget includes the Amway Center, home of the National Basketball Association's Orlando Magic, East Coast Hockey League Orlando Solar Bears, and 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 \$22,852,305 and Camping World Stadium's budget is \$7,260,467 for the fiscal year. Both Venues' prior year activity levels and revenue were negatively impacted by the COVID pandemic. The FY2021/22 budgets anticipate a strong recovery.

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 \$3,413,704 and the budget for the Mennello Museum is \$625,108. Both are heavily dependent on the General Fund for operational and capital support. Leu Gardens receives \$1.6 million, or 46%, of its revenues and the Mennello Museum receives \$555,108, or 89%, 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 2 new civilian positions and a pay increase for crossing guards. The Department budget totals \$195,334,174 with a General Fund portion of \$171,443,157. 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. We fund Community Response Teams, behavioral health experts that respond to certain non-violent calls. Police pension costs increase by \$750,000. OPD provides 117 officers to provide public safety services at the Orlando International Airport. The budget for the Aviation Authority Police Fund is \$19,045,142.

#### Transportation

The Transportation Department is the obvious lead in the City's effort to Provide Mobility and Transportation Options. The Department's total budget from all sources is \$55,582,863. The General Fund makes up \$16,853,760 of this amount. The General Fund portion is lower in large part to the elimination of debt service for SunRail stations, the last payment being made last year. The combined Parking System budget is \$21,309,864. 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.

#### Human Resources

As noted earlier, Human Resources was elevated from a Division of the Executive Offices last year to a Department this year. The Department's total FY 2021/22 budget is \$81,761,138. The largest part of this is the Health Care Fund which accounts for \$76,056,803. The General Fund portion is a relatively modest \$5,429,843.

#### 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 \$263,190,893 with a General Fund portion of \$9,152,701. The FY 2020/21 total staffing is 607 or 16% of the City total. The vast majority of the positions (519 or 86% of all Public Works positions) are outside the General Fund. The Department's General Fund footprint is much smaller by comparison, funding 88 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

Enterprise Funds, which operate as separate financial operations within the Department of Public Works, are our Stormwater Utility, the Water Reclamation system and Solid Waste Management. A total of \$2,220,000 for Stormwater Utility funded projects is included in this year's Capital Improvement Program. That is just a portion of the Stormwater Utility's \$25,540,666 total budget. The Solid Waste Fund's total budget is \$42,536,762 and includes a 4% rate increase for all customers. The Water Reclamation Revenue Fund has a total operating budget of \$111,470,863, which includes \$22,000,000 in capital improvement initiatives keeping in line with the City's renewed focus on infrastructure maintenance. Water Reclamation revenue includes a 5% rate increase for most customers. The Water Reclamation General Construction Fund includes funding for the rehabilitation of the lift stations that serve the downtown area and close-in neighborhoods at a cost of over \$20 million.

#### Debt Service

The General Fund budget for debt service totals \$17,784,311 in FY 2021/22, a decrease of \$1.6 million from the prior year. The decrease is primarily due to the retirement of a state infrastructure loan related to SunRail stations. Demonstrating the City's commitment to public safety, debt service of \$9.4 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 \$4.2M in FY21/22. These purchases supported (1) a significant expansion of our parks space in the early 2000s and the FY 2012/13 expansion of our signature park, Lake Eola; (2) the debt on land purchases made for the proposed Soccer Stadium; and (3) debt on land purchased for future use. Also, included in the FY 2021/22 budget is service for debt issued in 2018 primarily for Parks and Recreation including a new center and gymnasium and a bicycle network as well as improvements to the new Packing District. This debt service totals \$4.2M.

Community Venues debt service allowed for the construction of the Amway Center, the Dr. Phillips Center for the Performing Arts and Camping World Stadium. That debt service comes from the Orange County Tourist Development Tax, the Downtown CRA, the Orlando Venues Enterprise Fund, and State Sales Tax Rebate proceeds. Additional debt service is budgeted for non-Community Venues related Community Redevelopment Agency loans, land purchases, other parking, stormwater and transportation facilities construction and Wastewater system improvements.

#### Capital Improvement Program

The total allocation of the FY 2021/22 Capital Improvement Program (CIP) is \$129,659,306 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 \$60,300,000. Included in those Water Reclamation numbers is \$21.0M for the force mains at lift stations 2 and 3. Stormwater will include \$2M for system repair and rehabilitation. Transportation-related projects total \$14.5M with funding from Gas Tax (\$4.9M) and Transportation Impact Fees (\$9.6M). Economic Development projects funded through the Community Redevelopment Agency (CRA) total more than \$22M. They provide funding for Transportation Access & Connectivity, Community Outreach, 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.

## CHIEF FINANCIAL OFFICER LETTER

The Capital Improvement Fund budget for FY 2021/22 is \$22.8 million, an increase of \$3.3M 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 \$1.6M for police equipment replacement and facilities. We are setting aside \$6M for the first phase of a new fire training facility. We have continued funding technology infrastructure with \$1M. 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. Finally, we have set aside \$1M for renewable energy projects and \$1.5M to address other facility needs across the City.

The annual Dr. Phillips Center for the Performing Arts Renewal & Replacement payment is also budgeted in the amount of \$1.9M. In FY 2021/22 this annual payment is moved to the Designated Revenue Fund. In prior years it was in the Capital Improvement Fund budget.

### Non-Departmental/Non-Operating

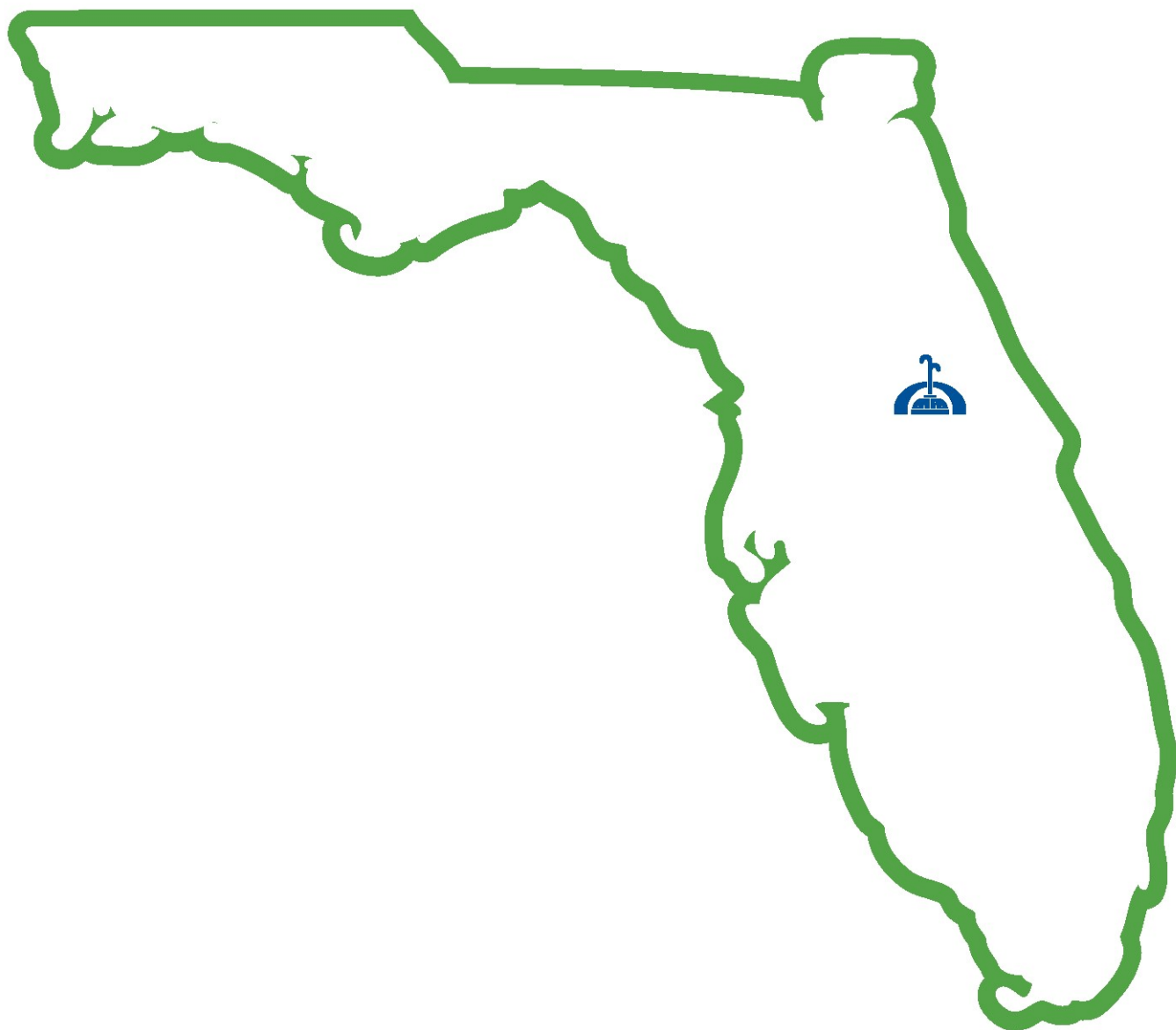
The Non-Departmental budget increased \$7.1 million. The increase is substantially the result of greater transfers to the Designated Revenue Fund of \$3.8 (to fund the City's contribution to the performing arts center renewal and replacement fund and property tax rebate agreements) and to the CIP Fund of \$2.5M (discussed above). The budget for General Fund tax increment payments to the Community Redevelopment Agency will increase by \$554,000 for FY 2021/22. Given the uncertain economic times, we have maintained a higher-than-normal General Fund contingency of \$6M. As noted above, there was also a modest decrease 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 Annual Comprehensive Financial Report 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



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](http://orlandoinfo.com/weather)

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# 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.

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.

### 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

# 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.

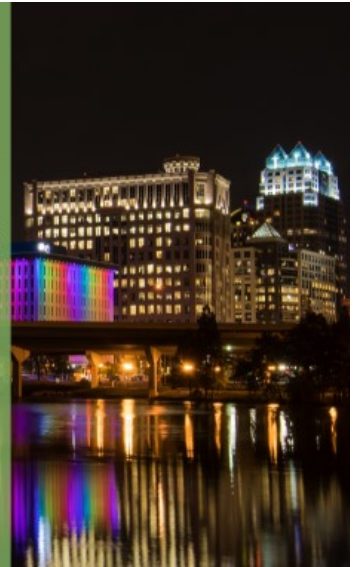
Orlando is developing an international hub for health and biotech services at Lake Nona, a 7,000 acre master planned community developed by Tavistock Development Company. This area is home to UCF College of Medicine, Burnett School for Biomedical Sciences, Nemours Children's Hospital, M.D. Anderson Cancer 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 headquarters and more than 700 high-wage jobs to Downtown Orlando's Creative Village.

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.

### ORLANDO 2000-PRESENT

- Receives Governmental Champion of Change award for diversity & inclusion
- Orlando International Airport expands with construction of Intermodal and South Terminal Complex C
- Dr. Phillips Center for the Performing Arts Phase 2 culminates with completion of Steinmetz Hall, a state-of-the-art 1,700-seat acoustic theater



City of Orlando Flag. Adopted in 2017, this was designed by Orlando resident Tim Eggert after the City launched a flag redesign contest.

# 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 bricks.
- Construction of Tinker Field, which hosted spring baseball from 1914 to 1990.
- 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 \$1.5+ million in bonds to convert the company to Orlando Utilities Commission.

### LATE 1900S - TOURISM & ENTERTAINMENT

- Orlando cements status as "Theme Park Capital of the World" with Disney World, Sea World, and Universal Studios.
- Orlando International Airport is established. The airport code MCO stands for the airport's former name, McCoy Air Force Base, which closed in 1975.
- Tourism becomes Orlando's major industry and the City is recognized as one of the world's most popular vacation sites.
- The Orlando Magic, of the National Basketball Association, become the City's first-ever major-league professional sports franchise.
- Church Street Station in downtown Orlando is developed into an entertainment center.

### CURRENT - POISED FOR TOMORROW

- Orlando City Soccer builds new 25,500 seat soccer-centric stadium. Renamed Exploria Stadium in 2019.
- 698,000 square foot Dr. Phillips Center for the Performing Arts 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
- MCO continues expansion with construction of Intermodal Terminal and South Terminal Complex (Terminal C).
- Orlando population surpasses 300,000 in 2021.

### 1800S - FOUNDING OF ORLANDO

- History is unclear about how Orlando was named, but theories include a judge, an ox, soldiers, 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 & EDUCATION

- Upgrades made to the Municipal Airport, or known today as Orlando Executive Airport.
- Lockheed Martin moves to Central Florida as 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 biotechnology, digital media, simulation, and software.
- Tavistock Development Company invests in Orlando through the development of Lake Nona and Medical City.
- City approves agreements with Florida Department of Transportation for SunRail commuter rail project.
- The new 18,500 seat Amway Center opens, which is home to the Orlando Magic.
- 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

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## 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 300,000 persons, Orlando is the largest city in both Orange County and the larger four-county MSA. Orange County has a population of roughly 1,400,000 persons and 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>
<b>1950</b>	52,367	114,950	Not available
<b>1960</b>	88,135	263,540	Not available
<b>1970</b>	99,006	344,311	423,610
<b>1980</b>	128,291	470,365	676,634
<b>1990</b>	164,693	677,491	1,224,852
<b>2000</b>	185,951	896,344	1,644,561
<b>2010</b>	236,788	1,145,956	2,133,940
<b>FY 2014/15</b>	256,012	1,227,995	2,270,370
<b>FY 2015/16</b>	262,100	1,252,396	2,320,195
<b>FY 2016/17</b>	267,842	1,280,387	2,376,358
<b>FY 2017/18</b>	279,133	1,307,724	2,516,690
<b>FY 2018/19</b>	283,476	1,386,080	2,585,614
<b>FY 2019/20</b>	291,177	1,393,452	2,608,147
<b>FY 2020/21</b>	307,573	1,415,260	2,639,274
<b>FY 2021/22</b>	313,975	1,427,290	2,654,784

Source: Bureau of Economic and Business Research and the  
United States Census Bureau

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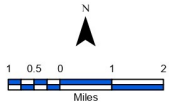
The accompanying map shows the patterns of annexation. Specifically, the 1950's borders are known as the "traditional city." The area that is now Universal Studios was annexed during the 1960's, while the large southeastern annexation during the 1980's is the annexation of Orlando International Airport (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

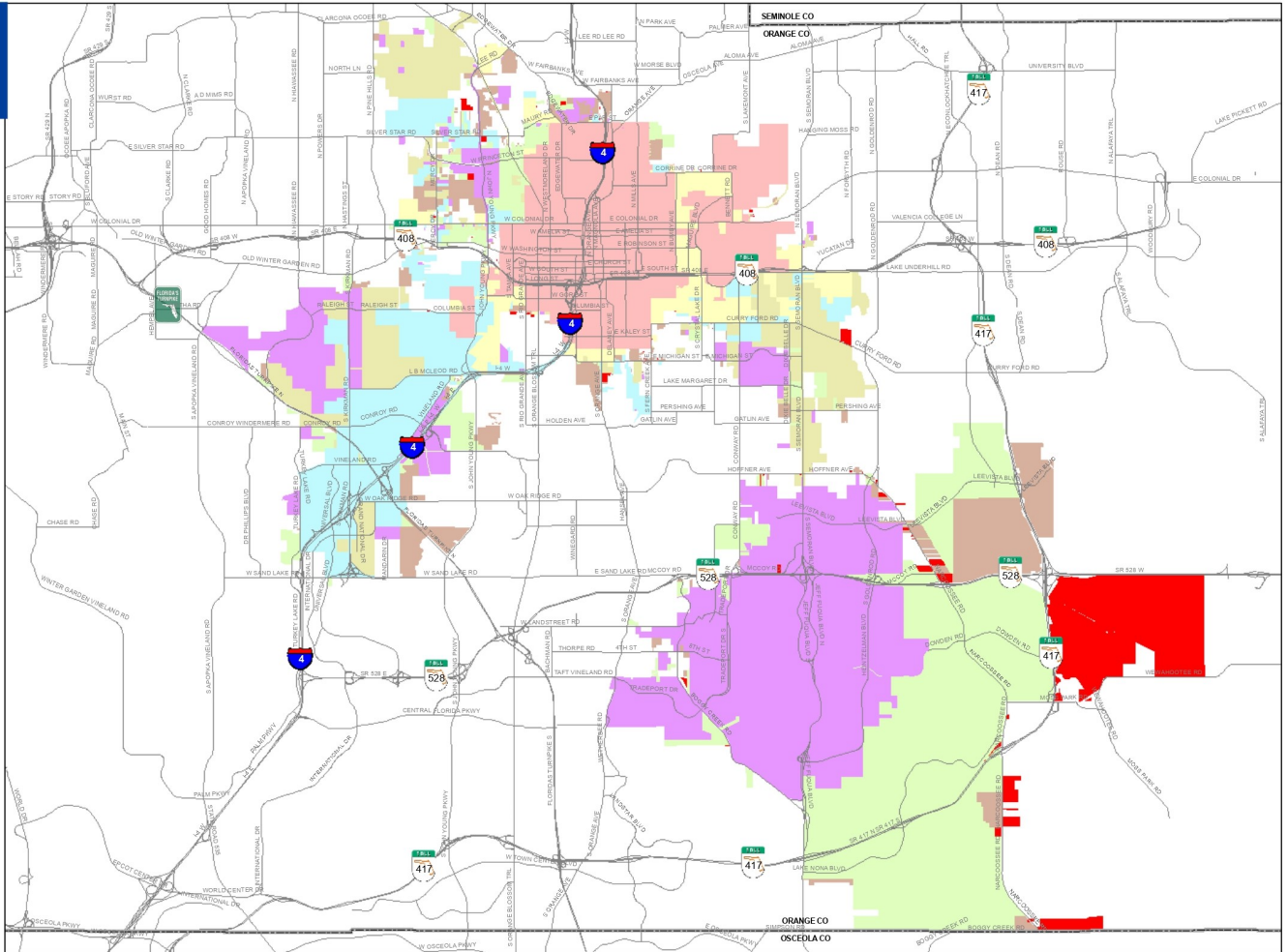
## Annexations Map

### Annexations By Decade

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



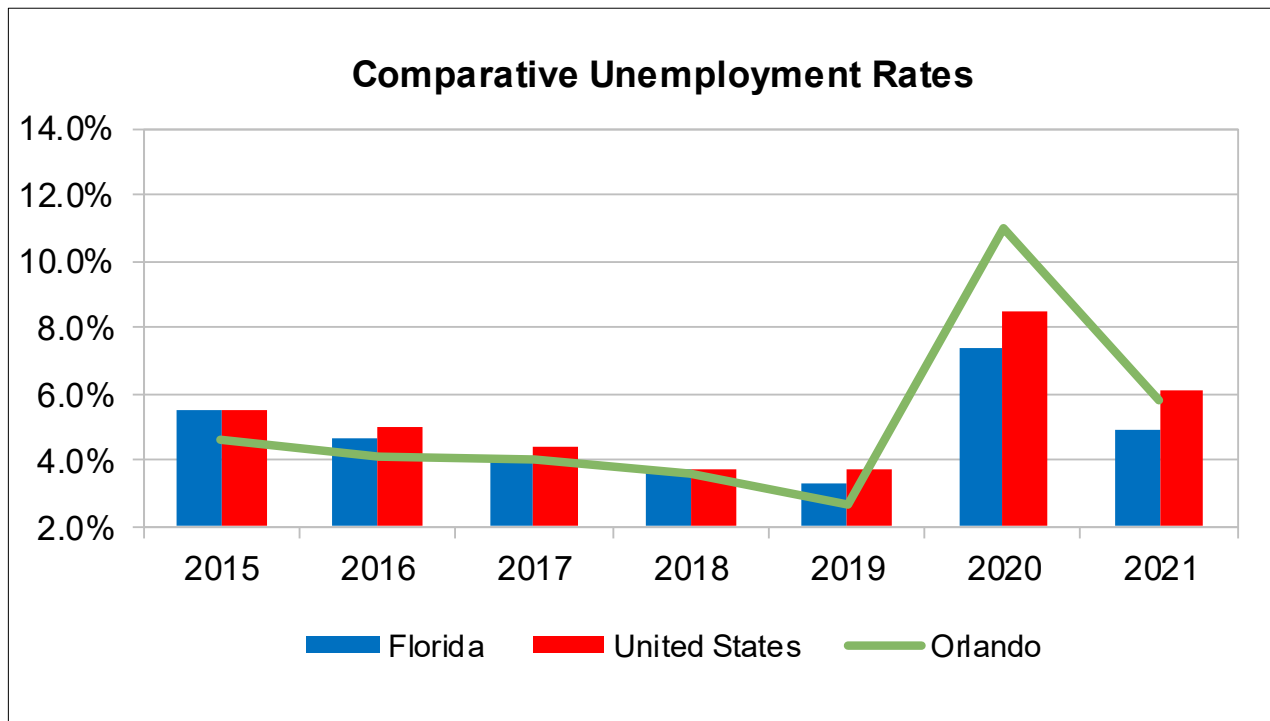
City GIS  
Standard Map  
May 2020



**Average Annual Unemployment Rate**

	<b><u>City of Orlando</u></b>	<b><u>Orange County</u></b>	<b><u>Orlando MSA</u></b>	<b><u>State of Florida</u></b>	<b><u>United States</u></b>
<b>2015</b>	4.6%	5.0%	5.1%	5.5%	5.5%
<b>2016</b>	4.1%	4.3%	4.4%	4.7%	5.0%
<b>2017</b>	4.0%	3.8%	3.9%	4.1%	4.4%
<b>2018</b>	3.6%	3.5%	3.7%	3.7%	3.7%
<b>2019</b>	2.7%	3.1%	3.2%	3.3%	3.7%
<b>2020</b>	11.0%	11.6%	11.0%	7.4%	8.5%
<b>2021</b>	5.8%	5.5%	6.0%	4.9%	6.1%

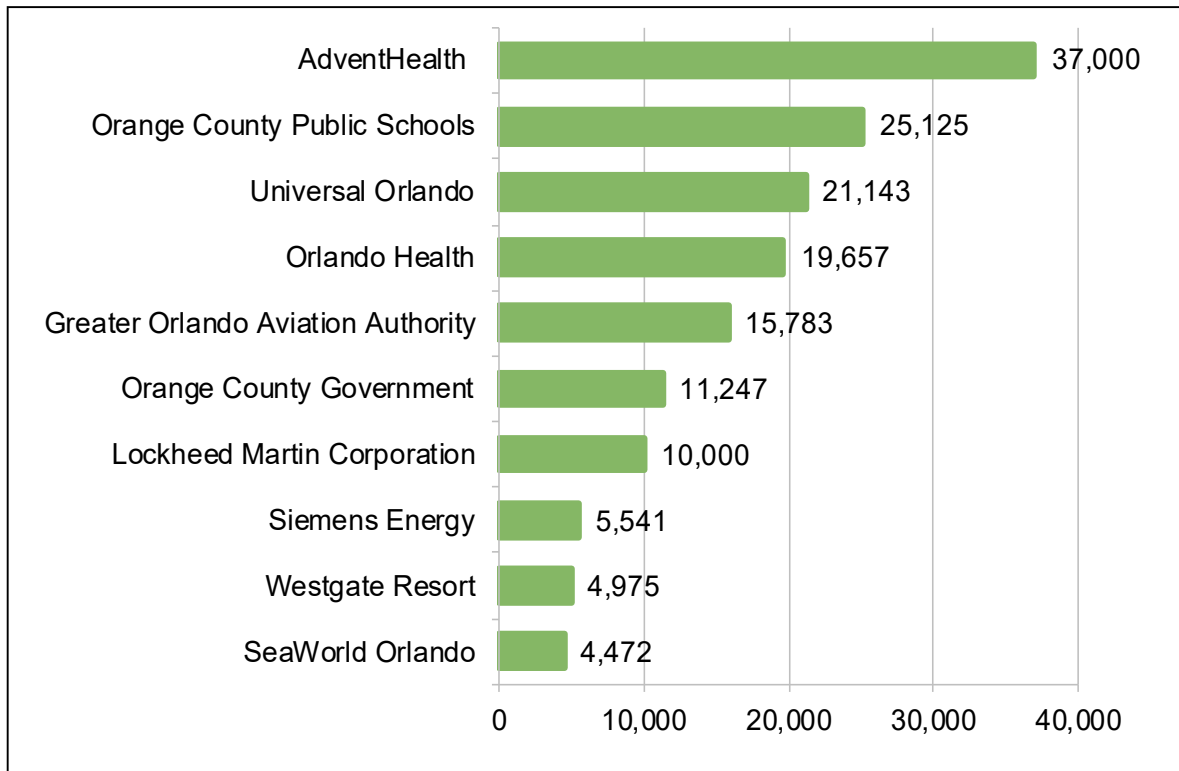
Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2021 as of September.



Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2021 as of September.

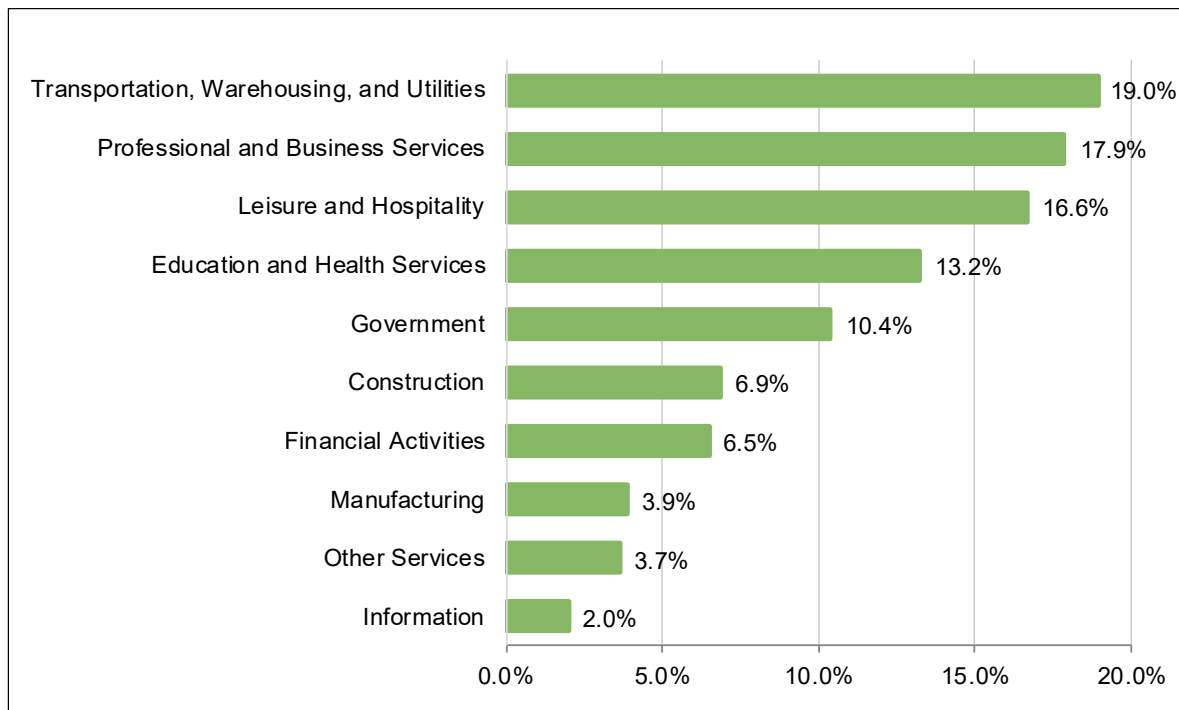
# CITY OF ORLANDO

**Major Orlando Employers by Number of Employees**



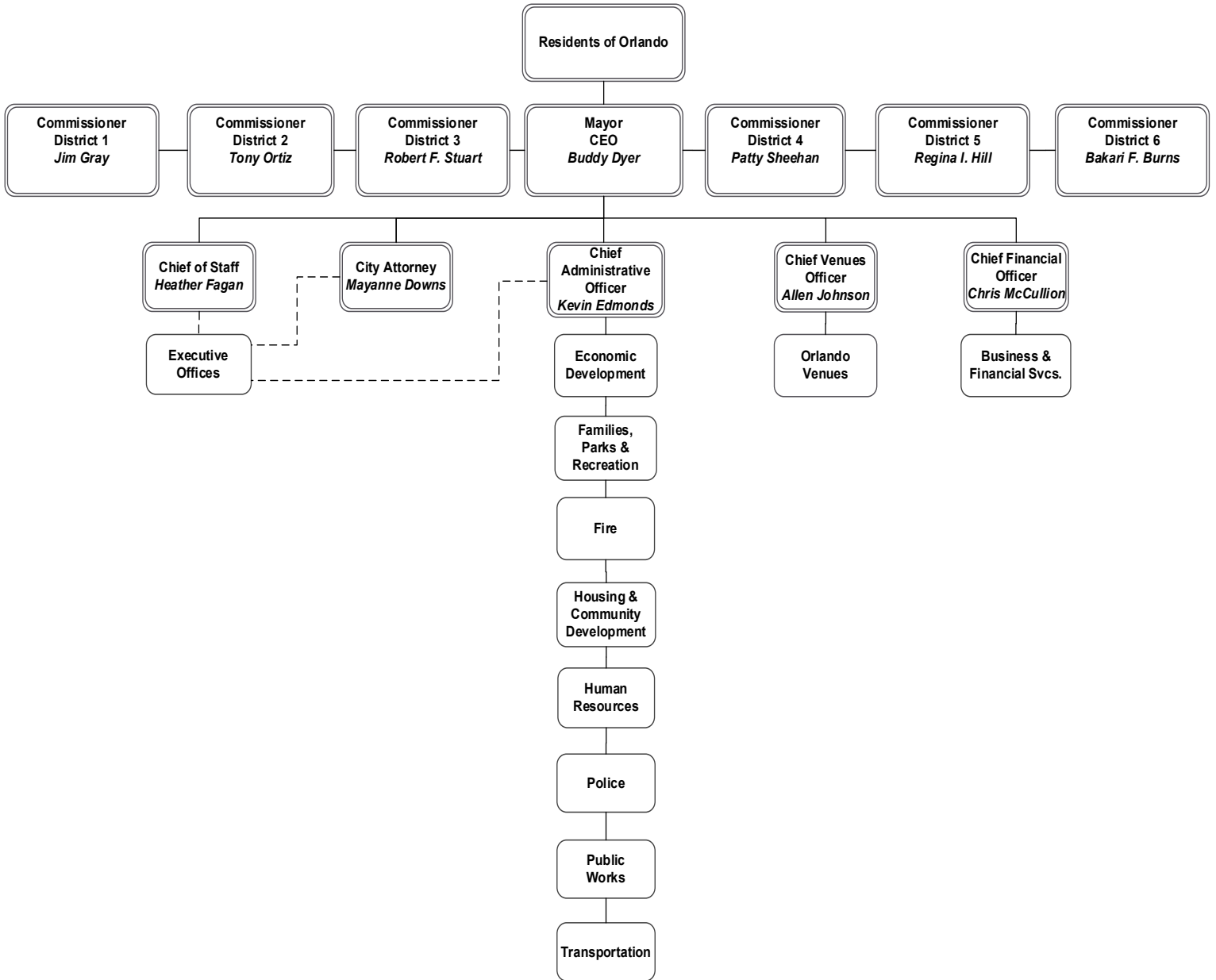
Sources: Orlando Economic Partnership, Orange County Public Schools, and Orange County - September 2021.

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



Sources: U.S. Bureau of Labor Statistics Employment by Industry - September 2021.

City Organization Chart





# CITY OF ORLANDO

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## 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 several offices within the Executive Office Department which report to various members of the C5.

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

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## 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	100,713	1,640	16.3
Clearwater	118,190	1,847	15.6
Fort Lauderdale	183,109	2,711	14.8
Gainesville	134,661	1,580	11.7
Hollywood	155,689	1,589	10.2
<b>Orlando</b>	<b>313,975</b>	<b>3,696</b>	<b>11.8</b>
St. Petersburg	267,121	3,569	13.4
Tallahassee	197,974	2,914	14.7
Tampa	404,636	4,764	11.8

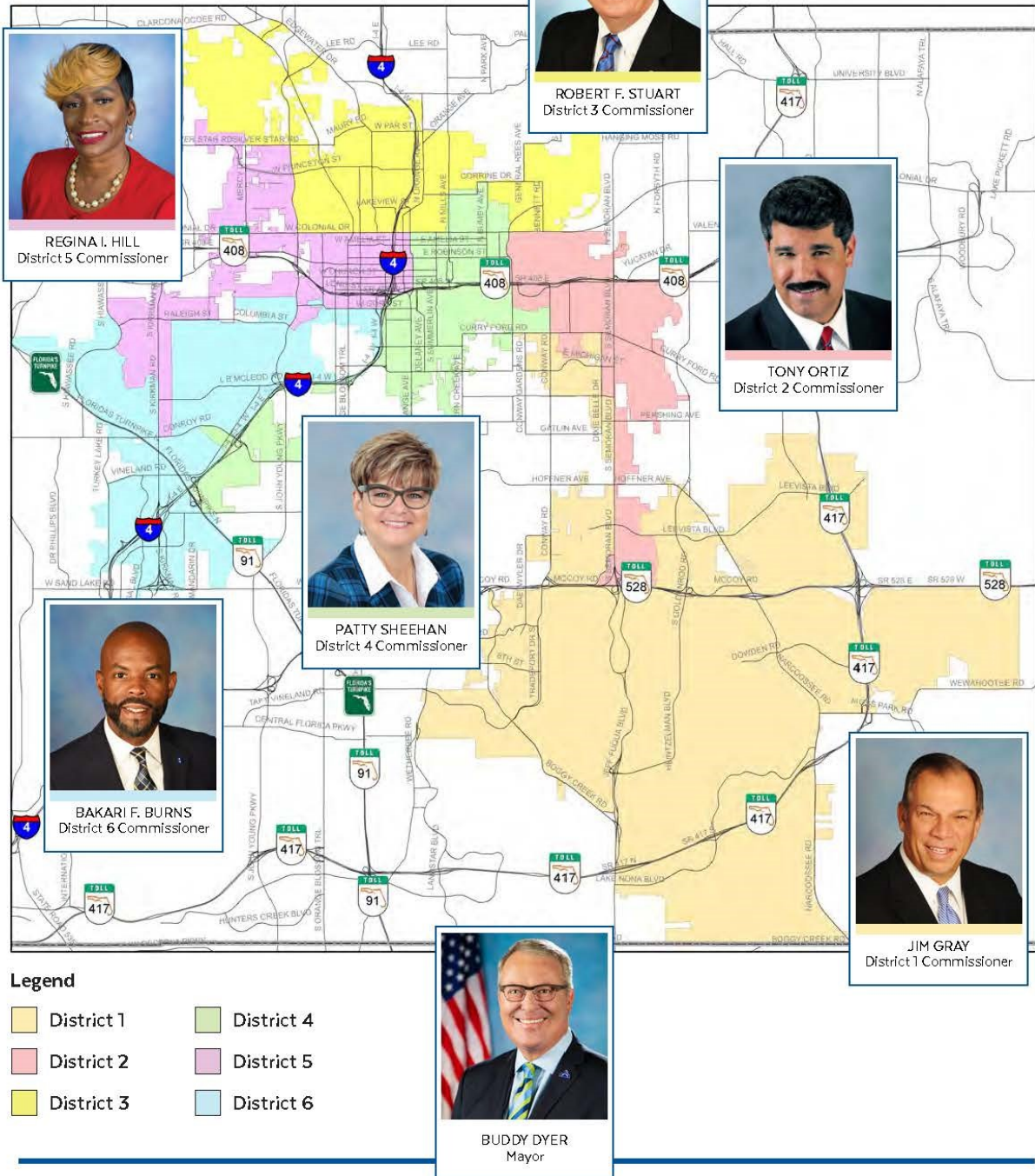
Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on municipal websites and data provided by the Bureau of Economic and Business Research as of October 31, 2021.

### Employee/Population Ratio Comparison Counties within the Orlando MSA

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Lake	366,742	2,167	5.9
Orange	1,427,290	11,247	7.9
Osceola	387,055	2,240	5.8
Seminole	476,727	3,119	6.5

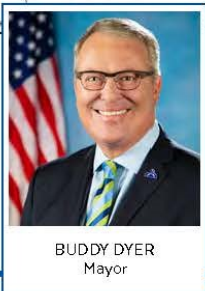
Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on municipal websites and data provided by the Bureau of Economic and Business Research as of October 31, 2021.

CITY OF ORLANDO  
**COMMISSIONER DISTRICTS**



**Legend**

- District 1
- District 4
- District 2
- District 5
- District 3
- District 6



# CITY OF ORLANDO

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## City Profile (as of September 30, 2021)

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	313,975
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	7
Lakes	90
Nature Parks	1
Neighborhood Recreation Centers, Special Facilities & Senior Centers	30
Parks	113
Playgrounds	54
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	5
Stations, Substations, Special Team Offices	19
Vehicular Patrol Units	
- Bicycles	97
- Leased	148
- Motorcycles	37
- Other vehicles	53
- Patrol cars	613
- Unmarked cars	181
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

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## 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.
- 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.

## CITY OF ORLANDO

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- 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 2021/22 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.

### **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.

# CITY OF ORLANDO

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## FY 2021/22 BUDGET CALENDAR

January 27	Distribution of budget timeline, Revenue Requests and Justifications/Revenue Manual Revisions
February 26	Revenue Estimates and Justifications/Revenue Manual Revisions due to Management and Budget
March 26	Capital Improvement Program Requests due to Management and Budget
April 30	Reorganization Requests, Expenditure Requests and Justifications due to Management and Budget
May - June	Meetings with departments to review Revenue Estimates, Capital Improvement Program Requests, and Reorganization/Expenditure Requests
July 1	Certification of property values by Orange County Property Appraiser
July 19	Budget Workshop and City Council vote on proposed millage rate
September 13	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program
September 27	Final public hearing to adopt millage rate, budget and Capital Improvement Program
October 1	Implementation of adopted budget

# CITY OF ORLANDO

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## **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 Budget Calendar on the previous page illustrates the timetable for the preparation and adoption of the budget, as well as many aspects of the legal process for adopting and implementing the millage rate.

## **E. FY 2020/21 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, 2021.

Therefore, all financial information in this document that is identified as "FY2020/21 Revised Budget" is as of November, 2021. The final revised budget will be published in the Annual Comprehensive Financial Report which can be found on the City's webpage ([www.orlando.gov](http://www.orlando.gov)).

## **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.



# CITY OF ORLANDO

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## 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 Annual Comprehensive 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, Capital Improvement and Infrastructure, Solid Waste and Water Reclamation Enterprises. 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

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## **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.

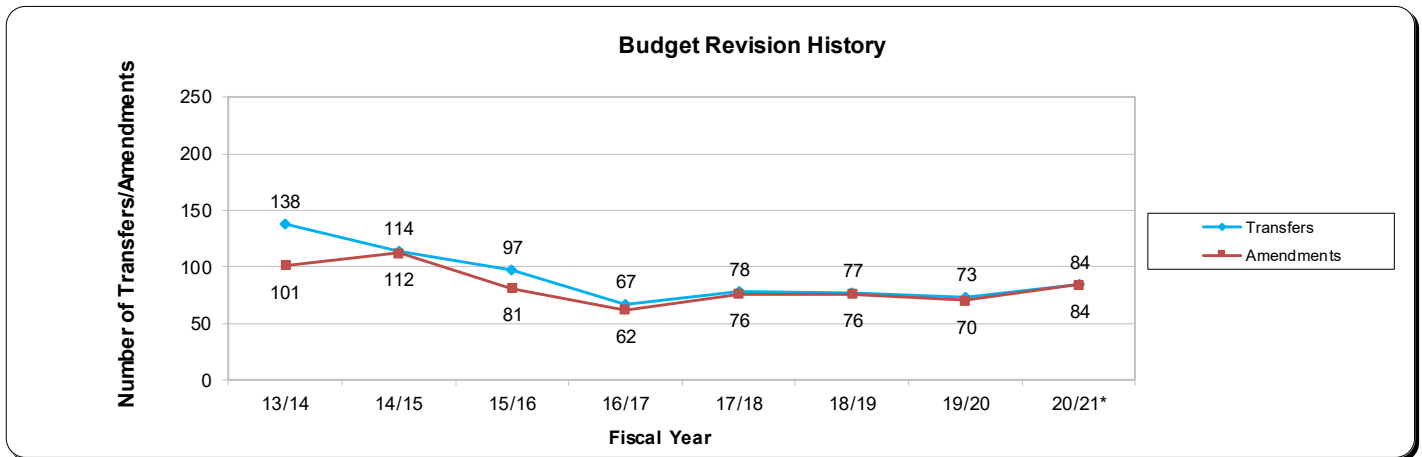
The **BUDGET REVIEW COMMITTEE** (BRC) is established and chaired by the Chief Administrative Officer (CAO) for the purpose of maintaining centralized control and oversight of changes to the budget after adoption. The BRC consists of four (4) permanently assigned voting members, one (1) additional voting 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.



\* Does not include FY20/21 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 Annual Comprehensive Financial Report (ACFR). 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

## FUND STRUCTURE

### Purpose

### Source of Funds

### GOVERNMENTAL FUNDS

#### GENERAL FUND

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.

#### SPECIAL REVENUE FUNDS

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.

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, interment fees, and contribution from General Fund.

# CITY OF ORLANDO

## FUND STRUCTURE

<u>Purpose</u>	<u>Source of Funds</u>
<b><u>SPECIAL REVENUE FUNDS</u></b>	
The <b>CRA Trust Funds</b> 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 <b>CRA Revenue Bond Funds</b> are used for principal and interest payments on bonds used to fund capital improvements in the redevelopment areas.	Tax increment financing collected in the five districts.
The <b>911 Emergency Phone System Fund</b> provides funding to offset some expenses of Police and Fire emergency communications.	911 fee imposed on telephone bills.
The <b>Special Assessments Fund</b> is for the receipt of payments from citizens/developers for specially approved items such as special street lighting, streetscape, etc.	Assessment payments.
The <b>GOAA Police Fund</b> 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 <b>Grant Fund</b> is used to monitor the activities of grants that have been received by the City.	Federal, State, and other grants.
The <b>Designated Revenue Fund</b> 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 <b>State Housing Initiatives Partnership (SHIP) Fund</b> and the <b>US Housing &amp; Urban Development (HUD) Grant Fund</b> 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 <b>Spellman Site Fund</b> 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.
<b><u>CAPITAL PROJECT FUNDS</u></b>	
The <b>Capital Improvement Project Fund</b> accounts for capital projects not accounted for elsewhere.	Capital grants and operating transfers from other funds.
The <b>Real Estate Acquisition Fund</b> 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.
<b><u>PROPRIETARY FUNDS</u></b>	
<b><u>ENTERPRISE FUNDS</u></b>	
The <b>Parking System Fund</b> is for operation of the City's on-street and parking garage facilities, including enforcement. The <b>Parking Facility Revenue Bond Fund</b> is a part of the City's debt service. The <b>CNL R&amp;R Fund</b> 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 sources are contribution from the General Fund and lease revenues received from CNL I and CNL II.
The <b>Orlando Venues Fund</b> is for the operation of the Amway Center. The <b>Amway Center R&amp;R Fund</b> accounts for the required contribution per the City agreement. The <b>Orlando Stadium Operations Fund</b> 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 <b>Solid Waste Fund</b> is for collection and disposal of commercial and residential garbage which is disposed of at County and private landfills.	Service charges.
The <b>Stormwater Utility Funds</b> 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

### Purpose

### Source of Funds

#### **ENTERPRISE FUNDS**

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.

#### **INTERNAL SERVICE FUNDS**

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, other bond issues, contribution from General Fund, and debt repayment revenues.

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.

#### **COMPONENT UNIT FUND**

The **Downtown Development Board Fund** promotes development and redevelopment in the downtown area.

One mill tax levy collected within the established downtown area.

#### **PENSION TRUST FUNDS**

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

## All Funds Comparison

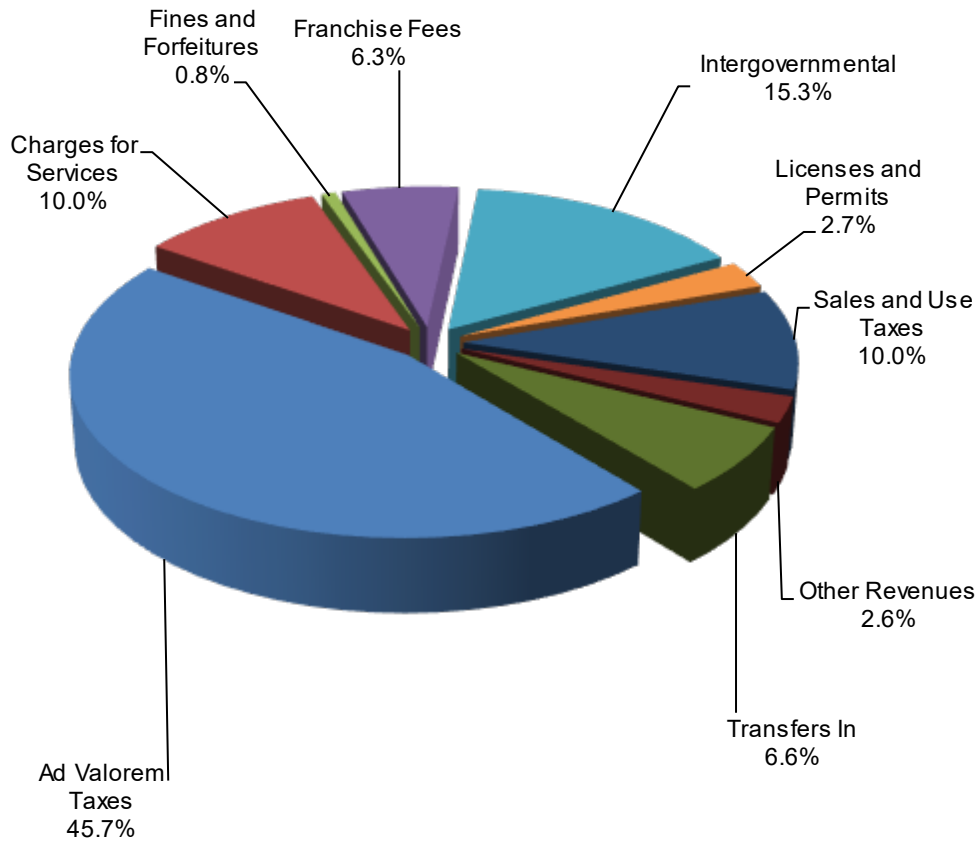
<u>Fund Name</u>	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget
<b>General Fund</b>	<b>\$ 533,851,663</b>	<b>\$ 545,273,184</b>
<b>Special Revenue Funds</b>		
911 Emergency Phone System Fund	\$ 360,282	\$ 592,000
After School All Stars Fund	4,042,988	3,887,219
Building Code Enforcement Fund	17,395,692	18,973,627
Capital Improvements Fund	20,682,744	23,306,345
Cemetery Trust Fund	707,185	659,652
Centroplex Garages Fund	3,020,753	3,424,569
Code Enforcement Board Lien Assessment Fund	725,000	642,940
Contraband Forfeiture Trust Funds	543,918	406,073
CRA Operating Fund	26,361,744	29,025,664
CRA Trust Funds	72,596,342	69,143,856
Designated Revenue Fund	3,077,616	7,545,720
Dubsdread Golf Course Funds	2,632,704	2,846,933
Gas Tax Fund	9,859,149	9,020,000
Greater Orlando Aviation Authority Police Fund	18,049,127	19,045,142
Harry P. Leu Gardens Fund	3,138,704	3,413,704
Law Enforcement Training Fund	130,000	130,000
Mennello Museum - American Art Fund	616,976	625,108
Orange County Public Schools Crossing Guard Fund	1,087,479	1,312,479
Park Impact Fee Funds	1,925,392	1,510,000
Real Estate Acquisition Fund	1,153,449	1,251,000
Special Assessment Funds	362,406	365,835
Spellman Site Fund	879,885	858,792
State Housing Initiatives Partnership Program Fund (SHIP)	-	1,974,519
Street Tree Trust Fund	200,319	200,319
Transportation Impact Fee Funds	13,653,429	13,859,239
U.S. Department of Housing and Urban Development Grants Fund	8,140,749	8,515,083
Utilities Services Tax Fund	34,684,991	34,771,723
<b>Special Revenue Funds Total</b>	<b>\$ 246,029,023</b>	<b>\$ 257,307,541</b>
<b>Enterprise Funds</b>		
55 West Garage Renewal and Replacement Fund	\$ 275,000	\$ 75,000
Amway Center Renewal and Replacement Fund	1,000,000	1,000,000
CNL Renewal and Replacement Fund	91,429	91,429
Orlando Stadiums Operations Fund	7,355,055	7,260,497
Orlando Venues Enterprise Fund	21,188,907	22,852,305
Parking System Funds	21,716,369	17,938,295
Solid Waste Fund	40,081,587	42,536,762
Stormwater Utility Funds	28,142,387	27,540,666
Water Reclamation Construction Fund	46,000,000	57,300,000
Water Reclamation Impact Fee Funds	41,760,497	3,005,000
Water Reclamation Renewal and Replacement Fund	3,000,000	3,000,000
Water Reclamation Revenue Fund	114,754,796	111,470,863
<b>Enterprise Funds Total</b>	<b>\$ 325,366,027</b>	<b>\$ 294,070,817</b>
<b>Page Subtotal</b>	<b>\$ 1,105,246,713</b>	<b>\$ 1,096,651,542</b>

# BUDGET IN BRIEF

## All Funds Comparison (continued)

<u>Fund Name</u>	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget
<b>Debt Service Funds</b>		
6th Cent TDT Debt	\$ 19,967,475	\$ 17,750,875
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	1,901,875	1,902,750
CRA Debt - Republic Drive Fund	3,804,686	3,802,254
CRA Debt Service - 2009	4,041,770	-
CRA Debt Service 2019 A Fund	-	4,041,118
CRA Debt Service 2020 A Fund	-	4,875,970
CRA Debt Service Internal Loan Fund	2,632,816	1,493,702
CRA Debt Service State Infrastructure Bank Fund	750,000	-
CRA PAC Debt Service - 2010	4,875,627	-
Events Center Debt Other	1,115,858	1,175,924
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	2,982,641	9,638,741
Internal Loan - Jefferson Street Garage Fund	1,462,750	1,453,500
Investing In Our Neighborhoods Debt Bond Fund Series 2018B	6,676,100	-
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	4,461,750	4,450,000
Performing Arts Center Commercial Paper Debt Construction Fund	566,550	566,550
Public Safety Debt Bond Fund 2016C	1,990,400	1,990,900
Water Reclamation Revenue Bond Funds	10,322,199	10,430,740
<b>Debt Service Funds Total</b>	<b>\$ 71,685,951</b>	<b>\$ 67,706,478</b>
<b>Internal Service Funds</b>		
Construction Management Fund	\$ 4,602,800	\$ 4,921,200
Facilities Management Fund	15,606,783	15,713,000
Fleet Management Funds	39,434,432	41,272,118
Health Care Fund	71,216,084	76,056,803
Internal Loan Bank Fund	13,993,926	12,027,698
Pension Participant Services Fund	143,881	-
Risk Management Fund	16,874,048	15,910,483
<b>Internal Service Funds Total</b>	<b>\$ 161,871,954</b>	<b>\$ 165,901,302</b>
<b>Component Unit Funds</b>		
Downtown Development Board Fund	\$ 4,819,778	\$ 4,383,986
Downtown South Neighborhood Improvement District Fund	692,397	925,889
<b>Component Unit Funds Total</b>	<b>\$ 5,512,175</b>	<b>\$ 5,309,875</b>
<b>Pension Trust Funds</b>		
City Pension Funds	\$ 68,929,027	\$ 69,549,016
Other Post Employment Benefit Trust Fund	27,691,668	24,070,894
<b>Pension Trust Funds Total</b>	<b>\$ 96,620,695</b>	<b>\$ 93,619,910</b>
<b>Page Subtotal</b>	<b>\$ 335,690,775</b>	<b>\$ 332,537,565</b>
<b>All Funds Total</b>	<b>\$ 1,440,937,488</b>	<b>\$ 1,429,189,107</b>

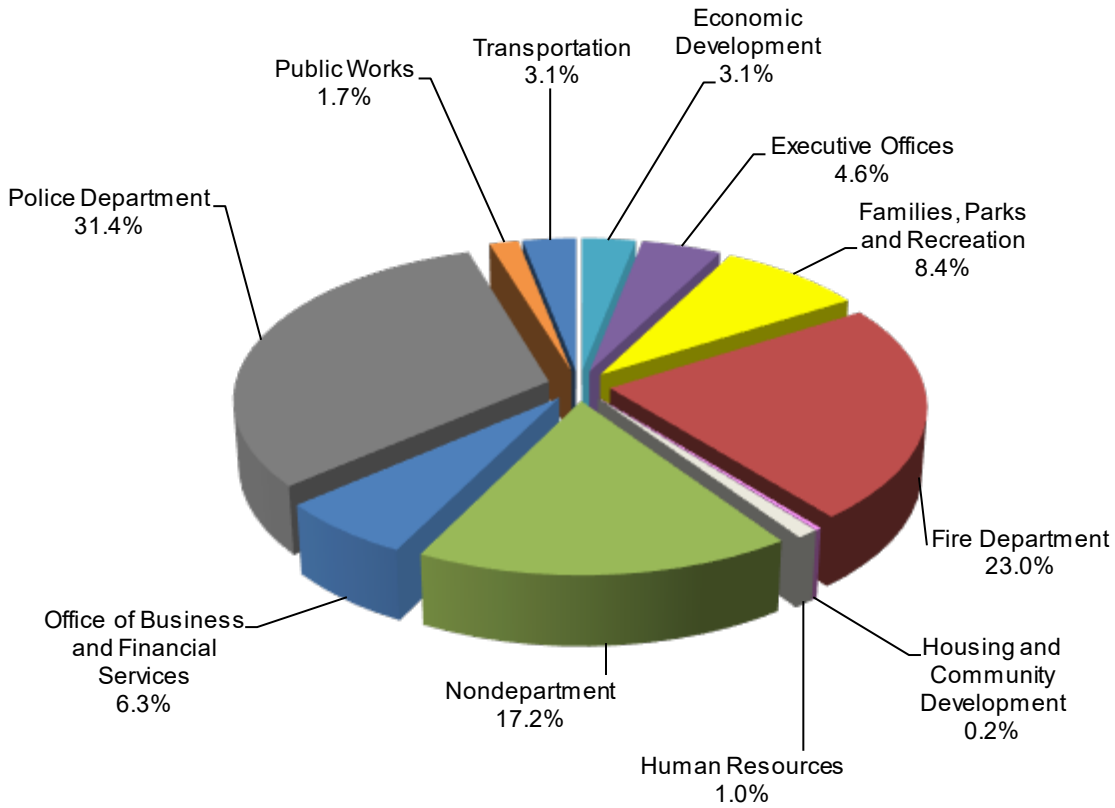
**General Fund - Revenues by Source  
FY 2021/22**



<b>Source of General Revenue</b>	<b>FY 2021/22 Adopted Budget</b>	<b>% of Total</b>
Ad Valorem Taxes	\$ 249,264,112	45.7%
Charges for Services	54,499,937	10.0%
Fines and Forfeitures	4,185,000	0.8%
Franchise Fees	34,480,000	6.3%
Intergovernmental	83,248,214	15.3%
Licenses and Permits	14,712,500	2.7%
Sales and Use Taxes	54,400,000	10.0%
Other Revenues	14,166,073	2.6%
Transfers In	36,317,348	6.6%
<b>Total</b>	<b><u>\$ 545,273,184</u></b>	<b><u>100.0%</u></b>

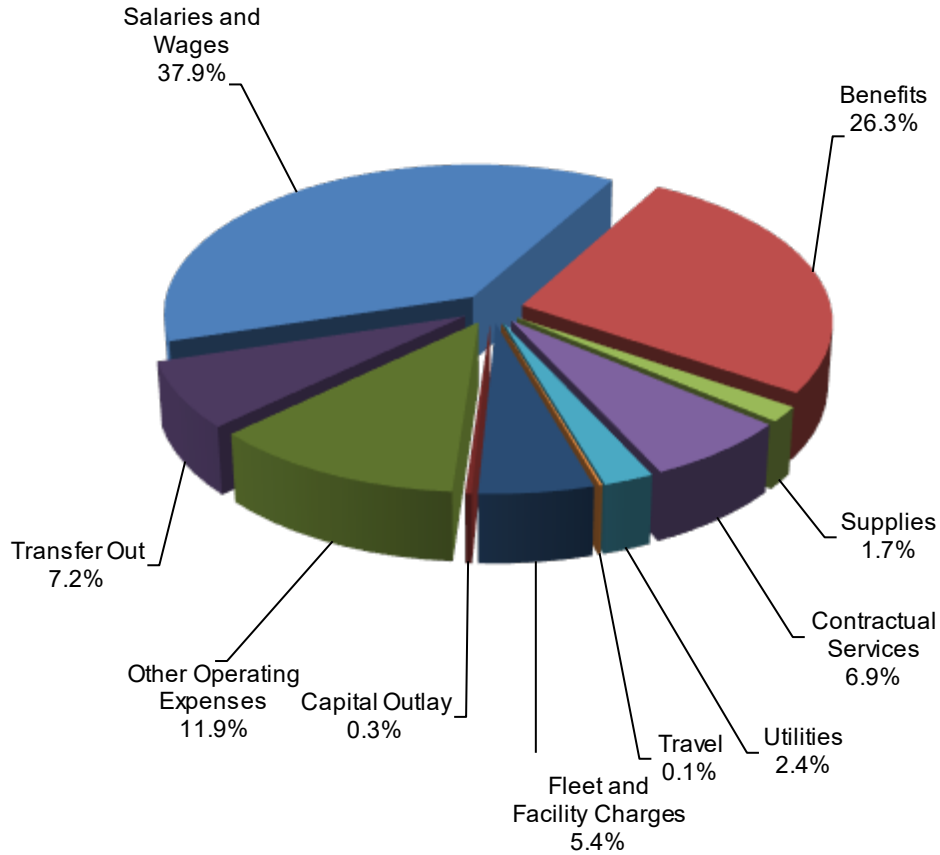
**BUDGET IN BRIEF**

**General Fund - Expenses by Department  
FY 2021/22**



General Fund Departments	FY 2021/22 Adopted Budget	% of Total
Economic Development	\$ 16,916,268	3.1%
Executive Offices	25,115,406	4.6%
Families, Parks and Recreation	45,688,726	8.4%
Fire Department	125,495,714	23.0%
Housing and Community Development	1,345,123	0.2%
Human Resources	5,429,843	1.0%
Nondepartment	93,583,173	17.2%
Office of Business and Financial Services	34,249,313	6.3%
Police Department	171,443,157	31.4%
Public Works	9,152,701	1.7%
Transportation	16,853,760	3.1%
<b>Total</b>	<b>\$ 545,273,184</b>	<b>100.0%</b>

**General Fund - Expenses by Use  
FY 2021/22**



<b>General Fund Uses</b>	<b>FY 2021/22 Adopted Budget</b>	<b>% of Total</b>
Salaries and Wages	\$ 206,530,102	37.9%
Benefits	143,137,364	26.3%
Supplies	9,135,056	1.7%
Contractual Services	37,587,209	6.9%
Utilities	12,887,367	2.4%
Travel	673,671	0.1%
Fleet and Facility Charges	29,249,110	5.4%
Capital Outlay	1,668,050	0.3%
Other Operating Expenses	64,950,320	11.9%
Transfer Out	39,454,935	7.1%
<b>Total</b>	<b>\$ 545,273,184</b>	<b>100.0%</b>

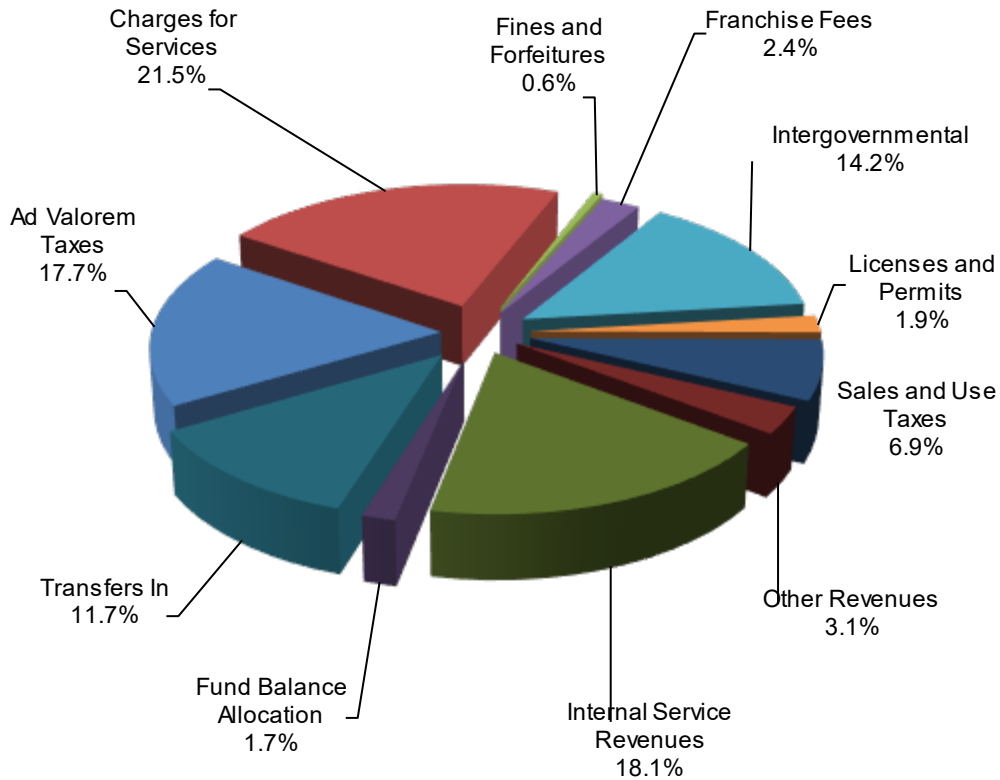
# BUDGET IN BRIEF

## GENERAL FUND Comparison of Sources and Uses by Fiscal Year

REVENUES	ACTUAL	REVISED	ADOPTED	2021/22	NET	%
	FY 2019/20	FY 2020/21	FY 2021/22	% TOTAL	CHANGE	CHANGE
Ad Valorem Taxes	\$ 217,048,961	\$ 239,482,554	\$ 249,264,112	45.7%	\$ 9,781,558	4.1%
Charges for Services	52,468,356	55,827,493	54,499,937	10.0%	(1,327,556)	(2.4%)
Fines and Forfeitures	3,747,430	3,925,000	4,185,000	0.8%	260,000	6.6%
Franchise Fees	33,348,566	32,380,000	34,480,000	6.3%	2,100,000	6.5%
Intergovernmental	87,793,916	82,506,097	83,248,214	15.3%	742,117	0.9%
Licenses and Permits	15,752,732	15,103,000	14,712,500	2.7%	(390,500)	(2.6%)
Sales and Use Taxes	51,071,962	54,400,000	54,400,000	10.0%	-	0.0%
Other Revenues	19,741,803	14,063,971	14,166,073	2.6%	102,102	0.7%
Transfers In	38,298,468	36,635,392	36,317,348	6.6%	(318,044)	(0.9%)
	<u>\$ 519,272,195</u>	<u>\$ 534,323,507</u>	<u>\$ 545,273,184</u>	<u>100.0%</u>	<u>\$ 10,949,677</u>	<u>2.0%</u>
<b>APPROPRIATIONS</b>	<b>ACTUAL</b>	<b>REVISED</b>	<b>ADOPTED</b>	<b>2021/22</b>	<b>NET</b>	<b>%</b>
By Department	FY 2019/20	FY 2020/21	FY 2021/22	% TOTAL	CHANGE	CHANGE
Economic Development	\$ 14,017,997	\$ 16,978,319	\$ 16,916,268	3.1%	\$ (62,051)	(0.4%)
Executive Offices	22,538,199	25,310,038	25,115,406	4.6%	(194,632)	(0.8%)
Families, Parks and Recreation	37,802,533	43,591,662	45,688,726	8.4%	2,097,064	4.8%
Fire Department	121,542,038	125,858,976	125,495,714	23.0%	(363,262)	(0.3%)
Housing and Community Development	981,775	1,109,791	1,345,123	0.2%	235,332	21.2%
Human Resources	4,330,932	5,234,647	5,429,843	1.0%	195,196	3.7%
Nondepartment	95,305,905	86,806,103	93,583,173	17.2%	6,777,070	7.8%
Office of Business and Financial Services	28,202,321	33,056,493	34,249,313	6.3%	1,192,820	3.6%
Police Department	165,934,039	169,254,132	171,443,157	31.4%	2,189,025	1.3%
Public Works	7,642,533	9,103,011	9,152,701	1.7%	49,690	0.5%
Transportation	16,681,397	18,020,335	16,853,760	3.1%	(1,166,575)	(6.5%)
	<u>\$ 514,979,670</u>	<u>\$ 534,323,507</u>	<u>\$ 545,273,184</u>	<u>100.0%</u>	<u>\$ 10,949,677</u>	<u>2.0%</u>
By Major Category	ACTUAL	REVISED	ADOPTED	2021/22	NET	%
	FY 2019/20	FY 2020/21	FY 2021/22	% TOTAL	CHANGE	CHANGE
Salaries and Wages	\$ 195,802,067	\$ 201,289,131	\$ 206,530,102	37.9%	\$ 5,240,971	2.6%
Benefits	131,927,950	144,175,168	143,137,364	26.3%	(1,037,804)	(0.7%)
Supplies	8,162,742	8,983,034	9,135,056	1.7%	152,022	1.7%
Contractual Services	28,640,629	33,266,345	37,587,209	6.9%	4,320,864	13.0%
Utilities	12,073,178	12,378,951	12,887,367	2.4%	508,416	4.1%
Travel	146,439	703,122	673,671	0.1%	(29,451)	(4.2%)
Fleet and Facility Charges	27,368,943	29,283,987	29,249,110	5.4%	(34,877)	(0.1%)
Capital Outlay	491,983	2,036,131	1,668,050	0.3%	(368,081)	(18.1%)
Other Operating Expenses	56,123,118	68,330,771	64,950,320	11.9%	(3,380,451)	(4.9%)
Transfer Out	54,242,622	33,876,867	39,454,935	7.2%	5,578,068	16.5%
	<u>\$ 514,979,670</u>	<u>\$ 534,323,507</u>	<u>\$ 545,273,184</u>	<u>100.0%</u>	<u>\$ 10,949,677</u>	<u>2.0%</u>

# BUDGET IN BRIEF

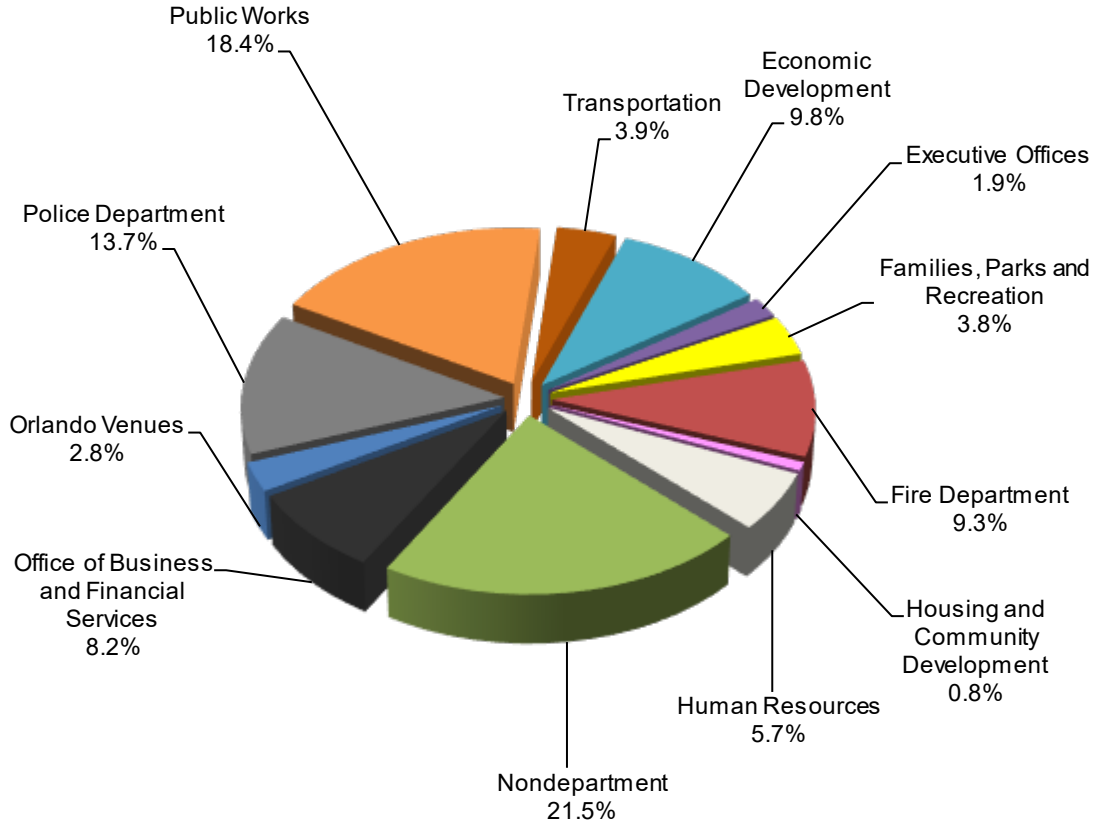
## All Funds - Revenues by Source FY 2021/22



Source of All Fund Revenue	FY 2021/22 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 253,381,394	17.7%
Charges for Services	307,858,597	21.5%
Fines and Forfeitures	8,372,940	0.7%
Franchise Fees	34,560,000	2.4%
Intergovernmental	203,418,819	14.2%
Licenses and Permits	27,868,500	1.9%
Sales and Use Taxes	97,964,723	6.9%
Other Revenues	44,754,588	3.2%
Internal Service Revenues	259,215,504	18.1%
Fund Balance Allocation	23,916,680	1.7%
Transfers In	167,877,362	11.7%
<b>Total</b>	<b>\$ 1,429,189,107</b>	<b>100.0%</b>

# BUDGET IN BRIEF

## All Funds - Expenses by Department FY 2021/22

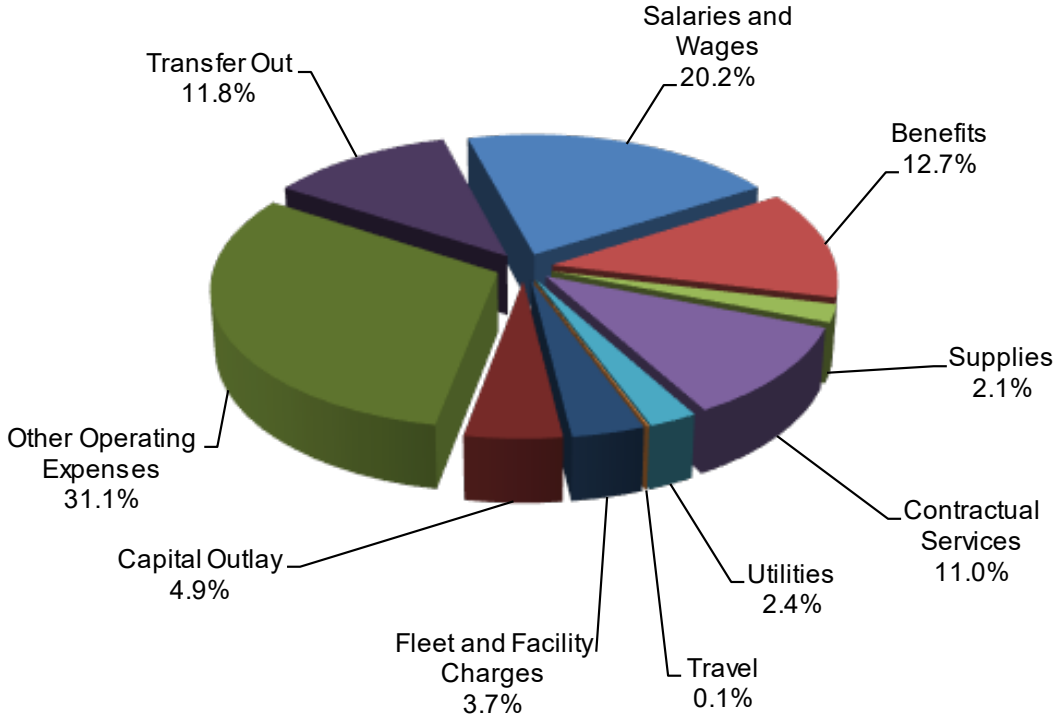


All Funds Department	FY 2021/22 Adopted Budget	% of Total
Economic Development	\$ 140,512,230	9.8%
Executive Offices	27,607,796	1.9%
Families, Parks and Recreation	54,942,264	3.9%
Fire Department	132,846,114	9.3%
Housing and Community Development	11,834,725	0.8%
Human Resources	81,761,138	5.7%
Nondepartment	307,722,574	21.5%
Office of Business and Financial Services	117,441,679	8.3%
Orlando Venues	40,412,657	2.8%
Police Department	195,334,174	13.7%
Public Works	263,190,893	18.4%
Transportation	55,582,863	3.9%
<b>Total</b>	<b>\$ 1,429,189,107</b>	<b>100.0%</b>



**BUDGET IN BRIEF**

**All Funds - Expenses by Use  
FY 2021/22**



<b>All Funds Uses</b>	<b>FY 2021/22 Proposed Budget</b>	<b>% of Total</b>
Salaries and Wages	\$ 288,971,224	20.2%
Benefits	181,643,793	12.7%
Supplies	29,645,875	2.1%
Contractual Services	156,760,161	11.0%
Utilities	34,871,062	2.4%
Travel	1,170,841	0.1%
Fleet and Facility Charges	52,720,093	3.7%
Capital Outlay	70,560,020	4.9%
Other Operating Expenses	444,968,677	31.1%
Transfer Out	167,877,361	11.8%
<b>Total</b>	<b>\$ 1,429,189,107</b>	<b>100.0%</b>

# BUDGET IN BRIEF

## ALL FUNDS Comparison of Sources and Uses by Fiscal Year

REVENUES	ACTUAL FY 2019/20	REVISED FY 2020/21	ADOPTED FY2021/22	2021/22 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 220,796,626	\$ 243,509,062	\$ 253,381,394	17.7%	\$ 9,872,332	4.1%
Charges for Services	296,627,383	312,539,377	307,858,597	21.5%	(4,680,780)	(1.5%)
Fines and Forfeitures	6,910,962	7,470,000	8,372,940	0.6%	902,940	12.1%
Franchise Fees	33,428,566	32,460,000	34,560,000	2.4%	2,100,000	6.5%
Intergovernmental	214,368,617	276,109,264	203,418,819	14.2%	(72,690,445)	(26.3%)
Licenses and Permits	30,482,888	30,053,000	27,868,500	1.9%	(2,184,500)	(7.3%)
Sales and Use Taxes	94,547,379	98,550,000	97,964,723	6.9%	(585,277)	(0.6%)
Other Revenues	368,458,986	36,299,584	44,754,588	3.1%	8,455,004	23.3%
Internal Service Revenues	269,406,849	260,942,834	259,215,504	18.1%	(1,727,330)	(0.7%)
Project Encumbrance	-	685,486,771	-	0.0%	(685,486,771)	(100.0%)
Fund Balance Allocation	-	64,676,216	23,916,680	1.7%	(40,759,536)	(63.0%)
Transfers In	205,130,454	175,193,954	167,877,362	11.7%	(7,316,592)	(4.2%)
	<u>\$ 1,740,158,709</u>	<u>\$ 2,223,290,062</u>	<u>\$ 1,429,189,107</u>	<u>100.0%</u>	<u>\$ (794,100,955)</u>	<u>(35.7%)</u>
<b>APPROPRIATIONS</b>						
By Department	ACTUAL FY 2019/20	REVISED FY 2020/21	ADOPTED FY2021/22	2021/22 % TOTAL	NET CHANGE	% CHANGE
Economic Development	\$ 116,048,289	\$ 207,713,485	\$ 140,512,230	9.8%	\$ (67,201,255)	(32.4%)
Executive Offices	25,958,922	37,861,193	27,607,796	1.9%	(10,253,397)	(27.1%)
Families, Parks and Recreation	53,046,789	74,444,585	54,942,264	3.8%	(19,502,321)	(26.2%)
Fire Department	122,827,758	130,816,951	132,846,114	9.3%	2,029,163	1.6%
Housing and Community Development	10,932,773	47,345,005	11,834,725	0.8%	(35,510,280)	(75.0%)
Human Resources	71,955,317	78,106,726	81,761,138	5.7%	3,654,412	4.7%
Nondepartment	382,228,688	350,700,172	307,722,574	21.5%	(42,977,598)	(12.3%)
Office of Business and Financial Services	122,344,263	197,800,199	117,441,679	8.2%	(80,358,520)	(40.6%)
Orlando Venues	99,087,471	151,897,695	40,412,657	2.8%	(111,485,038)	(73.4%)
Police Department	187,520,010	197,481,264	195,334,174	13.7%	(2,147,090)	(1.1%)
Public Works	293,603,969	594,208,955	263,190,893	18.4%	(331,018,062)	(55.7%)
Transportation	49,672,150	154,913,832	55,582,863	3.9%	(99,330,969)	(64.1%)
	<u>\$ 1,535,226,399</u>	<u>\$ 2,223,290,062</u>	<u>\$ 1,429,189,107</u>	<u>100.0%</u>	<u>\$ (794,100,955)</u>	<u>(35.7%)</u>
By Major Category	ACTUAL FY 2019/20	REVISED FY 2020/21	ADOPTED FY2021/22	2021/22 % TOTAL	NET CHANGE	% CHANGE
Salaries and Wages	\$ 266,229,055	\$ 284,730,607	\$ 288,971,224	20.2%	\$ 4,240,617	1.5%
Benefits	190,460,869	186,199,537	181,643,793	12.7%	(4,555,744)	(2.4%)
Supplies	36,818,436	40,562,878	29,645,875	2.1%	(10,917,003)	(26.9%)
Contractual Services	193,117,447	421,849,494	156,760,161	11.0%	(265,089,333)	(62.8%)
Utilities	32,168,093	41,582,292	34,871,062	2.4%	(6,711,230)	(16.1%)
Travel	359,742	1,525,722	1,170,841	0.1%	(354,881)	(23.3%)
Fleet and Facility Charges	56,450,472	64,277,563	52,720,093	3.7%	(11,557,470)	(18.0%)
Capital Outlay	186,463,066	420,833,563	70,560,020	4.9%	(350,273,543)	(83.2%)
Other Operating Expenses	368,028,765	586,007,772	444,968,677	31.1%	(141,039,095)	(24.1%)
Transfer Out	205,130,454	175,720,634	167,877,361	11.8%	(7,843,273)	(4.5%)
	<u>\$ 1,535,226,399</u>	<u>\$ 2,223,290,062</u>	<u>\$ 1,429,189,107</u>	<u>100.0%</u>	<u>\$ (794,100,955)</u>	<u>(35.7%)</u>

# BUDGET IN BRIEF

## CITYWIDE STAFFING SUMMARY CITY OF ORLANDO FY 2021/22

	Final FY 2019/20	Revised FY 2020/21	Adopted New Positions	Adopted Position Deletions	Adopted Position Transfers	Adopted FY 2021/22	Percent of Total
SUMMARY BY DEPARTMENT							
Economic Development	260	271	-	-	-	271	7.3%
Executive Offices	137	144	-	-	-	144	3.9%
Families, Parks and Recreation	242	272	-	-	-	272	7.4%
Fire Department	653	659	-	-	-	659	17.8%
Housing and Community Development	20	22	-	-	-	22	0.6%
Human Resources	34	35	-	-	-	35	0.9%
Office of Business and Financial Services	289	292	-	-	-	292	7.9%
Orlando Venues	84	85	-	-	-	85	2.3%
Police Department	1,104	1,129	2	-	-	1,131	30.6%
Public Works	594	604	3	-	-	607	16.4%
Transportation	180	181	-	-	-	181	4.9%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,597</b>	<b>3,694</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>3,699</b>	<b>100.0%</b>

SUMMARY BY FUND							
General	2,466	2,530	3	-	-	2,533	68.5%
Water Reclamation Revenue	271	273	-	-	-	273	7.4%
Building Code Enforcement	121	121	-	-	-	121	3.3%
GOAA Police	113	118	-	-	-	118	3.2%
Solid Waste	109	118	-	-	-	118	3.2%
Parking System Revenue	100	104	-	-	-	104	2.8%
Stormwater Utility	91	95	-	-	-	95	2.6%
Orlando Venues	53	54	-	-	-	54	1.5%
Fleet Management	51	53	-	-	(1)	52	1.4%
Facilities Management	52	52	-	-	(1)	51	1.4%
Community Redevelopment Agency	38	47	-	-	-	47	1.3%
Construction Management	34	34	2	-	-	36	1.0%
Housing Grants	20	22	-	-	-	22	0.6%
Leu Gardens	20	20	-	-	-	20	0.5%
After School All Stars	17	18	-	-	-	18	0.5%
Risk Management	16	14	-	-	-	14	0.4%
Orlando Stadium Operations	7	7	-	-	-	7	0.2%
Mennello Museum	4	4	-	-	-	4	0.1%
Centroplex Garages	7	3	-	-	-	3	0.1%
Cemetery Trust	2	2	-	-	-	2	0.1%
Fleet Replacement	-	-	-	-	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%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,597</b>	<b>3,694</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>3,699</b>	<b>100.0%</b>

# BUDGET IN BRIEF

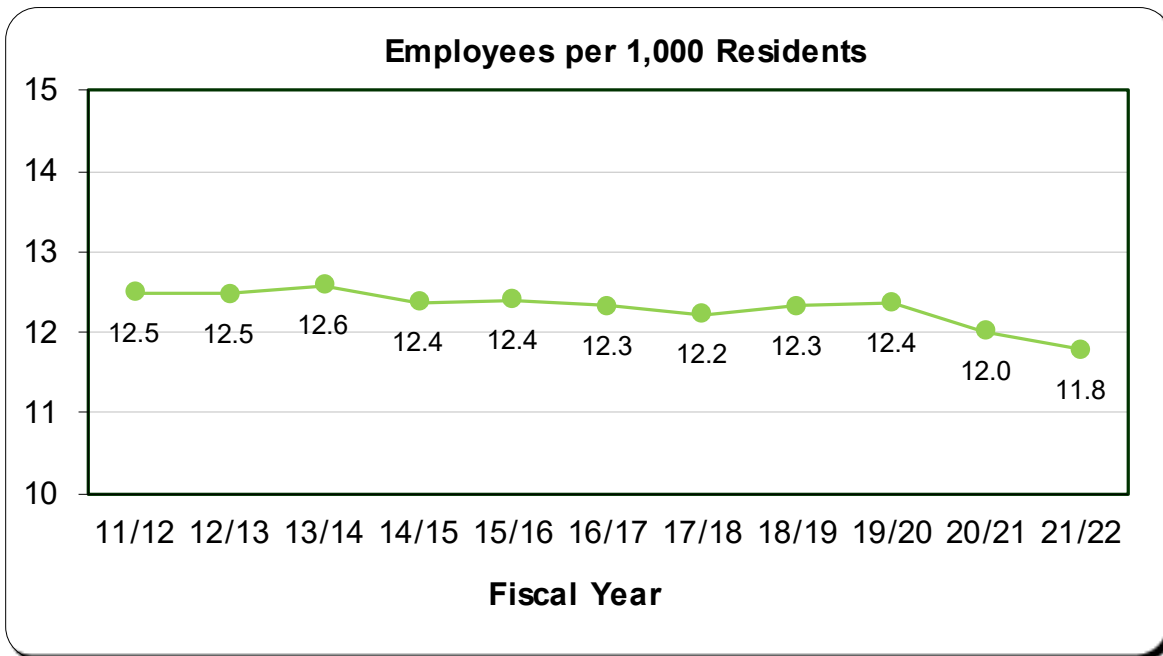
## CITY WIDE STAFFING DATA AND CHARTS

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

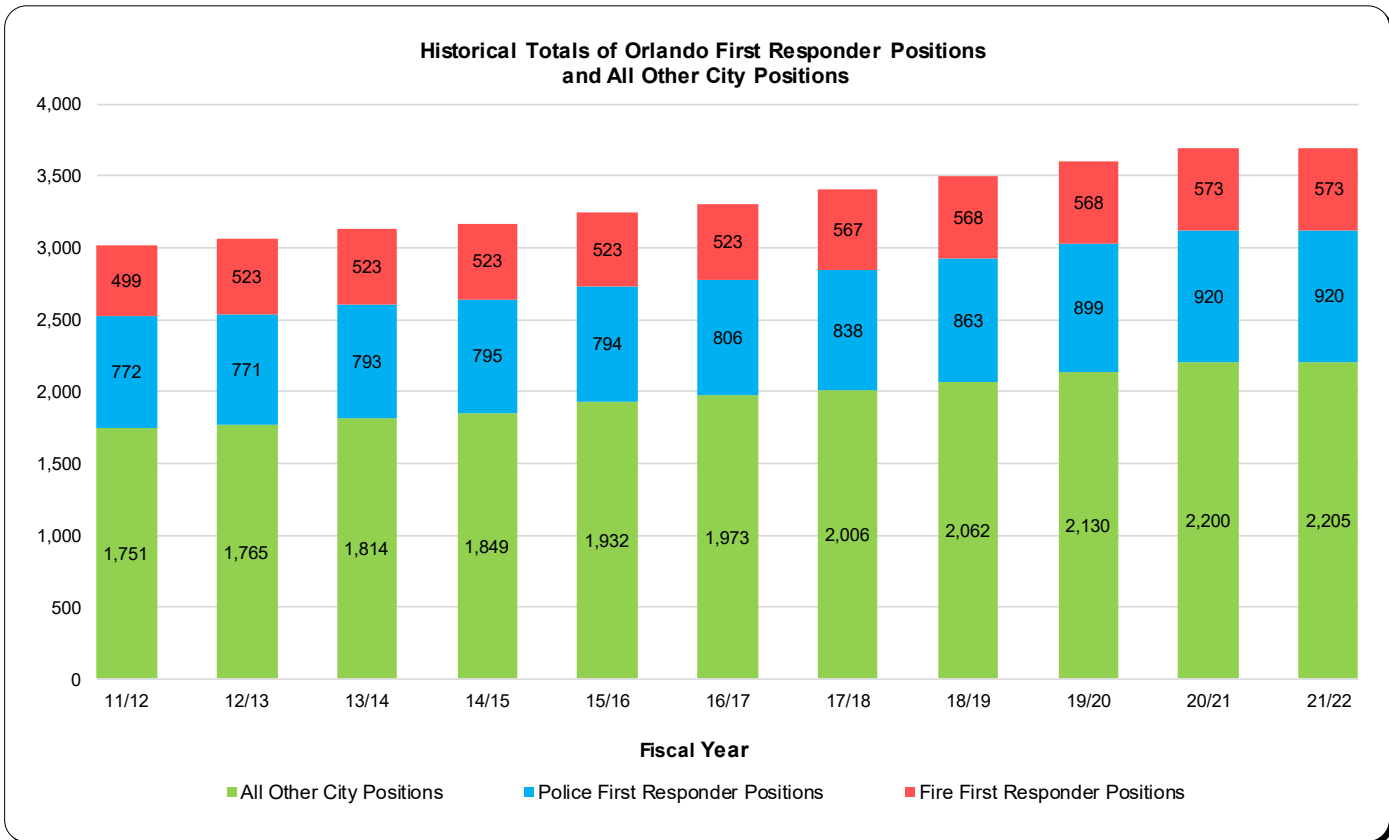
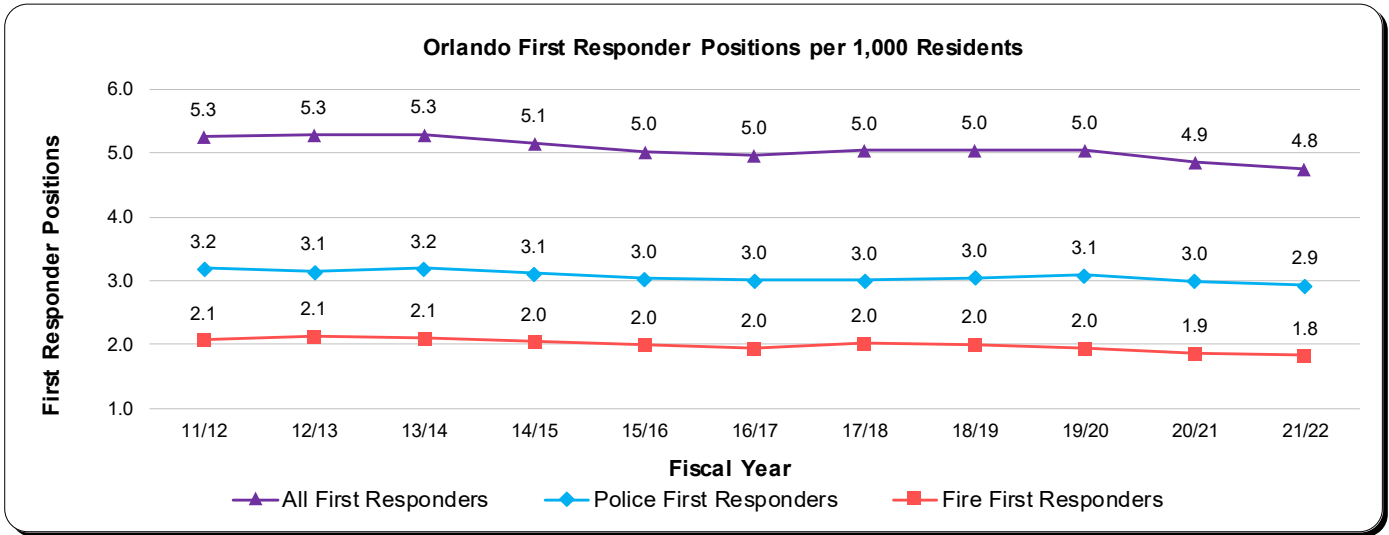
	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22
City Population	241,978	245,254	248,731	256,012	262,100	267,842	279,133	283,476	291,117	307,573	313,975
Employees	3,022	3,059	3,130	3,167	3,249	3,302	3,411	3,493	3,597	3,694	3,699
Fire Sworn	499	523	523	523	523	523	538	539	539	539	539
Fire Civilian Transport	-	-	-	-	-	-	29	29	29	34	34
<b>Total Fire First Responders</b>	<b>499</b>	<b>523</b>	<b>523</b>	<b>523</b>	<b>523</b>	<b>523</b>	<b>567</b>	<b>568</b>	<b>568</b>	<b>573</b>	<b>573</b>
Police Sworn	743	743	760	760	760	772	804	829	862	883	883
Community Service Officers	29	28	33	35	34	34	34	34	37	37	37
<b>Total Police First Responders</b>	<b>772</b>	<b>771</b>	<b>793</b>	<b>795</b>	<b>794</b>	<b>806</b>	<b>838</b>	<b>863</b>	<b>899</b>	<b>920</b>	<b>920</b>

**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, even with 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

## 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 five 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 2021/22 by Fund

Fund	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget
0016_F Dubsdread Renewal and Replacement Fund	\$ 255,000	\$ 255,000
1070_F Transportation Impact Fee-North Fund	1,332,000	2,000,000
1071_F Transportation Impact Fee-Southeast Fund	1,000,000	-
1072_F Transportation Impact Fee-Southwest Fund	6,850,000	7,631,000
1100_F Gas Tax Fund	5,700,000	4,925,000
1110_F Building Code Enforcement Fund	-	1,970,000
1170_F Downtown South Neighborhood Improvement District	350,000	700,000
1250_F Community Redevelopment Fund	19,148,595	22,279,306
3001_F Capital Improvements Fund	19,469,881	22,779,000
3006_F Real Estate Acquisition Fund	1,000,000	1,000,000
4002_F Amway Center Renewal and Replacement Fund	1,000,000	1,000,000
4106_F Water Reclamation General Construction Fund	46,000,000	57,300,000
4107_F Water Reclamation Renewal and Replacement Fund	3,000,000	3,000,000
4109_F Water Reclamation Impact Fees Fund	35,760,497	-
4110_F Water Reclamation Collection System Impact Fees Fund	6,000,000	-
4130_F Centroplex Garages Fund	-	100,000
4133_F Parking Renewal and Replacement Fund	1,075,000	-
4150_F Solid Waste Fund	1,900,000	2,220,000
4161_F Stormwater Capital Fund	2,140,000	2,000,000
4190_F Downtown Development Board Fund	950,000	500,000
<b>Capital Improvement Plan Total</b>	<b>\$ 152,930,973</b>	<b>\$ 129,659,306</b>

# BUDGET IN BRIEF

## Funding for Capital Improvement Projects 2021/22 Detail by Fund

Funding Source	FY 2021/22 Adopted Budget
<b>Amway Center Renewal and Replacement Fund</b>	
Amway Center Repair and Replacement	\$ 1,000,000
<b>Amway Center Renewal and Replacement Fund Total</b>	<b>\$ 1,000,000</b>
<b>Building Code Enforcement Fund</b>	
Economic Development Information System	\$ 1,970,000
<b>Building Code Enforcement Fund Total</b>	<b>\$ 1,970,000</b>
<b>Capital Improvements Fund</b>	
Athletic Field Maintenance	\$ 641,000
Bridge Maintenance and Repair	125,000
City Operations Workday	550,000
Facility Evaluation, Repairs, and Rehabilitation	1,500,000
Fire Equipment Replacement	1,200,000
Fire Training and Admin Facility - Phase I	6,040,000
Information Technology Enhancements	380,000
Information Technology Hardware and Software Upgrades	500,000
IRIS Initiative	150,000
Lymmo Electric Buses	960,000
Miscellaneous Sidewalk Repair	300,000
Parks and Playground Renovation Project	1,225,000
Pavement Rehabilitation	2,000,000
Police Equipment Replacement	1,618,000
Record Management and Preservation	100,000
Recreation Facility Renovations and Maintenance	1,500,000
Recreation Pools & Courts	290,000
Renewable Energy for City Facilities	1,000,000
School Safety Sidewalk Program	600,000
Sidewalk Remediation Program	850,000
Time Clock Replacement	250,000
Transportation Safety Projects	700,000
Transportation System Equipment and Maintenance	300,000
<b>Capital Improvements Fund Total</b>	<b>\$ 22,779,000</b>
<b>Centroplex Garages Fund</b>	
Centroplex 1 & 2 Repair & Maint	\$ 100,000
<b>Centroplex Garages Fund Total</b>	<b>\$ 100,000</b>
<b>Community Redevelopment Agency</b>	
Arts & Culture	\$ 300,000
Business Recruitment & Retention	650,000
Community Outreach	4,600,000
Community Policing Innovations	400,000
Downtown Capital Maintenance	1,487,602
Downtown Lighting	500,000
DTO Implementation	432,312
Lake Eola CRA	1,000,000
Minority/Women Entrepreneur Business Assistance	50,000
Parramore Task Force	25,000
Parramore Housing Initiative	2,500,000
Real Estate - CRA	1,000,000
Streetscape Improvements	500,000
Transportation Access & Connectivity	6,334,392
Under I Design	2,500,000
<b>Community Redevelopment Agency Fund Total</b>	<b>\$ 22,279,306</b>
<b>Page Subtotal</b>	<b>\$ 48,128,306</b>

# BUDGET IN BRIEF

## Funding for Capital Improvement Projects 2021/22 Detail by Fund

Funding Source	FY 2021/22 Adopted Budget
<b>Downtown Development Board Fund</b>	
Farmers Market	\$ 50,000
Marketing - Downtown Development Board	450,000
<b>Downtown Development Board Fund Total</b>	<b>\$ 500,000</b>
<b>Downtown South Neighborhood Improvement District</b>	
DSNID Projects	\$ 700,000
<b>Downtown South Neighborhood Improvement District Total</b>	<b>\$ 700,000</b>
<b>Dubsdread Renewal &amp; Replacement</b>	
Dubsdread Course/Grounds Maintenance	\$ 190,000
Dubsdread Equipment	65,000
<b>Dubsdread Renewal &amp; Replacement Fund Total</b>	<b>\$ 255,000</b>
<b>Gas Tax Fund</b>	
ADA Transition Plan	\$ 300,000
Bicycle Plan Implementation	200,000
Brick Street Restoration	100,000
Bridge Maintenance and Repair	125,000
Intersection Safety Improvements	400,000
Miscellaneous Sidewalk Repair	200,000
Pavement Marking Maintenance	450,000
Pavement Rehabilitation	2,500,000
Regional Computerized Signal System	100,000
School Safety Sidewalk Program	100,000
Traffic Counts and Travel Time Studies	250,000
Traffic Signal Refurbishing Program	200,000
<b>Gas Tax Fund Total</b>	<b>\$ 4,925,000</b>
<b>Real Estate Acquisition Fund</b>	
Real Estate Acquisition Opportunities	\$ 1,000,000
<b>Real Estate Acquisition Fund Total</b>	<b>\$ 1,000,000</b>
<b>Solid Waste Fund</b>	
Commercial Collection Vehicles	\$ 770,000
Compactor Conversion	400,000
Residential/Recycling Collection Vehicles	1,050,000
<b>Solid Waste Fund Total</b>	<b>\$ 2,220,000</b>
<b>Stormwater Capital Fund</b>	
System Repair and Rehabilitation	\$ 2,000,000
<b>Stormwater Utility Fund Total</b>	<b>\$ 2,000,000</b>
<b>Page Subtotal</b>	<b>\$ 11,600,000</b>



# BUDGET IN BRIEF

Funding Source	FY 2021/22 Adopted Budget
<b>Funding for Capital Improvement Projects 2021/22 Detail by Fund</b>	
<b>Water Reclamation General Construction Fund</b>	
Bill Fredrick Park Lift Station Improvements	\$ 500,000
Conserv I Area Collection System Improvements	2,500,000
Conserv I Biosolids Upgrades	1,000,000
Conserv I Reclaimed Water Storage	1,500,000
Conserv I South Reclaimed Water Main	3,000,000
Conserv II Area Collection System Improvements	2,500,000
Conserve II Nutrient Removal and Treatment Improvements	2,000,000
Conserv II Process Improvements	500,000
Easterly Wetlands Parking Lot Improvements	350,000
Easterly Wetlands Restoration	500,000
Inflow & Infiltration Reduction Project	2,000,000
Iron Bridge Area Collection System Improvements	2,500,000
Iron Bridge Biosolids Disposal Improvements	500,000
Iron Bridge Grit System Replacement	700,000
Lift Station 2 and 3 Force Main	21,000,000
Lift Station 249 Rehabilitation	1,000,000
Lift Station Odor Control	1,000,000
Lift Station Rehabilitation Phase I	3,000,000
Lift Stations Electrical Safety Improvements	250,000
Line Sewers	3,000,000
Rapid Response Construction	2,500,000
Reclaimed Water System Valve Replacements	1,500,000
Sanitary Upgrades with Other Projects	4,000,000
<b>Water Reclamation General Construction Fund Total</b>	<b>\$ 57,300,000</b>
<b>Water Reclamation Renewal and Replacement Fund</b>	
Miscellaneous Renewal and Replacement	\$ 3,000,000
<b>Water Reclamation Renewal and Replacement Fund Total</b>	<b>\$ 3,000,000</b>
<b>Transportation Impact Fee - Southwest Fund</b>	
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	\$ 4,000,000
Millenia Plaza Way	500,000
New Traffic Signal Locations	250,000
Pres. Barack Obama Parkway Phase 2	1,000,000
Southwest Bike Study Implementation	500,000
Terry Ave - SR 408 to Gore Street	1,381,000
<b>Transportation Impact Fee - Southwest Fund Total</b>	<b>\$ 7,631,000</b>
<b>Transportation Impact Fee - North Fund</b>	
Alden/Lake Highland Realignment	\$ 500,000
Church Street SunRail	500,000
Hicks Avenue Extension	1,000,000
<b>Transportation Impact Fee - North Fund Total</b>	<b>\$ 2,000,000</b>
<b>Page Subtotal</b>	<b>\$ 69,931,000</b>
<b>CIP Total</b>	<b>\$ 129,659,306</b>

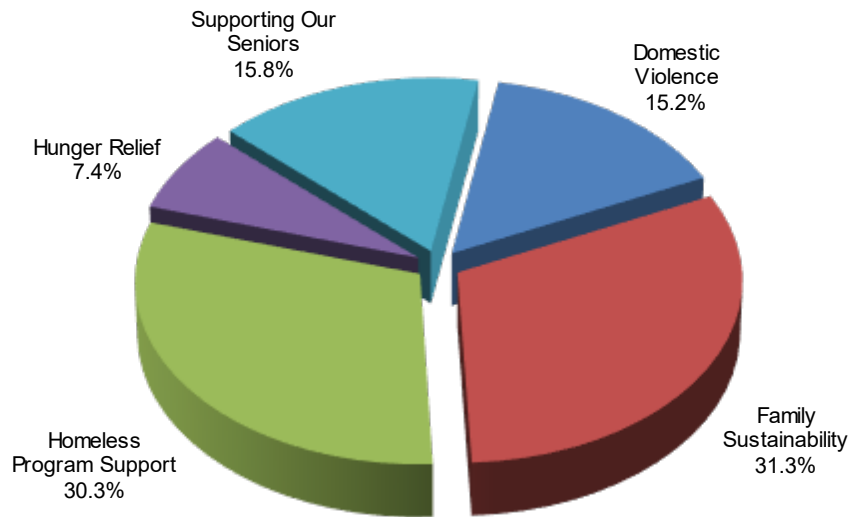
# BUDGET IN BRIEF

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**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 2021/22**



Focus Care Area	City Funding	% of Total
Domestic Violence	\$ 367,000	15.2%
Family Sustainability	754,190	31.3%
Homeless Program Support	731,500	30.3%
Hunger Relief	177,500	7.4%
Supporting Our Seniors	381,000	15.8%
<b>Total</b>	<b>\$ 2,411,190</b>	<b>100.0%</b>

# BUDGET IN BRIEF

## COMMUNITY ORGANIZATION FUNDING RECOMMENDATIONS COMMUNITY INVESTMENT PROGRAM

	Planned FY 2020/21	Planned FY 2021/22
Ability Housing, Inc.	\$ 50,000	\$ 52,000
Adult Literacy League, Inc.	18,000	20,000
Aspire Heath Partners, Inc.	-	35,000
Boys & Girls Clubs of Central Florida, Inc.	50,000	50,000
Center For Multicultural Wellness and Prevention, Inc.	-	26,000
Central Florida Community Arts, Inc.	30,000	33,000
Central Florida Urban League	-	75,000
Christian Service Center for Central Florida, Inc.	28,000	35,000
Coalition for the Homeless of Central Florida	260,000	200,000
Community Coordinated Care for Children, Inc.	345,000	317,000
Community Legal Services of Mid-Florida	25,000	-
Cornerstone Hospice Foundation	18,000	25,000
Covenant House Florida	33,000	-
Easter Seals Florida, Inc.	12,000	15,000
Embrace Families, Inc.	25,000	-
Family Promise of Greater Orlando	-	12,500
Feeding Children Everywhere	-	55,000
Foundation for Foster Children	45,000	45,000
Grand Avenue ECDC	22,000	25,000
Guardian Care Nursing & Rehabilitation Services	18,000	-
Harbor House of Central Florida	175,000	200,000
Health Care Center for the Homeless, Inc.	120,000	120,000
Heart of Florida United Way	75,000	78,000
Hebni Nutrition Consultants, Inc.	20,000	-
IDignity	30,000	30,000
IMPOWER, Inc.	10,000	12,000
JFS Orlando	29,000	-
Jobs Partnership of Florida	30,000	-
Legal Aid Society of Orange County	20,000	-
Life Concepts, Inc.	25,000	15,000
Lighthouse Central Florida, Inc.	25,000	28,000
One Heart for Women and Children	31,190	45,000
Orlando Ballet	10,000	-
Orlando Day Nursery Association, Inc.	25,000	26,000
Orlando Health, Inc.	78,000	78,000
Pathway Homes, Inc.	60,000	62,000
Prince of Peace	35,000	-
Samaritan Village, Inc.	40,000	-
Second Harvest Food Bank of Central Florida, Inc.	-	70,000
Seniors First, Inc.	220,000	228,000
Servant's Heart International Ministry, Inc.	-	7,500
Share the Care, Inc	25,000	26,000
The Mental Health Association of Central Florida, Inc.	-	24,000
The Mustard Seed of Central Florida	-	20,000
The Salvation Army	45,000	48,000
United Against Poverty Orlando	-	34,190
Valencia College Foundation Inc.	60,000	70,000
Victim Service Center of Central Florida, Inc.	44,000	54,000
Zebra Coalition	110,000	115,000
Subtotal - Community Investment Program	\$ 2,321,190	\$ 2,411,190

## BUDGET IN BRIEF

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### 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)	200,000	600,000
Community Foundation of Central Florida	1,975,000	1,975,000
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)	64,000	67,200
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	145,900	149,613
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)	48,837	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	\$ 6,416,359	\$ 6,623,272

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 dispersed 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.

	Planned FY2020/21	Planned FY2021/22
<b><u>Community Development Block Grant</u></b>		
Christian Service Center	\$ -	\$ 180,514
Housing and Neighborhood Development Services of Central Florida	558,509	61,709
Family Promise of Greater Orlando	55,000	55,000
Grand Avenue Economic Development	35,000	35,000
Habitat for Humanity	175,000	-
Harbor House	33,000	33,000
Heart of Florida United Way	31,130	31,130
IDignity	45,000	-
Jewish Family Services of Greater Orlando	29,000	29,000
Lifeboat Project	-	25,000
The Salvation Army	-	450,000
306 Foundation	175,000	-
Coalition for the Homeless of Central Florida	55,161	145,911
Rebuilding Together Orlando	160,000	-
Subtotal - Community Development Block Grant	<u>1,351,800</u>	<u>1,046,264</u>
<b><u>Emergency Solutions Grant</u></b>		
Christian Service Center	-	48,201
Coalition for the Homeless of Central Florida	38,600	39,480
Family Promise	44,153	-
Harbor House of Central Florida	38,600	39,480
Homeless Services Network of Central Florida	15,000	16,000
The Salvation Army	38,600	39,480
Subtotal - Emergency Solutions Grant	<u>174,953</u>	<u>182,641</u>
<b><u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u></b>		
Aspire Health Partners, Inc.	1,080,245	1,056,730
Center for Multicultural Wellness and Prevention, Inc.	1,050,240	1,084,980
Miracle of Love	1,145,180	1,424,753
X-Tending Hands, Inc.	128,400	128,400
Homeless Services Network of Central FL	442,980	442,980
Catholic Charities Pathways to Care	295,320	221,599
St. Francis House of Hospitality	19,260	69,657
Orange County	27,950	20,000
Subtotal - HOPWA Grant	<u>4,189,576</u>	<u>4,449,099</u>
Total Housing Grant Funding	<u>\$ 5,716,329</u>	<u>\$ 5,678,004</u>
<b>TOTAL - ALL FUNDING</b>	<b><u>\$ 14,453,878</u></b>	<b><u>\$ 14,712,466</u></b>

## REVENUE DETAIL

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## REVENUE DETAIL

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## REVENUE DETAIL

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“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***

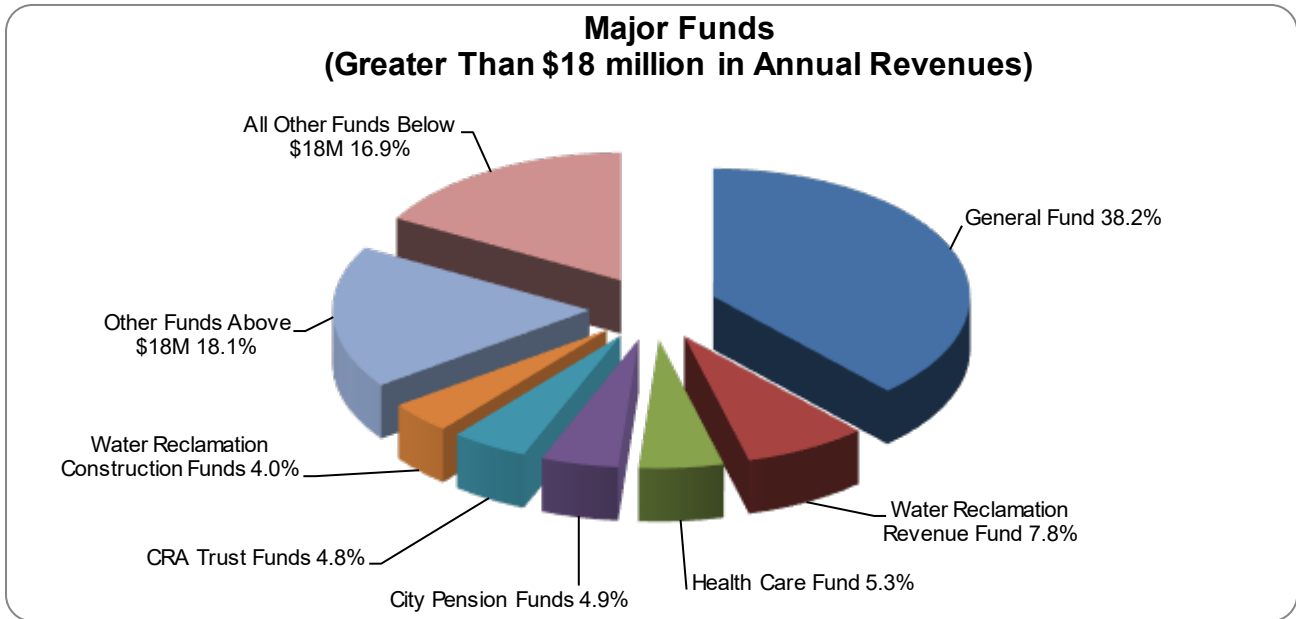
Government and not-for-profit accounting focuses on the sources, uses and balances of funds through Fund Accounting. Fund Accounting segregates revenues, expenditures and debt for specific purposes into separate funds to assure accounting control and legal compliance. Inter-fund transactions, if permitted,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

Enterprise funds 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.

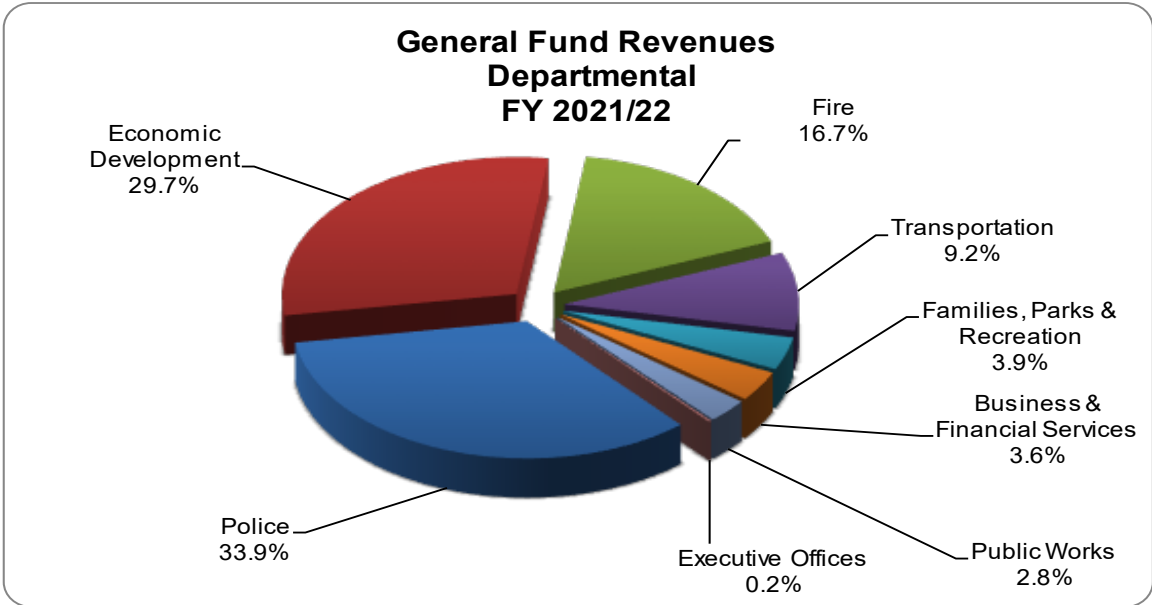
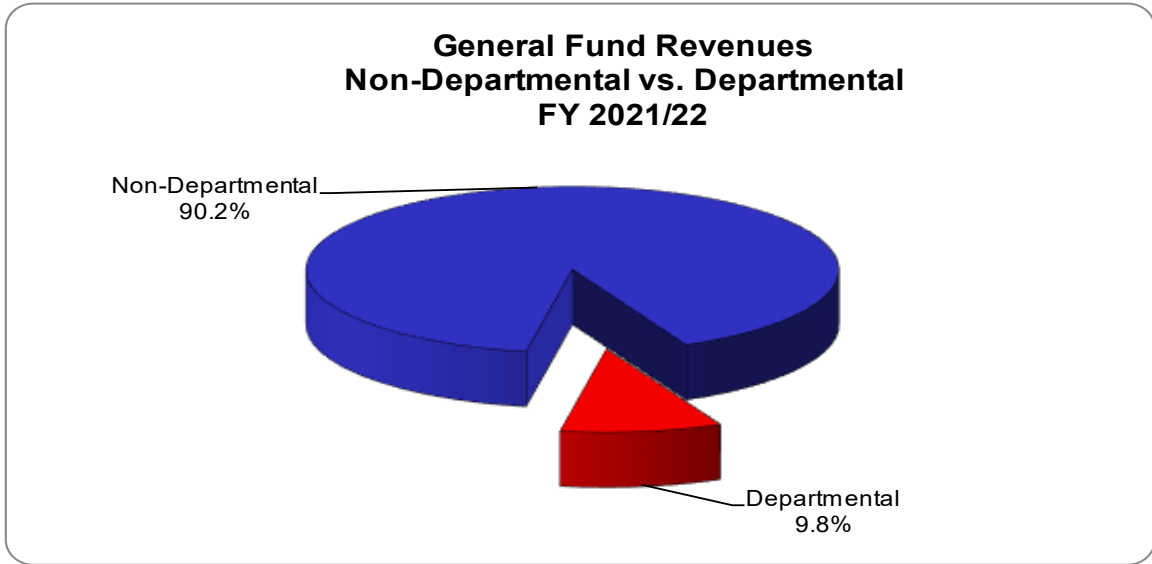
All revenues and expenditures are appropriated either through the budget or through a special appropriation resolution. Some revenue sources require an audit trail to show that the earmarked funds have only been expended for specifically authorized activities. Under Fund Accounting, the General Fund 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 2017/18	FY 2018/19	FY 2019/20	Budget FY 2020/21	Budget FY 2021/22
General Fund	\$ 472,192,827	\$ 519,836,149	\$ 519,272,195	\$ 534,323,507	\$ 545,273,184
Water Reclamation Revenue Fund	104,562,652	110,780,674	114,235,747	114,754,796	111,470,863
Health Care Fund	59,493,023	70,660,230	73,162,508	71,216,084	76,056,803
City Pension Funds	155,787,256	148,878,640	175,504,428	68,929,027	69,549,016
CRA Trust Funds	56,355,445	62,426,156	67,777,744	72,596,342	69,143,856
Water Reclamation Construction Funds	55,272,630	46,027,740	40,799,483	183,596,075	57,854,000
Solid Waste Fund	33,803,133	36,063,824	35,461,161	45,727,080	42,536,762
Fleet Management Funds	39,458,350	45,492,083	50,775,807	46,162,414	41,272,118
Utilities Services Tax Fund	32,090,741	34,892,171	35,518,773	34,684,991	34,771,723
CRA Operating Fund	14,733,399	25,044,480	24,387,634	76,965,045	29,025,664
Stormwater Utility Fund	24,245,621	24,767,720	30,274,293	26,023,928	25,540,666
Other Post Employment Benefit Trust Fund	34,635,098	37,557,262	39,047,087	27,691,668	24,070,894
Orlando Venues Enterprise Fund	24,999,211	26,493,882	21,571,149	33,536,184	22,852,305
Greater Orlando Aviation Authority Police Fund	14,299,667	14,079,242	15,640,238	18,049,127	19,045,142
Building Code Enforcement Fund	17,318,282	22,142,815	17,213,858	21,684,030	18,973,627
All Other Funds	403,294,696	470,381,848	479,516,602	846,980,969	241,752,484
<b>Total</b>	<b>\$ 1,542,542,031</b>	<b>\$ 1,695,524,916</b>	<b>\$ 1,740,158,709</b>	<b>\$ 2,222,921,267</b>	<b>\$ 1,429,189,107</b>

# REVENUE DETAIL

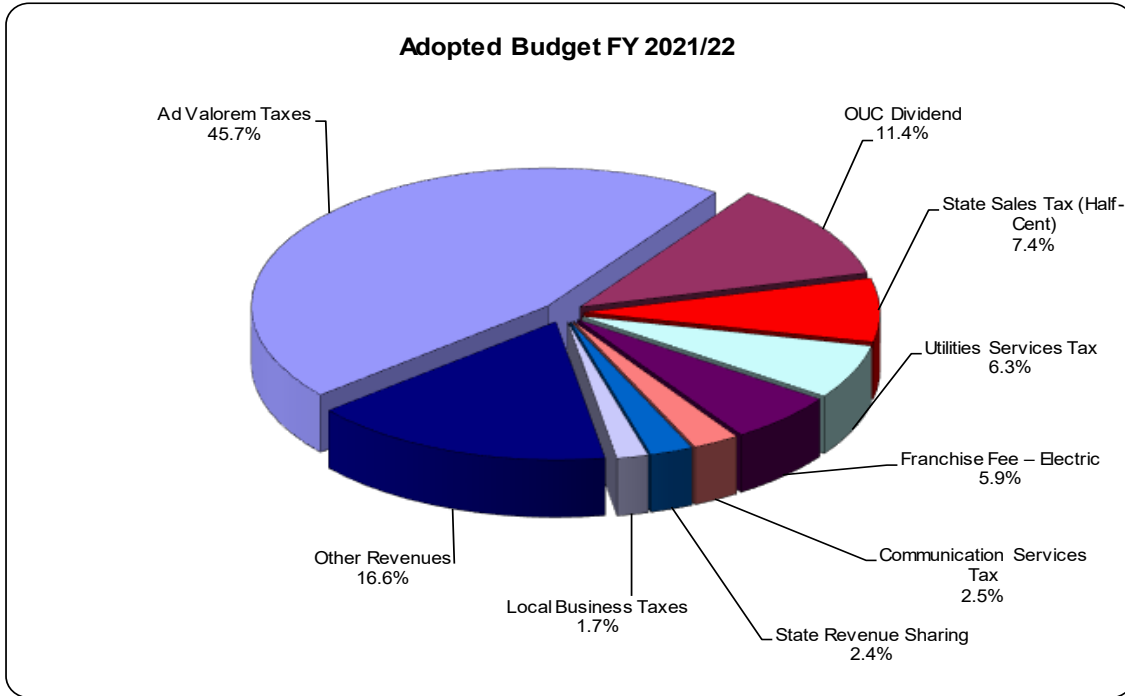


Department	Revised Budget FY 2020/21	Adopted Budget FY 2021/22	% of Total
Non-Departmental	\$ 478,626,192	491,868,039	90.21%
Police	18,683,449	18,096,118	3.32%
Economic Development	16,356,880	15,861,000	2.91%
Fire	8,117,000	8,915,502	1.64%
Transportation	5,176,230	4,936,384	0.91%
Families, Parks & Recreation	3,429,044	2,067,819	0.38%
Business & Financial Services	2,263,918	1,916,236	0.35%
Public Works	1,579,303	1,517,348	0.28%
Executive Offices	91,491	94,738	0.02%
<b>Total</b>	<b>\$ 534,323,507</b>	<b>\$ 545,273,184</b>	<b>100.00%</b>

# 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 2021/22 are shown in the table below.



Revenue Description	Actual FY 2017/18	Actual FY 2018/19	Actual FY 2019/20	Revised Budget FY 2020/21	Adopted Budget FY 2021/22
Ad Valorem Taxes	\$ 177,769,204	\$ 197,312,310	\$ 217,048,961	\$ 239,482,554	\$ 249,264,112
OUC Dividend	60,615,946	63,362,147	65,727,924	62,000,000	62,200,000
State Sales Tax (Half-Cent)	46,106,097	47,753,824	37,195,412	40,500,000	40,500,000
Utilities Services Tax	29,799,184	31,000,000	33,500,000	34,250,000	34,600,000
Franchise Fee - Electric	30,628,646	30,928,145	31,204,630	30,200,000	32,300,000
Communication Services Tax	14,136,222	13,811,667	13,876,550	13,900,000	13,900,000
State Revenue Sharing	13,578,096	14,547,622	13,570,014	12,600,000	12,850,000
Local Business Taxes	9,774,170	9,879,688	10,448,288	8,930,000	9,395,000
Other Revenues	89,785,262	111,240,745	96,700,416	92,460,953	90,264,072
<b>Total</b>	<b>\$ 472,192,827</b>	<b>\$ 519,836,149</b>	<b>\$ 519,272,196</b>	<b>\$ 534,323,507</b>	<b>\$ 545,273,184</b>

# 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 1<sup>st</sup> and become delinquent on April 1<sup>st</sup> 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 2017/18</u>	<u>Actual FY 2018/19</u>	<u>Actual FY 2019/20</u>	<u>Revised FY 2020/21</u>	<u>Adopted FY 2021/22</u>
Real Property Taxes	\$ 166,851,156	\$ 184,908,936	\$ 204,296,531	\$ 225,562,630	\$ 234,775,635
Less: Discount for Real Taxes	(6,069,174)	(6,683,031)	(7,436,913)	(9,022,505)	(9,391,025)
Bus. Pers. Property Taxes	17,415,083	19,573,848	20,620,325	23,898,364	24,874,481
Less: Discount Bus. Pers. Taxes	(645,452)	(722,922)	(761,608)	(955,935)	(994,979)
Interest-Delinquent Taxes	217,591	235,478	330,625	-	-
<b>TOTAL Property Tax Revenue</b>	<b>\$ 177,769,204</b>	<b>\$ 197,312,310</b>	<b>\$ 217,048,961</b>	<b>\$ 239,482,554</b>	<b>\$ 249,264,112</b>

### 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

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### 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 2021/22, the millage rate remained constant, as adopted in FY 2020/21.

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

<u>Fiscal 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
2022	6.6500	-	6.6500

# REVENUE DETAIL

## Operating Millage Rate Comparison

### Select Florida Municipalities

Municipality	Operating Millage FY 2021/22	Debt Service Millage FY 2021/22	Total Millage FY 2021/22	General Fund Budget FY 2021/22
Boca Raton	3.6785	0.0996	3.7781	\$ 253,834,300
Tallahassee	4.1000	0.0000	4.1000	171,769,789
Fort Lauderdale	4.1193	0.2613	4.3806	398,424,398
Gainesville	5.5000	0.0000	5.5000	145,312,788
Daytona Beach	5.5300	0.2394	5.7843	113,030,514
Clearwater	5.9550	0.0000	5.9550	164,818,400
Tampa	6.2076	0.0000	6.2076	483,891,340
<b>Orlando</b>	<b>6.6500</b>	<b>0.0000</b>	<b>6.6500</b>	<b>545,273,184</b>
St. Petersburg	6.6550	0.0000	6.6550	307,757,263
Hollywood	7.4810	0.4156	7.8966	310,312,368
West Palm Beach	8.3465	0.0000	8.3465	205,580,642

### Select Orange County Municipalities

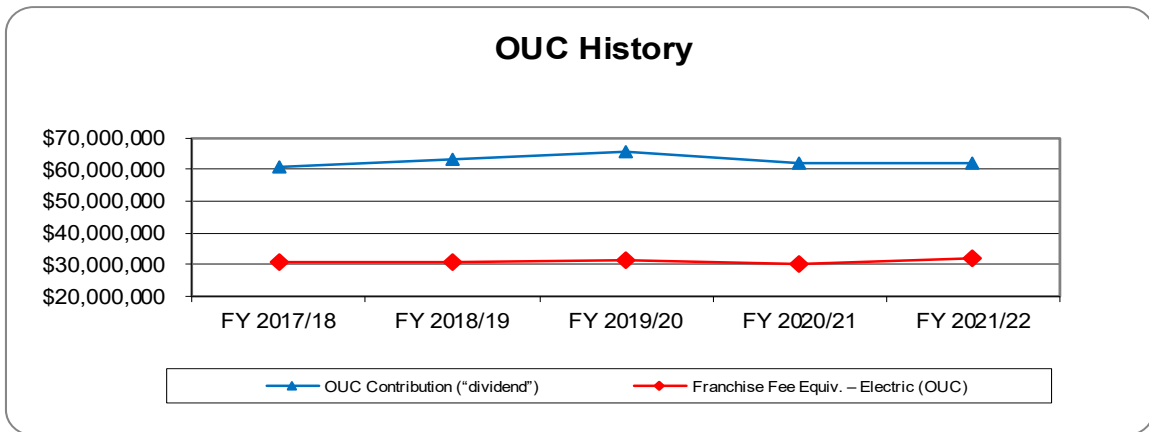
Municipality	Operating Millage FY 2021/22	Debt Service Millage FY 2021/22	Total Millage FY 2021/22	General Fund Budget FY 2021/22
Windermere	3.7425	0.0000	3.7425	\$ 7,777,777
Apopka	4.1876	0.0000	4.1876	58,527,584
Belle Isle	4.4018	0.0000	4.4018	10,822,002
Winter Garden	4.5000	0.0000	4.5000	41,028,030
Winter Park	4.0923	0.4288	4.5211	65,135,114
Maitland	4.3453	0.2370	4.5823	47,109,140
Ocoee	5.0500	0.0000	5.1500	78,712,989
Edgewood	5.2500	0.0000	5.2500	3,929,025
Oakland	6.4000	0.0000	6.5000	9,319,803
<b>Orlando</b>	<b>6.6500</b>	<b>0.0000</b>	<b>6.6500</b>	<b>545,273,184</b>

# 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 2021/22 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>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
OUC Contribution (“dividend”)	\$ 60,615,946	\$ 63,362,147	\$ 65,727,924	\$ 62,000,000	\$ 62,200,000
Percent Change		4.53%	3.73%	-5.67%	0.32%
Franchise Fee Equiv. – Electric (OUC)	\$ 30,628,646	\$ 30,928,145	\$ 31,204,630	\$ 30,200,000	\$ 32,300,000
Percent Change		0.98%	0.89%	-3.22%	6.95%





# REVENUE DETAIL

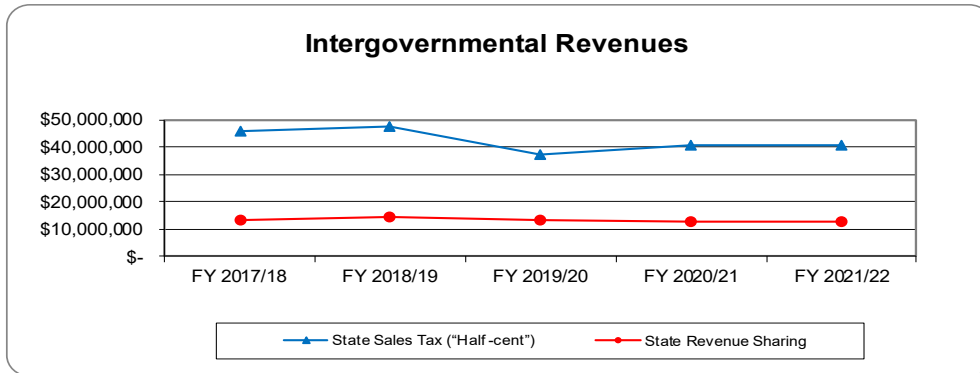
## Intergovernmental Revenues – State Sales Tax – “Half-Cent Sales Tax Clearing Trust Fund”

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 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
State Sales Tax (“Half-cent”)	\$ 46,106,097	\$ 47,753,824	\$ 37,195,412	\$ 40,500,000	\$ 40,500,000
Percent Change		3.57%	-22.11%	8.88%	0.00%
State Revenue Sharing	\$ 13,578,096	\$ 14,547,622	\$ 13,570,014	\$ 12,600,000	\$ 12,850,000
Percent Change		7.14%	-6.72%	-7.15%	1.98%

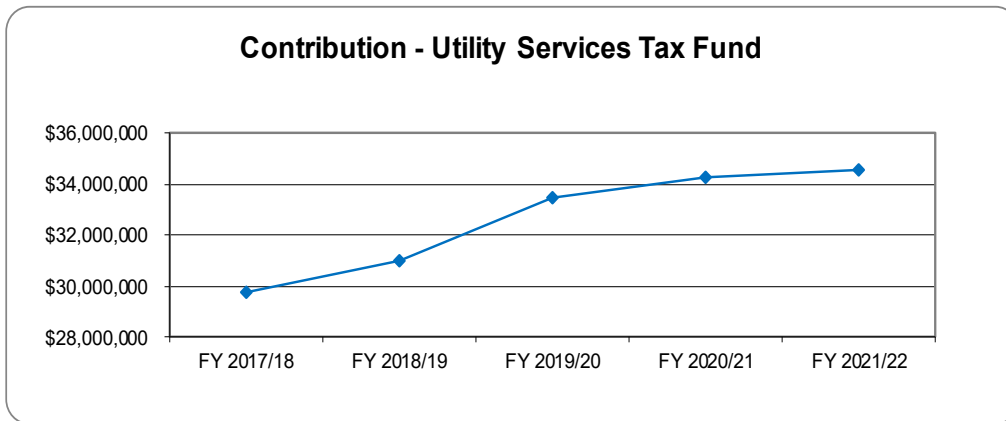


# REVENUE DETAIL

## 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 2017/18</u>	<u>Actual FY 2018/19</u>	<u>Actual FY 2019/20</u>	<u>Revised FY 2020/21</u>	<u>Adopted FY 2021/22</u>
Contribution-Utilities Svcs. Tax Fund	\$ 29,799,184	\$ 31,000,000	\$ 33,500,000	\$ 34,250,000	\$ 34,600,000
Percent Change		4.03%	8.06%	2.24%	1.02%



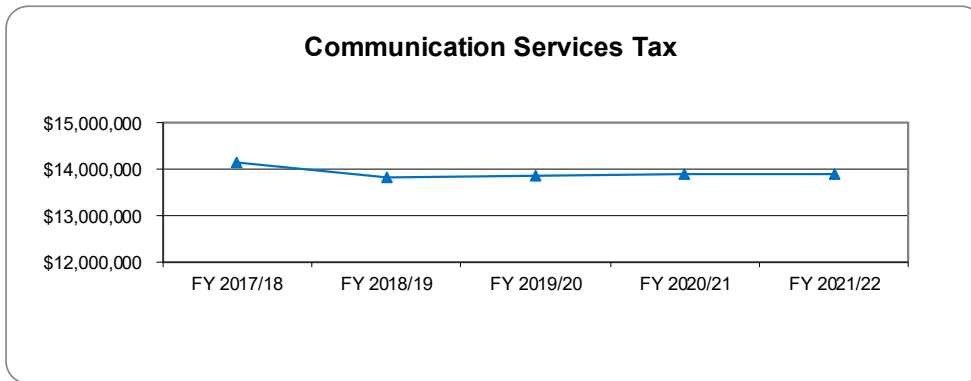
<u>Utility Tax Collections</u>	<u>Actual FY 2017/18</u>	<u>Actual FY 2018/19</u>	<u>Actual FY 2019/20</u>	<u>Revised FY 2020/21</u>	<u>Adopted FY 2021/22</u>
Electric & Water	\$ 30,299,622	\$ 32,657,059	\$ 33,687,944	\$ 33,000,000	\$ 33,815,000
Natural Gas & Propane	\$ 1,651,712	\$ 1,429,626	\$ 1,145,530	\$ 1,400,000	\$ 849,723
<b>Total</b>	<b>\$ 31,951,333</b>	<b>\$ 34,086,685</b>	<b>\$ 34,833,474</b>	<b>\$ 34,400,000</b>	<b>\$ 34,664,723</b>

# 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>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Revised</u> <u>FY 2020/21</u>	<u>Adopted</u> <u>FY 2021/22</u>
Communication Services Tax	\$ 14,136,222	\$ 13,811,667	\$ 13,876,550	\$ 13,900,000	\$ 13,900,000
Percent Change		-2.30%	0.47%	0.17%	0.00%

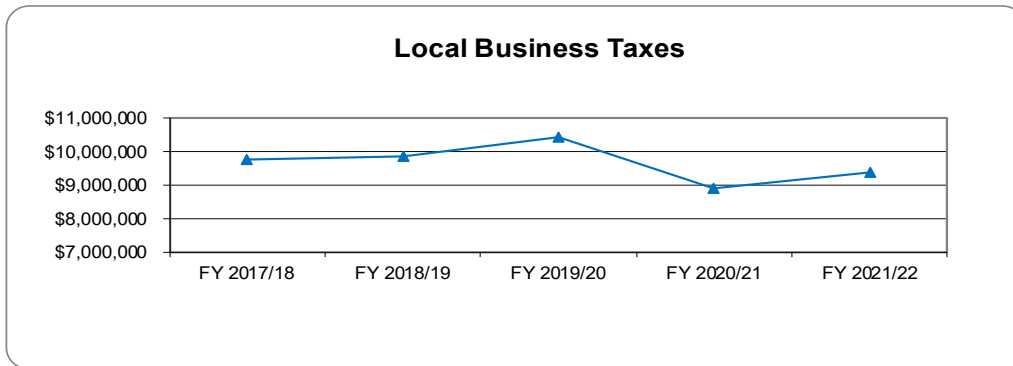


# REVENUE DETAIL

## 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>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Revised</u> <u>FY 2020/21</u>	<u>Adopted</u> <u>FY 2021/22</u>
Local Business Taxes	\$ 9,774,170	\$ 9,879,688	\$ 10,448,288	\$ 8,930,000	\$ 9,395,000
Percent Change		1.08%	5.76%	-14.53%	5.21%



<u>Description</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Revised</u> <u>FY 2020/21</u>	<u>Adopted</u> <u>FY 2021/22</u>
# of Local Business Tax Receipts issued	22,780	23,635	23,885	24,830	24,000

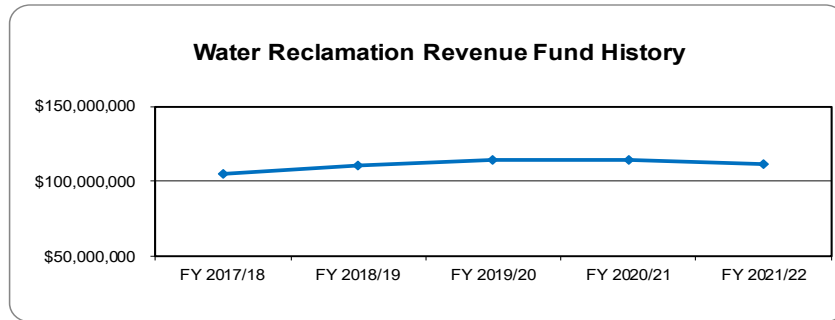
# REVENUE DETAIL

## 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 decided to waive the automatic increase for FY 2021/22. Capacity charges are also budgeted in the Water Reclamation Revenue Fund.

<u>Fund Description</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
Water Reclamation Revenue Fund	\$ 104,562,652	\$ 110,780,674	\$ 114,235,747	\$ 114,754,796	\$ 111,470,863
Percent Change		5.95%	3.12%	0.45%	-2.86%



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.

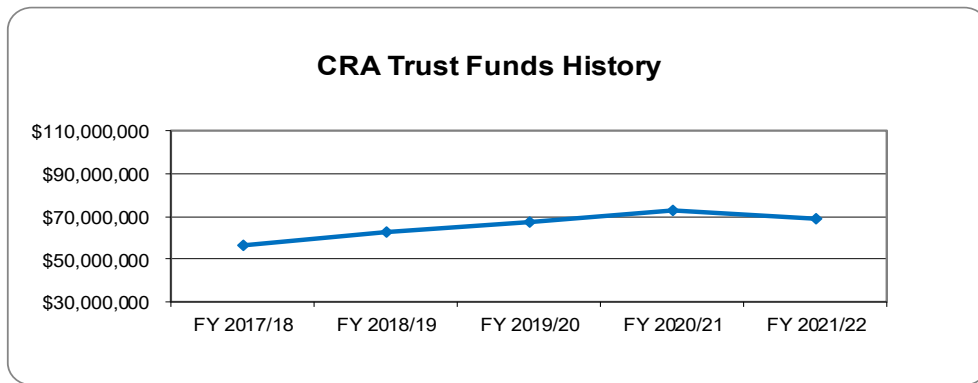
<u>Description</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
Millions of gallons treated	15,186	15,845	15,217	15,421	15,494
# of customers	83,010	80,918	81,654	82,252	81,611
<u>Commodity Charge</u>					
Residential	\$ 14,097,059	\$ 10,931,228	\$ 11,384,000	\$ 16,310,467	\$ 12,875,232
Commercial	\$ 32,943,412	\$ 33,072,000	\$ 29,900,000	\$ 34,702,109	\$ 32,558,036

# REVENUE DETAIL

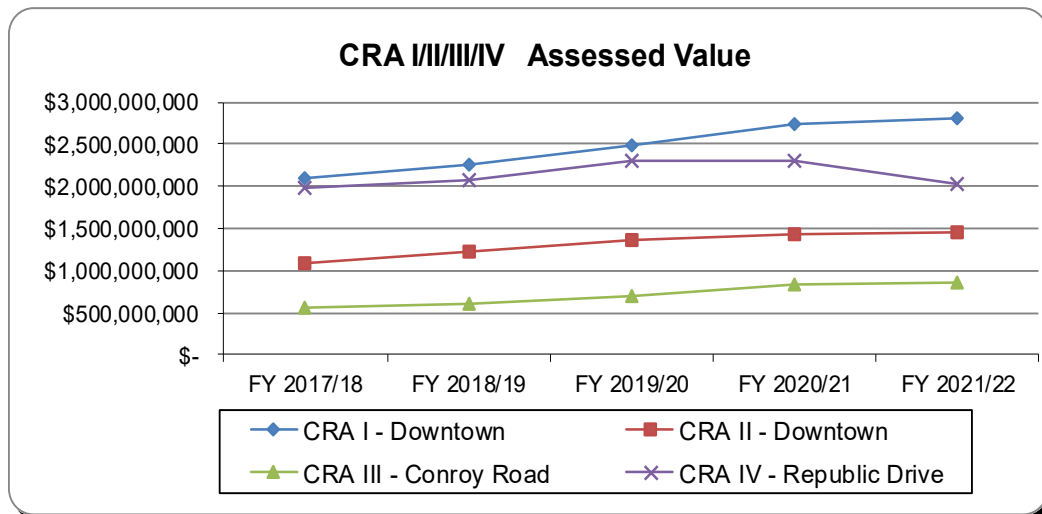
## CRA Trust Funds

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.

Fund Description	Actual FY 2017/18	Actual FY 2018/19	Actual FY 2019/20	Revised FY 2020/21	Adopted FY 2021/22
CRA Trust Funds	\$ 56,355,445	\$ 62,426,156	\$ 67,777,744	\$ 72,596,342	\$ 69,143,856
Percent Change		10.77%	8.57%	7.11%	-4.76%



District/Assessed Value	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
CRA I - Downtown	\$ 2,093,034,280	\$ 2,253,302,802	\$ 2,487,130,657	\$ 2,746,126,467	\$ 2,807,110,910
CRA II - Downtown	\$ 1,083,268,109	\$ 1,232,477,342	\$ 1,371,851,117	\$ 1,437,790,778	\$ 1,444,256,767
CRA III - Conroy Road	\$ 551,198,389	\$ 609,957,565	\$ 707,772,276	\$ 837,222,382	\$ 865,442,324
CRA IV - Republic Drive	\$ 1,982,699,646	\$ 2,062,675,871	\$ 2,298,865,515	\$ 2,299,462,304	\$ 2,022,044,329

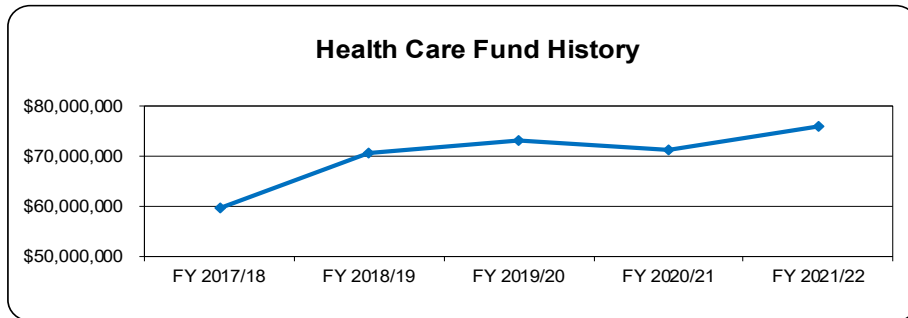


# REVENUE DETAIL

## 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 FY 2017/18</u>	<u>Actual FY 2018/19</u>	<u>Actual FY 2019/20</u>	<u>Revised FY 2020/21</u>	<u>Adopted FY 2021/22</u>
Health Care Fund	\$ 59,493,023	\$ 70,660,230	\$ 73,162,508	\$ 71,216,084	\$ 76,056,803
Percent Change		18.77%	3.54%	-2.66%	6.80%



# REVENUE DETAIL

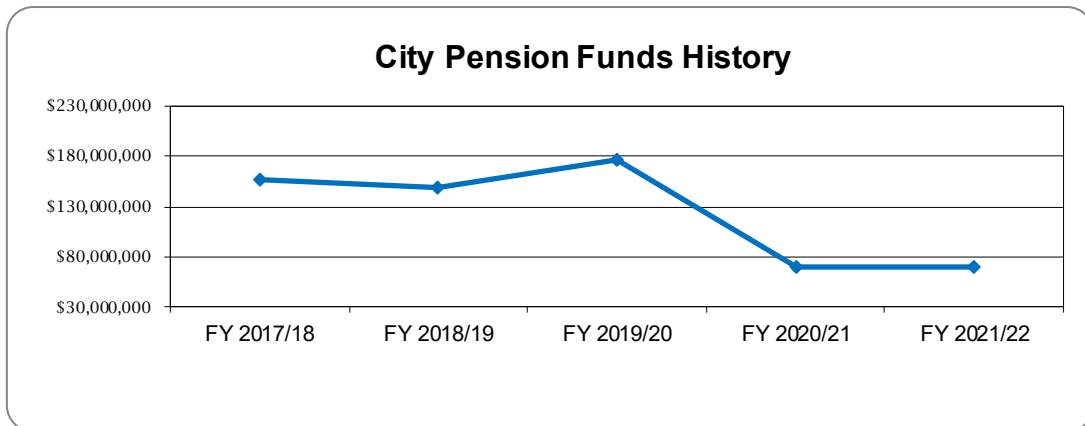
## City Pension Funds

The City Pension Funds support the City's Defined Benefit pension plans for General Employees, Firefighters and Police Officers. Administration and responsibility for the 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 (ADC) for each of the City's Defined Benefit pension plans, in order to more accurately illustrate the full funding of the ADC 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 ADC 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 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
City Pension Funds	\$ 155,787,256	\$ 148,878,640	\$ 175,504,428	\$ 68,929,027	\$ 69,549,016
Percent Change		-4.43%	17.88%	-60.73%	0.90%



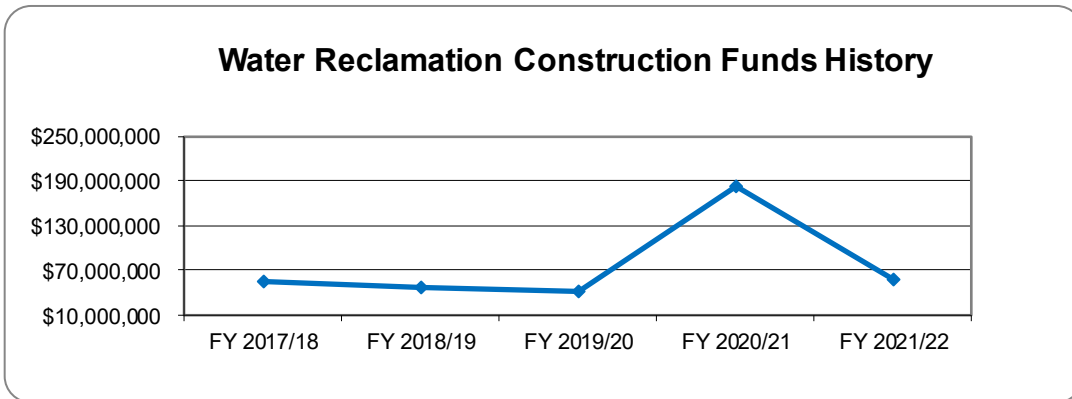


# REVENUE DETAIL

## 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 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
Water Reclamation Construction Funds	\$ 55,272,630	\$ 46,027,740	\$ 40,799,483	\$ 183,596,075	\$ 57,854,000
Percent Change		-16.73%	-11.36%	350.00%	-68.49%

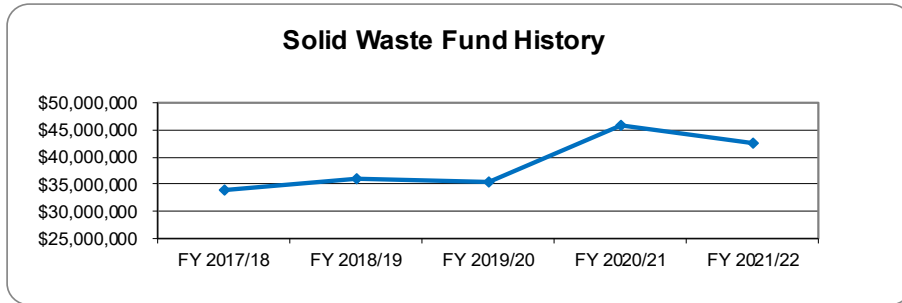


# REVENUE DETAIL

## 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, and they City Council decided not to waive the automatic increase for FY2021/22.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Revised</u> <u>FY 2020/21</u>	<u>Adopted</u> <u>FY 2021/22</u>
Solid Waste Fund	\$ 33,803,133	\$ 36,063,824	\$ 35,461,161	\$ 45,727,080	\$ 42,536,762
Percent Change		6.69%	-1.67%	28.95%	-6.98%



<u>Revenue</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Revised</u> <u>FY 2020/21</u>	<u>Adopted</u> <u>FY 2021/22</u>
Residential collections	\$ 13,355,368	\$ 13,491,502	\$ 14,347,276	\$ 14,021,881	\$ 14,242,299
Commercial collections	20,336,935	20,911,052	22,119,205	22,316,249	21,204,200

<u>Customers</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Revised</u> <u>FY 2020/21</u>	<u>Adopted</u> <u>FY 2021/22</u>
Residential	53,192	57,885	58,530	59,128	59,500
Commercial	14,239	9,423	9,528	9,625	9,650
	<u>67,431</u>	<u>67,308</u>	<u>68,058</u>	<u>68,753</u>	<u>69,150</u>

<u>Tons Collected</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Revised</u> <u>FY 2020/21</u>	<u>Adopted</u> <u>FY 2021/22</u>
Residential*	62,877	68,944	74,274	74,688	75,800
Commercial	106,416	106,872	99,799	63,846	85,157
	<u>169,293</u>	<u>175,816</u>	<u>174,073</u>	<u>138,534</u>	<u>160,957</u>

\* Tons collected includes garbage, recycling and yard waste

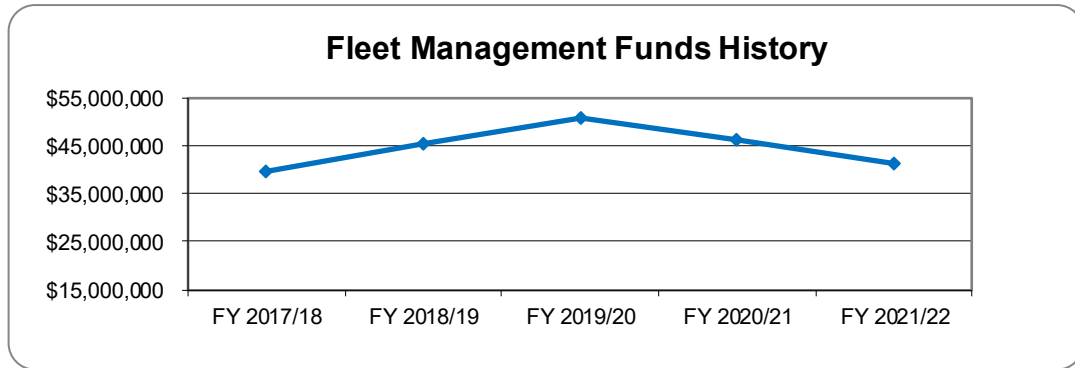
<u>Collection Fee</u>	<u>Actual</u> <u>FY 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Revised</u> <u>FY 2020/21</u>	<u>Adopted</u> <u>FY 2021/22</u>
Residential per household	\$19.28	\$19.28	\$19.28	\$19.28	\$20.05
Commercial base rate (per cubic yard)	\$7.14	\$7.14	\$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 <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
Fleet Management Funds	\$ 39,458,350	\$ 45,492,083	\$ 50,775,807	\$ 46,162,414	\$ 41,272,118
Percent Change		15.29%	11.61%	-9.09%	-10.59%



<u>Vehicle Type</u>	<u>FY 2017/18</u>	<u>FY 2018/19</u>	<u>FY 2019/20</u>	<u>FY 2020/21</u>
Police vehicles and equipment	995	1,083	1,095	1,112
Fire vehicles and equipment	140	145	152	161
Public Works vehicles and equipment	584	684	630	677
Other vehicles and equipment	671	630	663	769
<b>Total</b>	<b>2,390</b>	<b>2,542</b>	<b>2,540</b>	<b>2,719</b>

### **FY 2020/21 Fuel Usage by Department**

<u>Department</u>	<u>Cost</u>
Business and Financial Services	\$ 75,814
Economic Development	176,345
Executive Offices	1,837
Families, Parks & Rec	152,252
Fire	562,742
Housing	823
Orlando Venues	9,612
Police	2,514,010
Public Works	1,037,057
Transportation	55,284
<b>Total</b>	<b>\$ 4,585,776</b>

# REVENUE DETAIL

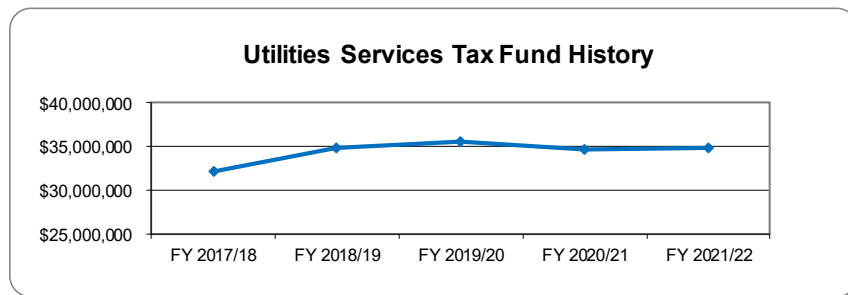
## Utilities Services Tax Fund

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 2017/18</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Revised</u> <u>FY 2020/21</u>	<u>Adopted</u> <u>FY 2021/22</u>
Utilities Services Tax Fund	\$ 32,090,741	\$ 34,892,171	\$ 35,518,773	\$ 34,684,991	\$ 34,771,723
Percent Change		8.73%	1.80%	-2.35%	0.25%

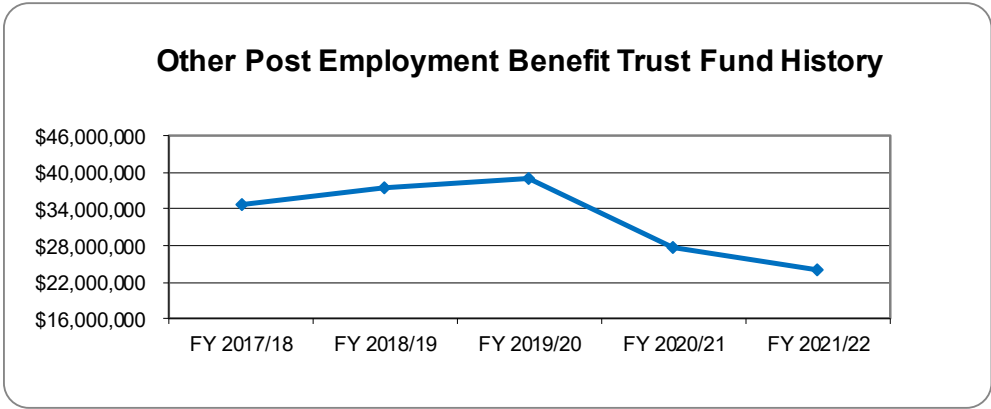


# REVENUE DETAIL

## 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.

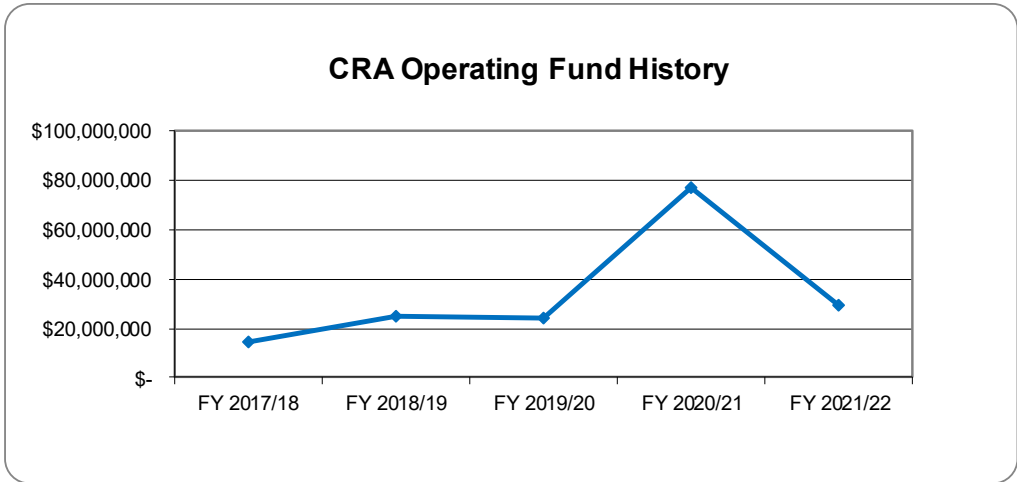
Fund Description	Actual FY 2017/18	Actual FY 2018/19	Actual FY 2019/20	Revised FY 2020/21	Adopted FY 2021/22
Other Post Employment Benefit Trust Fund	\$ 34,635,098	\$ 37,557,262	\$ 39,047,087	\$ 27,691,668	\$ 24,070,894
Percent Change		8.44%	3.97%	-29.08%	-13.08%



## 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.

Fund Description	Actual FY 2017/18	Actual FY 2018/19	Actual FY 2019/20	Revised FY 2020/21	Adopted FY 2021/22
CRA Operating Fund	\$ 14,733,399	\$ 25,044,480	\$ 24,387,634	\$ 76,965,045	\$ 29,025,664
Percent Change		69.98%	-2.62%	215.59%	-62.29%

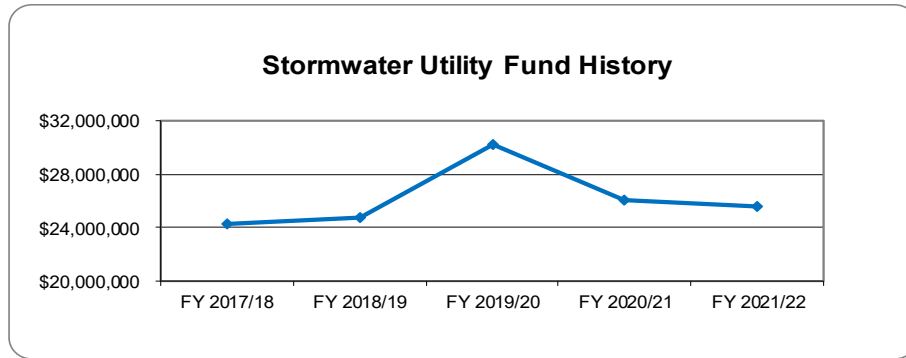


# REVENUE DETAIL

## 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 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
Stormwater Utility Fund	\$ 24,245,621	\$ 24,767,720	\$ 30,274,293	\$ 26,023,928	\$ 25,540,666
Percent Change		2.15%	22.23%	-14.04%	-1.86%



<u>Description</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
# of parcels (customers)	93,793	94,146	95,078	96,652	97,757
annual rate per ERU	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88

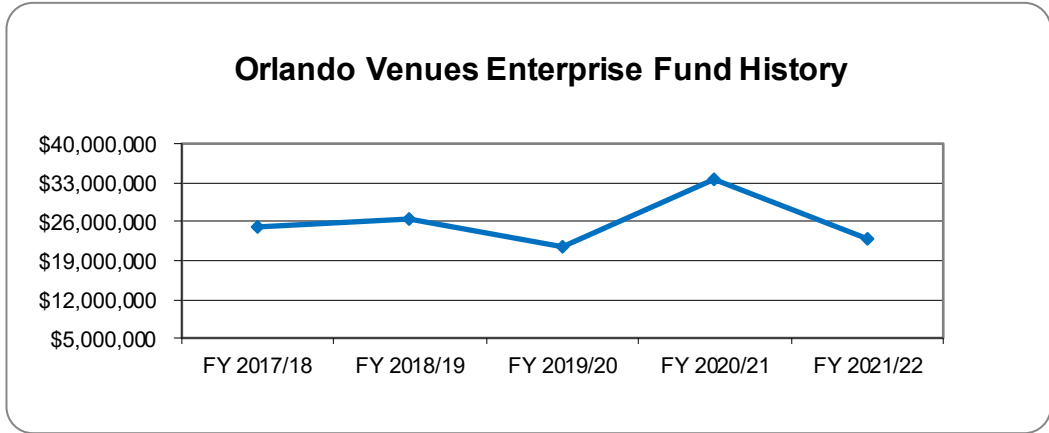
ERU (equivalent residential unit) provides a basis for comparing the run-off generated by one parcel with that generated by another. An ERU is determined to be an impervious area of 2,000 square feet. To compute ERUs for any parcel, divide the parcel's impervious area by 2,000. The ERU is used as the 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>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
Orlando Venues Enterprise Fund	\$ 24,999,211	\$ 26,493,882	\$ 21,571,149	\$ 33,536,184	\$ 22,852,305
Percent Change		5.98%	-18.58%	55.47%	-31.86%



	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
<u>Amway Center</u>					
Total events	275	235	169	212	254
Total attendance	1,516,248	1,429,383	831,759	318,905	1,578,816

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.

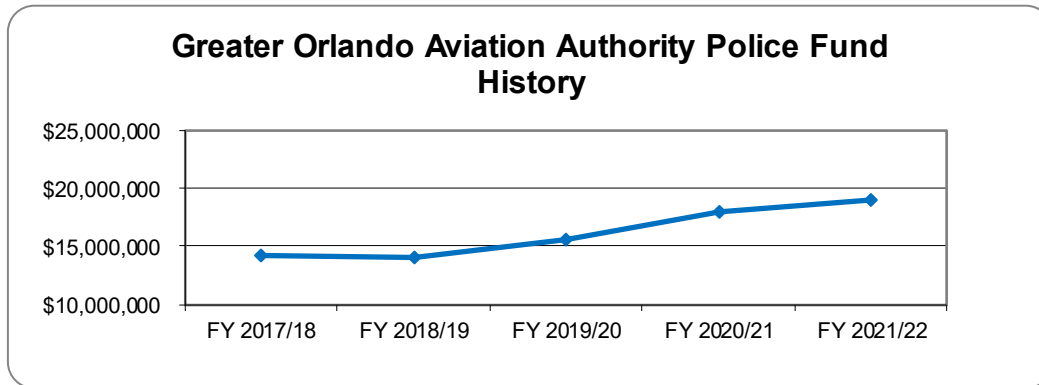
Events previously held at the Bob Carr Performing Arts Centre include Broadway Across America events, ballet, opera, symphony, community/school events and concerts.

# REVENUE DETAIL

## Greater Orlando Aviation Authority Police Fund

On September 27, 1976, the City entered into a turnover agreement with GOAA, which authorized GOAA to use and operate Hern-don Airport (Orlando Executive Airport) and Orlando International Airport for a term of 50 years commencing October 1, 1976. GOAA agreed to remit to the City \$2,000,000, in addition to other promises, as consideration for this agreement. Effective October 1, 2015 the City and GOAA entered into an amended and restated Operation and Use Agreement which extends the original agreement for a new 50 year term commencing October 1, 2015 and expiring on September 30, 2065. Through a separate agreement, the City pro-vides security services to GOAA by assigning police officers from its own police department to patrol the airport. GOAA is charged monthly based on actual expenses incurred (less certain adjustments). A true-up calculation is made each year for any potential adjustments.

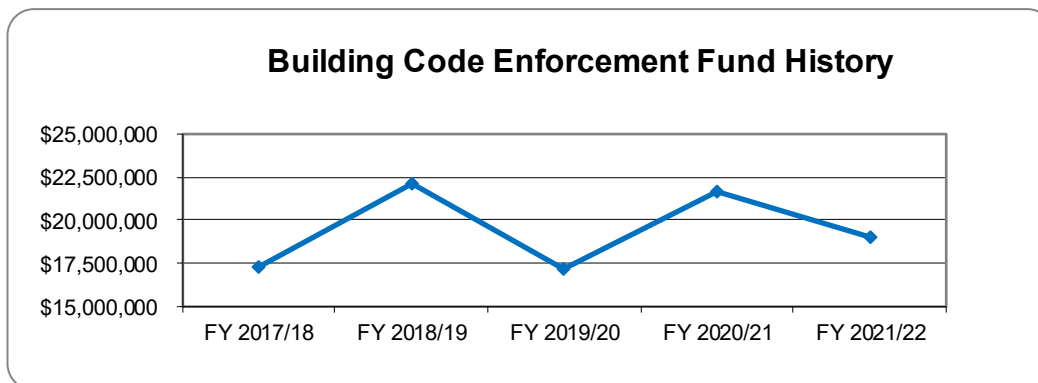
<u>Fund Description</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
Greater Orlando Aviation Authority Police Fu	\$ 14,299,667	\$ 14,079,242	\$ 15,640,238	\$ 18,049,127	\$ 19,045,142
Percent Change		-1.54%	11.09%	15.40%	5.52%



## Building Code Enforcement Fund

The Building Code Enforcement Fund accounts for the revenue and expenditures associated with the City's enforcement of the State building code. The City collects fees on all buildings, structures or alterations that require a permit. The City also collects fees for installation or attachment of any electrical wiring, apparatus, or equipment for light, heat or power. Also, fees are col-lected for permits to perform any mechanical work in the City. All pipe work within the City also requires a permit that is record-ed to this fund. The City is also required to test and inspect all fire alarm and extinguishing systems. All associated enfo-rcement activities related to permit issuance is paid for out of this fund.

<u>Fund Description</u>	Actual <u>FY 2017/18</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Revised <u>FY 2020/21</u>	Adopted <u>FY 2021/22</u>
Building Code Enforcement Fund	\$ 17,318,282	\$ 22,142,815	\$ 17,213,858	\$ 21,684,030	\$ 18,973,627
Percent Change		27.86%	-22.26%	25.97%	-12.50%





# REVENUE DETAIL

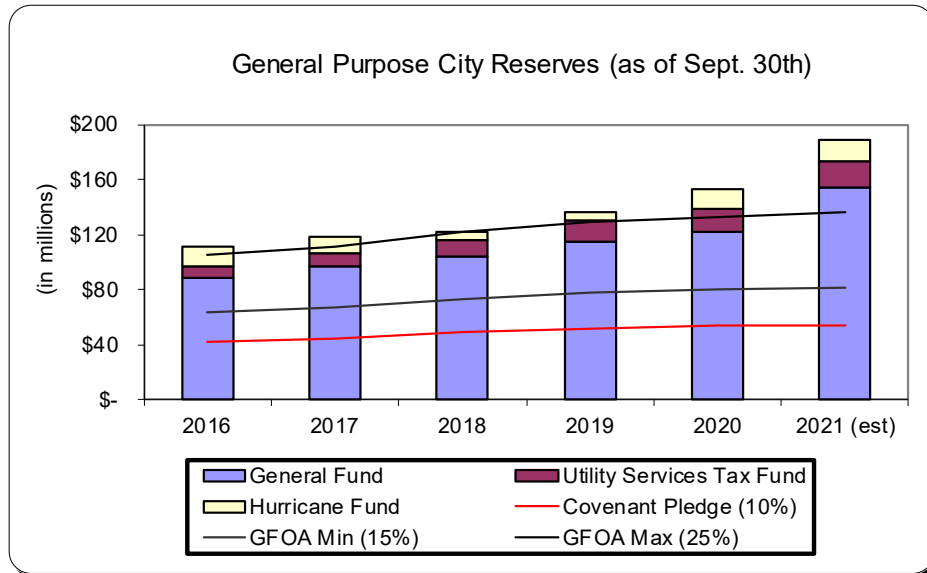
## Fund Balance

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 2016 compared to the GFOA recommendation. Note that the Unreserved 2021 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 Balance Status

Fund	Fund Balance 09/30/2020	Budgeted Change FY20/21 (1)	Estimated Balance 09/30/2021	Budgeted Change FY21/22 (1)	Projected Balance 09/30/2022	Percent Change FY21/22
General Fund	\$ 104,963,755	\$ -	\$ 104,963,755	\$ -	\$ 104,963,755	-
Building Code Enforcement	\$ 24,647,243	\$ (1,100,000)	\$ 23,547,243	\$ (4,436,627)	\$ 19,110,616	(18.84%)
Capital Improvement Fund	\$ 116,562,166	\$ (50,000)	\$ 116,512,166	\$ -	\$ 116,512,166	-
CEB Lien Assessment	\$ 3,561,741	\$ -	\$ 3,561,741	\$ -	\$ 3,561,741	-
Cemetery Trust Fund	\$ 2,559,092	\$ (162,909)	\$ 2,396,183	\$ (557,758)	\$ 1,838,425	(23.28%)
Community Redevelopment Agency	\$ 48,080,545	\$ (800,000)	\$ 47,280,545	\$ -	\$ 47,280,545	-
Contraband Forfeiture Trust	\$ 1,800,126	\$ (467,918)	\$ 1,332,208	\$ (406,073)	\$ 926,135	(30.48%)
Designated Revenue	\$ 15,690,728	\$ (61,390)	\$ 15,629,338	\$ -	\$ 15,629,338	-
Fleet Management Funds	\$ 47,377,367	\$ (10,772)	\$ 47,366,595	\$ -	\$ 47,366,595	-
Gas Tax Fund	\$ 17,802,865	\$ -	\$ 17,802,865	\$ -	\$ 17,802,865	-
Health Care Fund	\$ 33,950,484	\$ -	\$ 33,950,484	\$ -	\$ 33,950,484	-
Housing & Urban Dev. Grants	\$ 371,831	\$ -	\$ 371,831	\$ -	\$ 371,831	-
Internal Loan Fund	\$ 15,282,802	\$ -	\$ 15,282,802	\$ -	\$ 15,282,802	-
Law Enforcement Training	\$ 366,787	\$ -	\$ 366,787	\$ -	\$ 366,787	-
Natural Disaster Fund	\$ 14,659,781	\$ -	\$ 14,659,781	\$ -	\$ 14,659,781	-
Park Impact Fee Funds	\$ 7,485,238	\$ (240,900)	\$ 7,244,338	\$ -	\$ 7,244,338	-
Pension Participant Services	\$ 296,969	\$ (296,969)	\$ (0)	\$ -	\$ (0)	-
Risk Management	\$ 12,996,141	\$ (4,500,000)	\$ 8,496,141	\$ (5,051,730)	\$ 3,444,411	(59.46%)
Special Assessment Funds	\$ 2,947,310	\$ (154,123)	\$ 2,793,187	\$ (154,907)	\$ 2,638,280	(5.55%)
Spellman Site Fund	\$ 790,996	\$ -	\$ 790,996	\$ -	\$ 790,996	-
Street Tree Trust Fund	\$ 1,002,561	\$ -	\$ 1,002,561	\$ -	\$ 1,002,561	-
Transportation Impact Fee	\$ 66,358,350	\$ (4,694,433)	\$ 61,663,917	\$ (3,260,239)	\$ 58,403,678	(5.29%)
Utility Services Tax	\$ 17,048,020	\$ (199,142)	\$ 16,848,878	\$ -	\$ 16,848,878	-
Total All Funds	\$ 556,602,897	\$ (12,738,556)	\$ 543,864,341	\$ (13,867,334)	\$ 529,997,007	(2.55%)

**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

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## 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.

### 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 (Non-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 (Non-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.

# REVENUE DETAIL

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## 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 pace of the recovery from 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 5.1% over the most recent three years, is assumed to decrease to only 2% growth annually throughout the projection period. Such an assumption is overly conservative, particularly over the entire projection period, in our opinion. Until COVID-19 began impacting the region in March 2020, we saw robust General Fund revenue growth stretching over several years. We believe that while revenue growth may continue to be inhibited due to the lingering impact of the pandemic, growth at more historical levels should resume in the longer term.

Three revenue groups account for 71% 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 46% of the General Fund revenue. Property values have averaged annual growth of roughly 8% over the last three years, but the rate of increase decreased substantially in the most recent year. Throughout the projection period we believe such modest 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% in certain years, property tax bills are capped at 10% growth. Therefore, we believe the slower recent 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 over 15% 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 City, projected to remain near 2% annually.

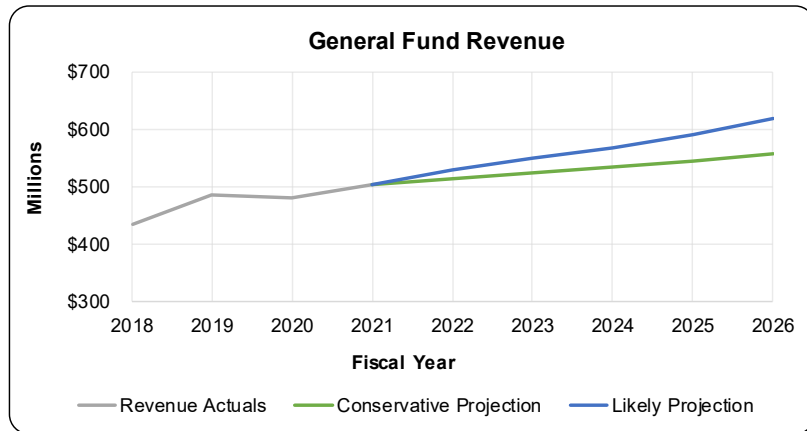
At roughly 10% of General Fund revenue, **Sales & Use Taxes** are another significant revenue group, made up primarily of the state-derived sales tax. The City's practice has been to set the next year's budget for sales tax near the prior year's actual collection level, though sales tax revenues were severely impacted by COVID-19. While we have seen a rebound in these revenues recently, it is difficult to predict how they will perform during FY22 given that they are so sensitive to the length and severity of the pandemic. That said, both our projections start from the lower collection levels of FY21, 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 fluctuating pace. This model projects 5% growth continuing in 2022 over 2021 actual revenues as we emerge from the more restrictive phase of the pandemic. We then decrease the growth rate by 1% per year for the next two years as the initial pandemic recovery subsides, allowing for any headwinds that arise from the ending of pandemic era stimuli and increased interest rates, among other factors. The model then increases the growth rate by 1% per year for the final two years, edging closer to the higher growth rate we experienced prior to COVID-19. It's worth noting that our adopted revenue budget for 2022 is slightly below the Conservative revenue projection for 2022. This suggests we will end FY 2022 with a modest surplus, as we have in each of the last several years. This evidences the soundness of our approach.

As noted above the City's projections are always conservative. Our revenue projection suggests that actual FY22 revenues will exceed \$528M. The General Fund expenditure budget for FY22 presented in this Budget Book totals \$506M (excluding transfers). If one applied the same methodology to expenditures that we have to revenues, one would forecast balanced budgets throughout the forecast period. While the uneven nature of the recovery from the pandemic and upcoming bargaining agreement negotiations present some uncertainties, we believe this methodology for forecasting expenses is reasonable given previous trends.

# REVENUE DETAIL

	Actual 2018	Actual 2019	Actual 2020	Actual (Unaudited) 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
Conservative Projection	N/A	N/A	N/A	N/A	\$ 513,491,448	\$ 523,761,277	\$ 534,236,502	\$ 544,921,232	\$ 555,819,657
Actuals	\$ 434,931,972	\$ 484,549,468	\$ 480,973,727	\$ 503,422,988	N/A	N/A	N/A	N/A	N/A
Likely Projection	N/A	N/A	N/A	N/A	\$ 528,594,137	\$ 549,737,903	\$ 566,230,040	\$ 588,879,242	\$ 618,323,204



## EXECUTIVE OFFICES

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## 2020-2021 BY THE NUMBERS:

**463,178**  **4%** total increase in followers from previous year

total followers on Facebook, Instagram, LinkedIn, Nextdoor, and Twitter

**13%** total increase in followers in Facebook, Instagram, and LinkedIn from previous year



**85%** of City divisions are involved in sustainability initiatives



**100%** of board vacancies recommended to the Mayor within 30 days of term expiration

**561**

Certified Minority or Women-Owned Enterprise (M/WBE) firms



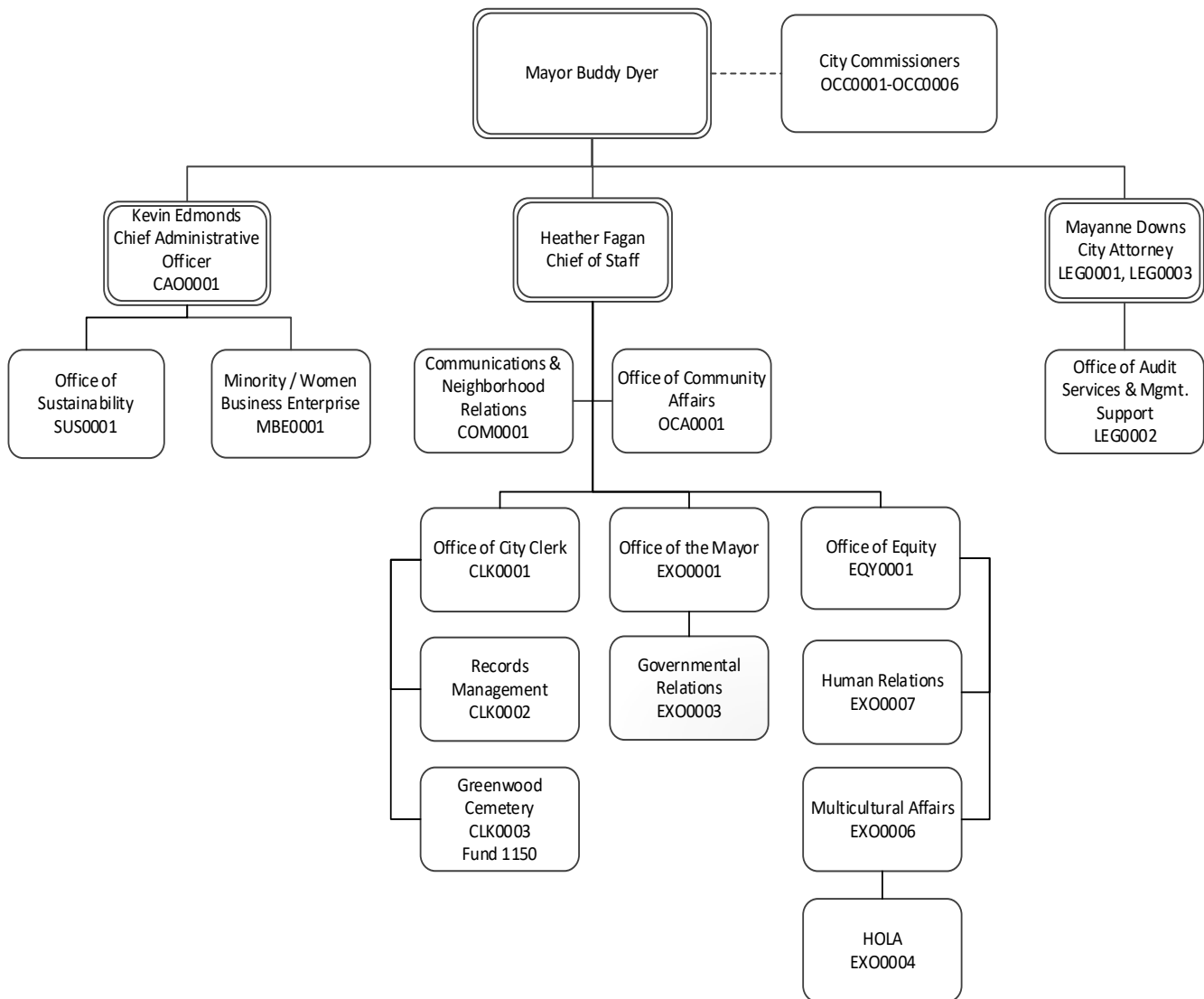
## EXECUTIVE OFFICES

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# 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

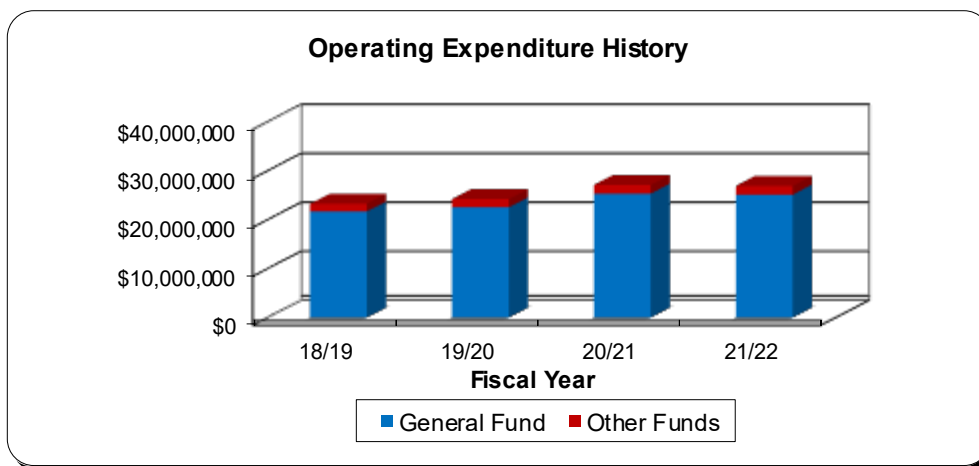
Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 2,138,042	\$ 2,575,103	\$ 2,611,990	\$ 36,887	1.4%
0002 Executive Offices Nondepartmental	22,286	(248,000)	(431,000)	(183,000)	73.8%
0003 Governmental Relations	976,385	1,070,610	1,111,053	40,443	3.8%
0004 HOLA	195,091	211,890	28,035	(183,855)	(86.8%)
0006 Multicultural Affairs	490,717	550,566	114,776	(435,790)	(79.2%)
0007 Human Relations	606,831	784,332	68,367	(715,965)	(91.3%)
Office of Equity (EQY) <sup>1</sup>					
0001 Office of Equity	-	-	207,474	207,474	N/A
0002 Human Relations	-	-	600,402	600,402	N/A
0003 Multicultural Affairs	-	-	429,781	429,781	N/A
0004 HOLA	-	-	188,235	188,235	N/A
Office of Community Affairs (OCA)					
0001 Community Affairs	603,207	740,602	752,701	12,099	1.6%
0003 OCA Grants	3,699,664	4,187,600	3,878,600	(309,000)	(7.4%)
Office of Communications & Neighborhood Relations (COM)					
0001 Communications and Neighborhood Relations	1,957,332	2,419,651	2,456,395	36,744	1.5%
Office of the City Clerk (CLK)					
0001 City Clerk	971,174	927,308	1,027,371	100,063	10.8%
0002 Records Management	361,207	504,038	501,565	(2,473)	(0.5%)
0005 City Elections	207,117	-	187,500	187,500	N/A
<b>TOTAL -- MAYOR</b>	<b>\$ 12,229,051</b>	<b>\$ 13,723,700</b>	<b>\$ 13,733,245</b>	<b>\$ 9,545</b>	<b>0.1%</b>
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 354,793	\$ 355,631	\$ 360,096	\$ 4,465	1.3%
0002 City Commissioner District 2	340,506	342,248	345,700	3,452	1.0%
0003 City Commissioner District 3	372,061	375,521	379,877	4,356	1.2%
0004 City Commissioner District 4	342,620	355,152	366,532	11,380	3.2%
0005 City Commissioner District 5	353,595	340,092	353,431	13,339	3.9%
0006 City Commissioner District 6	353,244	337,000	340,102	3,102	0.9%
<b>TOTAL -- CITY COMMISSIONERS</b>	<b>\$ 2,116,818</b>	<b>\$ 2,105,644</b>	<b>\$ 2,145,738</b>	<b>\$ 40,094</b>	<b>1.9%</b>
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,131,291	\$ 1,241,491	\$ 1,289,662	\$ 48,171	3.9%
0002 Workplace Giving	36,386	40,000	40,000	-	0.0%
Minority / Women Business Enterprises (MBE)					
0001 MWBE	1,002,251	1,610,867	1,183,977	(426,890)	(26.5%)
0002 Community Employment	292,079	200,000	133,717	(66,283)	(33.1%)
Office of Sustainability (SUS)					
0001 Office of Sustainability	448,743	683,437	729,218	45,781	6.7%
<b>TOTAL -- CHIEF ADMINISTRATIVE OFFICER<sup>2</sup></b>	<b>\$ 2,910,749</b>	<b>\$ 3,775,795</b>	<b>\$ 3,376,574</b>	<b>\$ (399,221)</b>	<b>(10.6%)</b>

(1) In 2021/22 a new Office of Equity was created; HOLA, Multicultural Affairs, and Human Relations are being transferred under it.

(2) The Human Resources Division previously included under the Chief Administrative Officer subsection has now been broken out as a separate Department, and all current and prior year figures have been transferred accordingly.

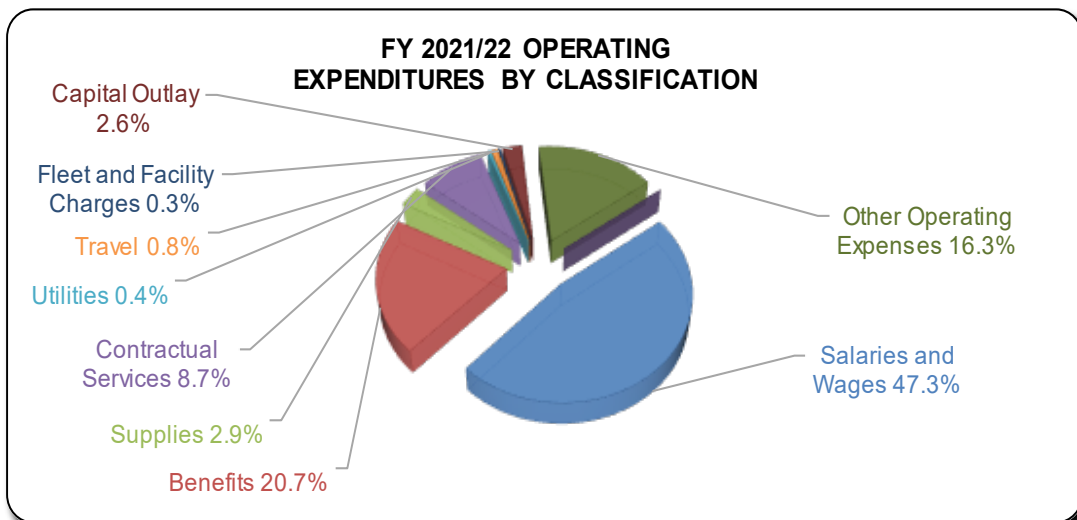
## EXECUTIVE OFFICES

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>City Attorney's Office (LEG)</b>					
0001 City Attorney	\$ 4,611,909	\$ 4,885,925	\$ 5,027,231	\$ 141,306	2.9%
0002 Audit Services and Management Support	669,672	818,974	832,618	13,644	1.7%
<b>TOTAL -- CITY ATTORNEYS OFFICE</b>	<b>\$ 5,281,581</b>	<b>\$ 5,704,899</b>	<b>\$ 5,859,849</b>	<b>\$ 154,950</b>	<b>2.7%</b>
<b>TOTAL -- GENERAL FUND</b>	<b>\$22,538,199</b>	<b>\$ 25,310,038</b>	<b>\$ 25,115,406</b>	<b>\$ (194,632)</b>	<b>(0.8%)</b>
<b><u>RISK MANAGEMENT FUND #5015</u></b>					
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	614,731	632,067	647,439	15,372	2.4%
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 614,731</b>	<b>\$ 632,067</b>	<b>\$ 647,439</b>	<b>\$ 15,372</b>	<b>2.4%</b>
<b><u>GREENWOOD CEMETERY FUND #1150</u></b>					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 673,452	\$ 678,015	\$ 632,470	\$ (45,545)	(6.7%)
0004 Cemetery Trust Nondepartmental	32,609	29,170	27,182	(1,988)	(6.8%)
<b>TOTAL -- GREENWOOD CEMETERY FUND</b>	<b>\$ 706,061</b>	<b>\$ 707,185</b>	<b>\$ 659,652</b>	<b>\$ (47,533)</b>	<b>(6.7%)</b>
<b><u>SOLID WASTE FUND #4150</u></b>					
Office of Sustainability (SUS)					
0002 Solid Waste Sustainability Support	\$ 352,594	\$ 466,783	\$ 485,299	\$ 18,516	4.0%
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 352,594</b>	<b>\$ 466,783</b>	<b>\$ 485,299</b>	<b>\$ 18,516</b>	<b>4.0%</b>
<b><u>OTHER FUNDS</u></b>					
All Cost Centers	\$ (1,637)	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ (1,637)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL -- EXECUTIVE OFFICES OPERATING</b>	<b>\$24,209,949</b>	<b>\$ 27,116,073</b>	<b>\$ 26,907,796</b>	<b>\$ (208,277)</b>	<b>(0.8%)</b>



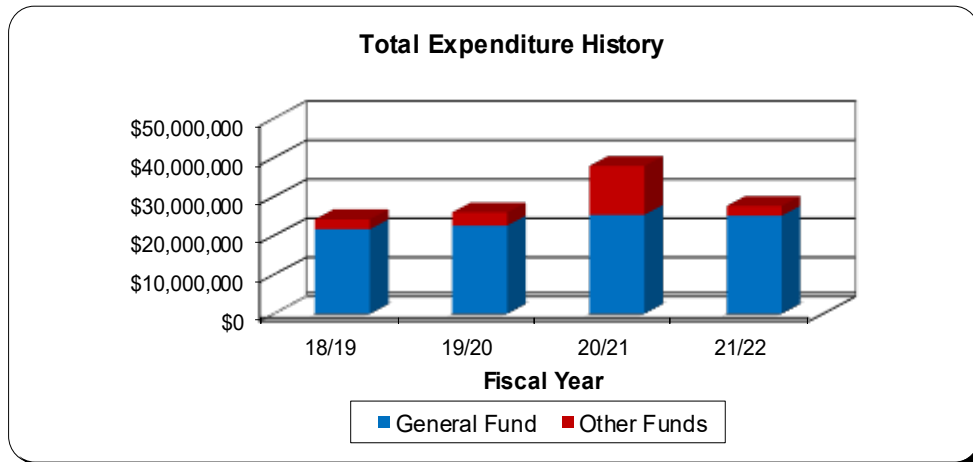
## EXECUTIVE OFFICES

Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$11,244,062	\$ 12,206,217	\$ 12,721,709	\$ 515,492	4.2%
Benefits	5,030,009	5,596,879	5,582,772	(14,107)	(0.3%)
Supplies	575,843	776,890	781,526	4,636	0.6%
Contractual Services	2,559,459	2,732,683	2,347,573	(385,110)	(14.1%)
Utilities	98,069	141,402	114,204	(27,198)	(19.2%)
Travel	48,385	222,302	207,972	(14,330)	(6.4%)
Fleet and Facility Charges	87,322	67,178	72,371	5,193	7.7%
Capital Outlay	86,179	678,800	703,300	24,500	3.6%
Other Operating Expenses	4,050,334	4,693,722	4,376,369	(317,353)	(6.8%)
Transfer Out	430,287	-	-	-	N/A
<b>TOTAL -- EXECUTIVE OFFICES OPERATING</b>	<b>\$24,209,949</b>	<b>\$ 27,116,073</b>	<b>\$ 26,907,796</b>	<b>\$ (208,277)</b>	<b>(0.8%)</b>



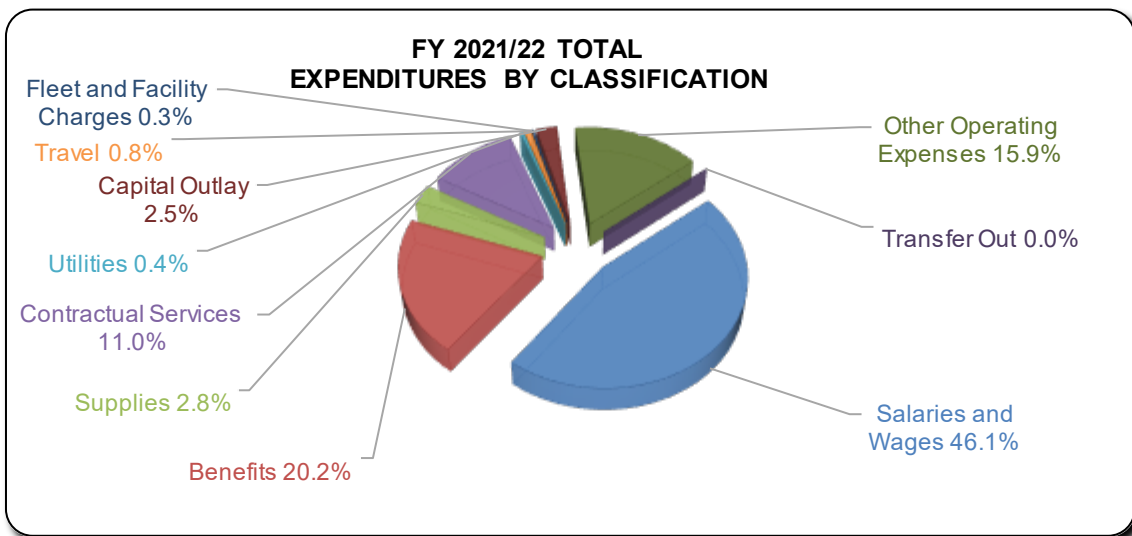
# EXECUTIVE OFFICES

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>CAPITAL IMPROVEMENTS FUND #3001</b>					
Office of the Mayor (EXO)					
Projects and Grants	\$ 79,665	\$ 200,335	\$ -	\$ (200,335)	(100.0%)
Office of Chief Administrative Officer (CAO)					
Projects and Grants	640,246	4,860,474	-	(4,860,474)	(100.0%)
Office of Communications & Neighborhood Relations (COM)					
Projects and Grants	186,003	804,967	-	(804,967)	(100.0%)
Office of the City Clerk (CLK)					
Projects and Grants	-	-	100,000	100,000	N/A
Office of City Commissioners (OCC)					
Projects and Grants	121,955	2,206,534	-	(2,206,534)	(100.0%)
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ 1,027,869</b>	<b>\$ 8,072,310</b>	<b>\$ 100,000</b>	<b>\$ (7,972,310)</b>	<b>(98.8%)</b>
<b>OTHER FUNDS</b>					
Projects and Grants	\$ 721,105	\$ 2,672,810	\$ 600,000	\$ (2,072,810)	(77.6%)
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 721,105</b>	<b>\$ 2,672,810</b>	<b>\$ 600,000</b>	<b>\$ (2,072,810)</b>	<b>(77.6%)</b>
<b>TOTAL -- PROJECTS AND GRANTS</b>	<b>\$ 1,748,973</b>	<b>\$ 10,745,120</b>	<b>\$ 700,000</b>	<b>\$ (10,045,120)</b>	<b>(93.5%)</b>
<b>TOTAL -- EXECUTIVE OFFICES</b>	<b>\$25,958,922</b>	<b>\$ 37,861,193</b>	<b>\$ 27,607,796</b>	<b>\$ (10,253,397)</b>	<b>(27.1%)</b>



## EXECUTIVE OFFICES

Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$11,359,254	\$ 12,273,308	\$ 12,721,709	\$ 448,401	3.7%
Benefits	5,030,009	5,620,179	5,582,772	(37,407)	(0.7%)
Supplies	744,410	1,539,108	781,526	(757,582)	(49.2%)
Contractual Services	3,280,984	7,884,132	3,047,573	(4,836,559)	(61.3%)
Utilities	98,143	161,015	114,204	(46,811)	(29.1%)
Travel	48,385	263,430	207,972	(55,458)	(21.1%)
Fleet and Facility Charges	284,593	281,251	72,371	(208,880)	(74.3%)
Capital Outlay	86,179	1,179,030	703,300	(475,730)	(40.3%)
Other Operating Expenses	4,242,604	8,600,894	4,376,369	(4,224,525)	(49.1%)
Transfer Out	784,361	58,846	-	(58,846)	(100.0%)
<b>TOTAL -- EXECUTIVE OFFICES</b>	<b>\$25,958,922</b>	<b>\$ 37,861,193</b>	<b>\$ 27,607,796</b>	<b>\$(10,253,397)</b>	<b>(27.1%)</b>



# EXECUTIVE OFFICES

## DEPARTMENT STAFFING SUMMARY

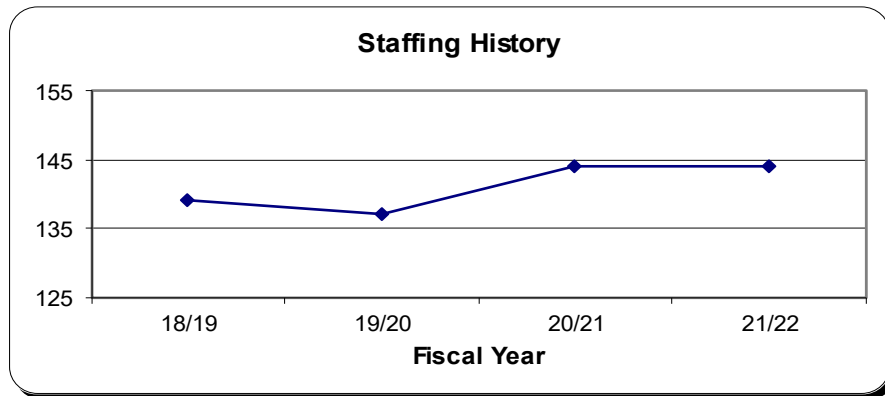
	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Office of the Mayor (EXO)			
0001 Office of the Mayor	13	14	13
0003 Governmental Relations	3	3	3
0004 HOLA	2	2	-
0006 Multicultural Affairs	4	4	-
0007 Human Relations	6	6	-
Office of Equity (EQY) <sup>1</sup>			
0001 Office of Equity	-	-	1
0002 Human Relations	-	-	6
0003 Multicultural Affairs	-	-	4
0004 HOLA	-	-	2
Office of Community Affairs (OCA)			
0001 Community Affairs	5	5	5
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	19	20	20
Office of the City Clerk (CLK)			
0001 City Clerk	8	9	9
0002 Records Management	4	5	5
<b>TOTAL -- MAYOR</b>	<b>64</b>	<b>68</b>	<b>68</b>
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
<b>TOTAL -- COMMISSIONERS</b>	<b>12</b>	<b>12</b>	<b>12</b>
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	5	5	5
Minority / Women Business Enterprises (MBE)			
0001 MWBE	9	9	9
0002 Community Employment	-	1	1
Office of Sustainability (SUS)			
0001 Office of Sustainability	3	4	4
<b>TOTAL -- CHIEF ADMINISTRATIVE OFFICER<sup>2</sup></b>	<b>17</b>	<b>19</b>	<b>19</b>
City Attorney's Office (LEG)			
0001 City Attorney	30	30	30
0002 Audit Services and Management Support	5	5	5
<b>TOTAL -- CITY ATTORNEY'S OFFICE</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>TOTAL -- GENERAL FUND</b>	<b>128</b>	<b>134</b>	<b>134</b>

(1) In 2021/22 a new Office of Equity was created; HOLA, Multicultural Affairs, and Human Relations are being transferred under it.

(2) The Human Resources Division previously included under the Chief Administrative Officer subsection has now been broken out as a separate Department, and all current and prior year figures have been transferred accordingly.

# EXECUTIVE OFFICES

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<u>RISK MANAGEMENT FUND #5015</u>			
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	5	5	5
TOTAL -- RISK MANAGEMENT FUND	5	5	5
<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	3	3
TOTAL -- SOLID WASTE FUND	2	3	3
TOTAL -- EXECUTIVE OFFICES	137	144	144





# EXECUTIVE OFFICES

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## Office of the Mayor

### Overview of Services/Programs

The Office of the Mayor assists the Mayor in achieving his priorities and helps the City of Orlando to realize its potential. The Office provides guidance and drives collaboration across many functions, both internally and out amongst the community.

### Major Accomplishments

- The Mayor's Office helped again guide the City of Orlando through the process of crafting of a balanced budget for fiscal year 2021/22. The budget allows the City of Orlando to continue to provide critical municipal services, programs and initiatives to residents, businesses and visitors.
- As part of its COVID-19 response, the City hosted more than 100 vaccine sites at different City facilities, including neighborhood centers, parks, Orlando Fire Department stations, Orlando Police Department headquarters and City Hall. Camping World Stadium has also served as a daily vaccine location.
- The City also managed its Rental Assistance Program, leveraging \$8.7 million in COVID-19 Relief funds for households that have been financially impacted by the pandemic.
- During the year, the City expanded its efforts to address systemic racism and create a more equitable community for all by:
  - Hiring the City's first Equity Official
  - Launching the Community Response team; through a partnership with Aspire Health Partners, trained mental health professionals are responding to some non-violent 911 calls for service instead of police officers, focusing on de-escalation and connecting those in need to treatment and support
  - Expanding the Parramore Kidz Zone to three additional neighborhoods – Holden Heights, Mercy Drive and Engelwood – to provide more young residents, particularly those of color, to academic support, health and wellness initiatives, college assistance and employment opportunities
  - Growing the My Brother's Keeper program to connect more boys and young men of color to mentoring, skills and support networks
  - Adding West Lakes to the Orlando Main Streets program to lend assistance to more small businesses
- The Community Trust and Equity initiative was launched to further address and create deep structural change within law enforcement to ensure that police policies and training translates into officers working better and together within the community. The initiative included:
  - An independent third-party analysis and recommended reforms of Orlando Police Department policies, training, operational practices, accountability systems and technologies led by The Bowman Group
  - A partnership with the Bethune-Cookman University Center for Law and Social Justice to launch a community engagement program in the Parramore, Washington Shores and Mercy Drive neighborhoods to bring residents, children and OPD officers together to develop community policing action plans

### Future Goals and Objectives

#### Short Term

- Continue efforts to encourage residents to protect themselves from the serious impacts of COVID-19 by helping to ensure that the vaccine is accessible.
- Manage the distribution of \$29 million in American Rescue Plan Act funding with a focus on supporting the following City priorities:
  - Homelessness
  - Affordable housing
  - Broadband access
  - Economic opportunity
  - Downtown revitalization
- Renew and expand our efforts to make change and increase racial equity.
- Continue to ensure resources are in place to respond to future economic challenges that lie ahead due to the pandemic.

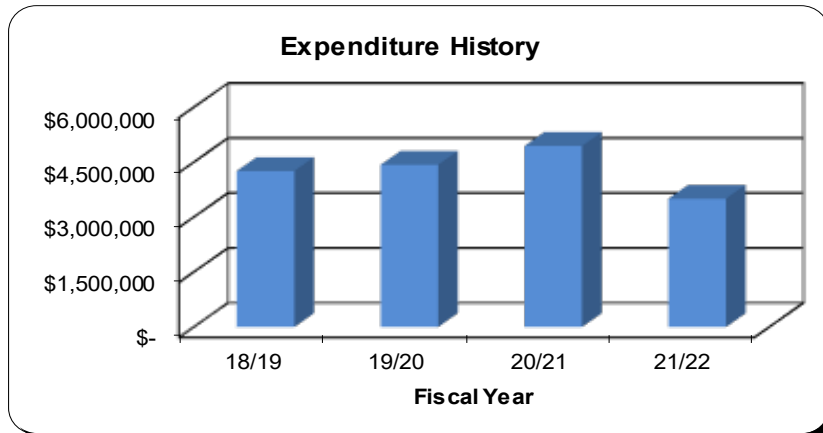
#### Long Term

- 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, including public safety, transportation, housing and youth programs.
- Help lay the foundation for the private sector to create jobs and opportunity for our residents.

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 2,138,042	\$ 2,575,103	\$ 2,611,990	\$ 36,887	1.4%
0002 Executive Offices Nondepartmental	22,286	(248,000)	(431,000)	(183,000)	73.79%
0003 Governmental Relations	976,385	1,070,610	1,111,053	40,443	3.8%
0004 HOLA	195,091	211,890	28,035	(183,855)	(86.8%)
0006 Multicultural Affairs	490,717	550,566	114,776	(435,790)	(79.2%)
0007 Human Relations	606,831	784,332	68,367	(715,965)	(91.3%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 4,429,351</b>	<b>\$ 4,944,501</b>	<b>\$ 3,503,221</b>	<b>\$ (1,441,280)</b>	<b>(29.1%)</b>
<b>TOTAL -- OFFICE OF THE MAYOR</b>	<b>\$ 4,429,351</b>	<b>\$ 4,944,501</b>	<b>\$ 3,503,221</b>	<b>\$ (1,441,280)</b>	<b>(29.1%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Office of the Mayor (EXO)			
0001 Office of the Mayor	13	14	13
0003 Governmental Relations	3	3	3
0004 HOLA	2	2	-
0006 Multicultural Affairs	4	4	-
0007 Human Relations	6	6	-
<b>TOTAL -- GENERAL FUND</b>	<b>28</b>	<b>29</b>	<b>16</b>
<b>TOTAL -- OFFICE OF THE MAYOR</b>	<b>28</b>	<b>29</b>	<b>16</b>

# EXECUTIVE OFFICES

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## Office of Equity

### Overview of Services/Programs

The Office of Equity includes the following offices:

1. Office of Multicultural Affairs
2. Hispanic Office of Local Assistance, and
3. Office of Human Relations

The Office of Equity was created to help build the City of Orlando into a world class model of equity, diversity, and inclusion defined by inclusive excellence and an environment that allows everyone to succeed. The Office of Equity provides vision, leadership, and counsel on matters of equity, diversity and inclusion, and partners with departments and communities to create welcoming, inclusive, and respectful environments that enable everyone to perform to their full potential.

Services of this office include internal review of City policies, programs and procedures to curb systemic inequities; promoting equality of opportunity for citizens of Orlando by advocating policies of nondiscrimination and enforcing City and Federal laws that prohibit discrimination in employment, housing and public accommodation; providing the diverse ethnic community of Orlando with the most comprehensive information of the services provided by the City to its residents; creation and implementation of outreach initiatives that serve the needs and concerns of multicultural communities; supporting the City's Economic Development Department on offering bilingual assistance to existing minority businesses and newcomers with information of the City business resources; offering guidance to foreign entrepreneurs who want to establish, relocate and expand their businesses to Orlando; serves as the Mayor's Hispanic spokesperson to Central Florida's Spanish and Portuguese media outlets and social media to maintain a high level of communication with Latino residents; operates the City's Hispanic Office of Local Assistance, which offers information in multiple languages to our residents and visitors about government aid, housing, education, recreational parks, higher education institutions and many other services.

We are committed to Mayor Dyer's and the City of Orlando's vision of a city where every resident is equally valued, equally protected and has equitable access to opportunities

### Major Accomplishments

- The City of Orlando received a perfect score on the Human Rights Campaign's Municipal Equality Index for the seventh consecutive year.
- The City of Orlando received a perfect score on Government leadership in immigrant integration on the New America Integration Index by the New American Economy.
- Collaborated with the United States Citizens Immigration Services by hosting them in our location for a TPS for Venezuela and Haitian events.
- Hosted at HOLA the City of Orlando's Rental Assistance Program, for two days of orientation and application.
- Office of Human Relations participated in the planning of the 2021 Fair Housing Summit. The virtual event was attended by over 200 attendees.

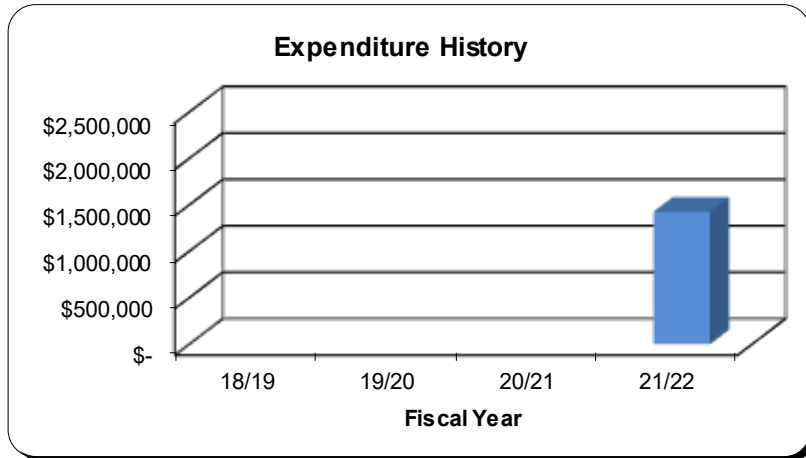
### Future Goals and Objectives

1. To expand the understanding and implementation of equity, diversity and inclusion throughout the city of Orlando.
2. To expand our outreach and foster relationships with underserved communities.
3. To continue assisting the City of Orlando with their efforts to assist our community during the pandemic.
4. To participate during at least 20 community events where we can share information related to HOLA by August 2022.
5. Increase awareness of services offered by the Office of Human Relations in order provide to provide remedy for Discriminatory employment and housing practices and ensure victims of discrimination receive meaningful relief.
6. Grow and expand offering of preemptive anti-discrimination training for employers and housing providers.

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Office of Equity (EQY)					
0001 Office of Equity	\$ -	\$ -	\$ 207,474	\$ 207,474	N/A
0002 Human Relations	-	-	600,402	600,402	N/A
0003 Multicultural Affairs	-	-	429,781	429,781	N/A
0004 HOLA	-	-	188,235	188,235	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,425,892</b>	<b>\$ 1,425,892</b>	<b>N/A</b>
<b>TOTAL -- OFFICE OF EQUITY</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,425,892</b>	<b>\$ 1,425,892</b>	<b>N/A</b>



## STAFFING SUMMARY

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Office of Equity (EQY)			
0001 Office of Equity	-	-	1
0002 Human Relations	-	-	6
0003 Multicultural Affairs	-	-	4
0004 HOLA	-	-	2
<b>TOTAL -- GENERAL FUND</b>	<b>-</b>	<b>-</b>	<b>13</b>
<b>TOTAL -- OFFICE OF EQUITY</b>	<b>-</b>	<b>-</b>	<b>13</b>

# EXECUTIVE OFFICES

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## 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 20/21)

- Managed the Community Investment Program (CIP), which distributed \$2.321 million in grants to 39 local human service organizations, providing vital services to Orlando residents. Additionally, awarded and managed \$964,250 in grants to arts and cultural organizations and \$214,560 to homeless service and animal service agencies that provide essential services to residents.
- Awarded \$199,000 to 34 schools, nonprofit organizations and neighborhood associations, which implemented mentoring, educational and beautification projects with Mayor's Matching Grants (MMG).
- Co-produced the successful 16th annual Mayor's Neighborhood & Community Summit where more than 250 citizens and dozens of community organizations came together virtually to engage in workshops and experience exhibitors.
- Successfully built and launched a new grants management platform, ZoomGrants, which resulted in increased efficiency and communication with grantees and decreased overall cost to the Office of Community Affairs.
- Facilitated four more editions of *Words and Wonders*, Orlando's first poetry contest inspired by Poet Laureate Susan Lilley, with 115 participants. Additionally, we launched *Words and Wisdom* a collaboration with the Livable Orlando: An Age-Friendly Action Plan initiative
- Managed all activities of the Mayor's MLK Commission, including four major events at the Dr. Phillips Center's Front Yard Festival; 35 commission meetings; produced the annual MLK calendar of 28 events, which was distributed to more than 9,000 citizens; recruited and recognized 29 MLK Commission sponsors, who donated more than \$79,000 in sponsorships; and facilitated Walt Disney World's career experience at Disney's Wide World of Sports for the 25 MLK Youth Humanitarians in lieu of an awards ceremony due to the pandemic.
- Introduced the Orlando Community Pledge in partnership with the MLK Commission, more than 650 people have signed the pledge to denounce racism.
- Hosted and managed 7 AmeriCorps VISTA positions and 5 Summer Associates and re-aligned the AmeriCorps federal grant to support the Office of Sustainability and Resilience and the city's volunteer management, disaster response and homeless services coordination, plus the Early Learning Coalition of Orange County.
- Recruited, screened, placed and recognized 96 citizen volunteers in various city operations and partner organizations
- 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.
- Expanded Mayor Dyer's engagement with arts/cultural, community, civic, volunteer and faith-based organizations through 55+ partnerships, virtual meetings, events and visits.
- Coordinated production of 22 Mayor's public service (video) messages 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.

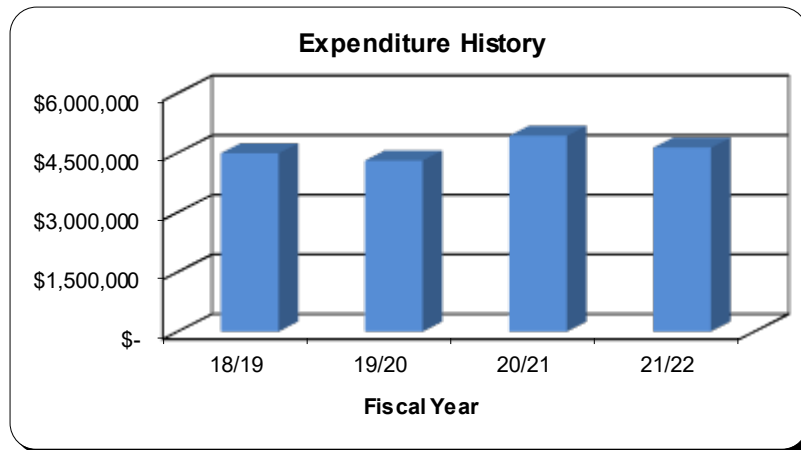
### Future Goals and Objectives (FY 21/22)

- Officially, launch the City's online volunteer recruitment system (Orlando Cares) using the Samaritan volunteer management software to recruit, manage, track, recognize and increase citizen volunteers in most city offices, divisions and departments..
- Coordinate and facilitate citizen and partner agency engagement virtually and in-person to support and expand equity; social justice, utilization of city resources, services and programs, plus other city priorities.

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of Community Affairs (OCA)					
0001 Community Affairs	\$ 603,207	\$ 740,602	\$ 752,701	\$ 12,099	1.6%
0003 OCA Grants	3,699,664	4,187,600	3,878,600	(309,000)	(7.4%)
TOTAL -- GENERAL FUND	\$ 4,302,871	\$ 4,928,202	\$ 4,631,301	\$ (296,901)	(6.0%)
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	\$ 4,302,871	\$ 4,928,202	\$ 4,631,301	\$ (296,901)	(6.0%)



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Office of Community Affairs (OCA)			
0001 Community Affairs	5	5	5
TOTAL -- GENERAL FUND	5	5	5
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	5	5	5

# EXECUTIVE OFFICES

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## Office of Communications & Neighborhood Relations

### Overview of Services/Programs

Organized by teams, the Office 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

- 463,178 total followers on Facebook, Instagram, Twitter, LinkedIn and Nextdoor; represents a 4%+ total increase from last year and a 13% increase in Facebook, IG and LinkedIn.
- Won multiple awards: **Television Academy Emmys:** 1 *Emmy* for the OPD Recruitment Video. **Telly Awards:** 3 *Tellys* – 1) African Americans and the Vote video for government relations, 2) Orlando Police Recruitment video for government relations and 3) Orlando Police Recruitment video for Videography/Cinematography. **3CMA- 2 Savvy Awards** (1st place) for (1) Marketing and Tools - Best Use of Humor with our April Fool's Day/Lake Eola Underwater Restaurant social media posts and (2) Social Media - Best Campaign Use with our COVID-19 Mask Up, Orlando social media campaign highlighting local landmarks and venues with photoshopped face masks, and 2 *Silver Circle Awards* for 1) Social Media for the COVID-19 Slow the Spread Parody and 2) Marketing Plans for the City of Orlando Census Campaign, and 1 *Award of Excellence* in Graphic Design Art for the DTO Go: Creating Awareness of Public Restrooms; **Florida Festivals and Events Association** awarded 2 *SUNsational Awards*- 1) Promotional/Marketing Poster for the Spring Fiesta in the Park poster and 2) Best Virtual Events for 2021 Mayor's Neighborhood and Community Summit.
- Established a consistent voice for the city, in social media and City News, to portray the city as friendly, hip and relatable.
- Increased LinkedIn social engagement by 14.9% and increased post clicks by 31.8%.
- Worked with IT to plan and launch a digital communication network to communicate internally and externally across city facility digital
- Mayor's Advisory Council partnered with Soldiers' Angels Mobile Food Distribution and provide 75lbs of groceries for Thanksgiving to over 300 veterans and their families.
- Co-sponsored the Vietnam Veterans Day Ceremony that was a drive-thru ceremony to present to all eligible Vietnam Veterans who served from November 1, 1955 through May 15, 1975, a 50th Commemoration of Vietnam Veterans Pin and Presidential Proclamation.
- Hosted Fireworks at the Fountain, as an in person and online event, on July 4, 2021. More than 100,000 people attended.
- Successfully redesigned and engineered our Council Broadcast to accommodate public participation while complying with CDC COVID health and safety protocols.
- The Multimedia team passed their FAA tests and were re-certified as Drone pilots.
- Re-designed our live streaming broadcast capabilities and brought that back in house.
- Developed and facilitated the 2021 Mayor's Neighborhood & Community Summit as a virtual event due to COVID. 280 citizens participated in the virtual Summit that included 14 workshops covering a variety of topics.
- 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.
- Successfully revised and conducted the iLead Leadership series virtually; to-date 60 neighborhood leaders have successfully completed this leadership training.

### Future Goals & Objectives

#### Short Term:

- Fully migrate all current, internal, and external, Wordpress sites to OpenCities by September 30, 2022.
- Develop templated options for rush jobs so that we can turn around design fast by September 30, 2022.
- Post fresh and consistent content for City Hall's external and internal digital communications network weekly that keeps the public and city staff informed of City resources, events, services, and priorities by January 30, 2022.
- Create event outline templates for major events, press conferences, ribbon cuttings, etc. by September 30, 2022.
- Execute a maintenance contract for all the broadcast equipment in Council Chambers and the Broadcast Operations Control room by March 30, 2022.
- Launch closed captioning for Council meetings the City broadcasts through Orange TV and on its social media platforms in compliance with ADA by September 30, 2022.
- Increase association and community meetings attended by the Neighborhood Relations team by 10% by September 30, 2022.

#### Mid Term

- Develop a procedure to ensure city staff compliance with the city branding policy by December 31, 2022.
- Educate and train appropriate City staff about the digital communications network, its procedures and to ensure appropriate information is being shared on the external and internal TVs by September 30, 2023.
- Create sponsorship opportunities for three of our five major events to further encourage partnerships with the City and local businesses in through Strengthen Orlando by September 30, 2023.

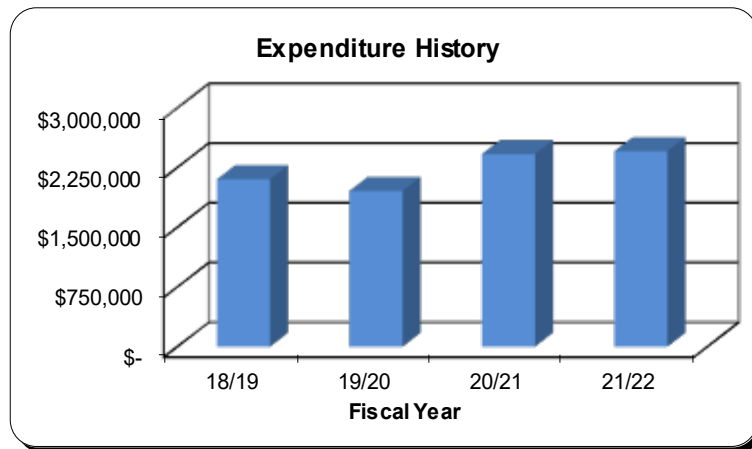
#### Long Term

- Explore alternative event experience to hosting a parade to celebrate our Veterans in November by September 30, 2024.
- Expand neighborhood leadership training and redesign the current look/feel while exploring new training platforms that enhance the neighborhood leader's training experience by September 30, 2024.

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of Communications (COM)					
0001 Communications and Neighborhood Relations	\$ 1,957,332	\$ 2,419,651	\$ 2,456,395	\$ 36,744	1.5%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,957,332</b>	<b>\$ 2,419,651</b>	<b>\$ 2,456,395</b>	<b>\$ 36,744</b>	<b>1.5%</b>
<b>TOTAL -- OFFICE OF COMMUNICATIONS &amp; NEIGHBORHOOD RELATIONS</b>	<b>\$ 1,957,332</b>	<b>\$ 2,419,651</b>	<b>\$ 2,456,395</b>	<b>\$ 36,744</b>	<b>1.5%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	19	20	20
<b>TOTAL -- GENERAL FUND</b>	<b>19</b>	<b>20</b>	<b>20</b>
<b>TOTAL -- OFFICE OF COMMUNICATIONS &amp; NEIGHBORHOOD RELATIONS</b>	<b>19</b>	<b>20</b>	<b>20</b>



# EXECUTIVE OFFICES

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## 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 **131** Domestic Partnership Registries for FY20/21.
- Processed **11,376** public record requests in FY20/21, 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.
- Worked with Information Technology, implemented a new Document Management System for Council Records.
- Partnered with City departments to create public access to utility information to alleviate the volume of public records requests
- Implemented the Minutes function in the Agenda Management System, streamlining the time to do minutes and increasing accuracy.
- Created hybrid meetings to ensure the continuity of City services during Covid-19
- Updated conference rooms to include technology to hold virtual and hybrid meetings.
- Scanning project to convert Sunshine minutes into the Document Management System.
- Update the reservation process to apply and reserve space at City Hall.
- Supporting Executive Offices ESF-15 Support role

### Major Accomplishments - Greenwood Cemetery

- Finished Pulse Reflection Garden honoring the 49 victims of the Pulse tragedy.
- Created virtual access to appointments, lot purchases, and services.
- Cleaned up cemetery grounds to remove old tree stumps that could present a hazard.
- Honored Wreaths Across America virtually
- Loaned Orange County Regional History Center the Greenwood Cemetery interment book containing documentation of July Perry that was displayed in the Ocoee massacre exhibit.
- Automated Greenwood work orders.
- Applied for a grant that would assist in developing a digital search tool to allow for public access to cemetery records.

### 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 1, 3, and 5.
- Transfer Policy and Procedures into the new Document Management 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.
- Work with Information Technology, Records and Archives Management will migrate existing records to the new Document Management System.

#### Short Term – Greenwood Cemetery

- Provide public electronic access to cemetery interment information to assist in locating burials at Greenwood Cemetery.
- Scanning project to convert paper records into the Document Management System.
- Develop self-guided tours to enhance visitor experiences.
- Expand irrigation to the newest area, Section 15.

#### Medium Term – City Clerk & Records Management

- Continue to streamline and refine the citywide email search capability and functions.
- Update the Records Management Plan to include training, communication efforts, and guidance for electronic records.

#### Medium Term – Greenwood Cemetery

- Develop ten-year plan for Greenwood Cemetery.

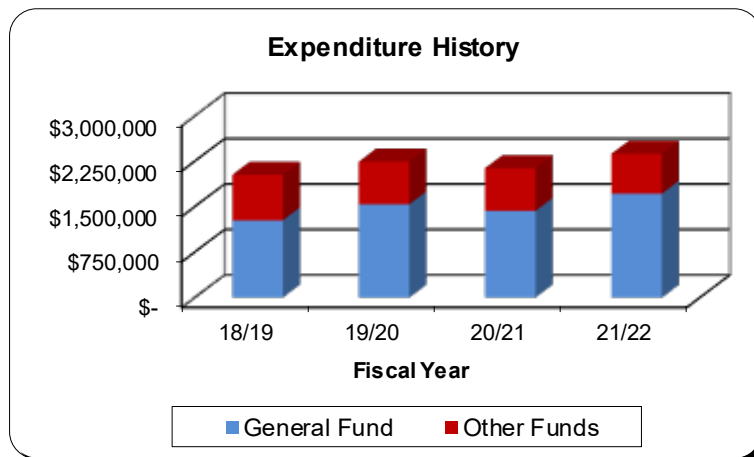
#### Long Term – Greenwood Cemetery

- Preparing for the eventual transition to a historical cemetery.

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of the City Clerk (CLK)					
0001 City Clerk	\$ 971,174	\$ 927,308	\$ 1,027,371	\$ 100,063	10.8%
0002 Records Management	361,207	504,038	501,565	(2,473)	(0.5%)
0005 City Elections	207,117	-	187,500	187,500	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,539,497</b>	<b>\$ 1,431,346</b>	<b>\$ 1,716,436</b>	<b>\$ 285,090</b>	<b>19.9%</b>
<b>GREENWOOD CEMETERY FUND #1150</b>					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 673,452	\$ 678,015	\$ 632,470	\$ (45,545)	(6.7%)
0004 Cemetery Trust Nondepartmental	32,609	29,170	27,182	(1,988)	(6.8%)
<b>TOTAL -- GREENWOOD CEMETERY FUND</b>	<b>\$ 706,061</b>	<b>\$ 707,185</b>	<b>\$ 659,652</b>	<b>\$ (47,533)</b>	<b>(6.7%)</b>
<b>TOTAL -- OFFICE OF CITY CLERK</b>	<b>\$ 2,245,558</b>	<b>\$ 2,138,531</b>	<b>\$ 2,376,088</b>	<b>\$ 237,557</b>	<b>11.1%</b>



## STAFFING SUMMARY

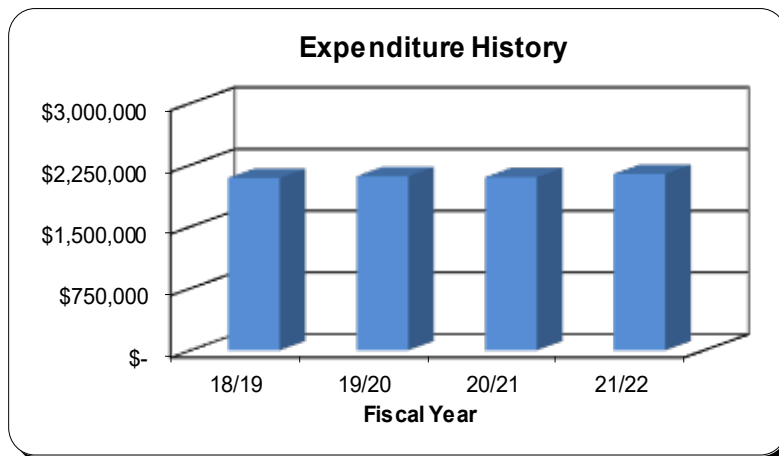
	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Office of the City Clerk (CLK)			
0001 City Clerk	8	9	9
0002 Records Management	4	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>12</b>	<b>14</b>	<b>14</b>
<b>GREENWOOD CEMETERY FUND #1150</b>			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	2	2	2
<b>TOTAL -- GREENWOOD CEMETERY FUND</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>TOTAL -- OFFICE OF CITY CLERK</b>	<b>14</b>	<b>16</b>	<b>16</b>

# EXECUTIVE OFFICES

## Office of City Commissioners

### EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 354,793	\$ 355,631	\$ 360,096	\$ 4,465	1.3%
0002 City Commissioner District 2	340,506	342,248	345,700	3,452	1.0%
0003 City Commissioner District 3	372,061	375,521	379,877	4,356	1.2%
0004 City Commissioner District 4	342,620	355,152	366,532	11,380	3.2%
0005 City Commissioner District 5	353,595	340,092	353,431	13,339	3.9%
0006 City Commissioner District 6	353,244	337,000	340,102	3,102	0.9%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,116,818</b>	<b>\$ 2,105,644</b>	<b>\$ 2,145,738</b>	<b>\$ 40,094</b>	<b>1.9%</b>
<b>TOTAL -- CITY COMMISSIONERS</b>	<b>\$ 2,116,818</b>	<b>\$ 2,105,644</b>	<b>\$ 2,145,738</b>	<b>\$ 40,094</b>	<b>1.9%</b>



### STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
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
<b>TOTAL -- COMMISSIONERS</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>TOTAL -- CITY COMMISSIONERS</b>	<b>12</b>	<b>12</b>	<b>12</b>

## EXECUTIVE OFFICES

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### 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.

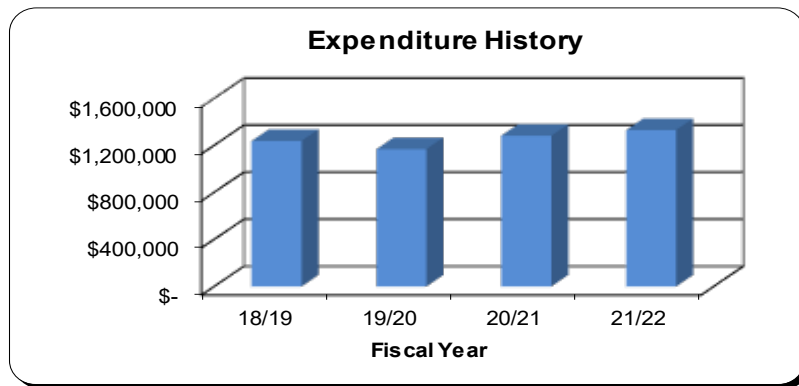
The Office of Future Ready (under the CAO's office) is responsible for developing a future-ready roadmap. This roadmap will serve as a guide to ensure we continue to advance and embrace new opportunities to help address community challenges and ensure our city remains one of the best places in America to live, work and raise a family.

- Hotspot and tablet checkout program at several neighborhood centers
- Alternative transportation rewards program
- Food recovery program at several neighborhood centers
- Implement "tables of connection" to provide internet connectivity, back-up power and public art in several parks
- Convert several neighborhood centers in resilience hubs

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,131,291	\$ 1,241,491	\$ 1,289,662	\$ 48,171	3.9%
0002 Workplace Giving	36,386	40,000	40,000	-	0.0%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,167,677</b>	<b>\$ 1,281,491</b>	<b>\$ 1,329,662</b>	<b>\$ 48,171</b>	<b>3.8%</b>
<b>TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER</b>	<b>\$ 1,167,677</b>	<b>\$ 1,281,491</b>	<b>\$ 1,329,662</b>	<b>\$ 48,171</b>	<b>3.8%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	5	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER</b>	<b>5</b>	<b>5</b>	<b>5</b>

# EXECUTIVE OFFICES

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## Minority/Women Business Enterprise

### Mission

The MBE Division's mission 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.

### Overview of Services

Administers the requirements of City Code Chapter 57 Articles II and III. These articles 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

- Achieved \$12M payments to M/WBE subcontractors and \$9M to M/WBE prime contractors, these combined payments total \$21M, MBE payments were 79% and WBE payments were 21%.
- Conducted 12 Certification Training Workshops for potential MWBE certified firms.
- Conducted 3 Women Business Owners Workshops, How to Do Business with the City.
- Afforded the opportunities for 561 City certified M/WBE firms to participate in City projects.
- Maintained quarterly and annual Executive M/WBE compliance and certification reports.
- Final phase-out of BLUEPRINT 2.0 Training Program which provided \$200,000 of educational stipends to over 250 City residents enrolled in approved career training programs.
- Final phase-out of COVID-19 CARES Act Grant which provided career training and educational stipends to 40 Orange County residents. Total grant award was \$225,000 of which \$150,000 was budgeted for tuition and stipend payments.

### Future Goals & Objectives

#### Short Term

- 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
    - receive health care or 20% premium pay instead of
- Attending related construction contract/project meetings as appropriate to ensure adherence to and support of the City's MWBE 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 MWBE program to enhance sustainability of City certified MWBE firms.

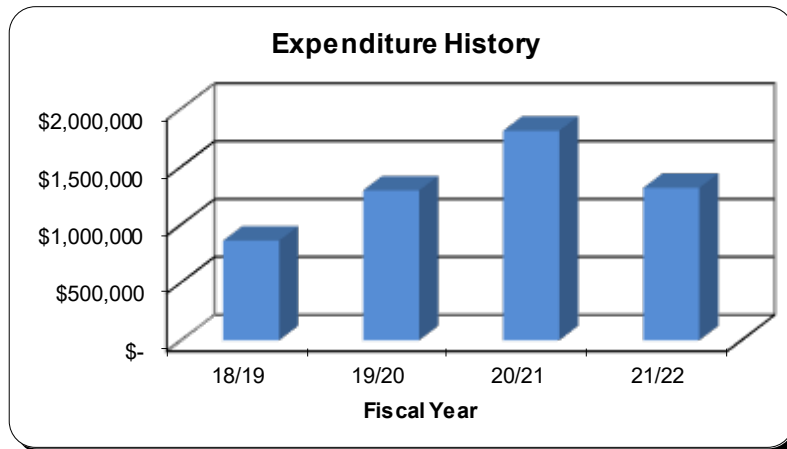
#### Long Term

- 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.
- Advocates 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$1,002,251	\$1,610,867	\$1,183,977	\$ (426,890)	(26.5%)
0002 Community Employment	292,079	200,000	133,717	(66,283)	(33.1%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$1,294,329</b>	<b>\$1,810,867</b>	<b>\$1,317,694</b>	<b>\$ (493,173)</b>	<b>(27.2%)</b>
<b>TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE</b>	<b>\$1,294,329</b>	<b>\$1,810,867</b>	<b>\$1,317,694</b>	<b>\$ (493,173)</b>	<b>(27.2%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Minority / Women Business Enterprises (MBE)			
0001 MWBE	9	9	9
0002 Community Employment	-	1	1
<b>TOTAL -- GENERAL FUND</b>	<b>9</b>	<b>10</b>	<b>10</b>
<b>TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE</b>	<b>9</b>	<b>10</b>	<b>10</b>

# EXECUTIVE OFFICES

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## 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), one 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

- Developed Resolution and policy guaranteeing fair treatment of all in the City of Orlando.
- Completed updates to the elections code.
- Assisted with legal requirements to the American Rescue Plan and CARES Act of 2020

### Future Outlook

#### Short Term

- Redistricting based on the 2020 Census
- Finalize agreements for Lake Lorna Doone Park improvements.

#### 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

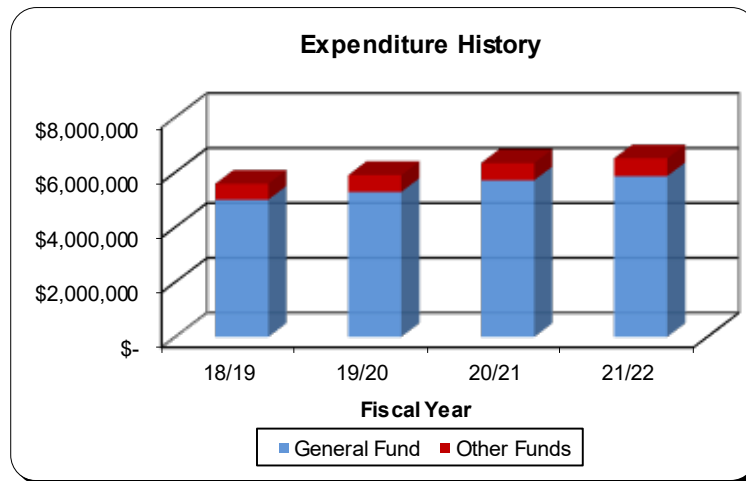
- Facilitate development of under I Park.
- Continue streamlining and modernizing the City's code of ordinances and internal policies and procedures.



# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,611,909	\$ 4,885,925	\$ 5,027,231	\$ 141,306	2.9%
0002 Audit Services and Management Support	669,672	818,974	832,618	13,644	1.7%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 5,281,581</b>	<b>\$ 5,704,899</b>	<b>\$ 5,859,849</b>	<b>\$ 154,950</b>	<b>2.7%</b>
<b>RISK MANAGEMENT FUND #5015</b>					
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	\$ 614,731	\$ 632,067	\$ 647,439	\$ 15,372	2.4%
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 614,731</b>	<b>\$ 632,067</b>	<b>\$ 647,439</b>	<b>\$ 15,372</b>	<b>2.4%</b>
<b>TOTAL -- CITY ATTORNEYS OFFICE</b>	<b>\$ 5,896,311</b>	<b>\$ 6,336,966</b>	<b>\$ 6,507,288</b>	<b>\$ 170,322</b>	<b>2.7%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
City Attorney's Office (LEG)			
0001 City Attorney	30	30	30
0002 Audit Services and Management Support	5	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>RISK MANAGEMENT FUND #5015</b>			
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	5	5	5
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>TOTAL -- CITY ATTORNEYS OFFICE</b>	<b>40</b>	<b>40</b>	<b>40</b>

# EXECUTIVE OFFICES

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## 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

Launched in 2007, 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 wellbeing 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. In 2018, Mayor Buddy Dyer assembled the city's first Office of Sustainability & Resilience to implement the Green Works Orlando initiative by coordinating with city departments, public agencies, and community stakeholders to ensure the effectiveness of immediate and long-term sustainability and resiliency planning efforts.

A new addition, our mission has 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. The City must be prepared for disturbances such as hurricanes, possible fuel shortages, drought, extreme rain events, electricity outages, terrorist attacks, urban heat island effect, as well as pandemics.

### Major Accomplishments: 2007 - 2021

- 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.
- Supported the growth of six farmers markets and more than 700 community garden plots across neighborhoods.
- Piloted urban garden programs on public land and homeowner yards through Fleet Farming program.
- 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.
- Implemented single-stream and weekly collection schedule for residential recycling.
- Distributed more than 8,000+ backyard composters to city residents.
- Commercial Food Waste Collection service, diverting nearly 6 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.
- Develop Sustainable Procurement Policy, including policy to eliminate single-use products
- Launched the Green Works Academy employee training program
- Implemented mandatory commercial and multifamily recycling policy
- Awarded the "Community Wildlife Habitat certification" by the National Wildlife Federation (NWF)
- Certified as a "LEED Gold City" by the US Green Building Council (Jan 2020)
- Passed the EV Readiness Code for new construction and substantial enlargements
- Implemented LEED Silver P&P into City policy and developed 'Green Building Incentive Program' for new private construction
- Launch the "Orlando Tiny Green Home" exhibit at Orlando Science Center
- Expand 100+ additional publicly-available EV charging stations on City property and rights-of-way
- Launched the Green Events Guide and consulting services for public and private events
- Recognized by US Department of Energy Better Building Challenge as goal achiever saving 23.4% across all City bldgs.

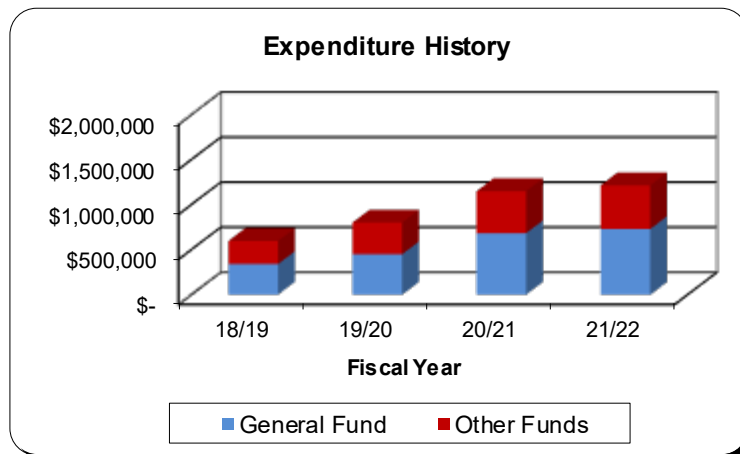
### Future Goals and Objectives: 2021-2022

- Develop Orlando Climate Adaptation / Resiliency Plan
- Install at least 1 MW of new solar power on 10 City facilities and procure up to 20 MW from the OUC / Duke Energy solar farm
- Launch a new youth empowerment and green job shadowing program with FPR entitled "Sustainable Adventures Program"

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Office of Sustainability (SUS)					
0001 Office of Sustainability	\$ 448,743	\$ 683,437	\$ 729,218	\$ 45,781	6.7%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 448,743</b>	<b>\$ 683,437</b>	<b>\$ 729,218</b>	<b>\$ 45,781</b>	<b>6.7%</b>
<b>SOLID WASTE FUND #4150</b>					
Office of Sustainability (SUS)					
0002 Solid Waste Sustainability Support	\$ 352,594	\$ 466,783	\$ 485,299	\$ 18,516	4.0%
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 352,594</b>	<b>\$ 466,783</b>	<b>\$ 485,299</b>	<b>\$ 18,516</b>	<b>4.0%</b>
<b>TOTAL -- OFFICE OF SUSTAINABILITY</b>	<b>\$ 801,337</b>	<b>\$ 1,150,220</b>	<b>\$ 1,214,517</b>	<b>\$ 64,297</b>	<b>5.6%</b>



## STAFFING SUMMARY

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Office of Sustainability (SUS)			
0001 Office of Sustainability	3	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>3</b>	<b>4</b>	<b>4</b>
<b>SOLID WASTE FUND #4150</b>			
Office of Sustainability (SUS)			
0002 Solid Waste Sustainability Support	2	3	3
<b>TOTAL -- SOLID WASTE FUND</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>TOTAL -- OFFICE OF SUSTAINABILITY</b>	<b>5</b>	<b>7</b>	<b>7</b>

## EXECUTIVE OFFICES

### Executive Offices Operational Performance

#### Balanced Scorecard Report

##### Customer

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Minority/Women Business Enterprise Division	Number of M/WBE community outreach events	14	16	14
Office of Communications and Neighborhood Relations	Number of neighborhood leaders and volunteers trained in managing an effective neighborhood organization and utilizing City services by the Neighborhood Relations team.	402	276	300
Office of Communications and Neighborhood Relations	Number of resident-focused association and community meetings attended by staff annually.	120	70	100
Office of Community Affairs	Number of community events and special meetings with participation by OCA staff.	295	212	200
Office of Community Affairs	Percentage of available funds awarded to human service and arts organizations.	100%	100%	100%
Office of Community Affairs	Percent of Mayor's Matching Grants (MMG) funding awarded	100%	100%	100%
Office of Community Affairs	Percentage of CIP/Arts awarded funds utilized to complete stated goals and objectives.	90%	100%	90%
Office of Sustainability & Resilience	Percentage of City buildings in compliance with Building Energy & Water Efficiency Strategy (BEWES) policy.	40%	52%	55%

##### Fiscal

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
City Attorney's Office	Annual benefits from revenue audits conducted by the Audit Services function.	\$356,740	\$315,000	\$300,000
Executive Offices	Executive Offices Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-2.2%	-3.6%	+/-5%

# EXECUTIVE OFFICES

## Executive Offices Operational Performance

### Balanced Scorecard Report (continued)

#### Internal Processes

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		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	79%	100%	75%
Office of the City Clerk	Median number of days to close a public records request	7	7	6
Office of Communications and Neighborhood Relations	Average rounds of work product edits per Graphics Team deliverable.	2	2	2

#### Outcome & Mission

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		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	78%	80%	85%
Office of Sustainability & Resilience	Number of City staff trained in Green Works Academy (employee education)	130	162	190

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# CITY OF ORLANDO

BUSINESS AND FINANCIAL SERVICES

## 2020-2021 BY THE NUMBERS:

### FLEET AND FACILITIES



**2,719**  
total assets



**12,097**  
Facilities work requests



**2,198,017**  
gallons of fuel used



**\$4,582,252**  
total fuel cost

### FINANCE



**\$65,511,623**  
in grant funding awarded  
to the City



**13.3%**

more grant applications  
submitted by the City  
from previous year

**42** consecutive  
years

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



**42,247**  
procurement card transactions



**84,799**  
Accounts payable invoices processed

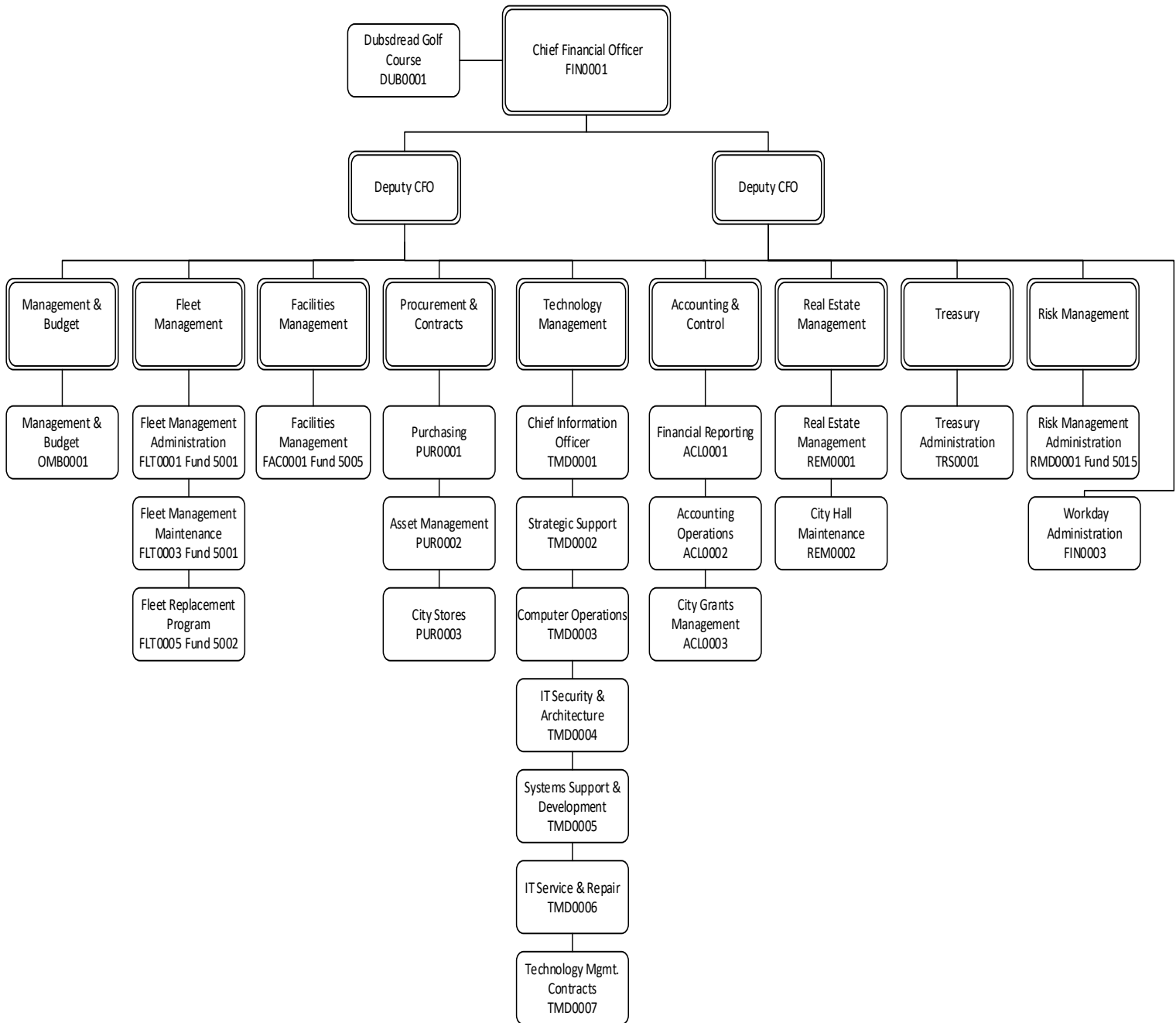


**37,388**  
payments processed through  
City cashier's system totaling  
**\$69,719,452**

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# 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.

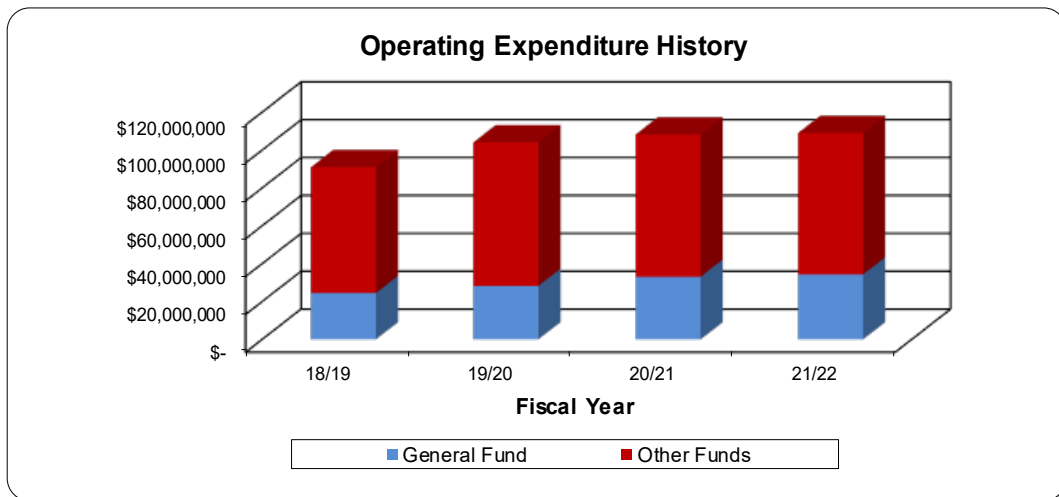
# BUSINESS AND FINANCIAL SERVICES

## DEPARTMENT EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 829,520	\$ 1,068,175	\$ 1,065,108	\$ (3,067)	(0.3%)
0002 Nondepartmental - CFO	709,493	998,280	998,280	-	0.0%
0003 Workday Administration	329,634	583,172	573,480	(9,692)	(1.7%)
Accounting and Control Division (ACL)					
0001 Financial Reporting	993,684	1,189,155	1,181,832	(7,323)	(0.6%)
0002 Accounting Operations	1,448,523	1,794,760	1,718,876	(75,884)	(4.2%)
0003 City Grants Management	205,113	238,192	313,067	74,875	31.4%
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	21,998	6,283	6,428	145	2.3%
Management and Budget Division (OMB)					
0001 Management and Budget	602,289	715,369	778,344	62,975	8.8%
Procurement and Contracts Division (PUR)					
0001 Purchasing	1,492,898	1,660,384	1,720,407	60,023	3.6%
0002 Asset Management	291,841	307,145	303,706	(3,439)	(1.1%)
0003 City Stores	362,153	333,946	348,374	14,428	4.3%
0004 Purchasing Auctions	63	36,500	29,500	(7,000)	(19.2%)
Real Estate Management Division (REM)					
0001 Real Estate Management	684,449	731,813	731,448	(365)	(0.0%)
0002 City Hall Maintenance	2,592,277	2,719,396	2,608,355	(111,041)	(4.1%)
Information Technology Division (TMD)					
0001 Chief Information Officer	995,790	1,194,708	1,146,811	(47,897)	(4.0%)
0002 Strategic Support	2,246,799	2,641,813	2,568,867	(72,946)	(2.8%)
0003 Computer Operations	3,053,924	3,056,030	3,024,849	(31,181)	(1.0%)
0004 IT Security and Architecture	1,745,150	1,845,213	2,014,824	169,611	9.2%
0005 Systems Support and Development	2,292,718	2,781,853	2,529,951	(251,902)	(9.1%)
0006 IT Service and Repair	57,623	40,100	40,100	-	0.0%
0007 Information Technology Contracts	6,800,746	8,271,141	9,903,576	1,632,435	19.7%
Treasury Division (TRS)					
0001 Treasury Administration	445,638	843,065	643,130	(199,935)	(23.7%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 28,202,321</b>	<b>\$33,056,493</b>	<b>\$ 34,249,313</b>	<b>\$ 1,192,820</b>	<b>3.6%</b>
<b>CITY STORES INVENTORY FUND #0006</b>					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,857,217	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- CITY STORES INVENTORY FUND</b>	<b>\$ 1,857,217</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DUBSDREAD GOLF COURSE FUND #0015</b>					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 2,509,987	\$ 2,377,704	\$ 2,591,933	\$ 214,229	9.0%
<b>TOTAL -- DUBSDREAD GOLF COURSE FUND</b>	<b>\$ 2,509,987</b>	<b>\$ 2,377,704</b>	<b>\$ 2,591,933</b>	<b>\$ 214,229</b>	<b>9.0%</b>

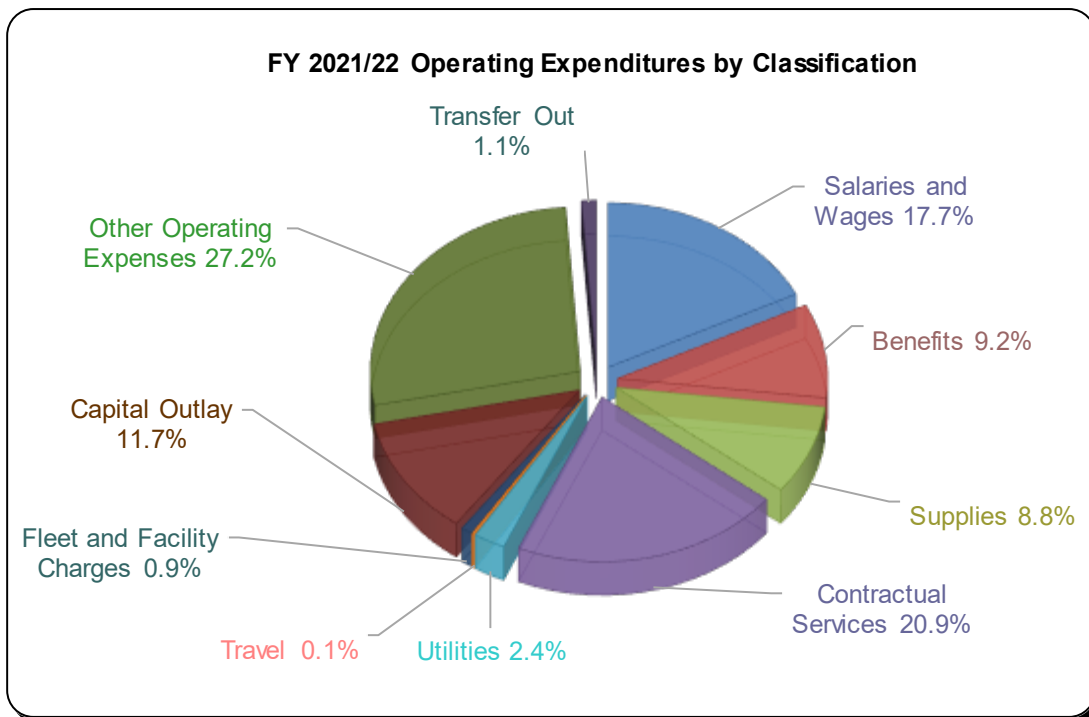
## BUSINESS AND FINANCIAL SERVICES

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b><u>FLEET MANAGEMENT FUND #5001</u></b>					
Fleet Management Division (FLT)					
0001 Fleet Management Administration	\$ 3,018,942	\$ 2,872,137	\$ 1,486,629	(\$1,385,508)	(48.2%)
0003 Fleet Management Maintenance	20,606,799	16,322,388	9,983,478	(6,338,910)	(38.8%)
0004 Fleet Parts	490,582	544,974	528,027	(16,947)	(3.1%)
0007 Fleet Maintenance - Insurance	-	-	1,252,000	1,252,000	N/A
0008 Fleet Maintenance - Fuel	-	-	5,170,225	5,170,225	N/A
0009 Fleet Maintenance - Car Wash	-	-	930,462	930,462	N/A
<b>TOTAL -- FLEET MANAGEMENT FUND</b>	<b>\$ 24,116,323</b>	<b>\$ 19,739,499</b>	<b>\$ 19,350,821</b>	<b>\$ (388,678)</b>	<b>(2.0%)</b>
<b><u>FLEET REPLACEMENT FUND #5002</u></b>					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 14,927,257	\$ 21,336,588	\$ 21,921,297	\$ 584,709	2.7%
<b>TOTAL -- FLEET REPLACEMENT FUND</b>	<b>\$ 14,927,257</b>	<b>\$ 21,336,588</b>	<b>\$ 21,921,297</b>	<b>\$ 584,709</b>	<b>2.7%</b>
<b><u>FACILITIES MANAGEMENT FUND #5005</u></b>					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 19,672,045	\$ 15,606,783	\$ 15,713,000	\$ 106,217	0.7%
<b>TOTAL -- FACILITIES MANAGEMENT FUND</b>	<b>\$ 19,672,045</b>	<b>\$ 15,606,783</b>	<b>\$ 15,713,000</b>	<b>\$ 106,217</b>	<b>0.7%</b>
<b><u>REVOLVING AND RENEWABLE ENERGY FUND #3005</u></b>					
Facilities Management Division (FAC)					
0002_C Revolving and Renewable Energy	\$ 143	\$ -	\$ -	\$ -	N/A
0003_C Renewable Energy	148	-	-	-	N/A
<b>TOTAL -- REVOLVING AND RENEWABLE ENERGY FUND</b>	<b>\$ 291</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b><u>RISK MANAGEMENT FUND #5015</u></b>					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 837,570	\$ 834,560	\$ 850,508	\$ 15,948	1.9%
0002 Risk Management Financial	11,860,670	15,264,741	14,267,794	(996,947)	(6.5%)
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 12,698,240</b>	<b>\$ 16,099,301</b>	<b>\$ 15,118,302</b>	<b>\$ (980,999)</b>	<b>(6.1%)</b>
<b><u>OTHER FUNDS</u></b>					
All Cost Centers	\$ (255)	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING</b>	<b>\$ 103,983,427</b>	<b>\$ 108,216,368</b>	<b>\$ 108,944,666</b>	<b>\$ 728,298</b>	<b>0.7%</b>



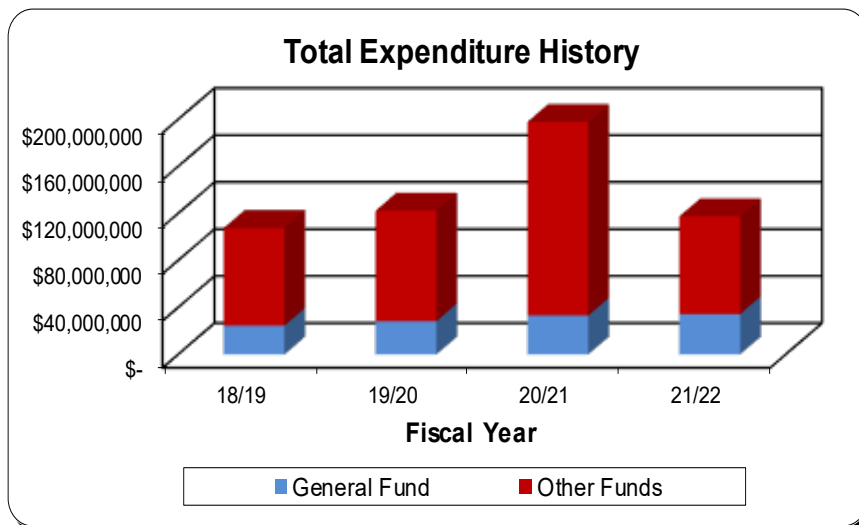
## BUSINESS AND FINANCIAL SERVICES

Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 16,358,833	\$ 18,626,303	\$ 19,144,180	\$ 517,877	2.8%
Benefits	9,229,904	10,174,398	10,065,743	(108,655)	(1.1%)
Supplies	11,375,276	9,862,056	9,591,730	(270,326)	(2.7%)
Contractual Services	19,990,498	21,146,626	22,722,129	1,575,503	7.5%
Utilities	2,604,983	2,605,858	2,651,631	45,773	1.8%
Travel	19,577	197,822	163,049	(34,773)	(17.6%)
Fleet and Facility Charges	1,920,586	969,119	958,242	(10,877)	(1.1%)
Capital Outlay	22,856,321	22,154,923	12,776,495	(9,378,428)	(42.3%)
Other Operating Expenses	15,226,678	20,957,294	29,646,467	8,689,173	41.5%
Transfer Out	4,400,771	1,521,969	1,225,000	(296,969)	(19.5%)
<b>TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING</b>	<b>\$ 103,983,427</b>	<b>\$ 108,216,368</b>	<b>\$ 108,944,666</b>	<b>\$ 728,298</b>	<b>0.7%</b>



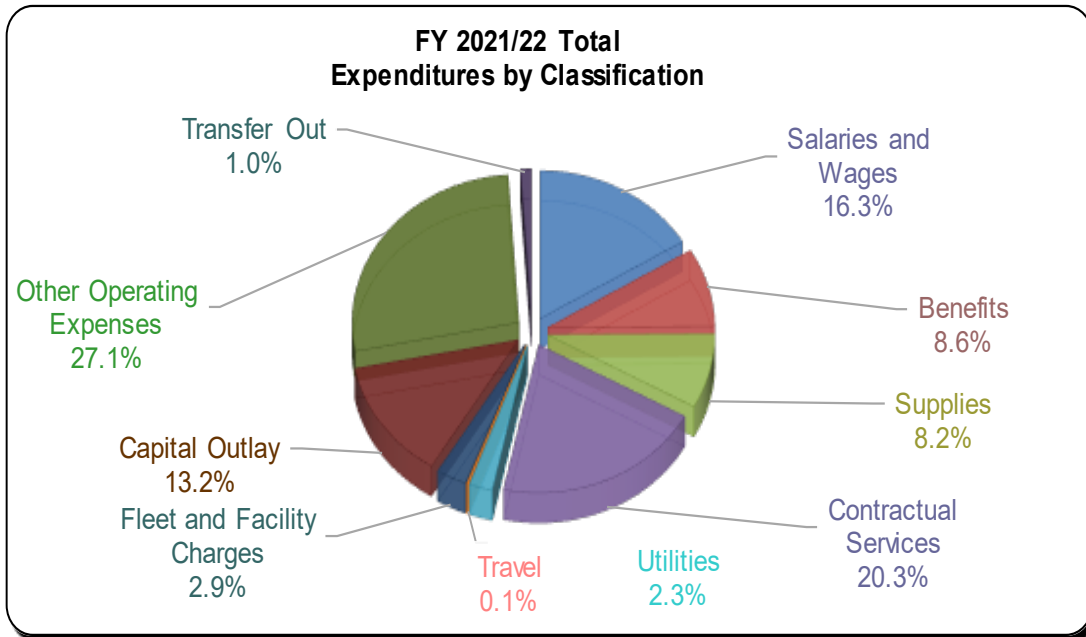
## BUSINESS AND FINANCIAL SERVICES

	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b><u>CAPITAL IMPROVEMENTS FUND #3001</u></b>					
Projects	\$ 12,800,326	\$ 29,953,051	\$ 4,180,000	\$ (25,773,051)	(86.0%)
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ 12,800,326</b>	<b>\$ 29,953,051</b>	<b>\$ 4,180,000</b>	<b>\$ (25,773,051)</b>	<b>(86.0%)</b>
<b><u>REAL ESTATE ACQUISITION FUND #3006</u></b>					
Real Estate Management Division (REM)					
Projects	\$ 3,864,069	\$ 44,839,489	\$ 1,000,000	\$ (43,839,489)	(97.8%)
<b>TOTAL -- REAL ESTATE ACQUISITION FUND</b>	<b>\$ 3,864,069</b>	<b>\$ 44,839,489</b>	<b>\$ 1,000,000</b>	<b>\$ (43,839,489)</b>	<b>(97.8%)</b>
<b><u>PUBLIC SAFETY CONSTRUCTION 2016C</u></b>					
<b><u>BOND FUND #3033</u></b>					
Projects	\$ 885,016	\$ 3,533,150	\$ -	\$ (3,533,150)	(100.0%)
<b>TOTAL -- PUBLIC SAFETY CONSTRUCTION 2016C BOND FUND</b>	<b>\$ 885,016</b>	<b>\$ 3,533,150</b>	<b>\$ -</b>	<b>\$ (3,533,150)</b>	<b>(100.0%)</b>
<b><u>DESIGNATED REVENUE FUND #0005</u></b>					
Projects	\$ 350,452	\$ 5,172,353	\$ 3,062,013	\$ (2,110,340)	(40.8%)
<b>TOTAL -- DESIGNATED REVENUE FUND</b>	<b>\$ 350,452</b>	<b>\$ 5,172,353</b>	<b>\$ 3,062,013</b>	<b>\$ (2,110,340)</b>	<b>(40.8%)</b>
<b><u>OTHER FUNDS</u></b>					
Projects and Grants Other Funds	\$ 460,973	\$ 6,085,788	\$ 255,000	\$ (5,830,788)	(95.8%)
<b>TOTAL -- PROJECTS AND GRANTS</b>	<b>\$ 18,360,837</b>	<b>\$ 89,583,831</b>	<b>\$ 8,497,013</b>	<b>\$ (81,086,818)</b>	<b>(90.5%)</b>
<b>TOTAL -- BUSINESS AND FINANCIAL SERVICES</b>	<b>\$ 122,344,263</b>	<b>\$ 197,800,199</b>	<b>\$ 117,441,679</b>	<b>\$ (80,358,520)</b>	<b>(40.6%)</b>



## BUSINESS AND FINANCIAL SERVICES

Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 16,358,833	\$ 18,626,303	\$ 19,144,180	\$ 517,877	2.8%
Benefits	9,229,904	10,174,398	10,065,743	(108,655)	(1.1%)
Supplies	13,783,855	12,539,958	9,591,730	(2,948,228)	(23.5%)
Contractual Services	21,900,158	33,686,232	23,896,642	(9,789,590)	(29.1%)
Utilities	2,604,983	2,706,176	2,651,631	(54,545)	(2.0%)
Travel	19,640	288,894	163,049	(125,845)	(43.6%)
Fleet and Facility Charges	6,950,956	11,519,338	3,458,242	(8,061,096)	(70.0%)
Capital Outlay	27,970,976	82,778,771	15,456,495	(67,322,276)	(81.3%)
Other Operating Expenses	19,014,189	23,455,865	31,788,967	8,333,102	35.5%
Transfer Out	4,510,771	2,024,264	1,225,000	(799,264)	(39.5%)
<b>TOTAL -- BUSINESS AND FINANCIAL SERVICES</b>	<b>\$ 122,344,263</b>	<b>\$ 197,800,199</b>	<b>\$ 117,441,679</b>	<b>\$ (80,358,520)</b>	<b>(40.6%)</b>



# BUSINESS AND FINANCIAL SERVICES

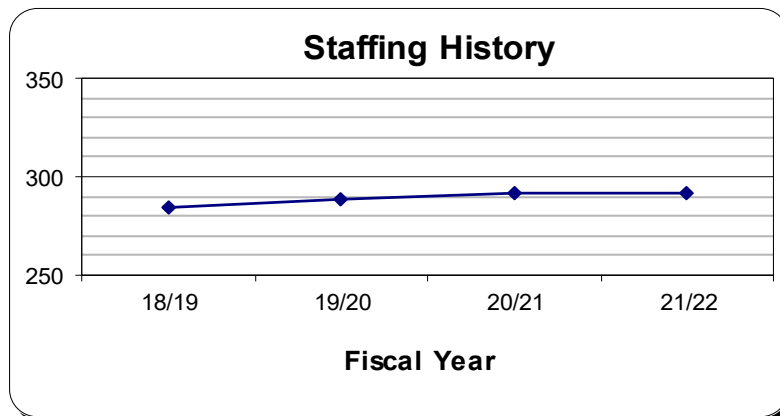
## DEPARTMENT STAFFING SUMMARY

Fund	2019/20	2020/21	2021/22
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
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	17	19	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	17	17
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	25	25	25
0003 Computer Operations	24	24	24
0004 IT Security and Architecture	15	16	16
0005 Systems Support and Development	26	25	25
Treasury Division (TRS)			
0001 Treasury Administration	3	4	4
TOTAL -- GENERAL FUND	174	178	178
<u>FACILITIES MANAGEMENT FUND #5005</u>			
Facilities Management Division (FAC)			
0001 Facilities Management	52	52	51
TOTAL -- FACILITIES MANAGEMENT FUND	52	52	51
<u>FLEET MANAGEMENT FUND #5001</u>			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	6	8	7
0003 Fleet Management Maintenance	38	38	37
0004 Fleet Parts	7	7	7
0008 Fleet Management - Fuel	-		1
TOTAL -- FLEET MANAGEMENT FUND	51	53	52

# BUSINESS AND FINANCIAL SERVICES

## DEPARTMENT STAFFING SUMMARY (continued)

Fund	2019/20	2020/21	2021/22
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<b><u>FLEET MANAGEMENT FUND #5002</u></b>			
Fleet Management Division (FLT)			
0005_C Fleet Replacement Program	-	-	2
<b>TOTAL -- FLEET REPLACEMENT FUND</b>	<b>-</b>	<b>-</b>	<b>2</b>
<b><u>RISK MANAGEMENT FUND #5015</u></b>			
Risk Management Division (RMD)			
0001 Risk Management Administration	10	8	8
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>10</b>	<b>8</b>	<b>8</b>
<b><u>PENSION PARTICIPANT SERVICES FUND #0018</u></b>			
Treasury Division (PEN)			
0009 Pension Participant Services	1	-	-
<b>TOTAL -- PENSION PARTICIPANT SERVICES FUND</b>	<b>1</b>	<b>-</b>	<b>-</b>
<b><u>FIRE PENSION FUND #6501</u></b>			
Treasury Division (PEN)			
0010 Pension Management Support	1	1	1
<b>TOTAL -- FIRE PENSION FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- BUSINESS AND FINANCIAL SERVICES</b>	<b>289</b>	<b>292</b>	<b>292</b>





# BUSINESS AND FINANCIAL SERVICES

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## 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 system to ensure that City leadership is provided with the most accurate and relevant information for decision making. Workday is a cloud-based software system used by the City for human capital management (HCM), enterprise resource management (ERP), and financial management applications (FMA).
- 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.
- Support Housing and Community Development and the Accounting Operations and Control Division in the disbursement of Emergency Rental Assistance funds.

#### 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.
- Work with Human Resources and City Departments on the implementation of the Workday Applicant Tracking system.
- Support the Accounting Operations and Control Division and other City Departments to plan, track, and monitor the expenditure of American Rescue Plan Act funds.
- Support the Accounting Operations and Control Division and other City Departments to identify, apply for, and spend funds available through the Infrastructure Investment and Jobs Act.

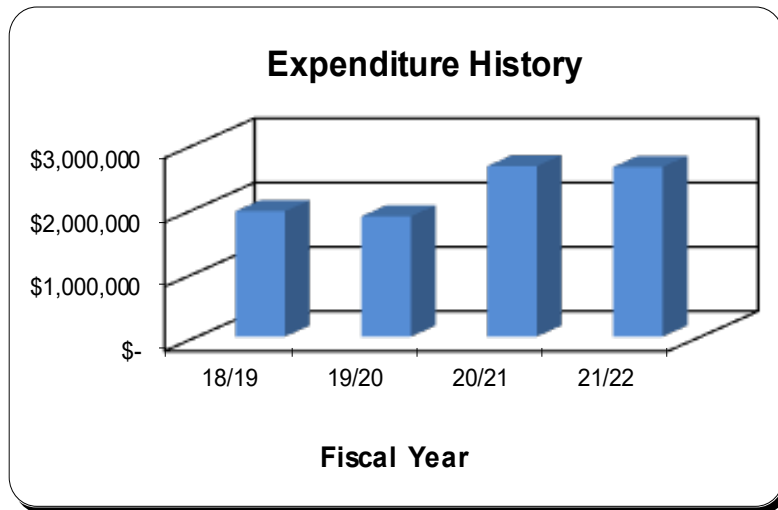
#### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 829,520	\$ 1,068,175	\$ 1,065,108	\$ (3,067)	(0.3%)
0002 Nondepartmental - CFO	709,493	998,280	998,280	-	0.0%
0003 Workday Administration	329,634	583,172	573,480	\$ (9,692)	(1.7%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,868,648</b>	<b>\$ 2,649,627</b>	<b>\$ 2,636,868</b>	<b>\$ (12,759)</b>	<b>(0.5%)</b>
<b>TOTAL - CHIEF FINANCIAL OFFICER</b>	<b>\$ 1,868,648</b>	<b>\$ 2,649,627</b>	<b>\$ 2,636,868</b>	<b>\$ (12,759)</b>	<b>(0.5%)</b>



### STAFFING HISTORY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	5	5	5
0003 Workday Administration	4	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>TOTAL - CHIEF FINANCIAL OFFICER</b>	<b>9</b>	<b>9</b>	<b>9</b>

# BUSINESS AND FINANCIAL SERVICES

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## 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, 2019 Annual Comprehensive Financial Report (ACFR) our 42nd 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.
- Centralized payroll bringing payroll processing for Police and Fire under one division.
- Complied with the new State of Florida requirement and issued CRA standalone financial statements.
- Coordinated the reimbursement of almost \$6.0 million of COVID-19 related expenses from Orange County through the CARES Act.
- 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

- 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
- Transition from Bank America to J.P. Morgan Chase Purchasing Card and Virtual Card Programs.
- Implement the new GASB 87 – Lease standard.
- Automate the bank reconciliation process through Workday.
- 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.

#### 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.
- Automate the Accounts Payable settlement run process.
- Create a Commitment Accounting for Spend Authorizations and Expense Reports; and
- Update and revise the Accounts Receivable Policy and
- Update the Accounts Payable Policy.

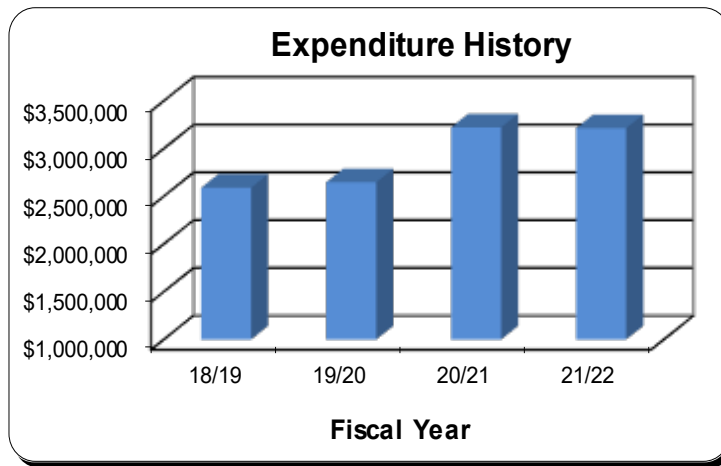
#### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Accounting and Control Division (ACL)					
0001 Financial Reporting	\$ 993,684	\$ 1,189,155	\$ 1,181,832	\$ (7,323)	(0.6%)
0002 Accounting Operations	1,448,523	1,794,760	1,718,876	(75,884)	(4.2%)
0003 City Grants Management	205,113	238,192	313,067	74,875	31.4%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,647,320</b>	<b>\$ 3,222,107</b>	<b>\$ 3,213,775</b>	<b>\$ (8,332)</b>	<b>(0.3%)</b>
<b>TOTAL - ACCOUNTING AND CONTROL DIVISION</b>	<b>\$ 2,647,320</b>	<b>\$ 3,222,107</b>	<b>\$ 3,213,775</b>	<b>\$ (8,332)</b>	<b>(0.3%)</b>



### STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Accounting and Control Division (ACL)			
0001 Financial Reporting	10	10	10
0002 Accounting Operations	17	19	19
0003 City Grants Management	2	2	2
<b>TOTAL -- GENERAL FUND</b>	<b>29</b>	<b>31</b>	<b>31</b>
<b>TOTAL - ACCOUNTING AND CONTROL DIVISION</b>	<b>29</b>	<b>31</b>	<b>31</b>

# BUSINESS AND FINANCIAL SERVICES

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## Facilities Management Division

### 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. (100% complete)
- City Hall renovations. (100% complete)
- Major energy efficiency project to upgrade HVAC/Lighting/Controls in 55 facilities. (100% complete)
- Solar installation:
  - 7 buildings up and running
  - 9 more in design/construction
- 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. (100% Completed & Phase 2 in planning/design)

### 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.
- Investigate and conserve potable water use in City facilities to reduce the supply chain burden of LOX.
- Expand off-grid functionality of public-facing City Facilities through Resiliency Hub grant (\$2.85M) Six sites currently funded.

#### Medium Term

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

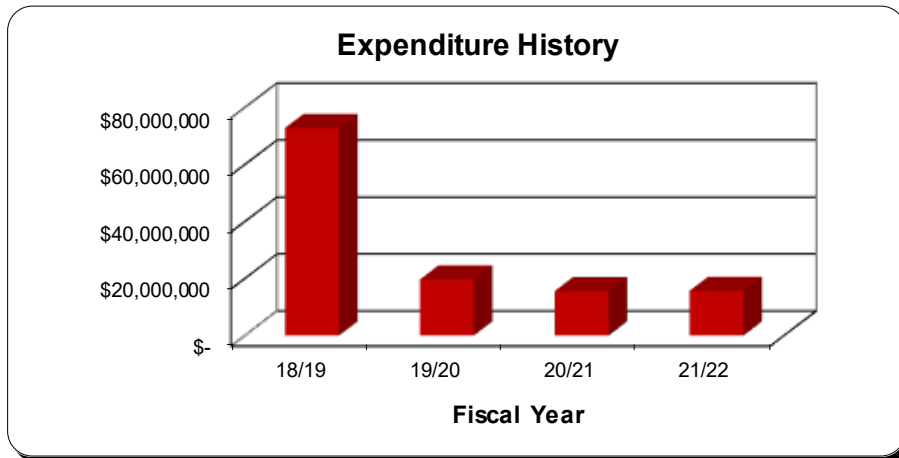
#### Long Term

- 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 blueprints and operations and maintenance manuals.
- Expand Fleet solar array to create net zero Fleet and Facilities compound.
- Continue expansion of solar energy generation to meet 100% of Facilities energy requirement with renewables by 2030 (currently 12% Renewable including community solar subscription)

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>FACILITIES MANAGEMENT FUND #5005</b>					
Facilities Management Division (FAC)					
0001 Facilities Management	\$19,672,045	\$15,606,783	\$ 15,713,000	\$ 106,217	0.7%
<b>TOTAL -- FACILITIES MANAGEMENT FUND</b>	<b>\$19,672,045</b>	<b>\$15,606,783</b>	<b>\$ 15,713,000</b>	<b>\$ 106,217</b>	<b>0.7%</b>
<b>REVOLVING AND RENEWABLE ENERGY FUND #3005</b>					
Facilities Management Division (FAC)					
0002_C Revolving and Renewable Energy	\$ 143	\$ -	\$ -	-	N/A
0003_C Renewable Energy	148	-	-	-	N/A
	\$ 291	\$ -	\$ -	-	N/A
<b>TOTAL -- FACILITIES MANAGEMENT DIVISION</b>	<b>\$19,672,336</b>	<b>\$15,606,783</b>	<b>\$ 15,713,000</b>	<b>\$ 106,217</b>	<b>0.7%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>FACILITIES MANAGEMENT FUND #5005</b>			
Facilities Management Division (FAC)			
0001 Facilities Management	52	52	51
<b>TOTAL -- FACILITIES MANAGEMENT FUND</b>	<b>52</b>	<b>52</b>	<b>51</b>
<b>TOTAL -- FACILITIES MANAGEMENT DIVISION</b>	<b>52</b>	<b>52</b>	<b>51</b>

## **BUSINESS AND FINANCIAL SERVICES**

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### **Fleet Management Division**

#### **Overview of Services/Programs**

Fleet Management assists the City's various departments in selecting the proper/equipment for specific applications; maintains and repairs approximately 2,800 Fleet assets to achieve their maximum economical service life and lowest lifetime maintenance costs.

#### **Major Accomplishments**

- Certified in-house warranty provider for all major Original Equipment Manufacturers (OEM) such as Ford, General Motors, Chrysler, Autocar, and Sutphen LLC.
- Maximized use of inventory dollars by deleting obsolete inventory or adding suggested parts. Increased productivity and reduced outsourcing are 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.

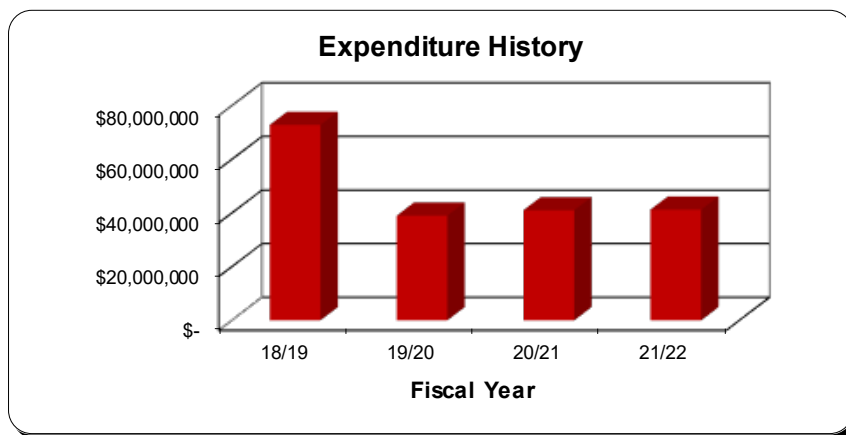
##### **Long Term**

- Fleet Management will continue to look for alternative fuels such as new sources for biofuels, hydrogen fuel cells, hydraulic drives, hybrids, and electric vehicles.

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b><u>FLEET MANAGEMENT FUND #5001</u></b>					
Fleet Management Division (FLT)					
0001 Fleet Management Administration	\$ 3,018,942	\$ 2,872,137	\$ 1,486,629	\$ (1,385,508)	(48.2%)
0003 Fleet Management Maintenance	20,606,799	16,322,388	9,983,478	(6,338,910)	(38.8%)
0004 Fleet Parts	490,582	544,974	528,027	(16,947)	(3.1%)
0007 Fleet Maintenance - Insurance	-	-	1,252,000	1,252,000	N/A
0008 Fleet Maintenance - Fuel	-	-	5,170,225	5,170,225	N/A
0009 Fleet Maintenance - Car Wash	\$ -	\$ -	\$ 930,462	930,462	N/A
<b>TOTAL -- FLEET MANAGEMENT FUND</b>	<b>\$24,116,323</b>	<b>\$19,739,499</b>	<b>\$ 19,350,821</b>	<b>\$ (388,678)</b>	<b>(2.0%)</b>
<b><u>FLEET REPLACEMENT FUND #5002</u></b>					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$14,927,257	\$21,336,588	\$ 21,921,297	\$ 584,709	2.7%
<b>TOTAL -- FLEET REPLACEMENT FUND</b>	<b>\$14,927,257</b>	<b>\$21,336,588</b>	<b>\$ 21,921,297</b>	<b>\$ 584,709</b>	<b>2.7%</b>
<b>TOTAL -- FLEET MANAGEMENT DIVISION</b>	<b>\$39,043,580</b>	<b>\$41,076,087</b>	<b>\$ 41,272,118</b>	<b>\$ 196,031</b>	<b>0.5%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b><u>FLEET MANAGEMENT FUND #5001</u></b>			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	6	8	7
0003 Fleet Management Maintenance	38	38	37
0004 Fleet Parts	7	7	7
0008 Fleet Management - Fuel	-	-	1
<b>TOTAL -- FLEET MANAGEMENT FUND</b>	<b>51</b>	<b>53</b>	<b>52</b>
<b><u>FLEET MANAGEMENT FUND #5002</u></b>			
Fleet Management Division (FLT)			
0005_C Fleet Replacement Program	-	-	2
<b>TOTAL -- FLEET REPLACEMENT FUND</b>	<b>-</b>	<b>-</b>	<b>2</b>
<b>TOTAL -- FLEET MANAGEMENT DIVISION</b>	<b>51</b>	<b>53</b>	<b>54</b>



# BUSINESS AND FINANCIAL SERVICES

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## Management and Budget Division

### Overview of Services/Programs

The Office of Management and Budget 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 18<sup>th</sup> consecutive year and improved our score over the prior year.
- Created a process for Departments to submit potential budget reductions if FY22 revenues necessitated.
- With the re-establishment of a separate Fleet Division, developed an expanded financial structure to improve of analysis of Fleet operations and Fleet rate structure.
- 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.
- Actively partner with the leadership of the new Fleet Division to ensure that management information needs are met, to review rates and to review expenditures within cost centers.

#### 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.

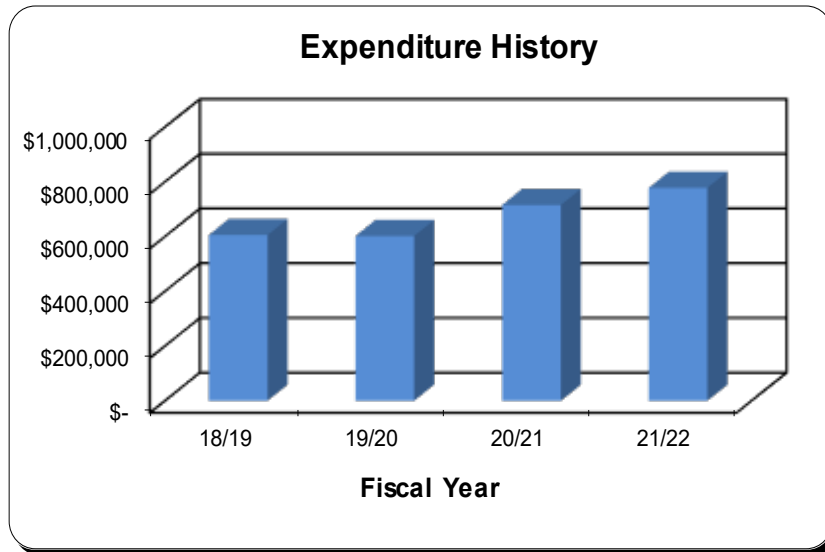
#### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Management and Budget Division (OMB)					
0001 Management and Budget	\$ 602,289	\$ 715,369	\$ 778,344	\$ 62,975	8.8%
TOTAL -- GENERAL FUND	\$ 602,289	\$ 715,369	\$ 778,344	\$ 62,975	8.8%
TOTAL - MANAGEMENT AND BUDGET DIVISION	\$ 602,289	\$ 715,369	\$ 778,344	\$ 62,975	8.8%



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
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

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## Procurement and Contracts Management 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 900 active contracts valued over \$1.4 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 – Further enhanced the process for on-line responses by suppliers. 100% of solicitation responses are submitted through VendorLink resulting 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. An emphasis has been placed on embedding sustainable procurement within solicitations and online buying platforms.
- 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

- Complete transition to a new contract management system platform that will provide 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.

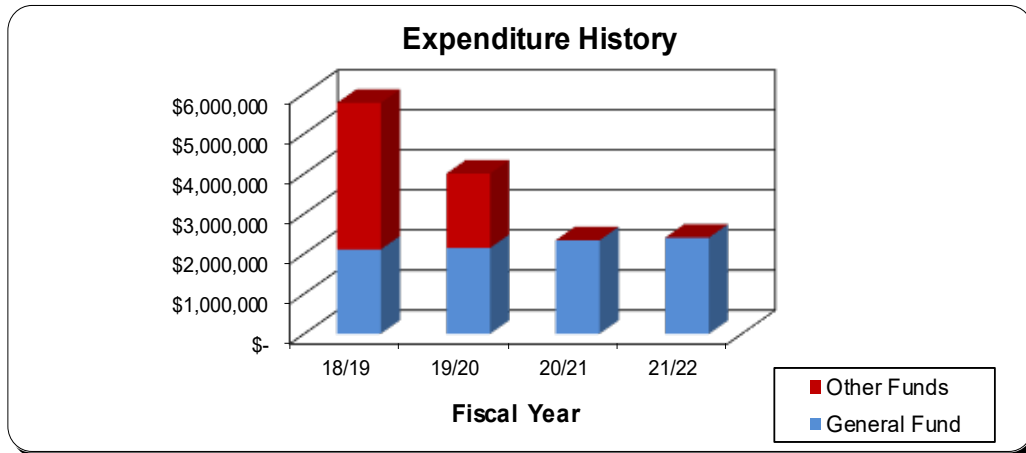
#### Long Term

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

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Procurement and Contracts Division (PUR)					
0001 Purchasing	\$ 1,492,898	\$ 1,660,384	\$ 1,720,407	\$ 60,023	3.6%
0002 Asset Management	291,841	307,145	303,706	(3,439)	(1.1%)
0003 City Stores	362,153	333,946	348,374	14,428	4.3%
0004 Purchasing Auctions	63	36,500	29,500	(7,000)	(19.2%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,146,954</b>	<b>\$ 2,337,975</b>	<b>\$ 2,401,987</b>	<b>\$ 64,012</b>	<b>2.7%</b>
<b>CITY STORES INVENTORY FUND #0006</b>					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,857,217	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- CITY STORES INVENTORY FUND</b>	<b>\$ 1,857,217</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION</b>	<b>\$ 4,004,170</b>	<b>\$ 2,337,975</b>	<b>\$ 2,401,987</b>	<b>\$ 64,012</b>	<b>2.7%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Procurement and Contracts Division (PUR)			
0001 Purchasing	16	17	17
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
<b>TOTAL -- GENERAL FUND</b>	<b>22</b>	<b>23</b>	<b>23</b>
<b>TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION</b>	<b>22</b>	<b>23</b>	<b>23</b>

# BUSINESS AND FINANCIAL SERVICES

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## 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

- Completed acquisition of 1 N Rosalind Ave for Lake Eola expansion; Assisted the CRA with the acquisition of vacant lots for infill development, Assisted Housing Dept with acquisition of vacant lots for infill development and disposition of vacant lot for affordable rental housing development; Assisted Transportation with acquisition of vacant lot for Hicks/Terry Avenue extension; Assisted Public Works with land exchanges and disposition of land at Conserv II; Completed disposition of Peppertree Shores/Peppertree Circle/Blue Sky sites on Mercy Dr; Acquired right of way for Sun Blaze Elem. right turn lane; Completed lease of temporary office space for OPD NW.
- Completed renovation of City Hall wellness center and basement renovations, and 4<sup>th</sup> and 7<sup>th</sup> floor break rooms.
- Assisted with the implementation of COVID-19 policies and procedures for all City facilities.
- Audited TRIM notices for all City owned property; Maintained 99% 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 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 3 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
- Acquire, dispose, exchange land and easements, and/or facilitate various projects including:
  - Court Street Solid Waste trash compactor, Hicks/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 development, Packing District; and fire station sites in the Storey Park, Vista Park and Starwood developments; Grand National Drive Expansion - Phase I and Phase II easement; Sligh & Columbia St. easements around Orlando Health; Dann Property Land fronting Dubsdread Golf Course; Wilshire Bridge Reconstruction Project; Hughes Block acquisition, Land swap for Lift Station 55.
- Complete disposition of Creative Village Lot L – Beacon at Creative Village 190-unit mixed income affordable housing project; Complete City-Wide Vending RFP; Secure new lease space for OPD I-Drive Substation; Secure lease space for new Blueprint Office; Secure various communications facility leases and equipment modification approvals; Relocate Clean Team in Parramore; Complete renovation of historic Maxey Crooms House at 638 W Anderson St; Facilitate Spellman remediation by acquiring access agreements with various property owners in the impacted area; Coordinate with Piedmont (CNL) to redesign interior of pedestrian bridge with added color and graphics – as a City placemaking initiative.

#### 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.
- Identify a process by which the City can utilize a communications industry consultant to assist with management and income optimization of cell towers and other communications facilities on City-owned property.
- Replace freight elevator at the City Hall dock in coordination with Owens, Piedmont (CNL) and the Parking Division.

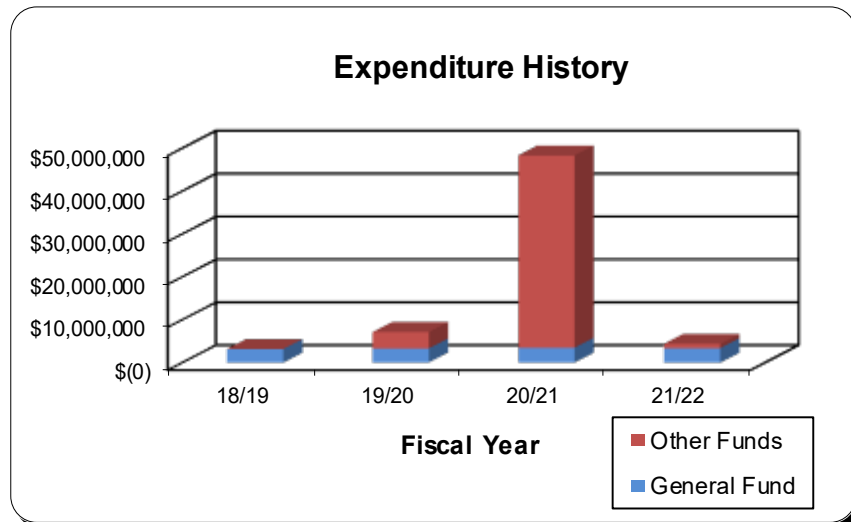
#### Long Term Goals

- 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.
- Relocate Fire Station 13 in the McCoy/Southport area.

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Real Estate Management Division (REM)					
0001 Real Estate Management	\$ 684,449	\$ 731,813	\$ 731,448	\$ (365)	(0.0%)
0002 City Hall Maintenance	2,592,277	2,719,396	2,608,355	(111,041)	(4.1%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 3,276,726</b>	<b>\$ 3,451,209</b>	<b>\$ 3,339,803</b>	<b>\$ (111,406)</b>	<b>(3.2%)</b>
<b>REAL ESTATE ACQUISITION FUND #3006</b>					
Real Estate Management Division (REM)					
Projects	\$ 3,864,069	\$44,839,489	\$ 1,000,000	\$(43,839,489)	(97.8%)
<b>TOTAL -- REAL ESTATE ACQUISITION FUND</b>	<b>\$ 3,864,069</b>	<b>\$44,839,489</b>	<b>\$ 1,000,000</b>	<b>\$(43,839,489)</b>	<b>(97.8%)</b>
<b>TOTAL -- REAL ESTATE MANAGEMENT DIVISION</b>	<b>\$ 7,140,795</b>	<b>\$48,290,698</b>	<b>\$ 4,339,803</b>	<b>\$(43,950,895)</b>	<b>(91.0%)</b>



## STAFFING HISTORY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL -- REAL ESTATE MANAGEMENT</b>	<b>4</b>	<b>4</b>	<b>4</b>

# BUSINESS AND FINANCIAL SERVICES

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## 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 Strategies that align with the overall citywide vision and goals. IT functional areas consist of: Digital Services, Geographic Information Systems, Information Security, Infrastructure Management, Integration and Development (DevOps), IT Operations (Help Desk), IT Project Management, IT Security, Public Safety Services, and Strategy and Architecture.

### Major Accomplishments

#### Fiscal Year 2021

- 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
- Began utilizing 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 by completing various Information Technology security improvement projects
- Digital Signage Proof of Concept – Phase I
- Replacement of several switches and APs

### Future Goals and Objectives

#### Short Term

- Enhance the City's cloud strategy 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

#### Medium Term

- 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

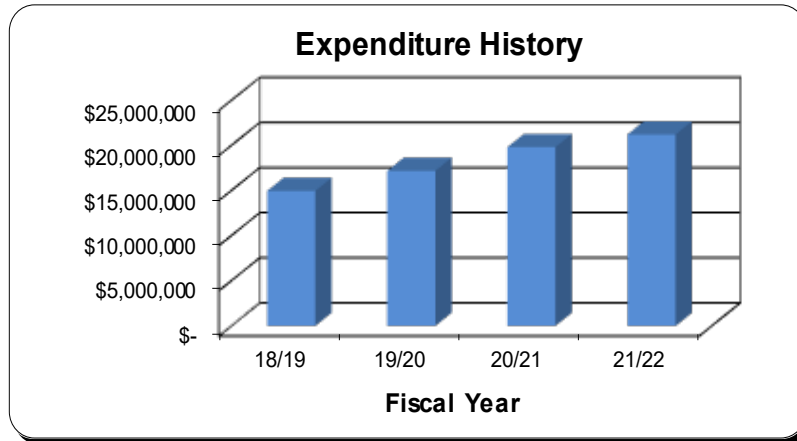
#### Long Term

- Enterprise Windows Servers and SQL upgrade
- Enterprise Document Management System Implementation
- Fire Department Records Management System - Phase I
- Camera system project
- Complete Information Technology Service Management System (ITSM) - Phase I
- Network Infrastructure upgrades and Network Service Provider upgrades
- End user device life cycle replacement

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Information Technology Division (TMD)					
0001 Chief Information Officer	\$ 995,790	\$ 1,194,708	\$ 1,146,811	\$ (47,897)	(4.0%)
0002 Strategic Support	2,246,799	2,641,813	2,568,867	(72,946)	(2.8%)
0003 Computer Operations	3,053,924	3,056,030	3,024,849	(31,181)	(1.0%)
0004 IT Security and Architecture	1,745,150	1,845,213	2,014,824	169,611	9.2%
0005 Systems Support and Development	2,292,718	2,781,853	2,529,951	(251,902)	(9.1%)
0006 IT Service and Repair	57,623	40,100	40,100	-	0.0%
0007 Information Technology Contracts	6,800,746	8,271,141	9,903,576	1,632,435	19.7%
<b>TOTAL -- GENERAL FUND</b>	<b>\$17,192,749</b>	<b>\$19,830,858</b>	<b>\$ 21,228,978</b>	<b>\$ 1,398,120</b>	<b>7.1%</b>
<b>TOTAL -- TECHNOLOGY MANAGEMENT DIVISION</b>	<b>\$17,192,749</b>	<b>\$19,830,858</b>	<b>\$ 21,228,978</b>	<b>\$ 1,398,120</b>	<b>7.1%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Information Technology Division (TMD)			
0001 Chief Information Officer	10	10	10
0002 Strategic Support	25	25	25
0003 Computer Operations	24	24	24
0004 IT Security and Architecture	15	16	16
0005 Systems Support and Development	26	25	25
<b>TOTAL -- GENERAL FUND</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>TOTAL -- TECHNOLOGY MANAGEMENT DIVISION</b>	<b>100</b>	<b>100</b>	<b>100</b>



# BUSINESS AND FINANCIAL SERVICES

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## 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.

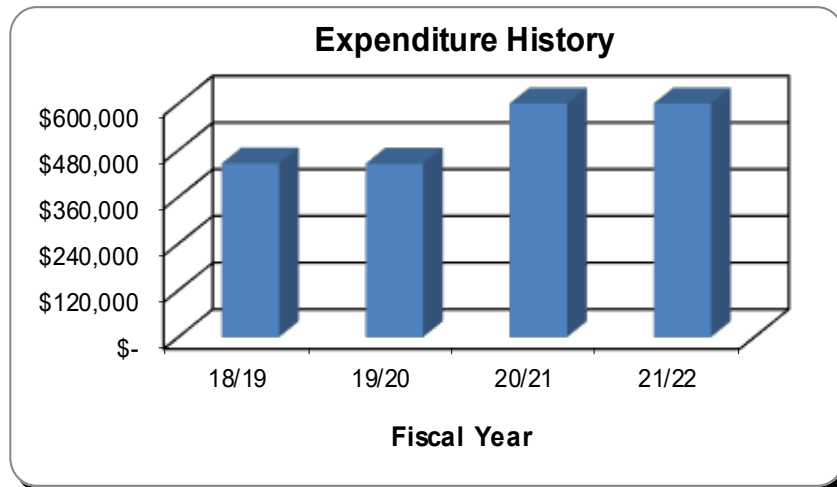
#### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Treasury Division (TRS)					
0001 Treasury Administration	\$ 445,638	\$ 843,065	\$ 643,130	\$ (199,935)	(23.7%)
TOTAL -- GENERAL FUND	\$ 445,638	\$ 843,065	\$ 643,130	\$ (199,935)	(23.7%)
TOTAL -- TREASURY DIVISION	\$ 445,638	\$ 843,065	\$ 643,130	\$ (199,935)	(23.7%)



## STAFFING HISTORY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Treasury Division (TRS)			
0001 Treasury Administration	3	4	4
TOTAL -- GENERAL FUND	3	4	4
<b>PENSION PARTICIPANT SERVICES FUND #0018</b>			
0009 Pension Participant Services	1	-	-
TOTAL -- PARTICIPANT SERVICES FUND	1	-	-
<b>FIRE PENSION FUND #6501</b>			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	5	5	5

# BUSINESS AND FINANCIAL SERVICES

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## 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 \$1,553,240 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 105 Safety/Training classes on over 31 different subjects with over 2,205 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

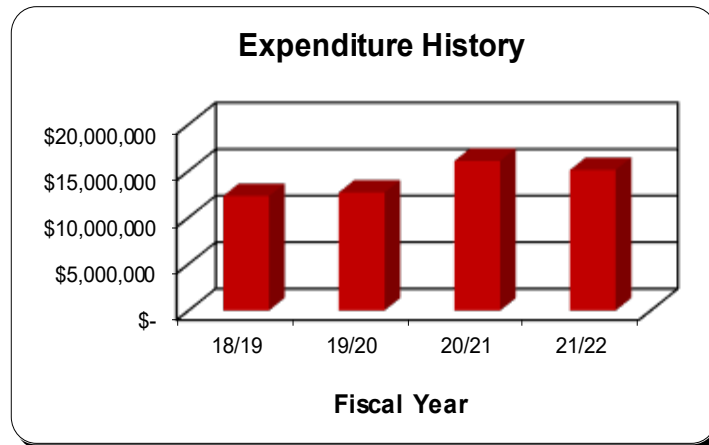
#### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Office/Division	Actual	Revised	Adopted	Revised	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>RISK MANAGEMENT FUND #5015</b>					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 837,570	\$ 834,560	\$ 850,508	\$ 15,948	1.9%
0002 Risk Management Financial	11,860,670	15,264,741	14,267,794	(996,947)	(6.5%)
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$12,698,240</b>	<b>\$16,099,301</b>	<b>\$ 15,118,302</b>	<b>\$ (980,999)</b>	<b>(6.1%)</b>
<b>TOTAL -- RISK MANAGEMENT DIVISION</b>	<b>\$12,698,240</b>	<b>\$16,099,301</b>	<b>\$ 15,118,302</b>	<b>\$ (980,999)</b>	<b>(6.1%)</b>



### STAFFING HISTORY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>RISK MANAGEMENT FUND #5015</b>			
Risk Management Division (RMD)			
0001 Risk Management Administration	10	8	8
<b>TOTAL -- RISK MANAGEMENT DIVISION</b>	<b>10</b>	<b>8</b>	<b>8</b>
<b>TOTAL -- RISK MANAGEMENT DIVISION</b>	<b>10</b>	<b>8</b>	<b>8</b>

# BUSINESS AND FINANCIAL SERVICES

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## 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 35<sup>th</sup> 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 Goals and Objectives

#### 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.

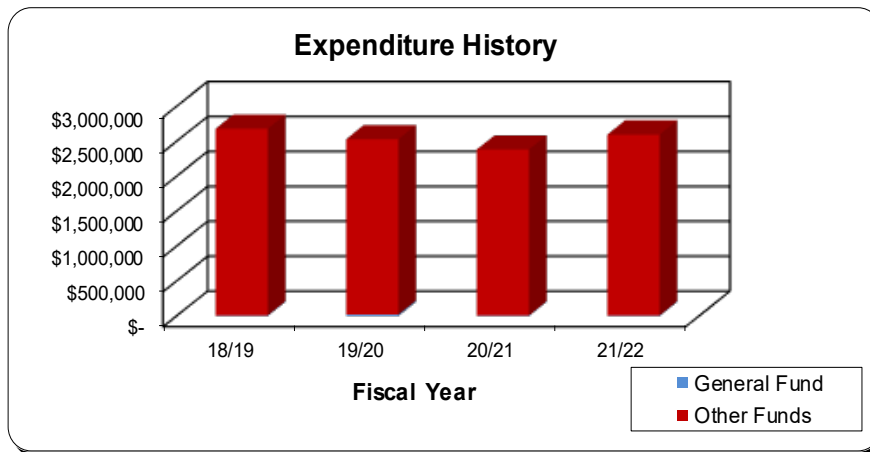
#### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Office/Division	Actual	Revised	Adopted	Revised	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	\$ 21,998	\$ 6,283	\$ 6,428	\$ 145	2.3%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 21,998</b>	<b>\$ 6,283</b>	<b>\$ 6,428</b>	<b>\$ 145</b>	<b>2.3%</b>
<b>DUBSDREAD GOLF COURSE FUND #0015</b>					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 2,509,987	\$ 2,377,704	\$ 2,591,933	\$ 214,229	9.0%
<b>TOTAL -- DUBSDREAD GOLF COURSE FUND</b>	<b>\$ 2,509,987</b>	<b>\$ 2,377,704</b>	<b>\$ 2,591,933</b>	<b>\$ 214,229</b>	<b>9.0%</b>
<b>TOTAL -- DUBSDREAD GOLF COURSE</b>	<b>\$ 2,531,985</b>	<b>\$ 2,383,987</b>	<b>\$ 2,598,361</b>	<b>\$ 214,374</b>	<b>9.0%</b>



## BUSINESS AND FINANCIAL SERVICES

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### Office of Business and Financial Services Operational Performance

#### Balanced Scorecard Report

#### Customer

#### Employee Learning and Growth

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$1,308.18	\$947.78	\$1,848.57

#### Fiscal

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Accounting and Control Division	Cost to Process one Accounts Receivable Transaction	\$22.45	\$40.29	\$46.66
Accounting and Control Division	Total Cost to Process one Accounts Payable Check	\$34.76	\$53.46	\$55.00
Accounting and Control Division	Cost to process one ProCard Transaction	\$2.45	\$3.02	\$3.39
Accounting and Control Division	Cost to process one Payroll Transaction	\$2.23	\$3.13	\$2.40
Accounting and Control Division	Cost to Process one Revenue Collection Transaction	\$0.64	\$0.93	\$0.85
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	-0.04%	0.5%	0.5%
Treasury Management Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	0.03%	0.05%	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	27.1%	28.1%	27.5%
Fleet Management Division	Fleet Division expenditures/vehicle	\$7,881	\$7,560	\$8,676
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	0.9%	4.2%	+/-5%

## BUSINESS AND FINANCIAL SERVICES

### Internal Processes

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		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	97.2%	97.5%	98.7%
Accounting and Control Division	Average Percentage of Posting Accuracy	99.0%	99.0%	99.0%
Facilities Management Division	Completed scheduled PMs (%)	74.9%	59.0%	67.0%
Facilities Management Division	Work requests completed (%)	72.8%	59.1%	66.0%
Facilities Management Division	Number of work orders completed per day per trade	1.5	1.2	1.3
Procurement and Contracts Management Division	Percentage of City Store stock inventory reductions.	3.0%	5.0%	3.0%
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	99.9%	99.9%	99.9%
Information Technology Division	Percent of Uptime - Connectivity Among Critical Facilities	99.9%	99.9%	99.9%
Information Technology Division	Percent of Virus Outbreaks Responded to Within Two Hours	98.8%	98.0%	98.0%
Information Technology Division	Percent of Compromised Account Incidents Responded To and Contained Within Two Hours	98.8%	98.0%	98.0%
Information Technology Division	Percent of City Annexations added to Production GIS within 3 days of second Council reading/approval	99.9%	99.9%	99.9%
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	99.9%	99.9%	99.9%
Information Technology Division	Percent of Tactical Project Status Updates Completed Biweekly	95.0%	95.0%	95.0%
Information Technology Division	Percent of Operational/Strategic Project Status Updates Completed Weekly	95.0%	95.0%	95.0%
Information Technology Division	City Digital Services Delivery Satisfaction	77.00%	78.00%	78.00%
Fleet Management Division	Percentage of Preventative Maintenance work completed compared to the total of General Repair plus PM	21.4%	22.3%	21.5%
Fleet Management Division	Number of vehicles/FTE	81.4%	86.7%	84.1%

### Outcome and Mission

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Management and Budget Division	Receipt of GFOA Distinguished Budget Presentation Award (18 consecutive years)	Awarded	Awarded	Expected
Real Estate Management Division	Occupancy Rate for City Property Available for Rent	95.0%	95.0%	85.0%
Risk Management Division	Per capita auto liability claims	\$5.86	\$5.08	\$4.07
Risk Management Division	Per capita general liability claims	\$2.97	\$4.14	\$5.17

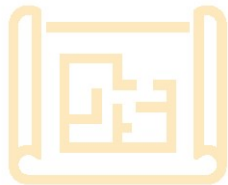


## 2020-2021 BY THE NUMBERS:

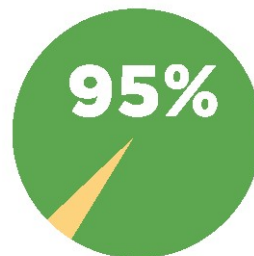


# \$157,200,000

in capital investment of Business Development projects



**33,269**  
permits issued



compliance  
for Code  
Enforcement  
Board cases

**149**  
Municipal Planning  
Board cases



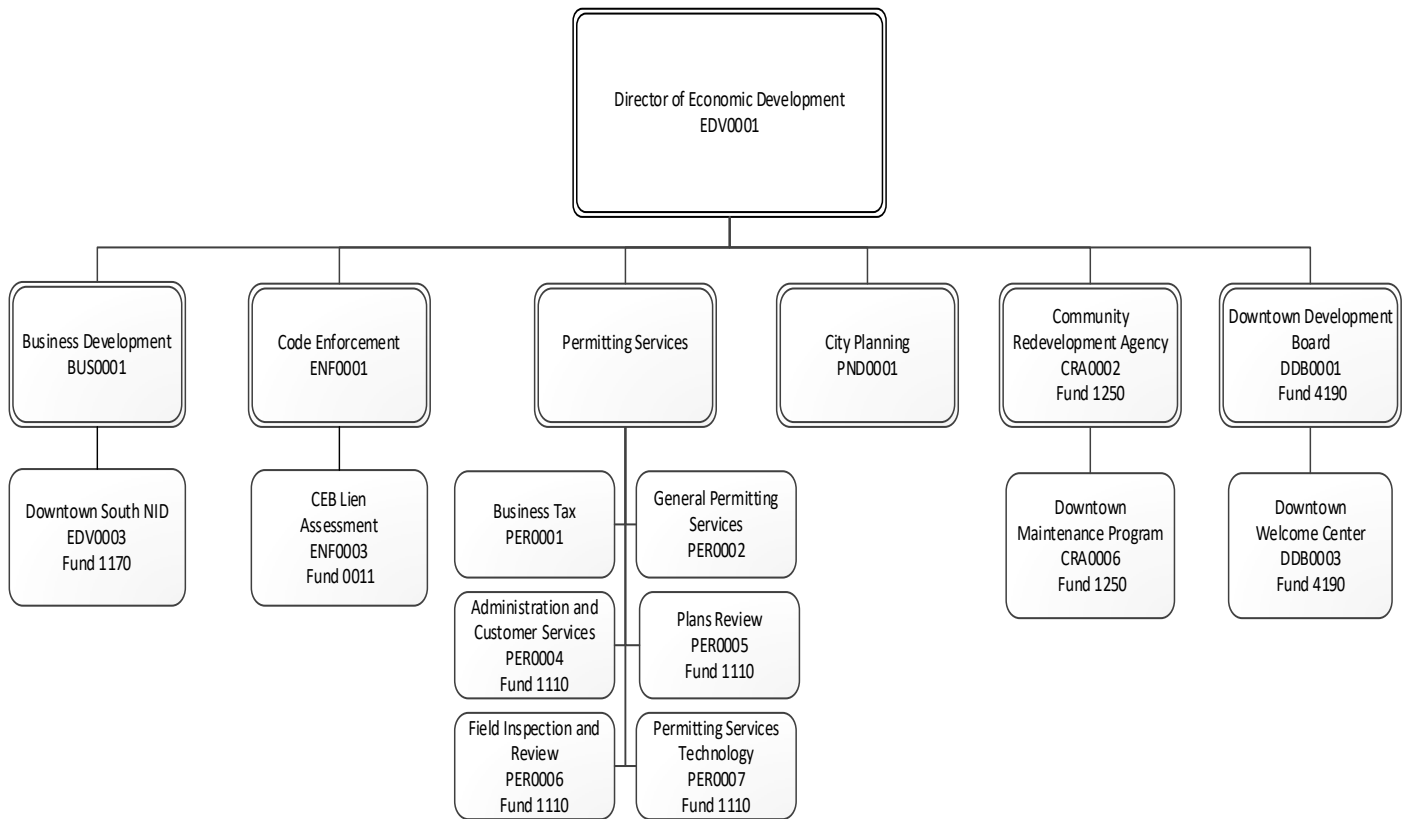
**34,500**  
hospitality assists by the  
Downtown Ambassadors



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# ECONOMIC DEVELOPMENT DEPARTMENT

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## 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.

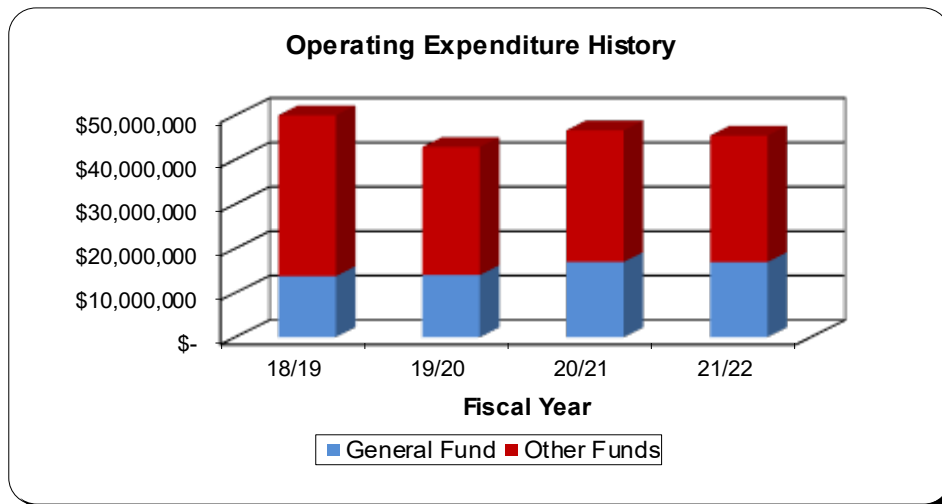
The Economic Development Department is comprised of nearly 271 employees encompassing five City divisions: City Planning, Permitting Services, Code Enforcement, Business Development and Downtown Development Board/Community Redevelopment Agency (DDB/CRA). The Economic Development Department is a prompt, innovative and customer service-oriented team, creating a unified operation that delivers all City of Orlando economic development services.

# ECONOMIC DEVELOPMENT DEPARTMENT

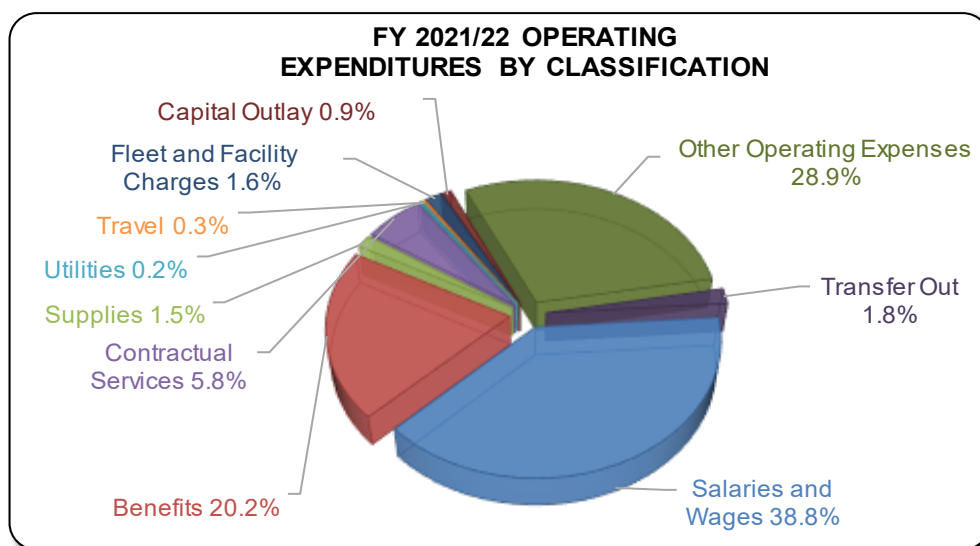
## DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 688,458	\$ 592,081	\$ 667,619	\$ 75,538	12.8%
0002 Economic Development Nondepartmental	3,230,341	4,495,344	4,432,331	(63,013)	(1.4%)
Business Development Division (BUS)					
0001 Business Development	740,117	886,828	886,001	(827)	(0.1%)
Permitting Services Division (PER)					
0001 Business Tax	430,687	423,329	423,846	517	0.1%
0002 General Permitting Services	2,007,055	2,900,996	2,790,684	(110,312)	(3.8%)
Code Enforcement Division (ENF)					
0001 Code Enforcement	4,120,297	4,462,076	4,433,936	(28,140)	(0.6%)
City Planning Division (PND)					
0001 City Planning	2,801,043	3,217,665	3,281,851	64,186	2.0%
TOTAL -- GENERAL FUND	\$14,017,997	\$16,978,319	\$16,916,268	\$ (62,051)	(0.4%)
<b>CEB LIEN ASSESSMENT FUND #0011</b>					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 789,673	\$ 725,000	\$ 642,940	\$ (82,060)	(11.3%)
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 789,673	\$ 725,000	\$ 642,940	\$ (82,060)	(11.3%)
<b>BUILDING CODE ENFORCEMENT FUND #1110</b>					
Permitting Services Division (PER)					
0004 Administration and Customer Services	\$ 7,074,917	\$ 8,423,146	\$ 8,371,100	\$ (52,046)	(0.6%)
0005 Plans Review	2,440,224	3,032,472	3,066,347	33,875	1.1%
0006 Field Inspection and Review	4,309,514	4,390,729	4,425,558	34,829	0.8%
0007 Permitting Services Technology	1,063,631	1,651,746	1,140,622	(511,124)	(30.9%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$14,888,285	\$17,498,093	\$17,003,627	\$ (494,466)	(2.8%)
<b>DOWNTOWN SOUTH NID FUND #1170</b>					
Director of Economic Development (EDV)					
0003 Downtown South Neighborhood Improvement District	\$ 185,275	\$ 342,397	\$ 225,889	\$ (116,508)	(34.0%)
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 185,275	\$ 342,397	\$ 225,889	\$ (116,508)	(34.0%)
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</b>					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 2,379,125	\$ 1,999,080	\$ 1,925,932	\$ (73,148)	(3.7%)
0005 Community Redevelopment Agency Nondepartmental	4,885,662	2,996,779	2,384,801	(611,978)	(20.4%)
0006 Downtown Maintenance Program	2,227,038	2,217,290	2,268,875	51,585	2.3%
Code Enforcement Division (ENF)					
0004 Code Enforcement - CRA	-	-	166,750	166,750	N/A
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 9,491,826	\$ 7,213,149	\$ 6,746,358	\$ (466,791)	(6.5%)
<b>DOWNTOWN DEVELOPMENT BOARD FUND #4190</b>					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 452,828	\$ 549,239	\$ 556,720	\$ 7,481	1.4%
0002 Downtown Development Board Nondepartmental	2,997,279	3,197,143	3,209,694	12,551	0.4%
0003 Downtown Welcome Center	51,576	123,396	117,572	(5,824)	(4.7%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 3,501,683	\$ 3,869,778	\$ 3,883,986	\$ 14,208	0.4%
<b>OTHER FUNDS</b>					
All Cost Centers	\$ (286)	\$ -	\$ -	\$ -	N/A
TOTAL - OTHER FUNDS	\$ (286)	\$ -	\$ -	\$ -	N/A
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$42,874,452	\$46,626,736	\$45,419,068	\$ (1,207,668)	(2.6%)

# ECONOMIC DEVELOPMENT DEPARTMENT



Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$15,033,693	\$16,909,130	\$17,644,000	\$ 734,870	4.3%
Benefits	8,003,329	9,117,840	9,153,963	36,123	0.4%
Supplies	1,119,752	603,525	679,400	75,875	12.6%
Contractual Services	2,459,465	3,611,737	2,631,237	(980,500)	(27.1%)
Utilities	138,445	96,667	110,240	13,573	14.0%
Travel	12,853	120,300	115,300	(5,000)	(4.2%)
Fleet and Facility Charges	855,649	845,191	726,392	(118,799)	(14.1%)
Capital Outlay	5,487	393,310	400,975	7,665	1.9%
Other Operating Expenses	11,431,642	13,341,656	13,139,996	(201,660)	(1.5%)
Transfer Out	3,814,137	1,587,380	817,565	(769,815)	(48.5%)
<b>TOTAL -- ECONOMIC DEVELOPMENT OPERATING</b>	<b>\$42,874,452</b>	<b>\$46,626,736</b>	<b>\$45,419,068</b>	<b>\$ (1,207,668)</b>	<b>(2.6%)</b>

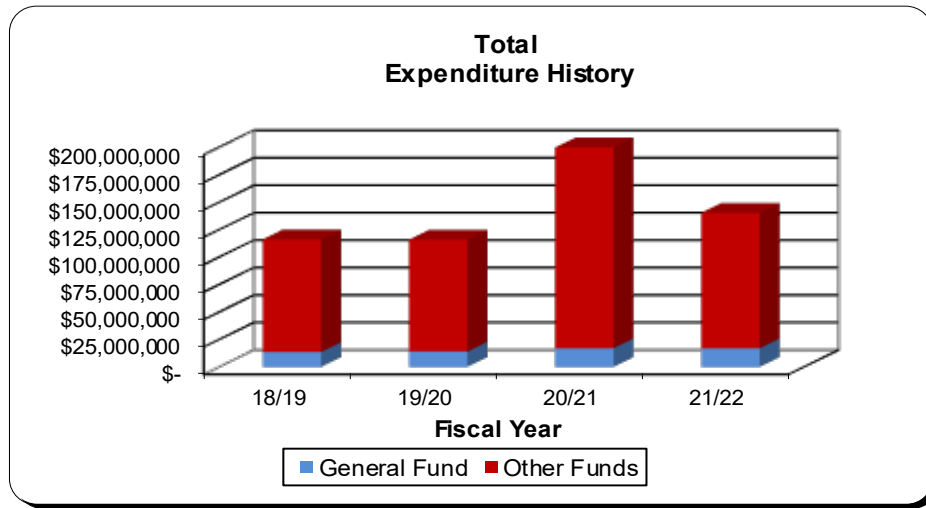


## ECONOMIC DEVELOPMENT DEPARTMENT

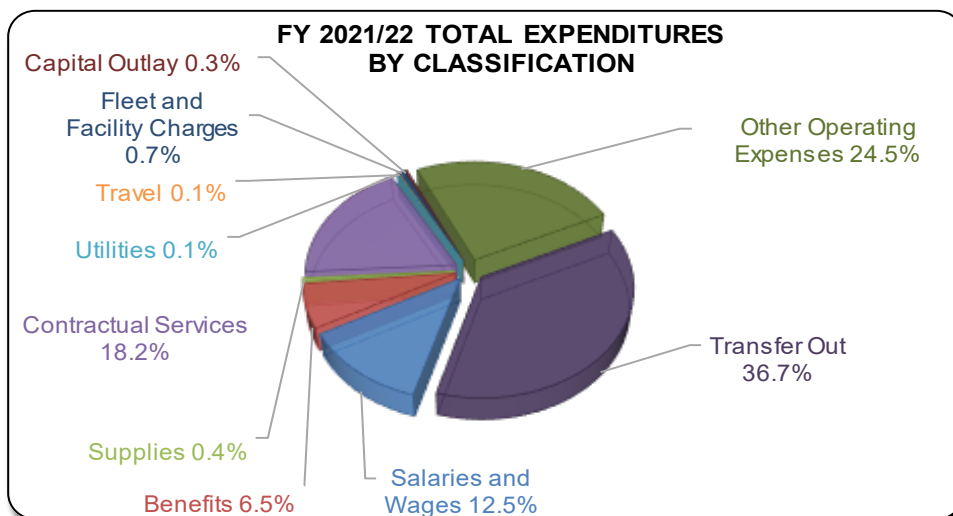
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Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b><u>BUILDING CODE ENFORCEMENT FUND #1110</u></b>					
Permitting Services Division (PER)					
Projects and Grants	\$ 438,519	\$ 4,185,937	\$ 1,970,000	\$ (2,215,937)	(52.9%)
<b>TOTAL -- BUILDING CODE ENFORCEMENT FUND</b>	<b>\$ 438,519</b>	<b>\$ 4,185,937</b>	<b>\$ 1,970,000</b>	<b>\$ (2,215,937)</b>	<b>(52.9%)</b>
<b><u>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</u></b>					
Community Redevelopment Agency (CRA)					
Projects and Grants	\$ 5,789,965	\$ 69,751,896	\$ 22,279,306	\$ (47,472,590)	(68.1%)
<b>TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>\$ 5,789,965</b>	<b>\$ 69,751,896</b>	<b>\$ 22,279,306</b>	<b>\$ (47,472,590)</b>	<b>(68.1%)</b>
<b><u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u></b>					
Downtown Development Board (DDB)					
Projects and Grants	\$ 808,824	\$ 3,127,522	\$ 500,000	\$ (2,627,522)	(84.0%)
<b>TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND</b>	<b>\$ 808,824</b>	<b>\$ 3,127,522</b>	<b>\$ 500,000</b>	<b>\$ (2,627,522)</b>	<b>(84.0%)</b>
<b><u>DOWNTOWN SOUTH NID FUND #1170</u></b>					
Director of Economic Development (EDV)					
Projects and Grants	\$ 184,198	\$ 1,845,965	\$ 700,000	\$ (1,145,965)	(62.1%)
<b>TOTAL -- DOWNTOWN SOUTH NID FUND</b>	<b>\$ 184,198</b>	<b>\$ 1,845,965</b>	<b>\$ 700,000</b>	<b>\$ (1,145,965)</b>	<b>(62.1%)</b>
<b><u>CAPITAL IMPROVEMENTS FUND #3001</u></b>					
Director of Economic Development (EDV)					
Projects and Grants	\$ 779,514	\$ 3,140,909	\$ -	\$ (3,140,909)	(100.0%)
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ 779,514</b>	<b>\$ 3,140,909</b>	<b>\$ -</b>	<b>\$ (3,140,909)</b>	<b>(100.0%)</b>
<b><u>CRA TRUST FUNDS #1251 - #1253</u></b>					
Community Redevelopment Agency (CRA)					
0001 CRA Downtown Trust	\$ 37,389,119	\$ 41,495,136	\$ 42,222,490	\$ 727,354	1.8%
0003 CRA III Trust	7,519,902	8,714,313	9,045,039	330,726	3.8%
0004 CRA IV Republic Drive Trust	19,733,593	22,386,893	17,876,327	(4,510,566)	(20.1%)
<b>TOTAL -- CRA TRUST FUNDS</b>	<b>\$ 64,642,614</b>	<b>\$ 72,596,342</b>	<b>\$ 69,143,856</b>	<b>\$ (3,452,486)</b>	<b>(4.8%)</b>
<b><u>OTHER FUNDS</u></b>					
Projects and Grants	\$ 530,203	\$ 6,438,178	\$ 500,000	\$ (5,938,178)	(92.2%)
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 530,203</b>	<b>\$ 6,438,178</b>	<b>\$ 500,000</b>	<b>\$ (5,938,178)</b>	<b>(92.2%)</b>
<b>TOTAL -- PROJECTS, GRANTS &amp; NON-OPERATING</b>	<b>\$ 73,173,837</b>	<b>\$ 161,086,749</b>	<b>\$ 95,093,162</b>	<b>\$ (65,993,587)</b>	<b>(41.0%)</b>
<b>TOTAL -- ECONOMIC DEVELOPMENT</b>	<b>\$ 116,048,289</b>	<b>\$ 207,713,485</b>	<b>\$ 140,512,230</b>	<b>\$ (67,201,255)</b>	<b>(32.4%)</b>

# ECONOMIC DEVELOPMENT DEPARTMENT



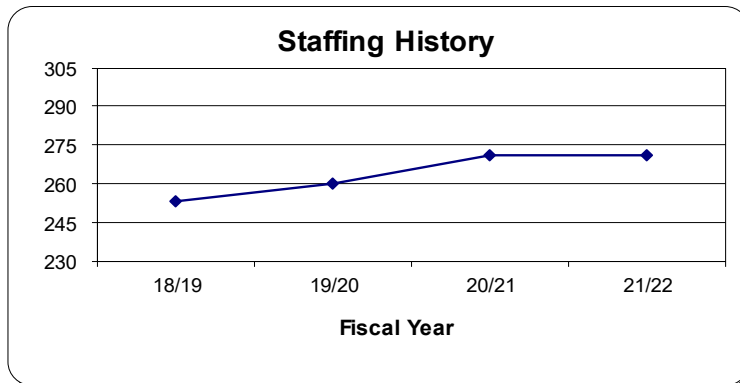
Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 15,040,713	\$ 17,203,945	\$ 17,644,000	\$ 440,055	2.6%
Benefits	8,003,329	9,117,840	9,153,963	36,123	0.4%
Supplies	1,373,119	2,148,035	679,400	(1,468,635)	(68.4%)
Contractual Services	7,914,853	49,283,001	25,509,549	(23,773,452)	(48.2%)
Utilities	139,092	225,088	110,240	(114,848)	(51.0%)
Travel	12,853	126,894	115,300	(11,594)	(9.1%)
Fleet and Facility Charges	1,077,230	1,359,367	928,994	(430,373)	(31.7%)
Capital Outlay	870,619	18,100,130	400,975	(17,699,155)	(97.8%)
Other Operating Expenses	34,684,137	57,972,158	34,391,358	(23,580,800)	(40.7%)
Transfer Out	46,932,343	52,177,027	51,578,451	(598,576)	(1.1%)
<b>TOTAL -- ECONOMIC DEVELOPMENT</b>	<b>\$ 116,048,289</b>	<b>\$ 207,713,485</b>	<b>\$ 140,512,230</b>	<b>\$(67,201,255)</b>	<b>(32.4%)</b>



# ECONOMIC DEVELOPMENT DEPARTMENT

## DEPARTMENT STAFFING SUMMARY

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Director of Economic Development (EDV)			
0001 Director of Economic Development	7	8	8
Business Development Division (BUS)			
0001 Business Development	6	7	7
Permitting Services Division (PER)			
0001 Business Tax	4	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
<b>TOTAL GENERAL FUND</b>	<b>99</b>	<b>101</b>	<b>101</b>
<b>CEB LIEN ASSESSMENT FUND #0011</b>			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
<b>TOTAL -- CEB LIEN ASSESSMENT FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>BUILDING CODE ENFORCEMENT FUND #1110</b>			
Permitting Services Division (PER)			
0004 Administration and Customer Services	54	54	54
0005 Plans Review	27	27	27
0006 Field Inspection and Review	37	37	37
0007 Permitting Services Technology	3	3	3
<b>TOTAL BUILDING CODE ENFORCEMENT FUND</b>	<b>121</b>	<b>121</b>	<b>121</b>
<b>DOWNTOWN SOUTH NID FUND #1170</b>			
Director of Economic Development (EDV)			
0003 Downtown South Neighborhood Improvement District	1	1	1
<b>TOTAL -- DOWNTOWN SOUTH NID FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</b>			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	16	18	18
0006 Downtown Maintenance Program	22	29	29
<b>TOTAL COMMUNITY REDEVELOPMENT AGENCY</b>	<b>38</b>	<b>47</b>	<b>47</b>
<b>TOTAL -- ECONOMIC DEVELOPMENT</b>	<b>260</b>	<b>271</b>	<b>271</b>

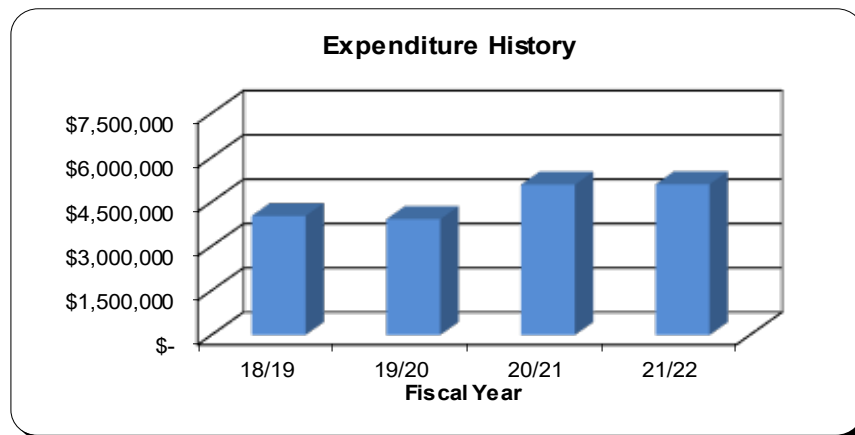




# ECONOMIC DEVELOPMENT DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 688,439	\$ 592,081	\$ 667,619	\$ 75,538	12.8%
0002 Economic Development Nondepartmental	3,230,341	4,495,344	4,432,331	(63,013)	(1.4%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 3,918,780</b>	<b>\$ 5,087,425</b>	<b>\$ 5,099,950</b>	<b>\$ 12,525</b>	<b>0.2%</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$ 3,918,780</b>	<b>\$ 5,087,425</b>	<b>\$ 5,099,950</b>	<b>\$ 12,525</b>	<b>0.2%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Director of Economic Development (EDV)			
0001 Director of Economic Development	7	8	8
<b>TOTAL GENERAL FUND</b>	<b>7</b>	<b>8</b>	<b>8</b>
<b>TOTAL -- DIRECTOR</b>	<b>7</b>	<b>8</b>	<b>8</b>

# ECONOMIC DEVELOPMENT DEPARTMENT

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## **Business Development Division Overview of Services/Program**

### **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.

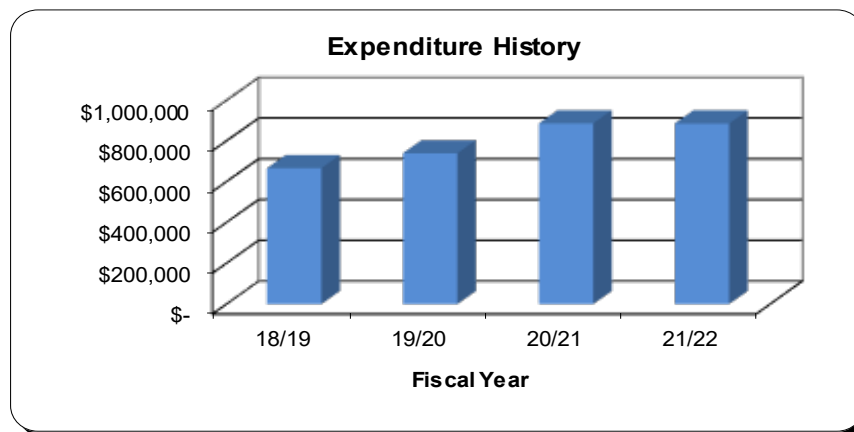
#### **Long Term**

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Business Development Division (BUS)					
0001 Business Development	\$ 740,098	\$ 886,828	\$ 886,001	\$ (827)	(0.1%)
TOTAL -- GENERAL FUND	\$ 740,098	\$ 886,828	\$ 886,001	\$ (827)	(0.1%)
TOTAL -- BUSINESS DEVELOPMENT DIVISION	\$ 740,098	\$ 886,828	\$ 886,001	\$ (827)	(0.1%)



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Business Development Division (BUS)			
0001 Business Development	6	7	7
TOTAL GENERAL FUND	6	7	7
TOTAL -- BUSINESS DEVELOPMENT DIVISION	6	7	7

# ECONOMIC DEVELOPMENT DEPARTMENT

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## Permitting Services Division Overview of Service/Program

### 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.

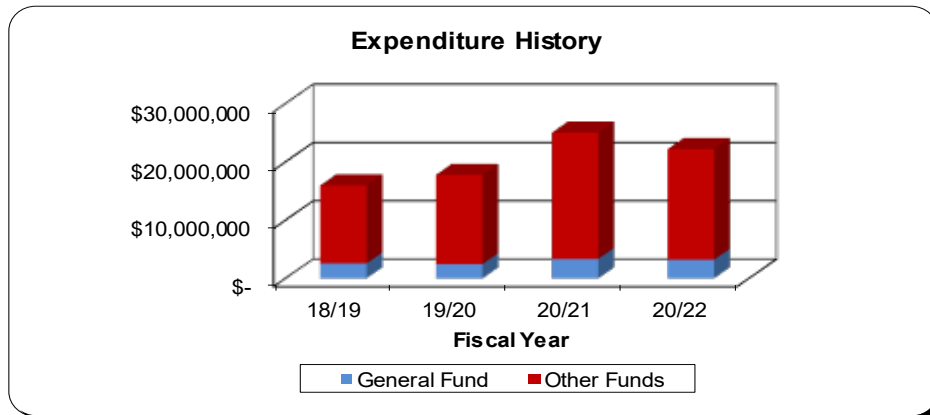
#### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Permitting Services Division (PER)					
0001 Business Tax	\$ 430,679	\$ 423,329	\$ 423,846	\$ 517	0.1%
0002 General Permitting Services	2,007,051	2,900,996	2,790,684	(110,312)	(3.8%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,437,730</b>	<b>\$ 3,324,325</b>	<b>\$ 3,214,530</b>	<b>\$ (109,795)</b>	<b>(3.3%)</b>
<b>BUILDING CODE ENFORCEMENT FUND #1110</b>					
Permitting Services Division (PER)					
0004 Administration and Customer Services	\$ 7,074,789	\$ 8,423,146	\$ 8,371,100	\$ (52,046)	(0.6%)
0005 Plans Review	2,440,194	3,032,472	3,066,347	33,875	1.1%
0006 Field Inspection and Review	4,309,500	4,390,729	4,425,558	34,829	0.8%
0007 Permitting Services Technology	1,063,631	1,651,746	1,140,622	(511,124)	(30.9%)
Projects and Grants	438,519	4,185,937	1,970,000	(2,215,937)	(52.9%)
<b>TOTAL -- BUILDING CODE ENFORCEMENT FUND</b>	<b>\$15,326,633</b>	<b>\$21,684,030</b>	<b>\$18,973,627</b>	<b>\$ (2,710,403)</b>	<b>(12.5%)</b>
<b>TOTAL -- PERMITTING SERVICES DIVISION</b>	<b>\$17,764,363</b>	<b>\$25,008,355</b>	<b>\$22,188,157</b>	<b>\$ (2,820,198)</b>	<b>(11.3%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Permitting Services Division (PER)			
0001 Business Tax	4	4	4
0002 General Permitting Services	19	19	19
<b>TOTAL GENERAL FUND</b>	<b>23</b>	<b>23</b>	<b>23</b>
<b>BUILDING CODE ENFORCEMENT FUND #1110</b>			
Permitting Services Division (PER)			
0004 Administration and Customer Services	54	54	54
0005 Plans Review	27	27	27
0006 Field Inspection and Review	37	37	37
0007 Permitting Services Technology	3	3	3
<b>TOTAL BUILDING CODE ENFORCEMENT FUND</b>	<b>121</b>	<b>121</b>	<b>121</b>
<b>TOTAL -- PERMITTING SERVICES DIVISION</b>	<b>144</b>	<b>144</b>	<b>144</b>

## ECONOMIC DEVELOPMENT DEPARTMENT

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### **Code Enforcement Division Overview of Services/Program**

#### **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

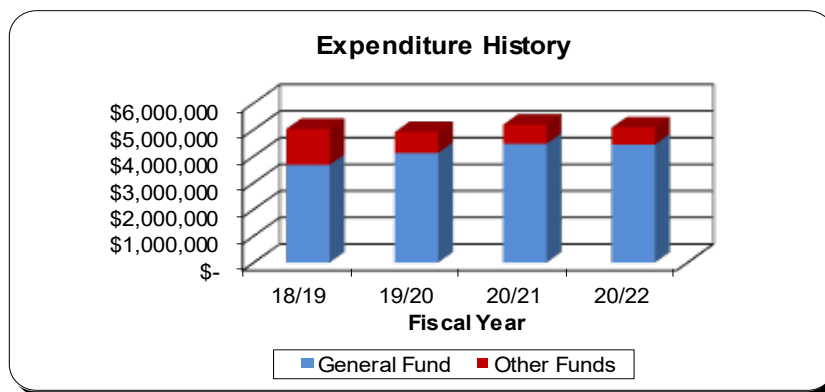
##### **Long Term**

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

# ECONOMIC DEVELOPMENT DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Code Enforcement Division (ENF)					
0001 Code Enforcement	\$ 4,120,255	\$ 4,462,076	\$ 4,433,936	\$ (28,140)	(0.6%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 4,120,255</b>	<b>\$ 4,462,076</b>	<b>\$ 4,433,936</b>	<b>\$ (28,140)</b>	<b>(0.6%)</b>
<b>CEB LIEN ASSESSMENT FUND #0011</b>					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 789,659	\$ 725,000	\$ 642,940	\$ (82,060)	(11.3%)
<b>TOTAL -- CEB LIEN ASSESSMENT FUND</b>	<b>\$ 789,659</b>	<b>\$ 725,000</b>	<b>\$ 642,940</b>	<b>\$ (82,060)</b>	<b>(11.3%)</b>
<b>TOTAL -- CODE ENFORCEMENT DIVISION</b>	<b>\$ 4,909,914</b>	<b>\$ 5,187,076</b>	<b>\$ 5,076,876</b>	<b>\$ (110,200)</b>	<b>(2.1%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Code Enforcement Division (ENF)			
0001 Code Enforcement	37	37	37
<b>TOTAL GENERAL FUND</b>	<b>37</b>	<b>37</b>	<b>37</b>
<b>CEB LIEN ASSESSMENT FUND #0011</b>			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
<b>TOTAL -- CEB LIEN ASSESSMENT FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- CODE ENFORCEMENT DIVISION</b>	<b>38</b>	<b>38</b>	<b>38</b>

# ECONOMIC DEVELOPMENT DEPARTMENT

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## City Planning Division Overview of Services/Program

### 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 the MPB, HPB, BZA, ARB, Creative Village DRC, Southeast TDRC, Baldwin Park TDRC, and City Council 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, Poiners 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

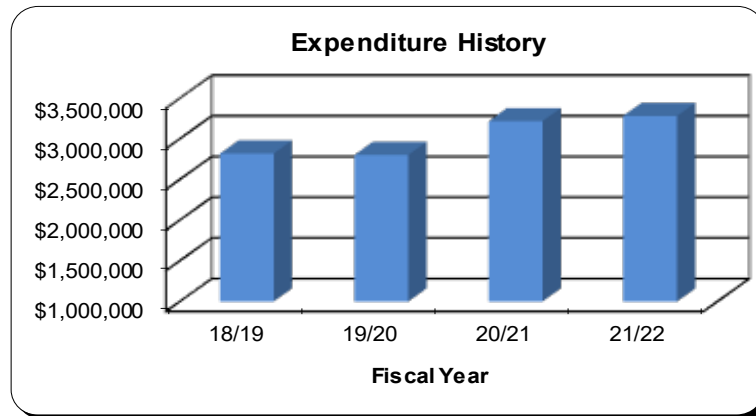
- Implement the Parramore Comprehensive Neighborhood Plan, OBT Next including Holden Heights, and other previously approved Vision Plans.
- Major update to GMP vision statement and elements of the Plan document, and outreach to residents using various social media platforms.
- Coordinate with Budget, 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
City Planning Division (PND)					
0001 City Planning	\$ 2,801,043	\$ 3,217,665	\$ 3,281,851	\$ 64,186	2.0%
TOTAL -- GENERAL FUND	\$ 2,801,043	\$ 3,217,665	\$ 3,281,851	\$ 64,186	2.0%
TOTAL -- CITY PLANNING DIVISION	\$ 2,801,043	\$ 3,217,665	\$ 3,281,851	\$ 64,186	2.0%



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
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

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## Downtown Development Board Overview of Service/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 18A/ City of Orlando event permit process.
- Increase economic spend in downtown.
- Deploy the revamp of the DDB Special Events Funding process.

#### Medium Term

- Initiate and sponsor temporary art installments downtown.

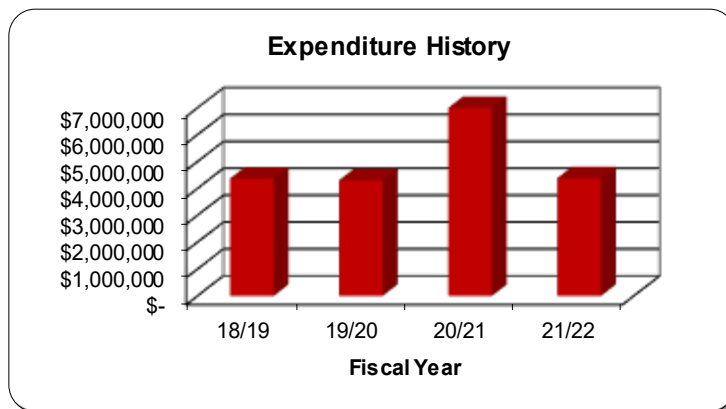
#### Long Term

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

# ECONOMIC DEVELOPMENT DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>DOWNTOWN DEVELOPMENT BOARD FUND #4190</b>					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 452,828	\$ 549,239	\$ 556,720	\$ 7,481	1.4%
0002 Downtown Development Board Nondepartmental	2,997,278	3,197,143	3,209,694	12,551	0.4%
0003 Downtown Welcome Center	51,576	123,396	117,572	(5,824)	(4.7%)
Projects and Grants	808,824	3,127,522	500,000	(2,627,522)	(84.0%)
<b>TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND</b>	<b>\$ 4,310,506</b>	<b>\$ 6,997,300</b>	<b>\$ 4,383,986</b>	<b>\$ (2,613,314)</b>	<b>(37.3%)</b>
<b>TOTAL -- DOWNTOWN DEVELOPMENT BOARD</b>	<b>\$ 4,310,506</b>	<b>\$ 6,997,300</b>	<b>\$ 4,383,986</b>	<b>\$ (2,613,314)</b>	<b>(37.3%)</b>



# ECONOMIC DEVELOPMENT DEPARTMENT

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## Community Redevelopment Agency

### Overview of Service/Program

#### 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.

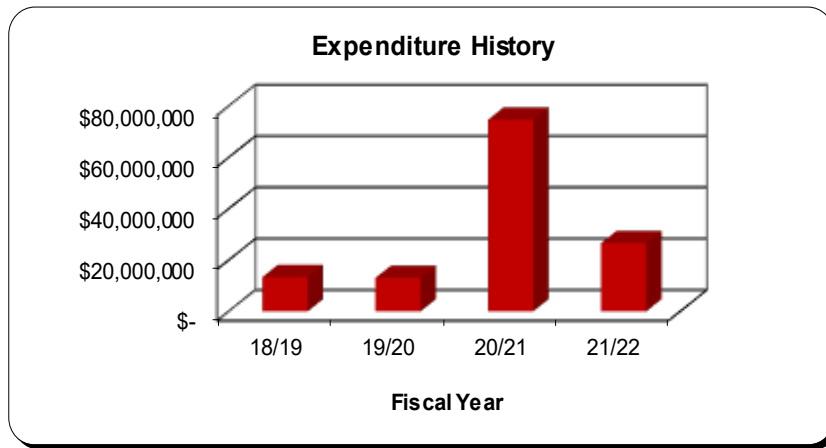
##### Long Term

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

# ECONOMIC DEVELOPMENT DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</b>					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 2,379,116	\$ 1,999,080	\$ 1,925,932	\$ (73,148)	(3.7%)
0005 Community Redevelopment Agency Nondepartmental	4,885,662	2,996,779	2,384,801	(611,978)	(20.4%)
0006 Downtown Maintenance Program	-	-	-	-	N/A
Projects and Grants	5,789,965	69,751,896	22,279,306	(47,472,590)	(68.1%)
<b>TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>\$13,054,743</b>	<b>\$74,747,755</b>	<b>\$26,590,039</b>	<b>\$(48,157,716)</b>	<b>(64.4%)</b>
<b>TOTAL -- COMMUNITY REDEVELOPMENT AGENCY</b>	<b>\$13,054,743</b>	<b>\$74,747,755</b>	<b>\$26,590,039</b>	<b>\$(48,157,716)</b>	<b>(64.4%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</b>			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	16	18	18
0006 Downtown Maintenance Program	22	29	29
<b>TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>38</b>	<b>47</b>	<b>47</b>
<b>TOTAL -- COMMUNITY REDEVELOPMENT AGENCY</b>	<b>38</b>	<b>47</b>	<b>47</b>

# ECONOMIC DEVELOPMENT DEPARTMENT

## Economic Development Operational Performance

### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		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	2019/20	2020/21	2021/22
		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	-0.37%	2.04%	+/- 5%

#### Internal Processes

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		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	2019/20	2020/21	2021/22
		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

## 2020-2021 BY THE NUMBERS:

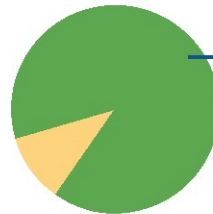
FPR received four 21st Century grants

**TOTALING \$2,100,599**

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.

**2,056**

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

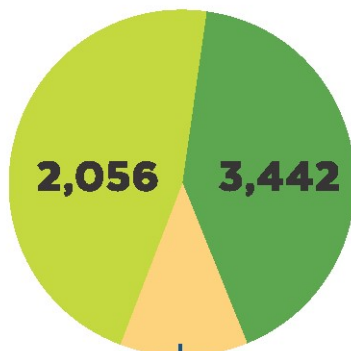


**89.3%**

of the children were from minority racial and ethnic groups

**6,993**

children served by FPR (25% of these are estimated to be low income)



- After-School All-Stars
- Recreation Division
- Orlando Kidz Zones



**7,042**

Pottery Studio visits



**50,229**

cars came through the gates at Bill Frederick Park



**31,331**

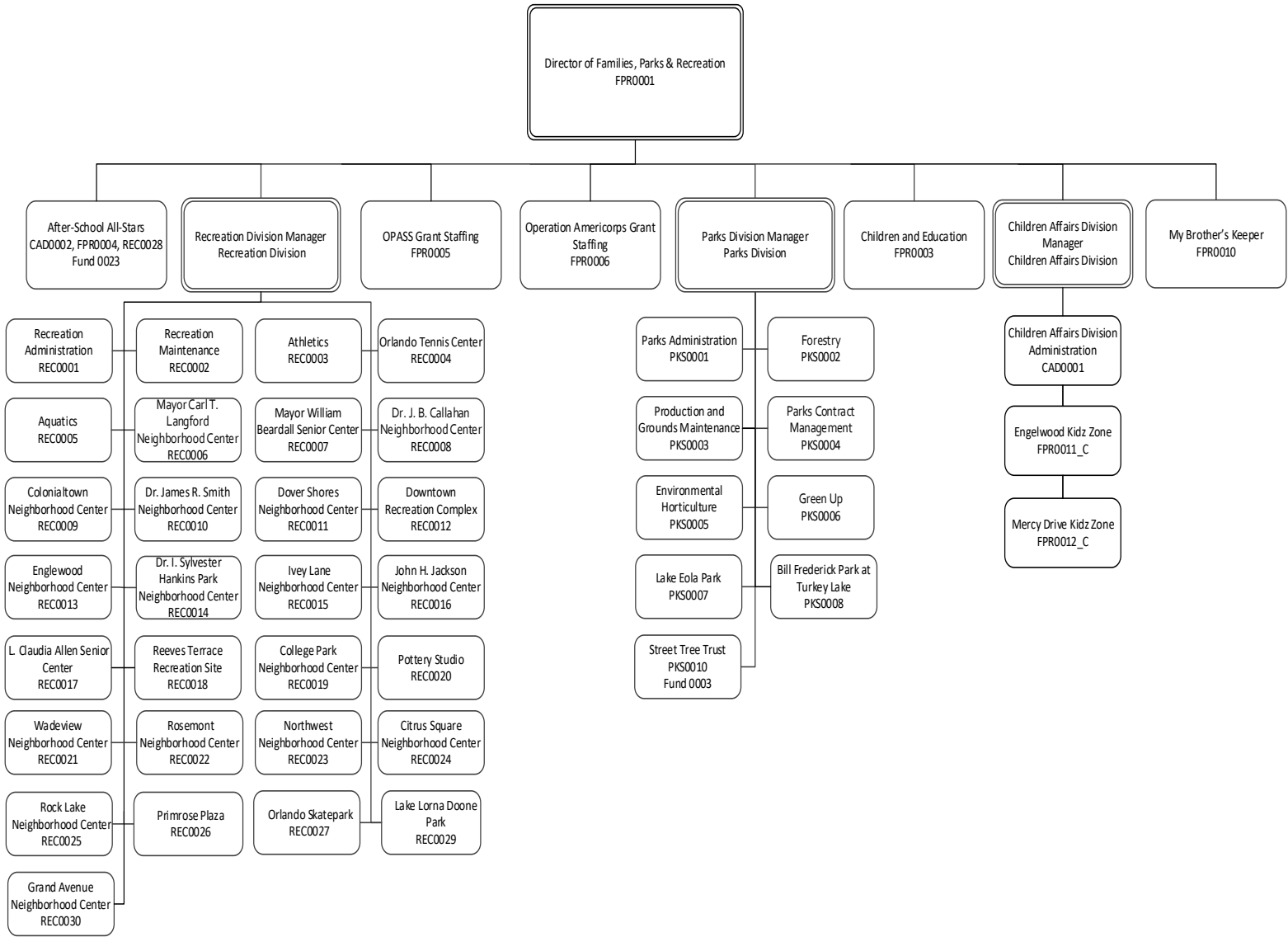
people camped at Bill Frederick Park

**178,719**

people came to our facilities

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# 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.

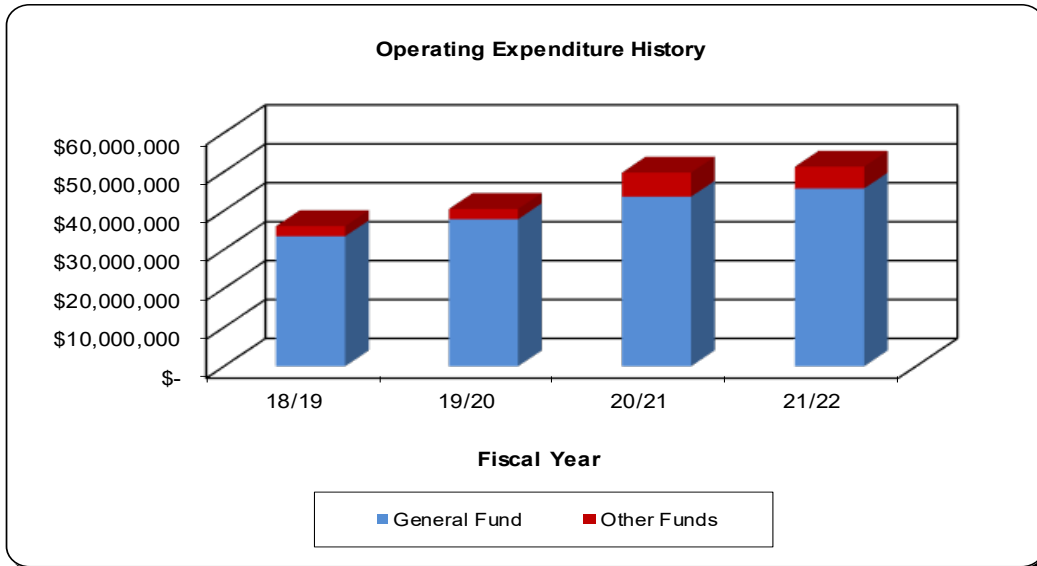
# FAMILIES, PARKS AND RECREATION DEPARTMENT

## DEPARTMENT EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,797,582	\$ 1,933,645	\$ 2,429,885	\$ 496,240	25.7%
0002 Families Parks and Recreation Nondept	1,494,545	1,619,621	1,497,121	(122,500)	(7.6%)
0003 Children and Education	1,762,951	3,970,836	3,468,307	(502,529)	(12.7%)
0005 O-PASS Grant Staffing	141,081	-	256,101	256,101	N/A
0006 Operation AmeriCorps Grant Staffing	244,708	-	261,079	261,079	N/A
0010 My Brother's Keeper	-	1,000,000	999,735	(265)	(0.0%)
Children Affairs Division (CAD)					
0001 Children Affairs Division Administration	473,724	585,464	927,789	342,325	58.5%
Recreation Division (REC)					
0001 Recreation Administration	1,456,069	1,426,626	1,702,246	275,620	19.3%
0002 Recreation Maintenance	3,731,504	6,050,961	6,498,780	447,819	7.4%
0003 Athletics	659,135	789,949	815,595	25,646	3.2%
0004 Orlando Tennis Center	286,841	267,167	393,571	126,404	47.3%
0005 Aquatics	1,569,281	1,411,761	1,484,395	72,634	5.1%
0006 Mayor Carl T. Langford Neighborhood Center	51,056	43,642	43,642	-	0.0%
0007 Mayor William Beardall Senior Center	609,363	575,011	550,493	(24,518)	(4.3%)
0008 Dr. J. B. Callahan Neighborhood Center	579,992	501,101	508,883	7,782	1.6%
0009 Colonialtown Neighborhood Center	127,882	132,921	130,831	(2,090)	(1.6%)
0010 Dr. James R. Smith Neighborhood Center	905,107	759,310	763,531	4,221	0.6%
0011 Dover Shores Neighborhood Center	834,064	652,972	647,665	(5,307)	(0.8%)
0012 Downtown Recreation Complex	490,602	471,352	467,228	(4,124)	(0.9%)
0013 Engelwood Neighborhood Center	960,300	776,128	836,380	60,252	7.8%
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	151,765	95,684	89,984	(5,700)	(6.0%)
0015 Ivey Lane Neighborhood Center	207,512	183,048	186,555	3,507	1.9%
0016 John H. Jackson Neighborhood Center	651,627	540,854	558,061	17,207	3.2%
0017 L. Claudia Allen Senior Center	565,877	400,197	401,917	1,720	0.4%
0018 Reeves Terrace Recreation Site	163,853	178,456	170,305	(8,151)	(4.6%)
0019 College Park Neighborhood Center	714,769	736,992	705,272	(31,720)	(4.3%)
0020 Pottery Studio	236,465	225,903	226,386	483	0.2%
0021 Wadeview Neighborhood Center	446,984	345,189	353,698	8,509	2.5%
0022 Rosemont Neighborhood Center	658,638	744,279	719,523	(24,756)	(3.3%)
0023 Northwest Neighborhood Center	762,512	669,844	761,058	91,214	13.6%
0024 Citrus Square Neighborhood Center	124,372	131,141	132,322	1,181	0.9%
0025 Rock Lake Neighborhood Center	227,962	184,065	187,961	3,896	2.1%
0026 Primrose Plaza	263,687	144,993	146,835	1,842	1.3%
0027 Orlando Skatepark	225,457	196,604	197,591	987	0.5%
0029 Lake Lorna Doone Park	-	832,868	735,107	(97,761)	(11.7%)
0030 Grand Avenue Neighborhood Center	-	249,587	339,350	89,763	36.0%
Parks Division (PKS)					
0001 Parks Administration	2,761,261	3,278,605	3,715,098	436,493	13.3%
0002 Forestry	2,265,613	2,516,465	2,507,393	(9,072)	(0.4%)
0003 Production and Grounds Maintenance	1,848,126	2,022,579	2,026,313	3,734	0.2%
0004 Parks Contract Management	2,433,116	2,243,743	2,246,455	2,712	0.1%
0005 Environmental Horticulture	1,844,392	2,279,454	2,180,867	(98,587)	(4.3%)
0006 Green Up	364,758	381,017	372,144	(8,873)	(2.3%)
0007 Lake Eola Park	1,386,134	768,959	786,182	17,223	2.2%
0008 Frederick Park at Turkey Lake	1,331,256	1,272,669	1,259,092	(13,577)	(1.1%)
0009 Loch Haven Center	(9,394)	-	-	-	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 37,802,533</b>	<b>\$ 43,591,662</b>	<b>\$ 45,688,726</b>	<b>\$ 2,097,064</b>	<b>4.8%</b>

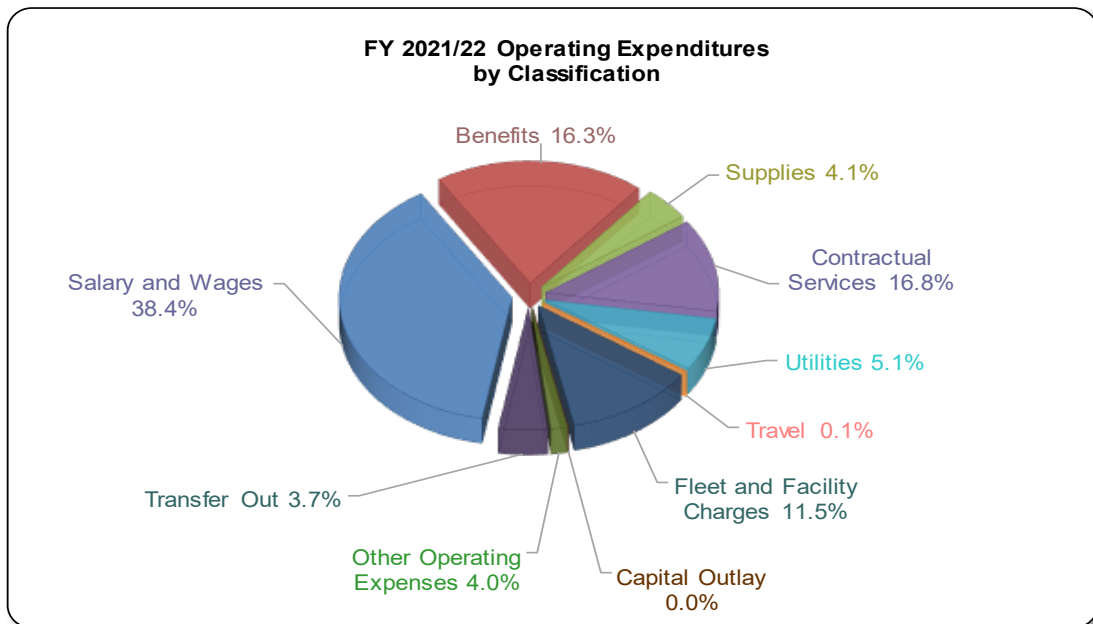
# FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b>AFTER SCHOOL ALL STARS FUND #0023</b>					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 2,379,854	\$ 3,893,530	\$ 3,743,279	\$ (150,251)	(3.9%)
Recreation Division (REC)					
0028 Recreation - 21st CCLC	31,052	70,638	65,186	(5,452)	(7.7%)
Children Affairs Division (CAD)					
0002 Children Affairs - Ounce of Prevention	5,496	78,820	78,754	(66)	(0.1%)
<b>TOTAL -- AFTER SCHOOLS ALL STARS FUND</b>	<b>\$ 2,416,401</b>	<b>\$ 4,042,988</b>	<b>\$ 3,887,219</b>	<b>\$ (155,769)</b>	<b>(3.9%)</b>
<b>STREET TREE TRUST FUND #0003</b>					
Parks Division (PKS)					
0010 Street Tree Trust	\$ 110,896	\$ 200,319	\$ 200,319	\$ -	0.0%
<b>TOTAL -- STREET TREE TRUST FUND</b>	<b>\$ 110,896</b>	<b>\$ 200,319</b>	<b>\$ 200,319</b>	<b>\$ -</b>	<b>0.0%</b>
<b>PARK IMPACT FEE FUNDS #1080 - #1082</b>					
Director of Families Parks and Recreation (FPR)					
0007 Park Impact Fee North	\$ 42,773	\$ 686,952	\$ 370,000	\$ (316,952)	(46.1%)
0008 Park Impact Fee Southeast	41,989	1,005,251	786,000	(219,251)	(21.8%)
0009 Park Impact Fee Southwest	598	233,189	354,000	120,811	51.8%
<b>TOTAL -- PARK IMPACT FEE FUNDS</b>	<b>\$ 85,359</b>	<b>\$ 1,925,392</b>	<b>\$ 1,510,000</b>	<b>\$ (415,392)</b>	<b>(21.6%)</b>
<b>OTHER FUNDS</b>					
All Cost Centers	\$ (62)	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- FAMILIES, PARKS AND RECREATION OPERATING</b>	<b>\$ 40,415,127</b>	<b>\$ 49,760,361</b>	<b>\$ 51,286,264</b>	<b>\$ 1,525,903</b>	<b>3.1%</b>



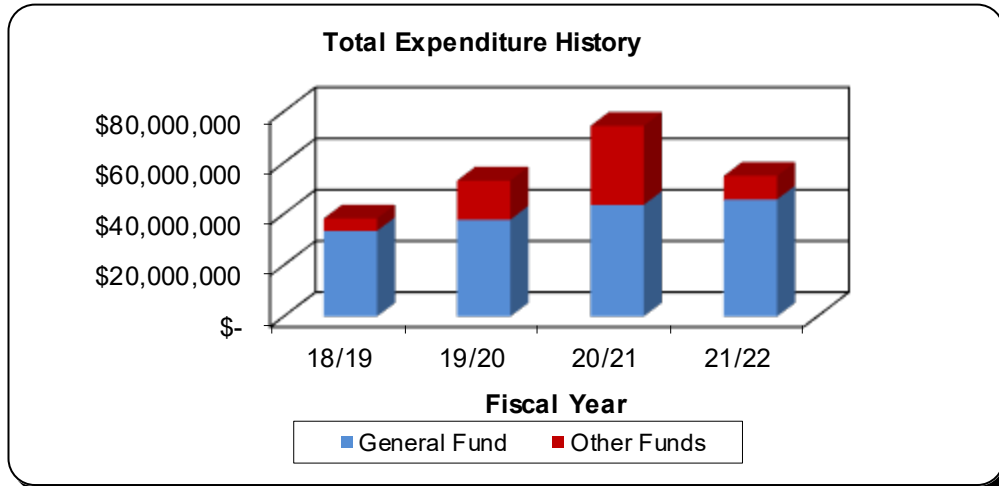
# FAMILIES, PARKS AND RECREATION DEPARTMENT

Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 16,040,430	\$ 18,828,245	\$ 19,710,358	\$ 882,113	4.7%
Benefits	6,972,736	8,125,170	8,380,402	255,232	3.1%
Supplies	1,670,978	2,056,361	2,123,999	67,638	3.3%
Contractual Services	5,199,717	7,634,119	8,600,334	966,215	12.7%
Utilities	2,323,228	2,480,116	2,616,733	136,617	5.5%
Travel	28,281	54,605	66,709	12,104	22.2%
Fleet and Facility Charges	5,869,596	5,939,137	5,900,282	(38,855)	(0.7%)
Capital Outlay	6,756	177,128	-	(177,128)	(100.0%)
Other Operating Expenses	446,632	2,477,268	2,051,047	(426,221)	(17.2%)
Transfer Out	1,856,774	1,988,212	1,836,400	(151,812)	(7.6%)
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>\$ 40,415,127</b>	<b>\$ 49,760,361</b>	<b>\$ 51,286,264</b>	<b>\$ 1,525,903</b>	<b>3.1%</b>



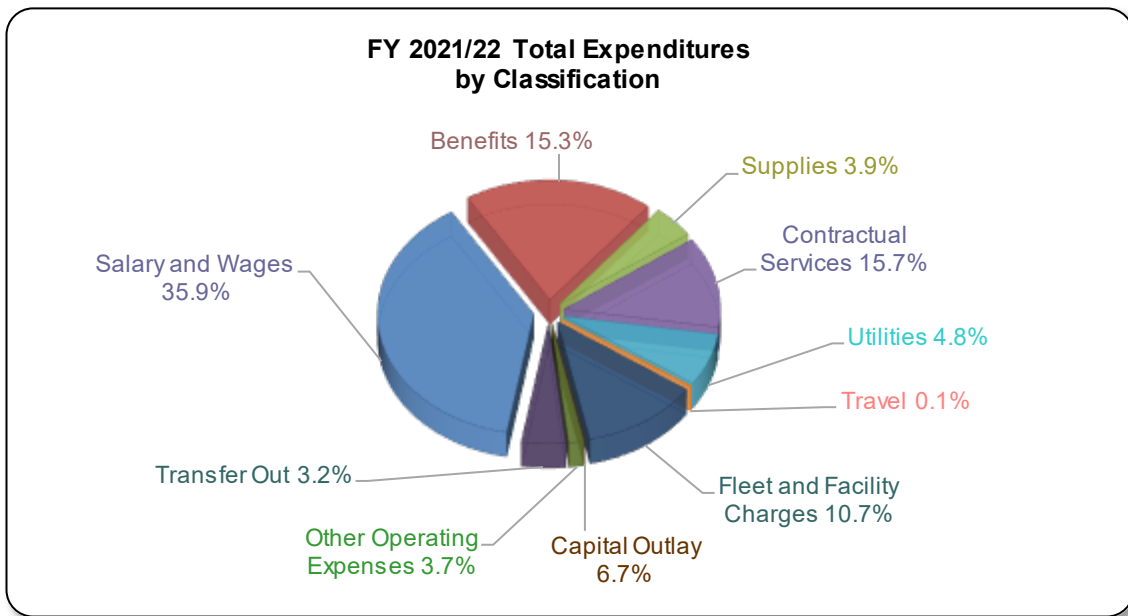
# FAMILIES, PARKS AND RECREATION DEPARTMENT

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>CAPITAL IMPROVEMENTS FUND #3001</b>					
Projects and Grants	\$ 4,337,834	\$ 7,279,109	\$ 3,656,000	\$ (3,623,109)	(49.8%)
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ 4,337,834</b>	<b>\$ 7,279,109</b>	<b>\$ 3,656,000</b>	<b>\$ (3,623,109)</b>	<b>(49.8%)</b>
<b>INVESTING IN OUR NEIGHBORHOODS</b>					
<b>2018B CONSTRUCTION BOND FUND #3034</b>					
Projects and Grants	\$ 5,552,838	\$ 14,127,696	\$ -	\$ (14,127,696)	(100.0%)
<b>TOTAL -- INVESTING IN OUR NEIGHBORHOODS</b>	<b>\$ 5,552,838</b>	<b>\$ 14,127,696</b>	<b>\$ -</b>	<b>\$ (14,127,696)</b>	<b>(100.0%)</b>
<b>2018B CONSTRUCTION BOND FUND</b>					
<b>OTHER FUNDS</b>					
Projects and Grants	\$ 2,740,989	\$ 3,277,419	\$ -	\$ (3,277,419)	(100.0%)
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 2,740,989</b>	<b>\$ 3,277,419</b>	<b>\$ -</b>	<b>\$ (3,277,419)</b>	<b>(100.0%)</b>
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>\$ 53,046,789</b>	<b>\$ 74,444,585</b>	<b>\$ 54,942,264</b>	<b>\$ (19,502,321)</b>	<b>(26.2%)</b>



# FAMILIES, PARKS AND RECREATION DEPARTMENT

Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 16,873,318	\$ 20,647,294	\$ 19,710,358	\$ (936,936)	(4.5%)
Benefits	7,168,390	8,416,488	8,380,402	(36,086)	(0.4%)
Supplies	2,435,686	2,728,612	2,123,999	(604,613)	(22.2%)
Contractual Services	6,271,820	9,847,608	8,600,334	(1,247,274)	(12.7%)
Utilities	2,345,835	2,483,080	2,616,733	133,653	5.4%
Travel	29,430	64,702	66,709	2,007	3.1%
Fleet and Facility Charges	7,269,032	7,924,454	5,900,282	(2,024,172)	(25.5%)
Capital Outlay	8,145,785	16,912,811	3,656,000	(13,256,811)	(78.4%)
Other Expenses	622,473	3,431,324	2,051,047	(1,380,277)	(40.2%)
Transfer Out	1,885,020	1,988,212	1,836,400	(151,812)	(7.6%)
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>\$ 53,046,789</b>	<b>\$ 74,444,585</b>	<b>\$ 54,942,264</b>	<b>\$ (19,502,321)</b>	<b>(26.2%)</b>





# FAMILIES, PARKS AND RECREATION DEPARTMENT

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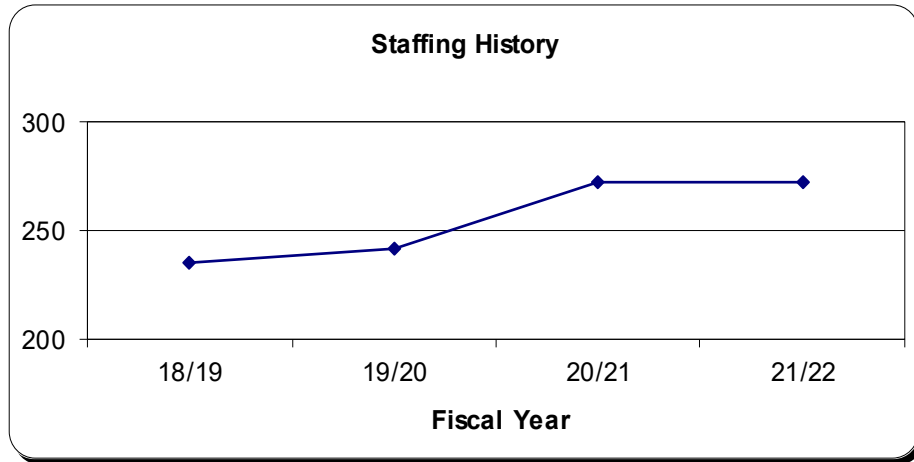
## DEPARTMENT STAFFING SUMMARY

Fund	2019/20	2020/21	2021/22
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	20	20
0003 Children and Education	12	14	14
0005 OPASS Grant Staffing	1	1	1
0006 Operation Americorp Grant Staffing	1	1	1
0010 My Brother's Keeper	-	1	1
Children Affairs Division (CAD)			
0001 Children Affairs Division Administration	4	9	9
Recreation Division (REC)			
0001 Recreation Administration	9	12	12
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	6	7	7
0015 Ivey Lane Neighborhood Center	1	1	1
0016 John H. Jackson Neighborhood Center	5	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	4	4
0023 Northwest Neighborhood Center	5	7	7
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	7
0030 Grand Avenue Neighborhood Center	-	4	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	23	23	23
0006 Green Up	3	3	3

# FAMILIES, PARKS AND RECREATION DEPARTMENT

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Fund Business Unit Cost Center Number and Name	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<b><u>AFTER SCHOOL ALL STARS FUND #0023</u></b>			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	15	16	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	1
<b>TOTAL -- AFTER SCHOOLS ALL STARS FUND</b>	<b>17</b>	<b>18</b>	<b>18</b>
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>242</b>	<b>272</b>	<b>272</b>



# FAMILIES, PARKS AND RECREATION DEPARTMENT

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## 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.

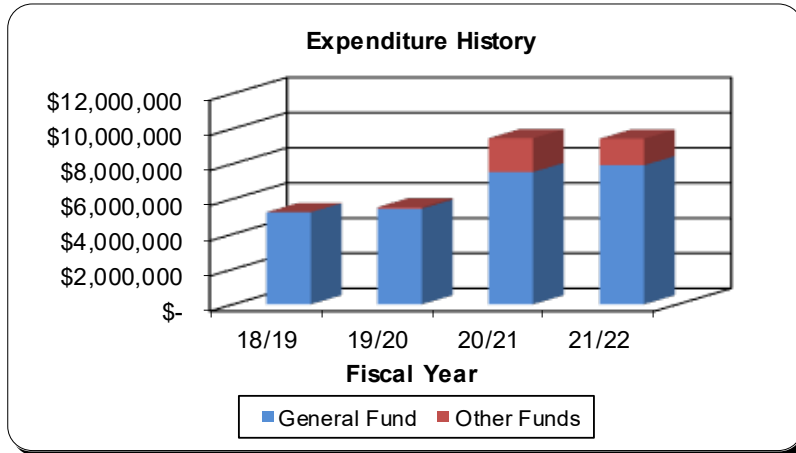
### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,797,582	\$ 1,933,645	\$ 2,429,885	\$ 496,240	25.7%
0002 Families Parks and Recreation Nondept	1,494,545	1,619,621	1,497,121	(122,500)	(7.6%)
0003 Children and Education	1,762,951	3,970,836	3,468,307	(502,529)	(12.7%)
0005 O-PASS Grant Staffing	141,081	-	256,101	256,101	N/A
0006 Operation AmeriCorps Grant Staffing	244,708	-	261,079	261,079	N/A
0010 My Brother's Keeper	-	1,000,000	999,735	(265)	(0.0%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 5,440,868</b>	<b>\$ 7,524,102</b>	<b>\$ 7,912,493</b>	<b>\$ 388,391</b>	<b>5.2%</b>
<b>Park Impact Fee Funds (#1080 - #1082)</b>					
0007 Park Impact Fee North	\$ 42,773	\$ 686,952	\$ 370,000	\$ (316,952)	(46.1%)
0008 Park Impact Fee Southeast	41,989	1,005,251	786,000	(219,251)	(21.8%)
0009 Park Impact Fee Southwest	598	233,189	354,000	120,811	51.8%
<b>TOTAL -- PARK IMPACT FEE FUNDS</b>	<b>\$ 85,359</b>	<b>\$ 1,925,392</b>	<b>\$ 1,510,000</b>	<b>\$ (415,392)</b>	<b>(21.6%)</b>
<b>TOTAL -- DIRECTOR'S OFFICE</b>	<b>\$ 5,526,228</b>	<b>\$ 9,449,494</b>	<b>\$ 9,422,493</b>	<b>\$ (27,001)</b>	<b>(0.3%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
0001 Director of Families Parks and Recreation	15	20	20
0003 Children and Education	12	14	14
0005 O-PASS Grant Staffing	1	1	1
0006 Operation AmeriCorps Grant Staffing	1	1	1
0010 My Brother's Keeper	-	1	1
<b>TOTAL -- GENERAL FUND</b>	<b>29</b>	<b>37</b>	<b>37</b>
<b>TOTAL -- DIRECTOR'S OFFICE</b>	<b>29</b>	<b>37</b>	<b>37</b>

# FAMILIES, PARKS AND RECREATION DEPARTMENT

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## 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, Trials at Bill Frederick Park to enhance accessibility and make it safer for pedestrian and vehicle traffic.
- Installed new lighting for safety at BFP entrance.
- Repaired tee boxes and replaced baskets on Disk Golf course at BFP in preparation for Disk Golf World Championship
- Installed electric for Drone Zone at BFP
- Completed the new Master Plan for Lake Eola Park.
- Installed new HVAC in Lake Eola amphitheater
- Repaired parking lot around the REP in Loch Haven
- Completed Parking lot improvements at George Barker Park
- Parks Division has implemented lighting improvements at Poppy Park and Leroy Hoequist Park.
- Replaced roof at Guernsey Park pavilion.
- Clearing southwest corner of La Costa Urban Wetlands to improve visibility
- Renovated restrooms at Langford Park
- Completed 85% of Park ID signs with new City Branding.
- Repaired sidewalks and lighting at Clear Lake Park.
- Promoted tree planting and increased the City’s tree canopy by: planting 572 trees (213 street trees, 101 park trees and 258 Green Up trees); trimming approximately 2400 trees; removing 302 trees; and distributing (free to residents) approximately 150 trees at events such as Festivals, National Night Out and National Public Lands Day.
- Orlando received the Tree City USA award for the 44th consecutive year, the Growth Award for the 29th year and the Playful City USA designation for the 11<sup>th</sup> consecutive year.
- Logged over 2425 volunteer hours at over 38 Green Up events to augment services, build community pride, and reduce invasive species and labor costs while planted over 2500 plants and shrubs.
- Began our new Nature Education program at BFP, completing 756 visits of elementary age children.
- Ramped up Park operations to deal with Covid 19 challenges/restrictions to include increase in coverage by Parks Rangers, sanitized playgrounds and work out stations on a daily basis, adjusting payment systems to eliminate the need for cash handling.

## Future Goals and Objectives

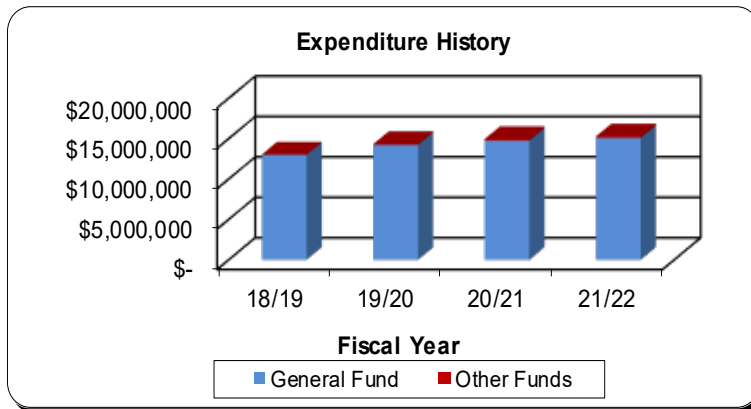
### Short Term

- Develop partnerships to grow our Nature Education Program at BFP with a goal of 5000 visits
- Complete Erosion Control of Harbor Park
- Replace Fitness Equipment and add shade structure at Jackson Neighborhood Center
- Replace Fitness Equipment and add sidewalks in Al Coith Park
- Replace Playground Equipment at Dartmouth Park
- Replace Fitness Equipment and Playground at Willie Mays Park

# FAMILIES, PARKS AND RECREATION DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Parks Division (PKS)					
0001 Parks Administration	\$ 2,761,261	\$ 3,278,605	\$ 3,715,098	\$ 436,493	13.3%
0002 Forestry	2,265,613	2,516,465	2,507,393	(9,072)	(0.4%)
0003 Production and Grounds Maintenance	1,848,126	2,022,579	2,026,313	3,734	0.2%
0004 Parks Contract Management	2,433,116	2,243,743	2,246,455	2,712	0.1%
0005 Environmental Horticulture	1,844,392	2,279,454	2,180,867	(98,587)	(4.3%)
0006 Green Up	364,758	381,017	372,144	(8,873)	(2.3%)
0007 Lake Eola Park	1,386,134	768,959	786,182	17,223	2.2%
0008 Frederick Park at Turkey Lake	1,331,256	1,272,669	1,259,092	(13,577)	(1.1%)
0009 Loch Haven Center	(9,394)	-	-	-	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 14,225,262</b>	<b>\$ 14,763,491</b>	<b>\$ 15,093,544</b>	<b>\$ 330,053</b>	<b>2.2%</b>
<b>STREET TREE TRUST FUND #0003</b>					
0010 Street Tree Trust	\$ 110,896	\$ 200,319	\$ 200,319	\$ -	0.0%
<b>TOTAL -- STREET TREE TRUST FUND</b>	<b>\$ 110,896</b>	<b>\$ 200,319</b>	<b>\$ 200,319</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL -- PARKS DIVISION</b>	<b>\$ 14,336,158</b>	<b>\$ 14,963,810</b>	<b>\$ 15,293,863</b>	<b>\$ 330,053</b>	<b>2.2%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
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	23	23	23
0006 Green Up	3	3	3
0007 Lake Eola Park	6	6	6
0008 Frederick Park at Turkey Lake	11	11	11
<b>TOTAL -- GENERAL FUND</b>	<b>97</b>	<b>97</b>	<b>97</b>
<b>TOTAL -- PARKS DIVISION</b>	<b>97</b>	<b>97</b>	<b>97</b>

# FAMILIES, PARKS AND RECREATION DEPARTMENT

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## 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 FY 20/21, the Division managed the City’s 61 ball fields and 44 basketball, 35 tennis and 10 volleyball courts, which were rented 2,579 times to accommodate 47,702 attendees.

The Division’s 17 recreation centers accommodated attendance of 313,476 last year. In addition, public and private groups rented the facilities 1,543 days (average 91 days/booked per site) bringing 44,661 attendees to meetings/events. Attendance at the Division’s senior centers and senior programs reached 16,814 last year. In addition, there was an average of 585 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 22,894 visits; the Orlando Tennis Centre achieved an attendance of 13,813, 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 decreased to 5,779, where classes continued to sell out and often have waiting lists. Attendance at the Orlando Skate Park increased to 12,238 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.
- Oversee Packing District Project, relocating OTC
- Continue successful implementation of 21st Century Community Learning Center grant at three sites: Engelwood, Rock Lake, and Jackson, 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
- Open new Grand Ave facility which will be the new home of the DTRC and Pottery Studio.

### Medium Term

- Continue to upgrade aging City recreation facilities
- Start a new 7 on 7 Football season for the Fall while moving the YFL to a Spring season.
- Expand 21<sup>st</sup> Century Program to additional sites.
- Address major roofing concerns at various community centers
- Complete the Lake Lorna Doone Park project by designing and building out the Arts Park section within the park.

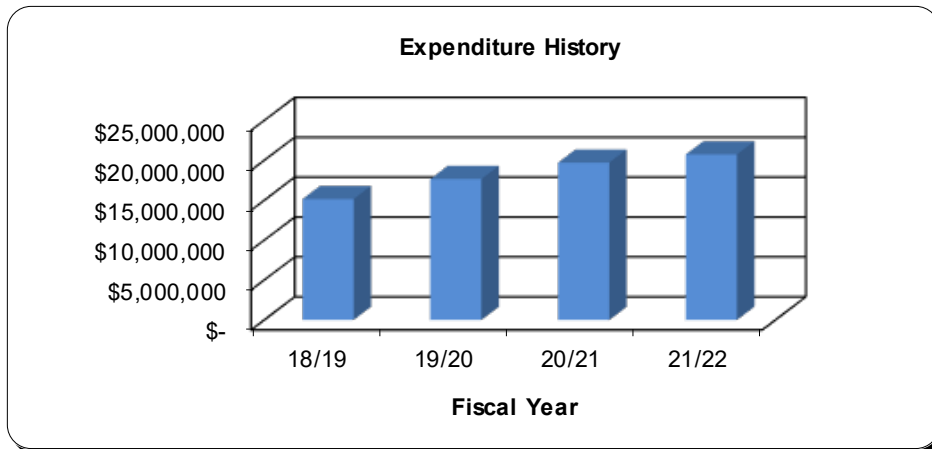
### Long Term

- Seek consultant to structure the renovation process for the community centers
- Start the renovation process for all pools.

# FAMILIES, PARKS AND RECREATION DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Recreation Division (REC)					
0001 Recreation Administration	\$ 1,456,069	\$ 1,426,626	\$ 1,702,246	\$ 275,620	19.3%
0002 Recreation Maintenance	3,731,504	6,050,961	6,498,780	447,819	7.4%
0003 Athletics	659,135	789,949	815,595	25,646	3.2%
0004 Orlando Tennis Center	286,841	267,167	393,571	126,404	47.3%
0005 Aquatics	1,569,281	1,411,761	1,484,395	72,634	5.1%
0006 Mayor Carl T. Langford Neighborhood Center	51,056	43,642	43,642	-	0.0%
0007 Mayor William Beardall Senior Center	609,363	575,011	550,493	(24,518)	(4.3%)
0008 Dr. J. B. Callahan Neighborhood Center	579,992	501,101	508,883	7,782	1.6%
0009 Colonialtown Neighborhood Center	127,882	132,921	130,831	(2,090)	(1.6%)
0010 Dr. James R. Smith Neighborhood Center	905,107	759,310	763,531	4,221	0.6%
0011 Dover Shores Neighborhood Center	834,064	652,972	647,665	(5,307)	(0.8%)
0012 Downtown Recreation Complex	490,602	471,352	467,228	(4,124)	(0.9%)
0013 Engelwood Neighborhood Center	960,300	776,128	836,380	60,252	7.8%
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	151,765	95,684	89,984	(5,700)	(6.0%)
0015 Ivey Lane Neighborhood Center	207,512	183,048	186,555	3,507	1.9%
0016 John H. Jackson Neighborhood Center	651,627	540,854	558,061	17,207	3.2%
0017 L. Claudia Allen Senior Center	565,877	400,197	401,917	1,720	0.4%
0018 Reeves Terrace Recreation Site	163,853	178,456	170,305	(8,151)	(4.6%)
0019 College Park Neighborhood Center	714,769	736,992	705,272	(31,720)	(4.3%)
0020 Pottery Studio	236,465	225,903	226,386	483	0.2%
0021 Wadeview Neighborhood Center	446,984	345,189	353,698	8,509	2.5%
0022 Rosemont Neighborhood Center	658,638	744,279	719,523	(24,756)	(3.3%)
0023 Northwest Neighborhood Center	762,512	669,844	761,058	91,214	13.6%
0024 Citrus Square Neighborhood Center	124,372	131,141	132,322	1,181	0.9%
0025 Rock Lake Neighborhood Center	227,962	184,065	187,961	3,896	2.1%
0026 Primrose Plaza	263,687	144,993	146,835	1,842	1.3%
0027 Orlando Skatepark	225,457	196,604	197,591	987	0.5%
0029 Lake Lorna Doone Park	-	832,868	735,107	(97,761)	(11.7%)
0030 Grand Avenue Neighborhood Center	-	249,587	339,350	89,763	36.0%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 17,662,679</b>	<b>\$ 19,718,605</b>	<b>\$ 20,755,165</b>	<b>\$ 1,036,560</b>	<b>5.3%</b>
<b>TOTAL -- RECREATION</b>	<b>\$ 17,662,679</b>	<b>\$ 19,718,605</b>	<b>\$ 20,755,165</b>	<b>\$ 1,036,560</b>	<b>5.3%</b>





# FAMILIES, PARKS AND RECREATION DEPARTMENT

## STAFFING SUMMARY

Fund	2019/20	2020/21	2021/22
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	12	12
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	6	7	7
0015 Ivey Lane Neighborhood Center	1	1	1
0016 John H. Jackson Neighborhood Center	5	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	4	4
0023 Northwest Neighborhood Center	5	7	7
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	7
0030 Grand Avenue Neighborhood Center	-	4	4
TOTAL -- GENERAL FUND	95	111	111
TOTAL -- RECREATION DIVISION	95	111	111

# FAMILIES, PARKS AND RECREATION DEPARTMENT

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## Children's 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 FY20/21 significant accomplishments include:

**Recreation Division (REC):** The Recreation Division offered afterschool programs and summer camps to over 1,613 children at 17 locations. To address food insecurity, the division provided 36,327 meals to children this summer through the Summer Food Service program and 77,129 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 1,171 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 1,047 youth, birth to age 24. Of these, 614 participated in academically-enriched after school programs or specialized STEAM enrichment programs. 95 participated in programs designed to keep them on track toward high school graduation, college entry and college completion; 233 children under the age of 5 received early learning services; 252 participated in health and wellness programs; 267 older youth participated in youth development programs; and 101 youth were employed. 100% of PKZ high school seniors successfully graduated and enrolled in post-secondary education.

**Orlando After School All Stars (ASAS):** ASAS provided services to 3,976 youth this past year. ASAS's before school, after school and summer programs served 2,056 students. ASAS was recognized as a "model program" by the FL-DOE 21st CCLC Department annual review for a 10th consecutive year. 100% of ASAS middle school students met OCPS academic achievement standards and were promoted to the next grade level. In addition to the out-of-school services, ASAS also manages two AmeriCorps programs (OPASS and Operation AmeriCorps) that served 1,920 students at 5 middle schools and 5 high schools. 91% 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. MBK served 341 youth at 5 middle school and 2 high school program sites. MBK provided a minimum of 100 hours of individual or group mentoring services to each youth.

**Youth Employment:** FPR employed 823 youth during the year, ages 15 to 25, of which 201 are funded via a variety of grants. This includes the departments specialized youth workforce training and employment opportunities through the Kids Zones Youth Workforce initiatives and ASAS's Opportunity Jobs Academy.

## Future Goals and Objectives

### Short Term

- Begin implementation of the three new Kids Zones (Holden Heights, Mercy Drive and Engelwood).
- Create and implement MBK grant program to fund grassroots and neighborhood-based agencies/individuals to provide mentoring and support services.

### Medium Term

- Create a comprehensive plan to address mental health and socio-emotional learning (SEL) services within the department's programs.
- Create a unified data system for all children's programs and services within the department.

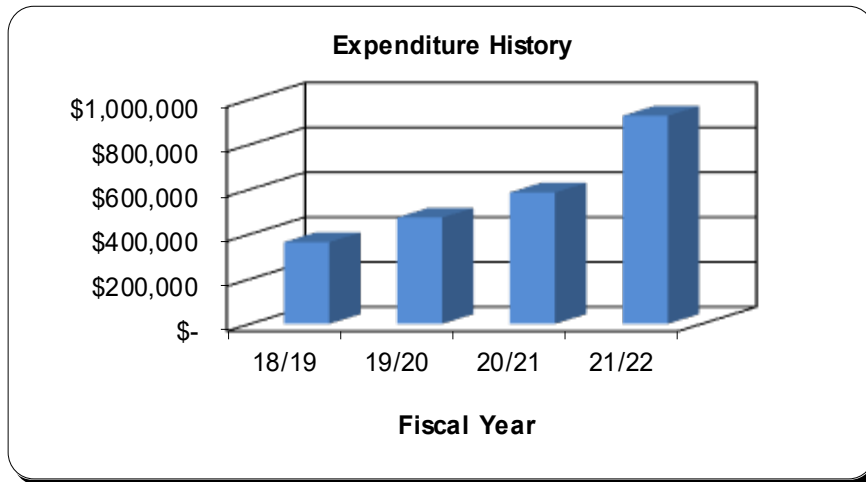
### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Children Affairs Division (CAD)					
0001 Children Affairs Division Administration	\$ 473,724	\$585,464	\$ 927,789	\$ 342,325	58.5%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 473,724</b>	<b>\$585,464</b>	<b>\$ 927,789</b>	<b>\$ 342,325</b>	<b>58.5%</b>
<b>TOTAL -- CHILDREN AFFAIRS DIVISION</b>	<b>\$ 473,724</b>	<b>\$585,464</b>	<b>\$ 927,789</b>	<b>\$ 342,325</b>	<b>58.5%</b>



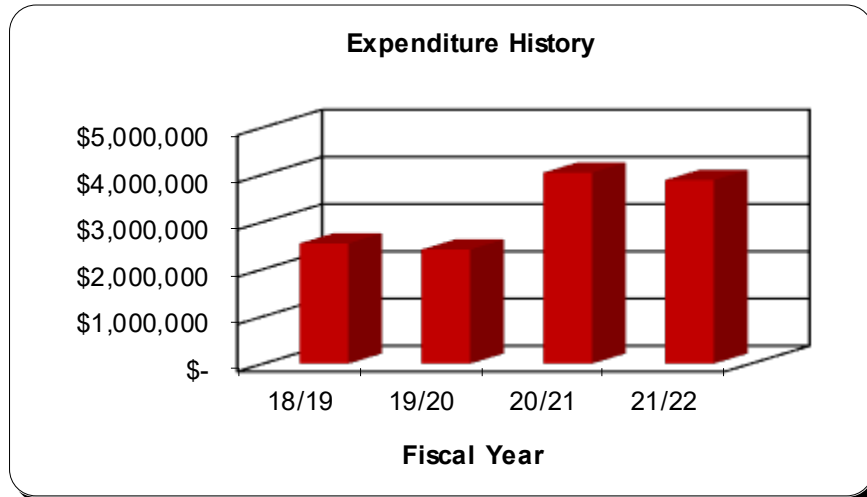
## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
0001 Children Affairs Division Administration	4	9	9
<b>TOTAL -- GENERAL FUND</b>	<b>4</b>	<b>9</b>	<b>9</b>
<b>TOTAL -- Children Affairs Division</b>	<b>4</b>	<b>9</b>	<b>9</b>

# FAMILIES, PARKS AND RECREATION DEPARTMENT

## EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b><u>AFTER SCHOOL ALL STARS FUND #0023</u></b>					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 2,379,854	\$ 3,893,530	\$ 3,743,279	\$ (150,251)	(3.9%)
Recreation Division (REC)					
0028 Recreation After School All Stars	31,052	70,638	65,186	(5,452)	(7.7%)
Children Affairs Division (CAD)					
0002 Children Affairs - Ounce of Prevention	\$ 5,496	\$ 78,820	\$ 78,754	\$ (66)	(0.1%)
<b>TOTAL -- AFTER SCHOOL ALL-STARS FUND</b>	<b>\$ 2,416,401</b>	<b>\$ 4,042,988</b>	<b>\$ 3,887,219</b>	<b>\$ (155,769)</b>	<b>(3.9%)</b>
<b>TOTAL -- AFTER SCHOOL ALL-STARS</b>	<b>\$ 2,416,401</b>	<b>\$ 4,042,988</b>	<b>\$ 3,887,219</b>	<b>\$ (155,769)</b>	<b>(3.9%)</b>



## STAFFING SUMMARY

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<b><u>AFTER SCHOOL ALL STARS FUND #0023</u></b>			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	15	16	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	1
<b>TOTAL -- AFTER SCHOOL ALL-STARS FUND</b>	<b>17</b>	<b>18</b>	<b>18</b>
<b>TOTAL -- AFTER SCHOOL ALL-STARS</b>	<b>17</b>	<b>18</b>	<b>18</b>

# FAMILIES, PARKS AND RECREATION DEPARTMENT

## Families, Parks and Recreation Department Operational Performance

### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Parks Division	Percent of satisfied survey responses	98.0%	98.0%	98.0%
Recreation Division	Number of Hours Facilities Rented	17,555	16,008	21,000

#### Employee Learning & Growth

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Parks Division	Total number of training hours	1,300	1,300	1,300
Recreation Division	Total number of training hours	5,000	5,000	5,000

#### Fiscal

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		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	-1.4%	4.5%	+/-5%
Parks Division	Bill Frederick Park Admissions Revenue	\$159,034	\$181,819	\$225,000
Parks Division	Event Rental Revenue	\$164,883	\$86,141	\$575,000
Recreation Division	Rental Revenue	\$413,894	\$338,593	\$425,000

#### Internal Processes

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered per week	115	115	115
Parks Division	Total number of trees pruned	2,750	2,750	2,750
Parks Division	Total number of trees removed	350	350	350
Parks Division	Total number of "green-up" events	75	75	75

#### Outcome & Mission

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Parks Division	Number of trees planted	1,100	1,100	900
Recreation Division	Total attendance	521,456	313,476	525,000
Recreation Division	Number of Rental Contracts	1,139	976	1,200
Recreation Division	Number of Booked Days	6,026	5,126	6,100

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**CITY OF  
ORLANDO**  
FIRE DEPARTMENT

## 2020-2021 BY THE NUMBERS:

**TOP  
1%**

In 2021, OFD achieved ISO Class 1 for the 13th year in a row. This rating places OFD in the top 1% of fire departments in the United States.



Trained more than  
**150,000**



people in CPR and AED classes.

---

### AWARDED:

**\$241,000**

in State Homeland Security  
Grant Program funds

**\$14,000**

fire prevention grants

**\$61,000**

EMS grants



**40,772**

Total 911 calls



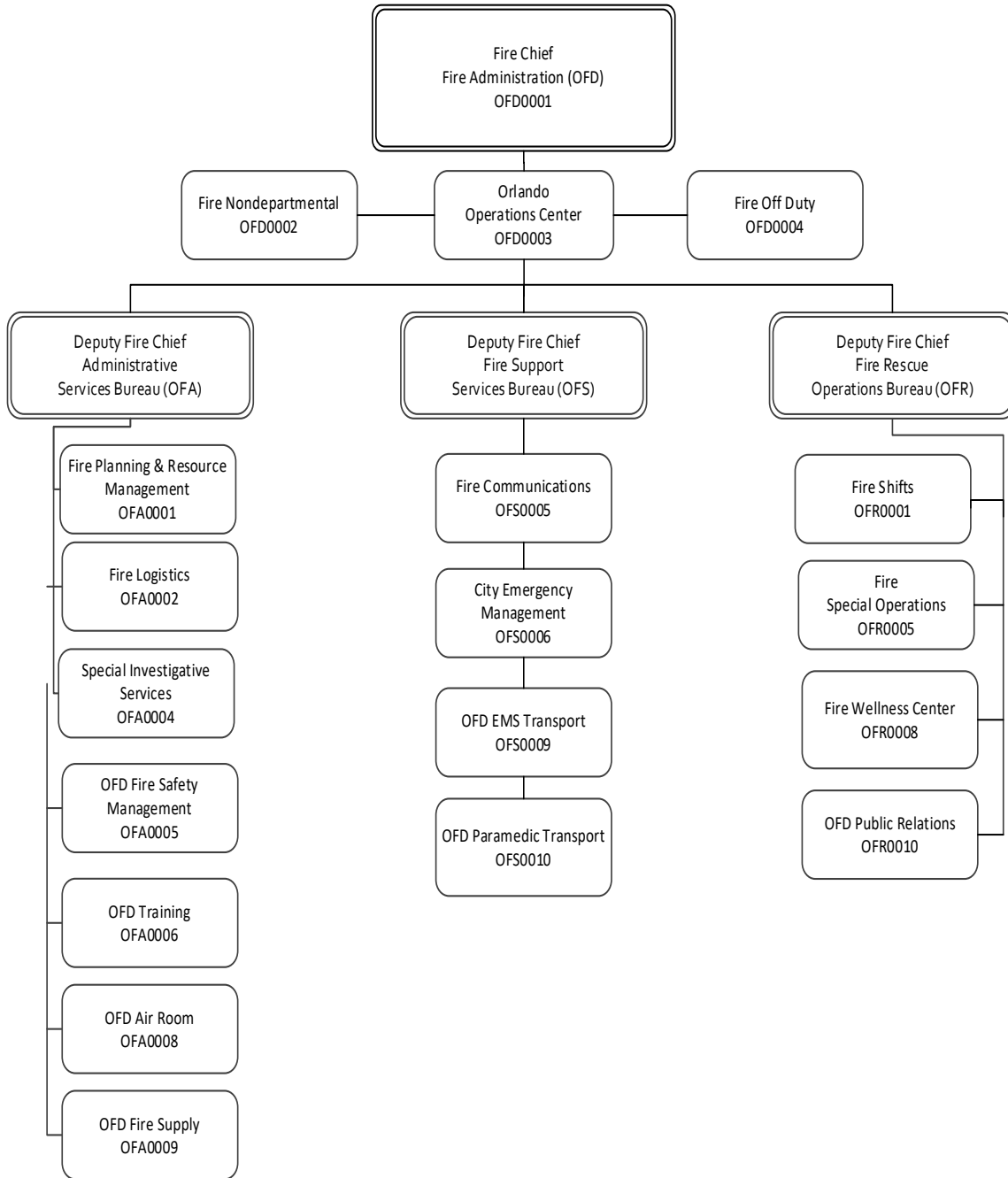
**99%**

answered within 10 seconds

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# FIRE DEPARTMENT



## Department Mission Statement

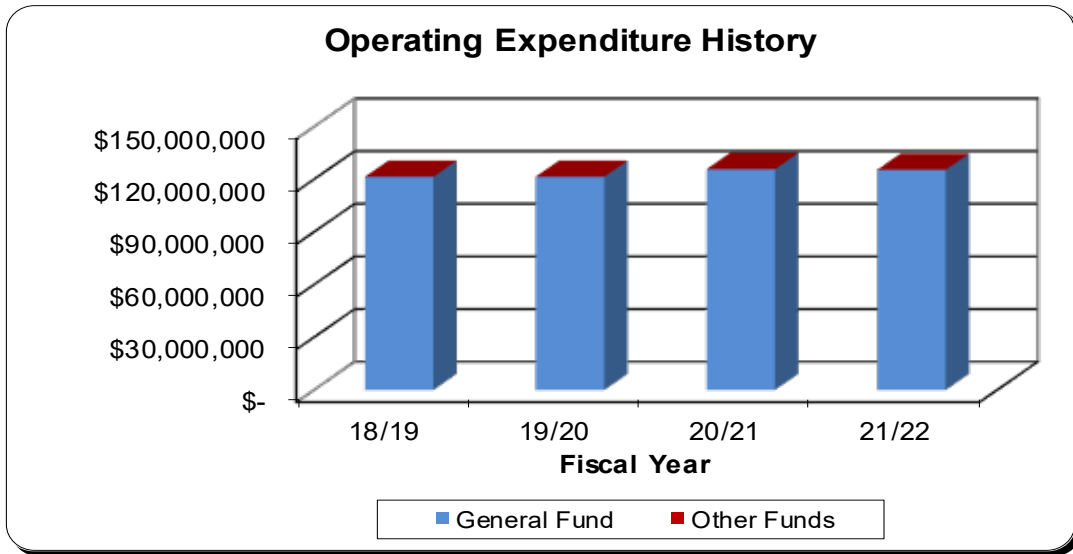
The Orlando Fire Department Mission Statement “protect lives and property” simply states the goal of a large organization that utilizes many specially trained personnel in multiple professions. These groupings of tightly orchestrated Fire Department Divisions and Sections create a professional life and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

# FIRE DEPARTMENT

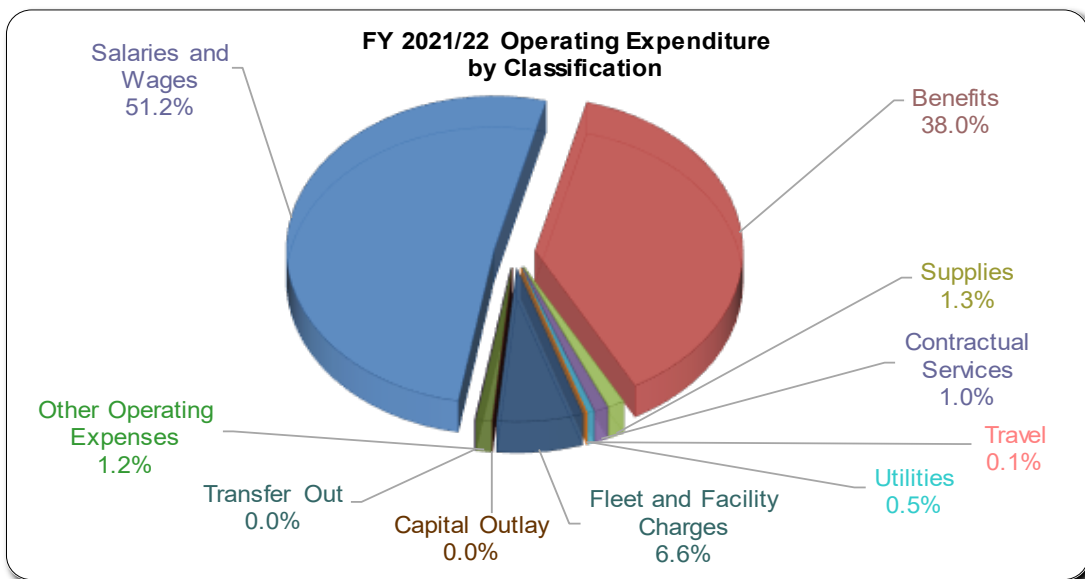
## DEPARTMENT EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 2,529,758	\$ 2,840,218	\$ 3,296,161	\$ 455,943	16.1%
0002 Fire Nondepartmental	436,643	1,039,000	769,000	(270,000)	(26.0%)
0003 Orlando Operations Center	374,915	249,214	284,394	35,180	14.1%
0004 Fire Off Duty	(303,327)	(54,230)	(21,617)	32,613	(60.1%)
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Management	843,167	707,796	880,624	172,828	24.4%
0002 Fire Logistics	485,249	622,026	945,826	323,800	52.1%
0004 Fire Special Investigative Services	992,641	961,737	949,526	(12,211)	(1.3%)
0005 OFD Fire Safety Management	1,787,001	1,915,926	1,981,656	65,730	3.4%
0006 OFD Training	2,034,949	2,057,386	1,936,276	(121,110)	(5.9%)
0008 OFD Air Room	74,361	36,000	58,000	22,000	61.1%
0009 OFD Fire Supply	612,989	774,514	888,807	114,293	14.8%
Fire Support Services Bureau (OFS)					
0005 Fire Communications	2,605,838	3,138,755	3,245,594	106,839	3.4%
0006 City Emergency Management	294,298	307,615	423,884	116,269	37.8%
0009 OFD EMS Transport	5,199,813	4,781,266	4,306,072	(475,194)	(9.9%)
0010 OFD Paramedic Transport	3,153,688	3,593,285	3,152,040	(441,245)	(12.3%)
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	99,681,737	102,141,739	101,600,854	(540,885)	(0.5%)
0005 Fire Special Operations	374,850	372,279	381,564	9,285	2.5%
0008 Fire Wellness Center	23,593	25,000	38,500	13,500	54.0%
0010 OFD Public Relations	339,874	349,450	378,553	29,103	8.3%
TOTAL -- GENERAL FUND	\$ 121,542,038	\$ 125,858,976	\$ 125,495,714	\$ (363,262)	(0.3%)
<b>911 EMERGENCY PHONE SYSTEM FUND #0008</b>					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 7,444	\$ 60,000	\$ 60,000	\$ -	0.0%
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$ 7,444	\$ 60,000	\$ 60,000	\$ -	0.0%
<b>OTHER FUNDS</b>					
All Cost Centers	\$ (1)	\$ -	\$ -	\$ -	N/A
TOTAL -- OTHER FUNDS	\$ (1)	\$ -	\$ -	\$ -	N/A
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 121,549,482	\$ 125,918,976	\$ 125,555,714	\$ (363,262)	(0.3%)

# FIRE DEPARTMENT

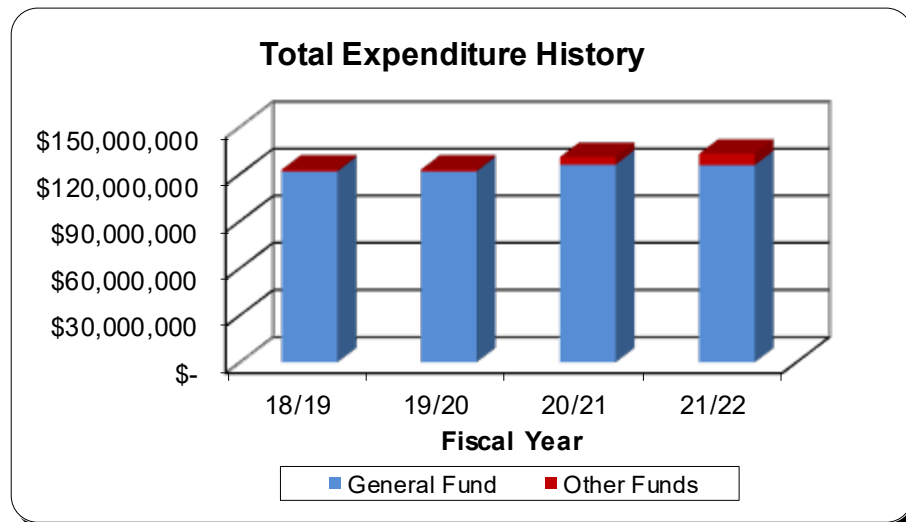


Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 64,104,431	\$ 64,740,749	\$ 64,399,167	\$ (341,582)	(0.5%)
Benefits	44,433,764	48,348,124	47,759,415	(588,709)	(1.2%)
Supplies	2,143,785	1,587,000	1,587,000	-	0.0%
Contractual Services	1,141,302	1,306,575	1,188,725	(117,850)	(9.0%)
Utilities	749,521	644,197	646,957	2,760	0.4%
Travel	21,869	48,925	70,000	21,075	43.1%
Fleet and Facility Charges	7,395,391	7,542,933	8,342,566	799,633	10.6%
Capital Outlay	91,442	-	-	-	N/A
Other Operating Expenses	1,419,124	1,652,473	1,511,484	(140,989)	(8.5%)
Transfer Out	48,852	48,000	50,400	2,400	5.0%
<b>TOTAL -- FIRE DEPARTMENT OPERATING</b>	<b>\$ 121,549,482</b>	<b>\$ 125,918,976</b>	<b>\$ 125,555,714</b>	<b>\$ (363,262)</b>	<b>(0.3%)</b>



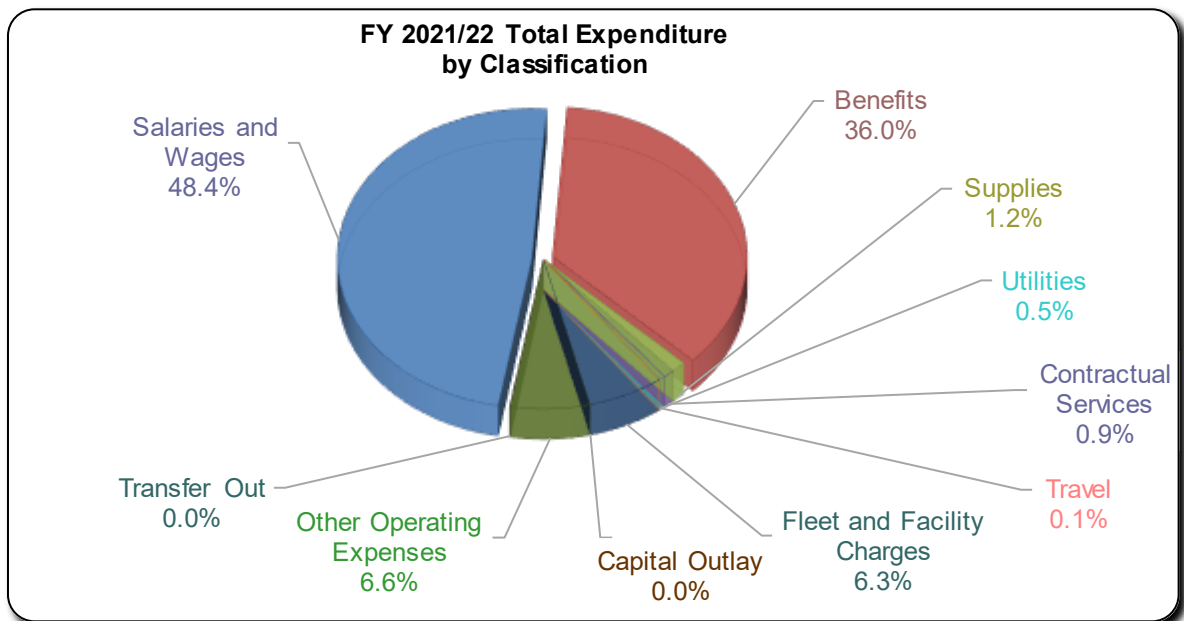
# FIRE DEPARTMENT

Fund Business Unit Project / Grant	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b>GRANTS FUND #1130</b>					
Projects and Grants	\$ 283,530	\$ 517,226	-	N/A	N/A
TOTAL -- GRANTS FUND	\$ 283,530	\$ 517,226	\$ -	\$ -	(100.0%)
<b>CAPITAL IMPROVEMENTS FUND #3001</b>					
Projects	\$ 847,116	\$ 4,322,681	\$ 7,240,000	\$ 2,917,319	67.5%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 847,116	\$ 4,322,681	\$ 7,240,000	\$ 2,917,319	67.5%
<b>OTHER FUNDS</b>					
Projects and Grants	\$ 147,630	\$ 58,068	\$ 50,400	\$ (7,668)	(13.2%)
TOTAL -- OTHER FUNDS	\$ 147,630	\$ 58,068	\$ 50,400	\$ (7,668)	(13.2%)
<b>TOTAL -- FIRE DEPARTMENT</b>	<b>\$ 122,827,758</b>	<b>\$ 130,816,951</b>	<b>\$ 132,846,114</b>	<b>\$ 2,546,389</b>	<b>1.6%</b>



# FIRE DEPARTMENT

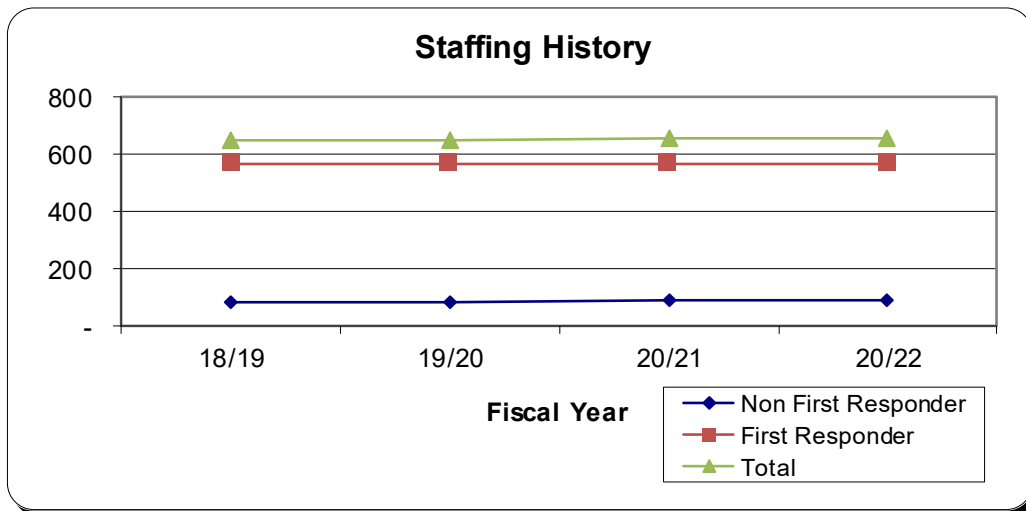
Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 64,200,581	\$ 64,740,749	\$ 64,399,167	\$ (341,582)	(0.5%)
Benefits	44,440,851	48,348,124	47,759,415	(588,709)	(1.2%)
Supplies	2,613,442	2,262,044	1,587,000	(675,044)	(29.8%)
Contractual Services	1,305,063	1,355,647	1,239,125	(116,522)	(8.6%)
Utilities	749,521	644,197	646,957	2,760	0.4%
Travel	21,869	48,925	70,000	21,075	43.1%
Fleet and Facility Charges	7,452,593	7,645,201	8,342,566	697,365	9.1%
Capital Outlay	575,863	1,086,065	-	(1,086,065)	(100.0%)
Other Operating Expenses	1,419,124	4,630,999	8,751,484	4,120,485	89.0%
Transfer Out	48,852	55,000	50,400	(4,600)	(8.4%)
<b>TOTAL -- FIRE DEPARTMENT</b>	<b>\$ 122,827,758</b>	<b>\$ 130,816,951</b>	<b>\$ 132,846,114</b>	<b>\$ 2,029,163</b>	<b>1.6%</b>



# FIRE DEPARTMENT

## DEPARTMENT STAFFING SUMMARY

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Fire Chief's Office (OFD)			
0001 Fire Administration	18	17	17
0004 Fire Off Duty	1	1	1
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning and Resource Management	6	6	6
0002 Staff and Line	4	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	36	36
0006 City Emergency Management	2	2	2
0009 OFD EMS	10	10	10
0010 OFD Paramedic Transport	35	40	40
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	512	512	512
0005 Fire Special Operations	1	1	1
0010 OFD Public Relations	3	3	3
TOTAL -- GENERAL FUND	653	659	659
TOTAL -- FIRE DEPARTMENT	653	659	659



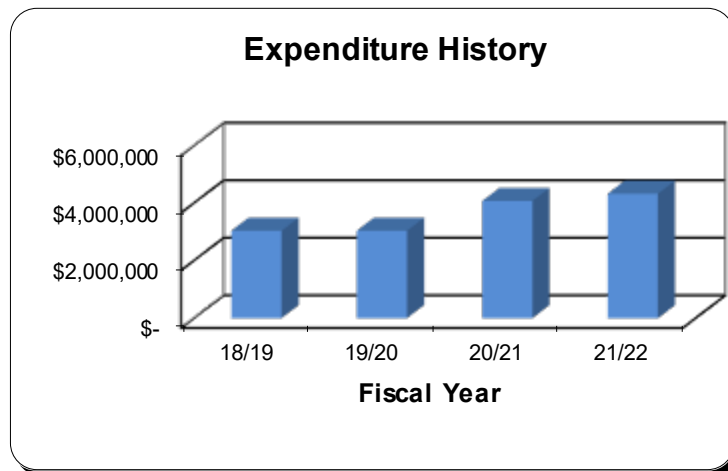
# FIRE DEPARTMENT

## 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 2,529,758	\$ 2,840,218	\$ 3,296,161	\$ 455,943	16.1%
0002 Fire Nondepartmental	436,643	1,039,000	769,000	(270,000)	(26.0%)
0003 Orlando Operations Center	374,915	249,214	284,394	35,180	14.1%
0004 Fire Off Duty	(303,327)	(54,230)	(21,617)	32,613	(60.1%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 3,037,989</b>	<b>\$ 4,074,202</b>	<b>\$ 4,327,938</b>	<b>\$ 253,736</b>	<b>6.2%</b>
<b>TOTAL -- FIRE CHIEF'S OFFICE</b>	<b>\$ 3,037,989</b>	<b>\$ 4,074,202</b>	<b>\$ 4,327,938</b>	<b>\$ 253,736</b>	<b>6.2%</b>



### STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Fire Chief's Office (OFD)			
0001 Fire Administration	18	17	17
0004 Fire Off Duty	1	1	1
<b>TOTAL -- GENERAL FUND</b>	<b>19</b>	<b>18</b>	<b>18</b>
<b>TOTAL -- FIRE CHIEF'S OFFICE</b>	<b>19</b>	<b>18</b>	<b>18</b>

# FIRE DEPARTMENT

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## 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:

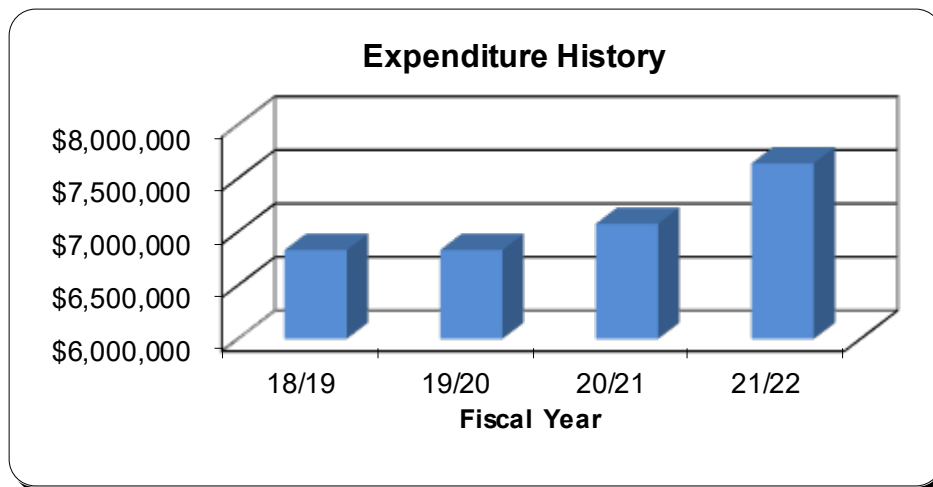
- Completed fitting and distribution of new bunker gear



# FIRE DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Managemer	\$ 843,167	\$ 707,796	\$ 880,624	\$ 172,828	24.4%
0002 Fire Logistics	485,249	622,026	945,826	323,800	52.1%
0004 Fire Special Investigative Services	992,641	961,737	949,526	(12,211)	(1.3%)
0005 OFD Fire Safety Management	1,787,001	1,915,926	1,981,656	65,730	3.4%
0006 OFD Training	2,034,949	2,057,386	1,936,276	(121,110)	(5.9%)
0008 OFD Air Room	74,361	36,000	58,000	22,000	61.1%
0009 OFD Fire Supply	612,989	774,514	888,807	114,293	14.8%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 6,830,357</b>	<b>\$ 7,075,385</b>	<b>\$ 7,640,715</b>	<b>\$ 565,330</b>	<b>8.0%</b>
<b>TOTAL -- FIRE ADMINISTRATIVE SERVICES</b>	<b>\$ 6,830,357</b>	<b>\$ 7,075,385</b>	<b>\$ 7,640,715</b>	<b>\$ 565,330</b>	<b>8.0%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning and Resource Managemen	6	6	6
0002 Staff and Line	4	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
<b>TOTAL -- GENERAL FUND</b>	<b>37</b>	<b>37</b>	<b>37</b>
<b>TOTAL -- FIRE ADMINISTRATIVE SERVICES</b>	<b>37</b>	<b>37</b>	<b>37</b>

# FIRE DEPARTMENT

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## 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.

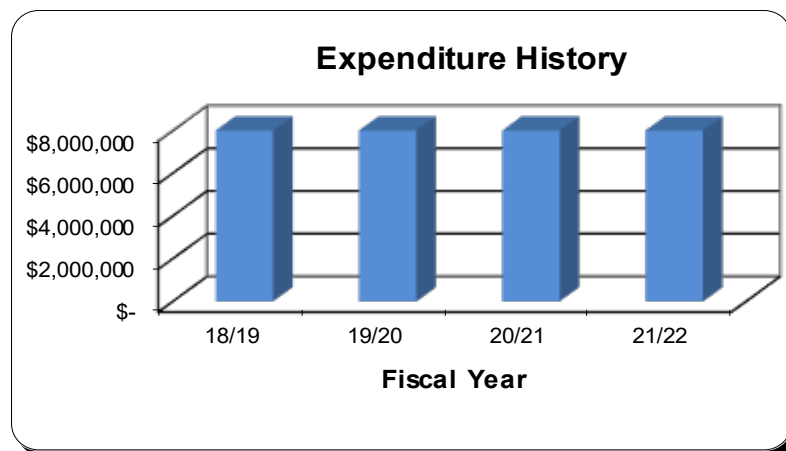
### Major Accomplishments:

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Fire Support Services Bureau (OFS)					
0005 Fire Communications	\$2,605,838	\$3,138,755	\$3,245,594	\$106,839	3.4%
0006 City Emergency Management	294,298	307,615	423,884	116,269	37.8%
0009 OFD EMS Transport	5,199,813	4,781,266	4,306,072	(475,194)	(9.9%)
0010 OFD Paramedic Transport	3,153,688	3,593,285	3,152,040	(441,245)	(12.3%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$11,253,638</b>	<b>\$11,820,921</b>	<b>\$11,127,590</b>	<b>\$ (693,331)</b>	<b>(5.9%)</b>
<b>911 EMERGENCY PHONE SYSTEM FUND #0008</b>					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 7,444	\$ 60,000	\$ 60,000	\$ -	0.0%
<b>TOTAL -- 911 EMERGENCY PHONE SYSTEM</b>	<b>\$ 7,444</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL -- FIRE SUPPORT SERVICES BUREAU</b>	<b>\$11,261,082</b>	<b>\$11,880,921</b>	<b>\$11,187,590</b>	<b>\$ (693,331)</b>	<b>(5.8%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Fire Support Services Bureau (OFS)			
0005 Fire Communications	34	36	36
0006 City Emergency Management	2	2	2
0009 OFD EMS	10	10	10
0010 OFD Paramedic Transport	35	40	40
<b>TOTAL -- GENERAL FUND</b>	<b>81</b>	<b>88</b>	<b>88</b>
<b>TOTAL -- FIRE SUPPORT SERVICES BUREAU</b>	<b>81</b>	<b>88</b>	<b>88</b>

# FIRE DEPARTMENT

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## 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)

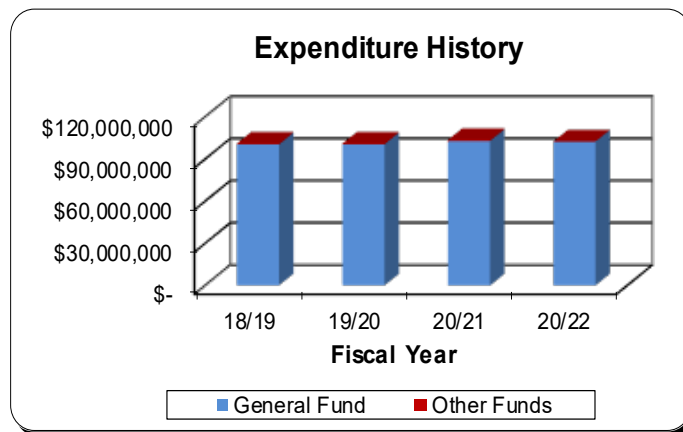
- Evaluate and realign apparatus staffing to best meet operational needs
- Evaluate and potentially expand Transport model
- Evaluate resource deployment model for maximum effectiveness
- Upgrade and more fully utilize Fire Simulation Room
- Continue Hands-only CPR initiative, training the City's residents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

# FIRE DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	\$ 99,681,737	\$ 102,141,739	\$ 101,600,854	\$ (540,885)	(0.5%)
0005 Fire Special Operations	374,850	372,279	381,564	9,285	2.5%
0008 Fire Wellness Center	23,593	25,000	38,500	13,500	54.0%
0010 OFD Public Relations	339,874	349,450	378,553	29,103	8.3%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 100,420,054</b>	<b>\$ 102,888,468</b>	<b>\$ 102,399,471</b>	<b>\$ (488,997)</b>	<b>(0.5%)</b>
<b>GRANTS FUND #1130</b>					
Projects and Grants	\$ 283,530	\$ 517,226	-	N/A	N/A
<b>TOTAL -- GRANTS FUND</b>	<b>\$ 283,530</b>	<b>\$ 517,226</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>OTHER FUNDS</b>					
Projects and Grants	\$ 147,630	\$ 58,068	\$ 50,400	\$ (7,668)	(13.2%)
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 147,630</b>	<b>\$ 58,068</b>	<b>\$ 50,400</b>	<b>\$ (7,668)</b>	<b>(13.2%)</b>
<b>TOTAL -- FIRE RESCUE OPERATIONS BUREAU</b>	<b>\$ 100,851,213</b>	<b>\$ 103,463,762</b>	<b>\$ 102,449,871</b>	<b>\$ (496,665)</b>	<b>(1.0%)</b>

\* In FY18/19, the Emergency Medical Services Transport Fund was consolidated into General Fund.



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	512	512	512
0005 Fire Special Operations	1	1	1
0010 OFD Public Relations	3	3	3
<b>TOTAL -- GENERAL FUND</b>	<b>516</b>	<b>516</b>	<b>516</b>
<b>TOTAL -- FIRE RESCUE OPERATIONS BUREAU</b>	<b>516</b>	<b>516</b>	<b>516</b>

# FIRE DEPARTMENT

## Fire Department Operational Performance

### Balanced Scorecard Report

#### Customer Service

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Fire-Support Services	Response time of 6 minutes or better.	100%	100%	100%

#### Employee Learning & Growth

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Emergency Services Command	Percent of firefighters completing 20 hours of assigned EDP training during a month.	100%	100%	100%
Emergency Services Command	Number of hours of ISO and other required department level facility fire training provided.	45	45	45
Emergency Services Command	Number of hours of Officer Development level fire training provided.	16	16	16

#### Fiscal

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	+/-5%	+/-1%	+/-1%

#### Internal Processes

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Fire-Support Services	Overall Apparatus Reliability.	98%	100%	100%
Fire-Support Services	Percentage of 911 voice calls answered	100%	100%	100%
Fire-Support Services	Call response time less than 60 seconds - priority 1 calls.	100%	100%	100%
Fire-Support Services	Percentage of public hydrants inspections completed.	99%	99%	100%
Fire-Support Services	Percentage of units arriving within 4 minutes - priority 1 calls.	90%	95%	95%
Fire-Support Services	Percentage of units en-route within 1 minute - priority 1 calls.	100%	100%	100%

#### Outcome & Mission

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Fire-Support Services	Percentage of inspected occupancies.	50%	60%	60%
Fire-Support Services	Total percentage of the building value saved from fire.	100%	100%	100%

**2020-2021 BY THE NUMBERS:**

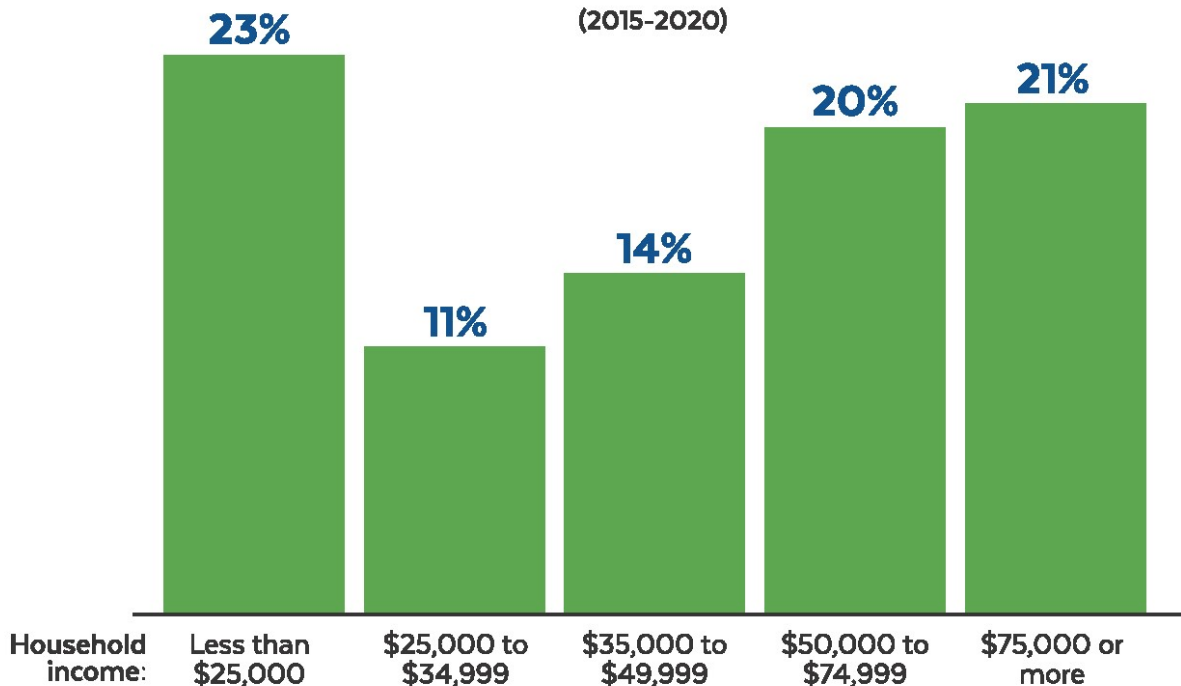
 **\$10.5 MILLION**   
in new grant awards

**35.4%**  
Owner occupied  
housing unit rates  
2015-2019



**2.48**  
average  
household size

**Household Income Distribution**  
112,137 Households in Orlando  
(2015-2020)



# HOUSING AND COMMUNITY DEVELOPMENT

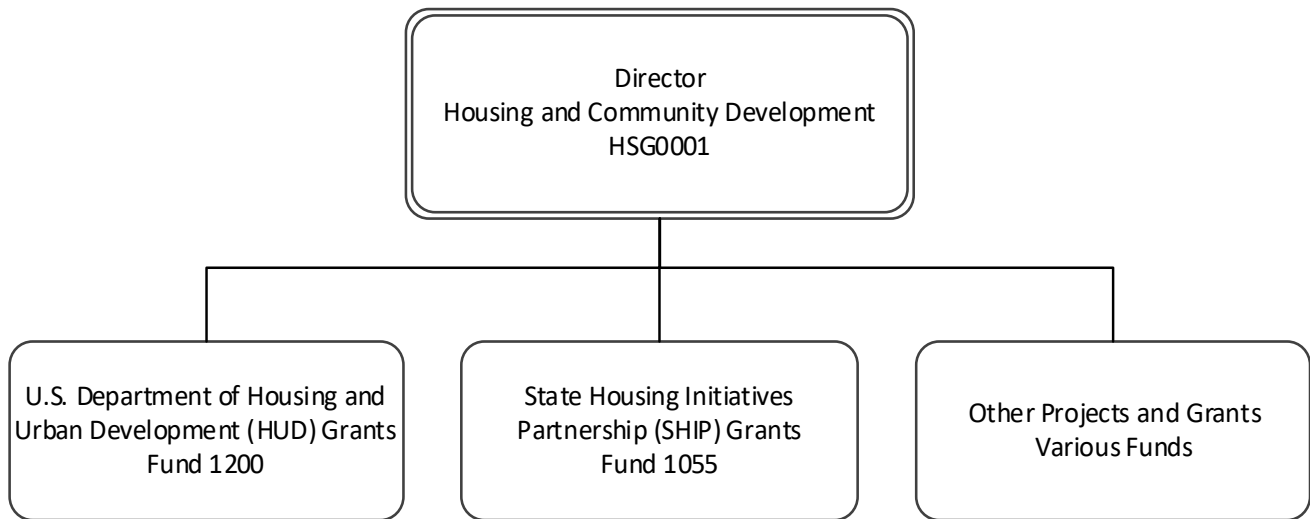
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# HOUSING AND COMMUNITY DEVELOPMENT

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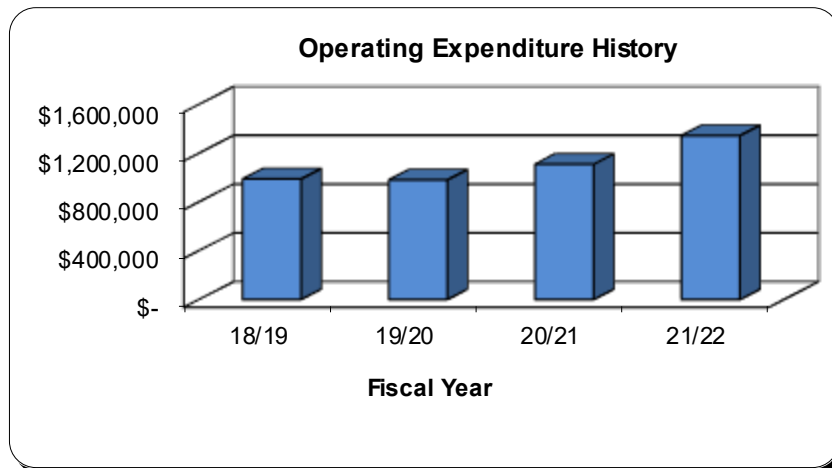
## Department Mission Statement

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

# HOUSING AND COMMUNITY DEVELOPMENT

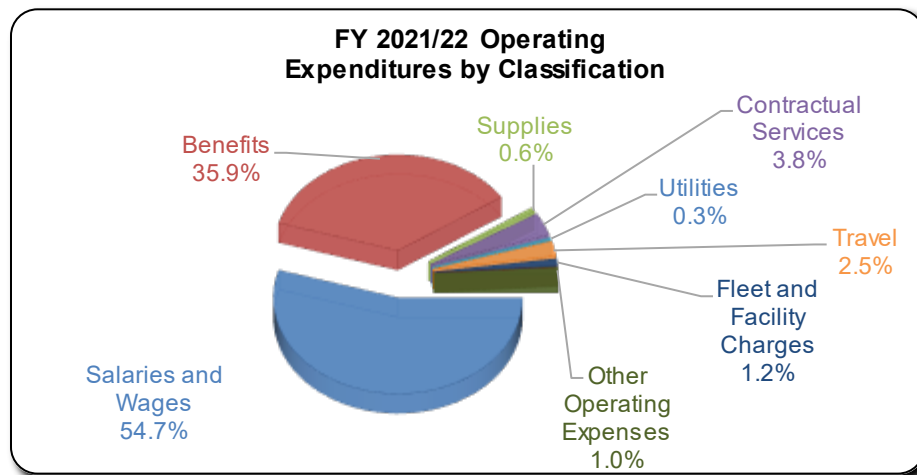
## DEPARTMENT EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Housing and Community Development Division (HSG)					
0001 Housing and Community Development	\$ 981,775	\$ 1,109,791	\$ 1,345,123	\$ 235,332	21.2%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 981,775</b>	<b>\$ 1,109,791</b>	<b>\$ 1,345,123</b>	<b>\$ 235,332</b>	<b>21.2%</b>
<b>TOTAL - HOUSING DEPARTMENT OPERATING</b>	<b>\$ 981,775</b>	<b>\$ 1,109,791</b>	<b>\$ 1,345,123</b>	<b>\$ 235,332</b>	<b>21.2%</b>



# HOUSING AND COMMUNITY DEVELOPMENT

Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 498,230	\$ 555,603	\$ 734,399	\$ 178,796	32.2%
Benefits	409,122	417,037	483,540	66,503	15.9%
Supplies	7,976	6,358	8,500	2,142	33.7%
Contractual Services	32,686	50,600	50,600	-	0.0%
Utilities	2,931	3,480	4,140	660	19.0%
Travel	7,046	34,000	34,000	-	0.0%
Fleet and Facility Charges	16,301	19,113	16,344	(2,769)	(14.5%)
Capital Outlay	-	10,000	-	(10,000)	(100.0%)
Other Operating Expenses	7,483	13,600	13,600	-	0.0%
Transfer Out	-	-	-	-	N/A
<b>TOTAL - HOUSING DEPARTMENT OPERATING</b>	<b>\$ 981,775</b>	<b>\$ 1,109,791</b>	<b>\$ 1,345,123</b>	<b>\$ 235,332</b>	<b>21.2%</b>

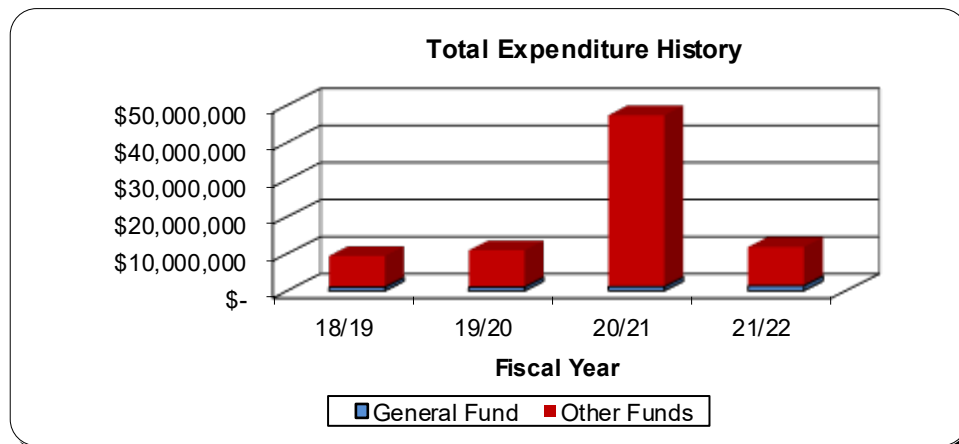


## HOUSING AND COMMUNITY DEVELOPMENT

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Grant and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200</b>					
Community Development Block Grant (CDBG)					
CDBG FY17/18	\$ 567,322	\$ 7,678	\$ -	\$ (7,678)	(100.0%)
CDBG FY18/19	968,391	83,209	-	(83,209)	(100.0%)
CDBG FY19/20	960,303	1,252,028	-	(1,252,028)	(100.0%)
CDBG FY19/20 - COVID Supplemental	25,325	4,715,768	-	(4,715,768)	(100.0%)
CDBG FY20/21	-	2,314,877	-	(2,314,877)	(100.0%)
CDBG FY21/22	-	-	2,410,073	2,410,073	N/A
Emergency Shelter Grant (ESG)					
ESG FY17/18	109	-	-	-	N/A
ESG FY19/20	180,125	-	-	-	N/A
ESG FY19/20 - COVID Supplemental	9,830	660,488	-	(660,488)	(100.0%)
ESG FY20/21	-	194,392	-	(194,392)	(100.0%)
ESG FY20/21 - COVID Supplemental	-	1,846,707	-	(1,846,707)	(100.0%)
ESG FY21/22	-	-	197,449	197,449	N/A
HOME Investment Partnerships Program (HOME)					
HOME FY15/16	735,124	-	-	-	N/A
HOME FY16/17	331,868	116	-	(116)	(100.0%)
HOME FY17/18	-	65,018	-	(65,018)	(100.0%)
HOME FY18/19	105,894	1,070,126	-	(1,070,126)	(100.0%)
HOME FY19/20	138,575	753,704	-	(753,704)	(100.0%)
HOME FY20/21	-	1,311,701	-	(1,311,701)	(100.0%)
HOME FY21/22	-	-	1,320,862	1,320,862	N/A
Housing Opportunities for People with Aids (HOPWA)					
HOPWA FY16/17	22,724	-	-	-	N/A
HOPWA FY17/18	726,734	-	-	-	N/A
HOPWA FY18/19	618,737	1,377	-	(1,377)	(100.0%)
HOPWA FY19/20	3,191,429	867,829	-	(867,829)	(100.0%)
HOPWA FY19/20 - COVID Supplemental	-	628,559	-	(628,559)	(100.0%)
HOPWA FY20/21	-	4,319,150	-	(4,319,150)	(100.0%)
HOPWA FY21/22	-	-	4,586,699	4,586,699	N/A
Neighborhood Stabilization Program (NSP)					
NSP FY08/09	-	132,761	-	(132,761)	(100.0%)
NSP FY10/11	51,935	401,437	-	(401,437)	(100.0%)
Projects and Grants	(6)	50,508	-	(50,508)	(100.0%)
<b>TOTAL -- HOUSING AND URBAN DVLPMNT FUND</b>	<b>\$ 8,634,416</b>	<b>\$20,677,433</b>	<b>\$ 8,515,083</b>	<b>\$(12,162,350)</b>	<b>(58.8%)</b>

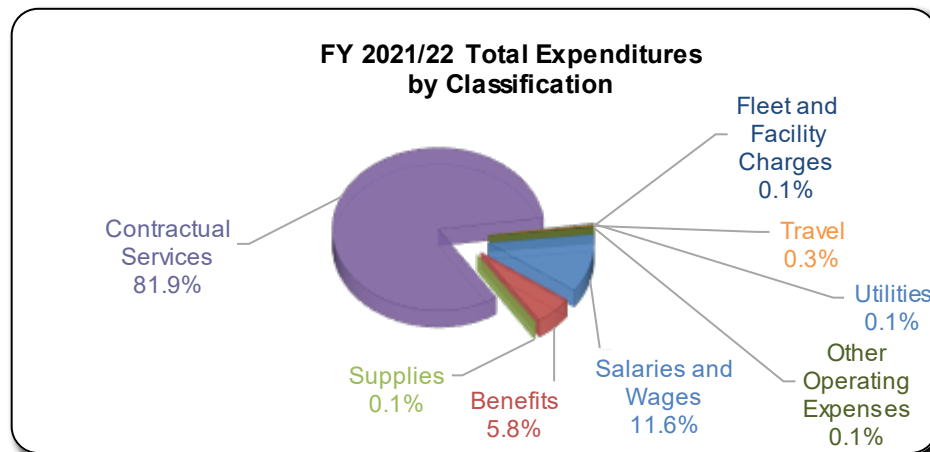
# HOUSING AND COMMUNITY DEVELOPMENT

Fund Business Unit Grant and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b>STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) FUND #1055</b>					
State Housing Initiatives Partnership (SHIP)					
SHIP FY16/17	\$ -	\$ 401	\$ -	\$ (401)	(100.0%)
SHIP FY17/18	833,473	2,969	-	(2,969)	(100.0%)
SHIP FY18/19	115,790	98,789	-	(98,789)	(100.0%)
SHIP FY19/20	256,513	334,815	-	(334,815)	(100.0%)
SHIP FY19/20 - COVID Supplemental	100,263	2,381,845	-	(2,381,845)	(100.0%)
SHIP FY20/21	-	5,000	-	(5,000)	(100.0%)
SHIP FY21/22	-	-	1,974,519	1,974,519	N/A
<b>TOTAL -- SHIP FUNDS</b>	<b>\$ 1,306,038</b>	<b>\$ 2,823,819</b>	<b>\$ 1,974,519</b>	<b>\$ (849,300)</b>	<b>(30.1%)</b>
<b>EMERGENCY RENTAL ASSISTANCE PROGRAM FUND #1133</b>					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ -	\$ 15,547,198	\$ -	\$ (15,547,198)	(100.0%)
<b>TOTAL -- ERAP FUND</b>	<b>\$ -</b>	<b>\$ 15,547,198</b>	<b>\$ -</b>	<b>\$ (15,547,198)</b>	<b>(100.0%)</b>
<b>CAPITAL IMPROVEMENTS FUND #3001</b>					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ -	\$ 7,000,000	\$ -	\$ (7,000,000)	(100.0%)
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ -</b>	<b>\$ 7,000,000</b>	<b>\$ -</b>	<b>\$ (7,000,000)</b>	<b>(100.0%)</b>
<b>OTHER FUNDS</b>					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ 10,543	\$ 186,764	\$ -	\$ (186,764)	(100.0%)
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 10,543</b>	<b>\$ 186,764</b>	<b>\$ -</b>	<b>\$ (186,764)</b>	<b>(100.0%)</b>
<b>TOTAL -- HOUSING DEPARTMENT</b>	<b>\$10,932,773</b>	<b>\$47,345,005</b>	<b>\$ 11,834,725</b>	<b>\$ (35,510,280)</b>	<b>(75.0%)</b>



## HOUSING AND COMMUNITY DEVELOPMENT

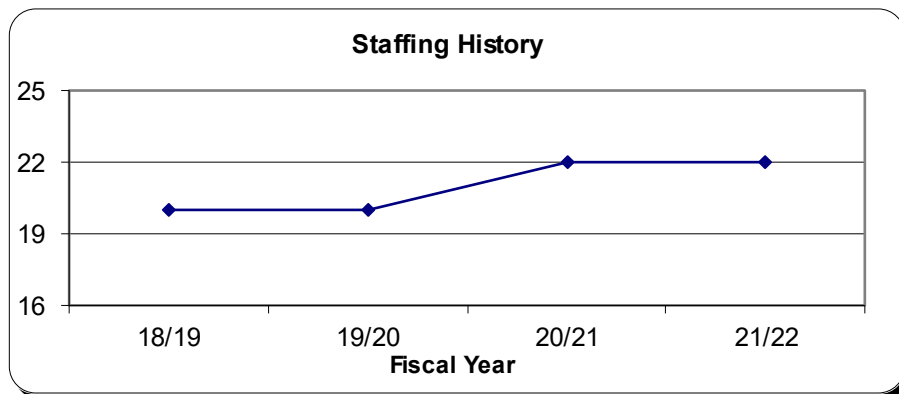
Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 1,050,728	\$ 3,693,204	\$ 1,375,799	\$ (2,317,405)	(62.7%)
Benefits	570,195	1,431,416	680,584	(750,832)	(52.5%)
Supplies	36,191	(21,857)	8,500	30,357	(138.9%)
Contractual Services	9,214,760	35,157,528	9,698,843	(25,458,685)	(72.4%)
Utilities	2,931	4,165	4,140	(25)	(0.6%)
Travel	7,046	34,000	34,000	-	0.0%
Fleet and Facility Charges	16,301	19,113	16,344	(2,769)	(14.5%)
Capital Outlay	25,546	10,571	-	(10,571)	(100.0%)
Other Operating Expenses	9,075	7,016,865	16,515	(7,000,350)	(99.8%)
Transfer Out	-	-	-	-	N/A
<b>TOTAL - HOUSING DEPARTMENT</b>	<b>\$10,932,773</b>	<b>\$47,345,005</b>	<b>\$11,834,725</b>	<b>\$(35,510,280)</b>	<b>(75.0%)</b>



# HOUSING AND COMMUNITY DEVELOPMENT

## DEPARTMENT STAFFING SUMMARY

Fund	2019/20	2020/21	2021/22
Business Unit	Final	Revised	Adopted
Cost Center and Name	Staffing	Staffing	Staffing
<b>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200</b>			
Housing and Community Development Division (HSG)			
0002 Housing Grants	20	22	22
<b>TOTAL -- DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND</b>	<b>20</b>	<b>22</b>	<b>22</b>
<b>TOTAL -- HOUSING DEPARTMENT</b>	<b>20</b>	<b>22</b>	<b>22</b>



# HOUSING AND COMMUNITY DEVELOPMENT

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## 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

- For Fiscal Year 2020-2021, the City funded local agencies to improve public facilities, improve housing stock, and provide public services as follows: Aspire Health Partners drug rehabilitation center renovation; Mercy Drive Pedestrian Crosswalk Safety Improvements; Rebuilding Together and Habitat for Humanity for roof replacements on owner-occupied homes; 306 Foundation to do minor repairs in owner-occupied homes; The City of Orlando completed 2 full rehabilitation projects in owner-occupied single-family homes; Grand Avenue replaced a lift station at Maxwell Terrace that has 75 low-income rental units; and HANDS' roof replacement at Governor's Manor has 120 low-income rental units. The following public service activities were funded; HANDS' housing counseling program for low- and moderate-income households; Family Promise's Homeless Assistance Program to help find permanent housing for the homeless; Grand Avenue Economic Development Corporation case management services to house the homeless; Coalition for the Homeless provides emergency shelter for the homeless, Harbor House's case management for domestic violence victims, IDignity's identification services for low-income people, and United Way's coordinated entry screening program for the homeless. The City of Orlando's Coronavirus Aid, Relief, and Economic Security Act (CARES Act) funding assisted 14 local non-profit agencies to provide services to prevent, prepare, and respond to COVID-19. Utilizing the HOME and SHIP Programs, the City has collaborated with several non-profit organizations in the preservation of 83 affordable housing rental units and 22 single-family owner-occupied units. In addition, using State CRF (Coronavirus Relief Funds) the City provided rental assistance to 554 low to moderate income households who were negatively impacted by the Corona Virus.

## Future Goals and Objectives

### Short Term

- Develop and advertise the 2020 – 2021 Consolidated Annual Performance and Evaluation Report (CAPER) by December 2021.
- Execute the 2021 – 2022 Annual Action Plan
- Execute the 2021-2025 Consolidate Plan.
- Assist the Affordable Housing Advisory Committee in their review of established policies and procedures, ordinances, land development regulations and comprehensive plan 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.
- Identify opportunities to collaborate and invest in "Housing Ready" solutions.

### Medium Term

- Prepare Request for Proposals formats and process for 2022.
- Develop grant award recommendations by June 2022.
- Develop and submit to HUD for funding the 2022-2023 Annual Action Plan.
- Prepare and submit Local Housing Assistance Plan for FY2022-2024.
- 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.
- 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.
- Increase inventory of rental housing for extremely low, low, and moderate-income households

### Long Term

- Work to improve processes to assist families at risk of homelessness.
- Work with City of Orlando departments, non-profit agencies, and other local governments to develop strategies for providing affordable housing opportunities to 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	2019/20	2020/21	2021/22
		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	0.3%	24.3%	+/-5%

#### Outcome & Mission

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program.	2	5	18
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations.	18,732	2,480	2,480
Housing & Community Development	Number of multi-family units preserved for households with very low, low and moderate-income.	278	22	92
Housing & Community Development	Number of multi-family units constructed for households with very low, low and moderate-income.	116	0	0
Housing & Community Development	Number of single-family units significantly rehabilitated for very low, low and moderate-income households.	12	13	13
Housing & Community Development	Number of single-family units repaired for households with very low, low and moderate-income.	10	20	20
Housing & Community Development	Number of single-family units constructed for households with very low, low and moderate-income.	0	1	20

## HOUSING AND COMMUNITY DEVELOPMENT

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## 2020-2021 BY THE NUMBERS:



**35,000**  
applications screened



processed  
approximately **818** new hires

Effective management of the City's self-funded health insurance plan:

**1.2%** vs. **8.1%**  
premium increase over the last five years industry average

**7** union contracts  
representing 9 bargaining units  
negotiated and administered



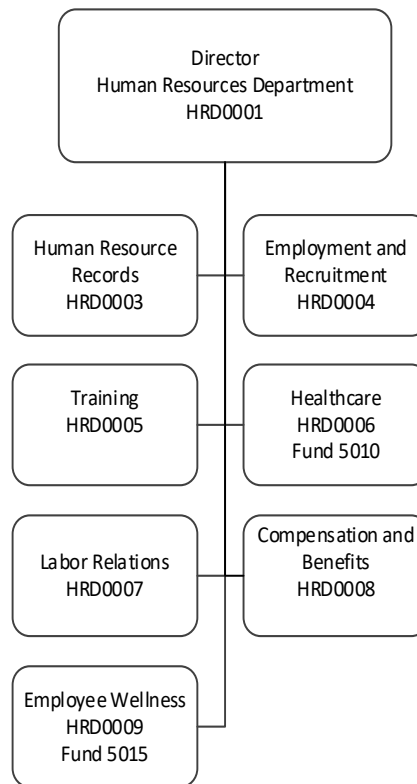
## HUMAN RESOURCES

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# HUMAN RESOURCES

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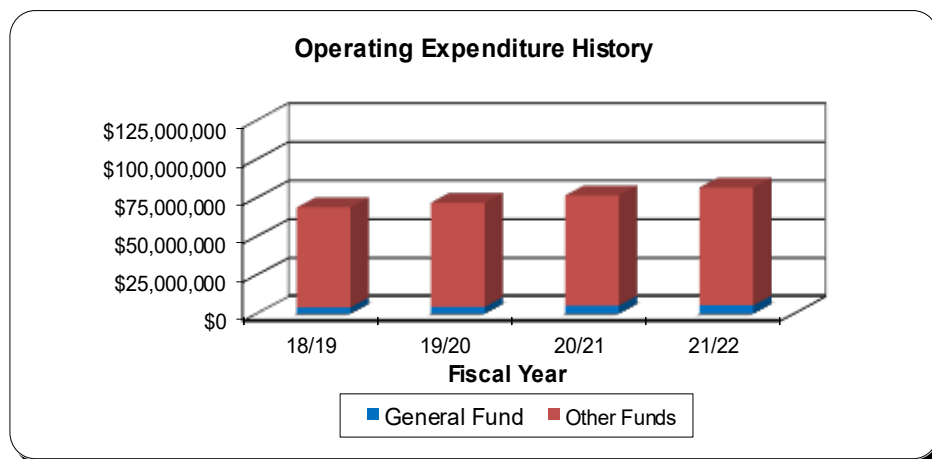
## Department Mission Statement

The Human Resources Department is dedicated to partnering with other City departments to maximize the potential of our greatest asset—our employees. We are focused on delivering quality customer service and are committed to recruiting, developing, rewarding, and retaining our valuable and diverse workforce.

# HUMAN RESOURCES

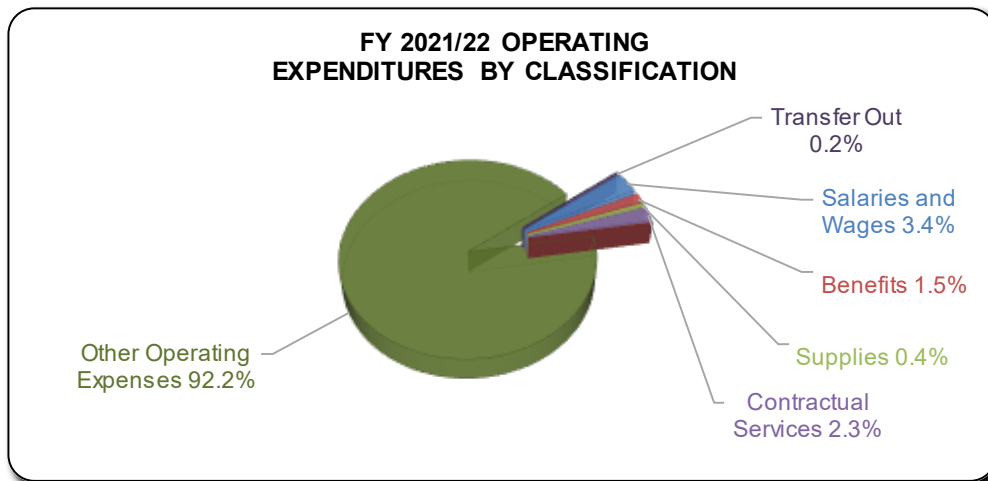
## DEPARTMENT EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Human Resources Division (HRD)					
0001 Human Resources	\$ 579,184	\$ 725,447	\$ 783,706	\$ 58,259	8.0%
0002 Human Resources Nondepartmental	693,521	848,434	864,890	16,456	1.9%
0003 Human Resource Records	353,372	354,421	360,589	6,168	1.7%
0004 Employment and Recruitment	946,725	1,000,807	983,220	(17,587)	(1.8%)
0005 Human Resources Training	341,468	540,650	639,784	99,134	18.3%
0007 Labor Relations	359,248	568,918	584,794	15,876	2.8%
0008 Compensation and Benefits	1,057,414	1,195,970	1,212,860	16,890	1.4%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 4,330,932</b>	<b>\$ 5,234,647</b>	<b>\$ 5,429,843</b>	<b>\$ 195,196</b>	<b>3.7%</b>
<b>HEALTH CARE FUND #5010</b>					
Human Resources Division (HRD)					
0006 Healthcare	\$ 67,318,974	\$ 71,216,084	\$ 76,056,803	\$ 4,840,719	6.8%
<b>TOTAL -- HEALTH CARE FUND</b>	<b>\$ 67,318,974</b>	<b>\$ 71,216,084</b>	<b>\$ 76,056,803</b>	<b>\$ 4,840,719</b>	<b>6.8%</b>
<b>RISK MANAGEMENT FUND #5015</b>					
Human Resources Division (HRD)					
0009 Wellness	\$ 128,683	\$ 142,680	\$ 144,742	\$ 2,062	1.4%
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 128,683</b>	<b>\$ 142,680</b>	<b>\$ 144,742</b>	<b>\$ 2,062</b>	<b>1.4%</b>
<b>OTHER FUNDS</b>					
Human Resources Division (HRD)					
All Cost Centers	\$ (107)	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ (107)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL -- HUMAN RESOURCES OPERATING</b>	<b>\$ 71,778,482</b>	<b>\$ 76,593,411</b>	<b>\$ 81,631,388</b>	<b>\$ 5,037,977</b>	<b>6.6%</b>



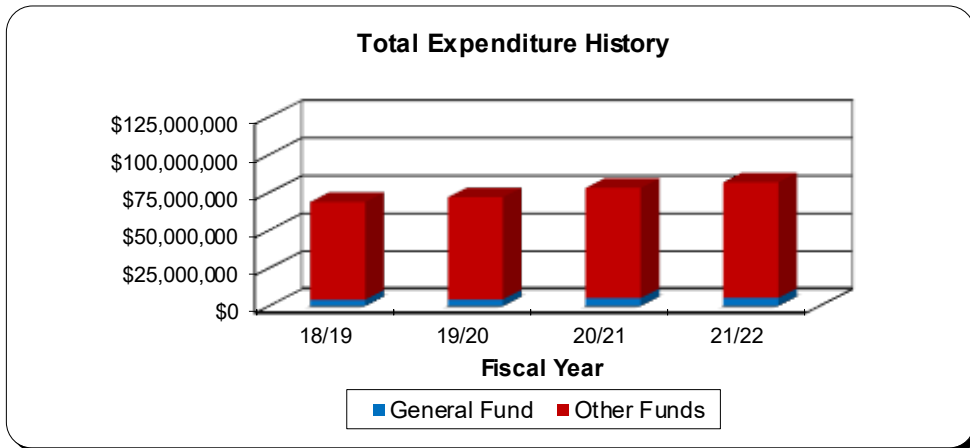
# HUMAN RESOURCES

Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 2,294,914	\$ 2,662,405	\$ 2,737,261	\$ 74,856	2.8%
Benefits	1,152,353	1,282,755	1,255,600	(27,155)	(2.1%)
Supplies	248,313	333,329	333,500	171	0.1%
Contractual Services	1,317,312	1,570,107	1,904,754	334,647	21.3%
Utilities	2,448	3,275	4,025	750	22.9%
Travel	-	34,125	34,125	-	0.0%
Fleet and Facility Charges	162	-	-	-	N/A
Capital Outlay	-	2,500	2,500	-	0.0%
Other Operating Expenses	66,637,979	70,575,165	75,229,873	4,654,708	6.6%
Transfer Out	125,000	129,750	129,750	-	0.0%
<b>TOTAL -- HUMAN RESOURCES OPERATING</b>	<b>\$71,778,482</b>	<b>\$ 76,593,411</b>	<b>\$ 81,631,388</b>	<b>\$ 5,037,977</b>	<b>6.6%</b>

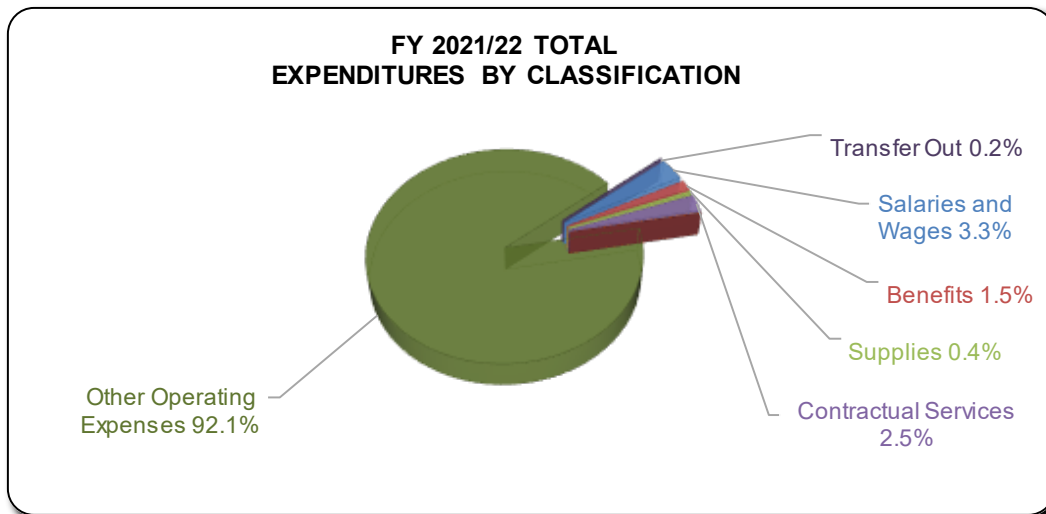


Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b>OTHER FUNDS</b>					
Projects and Grants	\$ 176,836	\$ 1,513,315	\$ 129,750	\$ (1,383,565)	(91.4%)
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 176,836</b>	<b>\$ 1,513,315</b>	<b>\$ 129,750</b>	<b>\$ (1,383,565)</b>	<b>(91.4%)</b>
<b>TOTAL -- PROJECTS AND GRANTS</b>	<b>\$ 176,836</b>	<b>\$ 1,513,315</b>	<b>\$ 129,750</b>	<b>\$ (1,383,565)</b>	<b>(91.4%)</b>
<b>TOTAL -- HUMAN RESOURCES</b>	<b>\$71,955,317</b>	<b>\$ 78,106,726</b>	<b>\$ 81,761,138</b>	<b>\$ 3,654,412</b>	<b>4.7%</b>

# HUMAN RESOURCES



Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 2,294,914	\$ 2,662,405	\$ 2,737,261	\$ 74,856	2.8%
Benefits	1,152,353	1,282,755	1,255,600	(27,155)	(2.1%)
Supplies	264,375	317,267	333,500	16,233	5.1%
Contractual Services	1,461,585	2,577,506	2,034,504	(543,002)	(21.1%)
Utilities	2,448	3,275	4,025	750	22.9%
Travel	-	34,125	34,125	-	0.0%
Fleet and Facility Charges	162	-	-	-	N/A
Capital Outlay	-	2,500	2,500	-	0.0%
Other Operating Expenses	66,654,479	71,097,143	75,229,873	4,132,730	5.8%
Transfer Out	125,000	129,750	129,750	-	0.0%
<b>TOTAL -- HUMAN RESOURCES</b>	<b>\$71,955,317</b>	<b>\$ 78,106,726</b>	<b>\$ 81,761,138</b>	<b>\$ 3,654,412</b>	<b>4.7%</b>

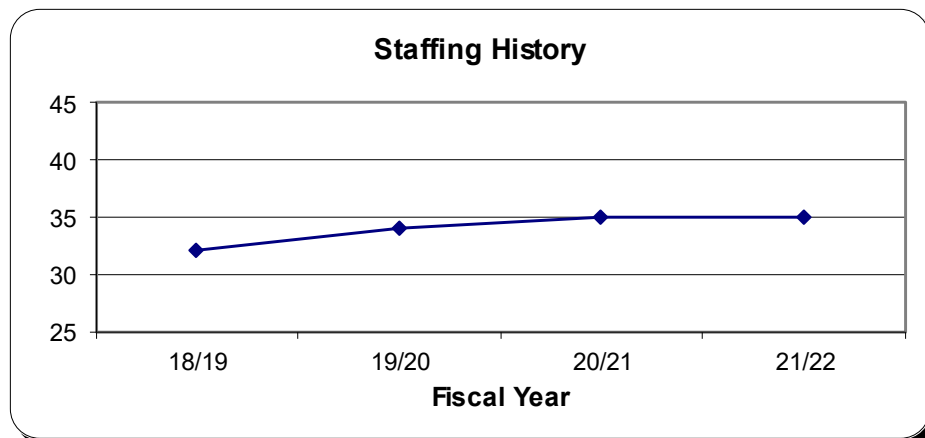




# HUMAN RESOURCES

## DEPARTMENT STAFFING SUMMARY

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<b>GENERAL FUND #0001</b>			
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	2	2	2
0007 Labor Relations	3	4	4
0008 Compensation and Benefits	10	10	10
<b>TOTAL -- GENERAL FUND</b>	<b>32</b>	<b>33</b>	<b>33</b>
<b>HEALTH CARE FUND #5010</b>			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
<b>TOTAL -- HEALTH CARE FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>RISK MANAGEMENT FUND #5015</b>			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- HUMAN RESOURCES</b>	<b>34</b>	<b>35</b>	<b>35</b>



# HUMAN RESOURCES

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## Human Resources Department

### Overview of Service/Program

The **Human Resources Department** 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

- Minimized grievances filed through effective interpretation and application of collective bargaining agreements
- Introduced a new Comprehensive Diabetes Management program
- Recognized as one of Orlando Business Journal's Healthiest Employer in the 1,500-4,999 employee size category
- Successfully conducted all selection and promotional processes
- Processed across-the-board-increases for 3,400 employees and longevity payments for eligible employee groups
- Implemented internal COVID-19 policies and procedures.
- Successfully implemented an employee COVID-19 vaccine incentive program
- Applied for and received CARES Act reimbursement for a portion of the COVID-19 claims paid by the health plan
- Successfully initiated the implementation of a new Pension Administration System
- Successfully conducted open enrollment for 3,400 employees and 2,200 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 finalize the implementation of the new pension benefit administration system
- Complete audit of health plan pharmacy claims
- Implement a new Learning Management System
- Begin implementation of a new HR Recruiting System
- Begin preparation for collective bargaining agreement negotiations with unions representing City employees
- Develop and roll out Labor Relations training program that includes information on ADA, FMLA and Employee Relations matters

# HUMAN RESOURCES

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## Human Resources Operational Performance

### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Human Resources	Number of Training Sessions Offered	N/A	35	100

#### Fiscal

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Human Resources	Human Resources Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	N/A	-1.6%	+/-5%

#### Internal Processes

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Human Resources	Percentage of employment verification requests fulfilled within 24 hours	N/A	75%	80%
Human Resources	Number of days to review applications (the time between job posting close date and date applications referred to hiring manager)	N/A	3	2
Human Resources	Numbers of days to review FMLA Applications (the time between receiving all necessary documentation and when the application determination is made)	N/A	4	3

# HUMAN RESOURCES

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**2020-2021 BY THE NUMBERS:**

# ORLANDO VENUES ATTENDANCE

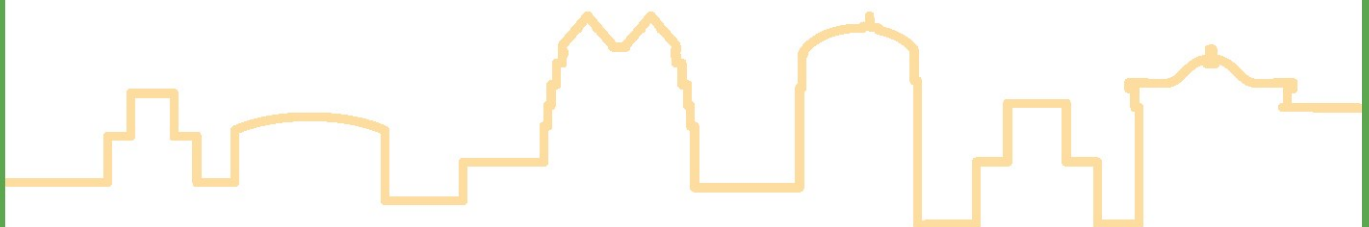
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**318,905** Amway

**87,161** Camping World  
Stadium

**264,792** Leu Gardens

**3,901** Tinker Field

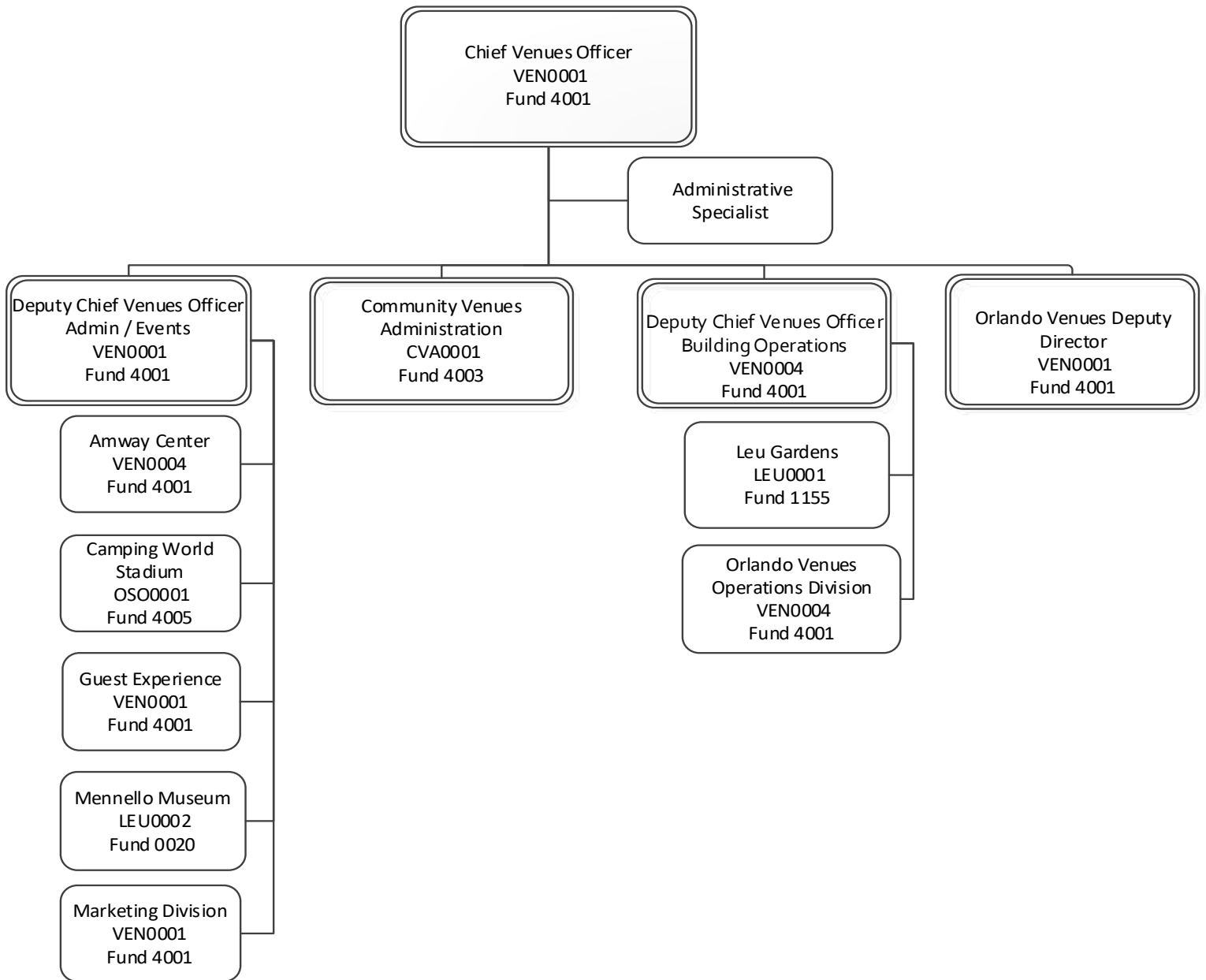


Note: Pandemic Impacted Attendance

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# ORLANDO VENUES

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**Department Mission Statement**

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

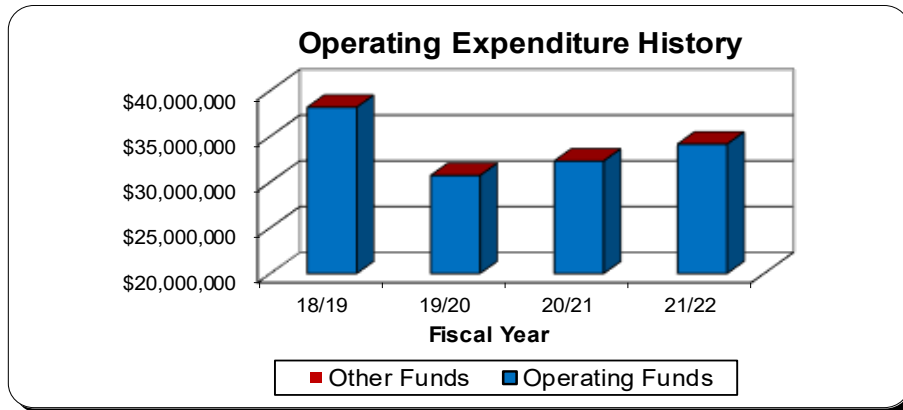
# ORLANDO VENUES

## DEPARTMENT EXPENDITURE SUMMARY

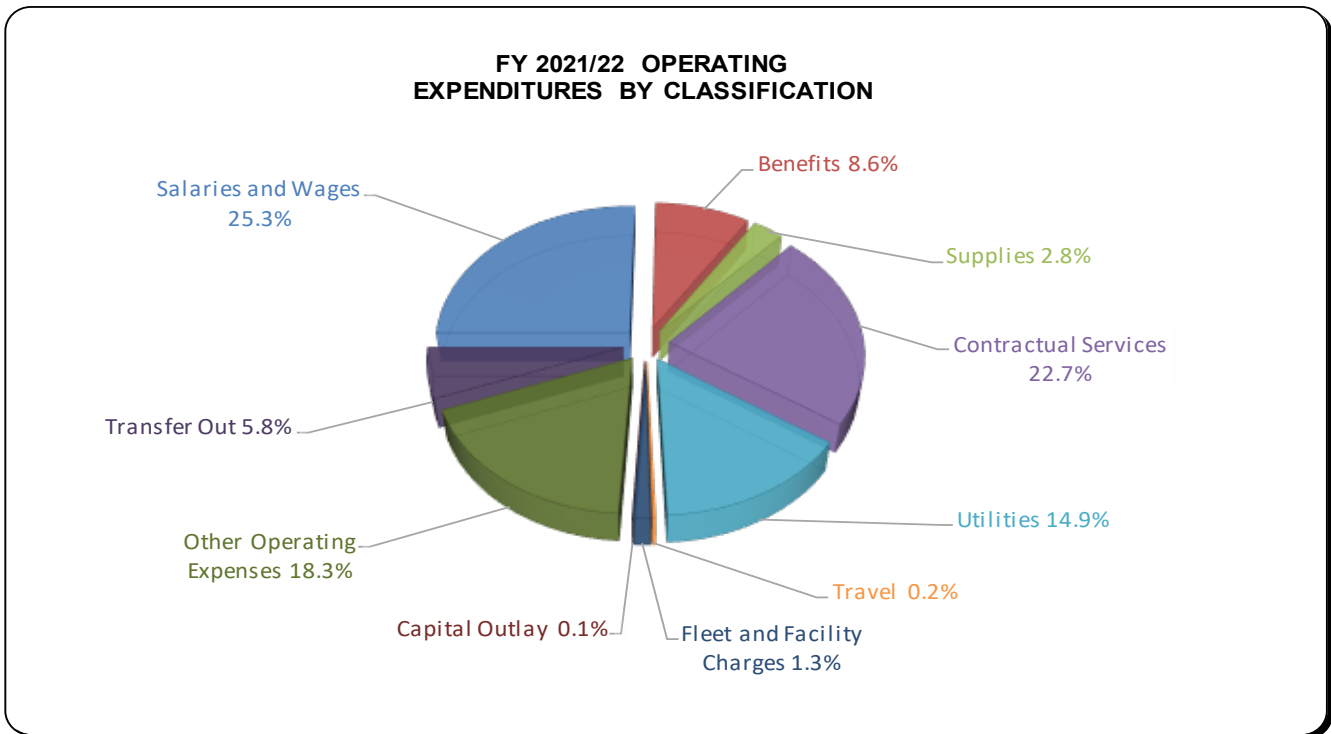
Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>ORLANDO VENUES FUND #4001</b>					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ (2,993)	\$ (21,502)	\$ 539,505	\$ 561,007	(2609.1%)
0002 Orlando Venues Nondepartmental	2,943,096	2,610,093	2,369,336	(240,757)	(9.2%)
0003 Venues Operational Resources	-	(10,333)	(14,291)	(3,958)	38.3%
0004 Amway Center	16,483,383	18,430,572	19,741,049	1,310,477	7.1%
0006 Venues Box Office	239,677	238,594	241,915	3,321	1.4%
0007 Venues Security Services	3,495	(58,517)	(25,209)	33,308	(56.9%)
TOTAL -- ORLANDO VENUES FUND	\$19,666,658	\$ 21,188,907	\$22,852,305	\$1,663,398	7.9%
<b>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</b>					
Community Venues Administration Division (CVA)					
0001 Community Venues Administration	\$ 950	\$ -	\$ -	\$ -	N/A
0003 Venues Construction Administration Nondepartmental	81,855	-	-	-	N/A
TOTAL -- COMMUNITY VENUES CONSTRUCTION ADMIN	\$ 82,805	\$ -	\$ -	\$ -	N/A
<b>ORLANDO STADIUM OPERATIONS FUND #4005</b>					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 5,278,949	\$ 5,617,568	\$ 5,589,100	\$ (28,468)	(0.5%)
0002 Camping World Stadium Nondepartmental	664,296	717,699	615,231	(102,468)	(14.3%)
0003 Conference Center	23,094	42,000	40,000	(2,000)	(4.8%)
0004 Varsity Club	2,188	-	-	-	N/A
0005 Tinker Field	1,170,447	977,788	1,016,166	38,378	3.9%
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 7,138,974	\$ 7,355,055	\$ 7,260,497	\$ (94,558)	(1.3%)
<b>H.P. LEU GARDENS TRUST FUND #1155</b>					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 3,101,577	\$ 2,892,404	\$ 3,167,404	\$ 275,000	9.5%
0003 Public Art	61,462	68,300	68,300	-	0.0%
0004 Leu Gift Shop	59,777	178,000	178,000	-	0.0%
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 3,222,816	\$ 3,138,704	\$ 3,413,704	\$ 275,000	8.8%
<b>MENNELLO MUSEUM FUND #0020</b>					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 611,697	\$ 616,976	\$ 625,108	\$ 8,132	1.3%
TOTAL -- MENNELLO MUSEUM FUND	\$ 611,697	\$ 616,976	\$ 625,108	\$ 8,132	1.3%
TOTAL -- ORLANDO VENUES OPERATING	\$ 30,722,950	\$ 32,299,642	\$ 34,151,614	\$ 1,851,972	5.7%



# ORLANDO VENUES



Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 7,764,645	\$ 8,363,000	\$ 8,647,821	\$ 284,821	3.4%
Benefits	2,969,474	2,991,886	2,944,139	(47,747)	(1.6%)
Supplies	832,131	874,487	961,572	87,085	10.0%
Contractual Services	5,818,172	6,818,449	7,752,387	933,938	13.7%
Utilities	4,610,374	4,998,322	5,085,459	87,137	1.7%
Travel	21,498	78,500	83,806	5,306	6.8%
Fleet and Facility Charges	426,397	484,548	450,235	(34,313)	(7.1%)
Capital Outlay	45,557	-	-	-	N/A
Other Operating Expenses	6,085,902	5,725,488	6,240,307	514,819	9.0%
Transfer Out	2,148,800	1,964,962	1,985,888	20,926	1.1%
<b>TOTAL -- ORLANDO VENUES OPERATING</b>	<b>\$ 30,722,950</b>	<b>\$32,299,642</b>	<b>\$34,151,614</b>	<b>\$ 1,851,972</b>	<b>5.7%</b>

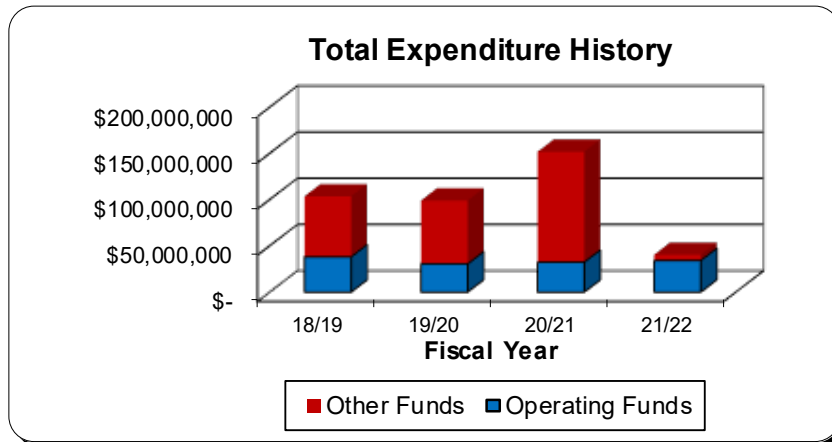


# ORLANDO VENUES

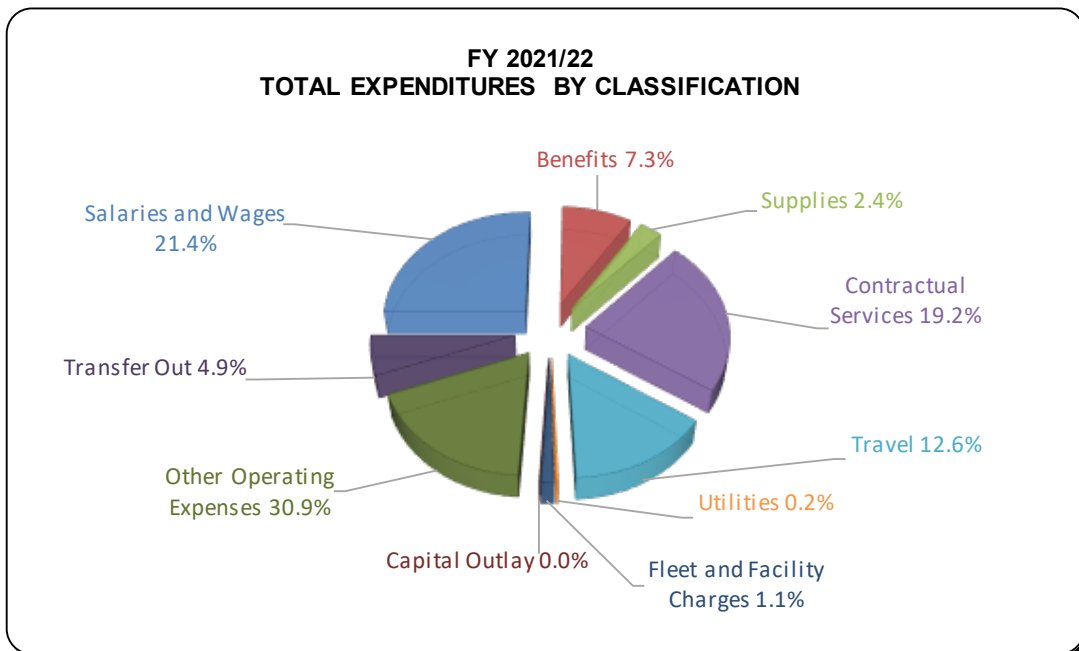
## DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b><u>CAPITAL IMPROVEMENTS FUND #3001</u></b>					
Construction Performing Arts Center (PAC)					
Projects and Grants	\$ 2,597,027	\$ 7,007,274	\$ -	\$ (7,007,274)	(100.0%)
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ 2,597,027</b>	<b>\$ 7,007,274</b>	<b>\$ -</b>	<b>\$ (7,007,274)</b>	<b>(100.0%)</b>
<b><u>AMWAY CENTER CONSTRUCTION AND DEBT FUNDS #4022-4030</u></b>					
Events Center Construction Division (EVC)					
0002 Events Center City Debt 2009 A	\$ 185,287	\$ 639,962	\$ 660,888	\$ 20,926	N/A
0003 Events Center Construction - Other	31,161	-	-	-	N/A
0004 Events Center City Debt 2009 C	269,095	-	-	-	N/A
0005 Nondepartmental Events Center CP	1,001,527	1,818,750	1,818,750	-	0.0%
Projects and Grants	547,753	1,760,281	-	(1,760,281)	(100.0%)
<b>TOTAL -- AMWAY CENTER CONST AND DEBT FUNDS</b>	<b>\$ 2,034,823</b>	<b>\$ 4,218,993</b>	<b>\$ 2,479,638</b>	<b>\$ (1,739,355)</b>	<b>(41.2%)</b>
<b><u>AMWAY CENTER RENEWAL AND REPLACEMENT FUND #4002</u></b>					
Projects and Grants	\$ 1,425,534	\$ 3,249,794	\$ 1,000,000	\$ (2,249,794)	(69.2%)
<b>TOTAL -- AMWAY CENTER RENEWAL AND REPLACEMENT FUND</b>	<b>\$ 1,425,534</b>	<b>\$ 3,249,794</b>	<b>\$ 1,000,000</b>	<b>\$ (2,249,794)</b>	<b>(69.2%)</b>
<b><u>PAC CONSTRUCTION AND DEBT FUNDS #4052-4065</u></b>					
PAC Division (PAC)					
0009 PAC CP Debt Construction	\$ 325,119	\$ 566,550	\$ 566,550	\$ -	0.0%
Projects and Grants	58,437,273	28,585,094	-	(28,585,094)	(100.0%)
<b>TOTAL -- PAC CONSTRUCTION AND DEBT FUNDS</b>	<b>\$ 58,762,392</b>	<b>\$ 29,151,644</b>	<b>\$ 566,550</b>	<b>\$ (28,585,094)</b>	<b>(98.1%)</b>
<b><u>CITRUS BOWL CONSTRUCTION AND DEBT FUNDS #4077, 4079-4083</u></b>					
Construction Citrus Bowl Division (CBR)					
0001 Citrus Bowl CP Debt Construction	\$ 180,579	\$ 314,700	\$ 314,700	\$ -	0.0%
0004 CRA Citrus Bowl Construction	438,431	-	-	-	N/A
Projects and Grants	1,641,698	60,824,926	-	(60,824,926)	(100.0%)
<b>TOTAL -- CITRUS BOWL CONST AND DEBT FUNDS</b>	<b>\$ 2,260,708</b>	<b>\$ 61,139,626</b>	<b>\$ 314,700</b>	<b>\$ (60,824,926)</b>	<b>(99.5%)</b>
<b><u>OTHER PROJECT AND GRANTS FUNDS #0005,1130,1155,4001,4005,4006</u></b>					
Projects and Grants Funds	\$ 1,284,037	\$ 14,830,722	\$ 1,900,155	\$ (12,930,567)	(87.2%)
<b>TOTAL -- OTHER PROJECT AND GRANTS FUNDS</b>	<b>\$ 1,284,037</b>	<b>\$ 14,830,722</b>	<b>\$ 1,900,155</b>	<b>\$ (12,930,567)</b>	<b>(87.2%)</b>
<b>TOTAL -- VENUES OTHER FUNDS</b>	<b>\$ 68,364,521</b>	<b>\$ 119,598,053</b>	<b>\$ 6,261,043</b>	<b>\$ (113,337,010)</b>	<b>(94.8%)</b>
<b>TOTAL -- ORLANDO VENUES</b>	<b>\$ 99,087,471</b>	<b>\$ 151,897,695</b>	<b>\$ 40,412,657</b>	<b>\$ (111,485,038)</b>	<b>(73.4%)</b>

# ORLANDO VENUES



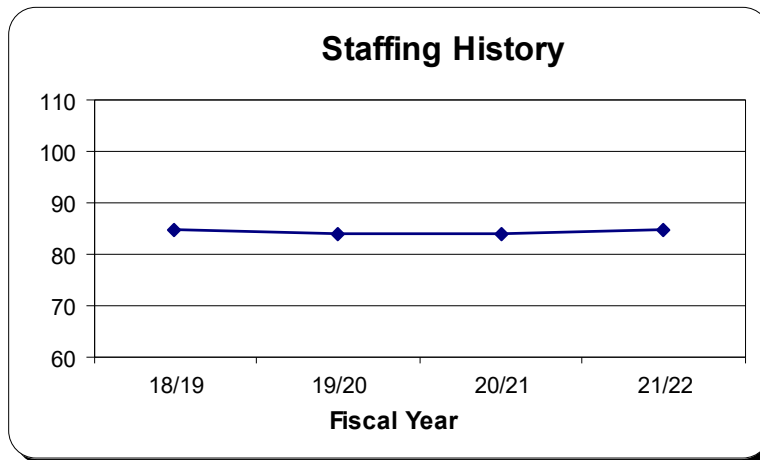
Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 7,764,645	\$ 8,363,000	\$ 8,647,821	\$ 284,821	3.4%
Benefits	2,969,474	2,991,886	2,944,139	(47,747)	(1.6%)
Supplies	1,365,001	3,039,962	961,572	(2,078,390)	(68.4%)
Contractual Services	10,373,086	143,248,653	7,752,387	(135,496,266)	(94.6%)
Utilities	4,610,374	12,651,211	5,085,459	(7,565,752)	(59.8%)
Travel	21,498	78,500	83,806	5,306	6.8%
Fleet and Facility Charges	799,847	567,852	450,235	(117,617)	(20.7%)
Capital Outlay	60,465,465	(44,558,175)	-	44,558,175	(100.0%)
Other Operating Expenses	8,268,675	23,532,459	12,501,350	(11,031,109)	(46.9%)
Transfer Out	2,449,406	1,982,347	1,985,888	3,541	0.2%
<b>TOTAL -- ORLANDO VENUES</b>	<b>\$99,087,471</b>	<b>\$151,897,695</b>	<b>\$40,412,657</b>	<b>\$ (111,485,038)</b>	<b>(73.4%)</b>



# ORLANDO VENUES

## DEPARTMENT STAFFING SUMMARY

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<b><u>ORLANDO VENUES FUND #4001</u></b>			
Orlando Venues Division (VEN)			
0001 Venues Operations	17	17	17
0003 Venues Operational Resources	7	7	7
0004 Amway Center	15	16	16
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
<b>TOTAL -- ORLANDO VENUES FUND</b>	<b>53</b>	<b>54</b>	<b>54</b>
<b><u>ORLANDO STADIUM OPERATIONS FUND #4005</u></b>			
Orlando Stadium Operations Division (OSO)			
0001 Camping World Stadium	7	7	7
<b>TOTAL - ORLANDO STADIUM OPERATIONS FUND</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b><u>H.P. LEU GARDENS TRUST FUND #1155</u></b>			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
<b>TOTAL -- H.P. LEU GARDENS TRUST FUND</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b><u>MENNELLO MUSEUM FUND #0020</u></b>			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	4	4	4
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL -- ORLANDO VENUES</b>	<b>84</b>	<b>85</b>	<b>85</b>



# ORLANDO VENUES

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## 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 (10/1/20 - 9/30/21)

#### 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 9<sup>th</sup> 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

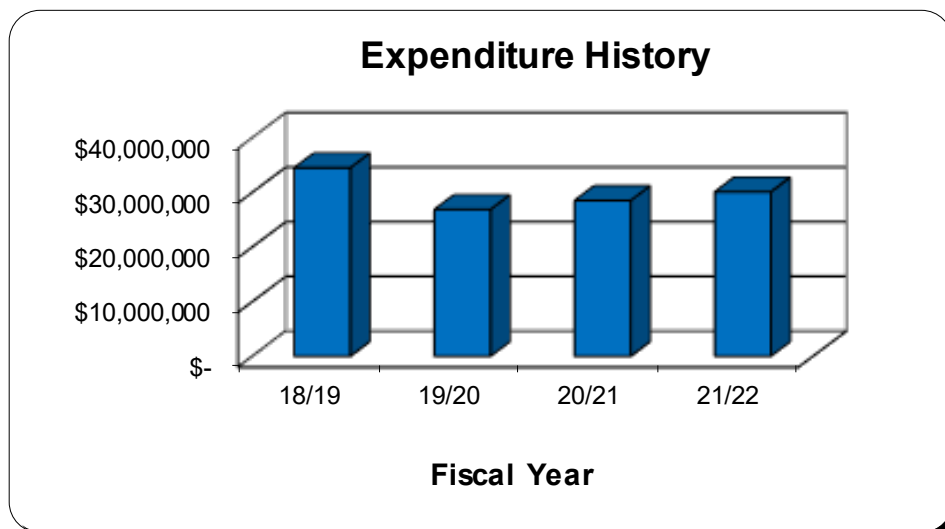
#### Long Term

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

# ORLANDO VENUES

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>ORLANDO VENUES FUND #4001</b>					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ (2,993)	\$ (21,502)	\$ 539,505	\$ 561,007	(2609.09%)
0002 Orlando Venues Nondepartmental	2,943,096	2,610,093	2,369,336	(240,757)	(9.22%)
0003 Venues Operational Resources	-	(10,333)	(14,291)	(3,958)	38.30%
0004 Amway Center	16,483,383	18,430,572	19,741,049	1,310,477	7.11%
0006 Venues Box Office	239,677	238,594	241,915	3,321	1.39%
0007 Venues Security Services	3,495	(58,517)	(25,209)	33,308	(56.92%)
<b>TOTAL -- ORLANDO VENUES FUND</b>	<b>\$19,666,658</b>	<b>\$21,188,907</b>	<b>\$22,852,305</b>	<b>\$ 1,663,398</b>	<b>7.85%</b>
<b>COMMUNITY VENUES CONSTRUCTION ADMIN FUND #4003</b>					
Community Venues Administration Division (CVA)					
0001 Community Venues Administration	\$ 950	\$ -	\$ -	\$ -	N/A
0003 Venues Construction Administration Nondepartmental	81,855	-	-	-	N/A
<b>TOTAL -- COMMUNITY VENUES ADMIN FUND</b>	<b>\$ 82,805</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ORLANDO STADIUM OPERATIONS FUND #4005</b>					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 5,278,949	\$ 5,617,568	\$ 5,589,100	\$ (28,468)	(0.51%)
0002 Camping World Stadium Nondepartmental	664,296	717,699	615,231	(102,468)	(14.28%)
0003 Conference Center	23,094	42,000	40,000	(2,000)	(4.76%)
0005 Tinker Field	1,170,447	977,788	1,016,166	38,378	3.92%
<b>TOTAL -- ORLANDO STADIUM OPERATIONS FUND</b>	<b>\$ 7,136,786</b>	<b>\$ 7,355,055</b>	<b>\$ 7,260,497</b>	<b>\$ (94,558)</b>	<b>(1.29%)</b>
<b>TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION</b>	<b>\$26,886,249</b>	<b>\$28,543,962</b>	<b>\$30,112,802</b>	<b>\$ 1,568,840</b>	<b>5.50%</b>



# ORLANDO VENUES

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## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	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	15	16	16
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	53	54	54
<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	60	61	61

# ORLANDO VENUES

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## **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

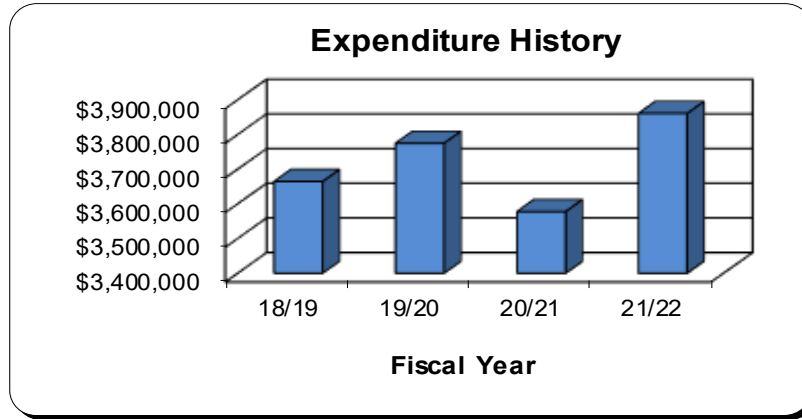
- Make Leu Gardens the rental place of choice by offering more services, maintaining the highest level of customer service and increase revenue.
- Become the primary resource for horticultural and environmental information for Central Florida residents by diversifying educational class and workshops 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>H.P. LEU GARDENS FUND #1155</b>					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 3,101,577	\$ 2,892,404	\$ 3,167,404	\$ 275,000	9.51%
0003 Public Art	61,462	68,300	68,300	-	0.00%
<b>TOTAL -- H.P. LEU GARDENS TRUST FUND</b>	<b>\$ 3,163,039</b>	<b>\$ 2,960,704</b>	<b>\$ 3,235,704</b>	<b>\$ 275,000</b>	<b>9.29%</b>
<b>MENNELLO MUSEUM - AMERICAN ART FUND #0020</b>					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 611,697	\$ 616,976	\$ 625,108	\$ 8,132	1.32%
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>\$ 611,697</b>	<b>\$ 616,976</b>	<b>\$ 625,108</b>	<b>\$ 8,132</b>	<b>1.32%</b>
<b>TOTAL -- GARDENS, GALLERIES &amp; MUSEUMS</b>	<b>\$ 3,774,736</b>	<b>\$ 3,577,680</b>	<b>\$ 3,860,812</b>	<b>\$ 283,132</b>	<b>7.91%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>H.P. LEU GARDENS TRUST FUND #1155</b>			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
<b>TOTAL -- H.P. LEU GARDENS TRUST FUND</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>MENNELLO MUSEUM FUND #0020</b>			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	4	4	4
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL -- GARDENS, GALLERIES &amp; MUSEUMS</b>	<b>24</b>	<b>24</b>	<b>24</b>

## ORLANDO VENUES

### Orlando Venues Operational Performance

#### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Orlando Venues	Amway Center - Total Attendance	831,759	299,000	1,400,000
Orlando Venues	Camping World Stadium - Total Attendance	199,028	250,000	350,000
Harry P. Leu Gardens	Number of visitors	173,000	266,000	219,000
Harry P. Leu Gardens	Number of outreach events participated	30	31	25
Harry P. Leu Gardens	Number of participants at outreach events	1,800	1,700	1,000
Mennello Museum of American Art	Annual Attendance	17,040	35,631	30,000
Mennello Museum of American Art	Number of General memberships	233	214	300
Mennello Museum of American Art	Number of Friends memberships	55	61	75
Mennello Museum of American Art	Number of Facebook likes	5,875	5849	6,500
Mennello Museum of American Art	Number of Visits to Mennello Musuem website	33,847	40,000	40,000
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	2019/20	2020/21	2021/22
		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	1,072,591	1,000,000	1,000,000
Harry P. Leu Gardens	Number of Volunteer hours	5,500	3,700	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	36,509	49,368	56,000
Mennello Museum of American Art	Total funds raised by the Friends	165,302	174,000	175,000
Mennello Museum of American Art	Value of grants awarded	120,404	200,000	200,000

# ORLANDO VENUES

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## Orlando Venues Operational Performance

### Balanced Scorecard Report

#### Internal Processes

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		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	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Orlando Venues	Amway Center - Total Events	169	120	240
Orlando Venues	Camping World Stadium - Total Events	50	25	50
Orlando Venues	Tinker Field - Total Events	6	3	5
Public Arts	Percentage of collection "on view"	50	50	70

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CITY OF  
**ORLANDO**  
POLICE DEPARTMENT

**2020-2021 BY THE NUMBERS:**

↓↓ **19%** decrease in total crime ↓↓

**246,560**  
calls for service



**9,517**  
arrests

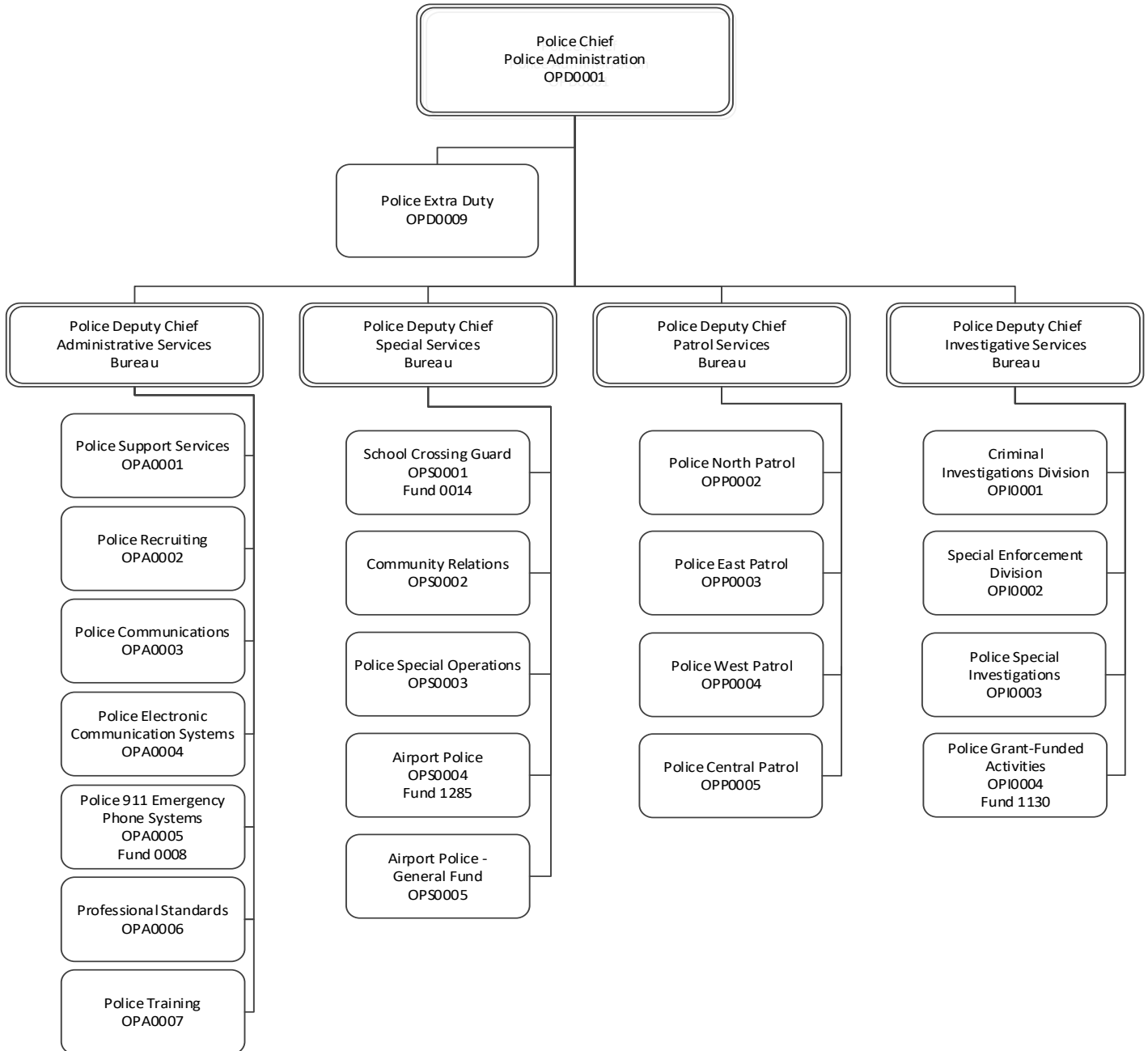


  
**88**  
officers hired

  
**16**  
National Night Out  
block parties

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# POLICE DEPARTMENT



## Department Mission Statement

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

# POLICE DEPARTMENT

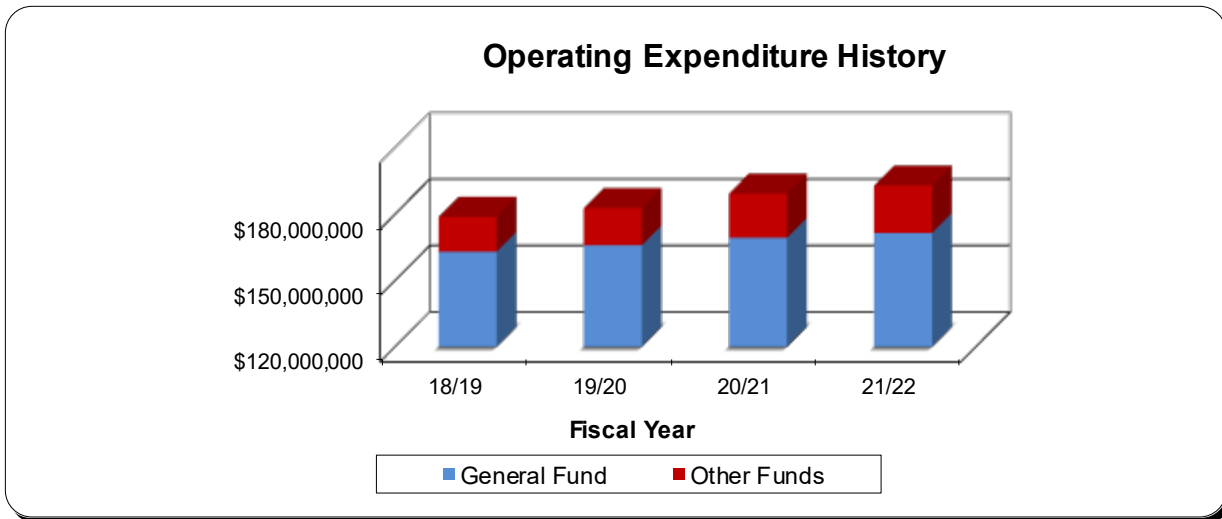
## DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Police-Administration (OPD)					
0001 Police Administration	\$ 5,474,998	\$ (523,979)	\$ 52,674	\$ 576,653	(110.1%)
0002 Police Nondepartmental	564,807	6,552,994	6,598,736	45,742	0.7%
0003 Primrose Building Operations	85,757	62,680	62,680	-	0.0%
0007 Police Training	(1,596)	-	-	-	N/A
0009 OPD Off Duty	11,243,773	11,541,450	11,700,000	158,550	1.4%
0010 OPD - MOU Overtime	263,862	-	-	-	N/A
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	3,858,053	3,950,624	3,933,432	(17,192)	(0.4%)
0002 Police Recruiting	1,465,871	1,542,301	1,555,506	13,205	0.9%
0003 Police Communications	8,166,654	9,448,208	9,282,334	(165,874)	(1.8%)
0004 Police Electronic Communication Systems	261,500	228,460	301,290	72,830	31.9%
0006 Professional Standards Division	3,131,351	3,763,022	3,510,163	(252,859)	(6.7%)
0007 Police Officer Training	7,259,149	5,489,223	4,036,788	(1,452,435)	(26.5%)
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	17,730,101	19,505,488	15,467,837	(4,037,651)	(20.7%)
0002 Special Enforcement Division	8,549,259	7,106,769	5,546,096	(1,560,673)	(22.0%)
0003 Police Special Investigations	2,470,209	2,307,945	2,383,173	75,228	3.3%
0004 Police Grant-funded Activities	1,918,796	1,369,407	1,898,142	528,735	38.6%
0005 Crime Center & Forensics Division	-	-	5,923,192	5,923,192	N/A
Police-Special Services Bureau (OPS)					
0002 Community Relations Division	11,323,243	13,502,572	16,282,735	2,780,163	20.6%
0003 Police Special Operations	8,818,067	8,491,326	8,737,292	245,966	2.9%
0005 Airport Police-General Fund	2,239,940	1,300,000	1,775,000	475,000	36.5%
0006 FY20 COPS Grant Clearing	-	-	417,514	417,514	N/A
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	18,639,560	20,042,224	18,435,094	(1,607,130)	(8.0%)
0003 Police East Patrol	20,293,924	21,120,800	21,201,867	81,067	0.4%
0004 Police West Patrol	18,977,973	19,760,066	19,779,707	19,641	0.1%
0005 Police Central Patrol	13,198,789	12,692,552	12,561,905	(130,647)	(1.0%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 165,934,040</b>	<b>\$ 169,254,132</b>	<b>\$ 171,443,157</b>	<b>\$ 2,189,025</b>	<b>1.3%</b>
<b>LAW ENFORCEMENT TRAINING FUND #0002</b>					
Police-Administration (OPD)					
0005 Police Law Enforcement Training	\$ 74,913	\$ 130,000	\$ 130,000	\$ -	0.0%
<b>TOTAL -- LAW ENFORCEMENT TRAINING FUND</b>	<b>\$ 74,913</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>GOAA POLICE FUND #1285</b>					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 15,310,572	\$ 18,049,127	\$ 19,045,142	\$ 996,015	5.5%
<b>TOTAL -- GOAA POLICE FUND</b>	<b>\$ 15,310,572</b>	<b>\$ 18,049,127</b>	<b>\$ 19,045,142</b>	<b>\$ 996,015</b>	<b>5.5%</b>
<b>OCPS CROSSING GUARD FUND #0014</b>					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 978,190	\$ 1,087,479	\$ 1,312,479	\$ 225,000	20.7%
<b>TOTAL -- OCPS CROSSING GUARD FUND</b>	<b>\$ 978,190</b>	<b>\$ 1,087,479</b>	<b>\$ 1,312,479</b>	<b>\$ 225,000</b>	<b>20.7%</b>



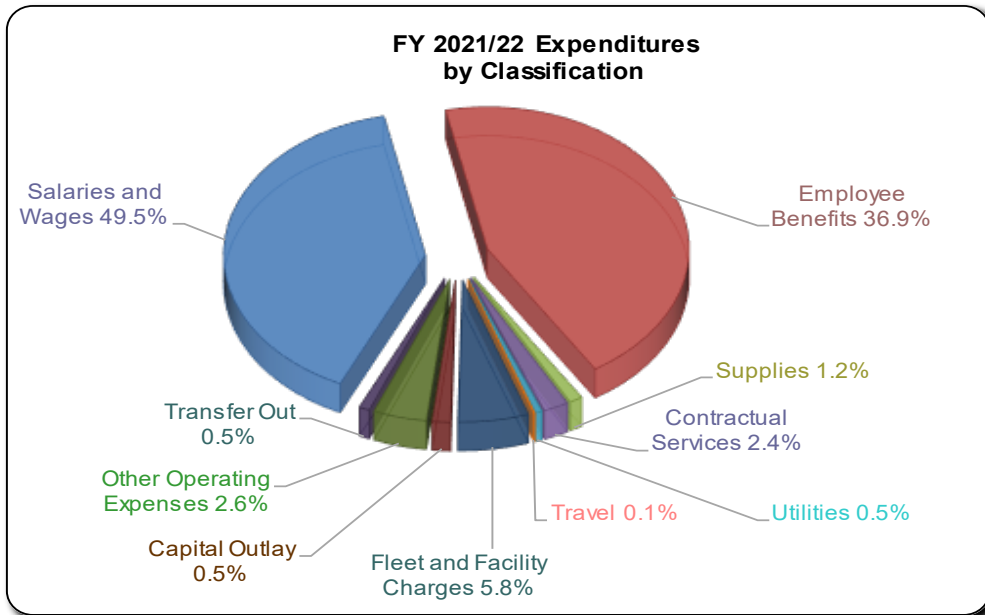
# POLICE DEPARTMENT

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>CONTRABAND FORFEITURE TRUST FUND #1165</b>					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 279,420	\$ 409,918	\$ 406,073	\$ (3,845)	(0.9%)
<b>TOTAL -- CONTRABAND FORFEITURE TRUST</b>	<b>\$ 279,420</b>	<b>\$ 409,918</b>	<b>\$ 406,073</b>	<b>\$ (3,845)</b>	<b>(0.9%)</b>
<b>POLICE CAMP TRUST FUND #0021</b>					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 975	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- POLICE CAMP TRUST FUND</b>	<b>\$ 975</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #0008</b>					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 124,543	\$ 300,282	\$ 532,000	\$ 231,718	77.2%
<b>TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND</b>	<b>\$ 124,543</b>	<b>\$ 300,282</b>	<b>\$ 532,000</b>	<b>\$ 231,718</b>	<b>77.2%</b>
<b>OTHER FUNDS</b>					
All Cost Centers	\$ (148)	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- TOTAL OTHER FUNDS</b>	<b>\$ (148)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL -- POLICE DEPARTMENT OPERATING</b>	<b>\$ 182,702,505</b>	<b>\$ 189,230,938</b>	<b>\$ 192,868,851</b>	<b>\$ 3,637,913</b>	<b>1.9%</b>



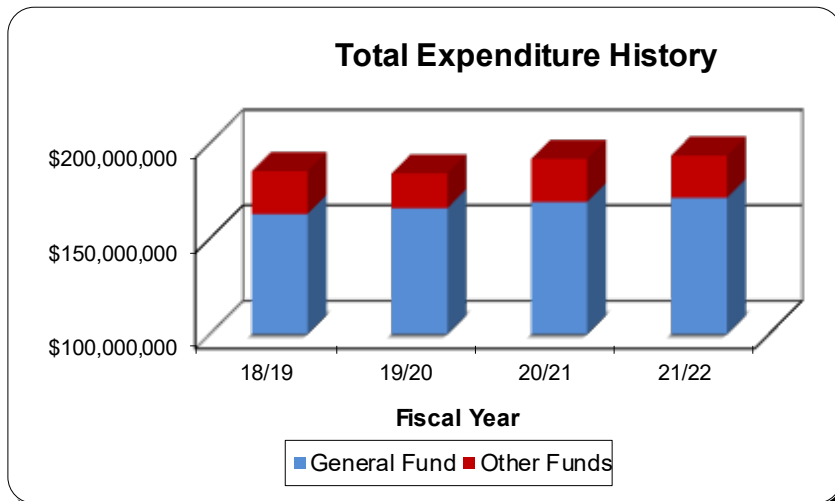
# POLICE DEPARTMENT

Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 90,660,636	\$ 91,553,961	\$ 95,420,742	\$ 3,866,781	4.2%
Employee Benefits	66,284,982	71,748,423	71,077,594	(670,829)	(0.9%)
Supplies	2,346,033	2,315,956	2,315,956	-	0.0%
Contractual Services	4,510,127	4,566,146	4,590,786	24,640	0.5%
Utilities	913,315	949,430	949,430	-	0.0%
Travel	116,870	164,900	172,900	8,000	4.9%
Fleet and Facility Charges	10,876,744	11,623,137	11,105,168	(517,969)	(4.5%)
Capital Outlay	403,135	843,794	957,100	113,306	13.4%
Other Operating Expenses	4,511,575	4,636,756	4,984,373	347,617	7.5%
Transfer Out	2,079,087	828,435	1,294,802	466,367	56.3%
<b>TOTAL -- POLICE DEPARTMENT</b>	<b>\$ 182,702,505</b>	<b>\$ 189,230,938</b>	<b>\$ 192,868,851</b>	<b>\$ 3,637,913</b>	<b>1.9%</b>



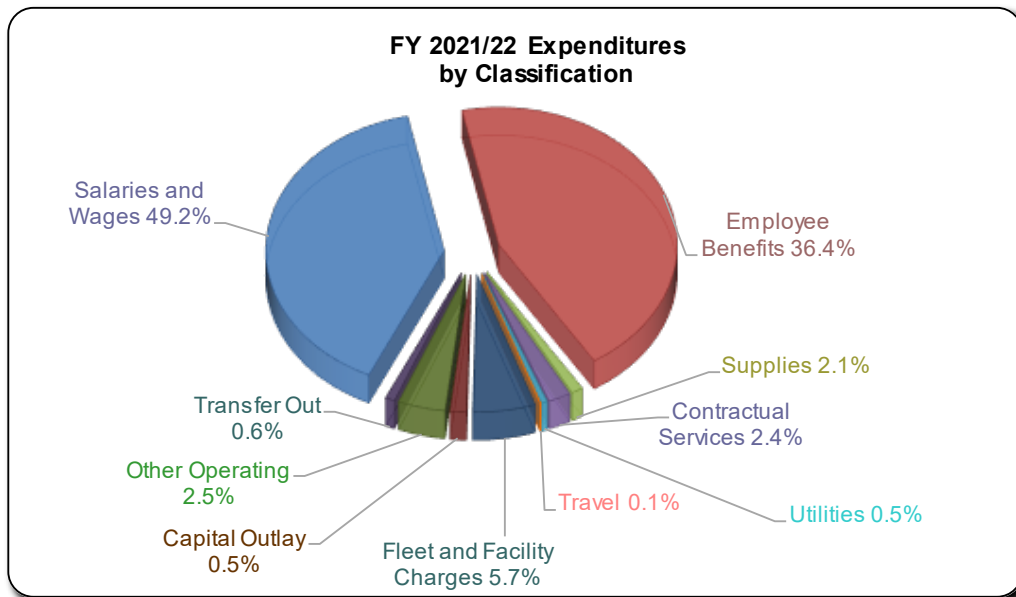
# POLICE DEPARTMENT

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>DEPARTMENT OF JUSTICE FEDERAL EQUITABLE SHARING AGREEMENT FUND #1166</b>					
Police-Administration (OPD)					
0003 Federal Asset Sharing - Justice	\$ 174,940	\$ 330,080	\$ -	\$ (330,080)	(100.0%)
<b>TOTAL -- DOJ FEDERAL ASSET SHARING</b>	<b>\$ 174,940</b>	<b>\$ 330,080</b>	<b>\$ -</b>	<b>\$ (330,080)</b>	<b>(100.0%)</b>
<b>DEPARTMENT OF TREASURY FEDERAL EQUITABLE SHARING AGREEMENT FUND #1167</b>					
Police-Administration (OPD)					
0006 Federal Asset Sharing - Treasury	\$ 2,180	\$ 435,581	\$ -	\$ (435,581)	(100.0%)
<b>TOTAL -- DOT FEDERAL ASSET SHARING</b>	<b>\$ 2,180</b>	<b>\$ 435,581</b>	<b>\$ -</b>	<b>\$ (435,581)</b>	<b>(100.0%)</b>
<b>GRANTS FUND #1130</b>					
High Intensity Drug Trafficking Area (HIDTA)					
HIDTA FY 18/19	\$ 39,395	\$ -	\$ -	\$ -	N/A
HIDTA FY 19/20	64,043	39,897	-	(39,897)	(100.0%)
HIDTA FY 20/21	-	127,940	-	(127,940)	(100.0%)
Edward Byrne Memorial Justice Assistance Grant (JAG) Program					
JAG FY 17/18	325	6,700	-	(6,700)	(100.0%)
JAG FY 18/19	-	167,472	-	(167,472)	(100.0%)
JAG FY 19/20	-	153,241	-	(153,241)	(100.0%)
Other Grants	1,019,550	3,041,096	-	(3,041,096)	(100.0%)
<b>TOTAL -- GRANTS FUND</b>	<b>\$ 1,123,313</b>	<b>\$ 3,536,346</b>	<b>\$ -</b>	<b>\$ (3,536,346)</b>	<b>(100.0%)</b>
<b>CAPITAL IMPROVEMENTS FUND #3001</b>					
Projects	\$ 2,192,431	\$ 2,114,808	\$ 1,768,000	\$ (346,808)	(16.4%)
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ 2,192,431</b>	<b>\$ 2,114,808</b>	<b>\$ 1,768,000</b>	<b>\$ (346,808)</b>	<b>(16.4%)</b>
<b>OTHER FUNDS</b>					
Projects and Grants - Other Funds	\$ 1,324,642	\$ 1,833,511	\$ 697,323	\$ (7,632,290)	(100.0%)
<b>TOTAL -- PROJECTS AND GRANTS - OTHER FUNDS</b>	<b>\$ 1,324,642</b>	<b>\$ 1,833,511</b>	<b>\$ 697,323</b>	<b>\$ (1,136,188)</b>	<b>(62.0%)</b>
<b>TOTAL -- SPECIAL REVENUE AND OTHER FUNDS</b>	<b>\$ 4,817,506</b>	<b>\$ 8,250,326</b>	<b>\$ 2,465,323</b>	<b>\$ (5,785,003)</b>	<b>(70.1%)</b>
<b>TOTAL -- POLICE DEPARTMENT</b>	<b>\$ 187,520,010</b>	<b>\$ 197,481,264</b>	<b>\$ 195,334,174</b>	<b>\$ (2,147,090)</b>	<b>(1.1%)</b>



# POLICE DEPARTMENT

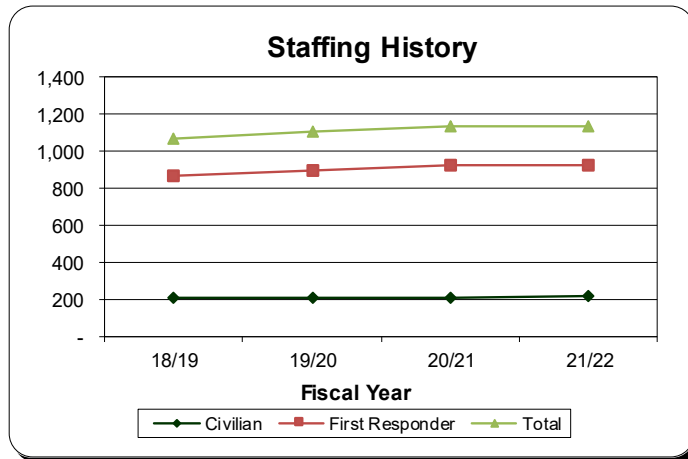
Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 91,695,053	\$ 93,029,684	\$ 96,118,065	\$ 3,088,381	3.3%
Employee Benefits	67,151,416	73,019,331	71,077,594	(1,941,737)	(2.7%)
Supplies	3,738,843	4,437,959	4,083,956	(354,003)	(8.0%)
Contractual Services	4,761,502	4,703,161	4,590,786	(112,375)	(2.4%)
Utilities	913,315	949,430	949,430	-	0.0%
Travel	133,187	304,472	172,900	(131,572)	(43.2%)
Fleet and Facility Charges	11,046,775	11,641,202	11,105,168	(536,034)	(4.6%)
Capital Outlay	1,465,302	3,890,292	957,100	(2,933,192)	(75.4%)
Other Operating Expenses	4,535,531	4,654,798	4,984,373	329,575	7.1%
Transfer Out	2,079,087	850,935	1,294,802	443,867	52.2%
<b>TOTAL -- POLICE DEPARTMENT</b>	<b>\$ 187,520,010</b>	<b>\$ 197,481,264</b>	<b>\$ 195,334,174</b>	<b>\$ (2,147,090)</b>	<b>(1.1%)</b>



# POLICE DEPARTMENT

## DEPARTMENT STAFFING SUMMARY

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<b>GENERAL FUND #0001</b>			
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	94
0004 Police Electronic Communication Systems	1	1	1
0006 Professional Standards Division	25	27	27
0007 Police Officer Training	35	35	35
Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	116	121	121
0002 Special Enforcement Division	53	53	53
0003 Police Special Investigations	13	13	13
0004 Police Grant-funded Activities	15	25	25
Special Services Bureau (OPS)			
0002 Community Relations Division	65	68	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
<b>TOTAL -- GENERAL FUND</b>	<b>990</b>	<b>1,010</b>	<b>1,012</b>
<b>GOAA POLICE FUND #1285</b>			
Police-Special Services Bureau (OPS)			
0004 Airport Police	113	118	118
<b>TOTAL -- GOAA POLICE FUND</b>	<b>113</b>	<b>118</b>	<b>118</b>
<b>OCPS CROSSING GUARD FUND #0014</b>			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
<b>TOTAL -- OCPS CROSSING GUARD FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- POLICE</b>	<b>1,104</b>	<b>1,129</b>	<b>1,131</b>



# POLICE DEPARTMENT

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## 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

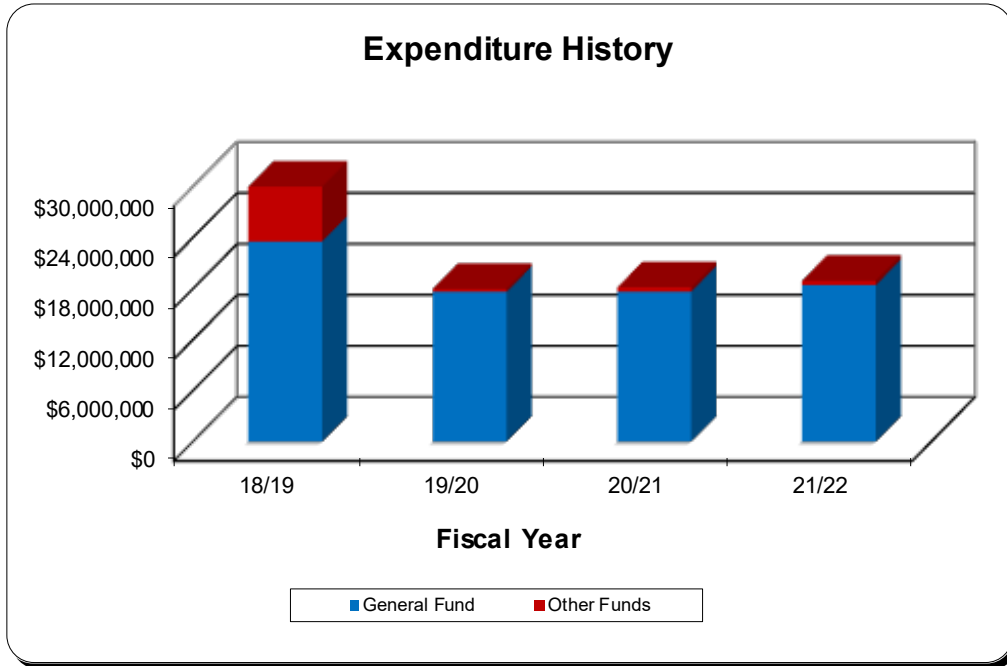
- The Criminal Justice Section, legal staff, will become equally proficient in all aspects of legal service, thereby ensuring that the lawyers are fully interchangeable with each other, regardless of the assignment.

# POLICE DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	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	\$ 5,474,998	\$ (523,979)	\$ 52,674	\$ 576,653	(110.1%)
0002 Police Nondepartmental	564,807	6,552,994	6,598,736	45,742	0.7%
0003 Primrose Building Operations	85,757	62,680	62,680	-	0.0%
0007 Police Training	(1,596)	-	-	-	N/A
0009 OPD Off Duty	11,243,773	11,541,450	11,700,000	158,550	1.4%
0010 OPD - MOU Overtime	263,862	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 17,631,601	\$ 17,633,145	\$ 18,414,090	\$ 780,945	4.4%
<u>LAW ENFORCEMENT TRAINING FUND #0002</u>					
Police-Administration (OPD)					
0005 Police Law Enforcement Training	\$ 74,913	\$ 130,000	\$ 130,000	\$ -	0.0%
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 74,913	\$ 130,000	\$ 130,000	\$ -	0.0%
<u>POLICE CAMP TRUST FUND #0021</u>					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 975	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 975	\$ -	\$ -	\$ -	N/A
<u>FORFEITURE SHARING FUNDS #1165, #1166 &amp; #1167</u>					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 279,420	\$ 409,918	\$ 406,073	\$ (3,845)	(0.9%)
0003 Federal Asset Sharing - Justice	174,940	330,080	0	(330,080)	(100.0%)
0006 Federal Asset Sharing - Treasury	2,180	435,581	0	(435,581)	(100.0%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 279,420	\$ 409,918	\$ 406,073	\$ (769,506)	(0.9%)
TOTAL -- POLICE ADMINISTRATION	\$ 17,986,909	\$ 18,173,063	\$ 18,950,163	\$ 11,439	4.3%

**POLICE DEPARTMENT**



**STAFFING SUMMARY**

GENERAL FUND #0001

Police-Administration (OPD)  
 0001 Police Administration  
 TOTAL -- GENERAL FUND  
 TOTAL -- POLICE ADMINISTRATION

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
	9	9	9
	9	9	9
	9	9	9



# POLICE DEPARTMENT

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## 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 IPro 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.

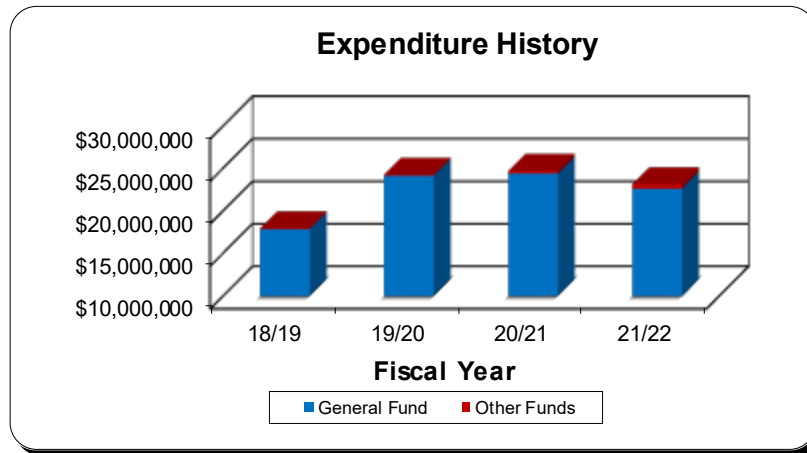
### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	\$ 3,858,053	\$ 3,950,624	\$ 3,933,432	\$ (17,192)	(0.4%)
0002 Police Recruiting	1,465,871	1,542,301	1,555,506	13,205	0.9%
0003 Police Communications	8,166,654	9,448,208	9,282,334	(165,874)	(1.8%)
0004 Police Electronic Communication Systems	261,500	228,460	301,290	72,830	31.9%
0006 Professional Standards Division	3,131,351	3,763,022	3,510,163	(252,859)	(6.7%)
0007 Police Officer Training	7,259,149	5,489,223	4,036,788	(1,452,435)	(26.5%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 24,142,578</b>	<b>\$24,421,838</b>	<b>\$ 22,619,513</b>	<b>\$ (1,802,325)</b>	<b>(7.4%)</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #0008</b>					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 124,543	\$ 300,282	\$ 532,000	\$ 231,718	77.2%
<b>TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND</b>	<b>\$ 124,543</b>	<b>\$ 300,282</b>	<b>\$ 532,000</b>	<b>\$ 231,718</b>	<b>77.2%</b>
<b>TOTAL -- ADMINISTRATIVE SERVICES BUREAU</b>	<b>\$ 24,267,121</b>	<b>\$24,722,120</b>	<b>\$ 23,151,513</b>	<b>\$ (1,570,607)</b>	<b>(6.4%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Police-Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	46
0002 Police Recruiting	10	10	10
0003 Police Communications	92	92	94
0004 Police Electronic Communication Systems	1	1	1
0006 Professional Standards Division	25	27	27
0007 Police Officer Training	35	35	35
<b>TOTAL -- GENERAL FUND</b>	<b>209</b>	<b>211</b>	<b>213</b>
<b>TOTAL -- ADMINISTRATIVE SERVICES BUREAU</b>	<b>209</b>	<b>211</b>	<b>213</b>

# POLICE DEPARTMENT

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## 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.

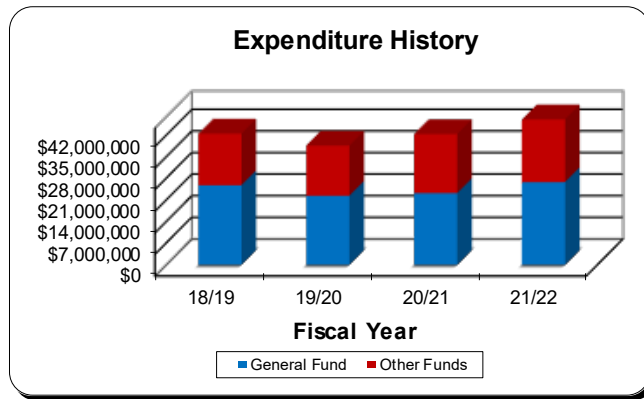
#### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Police-Special Services Bureau (OPS)					
0002 Community Relations Division	\$ 11,323,243	\$ 13,502,572	\$ 16,282,735	\$ 2,780,163	20.6%
0003 Police Special Operations	8,818,067	8,491,326	8,737,292	245,966	2.9%
0005 Airport Police-General Fund	2,239,940	1,300,000	1,775,000	475,000	36.5%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 22,381,250</b>	<b>\$ 23,293,898</b>	<b>\$ 26,795,027</b>	<b>\$ 3,501,129</b>	<b>15.0%</b>
<b>GOAA POLICE FUND #1285</b>					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 15,310,572	\$ 18,049,127	\$ 19,045,142	\$ 996,015	5.5%
<b>TOTAL -- GOAA POLICE FUND</b>	<b>\$ 15,310,572</b>	<b>\$ 18,049,127</b>	<b>\$ 19,045,142</b>	<b>\$ 996,015</b>	<b>5.5%</b>
<b>OCPS CROSSING GUARD FUND #0014</b>					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 978,190	\$ 1,087,479	\$ 1,312,479	\$ 225,000	20.7%
<b>TOTAL -- OCPS CROSSING GUARD FUND</b>	<b>\$ 978,190</b>	<b>\$ 1,087,479</b>	<b>\$ 1,312,479</b>	<b>\$ 225,000</b>	<b>20.7%</b>
<b>TOTAL -- SPECIAL SERVICES BUREAU</b>	<b>\$ 38,670,012</b>	<b>\$ 42,430,504</b>	<b>\$ 47,152,648</b>	<b>\$ 4,722,144</b>	<b>11.1%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Police-Special Services Bureau (OPS)			
0002 Community Relations Division	65	68	68
0003 Police Special Operations	51	51	51
<b>TOTAL -- GENERAL FUND</b>	<b>116</b>	<b>119</b>	<b>119</b>
<b>GOAA POLICE FUND #1285</b>			
Police-Special Services Bureau (OPS)			
0004 Airport Police	113	118	118
<b>TOTAL -- GOAA POLICE FUND</b>	<b>113</b>	<b>118</b>	<b>118</b>
<b>OCPS CROSSING GUARD FUND #0014</b>			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
<b>TOTAL -- OCPS CROSSING GUARD FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- SPECIAL SERVICES BUREAU</b>	<b>230</b>	<b>238</b>	<b>238</b>

# POLICE DEPARTMENT

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## 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).

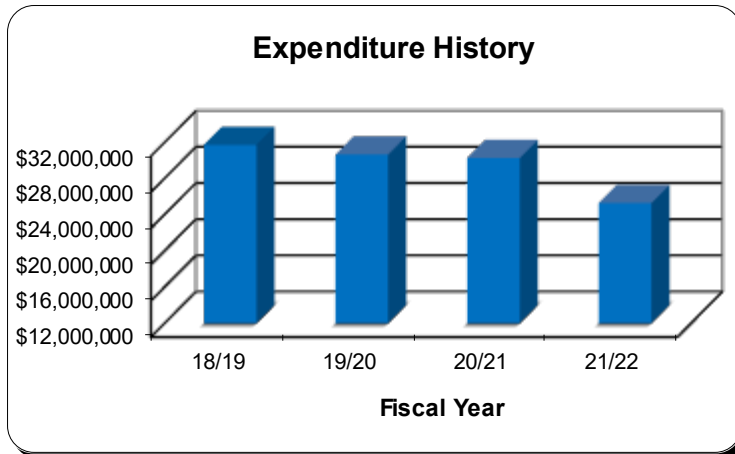
#### Long Term

- 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 sprightly 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	\$ 17,730,101	\$ 19,505,488	\$ 15,467,837	\$ (4,037,651)	(20.70%)
0002 Special Enforcement Division	8,549,259	7,106,769	5,546,096	(1,560,673)	(21.96%)
0003 Police Special Investigations	2,470,209	2,307,945	2,383,173	75,228	3.26%
0004 Police Grant-funded Activities	1,918,796	1,369,407	1,898,142	528,735	38.61%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 30,668,365</b>	<b>\$ 30,289,609</b>	<b>\$ 25,295,248</b>	<b>\$ (4,994,361)</b>	<b>(16.49%)</b>
<b>TOTAL -- INVESTIGATIVE SERVICES BUREAU</b>	<b>\$ 30,668,365</b>	<b>\$ 30,289,609</b>	<b>\$ 25,295,248</b>	<b>\$ (4,994,361)</b>	<b>(16.49%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Police-Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	116	121	121
0002 Special Enforcement Division	53	53	53
0003 Police Special Investigations	13	13	13
<b>TOTAL -- GENERAL FUND</b>	<b>182</b>	<b>187</b>	<b>187</b>
<b>GRANT FUND #1130</b>			
Police-Investigative Services Bureau (OPI)			
0004 Police Grant-funded Activities	15	25	25
<b>TOTAL -- GRANT FUND</b>	<b>15</b>	<b>25</b>	<b>25</b>
<b>TOTAL -- INVESTIGATIVE SERVICES BUREAU</b>	<b>197</b>	<b>212</b>	<b>212</b>

# POLICE DEPARTMENT

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## 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.

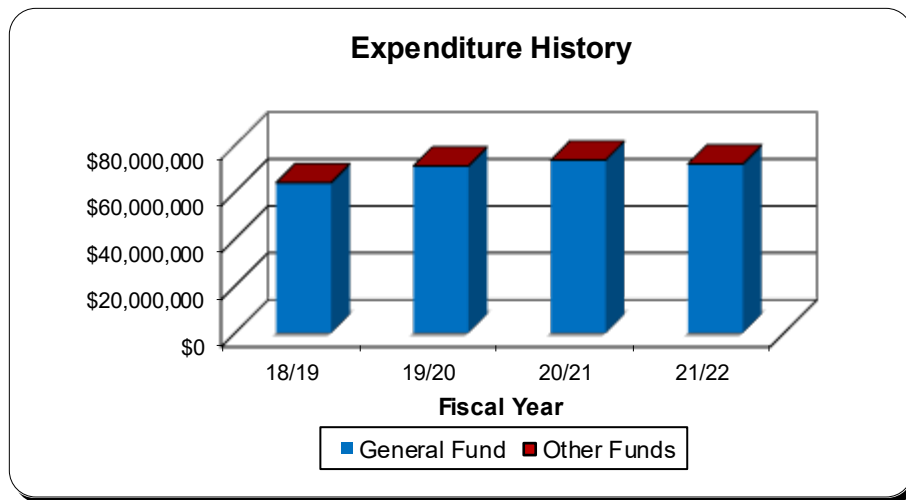
#### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	\$ 18,639,560	\$ 20,042,224	\$ 18,435,094	\$ (1,607,130)	(8.02%)
0003 Police East Patrol	20,293,924	21,120,800	21,201,867	\$ 81,067	0.38%
0004 Police West Patrol	18,977,973	19,760,066	19,779,707	\$ 19,641	0.10%
0005 Police Central Patrol	13,198,789	12,692,552	12,561,905	\$ (130,647)	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 71,110,246</b>	<b>\$ 73,615,642</b>	<b>\$ 71,978,573</b>	<b>\$ (1,637,069)</b>	<b>(2.22%)</b>
<b>TOTAL -- PATROL SERVICES BUREAU</b>	<b>\$ 71,110,246</b>	<b>\$ 73,615,642</b>	<b>\$ 71,978,573</b>	<b>\$ (1,637,069)</b>	<b>(2.22%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
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
<b>TOTAL -- GENERAL FUND</b>	<b>459</b>	<b>459</b>	<b>459</b>
<b>TOTAL -- PATROL SERVICES BUREAU</b>	<b>459</b>	<b>459</b>	<b>459</b>



# POLICE DEPARTMENT

## Police Department Operational Performance Balanced Scorecard Report

### Customer

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Police Administrative Services Bureau	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport).	97.03%	97.21%	97.12%

### Fiscal

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	-2.21%	-2.08	+/- 5%

### Internal Processes

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 120 calendar days or less (reported YTD).	100%	100%	100%
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes).	18:55	18:54	18:54
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes).	34:55	34:43	34:49
Police Investigative Services Bureau	Percentage of cases cleared.	88.75%	90%	89%

### Outcome & Mission

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Police Department	Percent change of UCR reported crimes	-15.8%	-4.0%	-10%
Police Department	Percent change of the total number of violent crimes.	17.0%	2.0%	-10%
Police Department	Percentage change in the number of property crimes.	-20.9%	-6.0%	-10%

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## 2020-2021 BY THE NUMBERS:

### Solid Waste customers:

**59,227**

residential



**9,642**

commercial



**81,517**

miles of streets  
cleaned



**15,995**

feet of stormwater  
pipes repaired



**18** buildings with Leadership in  
Energy and Environmental  
Design (LEED) Certification



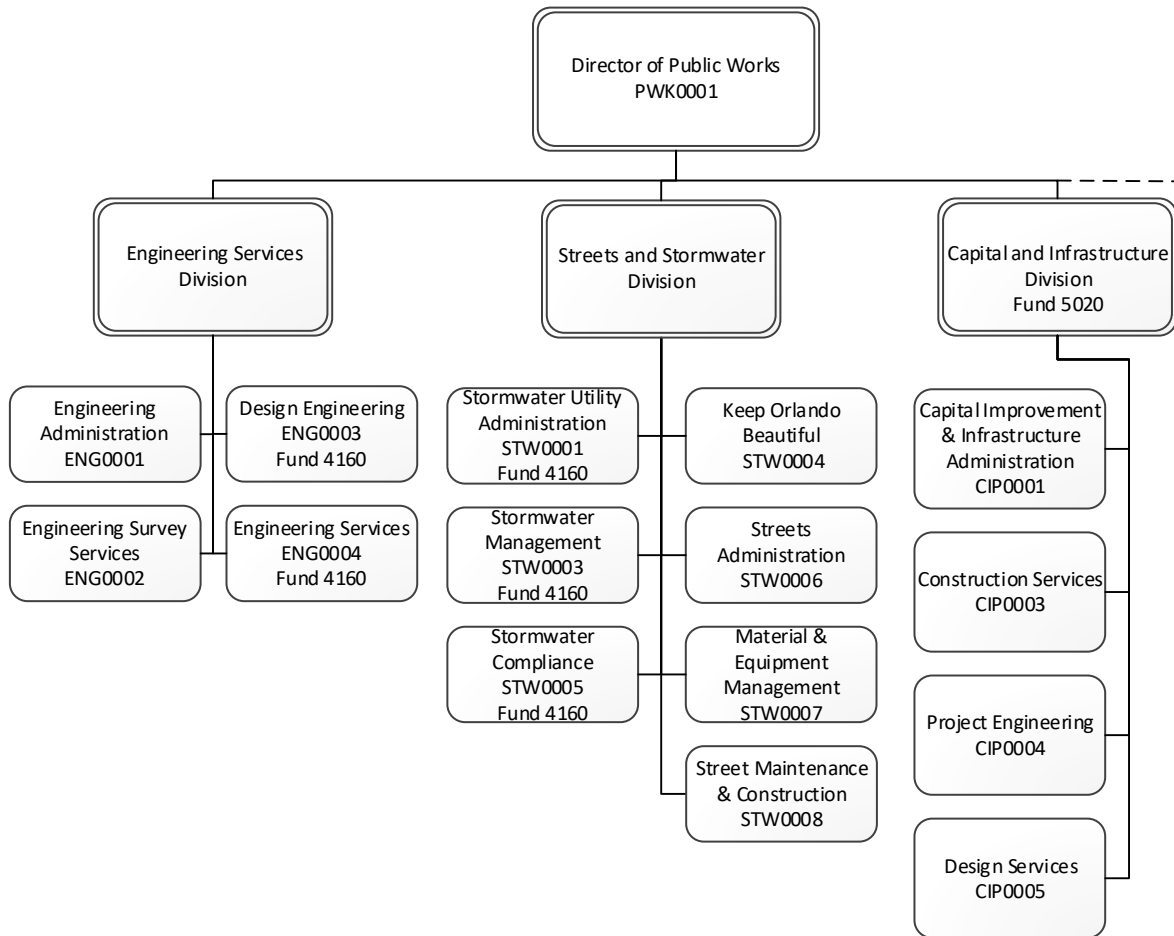
**14,815 TONS**

in biosolids recycled from wastewater

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# PUBLIC WORKS DEPARTMENT

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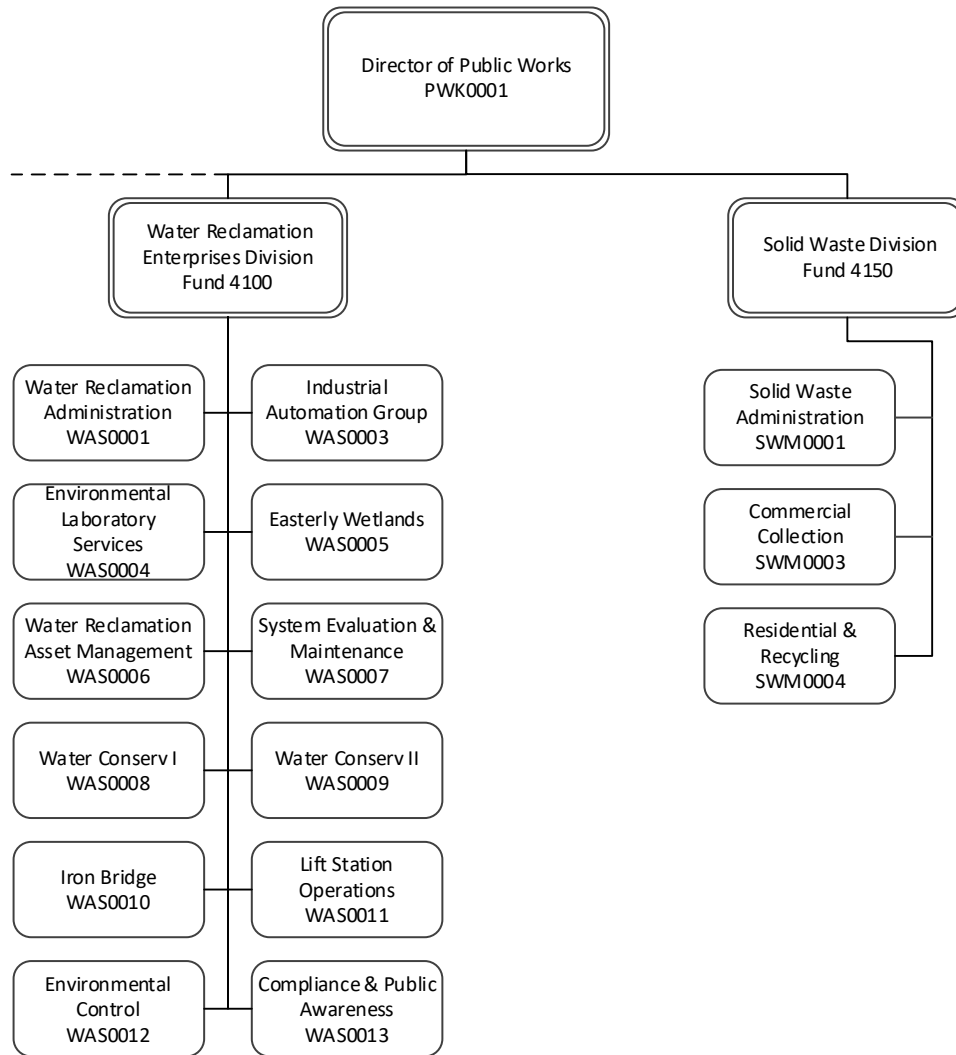


## Department Mission Statement

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

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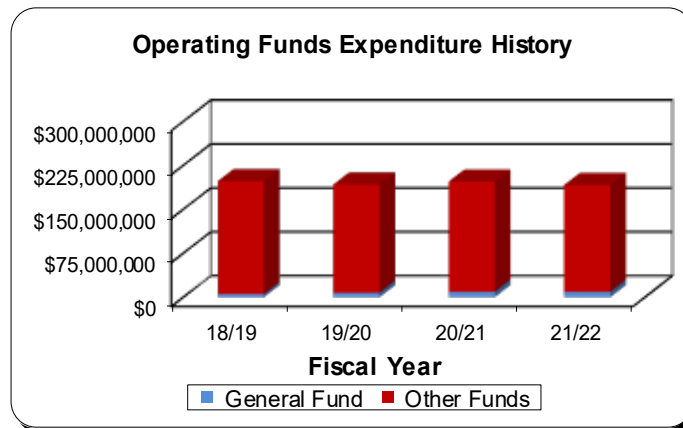
# PUBLIC WORKS DEPARTMENT

## DEPARTMENT EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 1,234,764	\$ 1,174,077	\$ 1,349,922	\$ 175,845	15.0%
0002 Public Works Nondepartmental	146,539	(261,567)	(110,243)	151,324	(57.9%)
Engineering Services Division (ENG)					
0001 Engineering Administration	37,900	279,703	262,915	(16,788)	(6.0%)
0002 Engineering Survey Services	512,746	844,496	831,102	(13,394)	(1.6%)
Streets and Stormwater Division (STW)					
0004 Keep Orlando Beautiful	(52,087)	37,079	81,312	44,233	119.3%
0006 Streets Administration	485,749	691,672	644,234	(47,438)	(6.9%)
0007 Material and Equipment Management	3,207,329	3,852,740	3,765,388	(87,352)	(2.3%)
0008 Street Maintenance and Construction	2,069,594	2,484,811	2,328,071	(156,740)	(6.3%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 7,642,533</b>	<b>\$ 9,103,011</b>	<b>\$ 9,152,701</b>	<b>\$ 49,690</b>	<b>0.5%</b>
<b>SOLID WASTE FUND #4150</b>					
Solid Waste Division (SWM)					
0001 Solid Waste Administration	\$ 2,017,577	\$ 2,915,211	\$ 2,745,818	\$ (169,393)	(5.8%)
0002 Solid Waste Nondepartmental	6,694,117	4,605,933	4,998,559	392,626	8.5%
0003 Commercial Collection	12,815,748	13,586,637	13,354,821	(231,816)	(1.7%)
0004 Residential & Recycling	16,287,751	16,607,023	18,732,265	2,125,242	12.8%
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 37,815,193</b>	<b>\$ 37,714,804</b>	<b>\$ 39,831,463</b>	<b>\$ 2,116,659</b>	<b>5.6%</b>
<b>STORMWATER UTILITY FUND #4160</b>					
Engineering Services Division (ENG)					
0003 Design Engineering	\$ 56,064	\$ 22,760	\$ 219,113	\$ 196,353	862.7%
0004 Engineering Services	-	-	714,551	714,551	N/A
Streets and Stormwater Division (STW)					
0001 Stormwater Utility Administration	4,340,744	4,995,333	1,365,943	(3,629,390)	(72.7%)
0002 Stormwater Nondepartmental	7,925,278	8,327,587	10,884,870	2,557,283	30.7%
0003 Stormwater Management	8,449,563	10,259,582	9,927,199	(332,383)	(3.2%)
0005 Stormwater Compliance	1,187,325	2,397,125	2,428,990	31,865	1.3%
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>\$ 21,958,974</b>	<b>\$ 26,002,387</b>	<b>\$ 25,540,666</b>	<b>\$ (461,721)</b>	<b>(1.8%)</b>
<b>WATER RECLAMATION REVENUE FUND #4100</b>					
Water Reclamation Enterprises Division (WAS)					
0001 Water Reclamation Administration	\$ 5,403,590	\$ 5,863,091	\$ 3,928,599	\$ (1,934,492)	(33.0%)
0002 Water Reclamation Nondepartmental	57,336,337	53,309,403	48,940,635	(4,368,768)	(8.2%)
0003 Industrial Automation Group	2,574,539	3,726,860	3,860,695	133,835	3.6%
0004 Environmental Laboratory Services	913,942	957,624	990,755	33,131	3.5%
0005 Easterly Wetlands	891,778	986,069	821,417	(164,652)	(16.7%)
0006 Water Reclamation Asset Management	1,076,761	1,124,546	1,147,070	22,524	2.0%
0007 System Evaluation and Maintenance	8,817,475	11,097,710	12,314,519	1,216,809	11.0%
0008 Water Conserv I	3,924,167	5,005,910	4,779,610	(226,300)	(4.5%)
0009 Water Conserv II	10,984,635	10,676,995	11,041,281	364,286	3.4%
0010 Iron Bridge	10,163,683	11,433,202	11,985,676	552,474	4.8%
0011 Lift Station Operations	6,440,011	7,571,074	7,762,761	191,687	2.5%
0012 Environmental Control	1,855,340	1,909,191	1,114,758	(794,433)	(41.6%)
0013 Compliance and Public Awareness	1,012,219	1,093,121	1,059,663	(33,458)	(3.1%)
0018 Engineering and Mapping	-	-	1,723,424	1,723,424	N/A
<b>TOTAL -- WATER RECLAMATION REVENUE FUND</b>	<b>\$ 111,394,479</b>	<b>\$ 114,754,796</b>	<b>\$ 111,470,863</b>	<b>\$ (3,283,933)</b>	<b>(2.9%)</b>

# PUBLIC WORKS DEPARTMENT

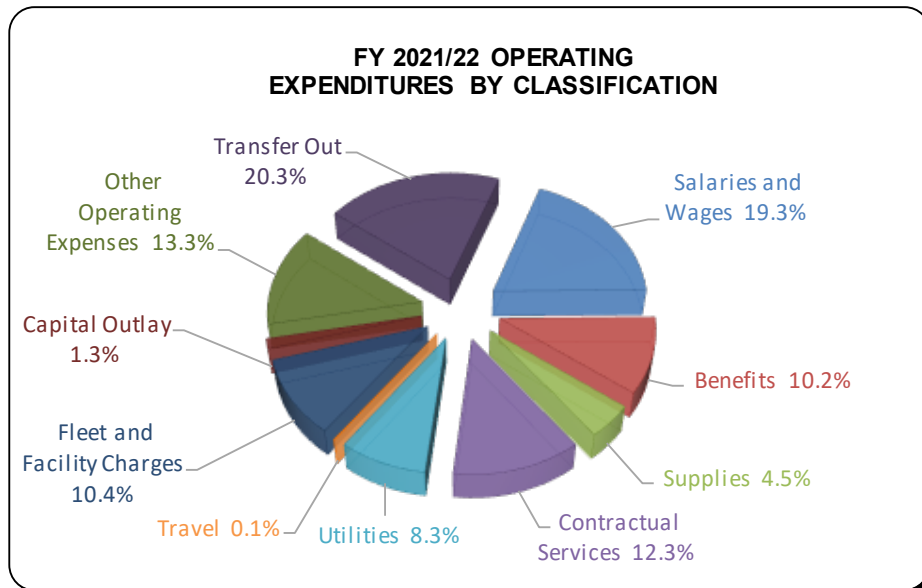
Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>CONSTRUCTION MANAGEMENT FUND #5020</b>					
Capital Improvement and Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Admin.	\$ 671,468	\$ 693,594	\$ 723,959	\$ 30,365	4.4%
0002 Construction Management Nondepartmental	518,342	214,336	245,174	30,838	14.4%
0003 Project Engineering	1,227,611	1,307,320	1,414,880	107,560	8.2%
0004 Construction Services	1,716,486	2,387,550	2,537,187	149,637	6.3%
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>\$ 4,133,906</b>	<b>\$ 4,602,800</b>	<b>\$ 4,921,200</b>	<b>\$ 318,400</b>	<b>6.9%</b>
<b>OTHER FUNDS</b>					
All Cost Centers	\$ 9,381,999	\$ 5,147,585	\$ 554,000	(4,593,585)	(89.2%)
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 9,381,999</b>	<b>\$ 5,147,585</b>	<b>\$ 554,000</b>	<b>\$ (4,593,585)</b>	<b>(89.2%)</b>
<b>TOTAL -- PUBLIC WORKS OPERATING</b>	<b>\$ 192,327,085</b>	<b>\$ 197,325,383</b>	<b>\$ 191,470,893</b>	<b>\$ (5,854,490)</b>	<b>(3.0%)</b>





# PUBLIC WORKS DEPARTMENT

Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 31,326,495	\$ 34,318,220	\$ 36,964,998	\$ 2,646,778	7.7%
Benefits	18,189,519	20,235,586	19,458,557	(777,029)	(3.8%)
Supplies	9,155,345	9,767,184	8,681,313	(1,085,871)	(11.1%)
Contractual Services	19,465,523	24,016,862	23,511,336	(505,526)	(2.1%)
Utilities	14,139,928	15,342,596	15,976,515	633,919	4.1%
Travel	40,705	193,280	150,980	(42,300)	(21.9%)
Fleet and Facility Charges	19,352,664	18,209,690	19,920,445	1,710,755	9.4%
Capital Outlay	2,286,467	1,138,743	2,551,690	1,412,947	124.1%
Other Operating Expenses	22,034,219	29,817,652	25,467,972	(4,349,680)	(14.6%)
Transfer Out	56,336,219	44,285,570	38,787,087	(5,498,483)	(12.4%)
<b>TOTAL -- PUBLIC WORKS OPERATING</b>	<b>\$ 192,327,085</b>	<b>\$ 197,325,383</b>	<b>\$ 191,470,893</b>	<b>\$ (5,854,490)</b>	<b>(3.0%)</b>

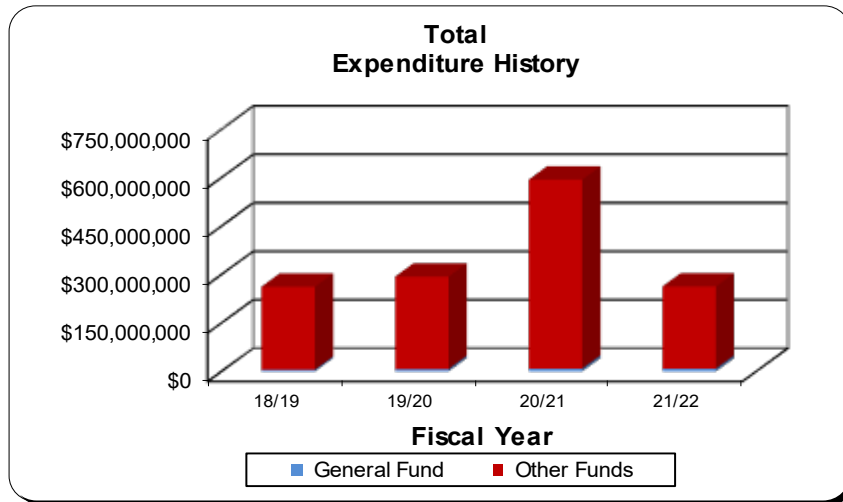


# PUBLIC WORKS DEPARTMENT

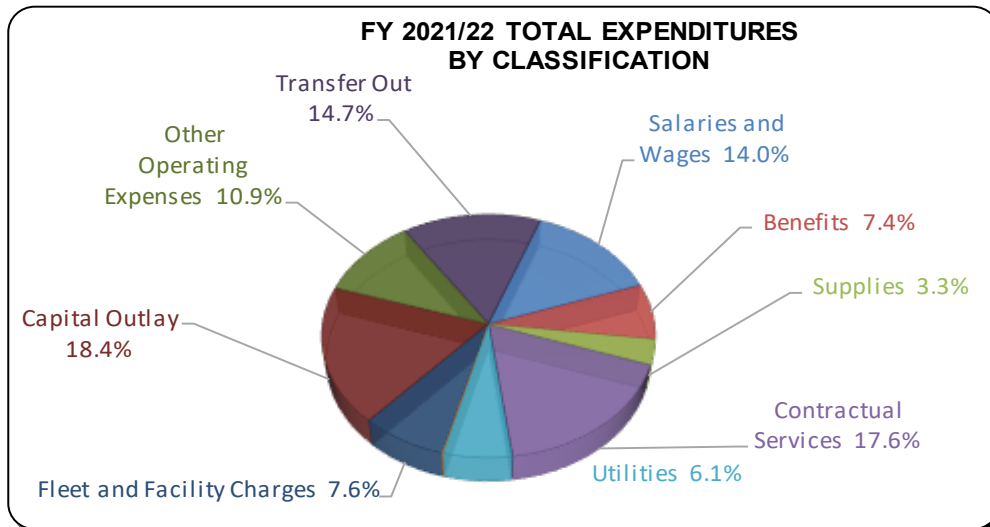
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Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b><u>SOLID WASTE FUND #4150</u></b>					
Solid Waste Division (SWM)					
Projects and Grants	\$ 277,433	\$ 7,545,493	\$ 2,220,000	\$ (5,325,493)	(70.6%)
TOTAL -- SOLID WASTE FUND	\$ 277,433	\$ 7,545,493	\$ 2,220,000	\$ (5,325,493)	(70.6%)
<b><u>STORMWATER UTILITY FUND #4160</u></b>					
Streets and Stormwater Division (STW)					
Projects and Grants	\$ (45,222)	\$ 21,541	\$ -	\$ (21,541)	(100.0%)
TOTAL -- STORMWATER UTILITY FUND	\$ (45,222)	\$ 21,541	\$ -	\$ (21,541)	(100.0%)
<b><u>STORMWATER CAPITAL FUND #4161</u></b>					
Streets and Stormwater Division (STW)					
Projects and Grants	\$ 4,076,871	\$ 15,170,486	\$ 2,000,000	\$ (13,170,486)	(86.8%)
TOTAL -- STORMWATER UTILITY FUND	\$ 4,076,871	\$ 15,170,486	\$ 2,000,000	\$ (13,170,486)	(86.8%)
<b><u>WATER RECLAMATION GENERAL CONSTRUCTION FUND #4106</u></b>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 52,540,583	\$ 176,782,250	\$ 57,300,000	\$ (119,482,250)	(67.6%)
TOTAL -- WATER RECLAMATION GENERAL CONSTRUCTION FUND	\$ 52,540,583	\$ 176,782,250	\$ 57,300,000	\$ (119,482,250)	(67.6%)
<b><u>WATER RECLAMATION RENEWAL AND REPLACEMENT FUND #4107</u></b>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 2,197,193	\$ 1,191,406	\$ 3,000,000	\$ 1,808,594	151.8%
TOTAL -- WATER RECLAMATION R&R FUND	\$ 2,197,193	\$ 1,191,406	\$ 3,000,000	\$ 1,808,594	151.8%
<b><u>WATER RECLAMATION COLLECTION SYSTEM IMPACT FEES FUND #4110</u></b>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 7,280	\$ 6,813,825	\$ -	\$ (6,813,825)	(100.0%)
TOTAL -- WATER RECLAMATION COLLECTION SYSTEM IMPACT FEES FUND	\$ 7,280	\$ 6,813,825	\$ -	\$ (6,813,825)	(100.0%)
<b><u>WATER RECLAMATION STATE REVOLVING LOAN FUND #4102</u></b>					
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%)
<b><u>WATER RECLAMATION CONSERV I CONSTRUCTION FUND #4105</u></b>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ -	\$ 5,662,645	\$ -	\$ (5,662,645)	(100.0%)
TOTAL -- WATER RECLAMATION CONSERV I CONSTRUCTION FUND	\$ -	\$ 5,662,645	\$ -	\$ (5,662,645)	(100.0%)
<b><u>WATER RECLAMATION SRF LOAN CONSTRUCTION FUND #4112</u></b>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 14,217,773	\$ 24,112,896	\$ -	\$ (24,112,896)	(100.0%)
TOTAL -- WATER RECLAMATION SRF LOAN CONSTRUCTION FUND	\$ 14,217,773	\$ 24,112,896	\$ -	\$ (24,112,896)	(100.0%)
<b><u>INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND #3034</u></b>					
Capital Improvement and Infrastructure Division (CIP)					
Projects and Grants	\$ 6,110,546	\$ 46,275,505	\$ -	\$ (46,275,505)	(100.0%)
Streets and Stormwater Division (STW)					
Projects and Grants	3,845,192	31,717,403	-	(31,717,403)	(100.0%)
TOTAL -- INVESTING IN OUR NEIGHBORHOODS 2018B CONST BOND FUND	\$ 9,955,738	\$ 77,992,908	\$ -	\$ (77,992,908)	(100.0%)
<b><u>OTHER FUNDS</u></b>					
Projects and Grants	\$ 18,049,234	\$ 78,353,819	\$ 7,200,000	\$ (71,153,819)	(90.8%)
TOTAL -- OTHER FUNDS	\$ 18,049,234	\$ 78,353,819	\$ 7,200,000	\$ (71,153,819)	(90.8%)
TOTAL -- CONSTRUCTION RELATED FUNDS	\$ 101,276,884	\$ 396,883,572	\$ 71,720,000	\$ (325,163,572)	(81.9%)
TOTAL -- PUBLIC WORKS	\$ 293,603,969	\$ 594,208,955	\$ 263,190,893	\$ (331,018,062)	(55.7%)

# PUBLIC WORKS DEPARTMENT



Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 31,369,625	\$ 34,456,346	\$ 36,964,998	\$ 2,508,652	7.3%
Benefits	18,201,512	20,224,061	19,458,557	(765,504)	(3.8%)
Supplies	9,210,827	10,311,629	8,681,313	(1,630,316)	(15.8%)
Contractual Services	42,292,432	86,476,872	46,431,336	(40,045,536)	(46.3%)
Utilities	14,284,851	15,419,748	15,976,515	556,767	3.6%
Travel	40,705	193,280	150,980	(42,300)	(21.9%)
Fleet and Facility Charges	19,501,978	18,509,348	19,920,445	1,411,097	7.6%
Capital Outlay	76,479,264	260,432,084	48,351,690	(212,080,394)	(81.4%)
Other Operating Expenses	25,799,721	98,237,372	28,467,972	(69,769,400)	(71.0%)
Transfer Out	56,423,055	49,948,215	38,787,087	(11,161,128)	(22.3%)
<b>TOTAL -- PUBLIC WORKS</b>	<b>\$ 293,603,969</b>	<b>\$ 594,208,955</b>	<b>\$ 263,190,893</b>	<b>\$ (331,018,062)</b>	<b>(55.7%)</b>



# PUBLIC WORKS DEPARTMENT

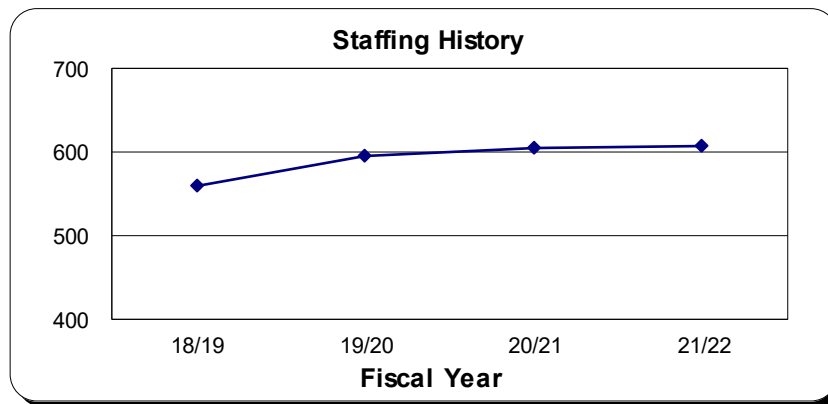
## DEPARTMENT STAFFING SUMMARY

Fund	2019/20	2020/21	2021/22
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Director of Public Works (PWK)			
0001 Director of Public Works	5	5	6
Engineering Services Division (ENG)			
0001 Engineering Administration	8	4	4
0002 Engineering Survey Services	19	19	19
Streets and Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	2	2	2
0006 Streets Administration	7	7	7
0007 Material and Equipment Management	16	16	16
0008 Street Maintenance and Construction	34	34	34
<b>TOTAL -- GENERAL FUND</b>	<b>91</b>	<b>87</b>	<b>88</b>
<b>SOLID WASTE FUND #4150</b>			
Solid Waste Division (SWM)			
0001 Solid Waste Administration	18	19	19
0003 Commercial Collection	33	33	33
0004 Residential & Recycling	56	63	63
<b>TOTAL -- SOLID WASTE FUND</b>	<b>107</b>	<b>115</b>	<b>115</b>
<b>STORMWATER UTILITY FUND #4160</b>			
Streets and Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	9	8	8
0003 Stormwater Management	74	70	70
0005 Stormwater Compliance	8	8	8
Engineering Services Division (ENG)			
0003 Engineering Services	-	3	3
0004 Design Engineering	-	6	6
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>91</b>	<b>95</b>	<b>95</b>
<b>WATER RECLAMATION REVENUE FUND #4100</b>			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	21	24	14
0003 Industrial Automation Group	18	18	18
0004 Environmental Laboratory Services	7	7	7
0005 Easterly Wetlands	5	5	6
0006 Water Reclamation Asset Management	12	13	13
0007 System Evaluation and Maintenance	63	70	70
0008 Water Conserv I	13	13	13
0009 Water Conserv II	31	33	32
0010 Iron Bridge	39	38	38
0011 Lift Station Operations	37	37	37
0012 Environmental Control	16	6	5
0013 Compliance and Public Awareness	9	9	9
0018 Engineering and Mapping	-	-	11
<b>TOTAL -- WATER RECLAMATION REVENUE FUND</b>	<b>271</b>	<b>273</b>	<b>273</b>

# PUBLIC WORKS DEPARTMENT

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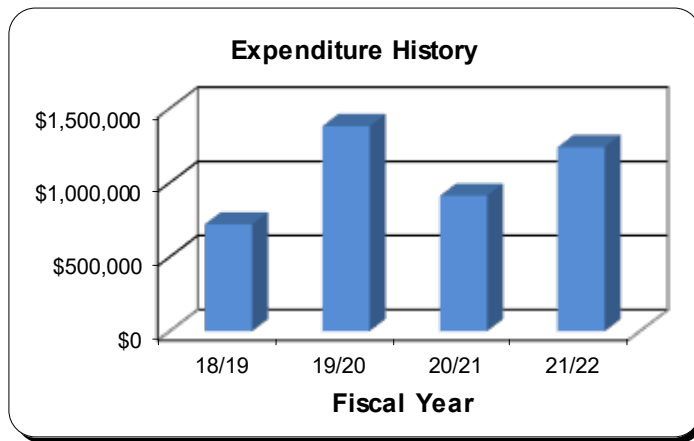
Fund	2019/20	2020/21	2021/22
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<b>CONSTRUCTION MANAGEMENT FUND #5020</b>			
Capital Improvement and Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	7
0003 Project Engineering	8	8	9
0004 Construction Services	19	19	20
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>34</b>	<b>34</b>	<b>36</b>
<b>TOTAL -- PUBLIC WORKS</b>	<b>594</b>	<b>604</b>	<b>607</b>



# PUBLIC WORKS DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 1,234,764	\$ 1,174,077	\$ 1,349,922	\$ 175,845	15.0%
0002 Public Works Nondepartmental	146,539	(261,567)	(110,243)	151,324	(57.9%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,381,302</b>	<b>\$ 912,510</b>	<b>\$ 1,239,679</b>	<b>\$ 327,169</b>	<b>35.9%</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$ 1,381,302</b>	<b>\$ 912,510</b>	<b>\$ 1,239,679</b>	<b>\$ 327,169</b>	<b>35.9%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Director of Public Works (PWK)			
0001 Director of Public Works	5	5	6
<b>TOTAL -- GENERAL FUND</b>	<b>5</b>	<b>5</b>	<b>6</b>
<b>TOTAL -- DIRECTOR</b>	<b>5</b>	<b>5</b>	<b>6</b>

# PUBLIC WORKS DEPARTMENT

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## 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 and manages consultant engineering continuing contracts; reviews Site Engineering related permits to ensure that state regulatory, City Code and the Engineering Standards Manual criteria are followed; provides engineering design services for capital improvement projects. 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 continuing contracts; reviews and approves capital improvement 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 City use and the use of professionals for private and public development work.

### Major Accomplishments

- Awarded with federal fund allocated through the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant – Mitigation (CDBG-MIT) program to develop Floodplain Management Plan for CRS program
- Worked with City GIS to publish an online portal for Stormwater and Water Reclamation utility assets to be published in a map based service for use in design and construction projects to stem the rise in utility damage being experienced.
- Rolled out the Blanket Construction Bond for telecommunication companies to use in lieu of a Performance Bond.
- Densification of the City's vertical control network to include areas of increased annexations.
- Providing project management support and utility mapping coordination for high profile City projects.
- Completed floodplain study for Charter Lake and the Packing District.

### Future Goals and Objectives

#### Short Term

- 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.
- Work with residents and City staff on FEMA's transition to Risk Rating 2.0.
- Work on Service Page for residential pavers and driveways to provide user friendly guideline for residents.

#### Medium Term

- Coordinate on the update of the Engineering Standards Manual.
- Identify and map flood zones to establish elevations for these floodplains that are currently defined as unnumbered A Zones.
- 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.
- Coordinate with GIS to map roadway jurisdictional authority.
- 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.
- 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.

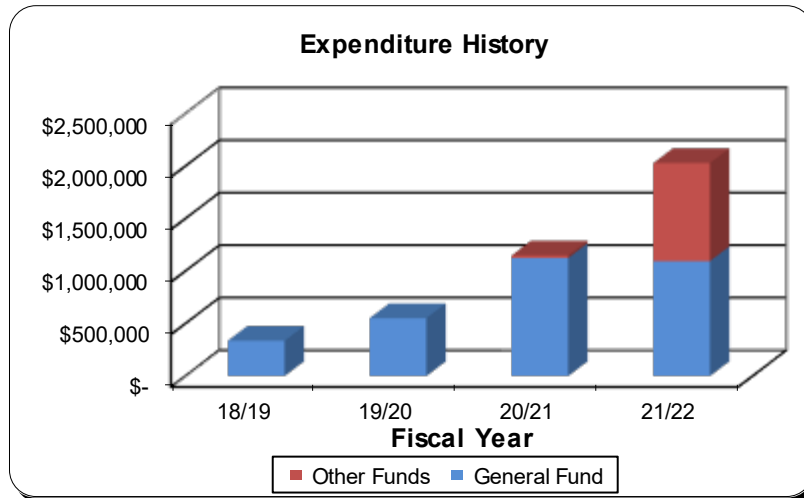
#### Long Term

- Migrate the City's vertical network to the National Spatial Reference System managed by the National Geodetic Survey and NOAA.
- Create a GIS position in survey to address growing needs of Public Works GIS requirements and capturing survey data within the system.
- Review floodplains within the City, in conjunction with inventory data, to identify areas where capital projects could be implemented to reduce floodplain impacts.
- 3D GIS and infrastructure modeling for use in planning public works activities.
- Expand coordination and cooperation with local, state, and federal agencies on managing engineering activities and their impacts.
- Work on implementation of GIS critical facility data onto critical facilities planning and flood warning and response for the Community Rating System.
- College Park area wide flood study.

# PUBLIC WORKS DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	\$ 37,900	\$ 279,703	\$ 262,915	\$ (16,788)	(6.0%)
0002 Engineering Survey Services	512,746	844,496	831,102	(13,394)	(1.6%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 550,646</b>	<b>\$ 1,124,199</b>	<b>\$ 1,094,017</b>	<b>\$ (30,182)</b>	<b>(2.7%)</b>
<b>STORMWATER UTILITY FUND #4160</b>					
Engineering/Design Engineering (ENG)					
0003 Design Engineering	\$ 56,064	\$ 22,760	\$ 219,113	\$ 196,353	862.7%
0004 Engineering Services	-	-	714,551	714,551	N/A
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>\$ 56,064</b>	<b>\$ 22,760</b>	<b>\$ 933,664</b>	<b>\$ 910,904</b>	<b>4002.2%</b>
<b>TOTAL -- ENGINEERING SERVICES</b>	<b>\$ 606,710</b>	<b>\$ 1,146,959</b>	<b>\$ 2,027,681</b>	<b>\$ 880,722</b>	<b>76.8%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Engineering Services Division (ENG)			
0001 Engineering Administration	8	4	4
0002 Engineering Survey Services	19	19	19
<b>TOTAL -- GENERAL FUND</b>	<b>27</b>	<b>23</b>	<b>23</b>
<b>STORMWATER UTILITY FUND #4160</b>			
Engineering Services Division (ENG)			
0003 Engineering Services	-	3	3
0004 Design Engineering	-	6	6
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>-</b>	<b>9</b>	<b>9</b>
<b>TOTAL -- ENGINEERING SERVICES</b>	<b>27</b>	<b>32</b>	<b>32</b>



# PUBLIC WORKS DEPARTMENT

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## 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 702,000 cubic feet of materials, preventing 33,601 pounds of Nitrogen and 21,545 pounds of Phosphorous from entering City lakes and waterways.

Repaired or replaced over 317,000 square feet of damaged sidewalk; 75,000 SF in-house and 242,000 SF with an outside contractor.

Through the Keep Orlando Beautiful program (KOB), 2,932 volunteer hours were put towards litter prevention and removal, waste reduction and recycling efforts, and beautification events. KOB was instrumental in having 30,285 lbs of litter and debris collected, 18,670 lbs of mixed recyclables collected, 33,505 lbs. of electronic waste collected, 68 trees planted and 23 sites beautified.

Collected ambient lake water samples and field data from 81 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.

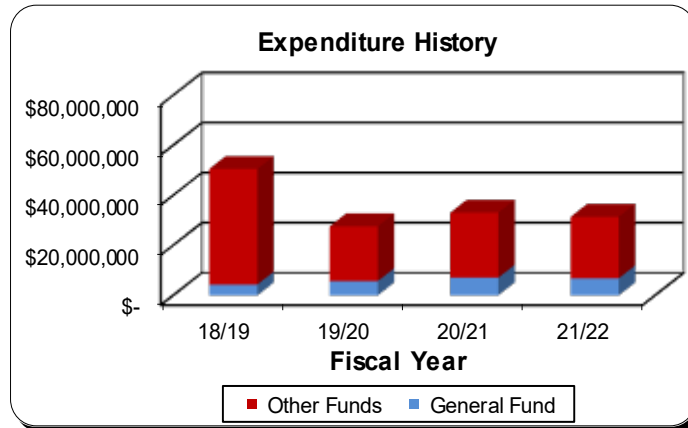
#### Long Term

- 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.
- The Division will continue to work with the development and implication of Simplify Epic Systems Software to improve NPDES Permit reporting as well as saving money with time management.

# PUBLIC WORKS DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Engineering/Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	\$ (52,087)	\$ 37,079	\$ 81,312	\$ 44,233	119.3%
0006 Streets Administration	485,749	691,672	644,234	(47,438)	(6.9%)
0007 Material and Equipment Management	3,207,329	3,852,740	3,765,388	(87,352)	(2.3%)
0008 Street Maintenance and Construction	2,069,594	2,484,811	2,328,071	(156,740)	(6.3%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 5,710,585</b>	<b>\$ 7,066,302</b>	<b>\$ 6,819,005</b>	<b>\$ (247,297)</b>	<b>(3.5%)</b>
<b>STORMWATER UTILITY FUND #4160</b>					
Engineering/Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	\$ 4,340,744	\$ 4,995,333	\$ 1,365,943	\$ (3,629,390)	(72.7%)
0002 Stormwater Nondepartmental	7,925,278	8,327,587	10,884,870	2,557,283	30.7%
0003 Stormwater Management	8,449,563	10,259,582	9,927,199	(332,383)	(3.2%)
0005 Stormwater Compliance	1,187,325	2,397,125	2,428,990	31,865	1.3%
Projects and Grants	(45,222)	21,541	-	(21,541)	(100.0%)
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>\$21,857,688</b>	<b>\$26,001,168</b>	<b>\$24,607,002</b>	<b>\$ (1,394,166)</b>	<b>(5.4%)</b>
<b>TOTAL -- STREETS &amp; STORMWATER SERVICES</b>	<b>\$27,568,273</b>	<b>\$33,067,470</b>	<b>\$31,426,007</b>	<b>\$ (1,641,463)</b>	<b>(5.0%)</b>



# PUBLIC WORKS DEPARTMENT

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## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	2	2	2
0006 Streets Administration	7	7	7
0007 Material and Equipment Management	16	16	16
0008 Street Maintenance and Construction	34	34	34
TOTAL -- GENERAL FUND	59	59	59
<u>STORMWATER UTILITY FUND #4160</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	9	8	8
0003 Stormwater Management	74	70	70
0004 Design Engineering	-	6	6
TOTAL -- STORMWATER UTILITY FUND	83	84	84
TOTAL -- STREETS & STORMWATER SERVICES	142	143	143

# PUBLIC WORKS DEPARTMENT

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## 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 59,227 residential and 9,642 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.
- Implemented connection to See Click Fix customer report software with Simplify i3 software to improve response to customer reports and requests.

### 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.
- 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

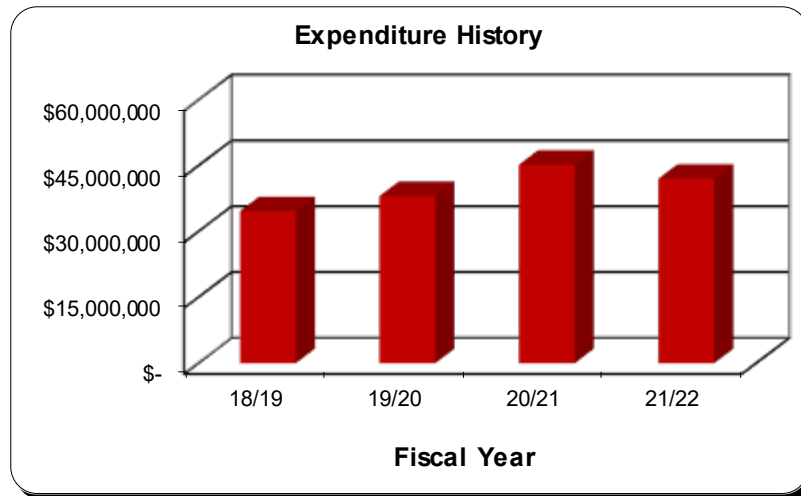
#### Long Term

- 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>SOLID WASTE FUND #4150</b>					
Solid Waste Division (SWM)					
0001 Solid Waste Administration	\$ 2,017,577	\$ 2,915,211	\$ 2,745,818	\$ (169,393)	(5.81%)
0003 Commercial Collection	6,694,117	4,605,933	4,998,559	392,626	8.52%
0004 Residential & Recycling	12,815,748	13,586,637	13,354,821	(231,816)	(1.71%)
0002 Solid Waste Nondepartmental	16,287,751	16,607,023	18,732,265	2,125,242	12.80%
Projects and Grants	277,433	7,545,493	2,220,000	(5,325,493)	(70.58%)
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 38,092,627</b>	<b>\$ 45,260,297</b>	<b>\$ 42,051,463</b>	<b>\$ (3,208,834)</b>	<b>(7.09%)</b>
<b>TOTAL -- SOLID WASTE MANAGEMENT</b>	<b>\$ 38,092,627</b>	<b>\$ 45,260,297</b>	<b>\$ 42,051,463</b>	<b>\$ (3,208,834)</b>	<b>(7.09%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>SOLID WASTE FUND #4150</b>			
Solid Waste Division (SWM)			
0001 Solid Waste Administration	18	19	19
0003 Commercial Collection	33	33	33
0004 Residential & Recycling	56	63	63
<b>TOTAL -- SOLID WASTE FUND</b>	<b>107</b>	<b>115</b>	<b>115</b>
<b>TOTAL -- SOLID WASTE MANAGEMENT</b>	<b>107</b>	<b>115</b>	<b>115</b>

# PUBLIC WORKS DEPARTMENT

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## 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

- Critical improvements to the Iron Bridge electrical system have been completed and the dewatering system is currently under construction.
- 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.
- Completed construction on LS1 (19mgd) and completion of LS45 by end of 2021.
- The design build team has been selected for the Water Conserv I WRF rehab and expansion project.
- The Water Conserv II WRF permit capacity has been restored to 25mgd. We also have new much stricter nutrient limits that the facility will have to meet with its new FDEP permit.

### Future Goals and Objectives

#### Short Term

- Construct 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 new electric controls and generators to more than 10 Lift stations within 2022.
- Complete rehabilitation to the 78-inch gravity line going to Iron Bridge WRF.
- 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

- Initiate improvements to the Iron Bridge biosolids process.
- Area Collection System Improvements for Conserv I and Conserv II.
- Process Improvements and Upgrades for Conserv II to meet new nutrient limits for compliance.
- Continue with design and subsequent construction for lift stations throughout the City, especially LS2 and 85.
- Increase asset repair/replacement capital improvements.
- Evaluate the need for additional influent equalization volume at the Iron Bridge RWRF and Water Conserv II WRF.
- Continue to seek cost effective solutions to reduce energy costs at the WRFs through use of solar energy and production of alternative fuels.

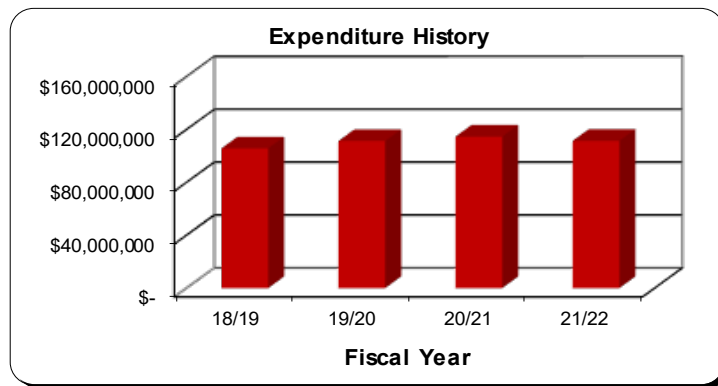
#### Long Term

- Continue with Inflow & Infiltration reduction, concrete corrosion repairs, and CIPP lining of gravity pipes.
- Continue to evaluate sanitary system condition and improve aging/deficient infrastructure.
- Continue with design/construction of 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>WATER RECLAMATION REVENUE FUND #4100</b>					
Water Reclamation Enterprise Division (WAS)					
0001 Water Reclamation Administration	\$ 5,403,590	\$ 5,863,091	\$ 3,928,599	\$ (1,934,492)	(32.99%)
0002 Water Reclamation Nondepartmental	57,336,337	53,309,403	48,940,635	(4,368,768)	(8.20%)
0003 Industrial Automation Group	2,574,539	3,726,860	3,860,695	133,835	3.59%
0004 Environmental Laboratory Services	913,942	957,624	990,755	33,131	3.46%
0005 Easterly Wetlands	891,778	986,069	821,417	(164,652)	(16.70%)
0006 Water Reclamation Asset Management	1,076,761	1,124,546	1,147,070	22,524	2.00%
0007 System Evaluation and Maintenance	8,817,475	11,097,710	12,314,519	1,216,809	10.96%
0008 Water Conserv I	3,924,167	5,005,910	4,779,610	(226,300)	(4.52%)
0009 Water Conserv II	10,984,635	10,676,995	11,041,281	364,286	3.41%
0010 Iron Bridge	10,163,683	11,433,202	11,985,676	552,474	4.83%
0011 Lift Station Operations	6,440,011	7,571,074	7,762,761	191,687	2.53%
0012 Environmental Control	1,855,340	1,909,191	1,114,758	(794,433)	(41.61%)
0013 Compliance and Public Awareness	1,012,219	1,093,121	1,059,663	(33,458)	(3.06%)
0018 Engineering and Mapping	-	-	1,723,424	1,723,424	N/A
<b>TOTAL -- WATER RECLAMATION REVENUE FUND</b>	<b>\$111,394,479</b>	<b>\$114,754,796</b>	<b>\$111,470,863</b>	<b>\$ (3,283,933)</b>	<b>(2.86%)</b>
<b>TOTAL -- WATER RECLAMATION ENTERPRISE</b>	<b>\$ 111,394,479</b>	<b>\$ 114,754,796</b>	<b>\$ 111,470,863</b>	<b>(\$3,283,933)</b>	<b>(2.86%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>WATER RECLAMATION REVENUE FUND #4100</b>			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	21	24	14
0003 Industrial Automation Group	18	18	18
0004 Environmental Laboratory Services	7	7	7
0005 Easterly Wetlands	5	5	6
0006 Water Reclamation Asset Management	12	13	13
0007 System Evaluation and Maintenance	63	70	70
0008 Water Conserv I	13	13	13
0009 Water Conserv II	31	33	32
0010 Iron Bridge	39	38	38
0011 Lift Station Operations	37	37	37
0012 Environmental Control	16	6	5
0013 Compliance and Public Awareness	9	9	9
0018 Engineering and Mapping	-	-	11
<b>TOTAL -- WATER RECLAMATION REVENUE FUND</b>	<b>271</b>	<b>273</b>	<b>273</b>

# PUBLIC WORKS DEPARTMENT

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## 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 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 Rosemont Neighborhood Center Gym, which includes a 94-ft long, 50 ft wide, hardwood floor designed to accommodate NBA, WNBA, college and high school basketball games; new restrooms, locker room, and storage areas; and received LEED Gold Certification.
- Completed \$16M of improvements to the 480 volt distribution system at 14 process areas/buildings within the Iron Bridge Regional Water Reclamation Facility.
- Helped expedite the procurement and building of 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 complete the first eight houses and begin pre-construction process for the next round of residential houses.
- Completed a 2-mile expansion of the Shingle Creek Trail, a regional multi-use trail that connects the City of Orlando, Orange County, Osceola County and the City of Kissimmee.
- 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 and the Orlando Tennis Center.
- Continue to assist the 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.
- Complete the design phase of the estimated \$76M Design-Build contract to rehabilitate and expand the Conserv I Water Reclamation Facility.
- Develop electronic means of managing the city's Capital Improvement Plan to help facilitate coordination and collaboration throughout the various city departments and ensure projects work together allowing an environment of cooperation and budget awareness.

#### 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.
- Complete the \$40M+ Packing District Park and Roadway improvements project, which is scheduled to be completed in December of 2022.

#### Long Term

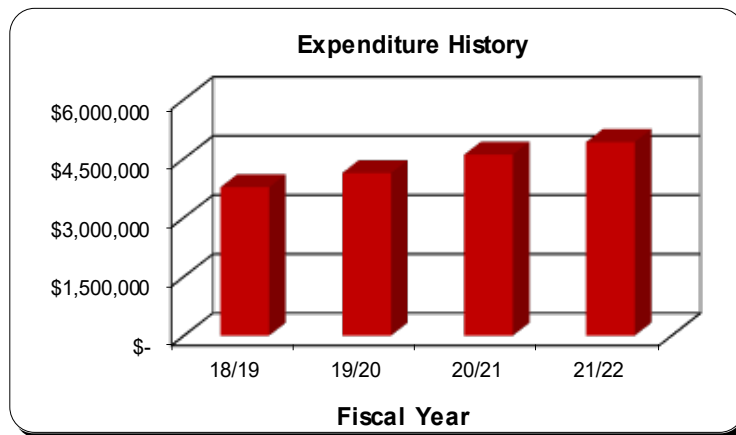
- Continue to implement appropriate initial planning, design, and value engineering coupled with effective supervision and inspection of the construction process.
- Continue to improve strategy of bidding projects and insuring verifiable construction costs through "open book" project deliveries.
- Continue 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 help attract available grant funding that must be committed in a current fiscal year.



# PUBLIC WORKS DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>CONSTRUCTION MANAGEMENT FUND #5020</b>					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administration	\$ 671,468	\$ 693,594	\$ 723,959	\$ 30,365	4.38%
0002 Construction Management Nondepartmental	518,342	214,336	245,174	30,838	14.39%
0003 Project Engineering	1,227,611	1,307,320	1,414,880	107,560	8.23%
0004 Construction Services	1,716,486	2,387,550	2,537,187	149,637	6.27%
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>\$ 4,133,906</b>	<b>\$ 4,602,800</b>	<b>\$ 4,921,200</b>	<b>\$ 318,400</b>	<b>6.92%</b>
<b>TOTAL -- CIP/INFRASTRUCTURE</b>	<b>\$ 4,133,906</b>	<b>\$ 4,602,800</b>	<b>\$ 4,921,200</b>	<b>\$ 318,400</b>	<b>6.92%</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>CONSTRUCTION MANAGEMENT FUND #5020</b>			
Capital Improvement and Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	7
0003 Project Engineering	8	8	9
0004 Construction Services	19	19	20
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>34</b>	<b>34</b>	<b>36</b>
<b>TOTAL -- CIP/INFRASTRUCTURE</b>	<b>34</b>	<b>34</b>	<b>36</b>

# PUBLIC WORKS DEPARTMENT

## Public Works Department Operational Performance

### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Solid Waste Management Division	Average Residential Skip Complaints per week	132	145	150

#### Fiscal

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Number of volunteer hours	3,655	3,013	3,750
Streets & Stormwater Services Division	Avg cost per lb phosphorous/nitrogen removed per water body	\$123.22	\$43.87	\$55.00
Streets & Stormwater Services Division	Total volume (in cubic yards) of litter removed from the ROW	5,034	4,684	4,850
Streets & Stormwater Services Division	Average response time to repair potholes in work hours	21	18	19
Solid Waste Management Division	Revenues from residential collection	\$13,606,611	\$13,728,847	\$14,242,299
Solid Waste Management Division	Full Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Service	\$27.92	\$29.92	\$29.92
Solid Waste Management Division	Full Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$15.86	\$16.71	\$16.71
Solid Waste Management Division	Full Cost per Month per Household for Recycling Collection	\$12.06	\$13.01	\$13.01
Solid Waste Management Division	Revenue from commercial collection	\$21,854,550	\$21,204,200	\$22,052,368
Solid Waste Management Division	Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$7.03	\$8.24	\$8.30
Solid Waste Management Division	Average Revenue per Month from On-Call Claw Truck Service	\$2,500	\$2,900	\$3,200
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated	\$1.44	\$1.40	\$1.66
Public Works Department	Public Works Department Falling Within the Normal Range (average variance +/- 5% of budget) as Evidenced by Quarterly Budget Financial Status Report	1.9%	26.0%	+/-5%

# PUBLIC WORKS DEPARTMENT

## Public Works Department Operational Performance

### Balanced Scorecard Report (continued)

#### Internal Processes

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Volume (in cubic yards) of litter and debris collected from lakes and stormlines	1,117	1,251	2,000
Streets & Stormwater Services Division	Segments of sidewalk inspected	9,359	11,406	11,500
Streets & Stormwater Services Division	Miles of sidewalk inspected	281	212	250
Streets & Stormwater Services Division	Feet of Stormwater pipe inspected	260,450	321,700	340,000
Streets & Stormwater Services Division	Average number of business days to perform one residential street sweep	14	13	14
Streets & Stormwater Services Division	Total number of customer requests for pothole repairs	473	278	446
Streets & Stormwater Services Division	Citywide average asphalt pavement condition index	66.72	66.72	64.46
Streets & Stormwater Services Division	Feet of Stormwater pipe rehabilitated (lined, etc)	16,081	12,226	15,995
Streets & Stormwater Services Division	Number of surface recharge wells rehabilitated (lined, abandon, and/or redrill, etc.)	2	1	3
Streets & Stormwater Services Division	Number of private stormwater facilities inspected	372	160	3,000
Solid Waste Management Division	Tons of Residential MSW collected	65,598	68,822	69,853
Solid Waste Management Division	Tons of recycled materials collected	5,813	11,380	11,496
Solid Waste Management Division	Tons of Commercial MSW collected	94,591	95,523	96,955
Water Reclamation Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	96.9%	96.8%	96.9%
Water Reclamation Division	Percent of damaged main lines restored to service within 24 hours	91.7%	74.2%	75.0%
Water Reclamation Division	Percent of failed force mains repaired to service within 24 hours	91.7%	59.1%	60.0%
Water Reclamation Division	Average footage of cleaned sewer lines per month	272,834	275,096	275,000

#### Outcome & Mission

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality	2.1%	3.2%	4.5%
Water Reclamation Division	Percent compliance with Federal & State permit standards for reclaimed water process performance	99.98%	99.99%	100%
Water Reclamation Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%

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## 2020-2021 BY THE NUMBERS:



**\$12,917,731**

Revenues collected from Impact Fee Transportation districts (North, Southeast, Southwest)



**4,287**

signs fabricated



**536**

traffic studies performed



**321**

total number of miles of bike lanes and path



**460,563**

total ridership number for LYMMO

## BIKE TRAILS



**45** miles of off-street trails

**50+** miles of signed routes

**265** miles of bicycle lanes



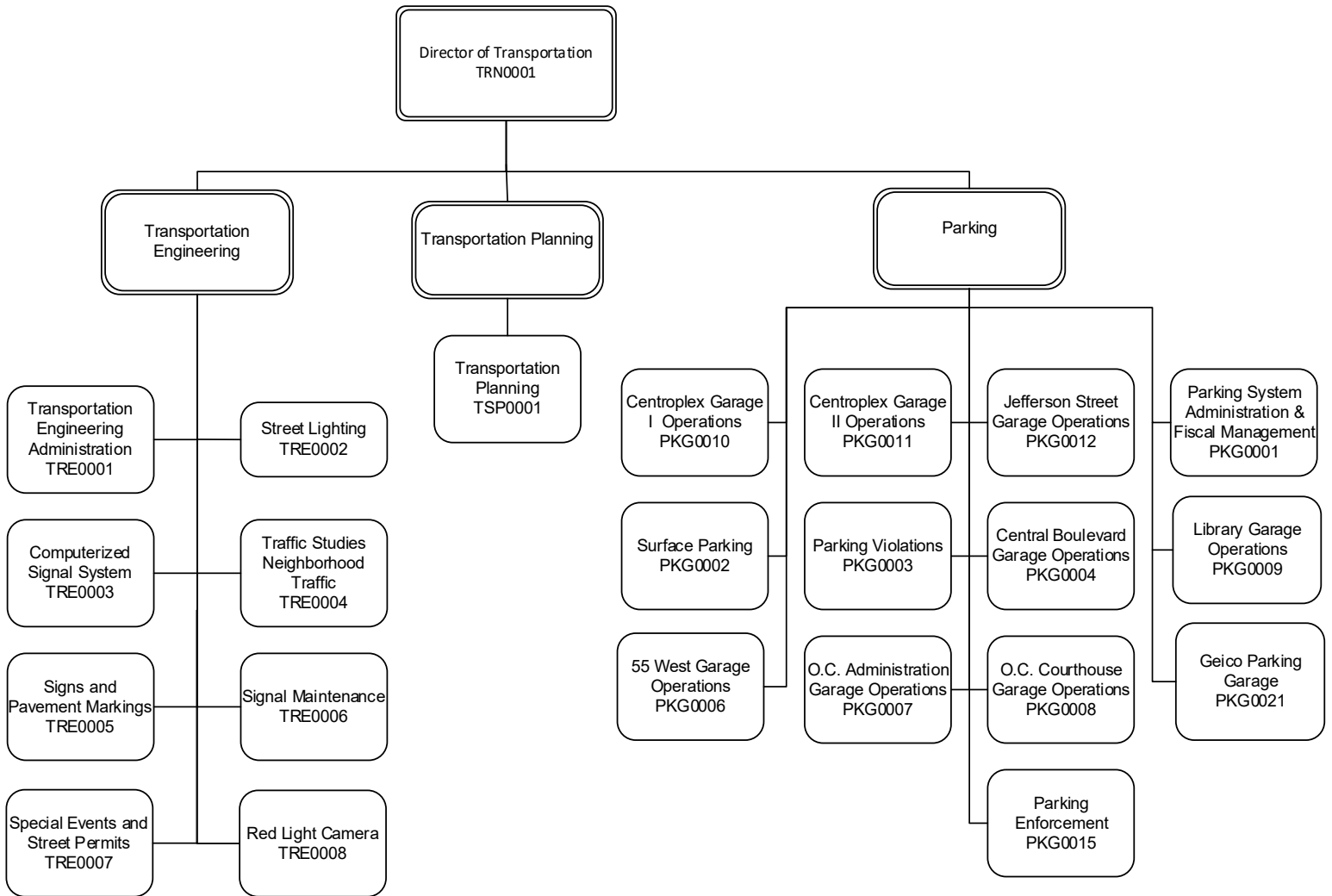
**4,252**

Monthly Average of Bicyclists/Pedestrians on the Shingle Creek Trail

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# TRANSPORTATION DEPARTMENT

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## 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.

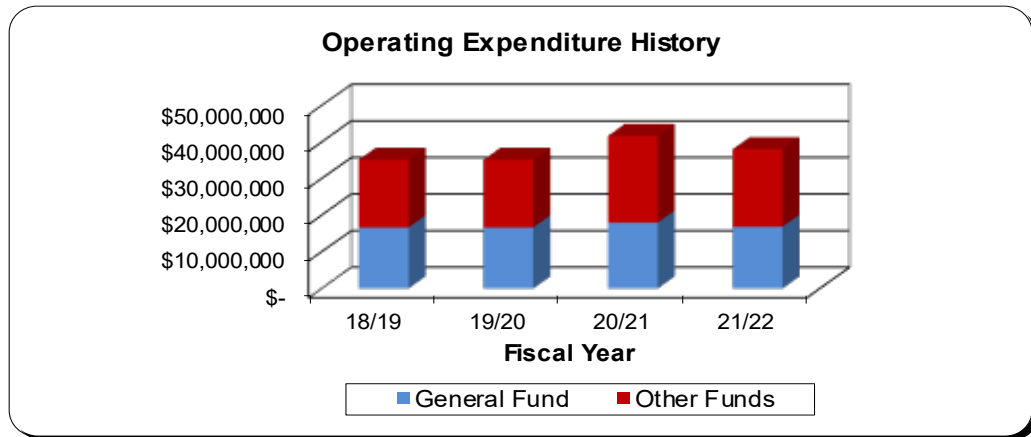
# TRANSPORTATION DEPARTMENT

## DEPARTMENT EXPENDITURE SUMMARY

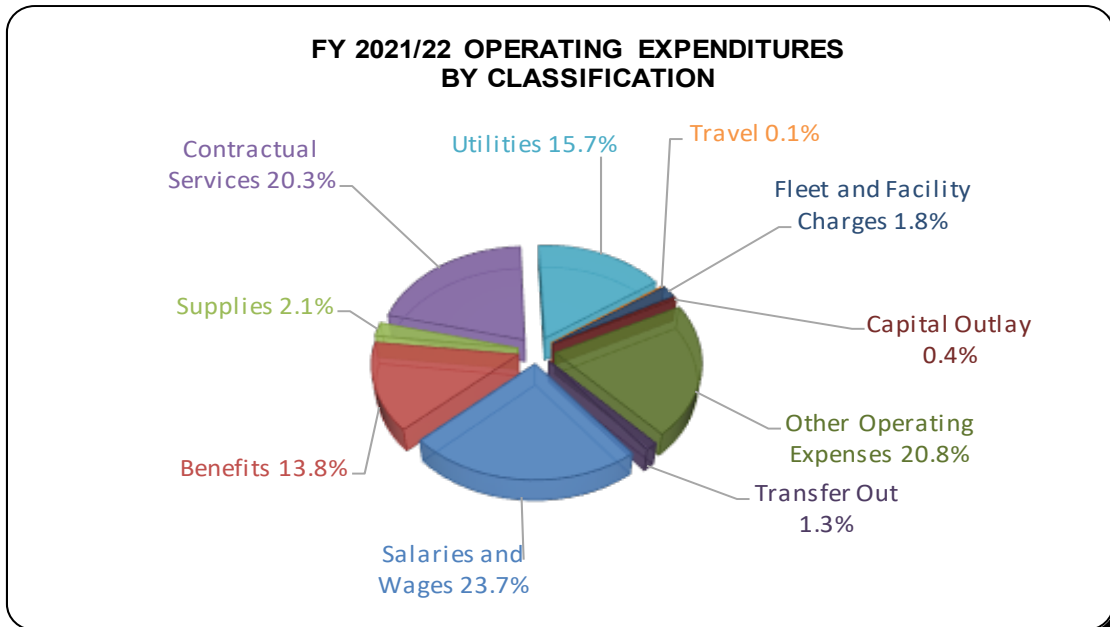
Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 1,082,064	\$ 1,168,437	\$ 1,218,760	\$ 50,323	4.3%
0002 Transportation Nondepartmental	1,300,450	1,263,881	219,613	(1,044,268)	(82.6%)
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	438,629	536,704	594,619	57,915	10.8%
0002 Street Lighting	5,322,574	5,400,000	5,400,000	-	0.0%
0003 Computerized Signal System	970,697	1,015,415	1,029,411	13,996	1.4%
0004 Traffic Studies and Neighborhood Traffic	966,889	1,124,897	1,140,196	15,299	1.4%
0005 Sign and Pavement Markings	1,223,045	1,436,339	1,390,961	(45,378)	(3.2%)
0006 Signal Maintenance	1,710,160	1,878,289	1,784,450	(93,839)	(5.0%)
0007 Special Events and Street Permit	548,326	698,499	669,606	(28,893)	(4.1%)
0008 Red Light Camera	2,288,329	2,389,605	2,409,771	20,166	0.8%
Transportation Planning Division (TSP)					
0001 Transportation Planning	712,973	1,057,269	945,373	(111,896)	(10.6%)
Parking Division (PKG)					
0017 City Commons Garage	117,261	51,000	51,000	-	0.0%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 16,681,397</b>	<b>\$18,020,335</b>	<b>\$16,853,760</b>	<b>\$ (1,166,575)</b>	<b>(6.5%)</b>
<b>CENTROPLEX GARAGES FUND #4130</b>					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 4,830	\$ 3,590	\$ 3,000	\$ (590)	(16.4%)
0011 Centroplex Garage II Operations	463,393	357,910	364,184	6,274	1.8%
0018 Centroplex Garage I and II Nondepartmental	2,202,716	2,659,253	2,957,385	298,132	11.2%
<b>TOTAL -- CENTROPLEX GARAGES FUND</b>	<b>\$ 2,670,939</b>	<b>\$ 3,020,753</b>	<b>\$ 3,324,569</b>	<b>\$ 303,816</b>	<b>10.1%</b>
<b>PARKING SYSTEM REVENUE FUND #4132</b>					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,196,712	\$ 1,452,978	\$ 1,489,504	\$ 36,526	2.5%
0002 Surface Parking	629,068	835,295	875,429	40,134	4.8%
0003 Parking Violations	424,375	558,694	543,202	(15,492)	(2.8%)
0004 Central Boulevard Garage Operations	1,860,255	1,999,592	1,877,859	(121,733)	(6.1%)
0006 55 West Garage Operations	969,304	1,140,192	605,186	(535,006)	(46.9%)
0007 O.C. Administration Garage Operations	580,012	815,629	1,223,566	407,937	50.0%
0008 O.C. Courthouse Garage Operations	1,186,154	1,160,699	961,702	(198,997)	(17.1%)
0009 Library Garage Operations	932,963	1,018,731	552,444	(466,287)	(45.8%)
0012 Jefferson Street Garage Operations	506,090	650,073	-	(650,073)	(100.0%)
0014 Parking Operations	197	-	905,288	905,288	N/A
0015 Parking Enforcement	782,512	1,062,008	4,434,759	3,372,751	317.6%
0019 Parking System Nondepartmental	4,406,137	6,236,690	3,311,027	(2,925,663)	(46.9%)
0021 GEICO Garage	2,144,535	3,710,788	-	(3,710,788)	(100.0%)
0022 Surface Lots	2,829	-	-	-	N/A
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>\$ 15,621,143</b>	<b>\$20,641,369</b>	<b>\$17,885,295</b>	<b>\$ (2,756,074)</b>	<b>(13.4%)</b>
<b>PARKING &amp; RENEWAL AND REPLACEMENT FUND #4133</b>					
Parking Division (PKG)					
0005 Special - Parking R&R	\$ -	\$ -	\$ -	\$ 53,000	N/A
0020 Parking R&R	182,143	-	-	-	N/A
<b>TOTAL -- PARKING RENEWAL AND REPLACEMENT FUND</b>	<b>\$ 182,143</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 53,000</b>	<b>0.0%</b>
<b>OTHER FUNDS</b>					
All Cost Centers	\$ (57)	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- TRANSPORTATION OPERATING</b>	<b>\$ 35,155,565</b>	<b>\$41,682,457</b>	<b>\$38,063,624</b>	<b>\$ (3,618,833)</b>	<b>(8.7%)</b>



# TRANSPORTATION DEPARTMENT



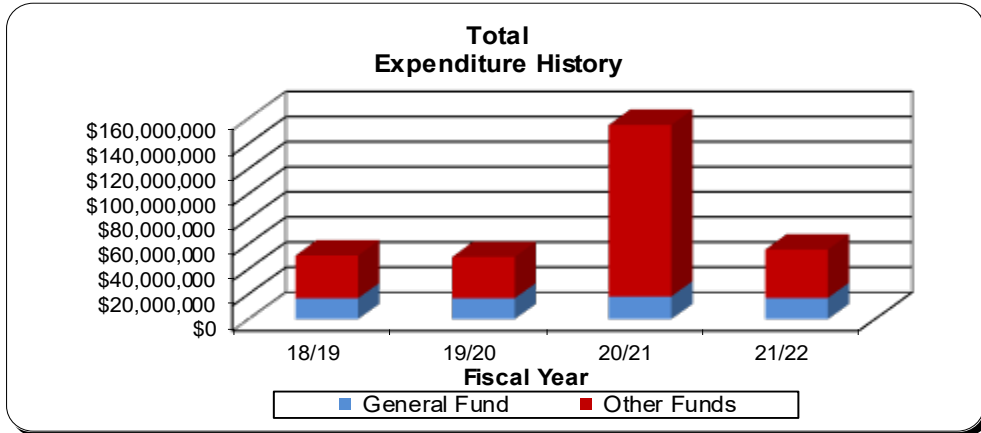
Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 7,994,145	\$ 9,253,485	\$ 9,002,369	\$ (251,116)	(2.7%)
Benefits	5,238,743	5,539,439	5,251,884	(287,555)	(5.2%)
Supplies	748,091	819,350	809,650	(9,700)	(1.2%)
Contractual Services	6,799,720	7,815,106	7,743,335	(71,771)	(0.9%)
Utilities	5,886,355	5,992,392	5,981,056	(11,336)	(0.2%)
Travel	24,760	54,500	38,000	(16,500)	(30.3%)
Fleet and Facility Charges	637,123	727,309	700,446	(26,863)	(3.7%)
Capital Outlay	30,784	405,000	155,000	(250,000)	(61.7%)
Other Operating Expenses	6,191,651	9,518,626	7,899,634	(1,618,992)	(17.0%)
Transfer Out	1,604,193	1,557,250	482,250	(1,075,000)	(69.0%)
<b>TOTAL -- TRANSPORTATION OPERATING</b>	<b>\$ 35,155,565</b>	<b>\$41,682,457</b>	<b>\$ 38,063,624</b>	<b>\$ (3,618,833)</b>	<b>(8.7%)</b>



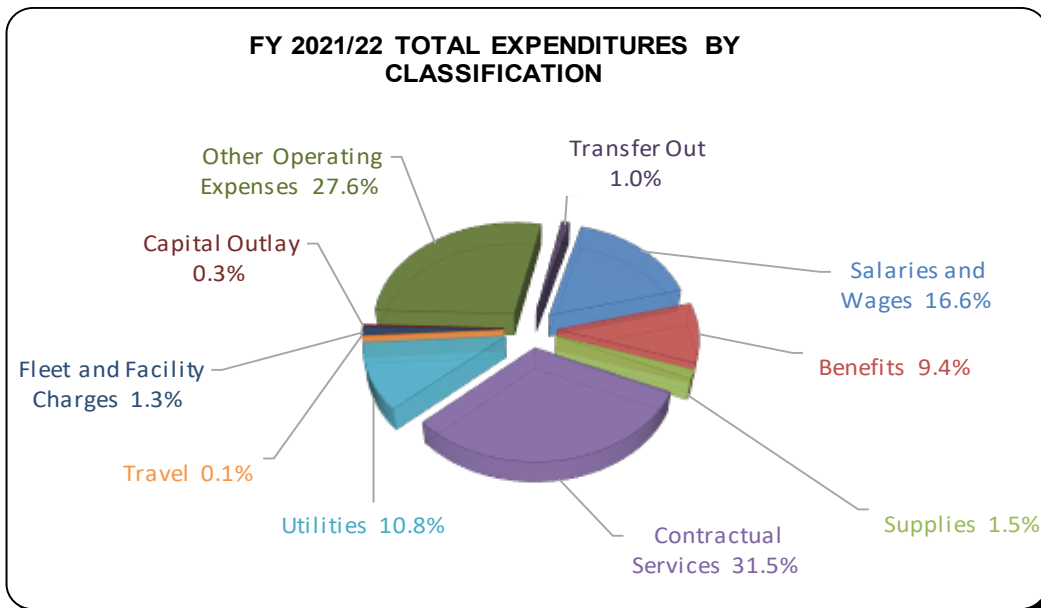
# TRANSPORTATION DEPARTMENT

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Proposed	Change
<b><u>TRANSPORTATION IMPACT FEE FUNDS #1070 - #1072</u></b>					
Transportation Planning Division (TSP)					
0002 TIF North Collection Area	\$ 536,978	\$ 861,610	\$ 697,786	(\$163,824)	(19.0%)
0003 TIF Southeast Collection Area	246,386	3,677,261	3,436,461	(240,800)	(6.5%)
0004 TIF Southwest Collection Area	31,684	1,348,840	93,992	(1,254,848)	(93.0%)
Transportation Planning Division (TSP)					
Projects and Grants	1,525,036	17,606,164	5,381,000	(12,225,164)	(69.4%)
Transportation Engineering Division (TRE)					
Projects and Grants	6,912,381	34,806,740	4,250,000	(30,556,740)	(87.8%)
<b>TOTAL -- TRANSPORTATION IMPACT FEE FUNDS</b>	<b>\$ 9,252,465</b>	<b>\$ 58,300,615</b>	<b>\$ 13,859,239</b>	<b>\$ (44,441,376)</b>	<b>(76.2%)</b>
<b><u>GAS TAX FUND #1100_F</u></b>					
Director of Transportation (TRN)					
Projects and Grants	\$ -	\$ 700,000	\$ -	(\$700,000)	(100.0%)
Transportation Engineering Division (TRE)					
Projects and Grants	1,430,093	4,947,939	1,400,000	(3,547,939)	(71.7%)
Transportation Planning Division (TSP)					
Projects and Grants	210,128	4,672,365	200,000	(4,472,365)	(95.7%)
<b>TOTAL -- GAS TAX FUND</b>	<b>\$ 1,640,221</b>	<b>\$ 10,320,304</b>	<b>\$ 1,600,000</b>	<b>\$ (8,020,304)</b>	<b>(84.5%)</b>
<b><u>OTHER FUNDS</u></b>					
Parking Division (PKG)					
Projects and Grants	\$ 435,146	\$ 6,870,415	\$ 100,000	\$ (6,770,415)	(98.5%)
Transportation Engineering Division (TRE)					
Projects and Grants	938,504	2,791,119	300,000	(2,491,119)	(89.3%)
Transportation Planning Division (TSP)					
Projects and Grants	957,861	20,546,820	-	N/A	N/A
Director of Transportation (TRN)					
Projects and Grants	1,292,388	14,402,102	1,660,000	\$ -	(88.5%)
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 3,623,899</b>	<b>\$ 44,610,456</b>	<b>\$ 2,060,000</b>	<b>\$ (9,261,534)</b>	<b>(95.4%)</b>
<b>TOTAL -- TRANSPORTATION RELATED FUNDS</b>	<b>\$ 14,516,585</b>	<b>\$ 113,231,375</b>	<b>\$ 17,519,239</b>	<b>\$ (61,723,214)</b>	<b>(84.5%)</b>
<b>TOTAL -- TRANSPORTATION</b>	<b>\$ 49,672,150</b>	<b>\$ 154,913,832</b>	<b>\$ 55,582,863</b>	<b>\$ (99,330,969)</b>	<b>(64.1%)</b>

# TRANSPORTATION DEPARTMENT



Expenditure by Classification	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
Salaries and Wages	\$ 8,060,056	\$ 9,254,586	\$ 9,249,290	\$ (5,296)	(0.1%)
Benefits	5,238,743	5,539,439	5,251,884	(287,555)	(5.2%)
Supplies	1,163,654	1,256,432	809,650	(446,782)	(35.6%)
Contractual Services	9,296,288	37,771,941	17,524,335	(20,247,606)	(53.6%)
Utilities	6,093,313	5,992,392	5,981,056	(11,336)	(0.2%)
Travel	24,760	54,500	38,000	(16,500)	(30.3%)
Fleet and Facility Charges	927,284	938,335	700,446	(237,889)	(25.4%)
Capital Outlay	9,328,091	43,965,481	155,000	(43,810,481)	(99.6%)
Other Operating Expenses	7,497,767	48,556,061	15,340,952	(33,215,109)	(68.4%)
Transfer Out	2,042,193	1,584,665	532,250	(1,052,415)	(66.4%)
<b>TOTAL -- TRANSPORTATION</b>	<b>\$ 49,672,150</b>	<b>\$ 154,913,832</b>	<b>\$ 55,582,863</b>	<b>\$ (99,330,969)</b>	<b>(64.1%)</b>



# TRANSPORTATION DEPARTMENT

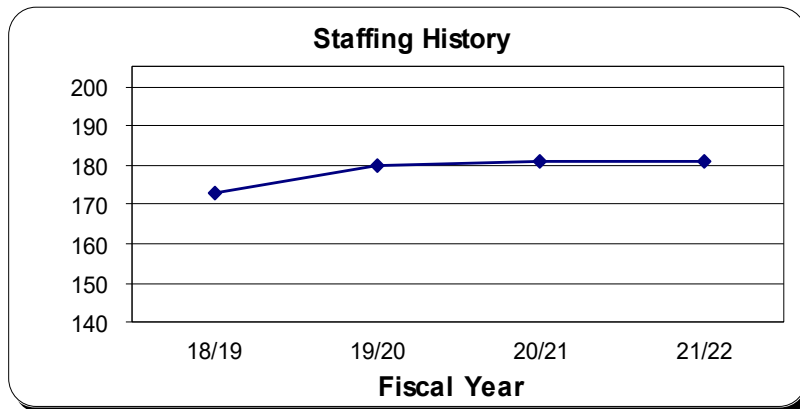
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## DEPARTMENT STAFFING SUMMARY

Fund	2019/20	2020/21	2021/22
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	6	7	7
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	8	8	8
0005 Sign and Pavement Markings	12	12	12
0006 Signal Maintenance	14	14	14
0007 Special Events and Street Permit	6	6	6
0008 Red Light Cameras	6	6	6
Transportation Planning Division (TSP)			
0001 Transportation Planning	8	8	8
TOTAL -- GENERAL FUND	73	74	74
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	7	7	7
TOTAL -- CENTROPLEX GARAGES FUND	7	7	7

# TRANSPORTATION DEPARTMENT

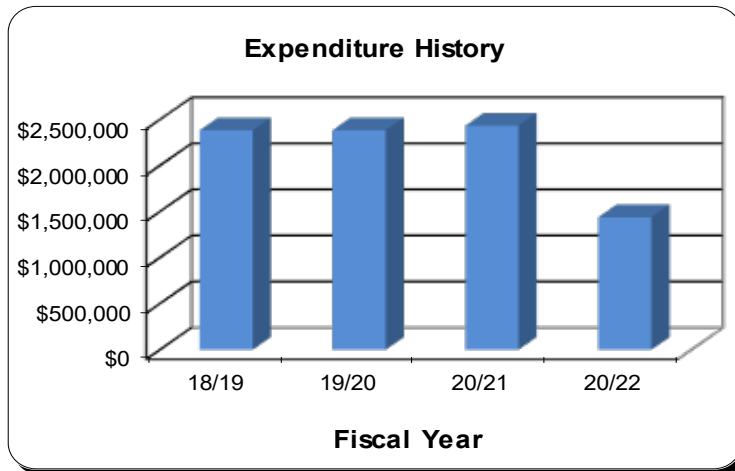
Fund	2019/20	2020/21	2021/22
Business Unit	Final	Revised	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<b>PARKING SYSTEM REVENUE FUND #4132</b>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	13	13	13
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
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
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>TOTAL -- TRANSPORTATION</b>	<b>180</b>	<b>181</b>	<b>181</b>



# TRANSPORTATION DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 1,082,064	\$ 1,168,437	\$ 1,218,760	\$ 50,323	4.3%
0002 Transportation Nondepartmen	1,300,450	1,263,881	219,613	(1,044,268)	(82.6%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,382,514</b>	<b>\$ 2,432,318</b>	<b>\$ 1,438,373</b>	<b>\$ (993,945)</b>	<b>(40.9%)</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$ 2,382,514</b>	<b>\$ 2,432,318</b>	<b>\$ 1,438,373</b>	<b>\$ (993,945)</b>	<b>(40.9%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Director of Transportation (TRN)			
0001 Director of Transportation	6	7	7
<b>TOTAL -- GENERAL FUND</b>	<b>6</b>	<b>7</b>	<b>7</b>
<b>TOTAL -- DIRECTOR</b>	<b>6</b>	<b>7</b>	<b>7</b>

# TRANSPORTATION DEPARTMENT

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## 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

- Continued coordination with the I-4 Ultimate Concessionaire and FDOT to protect transportation, and OPD CCTV and IT communications interests
- Advertised and selected a Design-Build team and a Construction Engineering Inspection Consultant for the Colonial Pedestrian Overpass Project
- Managed the streetlight inventory, continued LED streetlight change-out with OUC, managed the FDOT agreement for lighting state roads, and coordinated with Downtown Development Board for lighting projects
- Conducted the Parramore K thru 8 walk-ability review and developed an accessibility plan
- 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 Gardens Park Bv/Tradition Pkwy & Millenia Bv and Eagles Watch Dr & LeeVista Bv
- Upgraded approximately ¼ of 500 traffic signal controllers to Ethernet communications
- Installed two mid-block crossings on General Rees between Baldwin Park and Winter Park

### 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
- Start Construction of Columbia and Sligh Street Improvements
- Finalize design, site preparation, and environmental phases and construct the new W Livingston Extension and Livingston & Parramore traffic signal within the new Creative Village/UCF Downtown Campus
- Start Design of Econolockhatchee Trail widening
- Install Audible Pedestrian Signals along Edgewater Drive at Princeton St, Smith St, Yale St and Vassar St
- Complete traffic signal communications project by upgrading controllers provided by FDOT

#### Medium Term

- Construct the President Barack Obama Parkway Project Phase 2
- Design GrandNational 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 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
- Add three new traffic signals for Alden/Virginia, Baldwin Park St/Lake Baldwin Ln, and Summerlin/Washington

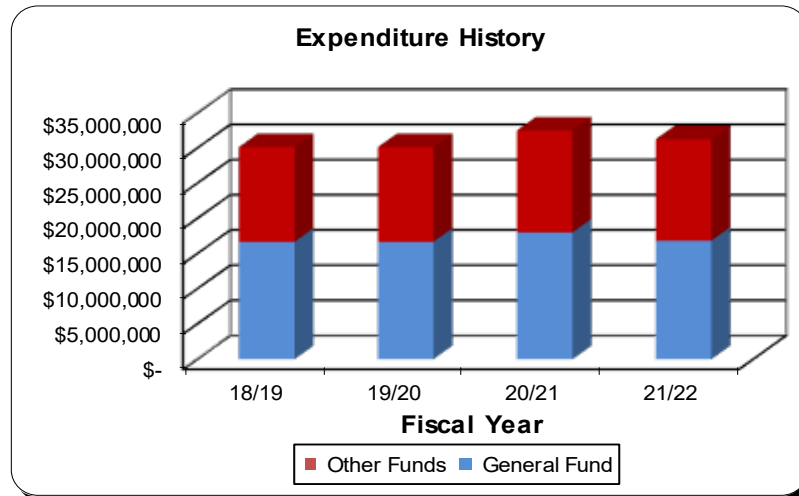
#### Long Term

- Widen the following roadways; GrandNational from I-4 Overpass to International Drive, Econolockhatchee 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	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	\$ 438,629	\$ 536,704	\$ 594,619	\$ 57,915	10.8%
0002 Street Lighting	5,322,574	5,400,000	5,400,000	-	0.0%
0003 Computerized Signal System	970,697	1,015,415	1,029,411	13,996	1.4%
0004 Traffic Studies and Neighborhood Traffic	966,889	1,124,897	1,140,196	15,299	1.4%
0005 Sign and Pavement Markings	1,223,045	1,436,339	1,390,961	(45,378)	(3.2%)
0006 Signal Maintenance	1,710,160	1,878,289	1,784,450	(93,839)	(5.0%)
0007 Special Events and Street Permit	548,326	698,499	669,606	(28,893)	(4.1%)
0008 Red Light Camera	2,288,329	2,389,605	2,409,771	20,166	0.8%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 13,468,649</b>	<b>\$ 14,479,748</b>	<b>\$ 14,419,014</b>	<b>(\$60,734)</b>	<b>(0.4%)</b>
<b>TOTAL -- TRANSPORTATION ENGINEERING</b>	<b>\$ 13,468,649</b>	<b>\$ 14,479,748</b>	<b>\$ 14,419,014</b>	<b>\$ (60,734)</b>	<b>(0.4%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	8	8	8
0005 Sign and Pavement Markings	12	12	12
0006 Signal Maintenance	14	14	14
0007 Special Events and Street Permit	6	6	6
0008 Red Light Cameras	-	6	6
<b>TOTAL -- GENERAL FUND</b>	<b>53</b>	<b>59</b>	<b>59</b>
<b>TOTAL -- TRANSPORTATION ENGINEERING</b>	<b>53</b>	<b>59</b>	<b>59</b>



# TRANSPORTATION DEPARTMENT

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## 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: Best Foot Forward, FHWA Mayor's Challenge, and FHWA's Pedestrian Safety Focus/Peer Exchange
- Added 1.5 miles of green bike lanes to high-use bicycle corridors, two new bike repair stations and 30 new bike racks (under the Bike Rack Request Program)
- Complete Parramore BRT Project which provides vital connectivity needed to facilitate Creative Village
- Completed multi-modal Transportation Impact Fee Study update
- Fully implement red light camera enforcement program by adding 21 of cameras and utilizing net revenue for safety-related enhancements

### Future Goals and Objectives

#### Short Term

- Transition SunRail Management to local funding partners (including City of Orlando)
- Complete design and construction of Narcoossee Road Widening from 4 to 6 lanes between SR 417 and SR 528
- Complete construction on Gertrude's Walk, from Washington Street to Jefferson Street and Amelia Street to Concord Street
- Implement LYMMO Fare to cover LYMMO operations
- Develop list of infrastructure needs and develop a corresponding funding proposal
- Implement Vision Zero policies
- Complete North Quarter Two-Way Conversion Study

#### Medium Term

- Complete construction of the Kirkman Road Multi-Use Trail
- Complete construction of Quiet Zone Phase II improvements citywide
- Continue developing funding opportunities to cover LYMMO operations (Venues Surcharge Study, Parking Surcharge Fee)
- Implement Robinson Street Redesign
- Complete Grand National Drive Study and associated improvements

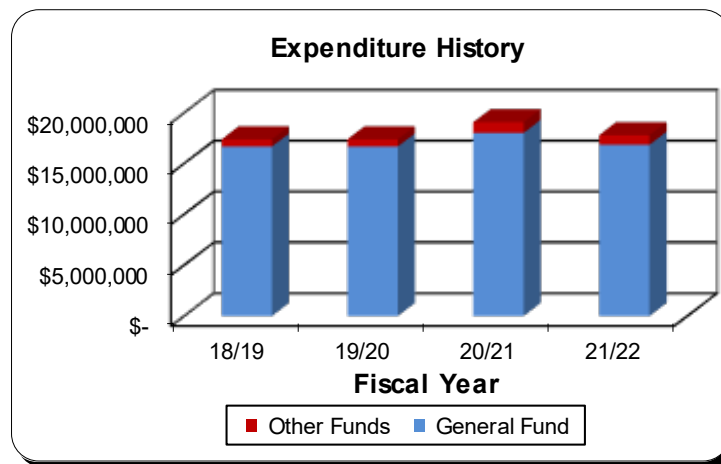
#### Long Term

- Implement SunRail Phase III (OIA Connector)
- Plan for all emerging transportation modes and technologies

# TRANSPORTATION DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Transportation Planning Division (TSP)					
0001 Transportation Planning	\$ 712,973	\$ 1,057,269	\$ 945,373	\$ (111,896)	(10.6%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 712,973</b>	<b>\$ 1,057,269</b>	<b>\$ 945,373</b>	<b>\$ (111,896)</b>	<b>(10.6%)</b>
<b>TOTAL -- TRANSPORTATION PLANNING</b>	<b>\$ 712,973</b>	<b>\$ 1,057,269</b>	<b>\$ 945,373</b>	<b>\$ (111,896)</b>	<b>(10.6%)</b>



## STAFFING SUMMARY

	2019/20	2020/21	2021/22
	Final	Revised	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Transportation Planning Division (TSP)			
0001 Transportation Planning	8	8	8
<b>TOTAL -- GENERAL FUND</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>TOTAL -- TRANSPORTATION PLANNING</b>	<b>8</b>	<b>8</b>	<b>8</b>

# TRANSPORTATION DEPARTMENT

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## 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 ten (10) parking garages with 8,527 parking spaces, 408 surface lot spaces and 1,028 metered spaces. The Division enforces Chapter 39 of the City's Municipal Code by issuing parking citations and immobilizing vehicles. The Division also provides full administration and financial accounting for the LYMMO downtown transit circulator.

### Major Accomplishments

- Completed a lighting modernization upgrade at the Library, 55 W and Jefferson Garages replacing fluorescent lamps with LED fixtures designed to cut power consumption up to one-half while providing a smooth, even light distribution
- Completed Library and Washington Garages Elevator cabs modernization. This will reduce wait times, improve reliability and provide better comfort and rider experience
- Completed main roof expansion joint at the Courthouse Garage
- Completed the replacement of the main air conditioner unit at the Central Garage.

### Future Goals and Objectives

#### Short Term

- Install a 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
- Continue to implement recommendations from Structural Engineers Assessment Report with the focus on expansion joint replacement

#### Medium Term

- Evaluate the installation of new off street parking meters that offer the pay-by-phone option
- Continue the "Green" initiative through lighting modernization for the Administration, Courthouse, Centroplex I and Centroplex II Garages

#### Long Term

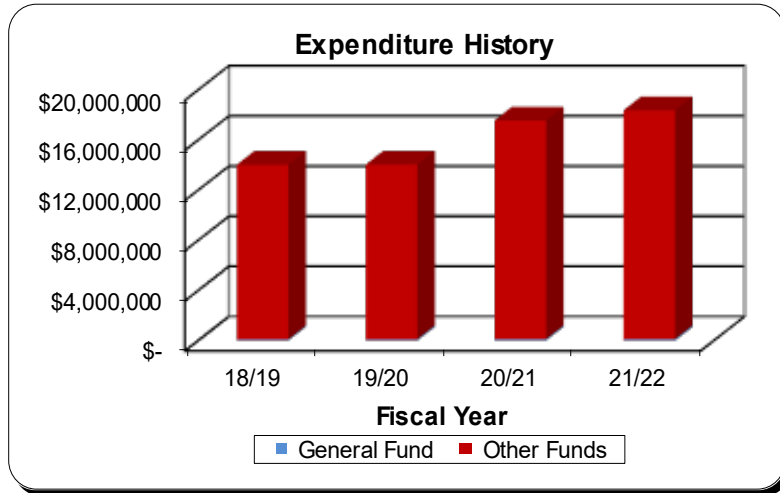
- Focus on structural preservation of facilities, life-cycle of critical mechanical equipment and maximize energy efficiency

# TRANSPORTATION DEPARTMENT

## EXPENDITURE SUMMARY

Fund	2019/20	2020/21	2021/22	Change	
Business Unit	Actual	Revised	Adopted	Revised	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b><u>GENERAL FUND #0001</u></b>					
Parking Division (PKG)					
0017 City Commons Garage	\$ 117,261	\$ 51,000	\$ 51,000	\$ -	0.0%
TOTAL -- GENERAL FUND	\$ 117,261	\$ 51,000	\$ 51,000	\$ -	0.0%
<b><u>CENTROPLEX GARAGES FUND #4130</u></b>					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 4,830	\$ 3,590	\$ 3,000	\$ (590)	(16.4%)
0011 Centroplex Garage II Operations	463,393	357,910	364,184	6,274	1.8%
0015 Centroplex 1 & 2 Repair & Maint				-	N/A
Projects and Grants				-	N/A
TOTAL -- CENTROPLEX GARAGES FUND	\$ 468,223	\$ 361,500	\$ 367,184	\$ 5,684	1.6%
<b><u>DOWNTOWN TRANSIT FUND #4131</u></b>					
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%)
<b><u>PARKING SYSTEM REVENUE FUND #4132</u></b>					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,196,712	\$ 1,452,978	\$ 1,489,504	\$ 36,526	2.5%
0002 Surface Parking	629,068	835,295	875,429	40,134	4.8%
0003 Parking Violations	424,375	558,694	543,202	(15,492)	(2.8%)
0004 Central Boulevard Garage Operations	1,860,255	1,999,592	1,877,859	(121,733)	(6.1%)
0005 Church Street Garage Operations	-	-	1,105,329	1,105,329	N/A
0006 55 West Garage Operations	969,304	1,140,192	605,186	(535,006)	(46.9%)
0007 O.C. Administration Garage Operations	580,012	815,629	1,223,566	407,937	50.0%
0008 O.C. Courthouse Garage Operations	1,186,154	1,160,699	961,702	(198,997)	(17.1%)
0009 Library Garage Operations	932,963	1,018,731	552,444	(466,287)	(45.8%)
0012 Jefferson Street Garage Operations	506,090	650,073	-	(650,073)	(100.0%)
0015 Parking Enforcement	782,512	1,062,008	4,434,759	3,372,751	317.6%
0019 Parking System Nondepartmental	4,406,137	6,236,690	3,311,027	(2,925,663)	(46.9%)
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 13,473,779	\$ 16,930,581	\$ 17,885,295	\$ 954,714	5.6%
TOTAL -- PARKING DIVISION	\$ 14,059,263	\$ 17,493,081	\$ 18,303,479	\$ 810,398	4.6%

# TRANSPORTATION DEPARTMENT



## STAFFING SUMMARY

	2019/20 Final Staffing	2020/21 Revised Staffing	2021/22 Adopted Staffing
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	7	7	7
<b>TOTAL -- CENTROPLEX GARAGES FUND</b>	<b>7</b>	<b>7</b>	<b>7</b>
<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
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>TOTAL -- PARKING DIVISION</b>	<b>107</b>	<b>107</b>	<b>107</b>

# TRANSPORTATION DEPARTMENT

## Transportation Department Operational Performance

### Balanced Scorecard Report

Customer				
Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Parking Division	Percent of Tickets Contested	0.25%	0.25%	0.20%

### Fiscal

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		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%	6.0%	5.0%
Transportation Planning Division	Revenues collected from Impact Fee Transportation districts (North, Southeast, Southwest)	\$11,400,000	\$12,917,731	\$10,100,000

### Internal Processes

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Transportation Engineering Division	Number of traffic investigation requests received	888	758	800
Transportation Engineering Division	Total number of traffic studies performed	400	536	600
Transportation Engineering Division	Total number of signs fabricated	3,300	4,287	4,200
Transportation Engineering Division	Total miles of pavement marking material installed or replaced	50	63.5	60
Transportation Engineering Division	Percentage of locate requests requiring field investigation completed within 48 hours	99.5%	98.36%	100%
Transportation Engineering Division	Percentage of emergency call-out requests cleared within two hours	90%	95.6%	100%
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	100%	100%	100%

### Outcome & Mission

Organizational Unit	Performance Indicator	2019/20	2020/21	2021/22
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	317	321	340
Transportation Planning Division	Annual percentage of Transportation Element Amendments found in compliance	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	575,497	460,563	1,000,000



## NONDEPARTMENTAL AND DEBT SERVICE

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# NONDEPARTMENTAL AND DEBT SERVICE

## NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Debt Service (DSD)					
0020 General Fund Debt Service	\$ 21,345,348	\$ 21,836,632	\$ 21,143,103	\$ (693,529)	(3.18%)
Nondepartmental General Fund (NDG)					
0001 Nondepartmental - General Fund	73,960,558	64,969,471	72,440,070	7,470,599	11.50%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 95,305,906</b>	<b>\$ 86,806,103</b>	<b>\$ 93,583,173</b>	<b>\$ 6,777,070</b>	<b>7.81%</b>
<b>DESIGNATED REVENUE FUND #0005</b>					
Nondepartmental (NON)					
0019 Designated Revenue	\$ 2,520,583	\$ 430,531	\$ 606,079	\$ 175,548	40.77%
Project and Grants	-	5,990,410	-	(5,990,410)	(100.00%)
<b>TOTAL -- DESIGNATED REVENUE FUND</b>	<b>\$ 2,520,583</b>	<b>\$ 6,420,941</b>	<b>\$ 606,079</b>	<b>\$ (5,814,862)</b>	<b>(90.56%)</b>
<b>HURRICANE DISASTER FUND #0007</b>					
Nondepartmental (NON)					
0021 Disaster Non-Storm	\$ 951,441	\$ -	\$ -	\$ -	N/A
0023 Pulse Disaster	32	-	-	-	N/A
0024 Natural Disaster	266,746	-	-	-	N/A
<b>TOTAL -- HURRICANE DISASTER FUND</b>	<b>\$ 1,218,219</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>SPELLMAN SITE FUND #0013</b>					
Debt Service (DSD)					
0023 Spellman Site	\$ 877,942	\$ 879,885	\$ 858,792	\$ (21,093)	(2.40%)
<b>TOTAL -- SPELLMAN SITE FUND</b>	<b>\$ 877,942</b>	<b>\$ 879,885</b>	<b>\$ 858,792</b>	<b>\$ (21,093)</b>	<b>(2.40%)</b>
<b>SPECIAL ASSESSMENTS FUNDS #1001-1007</b>					
Debt Service (DSD)					
0031 Special Assessments	\$ 62,929,260	\$ 157,417	\$ 159,797	\$ 2,380	1.51%
0027 Special Assessment The Plaza	185,140	204,989	206,038	1,049	0.51%
0029 Special Assessment Paramount	1,843	-	-	-	N/A
0034 Special Assessment Embassy Suites	5,340	-	-	-	N/A
<b>TOTAL -- SPECIAL ASSESSMENTS FUNDS</b>	<b>\$ 63,121,583</b>	<b>\$ 362,406</b>	<b>\$ 365,835</b>	<b>\$ 3,429</b>	<b>0.95%</b>
<b>UTILITIES SERVICES TAX FUND #1160</b>					
Nondepartmental (NON)					
0012 Special - Utilities Tax	\$ 33,774,895	\$ 34,684,991	\$ 34,771,723	\$ 86,732	0.25%
<b>TOTAL -- UTILITIES SERVICES TAX FUND</b>	<b>\$ 33,774,895</b>	<b>\$ 34,684,991</b>	<b>\$ 34,771,723</b>	<b>\$ 86,732</b>	<b>0.25%</b>
<b>CRA BOND RESERVE FUNDS #1255-1271</b>					
Debt Service (DSD)					
0014 CRA Internal Loan Debt Service	\$ 2,712,215	\$ 2,632,816	\$ 1,493,702	\$ (1,139,114)	(43.27%)
0015 CRA Debt Service - State Infrastructure Bond	750,000	750,000	-	(750,000)	(100.00%)
0009 CRA Debt Service 2009 A	1	-	-	-	N/A
0008 CRA Debt Service 2010 B	5,125,340	-	-	-	N/A
0035 CRA Debt Service 2019 A	4,020,344	4,041,770	4,041,118	(652)	(0.02%)
0039 CRA Debt Service 2020 A	70,425,860	4,875,627	4,875,970	343	0.01%
0012 CRA Debt - Conroy Road	2,004,229	1,901,875	1,902,750	875	0.05%
<b>TOTAL -- CRA BOND RESERVE FUNDS</b>	<b>\$ 85,037,989</b>	<b>\$ 14,202,088</b>	<b>\$ 12,313,540</b>	<b>\$ (1,888,548)</b>	<b>(13.30%)</b>
<b>CONROY ROAD CAP INT RESERVE SERIES A FUND #1272</b>					
Debt Service (DSD)					
0011 Conroy Road Capital Interest Reserve Series A	\$ 21,400	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- CONROY ROAD CAP INT RESERVE SERIES A FUND</b>	<b>\$ 21,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>CRA DEBT - REPUBLIC DRIVE FUND #1275</b>					
Debt Service (DSD)					
0021 CRA Debt - Republic Drive	\$ 4,009,434	\$ 3,804,686	\$ 3,802,254	\$ (2,432)	(0.06%)
<b>TOTAL -- CRA DEBT - REPUBLIC DRIVE FUND</b>	<b>\$ 4,009,434</b>	<b>\$ 3,804,686</b>	<b>\$ 3,802,254</b>	<b>\$ (2,432)</b>	<b>(0.06%)</b>
<b>CRA RESERVE - REPUBLIC DRIVE FUND #1276</b>					
Debt Service (DSD)					
0013 CRA Reserve - Republic Drive	\$ 33,804	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- CRA RESERVE - REPUBLIC DRIVE FUND</b>	<b>\$ 33,804</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

# NONDEPARTMENTAL AND DEBT SERVICE

## NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b><u>INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND #3034</u></b>					
Debt Construction (DCD)					
Project and Grants	\$ 22,055	\$ 2,350,728	\$ -	\$ (2,350,728)	(100.00%)
<b>TOTAL - INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND</b>	<b>\$ 22,055</b>	<b>\$ 2,350,728</b>	<b>\$ -</b>	<b>\$ (2,350,728)</b>	<b>(100.00%)</b>
<b><u>AMWAY CENTER INTERLOCAL INFRASTRUCTURE FUND #4020</u></b>					
Debt Service (DSD)					
0017 Amway Center Internal Loan Infrastructure	\$ 353,343	\$ 475,896	\$ 515,036	\$ 39,140	8.22%
<b>TOTAL -- AMWAY CENTER INTERLOCAL INFRASTRUCTURE FUND</b>	<b>\$ 353,343</b>	<b>\$ 475,896</b>	<b>\$ 515,036</b>	<b>\$ 39,140</b>	<b>8.22%</b>
<b><u>AMWAY CENTER 6TH CENT TDT DEBT SERVICE FUNDS #4026-4028</u></b>					
Debt Service (DSD)					
0016 6th Cent TDT A Debt Service	\$ 7,011,607	\$ 15,150,650	\$ 15,142,250	\$ (8,400)	(0.06%)
0018 6th Cent TDT B Debt Service	1,006,335	2,133,050	2,129,850	(3,200)	(0.15%)
0019 6th Cent TDT C Debt Service	852,671	2,683,775	478,775	(2,205,000)	(82.16%)
<b>TOTAL -- AMWAY CENTER 6TH CENT TDT DEBT SERVICE FUNDS</b>	<b>\$ 8,870,613</b>	<b>\$ 19,967,475</b>	<b>\$ 17,750,875</b>	<b>\$ (2,216,600)</b>	<b>(11.10%)</b>
<b><u>AMWAY CENTER SALES TAX REBATE DS FUND #4029</u></b>					
Debt Service (DSD)					
0004 Amway Center Sales Tax Rebate Debt Service	\$ 858,006	\$ 2,000,004	\$ 2,000,004	\$ -	0.00%
<b>TOTAL -- AMWAY CENTER SALES TAX REBATE DS FUND</b>	<b>\$ 858,006</b>	<b>\$ 2,000,004</b>	<b>\$ 2,000,004</b>	<b>\$ -</b>	<b>0.00%</b>
<b><u>2014 SERIES A TDT DEBT SERVICE FUND #4078</u></b>					
Debt Service (DSD)					
0024 2014 Series A TDT Debt Service	\$ (2,382)	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- 2014 SERIES A TDT DEBT SERVICE FUND</b>	<b>\$ (2,382)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b><u>WATER RECLAMATION STATE REVOLVING LOAN FUND #4102</u></b>					
Debt Construction (DCD)					
0002 Loan Water Reclamation 480420	\$ 35,090	\$ 156,420	\$ 156,421	\$ 1	0.00%
0004 Loan Water Reclamation 650040	126,065	487,276	487,276	-	0.00%
0005 Loan Water Reclamation 650060	212,567	1,106,141	1,106,141	-	0.00%
0006 Loan Water Reclamation 480400	213,488	773,211	773,311	100	0.01%
0007 Loan Water Reclamation 480410	64,502	284,028	284,027	(1)	(0.00%)
0009 Loan Water Reclamation 65001S	308,004	1,871,319	1,871,319	-	0.00%
0010 Loan Water Reclamation 65002P	20,844	102,287	102,287	-	0.00%
0011 Loan Water Reclamation 65003P	19,758	75,644	75,645	1	0.00%
0015 Loan Water Reclamation 480430	34,187	150,363	150,363	-	0.00%
0018 Loan Water Reclamation 480460	19,726	386,825	386,824	(1)	(0.00%)
0021 Loan Water Reclamation 480440	-	670,108	386,222	(283,886)	(42.36%)
0023 Loan Water Reclamation 480470	-	692,570	888,554	195,984	28.30%
0024 Loan Water Reclamation 480480	-	472,514	472,514	-	0.00%
0025 Loan Water Reclamation 480490	-	195,593	391,186	195,593	N/A
<b>TOTAL -- WATER RECLAMATION STATE REVOLVING LOAN FUND</b>	<b>\$ 1,054,230</b>	<b>\$ 7,424,299</b>	<b>\$ 7,532,090</b>	<b>\$ 107,791</b>	<b>1.45%</b>
<b><u>WATER RECLAMATION NORTHERN ENTITY CONSTRUCTION FUND #4108</u></b>					
Citywide Construction Activities (CCA)					
0004 Northern Entity Construction	\$ 555,880	\$ -	\$ -	\$ -	N/A
<b>TOTAL - WATER RECLAMATION NORTHERN ENTITY CONSTRUCTION FUND</b>	<b>\$ 555,880</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b><u>WATER RECLAMATION IMPACT FEE RESERVES FUND #4109</u></b>					
Nondepartmental (NON)					
0009 Impact Fee Reserve	\$ 155	\$ -	\$ 2,451,000	\$ 2,451,000	N/A
<b>TOTAL -- WATER RECLAMATION IMPACT FEE RESERVES FUND</b>	<b>\$ 155</b>	<b>\$ -</b>	<b>\$ 2,451,000</b>	<b>\$ 2,451,000</b>	<b>N/A</b>
<b><u>WATER RECLAMATION REVENUE BONDS 2013 DS FUND #4111</u></b>					
Debt Construction (DCD)					
0003 Wastewater Revenue Bonds 2013 Debt Service	\$ 1,277,700	\$ 2,897,900	\$ 2,898,650	\$ 750	0.03%
<b>TOTAL -- WATER RECLAMATION REVENUE BONDS 2013 DS FUND</b>	<b>\$ 1,277,700</b>	<b>\$ 2,897,900</b>	<b>\$ 2,898,650</b>	<b>\$ 750</b>	<b>0.03%</b>
<b><u>INTERNAL LOAN BANK FUND #5030</u></b>					
Debt Service (DSD)					
0030 Internal Loan	\$ 2,885,838	\$ 13,993,926	\$ 12,027,698	\$ (1,966,228)	(14.05%)
<b>TOTAL -- INTERNAL LOAN BANK FUND</b>	<b>\$ 2,885,838</b>	<b>\$ 13,993,926</b>	<b>\$ 12,027,698</b>	<b>\$ (1,966,228)</b>	<b>(14.05%)</b>

# NONDEPARTMENTAL AND DEBT SERVICE

## NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b><u>INTERNAL LOAN - CIP BONDS 2007 SERIES B FUND #5031</u></b>					
Debt Construction (DCD)					
0001 Capital Improvement Bonds 2007 Series B	\$ 1,460,087	\$ 2,982,641	\$ 9,638,741	\$ 6,656,100	223.16%
TOTAL -- INTERNAL LOAN - CIP BONDS 2007 SERIES B FUND	\$ 1,460,087	\$ 2,982,641	\$ 9,638,741	\$ 6,656,100	223.16%
<b><u>INTERNAL LOAN - JEFFERSON STREET GARAGE FUND #5032</u></b>					
Debt Construction (DCD)					
0008 Jefferson Garage Construction	\$ 227,757	\$ 1,462,750	\$ 1,453,500	\$ (9,250)	(0.63%)
TOTAL -- INTERNAL LOAN - JEFFERSON STREET GARAGE FUND	\$ 227,757	\$ 1,462,750	\$ 1,453,500	\$ (9,250)	(0.63%)
<b><u>NEW PUBLIC SAFETY AND ENERGY EFFICIENCY DEBT BOND FUND SERIES 2014B #5035</u></b>					
Debt Service (DSD)					
0033 OPD Headquarters Debt Bond	\$ 2,892,750	\$ 4,461,750	\$ 4,450,000	\$ (11,750)	-0.26%
TOTAL - NEW PUBLIC SAFETY AND ENERGY EFFICIENCY DEBT BOND FUND SERIES 2014B	\$ 2,892,750	\$ 4,461,750	\$ 4,450,000	\$ (11,750)	-0.26%
<b><u>PUBLIC SAFETY DEBT BOND FUND 2016C #5036</u></b>					
Debt Service (DSD)					
0032 Public Safety Debt Bond	\$ 1,098,400	\$ 1,990,400	\$ 1,990,900	\$ 500	0.03%
TOTAL - PUBLIC SAFETY DEBT BOND FUND 2016C	\$ 1,098,400	\$ 1,990,400	\$ 1,990,900	\$ 500	0.03%
<b><u>INVESTING IN OUR NEIGHBORHOODS DEBT BOND FUND SERIES 2018B #5037</u></b>					
Debt Service (DSD)					
0036 Investing In Our Neighborhoods Bond Series 2018B	\$ 4,483,127	\$ 6,676,100	\$ -	\$ (6,676,100)	(100.00%)
TOTAL - INVESTING IN OUR NEIGHBORHOODS DEBT BOND FUND SERIES 2018B	\$ 4,483,127	\$ 6,676,100	\$ -	\$ (6,676,100)	(100.00%)
<b><u>CNL RENEWAL AND REPLACEMENT FUND #0012</u></b>					
Citywide Construction Activities (CCA)					
0011 CNL Garage Renewal and Replacement	\$ 6,156	\$ 91,429	\$ 91,429	\$ -	0.00%
TOTAL -- CNL RENEWAL AND REPLACEMENT FUND	\$ 6,156	\$ 91,429	\$ 91,429	\$ -	0.00%
<b><u>PENSION PARTICIPANT SERVICES FUND #0018</u></b>					
Pension (PEN)					
0009 Pension Participant Services	\$ 216,435	\$ 296,969	\$ -	\$ (296,969)	(100.00%)
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 216,435	\$ 296,969	\$ -	\$ (296,969)	(100.00%)
<b><u>GAS TAX FUND #1100</u></b>					
Citywide Construction Activities (CCA)					
0014 Gas Tax Program	\$ 4,072,003	\$ 4,159,149	\$ 4,095,000	\$ (64,149)	(1.54%)
TOTAL -- GAS TAX FUND	\$ 4,072,003	\$ 4,159,149	\$ 4,095,000	\$ (64,149)	(1.54%)
<b><u>CAPITAL IMPROVEMENTS FUND #3001</u></b>					
Citywide Construction Activities (CCA)					
0017 Capital Improvements Program	\$ 549,600	\$ 448,370	\$ 527,345	\$ 78,975	17.61%
Project and Grants	959,901	34,810,142	-	(34,810,142)	(100.00%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 1,509,501	\$ 35,258,512	\$ 527,345	\$(34,731,167)	(98.50%)
<b><u>REAL ESTATE ACQUISITION FUND #3006</u></b>					
Citywide Construction Activities (CCA)					
0001 Real Estate Acquisition	\$ 205,511	\$ 153,449	\$ 251,000	\$ 97,551	63.57%
TOTAL - REAL ESTATE ACQUISITION FUND	\$ 205,511	\$ 153,449	\$ 251,000	\$ 97,551	63.57%
<b><u>PARKING RENEWAL AND REPLACEMENT FUND #4133</u></b>					
Nondepartmental (NON)					
0005 Special - Parking Renewal and Replacement	\$ -	\$ -	\$ 53,000	\$ 53,000	N/A
TOTAL -- PARKING RENEWAL AND REPLACEMENT FUND	\$ -	\$ -	\$ 53,000	\$ 53,000	N/A
<b><u>55 WEST GARAGE RENEWAL AND REPLACEMENT FUND #4134</u></b>					
Citywide Construction Activities (CCA)					
0012 55 West Garage Repair and Replacement	\$ 461,375	\$ 275,000	\$ 75,000	\$ (200,000)	(72.73%)
TOTAL -- 55 WEST GARAGE RENEWAL AND REPLACEMENT FUND	\$ 461,375	\$ 275,000	\$ 75,000	\$ (200,000)	(72.73%)
<b><u>FIREFIGHTER PENSION FUNDS #6501-6503</u></b>					
Pension (PEN)					
0005 Firefighter Pension	\$ 27,366,058	\$ 25,431,036	\$ 25,657,186	\$ 226,150	0.89%
0010 Pension Management Support	110,462	142,948	115,042	(27,906)	(19.52%)
0011 Fire Pension Share	502,626	30,000	30,000	-	0.00%
TOTAL -- FIREFIGHTER PENSION FUNDS	\$ 27,979,145	\$ 25,603,984	\$ 25,802,228	\$ (27,906)	0.77%

# NONDEPARTMENTAL AND DEBT SERVICE

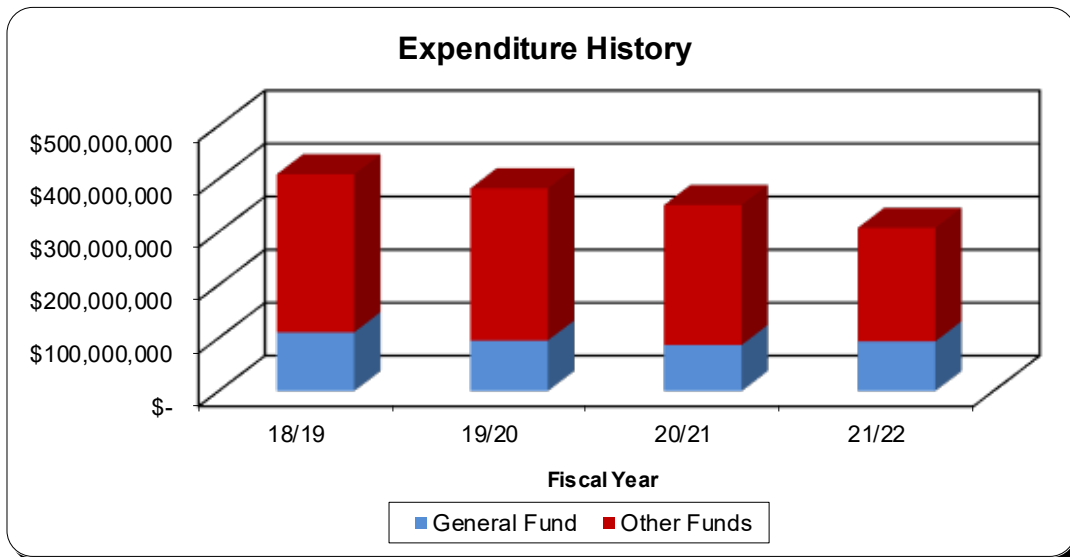
## NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b><u>POLICE PENSION FUNDS #6510-6512</u></b>					
Pension (PEN)					
0014 Special Police Pension	\$ 46,577,857	\$ 33,951,583	\$ 34,268,487	\$ 316,904	0.93%
0001 Police Pension Excess Over State / Share Plan Fund	208,420	-	-	-	N/A
<b>TOTAL -- POLICE PENSION FUNDS</b>	<b>\$ 46,786,278</b>	<b>\$ 33,951,583</b>	<b>\$ 34,268,487</b>	<b>\$ 316,904</b>	<b>0.93%</b>
<b><u>GENERAL EMPLOYEE DEFINED BENEFIT PENSION FUND #6520</u></b>					
Pension (PEN)					
0013 City Employee Pension	\$ 20,613,715	\$ 9,373,460	\$ 9,478,301	\$ 104,841	1.12%
<b>TOTAL -- GENERAL EMPLOYEE DEFINED BENEFIT PENSION FUND</b>	<b>\$ 20,613,715</b>	<b>\$ 9,373,460</b>	<b>\$ 9,478,301</b>	<b>\$ 104,841</b>	<b>1.12%</b>
<b><u>DEFINED CONTRIBUTION PLAN FUND #6525</u></b>					
Pension (PEN)					
0004 Defined Contribution Plan Program	\$ 13,228,170	\$ -	\$ -	-	N/A
<b>TOTAL -- DEFINED CONTRIBUTION PLAN FUND</b>	<b>\$ 13,228,170</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b><u>RETIREE HEALTH SAVINGS PLAN FUND #6530</u></b>					
Pension (PEN)					
0003 Retiree Health Savings - Other	\$ 14,308	\$ -	\$ -	-	N/A
<b>TOTAL -- RETIREE HEALTH SAVINGS PLAN FUND</b>	<b>\$ 14,308</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b><u>OTHER POST EMPLOYMENT BENEFIT TRUST FUND #6540</u></b>					
Pension (PEN)					
0012 Other Post-Employment Benefits Trust	\$ 19,213,487	\$ 27,691,668	\$ 24,070,894	\$ (3,620,774)	(13.08%)
<b>TOTAL -- OTHER POST EMPLOYMENT BENEFIT TRUST FUND</b>	<b>\$ 19,213,487</b>	<b>\$ 27,691,668</b>	<b>\$ 24,070,894</b>	<b>\$ (3,620,774)</b>	<b>(13.08%)</b>
<b><u>ORANGE COUNTY SCHOOL IMPACT FEES FUND #6001</u></b>					
Nondepartmental (NON)					
0016 Orange County School Impact Fee	\$ 1,135,301	\$ -	\$ -	-	N/A
<b>TOTAL -- ORANGE COUNTY SCHOOL IMPACT FEES FUND</b>	<b>\$ 1,135,301</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b><u>GENERAL LONG-TERM DEBT FUND #9500</u></b>					
Debt Service (DSD)					
0003 General Long Term Debt	\$ (90,629,665)	\$ -	\$ -	-	N/A
<b>TOTAL -- GENERAL LONG-TERM DEBT FUND</b>	<b>\$ (90,629,665)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b><u>GOVERNMENTAL LONG TERM LIABILITIES FUND #9505</u></b>					
Debt Service (DSD)					
0037 Governmental Long Term Liabilities	\$ 25,457,230	\$ -	\$ -	-	N/A
<b>TOTAL - GOVERNMENTAL LONG TERM LIABILITIES FUND</b>	<b>\$ 25,457,230</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>N/A</b>
<b>TOTAL -- DEBT AND NONDEPARTMENTAL</b>	<b>\$ 382,228,264</b>	<b>\$ 350,700,172</b>	<b>\$ 307,722,574</b>	<b>\$(42,977,598)</b>	<b>(12.25%)</b>

# NONDEPARTMENTAL AND DEBT SERVICE

## NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2019/20 Actual Expenditures	2020/21 Revised Budget	2021/22 Adopted Budget	Change Revised to Adopted	% Change
<b>Expenditure by Classification</b>					
Salaries	\$ 161,336	\$ (220,217)	\$ 258,576	\$ 478,793	(217.42%)
Benefits	21,304,694	33,620	33,140	(480)	(1.43%)
Supplies	89,033	3,729	3,729	-	0.00%
Contractual Services	75,044,917	9,857,213	6,434,747	(3,422,466)	(34.72%)
Utilities	323,288	342,515	730,672	388,157	113.33%
Travel and Training	370	34,000	34,000	-	0.00%
Fleet and Facilities	1,123,721	3,872,102	1,825,000	(2,047,102)	(52.87%)
Capital	1,049,976	37,034,003	876,960	(36,157,043)	(97.63%)
Other Expenses	195,280,565	234,821,834	227,068,417	(7,753,417)	(3.30%)
Transfers Out	87,850,366	64,921,373	70,457,333	5,535,960	8.53%
<b>TOTAL -- DEBT AND NONDEPARTMENTAL</b>	<b>\$ 382,228,264</b>	<b>\$ 350,700,172</b>	<b>\$ 307,722,574</b>	<b>\$(42,977,598)</b>	<b>(12.25%)</b>



## NONDEPARTMENTAL AND DEBT SERVICE

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**CAPITAL IMPROVEMENT AND DEBT**

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## CAPITAL IMPROVEMENT AND DEBT

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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 IMPROVEMENT AND DEBT

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## 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 2022-2026 Capital Improvement Program.

The 2021/22 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 IMPROVEMENT AND DEBT

## PROJECT DESCRIPTION FORM

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 IMPROVEMENT AND DEBT

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## FY 2021/22 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 24	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 13	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program.
September 27	Final public hearing to adopt millage rate, budget and Capital Improvement Program
October 1	Implementation of adopted budget.
December - January	CIP document published.

# CAPITAL IMPROVEMENT AND DEBT

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## DESCRIPTIONS OF 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 2021/22 the City Council set aside \$21.6 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 FY2021/22, 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 \$24.4 million in FY 2021/22, 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 IMPROVEMENT AND DEBT

## FY 2021/22 Adopted Capital Budget by Fund

The following schedule outlines the projects approved by the City Council in the FY 2021/2022 Budget Resolution and is considered the approved capital budget. More details available on our website at <https://www.orlando.gov/Our-Government/Records-and-Documents/Management-and-Budget/Budget-Documents>

		<u>2021/22</u>	<u>Function</u>
<b>Amway Center Renewal and Replacement Fund</b>			
Amway Center Renewal and Replacement		\$ 1,000,000	GEN
<b>Amway Center Renewal and Replacement Fund Total</b>		<u>\$ 1,000,000</u>	
<b>Building Code Enforcement Fund</b>			
Economic Development Information System	PER0002_P	\$ 1,970,000	EDV
<b>Building Code Enforcement Fund Total</b>		<u>\$ 1,970,000</u>	
<b>Capital Improvement (General Fund)</b>			
Athletic Field Maintenance		\$ 641,000	REC
Bridge Maintenance and Repair		125,000	STR
Facility Evaluation, Repairs, and Rehabilitation		1,500,000	PUB
Fire Equipment Replacement		1,200,000	PSF
Fire Training and Admin Facility - Phase I		6,040,000	PSF
Information Technology Enhancements		380,000	GEN
Information Technology Hardware & Software Updates		500,000	GEN
LYMMO Bus Replacement - Local Match		960,000	TRA
Miscellaneous Sidewalk Repair		300,000	GEN
OPD Equipment Replacement		1,768,000	PSF
Parks and Playground Renovation Project		1,225,000	REC
Pavement Rehabilitation		2,000,000	INF
Record Management and Preservation		100,000	GEN
Recreation Facility Renovations and Maintenance		1,500,000	REC
Recreation Pools & Courts		290,000	REC
Renewable Energy for City Facilities		1,000,000	GEN
School Safety Sidewalk Program		600,000	INF
Sidewalk Remediation Program		850,000	INF
Time Clock Replacement		250,000	GEN
Transportation Safety Projects		700,000	TRA
Transportation System Equipment and Maintenance		300,000	TRA
Workday Projects		550,000	GEN
<b>Capital Improvement Fund Total</b>		<u>\$ 22,779,000</u>	
<b>Gas Tax</b>			
ADA Transition Plan		\$ 300,000	TRA
Bicycle Plan Implementation		200,000	TRA
Brick Street Restoration		100,000	TRA
Bridge Maintenance and Repair		125,000	TRA
Intersection Safety Improvements		400,000	TRA
Miscellaneous Sidewalk Repair		200,000	TRA
Pavement Marking Maintenance		450,000	TRA
Pavement Rehabilitation		2,500,000	TRA
Regional Computerized Signal System		100,000	TRA
School Safety Sidewalk Program		100,000	TRA
Traffic Counts and Travel Time Studies		250,000	TRA
Traffic Signal Refurbishing Program		200,000	TRA
<b>Gas Tax Total</b>		<u>\$ 4,925,000</u>	

(Continued on next page)

# CAPITAL IMPROVEMENT AND DEBT

## FY 2021/22 Adopted Capital Budget by Fund

		<u>2021/22</u>	<u>Function</u>
<b>Centroplex Garages</b>			
Amelia St Garage Repair and Maintenance		\$ 100,000	TRA
<b>Centroplex Garages Total</b>		<u>\$ 100,000</u>	
<b>Transportation Impact Fees</b>			
Alden/Lake Highland Realignment		\$ 500,000	TRA
Church Street SunRail Platform		500,000	TRA
Hicks Avenue Extension (Anderson St to South St)		1,000,000	TRA
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.		4,000,000	TRA
Hicks Ave - 408 to Gore Street		1,381,000	TRA
Millenia Plaza Way Extension		500,000	TRA
New Traffic Signal Locations		250,000	TRA
Pres. Barack Obama Parkway Phase 2		1,000,000	TRA
Southwest Bike Study Implementation		500,000	TRA
<b>Transportation Impact Fees Total</b>		<u>\$ 9,631,000</u>	
<b>Water Reclamation Renewal and Replacement Fund</b>			
Miscellaneous Renewal and Replacement		\$ 3,000,000	WAS
Lift Station Site Improvements		-	WAS
<b>Water Reclamation Renewal and Replacement Fund</b>		<u>\$ 3,000,000</u>	
<b>Water Reclamation Projects</b>			
Bill Fredrick Park Lift Station Improvements		\$ 500,000	WAS
Conserv I Area Collection System Improvements		2,500,000	WAS
Conserv I Biosolids Upgrades		1,000,000	WAS
Conserv I Reclaimed Water Storage		1,500,000	WAS
Conserv I South Reclaimed Water Main		3,000,000	WAS
Conserv II Area Collection System Improvements		2,500,000	WAS
Conserv II Nutrient Removal and Treatment		2,000,000	WAS
Conserv II Process Improvements and Upgrades		500,000	WAS
Easterly Wetlands Parking Lot Improvement		350,000	WAS
Easterly Wetlands Restoration		500,000	WAS
Inflow & Infiltration Reduction Project		2,000,000	WAS
Iron Bridge Area Collection System Improvements		2,500,000	WAS
Iron Bridge Biosolids Disposal Improvements		500,000	WAS
Iron Bridge Grit System Replacement		700,000	WAS
Lift Station 249 Rehabilitation		1,000,000	WAS
Lift Station Odor Control		1,000,000	WAS
Lift Station Rehabilitation		3,000,000	WAS
Lift Stations Electrical Safety Improvements		250,000	WAS
Line Sewers		3,000,000	WAS
LS 1,2, and 3 Force Main		21,000,000	WAS
Rapid Response Construction		2,500,000	WAS
Reclaimed Water System Valve Replacements		1,500,000	WAS
Sanitary upgrades with other projects		4,000,000	WAS
<b>Water Reclamation Projects Total</b>		<u>\$ 57,300,000</u>	

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# CAPITAL IMPROVEMENT AND DEBT

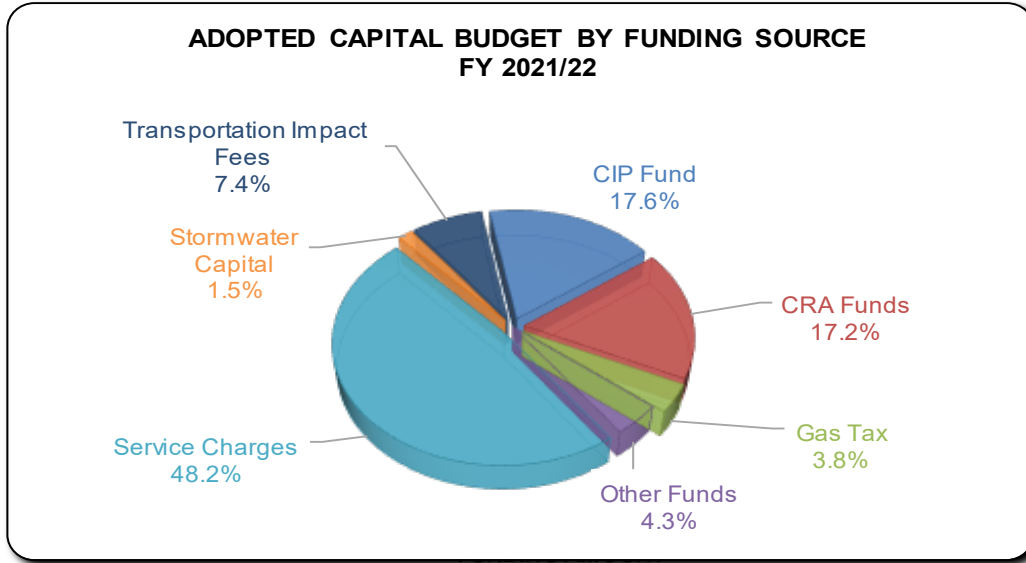
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## FY 2021/22 Adopted Capital Budget by Fund

		<u>2021/22</u>	<u>Function</u>
<b>Stormwater Capital</b>			
System Repair and Rehabilitation		\$ 2,000,000	STR
<b>Stormwater Capital Total</b>		<u>\$ 2,000,000</u>	
<b>Solid Waste Fund</b>			
CBD Waste & Recycling Center		\$ 400,000	SOL
Commercial Collection Vehicles		770,000	SOL
Residential/Recycling Collection Vehicles		1,050,000	SOL
<b>Solid Waste Fund Total</b>		<u>\$ 2,220,000</u>	
<b>Community Redevelopment Agency &amp; Downtown Development Board</b>			
Arts & Culture		\$ 300,000	ECD
Business Recruitment & Retention		650,000	ECD
Community Outreach		4,600,000	ECD
Community Policing Innovations		400,000	ECD
Downtown Lighting		500,000	ECD
Downtown Capital Maintenance		1,487,602	ECD
DTO Implementation		432,312	ECD
Lake Eola Community Redevelopment Agency		1,000,000	ECD
Minority/Women Entrepreneur Business Assistance		50,000	ECD
Parramore Housing Initiative		2,500,000	ECD
Parramore Task Force		25,000	ECD
Real Estate - CRA		1,000,000	ECD
Streetscape Improvements		500,000	ECD
Transportation Access & Connectivity		6,334,392	ECD
Under I Design		2,500,000	ECD
<b>Community Redevelopment Agency &amp; Downtown Development Board Total</b>		<u>\$ 22,279,306</u>	
<b>Downtown Development Board</b>			
Farmers Market		\$ 50,000	INF
Marketing - Downtown Development Board		450,000	INF
<b>Downtown Development Board Total</b>		<u>\$ 500,000</u>	
<b>Downtown South Neighborhood Improvement District Fund</b>			
DSNID Projects		\$ 700,000	INF
<b>Downtown South Neighborhood Improvement District Total</b>		<u>\$ 700,000</u>	
<b>Dubsdread Golf Course Renewal &amp; Replacement</b>			
Dubsdread Course/Grounds Maintenance		\$ 190,000	REC
Dubsdread Equipment		65,000	REC
<b>Dubsdread Golf Course Renewal &amp; Replacement Total</b>		<u>\$ 255,000</u>	
<b>Real Estate Acquisition Fund</b>			
Real Estate Acquisition		\$ 1,000,000	GEN
<b>Real Estate Acquisition Fund Total</b>		<u>\$ 1,000,000</u>	
<b>CIP Total</b>		<u><u>\$ 129,659,306</u></u>	



## CAPITAL IMPROVEMENT AND DEBT



<u>FUNDING SOURCE</u>	<u>FY 2021/22</u>	<u>% of TOTAL</u>
CIP Fund	\$ 22,779,000	17.6%
CRA Funds	22,279,306	17.2%
Gas Tax	4,925,000	3.8%
Other Funds	5,525,000	4.4%
Service Charges	62,520,000	48.2%
Stormwater Capital	2,000,000	1.5%
Transportation Impact Fees	9,631,000	7.4%
<b>Total</b>	<b>\$ 129,659,306</b>	<b>100.0%</b>

Monthly service charges are assessed for the use of services and facilities of the City's sanitary sewer system. This source will fund approximately 27 projects in FY 2021/2022 totaling \$62,520,000.

The Stormwater Utility Fee is expected to generate \$24.4 million in FY 2021/2022. A portion is reserved for capital improvements, with the balance reserved for operating and maintenance expenses. Stormwater improvements during FY 2021/2022 project at a cost of \$2 million.

A specified portion of general revenue may be set aside each year for capital improvements. For FY 2021/22 the City Council set aside \$21.6 million of general revenue for CIP funding.

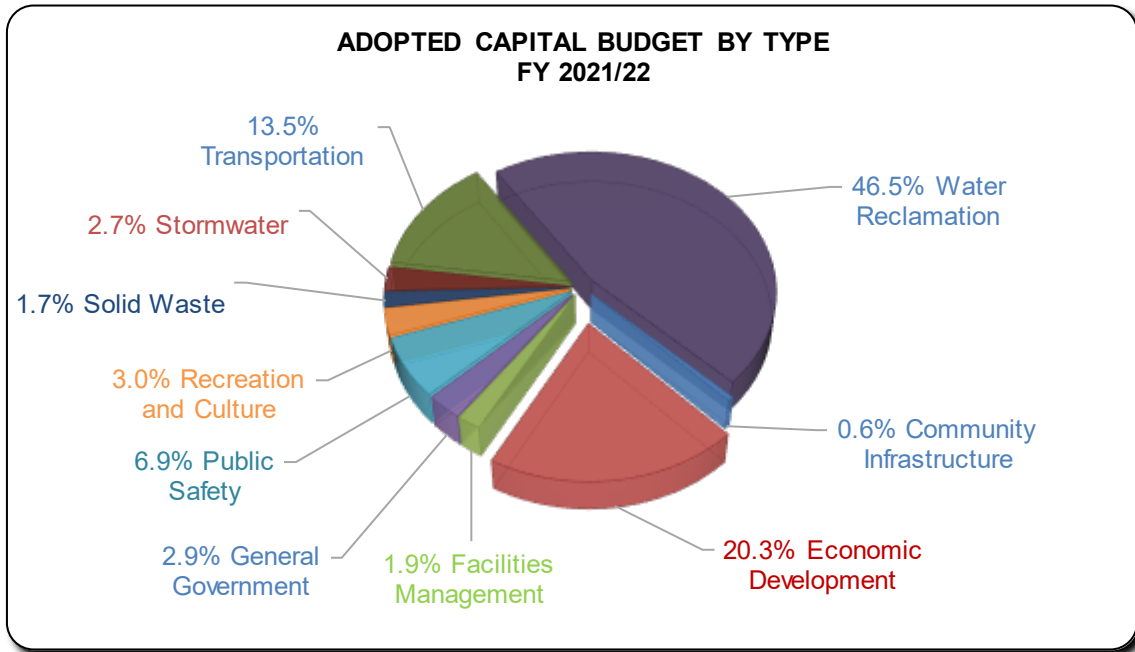
Six cents from every gallon of motor fuel sold in Orange County goes to the County and municipalities within its jurisdiction. The City of Orlando's portion of the total net revenue is 21.1%, which is equal to its percentage of the total population of Orange County. The revenue received can only be used for transportation related expenditures. Gas Tax will fund 12 projects, and a contribution to the local bus system in FY 2021/22.

# CAPITAL IMPROVEMENT AND DEBT

## USES OF FUNDS

Capital Budget expenditures are categorized by one of ten service types. The service types are as follows:

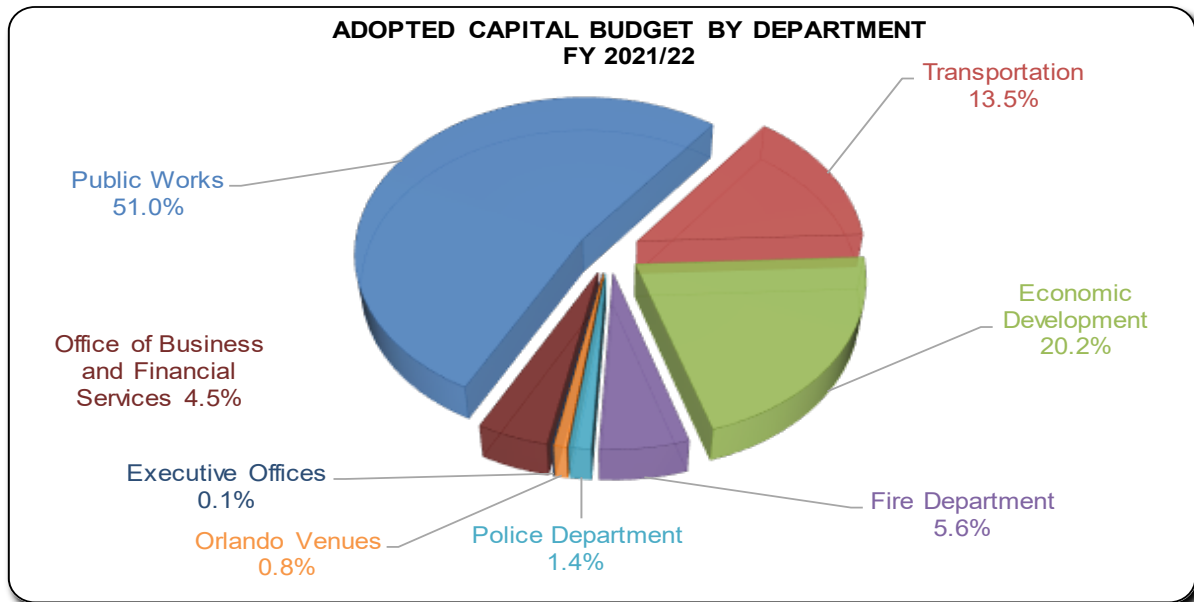
- |                       |                        |
|-----------------------|------------------------|
| CRA                   | Recreation and Culture |
| Economic Development  | Solid Waste            |
| Facilities Management | Stormwater             |
| General Government    | Transportation         |
| Public Safety         | Water Reclamation      |



TYPE	FUNDING AMOUNT	
	FY 2021/22	% of TOTAL
Community Infrastructure	\$ 700,000	0.6%
Economic Development	26,219,306	20.3%
Facilities Management	2,500,000	1.9%
General Government	3,780,000	2.9%
Public Safety	9,008,000	6.9%
Recreation and Culture	3,911,000	3.0%
Solid Waste	2,220,000	1.7%
Stormwater	3,550,000	2.7%
Transportation	17,471,000	13.5%
Water Reclamation	60,300,000	46.5%
<b>Total</b>	<b>\$ 129,659,306</b>	<b>100.0%</b>

Public Works projects, Water reclamation, transportation and stormwater account for a combined total of 69.1%. 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 IMPROVEMENT AND DEBT



### FUNDING AMOUNT

<u>DEPARTMENT</u>	<u>FY 2021/22</u>	<u>% of TOTAL</u>
Public Works	\$ 66,170,000	51.0%
Economic Development	26,219,306	20.2%
Transportation	17,471,000	13.5%
Fire Department	7,240,000	5.6%
Office of Business and Financial Services	5,780,000	4.5%
Families, Parks and Recreation	3,911,000	3.0%
Police Department	1,768,000	1.4%
Orlando Venues	1,000,000	0.8%
Executive Offices	100,000	0.1%
<b>Total</b>	<b>\$ 129,659,306</b>	<b>100.0%</b>

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 IMPROVEMENT AND DEBT

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## 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.

# CAPITAL IMPROVEMENT AND DEBT

## IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET (Continued)


	Estimated Annual Personnel Cost	Estimated Annual Operating Cost	Estimated Annual Total Cost	Comments
<b>Gas Tax</b>				
Regional Computerized Signal System	\$ 137,000	\$ 61,000	\$ 198,000	Repair/Replacement
<b>Gas Tax Total</b>	<b>\$ 137,000</b>	<b>\$ 66,000</b>	<b>\$ 203,000</b>	
<b>Capital Improvements Fund (CIP)</b>				
Record Management and Preservation	-	65,000	65,000	Preserved Records
<b>CIP Total</b>	<b>\$ 137,000</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>	
<b>Solid Waste Fund</b>				
CBD Waste & Recycling Center	\$ -	\$ 25,000	25,000	Street Compactor
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
<b>Solid Waste Total</b>	<b>\$ -</b>	<b>\$ 925,000</b>	<b>\$ 1,264,846</b>	
<b>Operating Cost Impact Total</b>	<b>\$ 274,000</b>	<b>\$ 1,056,000</b>	<b>\$ 1,532,846</b>	

## SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS


### GRAND NATIONAL DR.: OAKRIDGE TO SAND LAKE

As the "Theme Park Capital of the World", Orlando faces much congestion near the family attractions, namely Grand Avenue Drive. This project will create a continuous north-south collector roadway from Oak Ridge Road to Sand Lake Road to help alleviate traffic in the area.


**Funding Source:**  
Transportation Impact  
Fee - SW Fund




**Budget:**  
\$4,000,000




**Estimated Completion:**  
FY21/22



**Department:**  
Transportation





# CAPITAL IMPROVEMENT 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 2021/22 Capital Budget fall into this category, the impact on the FY 2021/22 operating budget, particularly in the General Fund, is negligible.

A listing of repair, renovation, and replacement and maintenance projects is shown below.

	<u>2021/22</u>
Athletic Field Maintenance	\$ 641,000
Bridge Maintenance and Repair	125,000
Facility Evaluation, Repairs, and Rehabilitation	1,500,000
Fire Equipment Replacement	1,200,000
Miscellaneous Sidewalk Repair	300,000
OPD Equipment Replacement	1,768,000
Parks and Playground Renovation Project	1,225,000
Pavement Rehabilitation	2,000,000
Recreation Facility Renovations and Maintenance	1,500,000
Sidewalk Remediation Program	850,000
Transportation System Equipment and Maintenance	300,000
Brick Street Restoration	100,000
Bridge Maintenance and Repair	125,000
Intersection Safety Improvements	400,000
Miscellaneous Sidewalk Repair	200,000
Pavement Marking Maintenance	450,000
Pavement Rehabilitation	2,000,000
Amelia St Garage Repair and Maintenance	100,000
Miscellaneous Renewal and Replacement	3,000,000
Iron Bridge Grit System Replacement	700,000
Lift Station 249 Rehabilitation	1,000,000
Lift Station Rehabilitation	3,000,000
Reclaimed Water System Valve Replacements	1,500,000
System Repair and Rehabilitation	2,000,000
Iron Bridge Grit System Replacement	1,500,000
	<u>\$ 27,484,000</u>

# CAPITAL IMPROVEMENT AND DEBT

## RECURRING AND NON-RECURRING CAPITAL PROJECTS

For the FY 2021/22 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.

<u>Recurring Capital Projects</u>	<b>FY 2021/22</b>	
	<u>Budget</u>	
ADA Transition Plan	300,000	Recurring
Arts & Culture	300,000	Recurring
Athletic Field Maintenance	641,000	Recurring
Bicycle Plan Implementation	200,000	Recurring
Bill Fredrick Park Lift Station Improvements	500,000	Recurring
Brick Street Restoration	100,000	Recurring
Conserv I Area Collection System Improvements	2,500,000	Recurring
Conserv II Area Collection System Improvements	2,500,000	Recurring
Conserv II Process Improvements and Upgrades	500,000	Recurring
Downtown Capital Maintenance	1,487,602	Recurring
DSNID Projects	700,000	Recurring
Easterly Wetlands Restoration	500,000	Recurring
Facility Evaluation, Repairs, and Rehabilitation	1,500,000	Recurring
Fire Equipment Replacement	1,200,000	Recurring
Iron Bridge Area Collection System Improvements	2,500,000	Recurring
Iron Bridge Grit System Replacement	700,000	Recurring
Miscellaneous Renewal and Replacement	3,000,000	Recurring
Miscellaneous Sidewalk Repair	500,000	Recurring
OPD Equipment Replacement	1,768,000	Recurring
Parks and Playground Renovation Project	1,225,000	Recurring
Pavement Marking Maintenance	450,000	Recurring
Pavement Rehabilitation	4,500,000	Recurring
Recreation Facility Renovations and Maintenance	1,500,000	Recurring
Sanitary upgrades with other projects	4,000,000	Recurring
School Safety Sidewalk Program	700,000	Recurring
Sidewalk Remediation Program	850,000	Recurring
System Repair and Rehabilitation	2,000,000	Recurring
Traffic Signal Refurbishing Program	200,000	Recurring
Transportation Access & Connectivity	6,334,392	Recurring
Transportation Safety Projects	700,000	Recurring
Transportation System Equipment and Maintenance	300,000	Recurring
<b>Recurring Projects Sub Total</b>	<u>\$ 44,155,994</u>	

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# CAPITAL IMPROVEMENT AND DEBT

## RECURRING AND NON-RECURRING CAPITAL PROJECTS (Continued)

<u>Non-Recurring Capital Projects</u>	FY 2021/22	
	Budget	
Alden/Lake Highland Realignment	500,000	Non-Recurring
Amelia St Garage Repair and Maintenance	100,000	Non-Recurring
Amway Center Renewal and Replaement	1,000,000	Non-Recurring
Bridge Maintenance and Repair	250,000	Non-Recurring
Business Recruitment & Retention	650,000	Non-Recurring
CBD Waste & Recycling Center	400,000	Non-Recurring
Church Street SunRail Platform	500,000	Non-Recurring
Commercial Collection Vehicles	770,000	Non-Recurring
Community Outreach	4,600,000	Non-Recurring
Community Policing Innovations	400,000	Non-Recurring
Conserv I Biosolids Upgrades	1,000,000	Non-Recurring
Conserv I Reclaimed Water Storage	1,500,000	Non-Recurring
Conserv I South Reclaimed Water Main	3,000,000	Non-Recurring
Conserv II Nutrient Removal and Treatment	2,000,000	Non-Recurring
Downtown Lighting	500,000	Non-Recurring
DTO Implementation	432,312	Non-Recurring
Dubsdread Course/Grounds Maintenance	190,000	Non-Recurring
Dubsdread Equipment	65,000	Non-Recurring
Easterly Wetlands Parking Lot Improvement	350,000	Non-Recurring
Economic Development Informaiton System	1,970,000	Non-Recurring
Farmers Market	50,000	Non-Recurring
Fire Training and Admin Facility - Phase I	6,040,000	Non-Recurring
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	4,000,000	Non-Recurring
Hicks Ave - 408 to Gore Street	1,381,000	Non-Recurring
Hicks Avenue Extension (Anderson St to South St)	1,000,000	Non-Recurring
Inflow & Infiltration Reduction Project	2,000,000	Non-Recurring
Information Technology Enhancements	380,000	Non-Recurring
Information Technology Hardware & Software Updates	500,000	Non-Recurring
Intersection Safety Improvements	400,000	Non-Recurring
Iron Bridge Biosolids Disposal Improvements	500,000	Non-Recurring
Lake Eola Community Redevelopment Agency	1,000,000	Non-Recurring
Lift Station 249 Rehabilitation	1,000,000	Non-Recurring
Lift Station Odor Control	1,000,000	Non-Recurring
Lift Station Rehabilitation	3,000,000	Non-Recurring
Lift Stations Electrical Safety Improvements	250,000	Non-Recurring
Line Sewers	3,000,000	Non-Recurring
LS 1,2, and 3 Force Main	21,000,000	Non-Recurring
L YMMO Bus Replacement - Local Match	960,000	Non-Recurring
Marketing - Downtown Development Board	450,000	Non-Recurring
Millenia Plaza Way Extension	500,000	Non-Recurring
Minority/Women Entrepreneur Business Assistance	50,000	Non-Recurring
New Traffic Signal Locations	250,000	Non-Recurring
Parramore Housing Initiative	2,500,000	Non-Recurring
Parramore Task Force	25,000	Non-Recurring
Pres. Barack Obama Parkway Phase 2	1,000,000	Non-Recurring
Rapid Response Construction	2,500,000	Non-Recurring
Real Estate - CRA	1,000,000	Non-Recurring
Real Estate Acquisition	1,000,000	Non-Recurring
Reclaimed Water System Valve Replacements	1,500,000	Non-Recurring
Record Management and Preservation	100,000	Non-Recurring
Recreation Pools & Courts	290,000	Non-Recurring
Regional Computerized Signal System	100,000	Non-Recurring
Renewable Energy for City Facilities	1,000,000	Non-Recurring
Residential/Recycling Collection Vehicles	1,050,000	Non-Recurring
Southwest Bike Study Implementation	500,000	Non-Recurring
Streetscape Improvements	500,000	Non-Recurring
Time Clock Replacement	250,000	Non-Recurring
Traffic Counts and Travel Time Studies	250,000	Non-Recurring
Under I Design	2,500,000	Non-Recurring
Workday Projects	550,000	Non-Recurring



# CAPITAL IMPROVEMENT 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 2021/22 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>2021/22</u>
Conserv I Area Collection System Improvements	2,500,000
Conserv I South Reclaimed Water Main	3,000,000
Conserv I Treatment Plant Improvements	8,000,000
Conserv II Area Collection System Improvements	2,500,000
Conserv II Deep Bed Filters	2,500,000
Conserv II Nutrient Removal and Treatment	2,000,000
DTO Implementation	15,732,312
Fire Training and Admin Facility - Phase I	6,040,000
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	4,000,000
Inflow & Infiltration Reduction Project	2,000,000
Iron Bridge Area Collection System Improvements	2,500,000
Lift Station Rehabilitation	3,000,000
Line Sewers	3,000,000
LS 1,2, and 3 Force Main	21,000,000
Miscellaneous Renewal and Replacement	3,000,000
Pavement Rehabilitation	2,000,000
Pavement Rehabilitation	2,000,000
Rapid Response Construction	2,500,000
Sanitary upgrades with other projects	4,000,000
System Repair and Rehabilitation	2,000,000
Transportation Access & Connectivity	2,334,392
	<u>\$ 95,606,704</u>

## SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS

### FIRE TRAINING AND ADMIN FACILITY - PHASE I

The construction of the Fire Training and Administration Facility will allow for Fire personnel to train for a variety of scenarios. Phase I will fund architecture and design. The entire project is estimated at \$26 million and will be funded over multiple years.

**Funding Source:** CIP Fund      **Budget:** \$6,040,000      **Estimated Completion:** FY22/23      **Department:** Fire



# CAPITAL IMPROVEMENT 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.

**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.

**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.

## SPOTLIGHT ON CAPITAL IMPROVEMENT PROJECTS

### RECREATION POOLS AND COURTS

With year-round mild weather, the City's 11 public pools and 44 outdoor basketball courts are frequently used by residents. This wear and tear requires annual funding for resurfacing pool decks and repainting basketball courts.

<b>Funding Source:</b> CIP Fund	<b>Budget:</b> \$290,000	<b>Estimated Completion:</b> Recurring	<b>Department:</b> Families, Parks, & Recreation
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# CAPITAL IMPROVEMENT 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	9/30/2016	9/30/2017	9/30/2018	9/30/2019	9/30/2020
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures						
Debt Limit (within the covenant program limitation)	20% max	11.00%	8.10%	8.90%	9.90%	11.40%
Goal / Target	10% max					
Weighted Average Maturity of Debt Program(s):						
Self Supporting Proprietary Operations	15 yr max	15.1	11.7	10.2	9.6	9.1
Self Supporting Other Governmental	25 yr max	11.1	10.7	10.2	9.7	9.1
Non-Self Supporting	20 yr max	11.3	10.8	9.5	11.7	11.1
General Government Direct Debt per Capita	\$1,375 max	\$1,395	\$1,293	\$1,054	\$984	\$1,302
Net Direct Debt as a Percentage of Ad Valorem Property Values						
General Government	2.5% max	1.6%	1.5%	1.1%	0.9%	1.1%
Total Tax Supported	3.5% max	2.5%	2.2%	1.7%	1.5%	1.6%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	27.50%	26.70%	26.20%	27.70%	29.80%

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 [:https://www.orlando.gov/Our-Government/Records-and-Documents/Financial/Comprehensive-Annual-Financial-Report](https://www.orlando.gov/Our-Government/Records-and-Documents/Financial/Comprehensive-Annual-Financial-Report)

## CAPITAL IMPROVEMENT 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
Predominantly 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 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 2010B	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2010C	Aa2	AA+	AA+

## CAPITAL IMPROVEMENT AND DEBT

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The following is a description of the City's debt obligations and commitments as of September 30, 2020.

### DESCRIPTION OF DEBT OUTSTANDING

#### **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 2020.

# CAPITAL IMPROVEMENT AND DEBT

## DESCRIPTION OF DEBT OUTSTANDING (Continued)

### Debt Service Requirements to Maturity Principal and Interest Requirements Wastewater State Revolving Fund

<u>Fiscal Year</u>	
2020	5,393,615
2021	6,074,149
2022	7,532,091
2023-2027	38,655,904
2028-2032	24,838,333
2033-2037	16,964,372
2038-2042	9,804,480
	<u>\$ 109,262,942</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, 2020 the City had total loans outstanding of \$47,867,716 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 10/1/19</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance 9/30/20</u>	<u>Due Within One Year</u>
<b>Loans Payable:</b>						
State Revolving Loan 65001S	2.60%	\$ 12,675,882	\$ -	\$ 1,551,541	\$ 11,124,341	\$ 1,592,169
State Revolving Loan 65002P	2.66%	813,903	-	81,174	732,729	83,347
State Revolving Loan 65003P	2.66%	772,764	-	55,455	717,309	56,940
State Revolving Loan 65004O	2.56%	4,980,368	-	358,460	4,621,908	367,949
State Revolving Loan 65006O	2.49%	8,869,485	-	890,802	7,978,683	913,121
State Revolving Loan 48040O	2.47%	9,148,319	-	557,041	8,591,278	570,473
State Revolving Loan 48041O	1.72%	3,850,010	-	218,743	3,631,267	222,523
State Revolving Loan 48042O	1.59%	2,262,295	-	120,929	2,141,366	122,859
State Revolving Loan 48043O	1.72%	2,038,178	-	115,801	1,922,377	117,802
State Revolving Loan 48046O	0.30%	6,773,238	-	366,780	6,406,458	367,881
<b>Total Loans Payable</b>		<u>\$ 52,184,442</u>	<u>\$ -</u>	<u>\$ 4,316,726</u>	<u>\$ 47,867,716</u>	<u>\$ 4,415,064</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 2020.

# CAPITAL IMPROVEMENT AND DEBT

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## DESCRIPTION OF DEBT OUTSTANDING (Continued)

### 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, 2020, the total principal and interest paid was \$31.7 million (including a targeted annual principal payment on 2008C Bonds of \$2.1 million and an early principal payment of \$11.1 million from surplus TDT revenues), and 6th Cent TDT revenue distributions received totaled \$16 million. Total principal and interest remaining (including payment of targeted annual principal payments), on the Series 2017A, Series 2017B, and Series 2008C bonds as of September 30, 2020 is \$338.1 million, with annual requirements ranging from \$17.1 million in fiscal year 2039, to \$20 million in fiscal year 2021. 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 \$17.8 million. Management cannot predict the sufficiency of future TDT revenues to pay the annual debt service. While some use of reserves will likely 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 2020. The amount of debt service reserves used will depend on the rate of recovery of TDT revenues, which were significantly impacted by the COVID-19 pandemic.

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, 2020, 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, 2020 is \$34.9 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 IMPROVEMENT AND DEBT

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## 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, 2020, the outstanding loan balance is \$1,687,981.

### ***Downtown CRA District:***

#### **Downtown CRA Tax Increment Revenue Bonds:**

On June 3, 2020, the City issued \$70,545,000 in Community Redevelopment Agency Taxable Tax Increment Revenue Bonds, Series 2020A (Downtown District). The Series 2020A bonds mature on September 1, 2040. As of September 30, 2020, the outstanding balance on the bonds is \$70,545,000.

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, 2020, the outstanding balance on the bonds is \$55,352,000.

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, 2020, the outstanding balance on the bonds is \$13,180,000.

#### **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, 2020, the outstanding balance on the bonds is \$4,057,064.

### ***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, 2020, the outstanding balance on the bonds is \$9,860,000.

### **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 IMPROVEMENT AND DEBT

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## 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 IMPROVEMENT 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, 2020, 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, 2020 totaled \$317,234,899. Of this amount, \$76,305,388 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 \$240,929,511.

**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, 2020.

#### Variable Rate Debt Program

<u>Program</u>	<u>Series</u>	<u>Outstanding Amount</u>	<u>Number of Modes</u>	<u>Present Mode</u>
Internal Loan:				
SSGFC	2004	7,404	N/A	CP
SSGFC	2007	40,000	N/A	CP
SSGFC	2008	50,000	N/A	CP
		<u>\$ 97,404</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 IMPROVEMENT AND DEBT

## CITY OF ORLANDO, FLORIDA Notes to Financial Statements September 30, 2020

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, 2020:

	Purpose of Issue	Amount Issued	Amount Outstanding	Coupon Interest Rate	Maximum Annual Debt Service
<b>PRIMARY GOVERNMENT:</b>					
<b>Governmental Activities</b>					
State Infrastructure Bank (SIB) Loan	Sun Rail Commuter Rail	\$ 14,874,867	\$ 1,687,981	2.45%	\$ 1,729,450
Community Redevelopment Agency--					
Republic Dr. (Universal Blvd) Series 2012	Refunding	29,430,000	13,180,000	3.75-5.00%	3,008,750
Republic Dr. (Universal Blvd) Series 2013 (1)	Capital Improvements	9,000,000	4,057,064	2.17%	864,993
Conroy Road Series 2012	Refunding	19,225,000	9,860,000	5.00%	1,947,750
Downtown CRA Series 2019A (1)	Refunding	57,351,000	55,352,000	3.40-3.56%	4,458,213
Downtown CRA Series 2020A (1)	Refunding	70,545,000	70,545,000	3.50%	8,917,560
<b>Total</b>		<u>200,425,867</u>	<u>154,682,045</u>		
<b>Internal Loan Fund --</b>					
SSGFC Tax-exempt Series H	Refunding	18,510,000	7,404,000	(2)	(3)
Capital Improvement Special Revenue Bonds:					
Series 2010B	Refunding	17,650,000	17,305,000	5.00%	6,554,375
Series 2010C	Refunding	40,260,000	2,235,000	5.00%	2,290,875
Series 2014A (1)	Refunding	6,205,000	1,825,000	1.99%	1,843,158
Series 2014B	Public Safety projects	62,205,000	57,695,000	5.00%	4,503,250
Series 2014C	Refunding	10,355,000	5,870,000	5.00%	1,331,875
Series 2014D	Refunding	12,450,000	7,690,000	5.00%	1,491,125
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	52,315,000	3.13-5.00%	5,542,766
Series 2016C	Public Safety projects	26,425,000	23,860,000	4.00-5.00%	2,015,650
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	103,760,000	4.00-5.00%	6,710,000
<b>Total Internal Loan Fund</b>		<u>383,968,000</u>	<u>309,882,000</u>		
<b>Total Governmental Activities</b>		<u>\$ 584,393,867</u>	<u>\$ 464,564,045</u>		
<b>Business-Type Activities</b>					
Wastewater Revenue Bonds	Water Reclamation Treatment and Refunding	\$ 36,170,000	\$ 27,810,000	2.00-5.00%	2,877,900
Series 2013					
State Revolving Fund Loans	Water Reclamation projects	99,970,358	47,867,716	0.30-2.66%	5,393,615
<b>Total Water Reclamation</b>		<u>\$ 136,140,358</u>	<u>\$ 75,677,716</u>		
Orlando Venues -- SSGFC Venue Loans	Events Center projects	110,000,000	90,000,000	(2)	(3)
State Sales Tax Ref. Bonds, Series 2016	Refunding	28,090,000	24,485,000	4.00-5.00%	1,998,425
Senior Tourist Dev. Tax Bonds, Series 2008C	Events Center projects	87,270,000	8,705,000	5.50%	2,623,138
Contract Tourist Dev. Tax Ref. Bonds, Series 2017A	Refunding	196,590,000	186,315,000	4.00-5.00%	15,274,850
Contract Tourist Dev. Tax Ref. Bonds, Series 2017B	Refunding	27,760,000	26,240,000	3.00-5.00%	2,146,775
Capital Improvement Bonds					
Series 2016B	Refunding	4,185,000	4,185,000	3.13-5.00%	1,503,125
Series 2019A	Refunding	37,237,000	37,237,000	3.47%	2,848,905
<b>Total Business-Type Activities</b>		<u>\$ 627,272,358</u>	<u>\$ 452,844,716</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 0.20%, 0.55%, and 0.20% respectively (for a total of 0.95%), on September 30, 2020.

(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 IMPROVEMENT AND DEBT

## CITY OF ORLANDO, FLORIDA SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY ALL SERIES 2020-2049

### Primary Government

#### Governmental Activities

#### Business-type Activities

Fiscal Year	Governmental Activities				Business-type Activities			Total Principal & Interest Primary Government (1)
	Community Redevelopment Agency Bonds	Conroy Road Tax Increment Revenue Ref. Bonds	Republic Drive Tax Increment Revenue Ref. Bonds	Capital Improvement Revenue Bonds	Wastewater Revenue Bonds	Orlando Venues Bonds	Parking System Bonds	
2021	\$ 8,917,397	\$ 1,938,000	\$ 3,872,741	\$ 29,358,278	\$ 2,865,300	\$ 22,041,413	\$ 3,034,981	\$ 72,028,110
2022	8,917,088	1,940,750	3,873,491	30,820,177	2,855,775	22,030,862	3,033,358	73,471,501
2023	8,917,606	1,939,750	3,873,241	31,394,443	2,854,400	21,992,913	3,031,992	74,004,345
2024	8,917,792	1,945,000	3,871,743	30,558,743	2,848,775	21,127,275	2,848,905	72,118,233
2025	8,917,009	1,946,000	3,873,742	23,855,864	2,877,900	19,348,750	2,848,032	63,667,297
2026	8,917,076	1,947,750	-	24,345,343	2,848,650	19,335,250	2,846,197	60,240,266
2027	8,917,748	-	-	23,466,156	2,846,650	19,320,425	2,845,334	57,396,313
2028	8,917,777	-	-	23,956,523	2,844,525	19,316,425	2,844,354	57,879,604
2029	8,916,953	-	-	17,975,741	2,842,025	19,300,175	2,843,187	51,878,081
2030	8,917,060	-	-	16,174,666	2,838,900	19,285,800	2,842,747	50,059,173
2031	8,917,818	-	-	16,140,617	2,853,950	19,276,550	2,840,967	50,029,902
2032	8,916,941	-	-	16,145,142	2,833,750	19,255,025	2,839,772	49,990,630
2033	8,917,226	-	-	14,647,767	2,829,000	19,243,100	2,839,064	48,476,157
2034	8,917,346	-	-	14,654,917	-	19,227,975	2,837,751	45,637,989
2035	8,917,020	-	-	14,640,617	-	19,208,375	2,835,769	45,601,781
2036	8,916,968	-	-	14,623,167	-	19,192,475	2,835,009	45,567,619
2037	8,916,868	-	-	14,628,176	-	19,178,400	2,833,369	45,556,813
2038	8,917,406	-	-	12,624,005	-	18,164,100	2,831,763	42,537,274
2039	8,916,900	-	-	9,619,225	-	17,143,125	2,830,086	38,509,336
2040	8,917,560	-	-	9,613,475	-	-	2,828,233	21,359,268
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>\$ 178,345,559</u>	<u>\$ 11,657,250</u>	<u>\$ 19,364,958</u>	<u>\$ 469,494,092</u>	<u>\$ 37,039,600</u>	<u>\$ 372,988,413</u>	<u>\$ 57,370,870</u>	<u>\$ 1,146,260,742</u>



**SUPPLEMENTAL INFORMATION**

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**SUPPLEMENTAL INFORMATION**

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# SUPPLEMENTAL INFORMATION

## APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2021/22

	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel	Page Subtotal
General Fund	206,530,102	143,137,364	9,135,056	37,587,209	12,887,367	673,671	409,950,769
<b>SPECIAL REVENUE</b>							
911 Emergency Phone System Fund	560,000	-	-	-	-	-	560,000
After School All Stars Fund	2,712,670	572,966	65,000	296,494	9,439	2,500	3,659,069
Building Code Enforcement Fund	8,414,027	4,057,568	190,000	2,111,000	39,900	35,000	14,847,495
Capital Improvements Fund	111,708	-	1,768,000	3,975,000	-	-	5,854,708
Code Enforcement Board Lien Assessment Fund	54,296	27,218	61,900	76,427	-	-	219,841
Cemetery Trust Fund	151,934	60,619	15,000	244,320	65,952	-	537,825
Centroplex Garages Fund	85,055	70,174	20,000	3,018,833	10,000	-	3,204,062
Contraband Forfeiture Trust Fund	-	-	-	-	-	-	-
CRA Operating Fund	2,498,174	1,434,585	118,000	19,482,312	25,610	25,000	23,583,681
CRA Trust Funds	-	-	-	1,000	-	-	1,000
Designated Revenue Fund	697,323	-	-	2,454,663	-	-	3,151,986
Dubsread Golf Course Funds	-	-	225,327	387,536	-	-	612,863
State Housing Initiatives Partnership Program Fund (SHIP)	148,459	48,992	-	1,777,068	-	-	1,974,519
Gas Tax Fund	-	-	-	3,025,000	-	-	3,025,000
GOAA Police Fund	9,410,006	5,696,095	187,006	301,090	36,550	15,000	15,645,747
Harry P. Leu Gardens Fund	1,315,304	628,682	183,000	376,120	177,720	-	2,680,826
Law Enforcement Training Fund	-	-	-	7,000	-	123,000	130,000
Mennello Museum Fund	328,951	123,747	20,486	43,212	14,762	3,000	534,158
OCPS - Crossing Guard Fund	1,072,307	44,139	9,000	-	-	-	1,125,446
Park Impact Fee Funds	-	-	-	-	-	-	-
Real Estate Acquisition Fund	-	-	-	-	-	-	-
Special Assessment Funds	-	-	-	-	-	-	-
Spellman Site Fund	-	-	-	-	-	-	-
Street Tree Trust Fund	-	-	108,883	90,000	-	-	198,883
Transportation Impact Fee Funds	135,213	-	-	9,781,000	-	-	9,916,213
U.S. Dept of Housing and Urban Dev. Grants Fund	492,941	148,052	-	7,871,175	-	-	8,512,168
Utility Services Tax Fund	-	-	-	-	-	-	-
<b>DEBT SERVICE</b>							
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 - 2019A	-	-	-	-	-	-	-
CRA Debt Service - 2020A	-	-	-	-	-	-	-
CRA Debt Service - Internal Loan	-	-	-	-	-	-	-
CRA Debt Service - Conroy Road	-	-	-	-	-	-	-
CRA Debt Service - Republic Drive	-	-	-	-	-	-	-
Events Center Debt Other	-	-	-	-	-	-	-
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	-	-	-	-	-	-	-
Internal Loan - Jefferson Street Garage Fund	-	-	-	-	-	-	-
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	-	-	-	-	-	-	-
<b>ENTERPRISE</b>							
55 West Garage R&R Fund	-	-	-	-	-	-	-
Amway Center R&R Fund	-	-	-	-	-	-	-
CNL Renewal and Replacement Fund	-	-	-	-	-	-	-
Orlando Stadiums Operations Fund	1,623,282	258,991	243,800	1,400,325	1,010,636	-	4,537,034
Orlando Venues Fund	5,380,284	1,932,719	514,286	5,932,730	3,882,341	80,806	17,723,166
Parking System Revenue Fund	4,121,909	2,669,273	315,650	2,381,002	474,956	17,000	9,979,790
Parking R&R Fund	-	-	-	-	-	-	-
Solid Waste Fund	7,911,245	3,524,132	1,266,900	2,579,500	8,501,316	50,000	23,833,093
Stormwater Capital Fund	-	-	-	2,000,000	-	-	2,000,000
Stormwater Utility Fund	7,596,143	3,024,809	454,842	3,291,543	375,854	22,400	14,765,591
Water Reclamation Construction Funds	-	-	-	12,850,000	-	-	12,850,000
Water Reclamation R&R Fund	-	-	-	-	-	-	-
Water Reclamation Revenue Fund	17,375,049	8,874,269	6,517,100	15,971,000	6,898,826	51,980	55,688,224
<b>INTERNAL SERVICE</b>							
Construction Management Fund	2,777,565	1,379,954	17,500	1,200	15,120	6,000	4,197,339
Facilities Management Fund	2,954,201	1,711,730	899,000	6,500,000	220,000	16,000	12,300,931
Fleet Management Funds	2,750,967	1,615,999	7,200,510	4,766,302	219,127	2,734	16,555,639
Health Care Fund	85,295	33,428	3,000	648,600	-	5,250	775,573
Internal Loan Bank Fund	-	-	-	-	-	-	-
Pension Participant Services	13,425	4,594	-	100,000	-	13,000	131,019
Risk Management Fund	1,105,069	508,851	15,000	410,500	3,325	4,500	2,047,245
<b>COMPONENT UNIT</b>							
Downtown Development Board Fund	423,220	-	86,500	640,000	1,500	-	1,151,220
Downtown South NID Fund	89,949	26,297	1,400	751,000	600	3,000	872,246
<b>PENSION TRUST</b>							
City Pension Funds	58,576	33,140	3,729	3,730,000	161	34,000	3,859,606
OPEB Trust Fund	-	-	-	-	-	-	-
<b>TOTAL CITY OF ORLANDO</b>	<b>288,984,649</b>	<b>181,648,387</b>	<b>29,645,875</b>	<b>156,860,161</b>	<b>34,871,062</b>	<b>1,183,841</b>	<b>693,193,975</b>

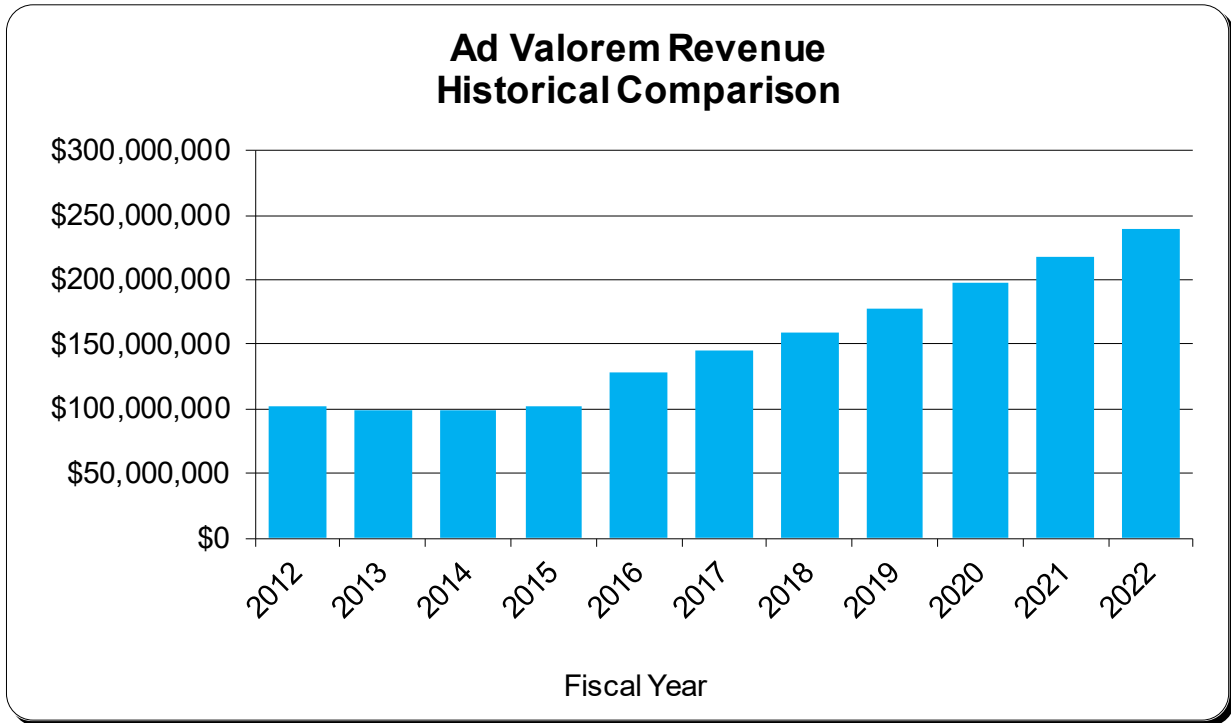


# SUPPLEMENTAL INFORMATION

## APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2021/22

Fleet and Facility Charges	Capital Outlay	Debt Service	Other Expenses	Transfers Out	Total	
29,249,110	1,668,050	17,784,311	47,166,009	39,454,935	545,273,184	General Fund
-	-	-	32,000	-	592,000	<u>SPECIAL REVENUE</u>
2,673	-	-	225,477	-	3,887,219	911 Emergency Phone System Fund
357,223	355,925	-	3,412,984	-	18,973,627	After School All Stars Fund
2,500,000	5,336,000	-	9,565,637	50,000	23,306,345	Building Code Enforcement Fund
-	15,000	-	208,099	200,000	642,940	Capital Improvements Fund
30,005	35,000	-	56,822	-	659,652	Code Enforcement Board Lien Assessment Fund
13,717	-	-	206,790	-	3,424,569	Cemetery Trust Fund
-	300,000	-	106,073	-	406,073	Centroplex Garages Fund
202,610	3,000	35,000	1,749,416	3,451,957	29,025,664	Contraband Forfeiture Trust Fund
-	-	-	21,216,362	47,926,494	69,143,856	CRA Operating Fund
-	-	-	4,393,734	-	7,545,720	CRA Trust Funds
2,379	-	-	2,231,691	-	2,846,933	Designated Revenue Fund
-	-	-	-	-	1,974,519	Dubsread Golf Course Funds
-	300,000	-	5,695,000	-	9,020,000	State Housing Initiatives Partnership Program Fund (SHIP)
57,012	-	-	3,342,383	-	19,045,142	Gas Tax Fund
252,472	-	-	480,406	-	3,413,704	GOAA Police Fund
-	-	-	-	-	130,000	Harry P. Leu Gardens Fund
24,000	-	-	66,950	-	625,108	Law Enforcement Training Fund
-	-	-	187,033	-	1,312,479	Mennello Museum Fund
-	-	-	1,510,000	-	1,510,000	OCPS - Crossing Guard Fund
-	1,000,000	-	251,000	-	1,251,000	Park Impact Fee Funds
-	-	181,467	184,368	-	365,835	Real Estate Acquisition Fund
-	-	858,792	-	-	858,792	Special Assessment Funds
-	-	-	1,436	-	200,319	Spellman Site Fund
-	-	1,917,820	2,025,206	-	13,859,239	Street Tree Trust Fund
-	-	-	2,915	-	8,515,083	Transportation Impact Fee Funds
-	-	-	171,723	34,600,000	34,771,723	U.S. Dept of Housing and Urban Dev. Grants Fund
-	-	-	-	-	-	Utility Services Tax Fund
-	-	17,750,875	-	-	17,750,875	<u>DEBT SERVICE</u>
-	-	1,818,750	-	-	1,818,750	6th Cent TDT Debt
-	-	1,996,900	3,104	-	2,000,004	Amway Center Commercial Paper Fund
-	-	314,700	-	-	314,700	Amway Center Sales Tax Rebate Debt Service Fund
-	-	4,041,118	-	-	4,041,118	Citrus Bowl Commercial Paper Debt Construction Fund
-	-	4,875,970	-	-	4,875,970	CRA Debt Service - 2019A
-	-	1,493,702	-	-	1,493,702	CRA Debt Service - 2020A
-	-	1,902,750	-	-	1,902,750	CRA Debt Service - Internal Loan
-	-	3,802,254	-	-	3,802,254	CRA Debt Service - Conroy Road
-	-	1,175,924	-	-	1,175,924	CRA Debt Service - Republic Drive
-	-	9,638,741	-	-	9,638,741	Events Center Debt Other
-	-	1,453,500	-	-	1,453,500	Internal Loan - Capital Improvement Bonds 2007 Series B Fund
-	-	4,450,000	-	-	4,450,000	Internal Loan - Jefferson Street Garage Fund
-	-	1,990,900	-	-	1,990,900	New Public Safety and Energy Efficiency Debt Bond Fund
-	-	566,550	-	-	566,550	Public Safety Debt Bond Fund 2016C
-	-	10,387,865	42,875	-	10,430,740	Performing Arts Center Commercial Paper Construction Fund
-	-	-	-	-	-	Water Reclamation Revenue Bond Funds
-	-	-	75,000	-	75,000	<u>ENTERPRISE</u>
-	-	-	1,000,000	-	1,000,000	55 West Garage R&R Fund
-	-	-	91,429	-	91,429	Amway Center R&R Fund
102,377	-	-	2,296,086	325,000	7,260,497	CNL Renewal and Replacement Fund
71,386	-	-	3,396,865	1,660,888	22,852,305	Orlando Stadiums Operations Fund
183,541	-	4,185,215	3,095,499	441,250	17,885,295	Orlando Venues Fund
-	-	-	53,000	-	53,000	Parking System Revenue Fund
11,687,210	2,175,000	-	4,589,539	251,920	42,536,762	Parking R&R Fund
-	-	-	-	-	2,000,000	Solid Waste Fund
2,199,914	90,000	1,920,643	3,460,091	3,104,427	25,540,666	Stormwater Capital Fund
-	44,450,000	-	3,005,000	-	60,305,000	Stormwater Utility Fund
-	-	-	3,000,000	-	3,000,000	Water Reclamation Construction Funds
4,857,091	1,234,690	-	14,260,118	35,430,740	111,470,863	Water Reclamation R&R Fund
-	-	-	-	-	-	Water Reclamation Revenue Fund
106,500	-	-	617,361	-	4,921,200	<u>INTERNAL SERVICE</u>
463,130	1,675,000	-	1,273,939	-	15,713,000	Construction Management Fund
338,083	11,045,395	-	13,333,001	-	41,272,118	Facilities Management Fund
-	-	-	75,151,480	129,750	76,056,803	Fleet Management Funds
-	-	11,514,603	513,095	-	12,027,698	Health Care Fund
6,088	-	-	13,007,150	850,000	15,910,483	Internal Loan Bank Fund
-	-	-	-	-	-	Risk Management Fund
13,572	-	-	3,219,194	-	4,383,986	<u>COMPONENT UNIT</u>
-	-	-	53,643	-	925,889	Downtown Development Board Fund
-	876,960	-	64,812,450	-	69,549,016	Downtown South NID Fund
-	-	-	24,070,894	-	24,070,894	<u>PENSION TRUST</u>
52,720,093	70,560,020	106,058,350	338,910,327	167,877,361	1,429,189,107	City Pension Funds
						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
2022	6.6500	4.4347	6.7370	1.0000	0.3748	0.2189	19.4154

**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

## SUPPLEMENTAL INFORMATION

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### 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
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	697,890	30,449,680	99.37
2020	226,047,895	222,963,755	98.64	-	222,963,755	98.64

**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%),

# SUPPLEMENTAL INFORMATION

## CITY OF ORLANDO, FLORIDA PRINCIPAL PROPERTY TAX PAYERS CURRENT YEAR AND NINE YEARS AGO

Taxpayer	Type of Business	2020			2011		
		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	\$2,239,492,413	1	6.62 %	\$1,005,667,971.00	1	5.38 %
Highwoods Realty Limited Partnership	Developer	303,199,406	2	0.90 %			
KPMG LLP	Professional Services	255,479,992	3	0.75 %			
Forbes Taubman Orlando LLC	Developer	182,064,614	4	0.54 %	99,265,450	3	0.53 %
SWVP Orlando Office LLP	Commercial	180,735,577	5	0.53 %			
Camden USA Inc	Developer	160,112,909	6	0.47 %			
PBP Apartments LLC	Developer	159,762,558	7	0.47 %			
Publix Super Markets Inc	Commercial	143,406,037	8	0.42 %			
Piedmont CNL Towers Orlando Owners LLC	Developer	142,383,270	9	0.42 %			
Colonial Realty Limited Partnership	Developer	140,940,101	10	0.42 %			
HIW-KC Orlando LLC	Developer				157,292,532	2	0.84 %
ZML-Sun Center LLP	Developer				90,470,253	4	0.48 %
Orlando Outlet Owner LLC	Commercial				77,860,795	5	0.42 %
ACP/UTAH Orange Ave. LLC	Developer				63,038,700	6	0.34 %
Paramount Lake Eola LP	Mixed Use Development				54,984,039	7	0.29 %
MMM Lakewood, Ltd. LLP	Developer				53,958,698	8	0.29 %
CNL APF Partnership LP	Developer				52,133,333	9	0.28 %
OOC Owner LLC	Commercial				48,334,073	10	0.26 %
Other Taxpayers		29,945,534,312		88.46 %	17,006,092,825		90.89 %
<b>Total</b>		<b><u>\$33,853,111,189</u></b>		<b><u>100.00 %</u></b>	<b><u>\$18,709,098,669</u></b>		<b><u>100.00 %</u></b>

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	
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
2020	281,378,605	35,000,893 (3)	316,379,498	22,322,936	12,414,828	34,737,764	10.98

(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**

<b>Fiscal Year</b>	<b>Tax Increment Revenue (1)</b>	<b>Build America Bond Subsidy (2)</b>	<b>Debt Service Requirements</b>			<b>Coverage</b>
			<b>Principal</b>	<b>Interest</b>	<b>Total</b>	
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
2020	37,743,270	877,258	3,534,000	5,610,788	9,144,788	4.22

- (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

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**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	
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
2020	20,791,381	3,075,452	753,764	3,829,216	5.43

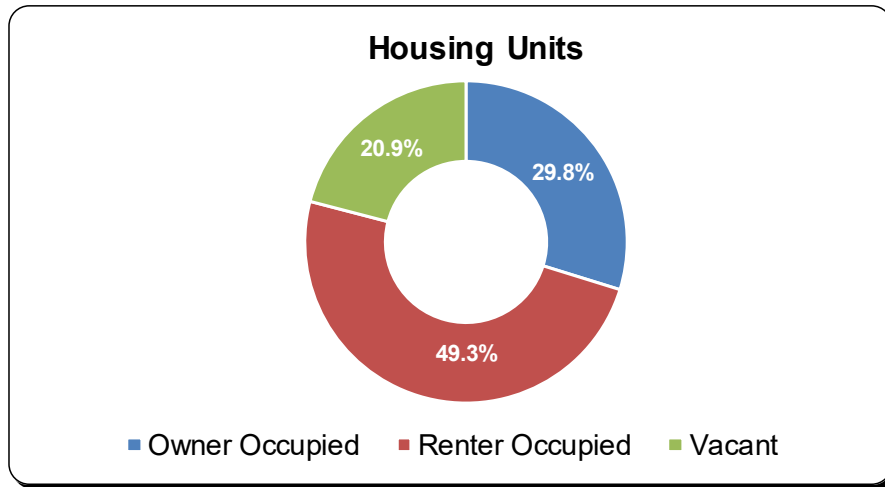
(1) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando and Orange County applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.



# SUPPLEMENTAL INFORMATION

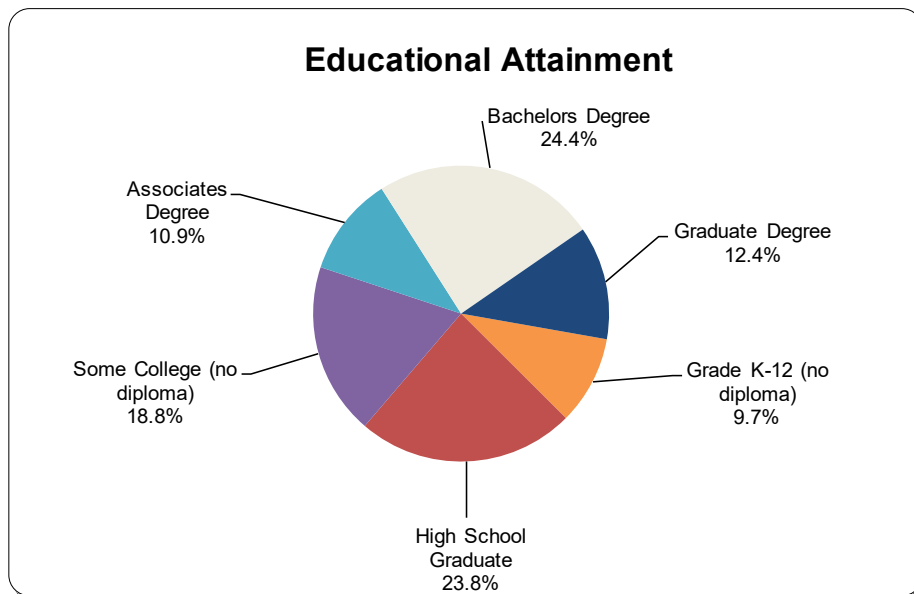
## CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$	51,757
Per Capita Income	\$	32,085
Median Age		34.6
Housing Units		138,456
Owner Occupied	29.8%	41,239
Renter Occupied	49.3%	68,215
Vacant	20.9%	29,002



### Educational Attainment:

Grade K-12 (no diploma)	9.7%
High School Graduate	23.8%
Some College (no diploma)	18.8%
Associates Degree	10.9%
Bachelors Degree	24.4%
Graduate Degree	12.4%
<b>Total</b>	<b>100.0%</b>



Source: U.S Census Bureau

# SUPPLEMENTAL INFORMATION

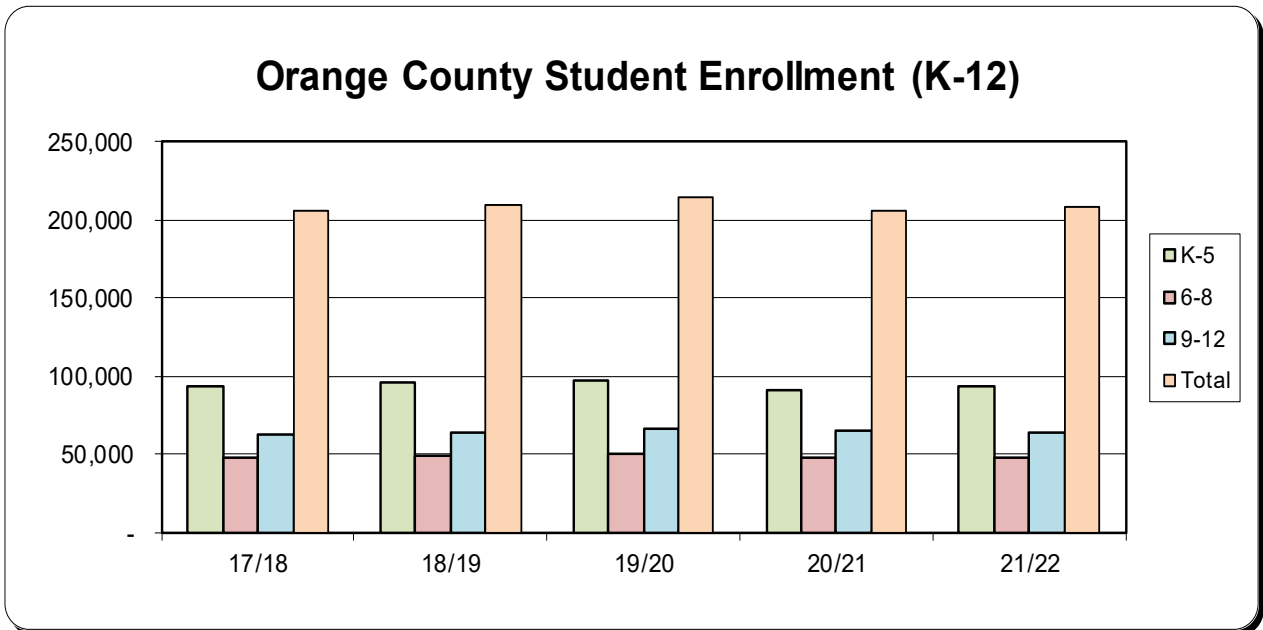
## Number of Schools in Orange County and City of Orlando

	<u>Elementary</u>	<u>Middle</u>	<u>High</u>	<u>Total</u>
Orange County	144	38	20	202
City of Orlando	33	9	5	47

Source: Orange County school count from 2020-21 OCSB website; Schools within the City of Orlando determined from 2020-21 Orlando SRO Agreement. (K-8 schools and ESE schools counted as Elementary)

## ORANGE COUNTY ENROLLMENT BY GRADE

<u>Grade</u>	<u>Students</u>
Pre-K	3,003
K	15,839
1	14,949
2	15,504
3	15,682
4	15,194
5	16,493
6	15,515
7	16,058
8	16,484
9	16,492
10	16,495
11	15,408
12	15,818
<u>Total</u>	<u>208,934</u>



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. 2021/22 enrollment based on OCSB projections as of 10/1/2021.

**SUPPLEMENTAL INFORMATION**

Please click the icons below for more information:



**City of Orlando  
Capital Improvement Policy**



**City of Orlando  
Growth Management Plan**



**City of Orlando  
Management and Budget Policies  
(under Management and Budget dropdown)**



**City of Orlando  
Reserve Policy  
(found in Bond Disclosure Supplements  
by fiscal year)**

## SUPPLEMENTAL INFORMATION

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**Please click the icon below to view details on all active contracts:**

The Procurement and Contracts Division purchases goods, services, construction and professional services at the lowest possible cost consistent with the quality needed to provide the very best services to the public.

A vital part of the division's operations is spent on soliciting, procuring, and managing hundreds of contracts. For increased public transparency, the City lists all active contracts online.



**City of Orlando Contracts**



## GLOSSARY

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## GLOSSARY

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- 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.
- ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR)** – A report that summarizes financial data for the previous fiscal year in a standardized format.
- 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

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**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 five 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.

**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).

**COVID-19** – Coronavirus Disease 2019 is a contagious disease caused by severe acute respiratory syndrome coronavirus 2. Viral outbreak in 2019 led to pandemic which resulted in severe global, social, and economic disruption, including the largest global recession since the Great Depression of the 1930s.

**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

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**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

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- 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

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**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

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**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

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## ACRONYMS

<b>ACFR</b> – Annual Comprehensive Financial Report	<b>CSO</b> – Community Service Officer (non-sworn)
<b>ACL</b> – Accounting and Control	<b>CST</b> – Communications Service Tax
<b>ADA</b> – Americans with Disabilities Act	<b>CTX</b> – Orlando Venues Department
<b>ARRA</b> – American Recovery and Reinvestment Act	<b>CVA</b> – Community Venues Administration
<b>ASAS</b> – After-School All-Stars	<b>DARE</b> – Drug Awareness and Resistance Education
<b>BRC</b> – Budget Review Committee	<b>DCD</b> – Debt Construction
<b>BSA</b> – Balance Sheet Activity	<b>DDB</b> – Downtown Development Board
<b>BUS</b> – Business Development	<b>DOR</b> – Department of Revenue
<b>BZA</b> – Board of Zoning Adjustment	<b>DPAC</b> – Dr. Phillips Performing Arts Center
<b>CAD (Business Unit)</b> – Children Affairs Division	<b>DRC</b> – Development Review Committee
<b>CAD (Project)</b> – Computer Aided Dispatch	<b>DRI</b> – Development of Regional Impact
<b>CAFR</b> – Comprehensive Annual Financial Report	<b>DSD</b> – Debt Service
<b>CAO</b> – Office of Chief Administrative Officer	<b>DSNID</b> – Downtown South Neighborhood Improvement District
<b>CBR</b> – Construction Citrus Bowl	<b>DUB</b> – Dubsdread Golf Course
<b>CCA</b> – Citywide Construction Activities	<b>EDV</b> – Economic Development Department
<b>CDBG</b> – Community Development Block Grant	<b>EEOC</b> – Equal Employment Opportunity Commission
<b>CDD</b> – Community Development District	<b>EMS</b> – Emergency Medical Services
<b>CEB</b> – Code Enforcement Board	<b>ENF</b> – Code Enforcement
<b>CERT</b> – Citizen’s Emergency Response Team	<b>ENG</b> – Engineering Services
<b>CFA</b> – Civic Facilities Authority	<b>ERP</b> – Enterprise Resource Planning (System)
<b>CFA (Business Unit)</b> – Citrus Bowl	<b>ERT</b> – Emergency Response Team
<b>CFCRT</b> – Central Florida Commuter Rail Transit	<b>EVC</b> – Construction Amway Center
<b>CFFA</b> – Central Florida Fire Academy	<b>EXO</b> – Executive Offices Department
<b>CFO</b> – Chief Financial Officer	<b>FAC</b> – Facilities Management
<b>CIE</b> – Capital Improvements Element (of the Growth Management Plan)	<b>FAM</b> – Federal Air Marshall
<b>CIP</b> – Capital Improvement Program	<b>FAMU</b> – Florida A and M University
<b>CLK</b> – Office of City Clerk	<b>FDER</b> – Florida Department of Environmental Regulation
<b>CMS</b> – Concurrency Management System	<b>FDLE</b> – Florida Department of Law Enforcement
<b>CNL</b> – CNL Financial Group, Inc.	<b>FDOT</b> – Florida Department of Transportation
<b>CNW</b> – Citizens for Neighborhood Watch	<b>FEMA</b> – Federal Emergency Management Agency
<b>COM</b> – Office of Communications and Neighborhood Relations	<b>FIN</b> – Finance Department
<b>COP</b> – Community Oriented Policing	<b>FLT</b> – Fleet Management
<b>COVID-19</b> – Coronavirus Disease 2019	<b>FMLA</b> – Family Medical Leave Act
<b>CPI</b> – Consumer Price Index	<b>FPR</b> – Families, Parks, and Recreation Department
<b>CRA</b> – Community Redevelopment Agency	<b>FTE</b> – Full Time Equivalent

## GLOSSARY

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<b>GPR</b> – Grantee Performance Report	<b>OFA</b> – Fire Administrative Services
<b>GREAT</b> – Gang Resistance Education and Training	<b>OFD</b> – Orlando Fire Department
<b>HOME</b> – Home Investment Partnership Act	<b>OFR</b> – Fire Rescue Operations
<b>HOPWA</b> – Housing Opportunities for Persons with Aids	<b>OFS</b> – Fire Support Services
<b>HRD</b> – Human Resources	<b>OIA</b> – Orlando International Airport
<b>HSG</b> – Housing and Community Development Department	<b>OMB</b> – Office of Management and Budget
<b>HUD</b> – Housing and Urban Development, a federal agency	<b>OOC</b> – Orlando Operations Center
<b>ICMA</b> – International City/County Management Association and ICMA Retirement Corp.	<b>OPA</b> – Police Administrative Services
<b>ISO</b> – Insurance Services Office (Nationally recognized fire service rating)	<b>OPD</b> – Orlando Police Department
<b>JPA</b> – Joint Planning Area	<b>OPEB</b> – Other Post-Employment Benefits
<b>LCIR</b> – Legislative Committee on Intergovernmental Relations	<b>OPH</b> – Orlando Police Headquarters
<b>LDC</b> – Land Development Code	<b>OPI</b> – Police Investigative Services
<b>LEG</b> – City Attorney's Office	<b>OPP</b> – Police Patrol Services
<b>LEU</b> – Gardens, Galleries and Museums	<b>OPS</b> – Police Special Services
<b>LOS</b> – Level of Service	<b>OSO</b> – Orlando Stadium Operations
<b>LTD</b> – Long Term Disability	<b>OUC</b> – Orlando Utilities Commission
<b>M.E.R.I.T.S.</b> – My Efforts Result in Total Service (Employee Recognition Program)	<b>OUSWMM</b> – Orlando Urban Stormwater Management Manual
<b>M/WBE</b> – Minority and Women Business Enterprise	<b>PAC</b> – Construction Performing Arts Center
<b>MADS</b> – Maximum Annual Debt Service	<b>PACE</b> – Paperless Automated Call Entry
<b>MBE</b> – Minority / Women Business Enterprises	<b>PEN</b> – Pensions
<b>MF</b> – Multi Family	<b>PER</b> – Permitting
<b>MGD</b> – Million gallons per day	<b>PKG</b> – Parking
<b>MPB</b> – Municipal Planning Board	<b>PKS</b> – Parks
<b>MSA</b> – Metropolitan Statistical Area	<b>PMD</b> – Purchasing and Materials Management Division
<b>NACSLB</b> – National Advisory Council on State and Local Budgeting	<b>PND</b> – City Planning
<b>NCIC</b> – National Crime Information Center	<b>PUR</b> – Procurement and Contracts
<b>NDG</b> – Nondepartmental Citywide	<b>PWK</b> – Public Works Department
<b>NON</b> – Nondepartmental	<b>R and R</b> – Repair and Replacement
<b>NPDES</b> – National Pollution Discharge Elimination System	<b>REC</b> – Recreation
<b>OBFS</b> – Office of Business and Financial Services	<b>REM</b> – Real Estate Management
<b>OCA</b> – Office of Community Affairs	<b>RFQ/RFP</b> – Request for Qualifications/Request for Proposal
<b>OCC</b> – City Commissioners	<b>RMD</b> – Risk Management
<b>OCPS</b> – Orange County Public Schools	<b>R-O-W</b> – Right-of-way
<b>OEM</b> – Office of Emergency Management	<b>SAFER</b> – Staffing for Adequate Fire and Emergency Response Grant
	<b>SBA</b> – State Board of Administration
	<b>SHIP</b> – State Housing Initiatives Partnership
	<b>SOC</b> – Construction Soccer Stadium

## GLOSSARY

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**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