



LAKE NONA

# BUDGET IN BRIEF

2021 / 2022

# PROPOSED BUDGET (as of July 19, 2021)

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# PROPOSED BUDGET (as of July 19, 2021)

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## City of Orlando Operating and Capital Improvements Budget FY 2021/22

Buddy Dyer	Mayor
Jim Gray	Commissioner, District 1
Tony Ortiz	Commissioner, District 2
Robert F. Stuart	Commissioner, District 3
Patty Sheehan	Commissioner, District 4
Regina Hill	Commissioner, District 5
Bakari F. Burns	Commissioner, District 6

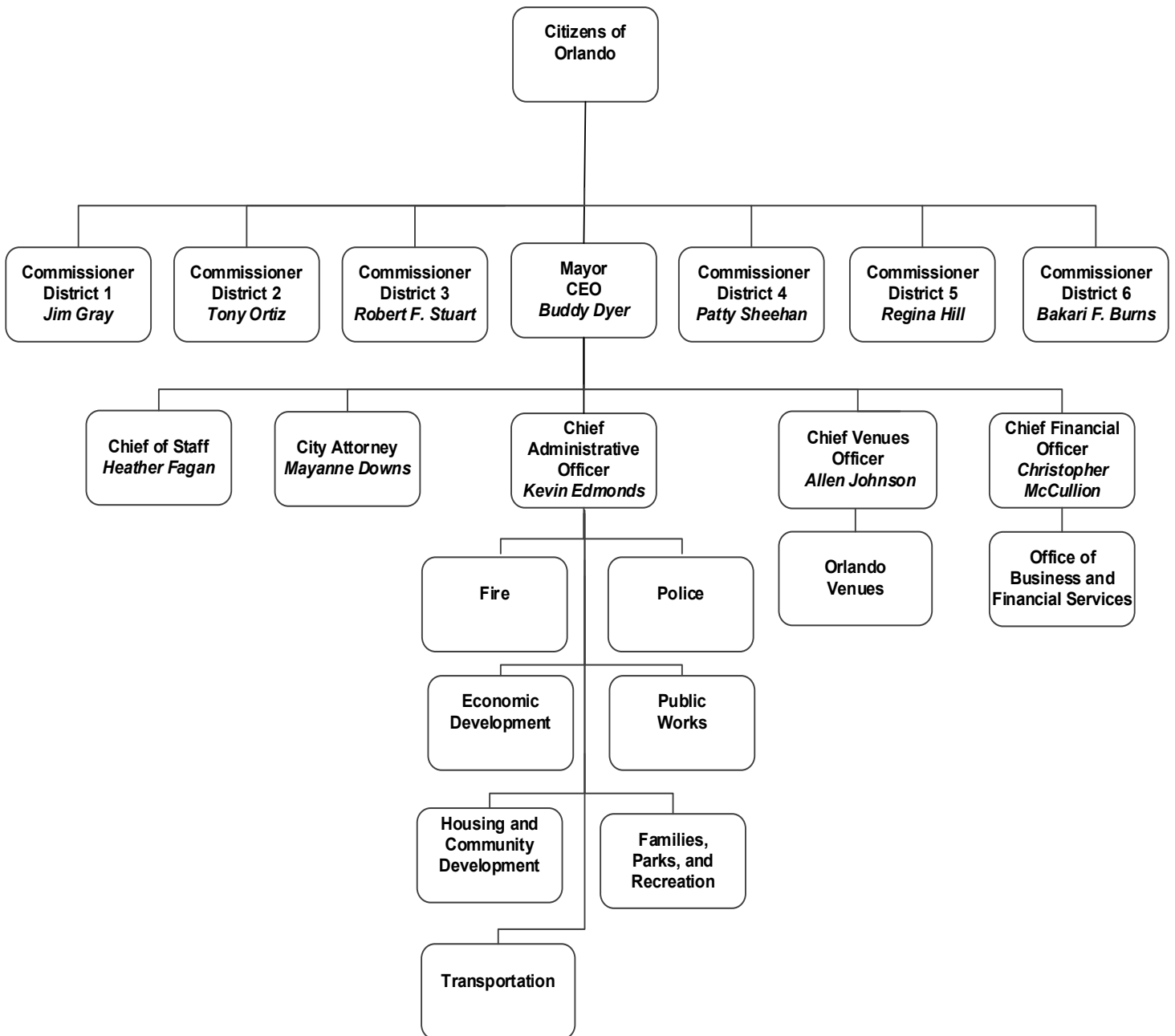
### Mission Statement

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

### Vision Statement

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

City of Orlando Organization Chart



**PROPOSED BUDGET (as of July 19, 2021)**

**All Funds Comparison**

Fund Name	FY 2020/21 Adopted Budget	FY 2021/22 Proposed 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	19,167,301
Capital Improvements Fund	20,682,744	23,306,345
Cemetery Trust Fund	707,185	659,652
Centroplex Garages Fund	3,020,753	3,424,168
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	8,520,000
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	8,480,084
Utilities Services Tax Fund	34,684,991	34,771,723
<b>Special Revenue Funds Total</b>	<b>\$ 246,029,023</b>	<b>\$ 256,965,815</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	7,259,038
Orlando Venues Enterprise Fund	21,188,907	22,852,305
Parking System Funds	21,716,369	18,244,912
Solid Waste Fund	40,081,587	42,572,677
Stormwater Utility Funds	28,142,387	27,516,683
Water Reclamation Construction Fund	46,000,000	75,523,440
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>\$ 312,611,347</b>
<b>Page Subtotal</b>	<b>\$ 1,105,246,713</b>	<b>\$ 1,114,850,346</b>



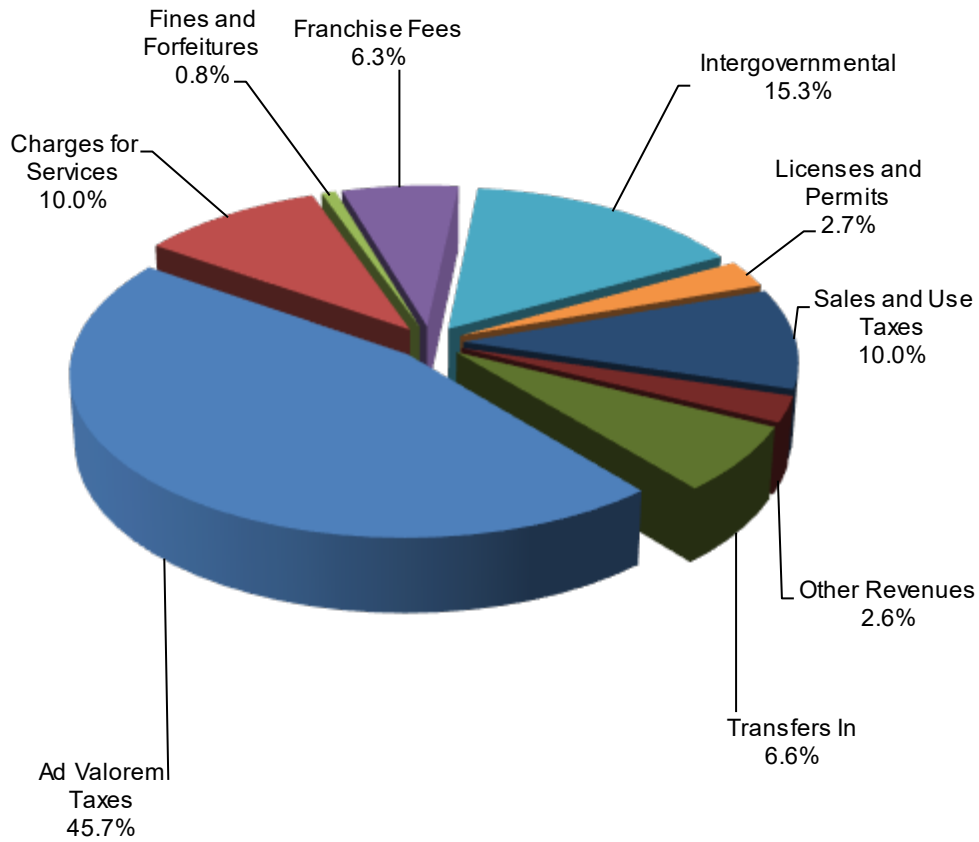
# PROPOSED BUDGET (as of July 19, 2021)

## All Funds Comparison (continued)

Fund Name	FY 2020/21 Adopted Budget	FY 2021/22 Proposed 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	728,131
<b>Component Unit Funds Total</b>	<b>\$ 5,512,175</b>	<b>\$ 5,112,117</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>\$ 332,339,807</b>
<b>All Funds Total</b>	<b>\$ 1,440,937,488</b>	<b>\$ 1,447,190,153</b>

**PROPOSED BUDGET (as of July 19, 2021)**

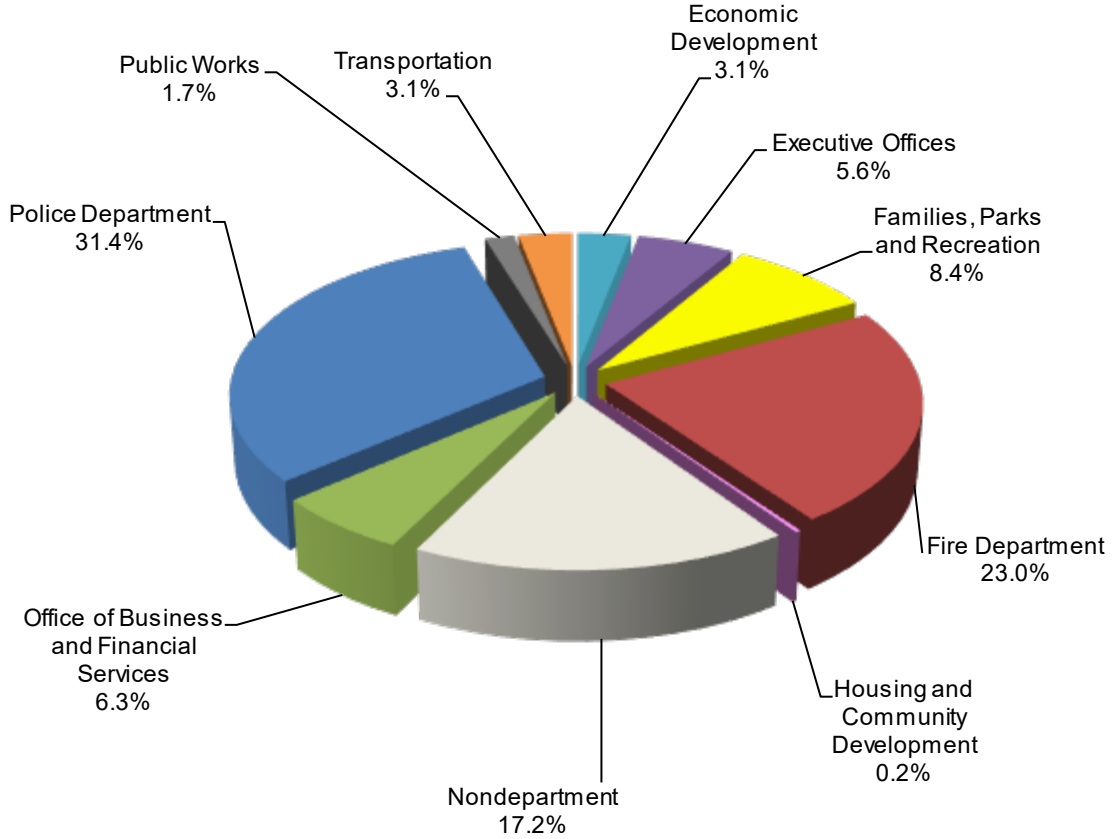
**General Fund - Revenues by Source  
FY 2021/22**



Source of General Revenue	FY 2021/22 Proposed Budget	% of Total
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>\$ 545,273,184</b>	<b>100.0%</b>

**PROPOSED BUDGET (as of July 19, 2021)**

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

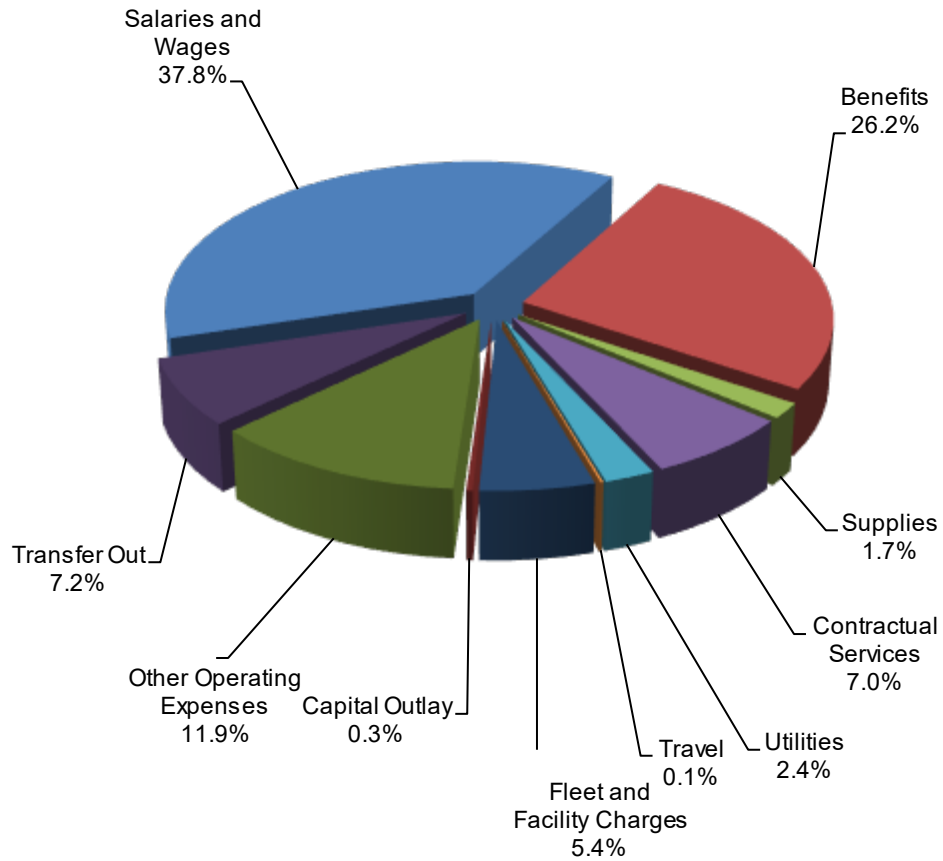


General Fund Departments	FY 2021/22 Proposed Budget	% of Total
Economic Development	\$ 16,702,948	3.1%
Executive Offices	30,432,606	5.6%
Families, Parks and Recreation	45,689,929	8.4%
Fire Department	125,482,309	23.0%
Housing and Community Development	1,296,131	0.2%
Nondepartment	93,903,426	17.2%
Office of Business and Financial Services	34,249,628	6.3%
Police Department	171,409,393	31.4%
Public Works	9,233,159	1.7%
Transportation	16,873,655	3.1%
<b>Total</b>	<b>\$ 545,273,184</b>	<b>100.0%</b>



**PROPOSED BUDGET (as of July 19, 2021)**

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



General Fund Uses	FY 2021/22 Proposed Budget	% of Total
Salaries and Wages	\$ 206,281,494	37.8%
Benefits	143,062,356	26.2%
Supplies	9,135,056	1.7%
Contractual Services	37,932,462	7.0%
Utilities	12,862,367	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	64,953,683	11.9%
Transfer Out	39,454,935	7.2%
<b>Total</b>	<b>\$ 545,273,184</b>	<b>100.0%</b>

# PROPOSED BUDGET (as of July 19, 2021)

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

REVENUES	ACTUAL FY 2019/20	REVISED FY 2020/21	PROPOSED FY 2021/22	2021/22 % TOTAL	NET 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%)
	<b>\$ 519,272,195</b>	<b>\$ 534,323,507</b>	<b>\$ 545,273,184</b>	<b>100.0%</b>	<b>\$ 10,949,677</b>	<b>2.0%</b>

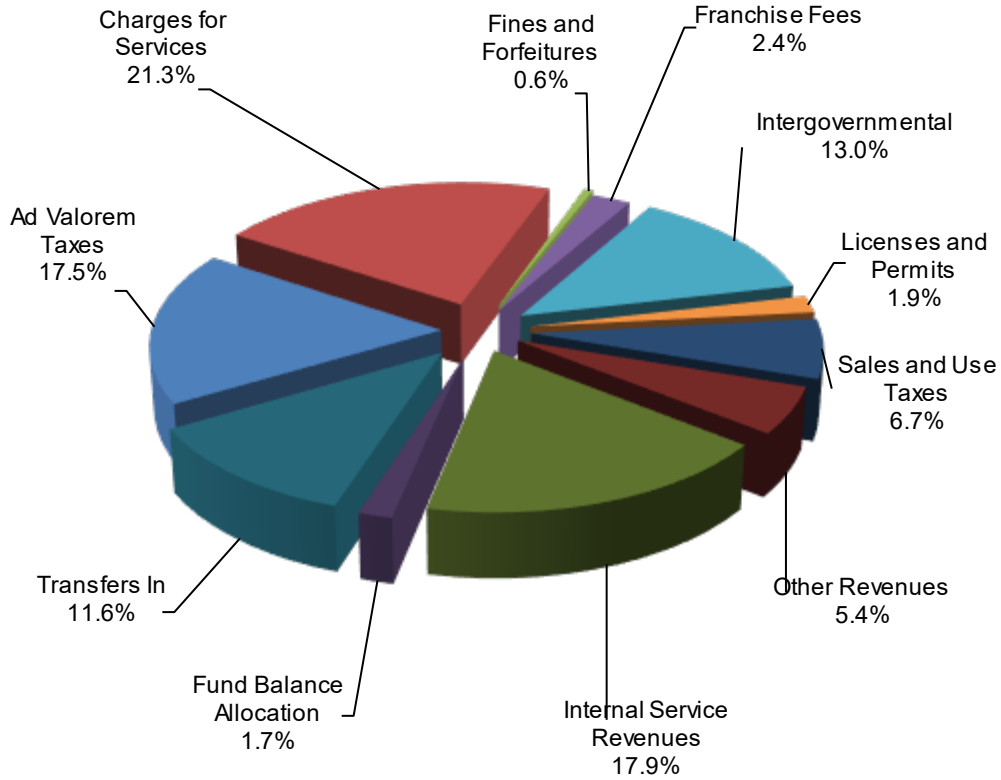
APPROPRIATIONS By Department	ACTUAL FY 2019/20	REVISED FY 2020/21	PROPOSED FY 2021/22	2021/22 % TOTAL	NET CHANGE	%
Economic Development	\$ 14,017,997	\$ 16,978,319	\$ 16,702,948	3.1%	\$ (275,371)	(1.6%)
Executive Offices	26,869,131	30,544,685	30,432,606	5.6%	(112,079)	(0.4%)
Families, Parks and Recreation	37,802,533	43,601,724	45,689,929	8.4%	2,088,205	4.8%
Fire Department	121,542,038	125,858,976	125,482,309	23.0%	(376,667)	(0.3%)
Housing and Community Development	981,775	1,109,791	1,296,131	0.2%	186,340	16.8%
Nondepartment	95,305,905	86,793,396	93,903,426	17.2%	7,110,030	8.2%
Office of Business and Financial Services	28,202,321	33,056,493	34,249,628	6.3%	1,193,135	3.6%
Police Department	165,934,039	169,256,777	171,409,393	31.4%	2,152,616	1.3%
Public Works	7,642,533	9,103,011	9,233,159	1.7%	130,148	1.4%
Transportation	16,681,397	18,020,335	16,873,655	3.1%	(1,146,680)	(6.4%)
	<b>\$ 514,979,670</b>	<b>\$ 534,323,507</b>	<b>\$ 545,273,184</b>	<b>100.0%</b>	<b>\$ 10,949,677</b>	<b>2.0%</b>

By Major Category	ACTUAL FY 2019/20	REVISED FY 2020/21	PROPOSED FY 2021/22	2021/22 % TOTAL	NET CHANGE	%
Salaries and Wages	\$ 195,802,067	\$ 201,308,631	\$ 206,281,494	37.8%	\$ 4,972,863	2.5%
Benefits	131,927,950	144,175,168	143,062,356	26.2%	(1,112,812)	(0.8%)
Supplies	8,162,742	8,968,034	9,135,056	1.7%	167,022	1.9%
Contractual Services	28,640,629	33,358,345	37,932,462	7.0%	4,574,117	13.7%
Utilities	12,073,178	12,381,951	12,862,367	2.4%	480,416	3.9%
Travel	146,439	703,622	673,671	0.1%	(29,951)	(4.3%)
Fleet and Facility Charges	27,368,943	29,283,987	29,249,110	5.4%	(34,877)	(0.1%)
Capital Outlay	491,983	2,048,838	1,668,050	0.3%	(380,788)	(18.6%)
Other Operating Expenses	56,123,118	68,330,771	64,953,683	11.9%	(3,377,088)	(4.9%)
Transfer Out	54,242,622	33,764,160	39,454,935	7.2%	5,690,775	16.9%
	<b>\$ 514,979,670</b>	<b>\$ 534,323,507</b>	<b>\$ 545,273,184</b>	<b>100.0%</b>	<b>\$ 10,949,677</b>	<b>2.0%</b>

**PROPOSED BUDGET (as of July 19, 2021)**

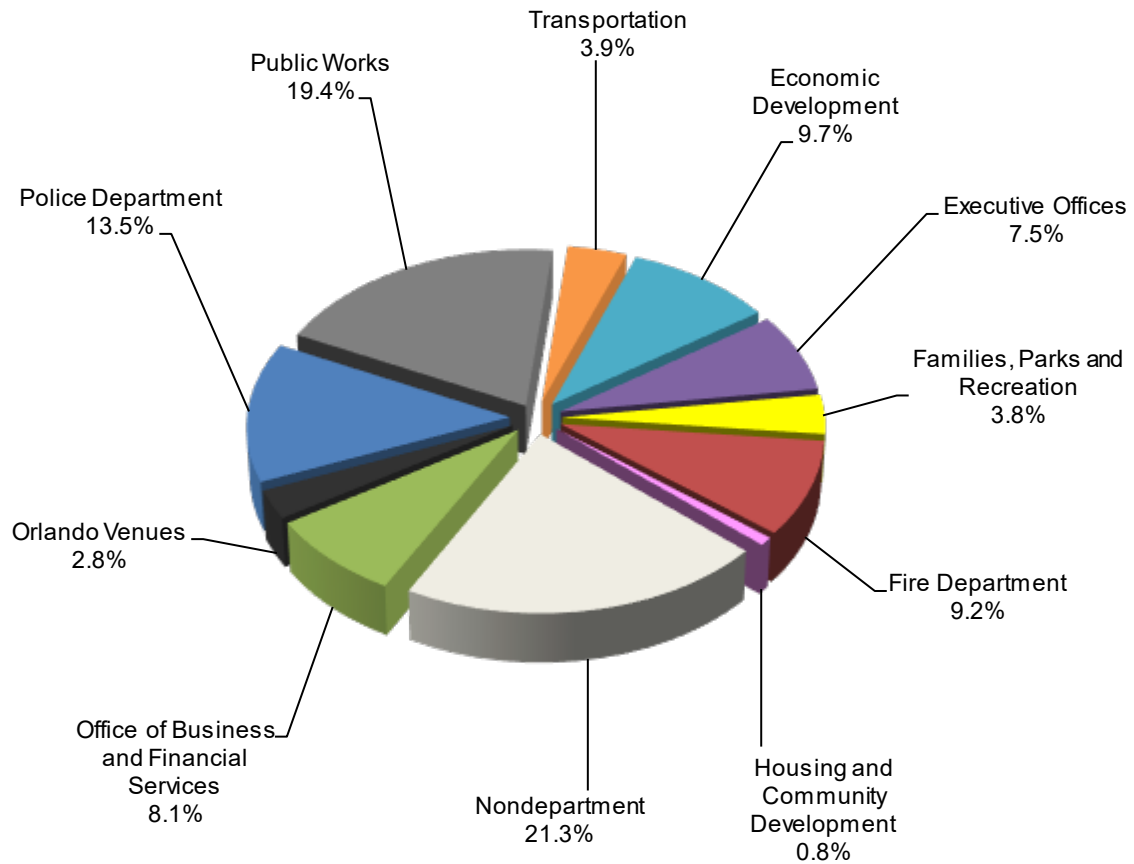
**All Funds - Revenues by Source  
FY 2021/22**



Source of All Fund Revenue	FY 2021/22 Proposed Budget	% of Total
Ad Valorem Taxes	\$ 253,381,394	17.5%
Charges for Services	307,858,597	21.3%
Fines and Forfeitures	8,122,940	0.6%
Franchise Fees	34,560,000	2.4%
Intergovernmental	188,597,820	13.0%
Licenses and Permits	27,868,500	1.9%
Sales and Use Taxes	97,464,723	6.7%
Other Revenues	77,764,028	5.4%
Internal Service Revenues	259,227,313	17.9%
Fund Balance Allocation	24,467,476	1.7%
Transfers In	167,877,362	11.6%
<b>Total</b>	<b>\$ 1,447,190,153</b>	<b>100.0%</b>

**PROPOSED BUDGET (as of July 19, 2021)**

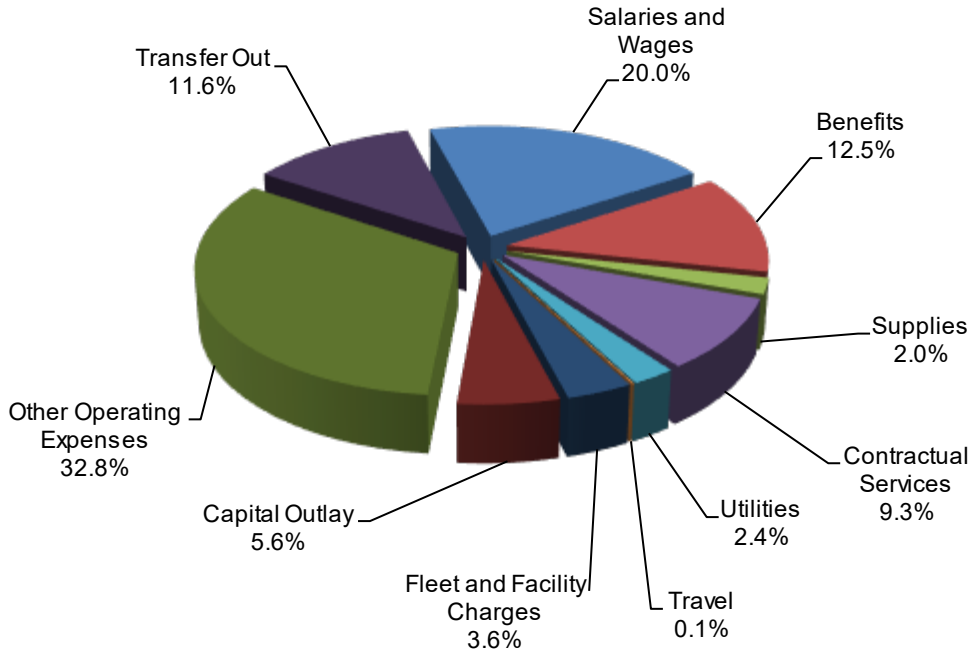
**All Funds - Expenses by Department  
FY 2021/22**



<b>All Funds Department</b>	<b>FY 2021/22 Proposed Budget</b>	<b>% of Total</b>
Economic Development	\$ 140,294,826	9.7%
Executive Offices	109,258,482	7.5%
Families, Parks and Recreation	54,943,467	3.8%
Fire Department	132,832,709	9.2%
Housing and Community Development	11,750,734	0.8%
Nondepartment	308,042,827	21.3%
Office of Business and Financial Services	117,441,994	8.1%
Orlando Venues	40,411,198	2.8%
Police Department	195,300,410	13.5%
Public Works	281,004,532	19.4%
Transportation	55,908,974	3.9%
<b>Total</b>	<b>\$ 1,447,190,153</b>	<b>100.0%</b>

**PROPOSED BUDGET (as of July 19, 2021)**

**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	\$ 289,038,266	20.0%
Benefits	181,509,706	12.5%
Supplies	29,645,875	2.0%
Contractual Services	135,014,102	9.3%
Utilities	34,846,103	2.4%
Travel	1,171,065	0.1%
Fleet and Facility Charges	52,720,093	3.6%
Capital Outlay	81,283,460	5.6%
Other Operating Expenses	474,084,122	32.8%
Transfer Out	167,877,361	11.7%
<b>Total</b>	<b>\$ 1,447,190,153</b>	<b>100.0%</b>

# PROPOSED BUDGET (as of July 19, 2021)

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

REVENUES	ACTUAL FY 2019/20	REVISED FY 2020/21	PROPOSED FY2021/22	2021/22 % TOTAL	NET CHANGE	%
Ad Valorem Taxes	\$ 220,796,626	\$ 243,509,062	\$ 253,381,394	17.5%	\$ 9,872,332	4.1%
Charges for Services	296,627,383	312,523,377	307,858,597	21.3%	(4,664,780)	(1.5%)
Fines and Forfeitures	6,910,962	7,470,000	8,122,940	0.6%	652,940	8.7%
Franchise Fees	33,428,566	32,460,000	34,560,000	2.4%	2,100,000	6.5%
Intergovernmental	214,368,617	258,692,857	188,597,820	13.0%	(70,095,037)	(27.1%)
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	97,464,723	6.7%	(1,085,277)	(1.1%)
Other Revenues	368,458,986	35,812,614	77,764,028	5.4%	41,951,414	117.1%
Internal Service Revenues	269,406,849	260,942,834	259,227,313	17.9%	(1,715,521)	(0.7%)
Project Encumbrance	-	685,117,976	-	0.0%	(685,117,976)	(100.0%)
Fund Balance Allocation	-	64,361,216	24,467,476	1.7%	(39,893,740)	(62.0%)
Transfers In	205,130,454	174,203,332	167,877,362	11.6%	(6,325,970)	(3.6%)
	<b>\$ 1,740,158,709</b>	<b>\$ 2,203,696,268</b>	<b>\$ 1,447,190,153</b>	<b>100.0%</b>	<b>\$ (756,506,115)</b>	<b>(34.3%)</b>

APPROPRIATIONS By Department	ACTUAL FY 2019/20	REVISED FY 2020/21	PROPOSED FY2021/22	2021/22 % TOTAL	NET CHANGE	%
Economic Development	\$ 116,048,289	\$ 205,518,237	\$ 140,294,826	9.7%	\$ (65,223,411)	(31.7%)
Executive Offices	97,914,239	115,944,919	109,258,482	7.5%	(6,686,437)	(5.8%)
Families, Parks and Recreation	53,046,789	74,619,785	54,943,467	3.8%	(19,676,318)	(26.4%)
Fire Department	122,827,758	130,816,951	132,832,709	9.2%	2,015,758	1.5%
Housing and Community Development	10,932,773	40,477,316	11,750,734	0.8%	(28,726,582)	(71.0%)
Nondepartment	382,228,688	350,425,010	308,042,827	21.3%	(42,382,183)	(12.1%)
Office of Business and Financial Services	122,344,263	197,659,577	117,441,994	8.1%	(80,217,583)	(40.6%)
Orlando Venues	99,087,471	143,876,011	40,411,198	2.8%	(103,464,813)	(71.9%)
Police Department	187,520,010	197,541,374	195,300,410	13.5%	(2,240,964)	(1.1%)
Public Works	293,603,969	594,541,158	281,004,532	19.4%	(313,536,626)	(52.7%)
Transportation	49,672,150	152,275,930	55,908,974	3.9%	(96,366,956)	(63.3%)
	<b>\$ 1,535,226,399</b>	<b>\$ 2,203,696,268</b>	<b>\$ 1,447,190,153</b>	<b>100.0%</b>	<b>\$ (756,506,115)</b>	<b>(34.3%)</b>

By Major Category	ACTUAL FY 2019/20	REVISED FY 2020/21	PROPOSED FY2021/22	2021/22 % TOTAL	NET CHANGE	%
Salaries and Wages	\$ 266,229,055	\$ 284,589,601	\$ 289,038,266	20.0%	\$ 4,448,665	1.6%
Benefits	190,460,869	185,307,396	181,509,706	12.5%	(3,797,690)	(2.0%)
Supplies	36,818,436	38,473,675	29,645,875	2.0%	(8,827,800)	(22.9%)
Contractual Services	193,117,447	395,487,085	135,014,102	9.3%	(260,472,983)	(65.9%)
Utilities	32,168,093	33,978,463	34,846,103	2.4%	867,640	2.6%
Travel	359,742	1,492,965	1,171,065	0.1%	(321,900)	(21.6%)
Fleet and Facility Charges	56,450,472	58,930,623	52,720,093	3.6%	(6,210,530)	(10.5%)
Capital Outlay	186,463,066	395,622,794	81,283,460	5.6%	(314,339,334)	(79.5%)
Other Operating Expenses	368,028,765	635,083,654	474,084,122	32.8%	(160,999,532)	(25.4%)
Transfer Out	205,130,454	174,730,012	167,877,361	11.7%	(6,852,651)	(3.9%)
	<b>\$ 1,535,226,399</b>	<b>\$ 2,203,696,268</b>	<b>\$ 1,447,190,153</b>	<b>100.0%</b>	<b>\$ (756,506,115)</b>	<b>(34.3%)</b>



# PROPOSED BUDGET (as of July 19, 2021)

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

	Final FY 2019/20	Revised FY 2020/21	Proposed New Positions	Proposed Position Deletions	Proposed Position Transfers	Proposed FY 2021/22	Percent of Total
SUMMARY BY DEPARTMENT							
Economic Development	260	271	-	-	-	271	7.3%
Executive Offices	171	178	-	-	-	178	4.8%
Families, Parks and Recreation	242	272	-	-	-	272	7.4%
Fire Department	653	659	-	-	-	659	17.8%
Housing and Community Development	20	21	-	-	-	21	0.6%
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	603	3	-	-	606	16.4%
Transportation	180	181	-	-	-	181	4.9%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,597</b>	<b>3,691</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>3,696</b>	<b>100.0%</b>
SUMMARY BY FUND							
General	2,466	2,529	3	-	-	2,532	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	117	-	-	-	117	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	21	-	-	-	21	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>3,691</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>3,696</b>	<b>100.0%</b>

# PROPOSED BUDGET (as of July 19, 2021)

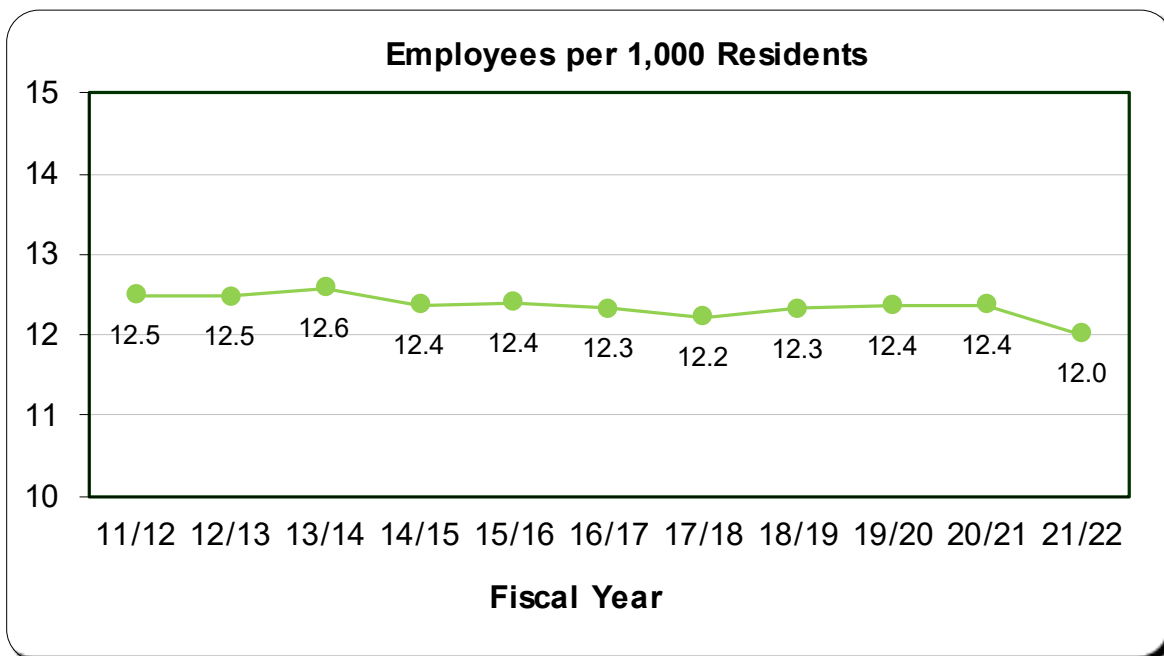
## CITY WIDE STAFFING DATA AND CHARTS

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.

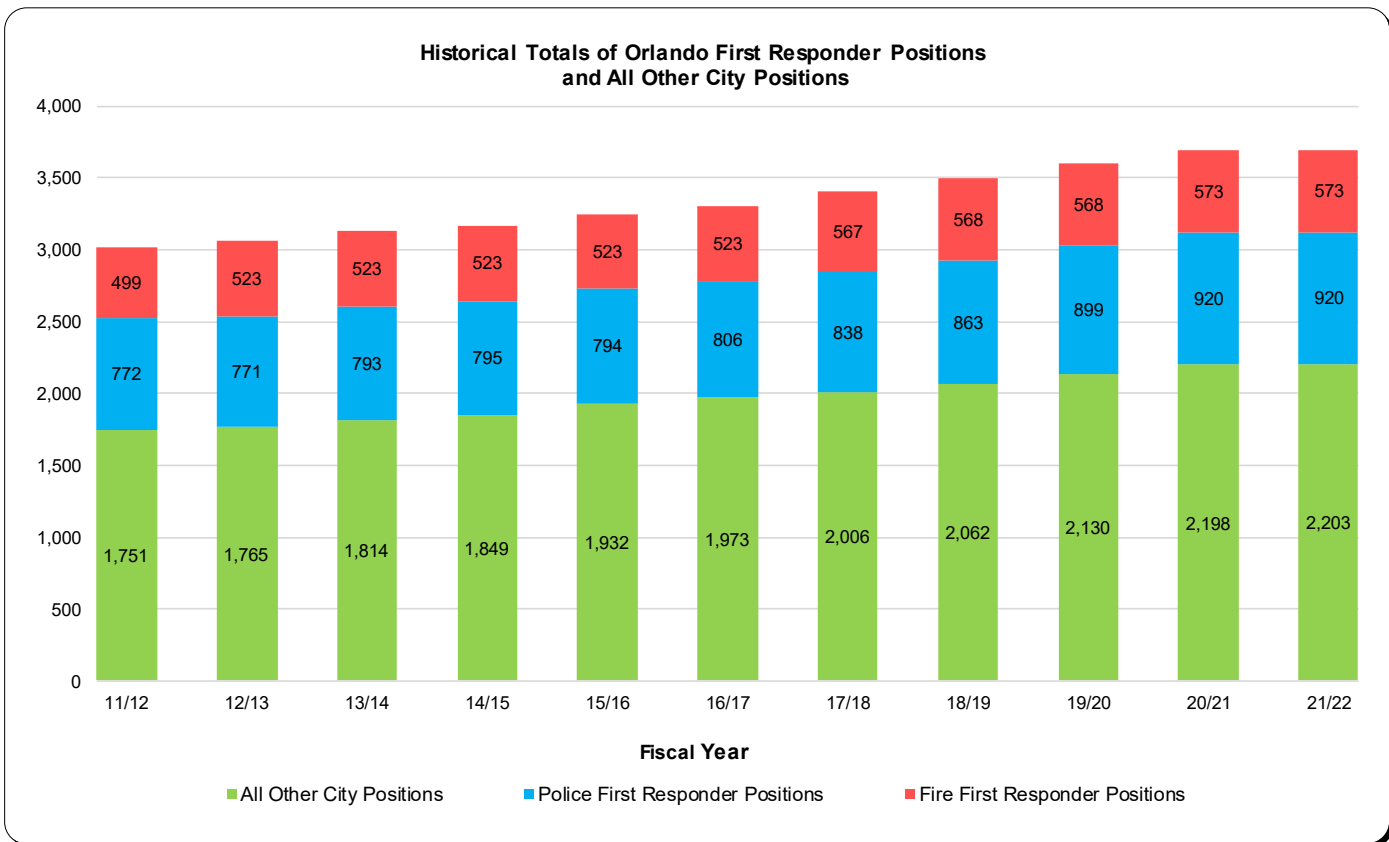
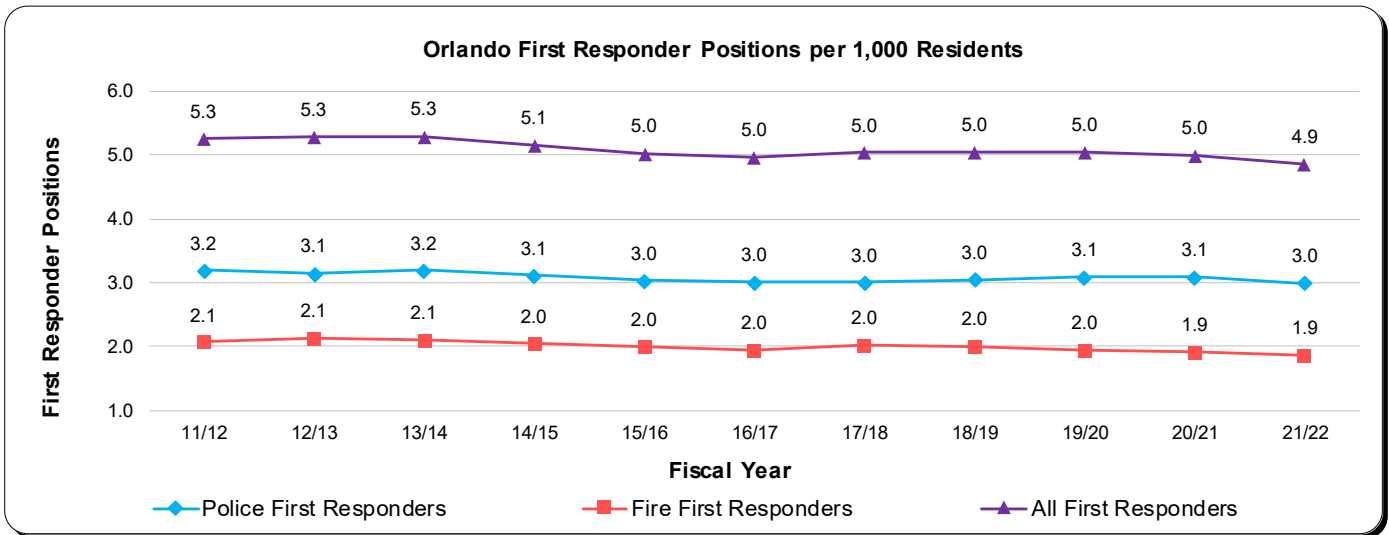
	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>
City Population	241,978	245,254	248,731	256,012	262,100	267,842	279,133	283,476	291,117	298,362	307,497
Employees	3,022	3,059	3,130	3,167	3,249	3,302	3,411	3,493	3,597	3,691	3,696
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.



# PROPOSED BUDGET (as of July 19, 2021)

## CITY WIDE STAFFING DATA AND CHARTS (continued)



## PROPOSED BUDGET (as of July 19, 2021)

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

<b>Fund</b>		<b>FY 2020/21 Adopted Budget</b>	<b>FY 2021/22 Proposed Budget</b>
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	4,425,000
1110_F	Building Code Enforcement Fund	-	1,970,000
1170_F	Downtown South Neighborhood Improvement District	350,000	502,842
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	75,523,440
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
	<b>Capital Improvement Plan Total</b>	<b>\$ 151,980,973</b>	<b>\$ 146,685,588</b>

# PROPOSED BUDGET (as of July 19, 2021)

Funding Source	FY 2021/22 Proposed Budget
<b>Funding for Capital Improvement Projects 2021/22 Detail by Fund</b>	
<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	1,200,000
Downtown Capital Maintenance	1,487,602
DTO Implementation	15,732,312
Minority/Women Entrepreneur Business Assistance	50,000
Parramore Task Force	25,000
Streetscape Improvements	500,000
Transportation Access & Connectivity	2,334,392
<b>Community Redevelopment Agency Fund Total</b>	<b>\$ 22,279,306</b>
<b>Page Subtotal</b>	<b>\$ 48,128,306</b>

**PROPOSED BUDGET (as of July 19, 2021)**

<b>Funding for Capital Improvement Projects 2021/22 Detail by Fund</b>		<b>FY 2021/22 Proposed Budget</b>
<b>Funding Source</b>		
<b>Downtown South Neighborhood Improvement District</b>		
DSNID Projects		\$ 502,842
	<b>Downtown Development Board Fund Total</b>	<b>\$ 502,842</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		2,000,000
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>\$ 4,425,000</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>\$ 10,402,842</b>



**PROPOSED BUDGET (as of July 19, 2021)**

<b>Funding for Capital Improvement Projects 2021/22 Detail by Fund</b>		<b>FY 2021/22 Proposed Budget</b>
<b>Funding Source</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		9,000,000
Conserv I South Reclaimed Water Main		3,000,000
Conserv II Area Collection System Improvements		2,500,000
Conserv II Area System Improvements		500,000
Conserv II Deep Bed Filters		11,144,000
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		8,779,440
Lift Station 55 Replacement and LS 249 Upgrades		4,000,000
Lift Station Odor Control		1,000,000
Lift Station Rehabilitation Phase I		3,000,000
Lift Station Underground Rehabilitation		3,000,000
Lift Stations Electrical Safety Improvements		250,000
Lift Stations Emergency Generators		2,500,000
Line Sewers		3,000,000
Rapid Response Construction		2,500,000
Reclaimed Water System Valve Replacements		2,000,000
Sanitary Service Lateral Rehabilitation		3,000,000
Sanitary System Corrosion Abatement		1,500,000
Sanitary Upgrades with Other Projects		4,000,000
Sewage Air Release Valve Replacement		1,000,000
<b>Water Reclamation General Construction Fund Total</b>	<b>\$</b>	<b>75,523,440</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>\$</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>\$</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>\$</b>	<b>2,000,000</b>
<b>Page Subtotal</b>	<b>\$</b>	<b>88,154,440</b>
<b>CIP Total</b>	<b>\$</b>	<b>146,685,588</b>

## PROPOSED BUDGET (as of July 19, 2021)

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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