



WASHINGTON STREET
BRIDGE

ANNUAL BUDGET

2022 / 2023

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Acknowledgements

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CITY OF ORLANDO

ELECTED OFFICIALS

ELECTED OFFICIALS



BUDDY DYER
Mayor



JIM GRAY
District 1 Commissioner



TONY ORTIZ
District 2 Commissioner



ROBERT F. STUART
District 3 Commissioner



PATTY SHEEHAN
District 4 Commissioner



REGINA I. HILL
District 5 Commissioner



BAKARI F. BURNS
District 6 Commissioner

Guide to Readers

About the Budget

The Fiscal Year 2022/23 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, 2022 through September 30, 2023. 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.

CITY OF ORLANDO
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FY 2022/23

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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, 2021

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, 2021. The City of Orlando has received the award for 19 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:

This year marked a change in trajectory for the City as we emerged from COVID-19 and returned to a new normal. Although stark reminders of the nearly three year pandemic remain, we continue forward as a community with renewed appreciation and reinvigorated optimism.

As we look forward to the new fiscal year, we are mindful of the challenges we face, namely supply chain issues, rising labor costs and a possible recession. However, we remain optimistic for what the year will bring. Increasing property tax revenues allowed for augmentation of programming and services for the first time in the last few years. We are confident the FY23 budget will help us continue to provide residents with critical services, while maintaining the fiscal discipline residents expect.

Highlights of this year's budget include:

- Investments in public safety: Public safety remains at the forefront of City priorities with funding for the design of three (3) fire stations in the Southeast corridor, eleven (11) new non-sworn Community Service Officers (CSO) to perform non-emergency law enforcement duties and five (5) crime scene technicians.
- Expanded funding for the My Brother's Keeper (MBK) program: In its third year since being added to the City, MBK has proven to be an effective program in addressing opportunity gaps faced by young men of color in our community. This year's expansion has added five (5) more MBK Advocates, one (1) MBK Supervisor, and increased operating resources.
- Pay increases for Families, Parks, and Recreation (FPR) temporary and seasonal workers: Like many industries emerging from the pandemic, the City has had difficulties hiring part time staff. To retain current staff and incentivize potential employees, hourly wages were increased.
- An \$11.4M increase to capital projects funding: This increase will be used to fund a variety of projects, including the renovation of Northwest Neighborhood Center and pool; continued expansion of energy efficiency efforts and water conservation pilot program; additional funding for street paving; investments in technology and affordable housing.
- Funding for new three-year collective bargaining agreements: Most employees will receive a 6% increase and one additional holiday. And to attract and retain the best employees, we also now offer remote work, where feasible.

I encourage all of residents 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. Residents 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 residents 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 manner." 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 2022/2023

Identified in each priority are operational and programmatic enhancements included in the new budget.

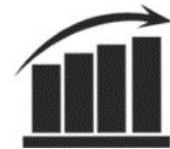
Create a City for Everyone



- \$630K to expand the My Brother's Keeper (MBK) program. MBK has proven to be an effective program in addressing opportunity gaps faced by young men of color in our community.
- \$400K in support of our seniors. This is provided to our non-profit community partners who focus on improving the quality of life of our elderly residents.
- Creation of the Office of Constitutional Policing, which will be responsible for building community trust, review Response to Resistance reports, and proactively review body-worn camera video.

Create High Quality Jobs

- \$1M in hourly pay increases for Families, Parks, and Recreation (FPR) temporary and seasonal workers. This will assist in retention of current staff and incentivize prospective employees.
- Creation of Rapidly Improve Skills and Employability (RISE) Program. RISE provides assistance to connect residents aged 18+ to job training and employment.
- \$500K for business recruitment and retention within the City's Community Redevelopment Agencies.



End Homelessness



- \$1.1M in funding for Rental Assistance and Mayor's Housing First Initiative.
- Annual contribution of \$1M for affordable housing efforts. This is to provide dwellings for households whose income is at or below the median according to housing affordability index.
- \$800K provided to community partners for housing-focused services.

Become One of the Most Sustainable Cities in America

- The City has committed to increasing connectivity to the Orlando Utilities Commission (OUC) community solar farm and has maximized the available subscription to date. 26.9% of city facilities now are powered by renewable energy.
- The Fleet and Facilities Compound is largely powered by solar panels. A new expansion will add more solar panels to available rooftop space and further propel the location towards being carbon-neutral.
- In the ongoing effort to convert 100% of the City's fleet to electric or alternative fuel vehicles, \$600K has been allocated to help achieve this goal.



Keep Our Community Safe



- \$2.4M for design of three (3) fire stations in the growing Southeast area of the City. Two (2) will be new and one (1) will replace Fire Station 13.
- Addition of eleven (11) new Community Service Officers (CSO).
- \$1.1M increase in Fire and Police equipment replacement funding. On an annual basis, public safety equipment reaches end-of-life and is replaced to meet industry and safety standards.

Provide Mobility and Transportation Options

- Pavement rehabilitation funding has increased to \$5M. The combined effects of traffic and the environment will cause pavement to deteriorate over time. Maintenance and rehabilitation are vital to slowing down this deterioration.
- Increased support for Robinson Street Complete Streets project. Robinson Street will be converted into three lanes with multiple safety medians and a two-way cycle track and shared-use path.
- Over \$1.5M for parking garage renewal and replacement. This funding ensures City-owned garages are safe and function properly, especially during times of high volume.



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October 1, 2022

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) 2022/23, totaling \$1,541,597,119. 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 increasing by 7.8%. This budget was formulated with conservative assumptions of revenue and 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 provided by the Mayor and the City Commissioners. Department Directors proposed specific initiatives to realize our goals. 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 FY2022/23 budget took place as we began to exit the COVID-19 pandemic. During the initial months of budget development, we remained pessimistic about the strength of the economy. By the summer of 2022, it was clear that our local economy was returning to the pre-pandemic rates of growth. Concurrently, inflationary pressure, supply chain challenges and on-going collective bargaining created unknowns. 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 FY2022/23 budget. While we forecast increasing revenue this year, our FY 2022/23 budget does not commit the City to large increased recurring costs. Rather, much of the increase in revenue is used to fund one-time investments.

The total General Fund budget for FY 2022/23 totals \$601,571,240. This is an increase of \$56,298,056 when compared to the adopted budget for the prior fiscal year. With this 10.3% 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.

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 2022/23 budget we have added 44 new General Fund positions. These new positions included 21 new police positions (12 first responders and 9 civilians), 6 new Advocates to supplement the My Brother's Keeper initiative, 6 Aides to assist our City Commissioners to provide constituent service and communications, and 5 new positions to support our expanded park space. While there is growth in our number of positions, per capita staffing remained relatively unchanged at 11.8 employees per thousand residents, below the 10-year average of 12.3, reflecting 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 6% wage increase. FY2022/23 is the first year of new three year contracts recently concluded with all bargaining units. The agreements call for 5% and 4% raises in FY2023/24 and FY2024/25, respectively.

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 FY23 when, based on the recommendations of our third-party health care consultants, we have assumed a health care premium increase of 4.5%.

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 \$98M in FY 2022/23, a decrease of \$2.8M 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 \$165,195,478 with a General Fund portion of \$17,504,232. 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) and the Business Assistance Program (funded at \$150,000) are all receiving the same funding as the prior year. The Main Street Program (funded at \$684,550) has been increased by \$20,000. We are maintaining the \$50,000 for impact fee assistance for non-profits added during the pandemic. The Building Code Enforcement Fund is a non-General Fund operation that falls under the Economic Development Department and its budget is \$19,709,283 for FY 2022/23. 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 FY22/23. To truly have A City for Everyone we are increasing the resources to support the expansion of our successful Parramore Kidz Zone program. We are also providing funding for new parks and facilities that opened mid-year in 2022 or are opening in 2023. The Department budget totals \$60,177,209 with a General Fund portion of \$49,972,840. The After School All Stars (ASAS) Fund is a non-General Fund operation that falls under the FPR Department with a budget for FY 2022/23 of \$3,971,369. Although a non-General Fund operation, ASAS still gets a substantial portion of its revenue, almost \$1.5 million, via a transfer from the General Fund.

Fire

The Orlando Fire Department (OFD) is critical as we strive to Keep Our Community Safe. The OFD budget totals \$131,218,452 with a General Fund portion of \$126,976,785. 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. The FY22/23 budget includes funding for the design of three new fire stations. These new stations will add significant operating costs when they open in the coming years.

Housing and Community Development

The Department's total FY 2022/23 budget is \$14,253,329. Primary funding has typically been provided through federal sources along with state funding. Significant federal funding will again be received with \$8.9M being awarded through U.S Department of Housing and Urban Development (HUD) grants. The state resumed their housing grant funding in FY2021/22 providing almost \$2M. State funding increases to \$3M in FY2022/23. The City has increased the General Fund operating budget to \$1,298,234 in FY2022/23. 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 2022/23 is \$44,159,521. 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 \$25,291,582 and Camping World Stadium's budget is \$7,948,662 for the fiscal year. Our Venues saw significant activity as people returned to in-person events. The FY2022/23 budgets anticipate this trend will continue.

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 \$3,669,375 and the budget for the Mennello Museum is \$709,076. Both are heavily dependent on the General Fund for operational and capital support. Leu Gardens receives \$1.4 million, or 39%, of its revenues and the Mennello Museum receives \$605,108, or 85%, 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 new sworn and civilian positions. The Department budget totals \$210,342,178 with a General Fund portion of \$183,490,281. Clear 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 were essentially unchanged. OPD provides 123 officers to provide public safety services at the Orlando International Airport. The budget for the Aviation Authority Police Fund is \$19,066,620.

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 \$63,629,943. The General Fund makes up \$17,412,709 of this amount. The combined Parking System budget is \$27,601,234, up over 25% from the prior year. 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. This is the result of increased special events and businesses returning to in-office work.

Human Resources

The Department's total FY 2022/23 budget is \$88,250,174. The largest part of this is the Health Care Fund which accounts for \$82,472,305. The Health Care Fund budget is \$6.4M more (or 8.4%) than last year as health care costs rise. The General Fund portion is a relatively modest \$5,500,360.

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 \$253,539,814 with a General Fund portion of \$10,386,243. The FY 2022/23 total staffing is 616 or 16% of the City total. The vast majority of the positions (526 or 85% of all Public Works positions) are outside the General Fund. The Department's General Fund footprint is much smaller by comparison, funding 90 employees. 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 \$3M for Stormwater Utility funded projects is included in this year's Capital Improvement Program. That is just a portion of the Stormwater Utility's \$27,638,615 total budget. The Solid Waste Fund's total budget is \$41,533,233 and includes a 4% rate increase for all customers. The Water Reclamation Revenue Fund has a total operating budget of \$116,760,743, which includes \$25,500,000 for 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, lining and replacing collection system pipes and treatment plant improvements.

Debt Service

The General Fund budget for debt service is \$20.5M. This budget is comprised of debt service payments and additional amounts budgeted for early debt pay-off and one-time contingencies. Debt service payments scheduled for FY2022/23 total \$16,395,996, a decrease of \$1.4M from the prior year. The decrease is primarily due to lower debt service on borrowing which funded land acquisition in the early 2000s. 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. Debt service for land acquisition totals almost \$2.8M in FY22/23. Demonstrating the City's commitment to public safety, debt service of \$9.4 million has been budgeted for the expansion of public safety facilities and the acquisition of equipment. The debt service for some of these new or upgraded facilities comes from energy savings from the facilities themselves. 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 2022/23 Capital Improvement Program (CIP) is \$124,879,620 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 \$38,229,779. Included in those Water Reclamation numbers is \$13.2M for the lift stations replacement, \$7M and \$4.6M for plant upgrades at the Conserv II and Conserv I treatment plants, respectively and \$3.25M at the Iron Bridge treatment plant. Stormwater will include \$3M for drainage well enhancements and system repair and rehabilitation. Transportation-related projects total \$8.8M with funding from Gas Tax (\$1.4M), the Parking Fund (\$1.5M) and Transportation Impact Fees (\$7.3M). Economic Development projects funded through the Community Redevelopment Agency (CRA) total more than \$30M. 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 Real Estate Fund for possible future land or building purchases. With the possible exception of the Water Reclamation projects, all of these projects are cash funded and not tied to additional debt liability.

The Capital Improvement Fund budget for FY 2022/23 is \$34.1 million, an increase of \$11.3M 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 \$1.7M for fire equipment replacement and \$4.7M for police equipment replacement and facilities. We are setting aside \$1.8M for the two new and one replacement fire stations in the rapidly growing southeast area of Orlando. We continue to invest in our technology infrastructure with \$4M allocated to information technology upgrades. Core infrastructure projects include \$2.5M for pavement rehabilitation and \$3M for the repair 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 \$4.6M in capital funds. Finally, we have set aside \$1.25M for renewable energy projects and \$3.5M 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 \$2M.

Non-Departmental/Non-Operating

The Non-Departmental budget increased \$35 million. The increase is substantially the result of greater transfers to the Capital Improvement Fund (discussed above). The budget for General Fund tax increment payments to the Community Redevelopment Agency will increase by \$5.3M for FY 2022/23. Given the uncertain economic times, we have maintained a higher-than-normal General Fund contingency of \$6.3M. As noted above, there were increases to debt service to reduce future debt service costs.

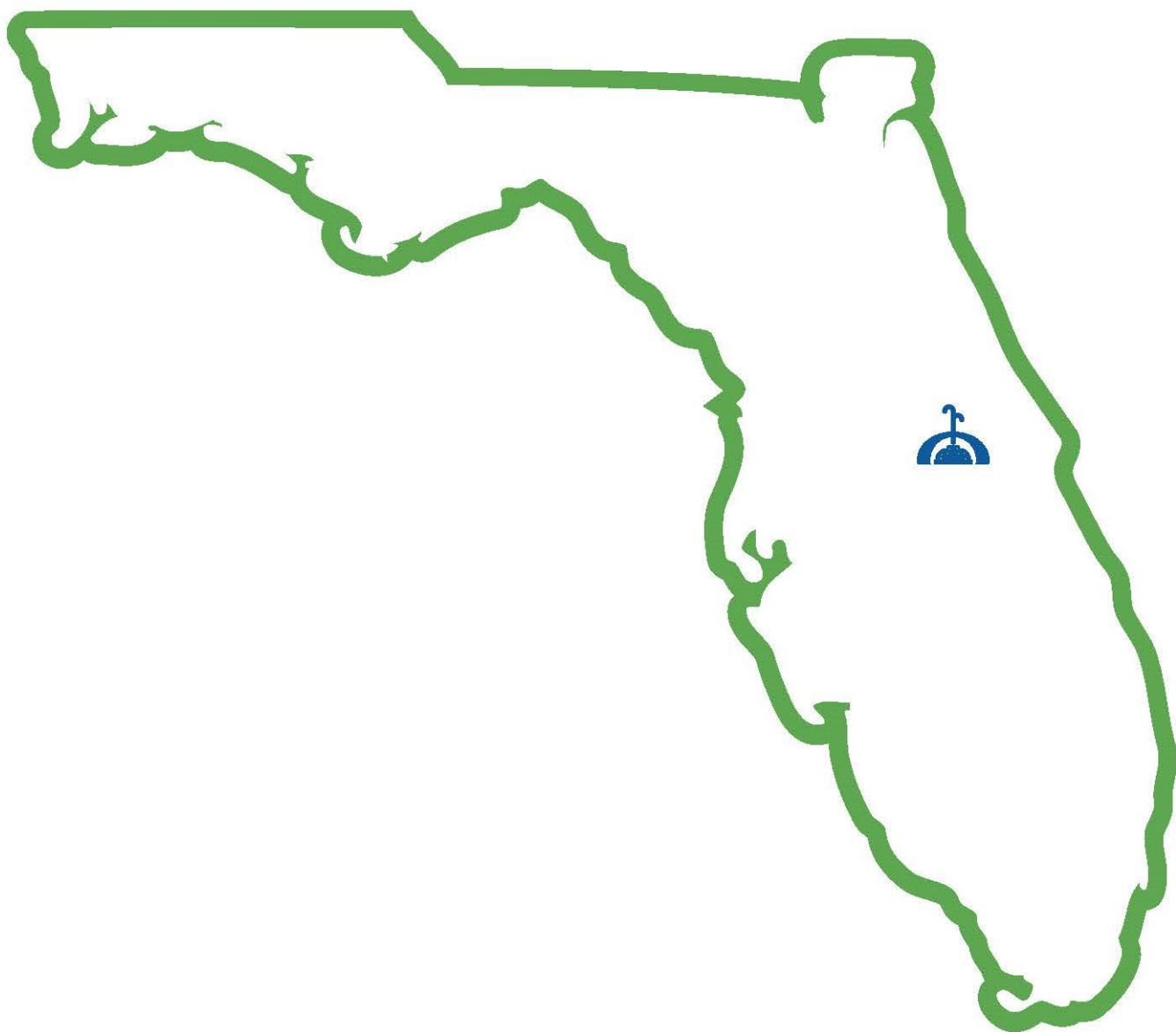
Closing

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

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

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

Source: orlandoinfo.com/weather

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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.

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. 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 airfields 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 or UCF) 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.

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. 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.

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).

The 2000s have seen the City of Orlando continue to grow, reaching a population over 300,000. Between 2002 and 2007, the City experienced massive revitalization in the urban core with the addition of the Dr. Phillips Center for Performing Arts, the Amway Center, SunRail (Central Florida Commuter Rail) and the UCF Downtown Campus.

Orlando is home to an international hub for health and biotech services at Lake Nona, a 7,000 acre master planned community developed by Tavistock Development Company. The 2020s arrived with excitement as video game developer Electronic Arts moved its Florida headquarters to Downtown Orlando's Creative Village. The City also partnered with Dr. Phillips Charities to develop The Packing District, a 202-acre neighborhood which will contain mixed use residential hubs, a 40-acre urban farm, and over 1 million square feet of retail and office space.

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.

HISTORIC MILESTONES

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.

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.

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.

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.

EARLY 2000S - DIVERSIFICATION

- Florida A&M University College of Law opens in downtown Orlando.
- 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.
- 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.

CURRENT - POISED FOR TOMORROW

- Orlando City Soccer builds new 25,500 seat stadium.
- 698,000 sq. ft. Dr. Phillips Center for the Performing Arts opens.
- City creates urban infill projects like Downtown Creative Village and The Packing District.
- City allocates \$58M from American Rescue Plan Act (ARPA) funds to government services, allowing the investment of funds into Accelerate Orlando to address affordable housing, equity concerns, homelessness, and youth violence intervention.

CITY OF ORLANDO

Orlando MSA

The City of Orlando is recognized as the core of a four county Metropolitan Statistical Area (MSA) named the "Orlando MSA." The four county Orlando MSA includes Orlando's home county of Orange, as well as three adjacent counties: Lake, Osceola, and Seminole Counties. The United States Office of Management and Budget (OMB) defines metropolitan statistical areas according to published standards that are applied to Census Bureau data. The general concept of a metropolitan statistical area is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core. At over 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 nearly 1,500,000 persons and the four-county MSA has a population of nearly 2,700,000 persons.

Population

<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	Not available
1960	88,135	263,540	Not available
1970	99,006	344,311	423,610
1980	128,291	470,365	676,634
1990	164,693	677,491	1,224,852
2000	185,951	896,344	1,644,561
2010	236,788	1,145,956	2,133,940
FY 2014/15	256,012	1,227,995	2,270,370
FY 2015/16	262,100	1,252,396	2,320,195
FY 2016/17	267,842	1,280,387	2,376,358
FY 2017/18	279,133	1,307,724	2,516,690
FY 2018/19	283,476	1,386,080	2,585,614
FY 2019/20	291,177	1,393,452	2,608,147
FY 2020/21	307,573	1,415,260	2,639,274
FY 2021/22	313,975	1,427,290	2,654,784
FY 2022/23	319,857	1,486,698	2,691,925

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

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

CITY OF ORLANDO

Annexations Map

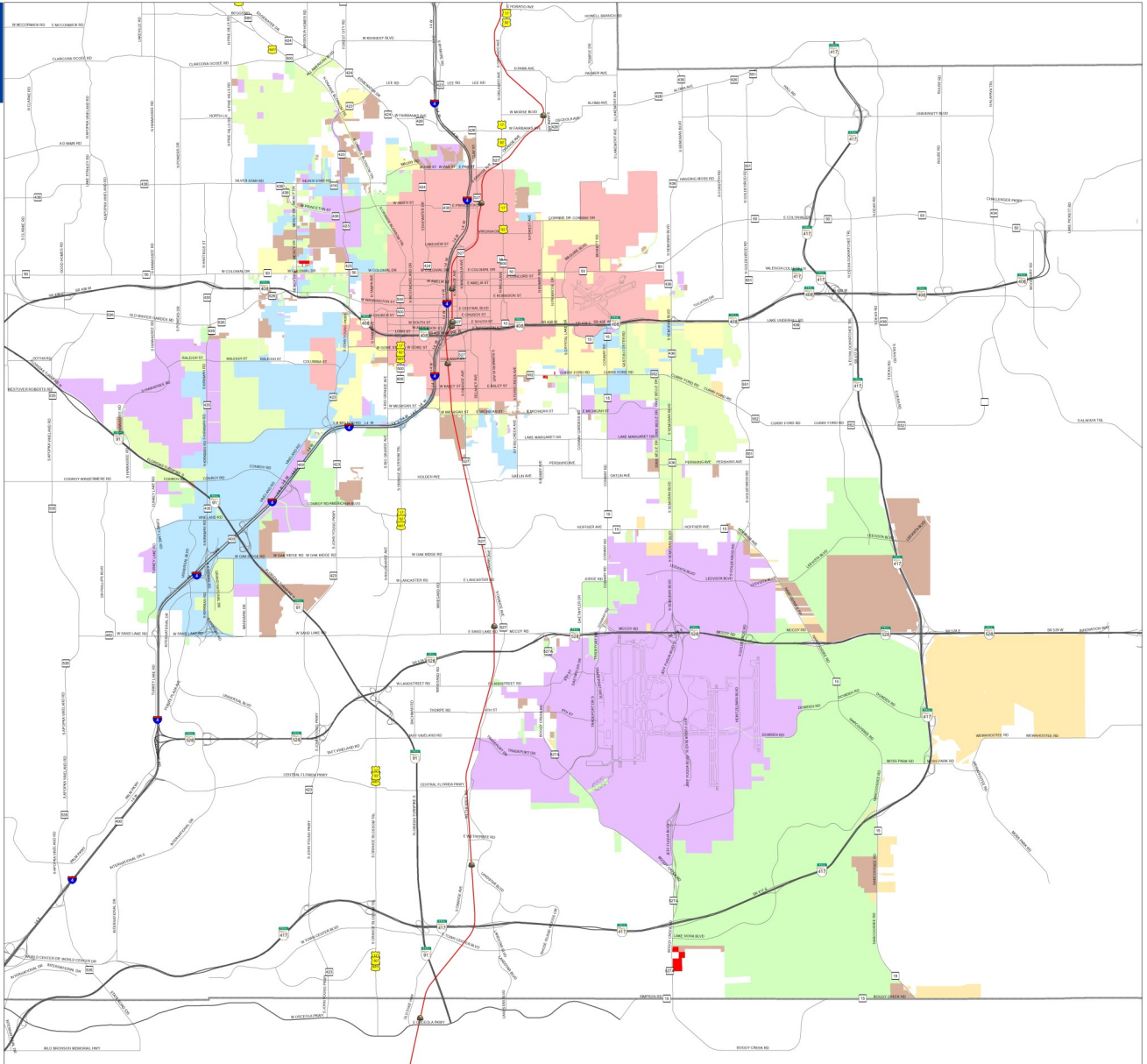
Annexation By Decade

Year

- City in 1950
- 1951 - 1960
- 1961 - 1970
- 1971 - 1980
- 1981 - 1990
- 1991 - 2000
- 2001 - 2010
- 2011 - 2020
- 2021 - 2030
- Sun Rail Line
- SunRail Station



City GIS
Standard Map
August 2021

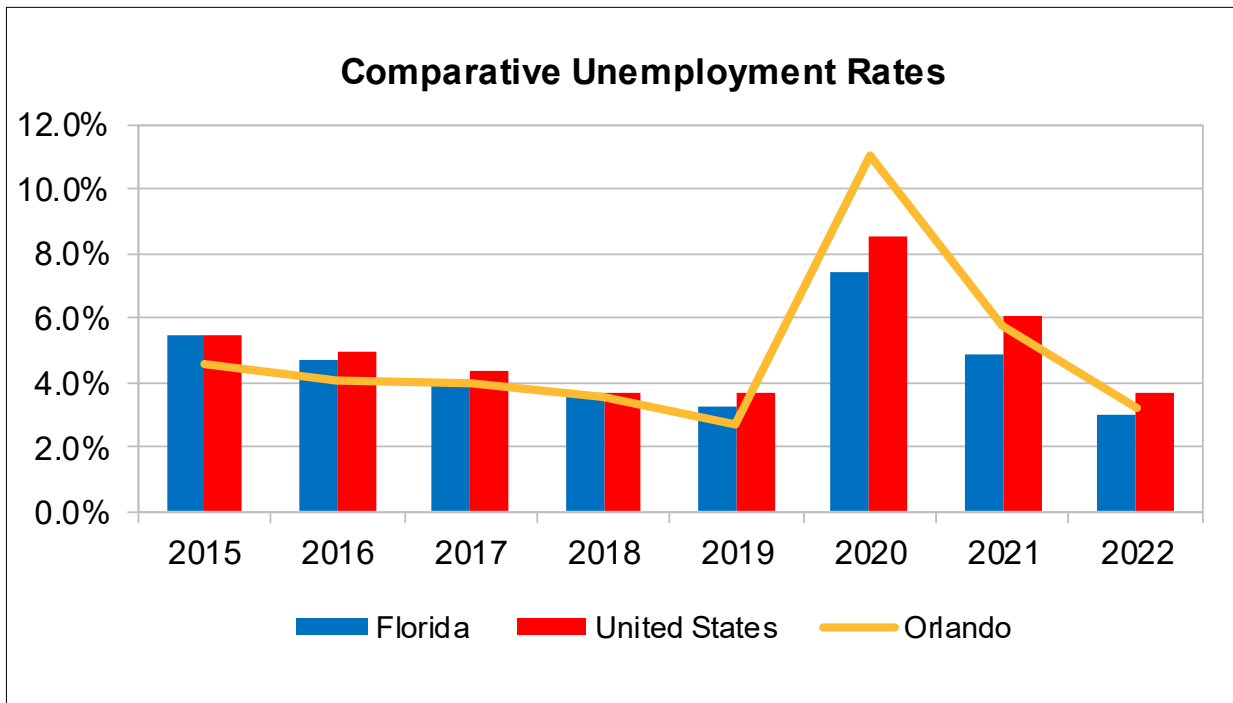


CITY OF ORLANDO

Average Annual Unemployment Rate

	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>	<u>State of Florida</u>	<u>United States</u>
2015	4.6%	5.0%	5.1%	5.5%	5.5%
2016	4.1%	4.3%	4.4%	4.7%	5.0%
2017	4.0%	3.8%	3.9%	4.1%	4.4%
2018	3.6%	3.5%	3.7%	3.7%	3.7%
2019	2.7%	3.1%	3.2%	3.3%	3.7%
2020	11.0%	11.6%	11.0%	7.4%	8.5%
2021	5.8%	5.5%	6.0%	4.9%	6.1%
2022	3.2%	3.1%	3.1%	3.0%	3.7%

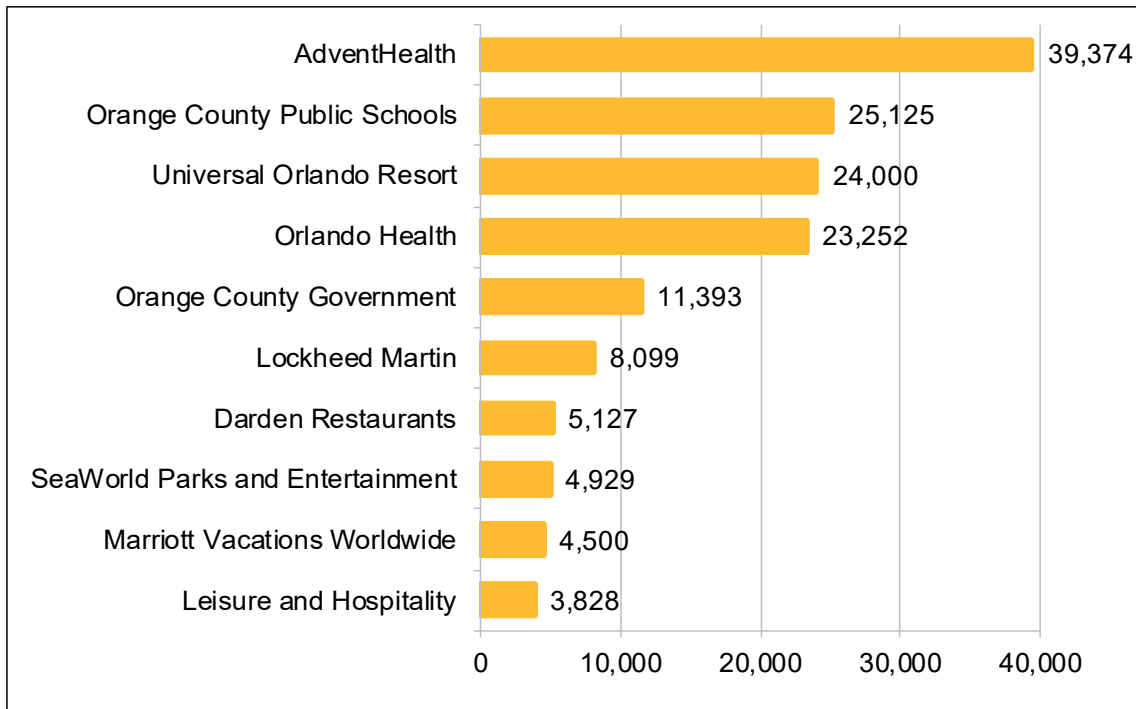
Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program.
Average for 2022 as of September.



Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program.
Average for 2022 as of September.

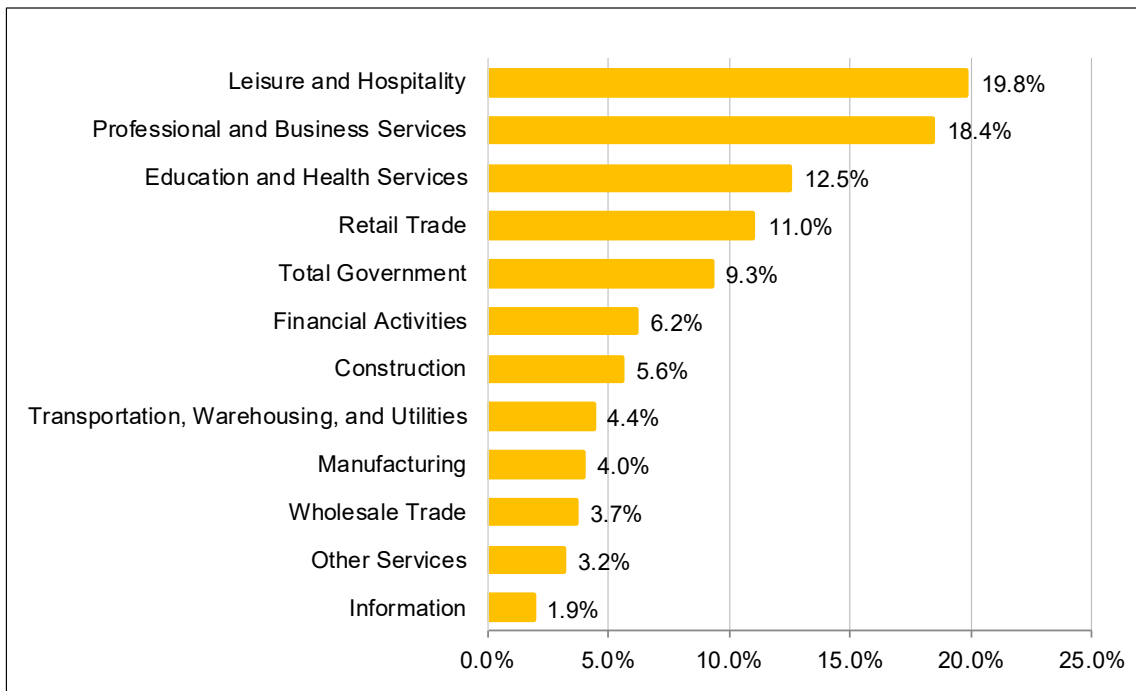
CITY OF ORLANDO

Major Orlando Employers



Source: Metro Orlando Economic Development Commission. Employers with headquarters or substantial operations within City limits - September 2022.

Percentage of Employment by Industry in Orlando MSA



Source: Orlando Economic Partnership - September 2022.

City Organization Chart



CITY OF ORLANDO

City of Orlando Government

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

As Chief Executive Officer, the Mayor oversees the daily administration of City operations and implementation of City policy through the C5 Committee and eight Department Directors. The C5 Committee consists of the Chief Administrative Officer (CAO), the Chief Financial Officer (CFO), the Chief Venues Officer (CVO), the City Attorney, and the Chief of Staff. The C5 Committee reports directly to the Mayor, while the department heads report through the CAO. In addition, there are 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

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	100,028	1,656	16.6
Clearwater	119,214	1,883	15.8
Fort Lauderdale	186,208	2,933	15.8
Gainesville	141,833	1,602	11.3
Hollywood	156,679	1,340	8.6
Orlando	319,857	3,793	11.9
St. Petersburg	282,020	2,952	10.5
Tampa	415,174	4,889	11.8

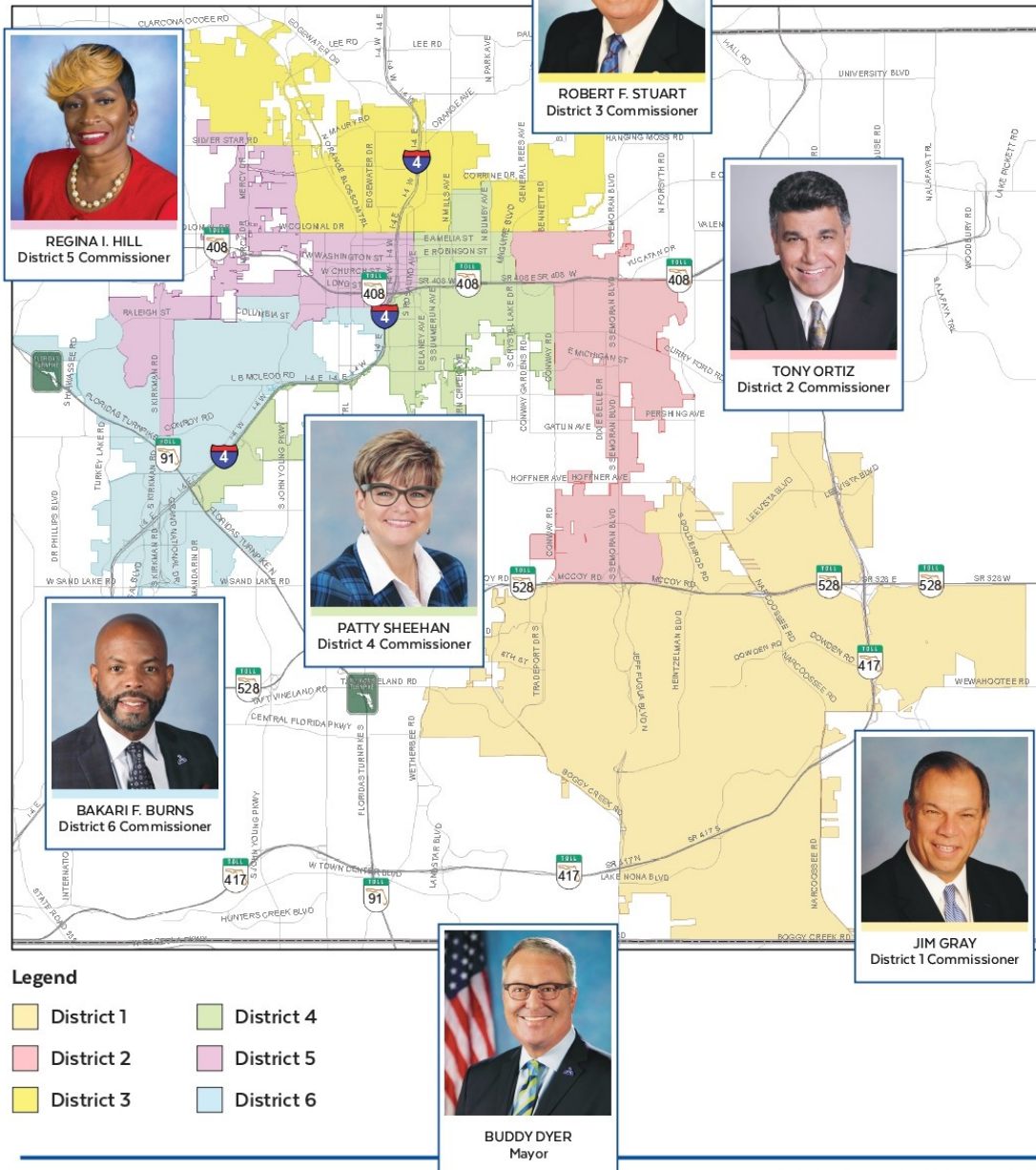
Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on municipal websites and data provided by the Bureau of Economic and Business Research as of October 31, 2022.

Employee/Population Ratio Comparison Counties within the Orlando MSA

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Lake	395,804	2,185	5.5
Orange	1,486,698	11,393	7.7
Osceola	403,282	1,699	4.2
Seminole	480,484	3,243	6.7

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, 2022.

CITY OF ORLANDO
COMMISSIONER DISTRICTS



FISCAL YEAR 2022 - 2023

CITY OF ORLANDO

City Profile (as of September 30, 2022)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	118.9 square miles
Population	319,587
Families, Parks and Recreation:	
Baseball, Softball and Soccer/Rugby Fields	61
Basketball Courts (Exterior)	36.5
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	8
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	4
Stations, Substations, Special Team Offices	19
Vehicular Patrol Units	
- Bicycles	251
- Leased	176
- Motorcycles	37
- Other vehicles	64
- Patrol cars	657
- Unmarked cars	158
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	984.0 miles
Streets - brick	55.0 miles
Streets - paved	796.0 miles
Streets - private	59.0 miles

CITY OF ORLANDO

OVERVIEW OF THE BUDGET PROCESS

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

A. BUDGET GUIDES

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

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

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

- 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 2022/23 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.

FY 2022/23 Budget Calendar

JAN

Distribution of budget timeline, Revenue Requests and Justifications/Revenue Manual Revisions

FEB

Revenue Estimates and Justifications/Revenue Manual Revisions

MAR

Capital Improvement Program Requests

APR

Reorganization Requests, Expenditure Requests and Justifications

**MAY
JUN**

Meetings with departments to review Revenue Estimates, Capital Improvement Program Requests, and Reorganization/Expenditure Requests

JUL 1

Certification of property values by Orange County Property Appraiser

JUL 18

Budget Workshop and City Council vote on proposed millage rate

SEP 12

First public hearing to adopt proposed millage rate, budget and Capital Improvement Program

SEP 26

Second public hearing to adopt proposed millage rate, budget and Capital Improvement Program

OCT 1

Implementation of adopted budget

CITY OF ORLANDO

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 2021/22 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 2022.

Therefore, all financial information in this document that is identified as "FY2021/22 Revised Budget" is as of November 2022. 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).

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 department director or division manager has formulated levels of performance as a part of the budget development process. The department mission statement provides general direction to division 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

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

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.

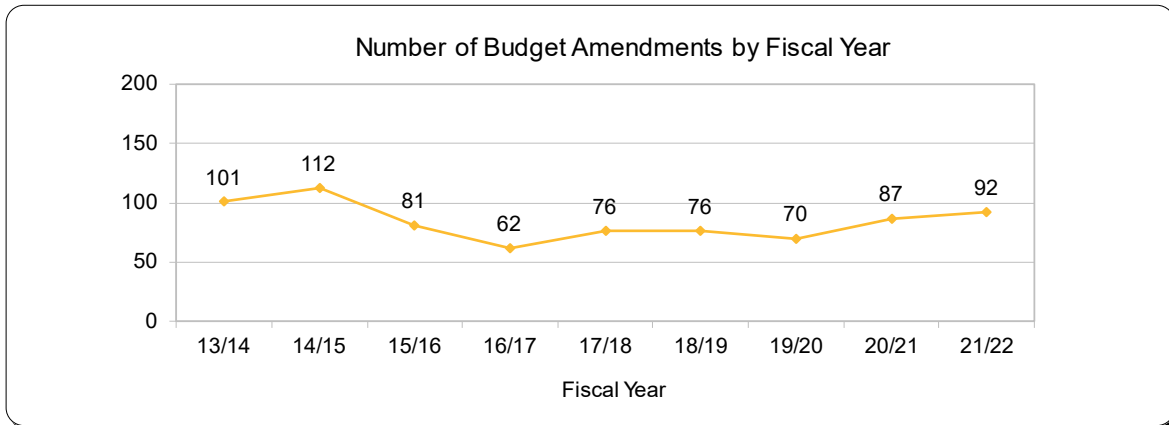
The **BUDGET REVIEW COMMITTEE** (BRC) is established and chaired by the Chief Administrative Officer (CAO) for the purpose of maintaining centralized control and oversight of changes to the budget after adoption. The BRC consists of four (4) permanently assigned voting members, one (1) additional voting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



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.

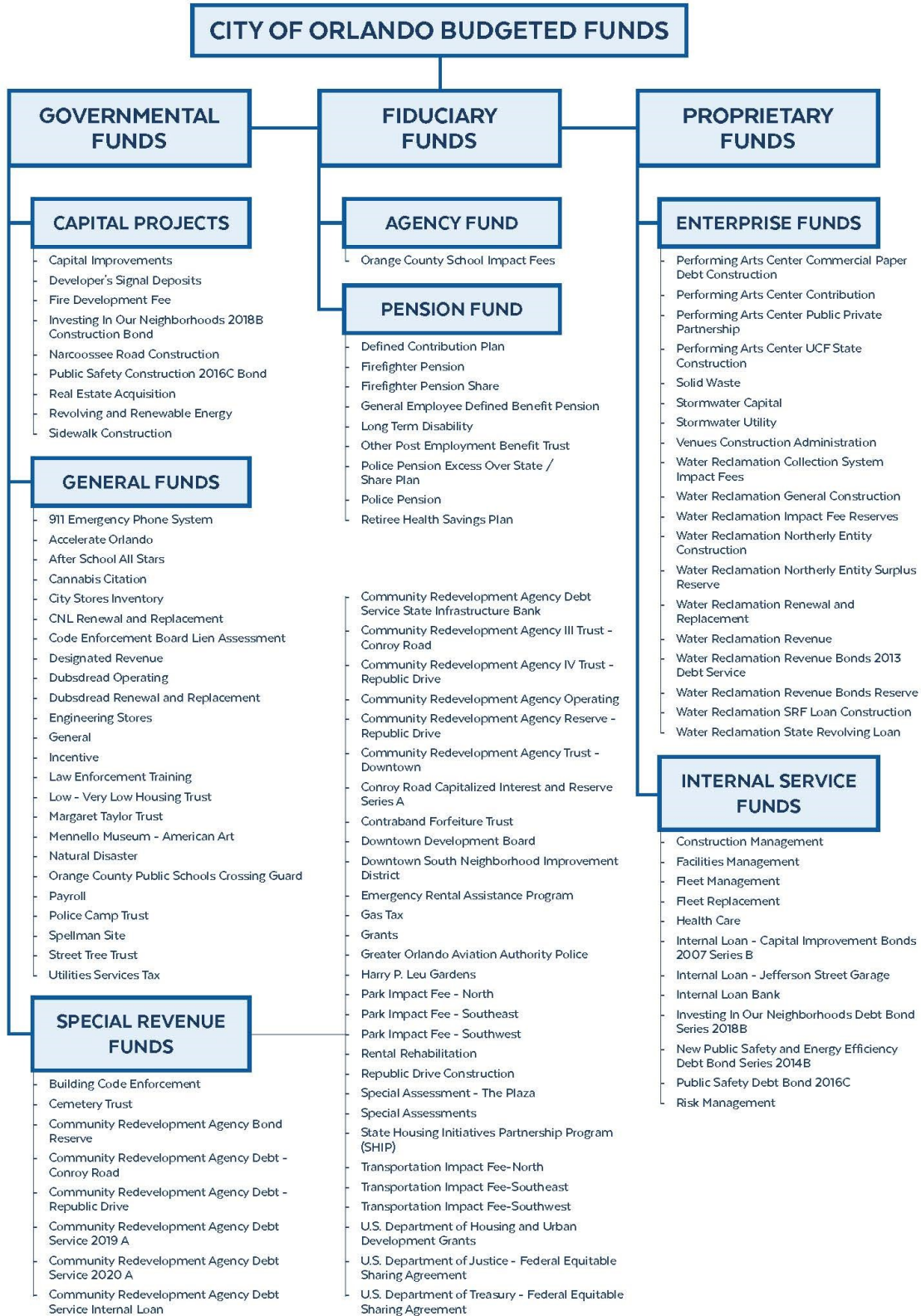
Proprietary, fiduciary, and component unit funds are accounted for under the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

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

Select Fund Descriptors

Below are select funds which significantly impact City operations/programming.

Fund Type	Fund Subtype	Fund Name	Fund Definition	Fund Sources
Governmental	Capital Projects	Capital Improvement Project	Accounts for capital projects not accounted for elsewhere.	Capital grants and operating transfers from other funds.
Governmental	Capital Projects	Real Estate Acquisition	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.
Governmental	General Fund	General	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.
Governmental	Special Revenue	911 Emergency Phone System	Provides funding to offset some expenses of Police and Fire emergency communications.	911 fee imposed on telephone bills.
Governmental	Special Revenue	After School All Stars	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.
Governmental	Special Revenue	Building Code Enforcement	Used to segregate funds associated with the enforcement of the building code.	Permitting and inspection fees.
Governmental	Special Revenue	CEB Lien Assessment	Results from Code Enforcement Board liens placed on property and primarily funds housing rehabilitation.	Fines assessed for non-compliance with City codes and ordinances.
Governmental	Special Revenue	Cemetery Trust	Accounts for Greenwood Cemetery operations.	Cemetery plot sales, interment fees, and contribution from General Fund.
Governmental	Special Revenue	Centroplex Garages	For the operation of the two parking garage facilities near the old Amway Arena site constructed using grant funding.	Parking fees.
Governmental	Special Revenue	Community Redevelopment Agency	Reflects the activity within the Downtown District. Tax increment financing.	Taxes collected.
Governmental	Special Revenue	Contraband Forfeiture Trust	Used to provide law enforcement activities.	Receipts of money or property confiscated during illegal activities.
Governmental	Special Revenue	CRA Revenue Bond	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.
Governmental	Special Revenue	CRA Trust	Account for debt service and operating obligations for the City's five Community Redevelopment Areas (CRA).	Tax increment financing collected in the five districts.
Governmental	Special Revenue	Designated Revenue	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.
Governmental	Special Revenue	Downtown Development Board	Promotes development and redevelopment in the downtown area.	One mill tax levy collected within the established downtown area.
Governmental	Special Revenue	Dubsdread Golf Course	Accounts for the operations of the golf course. A private contractor manages the course.	Golf course fees and contribution from the General Fund.
Governmental	Special Revenue	Gas Tax	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.
Governmental	Special Revenue	GOAA Police	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.
Governmental	Special Revenue	Grants	Used to monitor the activities of grants that have been received by the City.	Federal, State, and other grants.
Governmental	Special Revenue	H.P. Leu Gardens	Accounts for garden operations.	Contribution from the General Fund and charges for services.
Governmental	Special Revenue	Law Enforcement Training	Provides training funds for sworn police officers.	Fines collected by the County Court.
Governmental	Special Revenue	Mennello Museum	Accounts for the operations of the Mennello Museum of American Art	Contribution from the General Fund and charges for services.
Governmental	Special Revenue	OCPS - Crossing Guard	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.
Governmental	Special Revenue	Park Impact Fee	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.
Governmental	Special Revenue	Special Assessment	For the receipt of payments from citizens/developers for specially approved items such as special street lighting, streetscape, etc.	Assessment payments.
Governmental	Special Revenue	Spellman Site	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.

CITY OF ORLANDO

Select Fund Descriptors

Below are select funds which significantly impact City operations/programming.

Fund Type	Fund Subtype	Fund Name	Fund Definition	Fund Sources
Governmental	Special Revenue	Street Tree Trust	Used to plant trees throughout the City.	Permitting fees designated for new tree plantings.
Governmental	Special Revenue	The State Housing Initiatives Partnership (SHIP) and the US Housing & Urban Development (HUD) Grant	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.
Governmental	Special Revenue	Transportation Impact Fee	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.
Governmental	Special Revenue	Utility Services Tax	For receipt of utilities services taxes and subsequent contribution to the General Fund.	Taxes paid on electricity, natural gas, LP gas, and water.
Fiduciary	Pension Trust	Fire, Police and General Employees Pension	Account for retirement benefits and related administrative expenditures.	Employer and employee contributions.
Fiduciary	Pension Trust	Other Post-Employment Benefits (OPEB)	Accounts for postemployment benefits other than pensions, primarily healthcare.	Employer and retiree contributions.
Proprietary	Enterprise	55 West Garage R&R	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.
Proprietary	Enterprise	Amway Center R&R	Accounts for the required contribution per the City agreement.	Contribution from the Events Center Construction Fund.
Proprietary	Enterprise	CNL R&R	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.	Contribution from the General Fund and lease revenues received from CNL I and CNL II.
Proprietary	Enterprise	Orlando Stadium Operations	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.
Proprietary	Enterprise	Orlando Venues	For the operation of the Amway Center	Charges for the use of the facilities, including ticket sales, service charges and a portion of concessionaire sales.
Proprietary	Enterprise	Parking System	For operation of the City's on-street and parking garage facilities, including enforcement.	Parking fees.
Proprietary	Enterprise	Solid Waste	For collection and disposal of commercial and residential garbage which is disposed of at County and private landfills.	Service charges.
Proprietary	Enterprise	Stormwater Utility	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.
Proprietary	Enterprise	Water Reclamation Construction	Used to account for capital projects associated with the municipal sanitary sewer system.	Water Reclamation System user fees. Debt Service is funded through: impact fees (capacity charges), and commodity charges (service charges).
Proprietary	Enterprise	Water Reclamation Impact Fee Reserve	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), and commodity charges (service charges).
Proprietary	Enterprise	Water Reclamation R&R	Provides for the repair/replacement of water reclamation infrastructure and equipment.	Water Reclamation System user fees. Debt Service is funded through: impact fees (capacity charges), commodity charges (service charges), and contribution from the Water Reclamation Revenue Fund.
Proprietary	Enterprise	Water Reclamation Revenue	For operation of water reclamation collection and treatment plants including construction.	Water Reclamation System user fees. Debt Service is funded through: impact fees (capacity charges), and commodity charges (service charges).
Proprietary	Internal Service	Construction Management	Provides project management, construction inspection, and design service for the City's construction projects.	Fees assessed to other funds that have assigned capital projects.
Proprietary	Internal Service	Facilities Management	Performs maintenance on all City-owned properties, whether General Fund or non-General Fund.	Reimbursement from other funds that occupy City-owned facilities.
Proprietary	Internal Service	Fleet Management	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.
Proprietary	Internal Service	Health Care	Accounts for health insurance payments.	Fees assessed to other funds (employer contribution), contributions from employees and retirees.
Proprietary	Internal Service	Internal Loan	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.
Proprietary	Internal Service	Risk Management	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.

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BUDGET IN BRIEF

All Funds Comparison

Fund Name	FY 2021/22 Adopted Budget	FY 2022/23 Adopted Budget
General Fund	\$ 545,273,184	\$ 601,571,240
Special Revenue Funds		
911 Emergency Phone System Fund	\$ 592,000	\$ 692,213
After School All Stars Fund	3,887,219	3,971,369
Building Code Enforcement Fund	18,973,627	19,709,283
Capital Improvements Fund	23,306,345	35,194,800
Cemetery Trust Fund	659,652	712,244
Centroplex Garages Fund	3,424,569	3,386,372
Code Enforcement Board Lien Assessment Fund	642,940	754,573
Contraband Forfeiture Trust Funds	406,073	425,262
CRA Operating Fund	29,025,664	38,823,590
CRA Trust Funds	69,143,856	81,953,124
Designated Revenue Fund	7,545,720	10,761,879
Dubsdread Golf Course Funds	2,846,933	3,440,926
Gas Tax Fund	9,020,000	9,283,000
Greater Orlando Aviation Authority Police Fund	19,045,142	19,066,620
Harry P. Leu Gardens Fund	3,413,704	3,669,375
Law Enforcement Training Fund	130,000	130,000
Mennello Museum - American Art Fund	625,108	709,076
Orange County Public Schools Crossing Guard Fund	1,312,479	1,212,479
Park Impact Fee Funds	1,510,000	1,792,000
Real Estate Acquisition Fund	1,251,000	1,492,000
Special Assessment Funds	365,835	360,815
Spellman Site Fund	858,792	3,195,510
State Housing Initiatives Partnership Program Fund (SHIP)	1,974,519	3,010,187
Street Tree Trust Fund	200,319	375,000
Transportation Impact Fee Funds	13,859,239	13,016,000
U.S. Department of Housing and Urban Development Grants Fund	8,515,083	8,944,908
Orange County School Impact Fees Fund	-	149,038
Utilities Services Tax Fund	34,771,723	36,959,000
Special Revenue Funds Total	\$ 257,307,541	\$ 303,190,643
Enterprise Funds		
55 West Garage Renewal and Replacement Fund	\$ 75,000	\$ 116,250
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	7,260,497	7,948,662
Orlando Venues Enterprise Fund	22,852,305	25,291,582
Orlando Stadiums Operations Renewal and Replacement Fund	-	100,000
Parking System Funds	17,938,295	24,586,862
Solid Waste Fund	42,536,762	41,533,233
Stormwater Utility Funds	27,540,666	30,666,376
Water Reclamation Construction Fund	57,300,000	30,459,228
Water Reclamation Impact Fee Funds	3,005,000	5,577,630
Water Reclamation Renewal and Replacement Fund	3,000,000	3,000,000
Water Reclamation Revenue Fund	111,470,863	116,760,743
Enterprise Funds Total	\$ 294,070,817	\$ 287,131,995
Page Subtotal	\$ 1,096,651,542	\$ 1,191,893,878

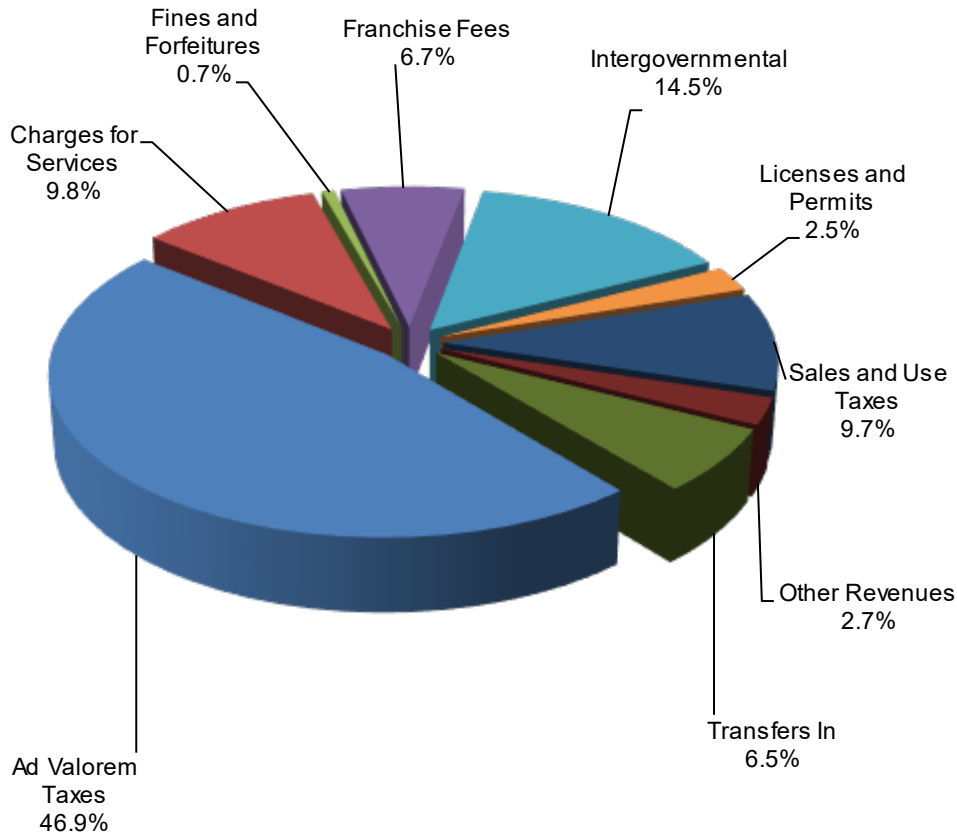
BUDGET IN BRIEF

All Funds Comparison (continued)

<u>Fund Name</u>	FY 2021/22 Adopted Budget	FY 2022/23 Adopted Budget
Debt Service Funds		
6th Cent TDT Debt	\$ 17,750,875	\$ 17,675,775
Amway Center Commercial Paper Fund	1,818,750	1,818,750
Amway Center Sales Tax Rebate Debt Service Fund	2,000,004	2,000,004
Citrus Bowl Commercial Paper Debt Construction Fund	314,700	314,700
CRA Debt - Conroy Road Fund	1,902,750	1,899,875
CRA Debt - Republic Drive Fund	3,802,254	3,798,692
CRA Debt Service 2019 A Fund	4,041,118	4,458,086
CRA Debt Service 2020 A Fund	4,875,970	4,459,520
CRA Debt Service Internal Loan Fund	1,493,702	1,100,331
Events Center Debt Other	1,175,924	971,234
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	9,638,741	9,625,991
Internal Loan - Jefferson Street Garage Fund	1,453,500	1,451,250
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	4,450,000	4,448,750
Performing Arts Center Commercial Paper Debt Construction Fund	566,550	566,550
Public Safety Debt Bond Fund 2016C	1,990,900	1,988,900
Water Reclamation Revenue Bond Funds	10,430,740	10,720,712
Debt Service Funds Total	\$ 67,706,478	\$ 67,299,120
Internal Service Funds		
Construction Management Fund	\$ 4,921,200	\$ 5,325,000
Facilities Management Fund	15,713,000	17,027,000
Fleet Management Funds	41,272,118	47,396,358
Health Care Fund	76,056,803	82,472,305
Internal Loan Bank Fund	12,027,698	16,996,991
Risk Management Fund	15,910,483	16,738,638
Internal Service Funds Total	\$ 165,901,302	\$ 185,956,292
Component Unit Funds		
Downtown Development Board Fund	\$ 4,383,986	\$ 5,535,981
Downtown South Neighborhood Improvement District Fund	925,889	914,695
Component Unit Funds Total	\$ 5,309,875	\$ 6,450,676
Pension Trust Funds		
City Pension Funds	\$ 69,549,016	\$ 66,796,837
Other Post Employment Benefit Trust Fund	24,070,894	23,200,316
Pension Trust Funds Total	\$ 93,619,910	\$ 89,997,153
Page Subtotal	\$ 332,537,565	\$ 349,703,241
All Funds Total	\$ 1,429,189,107	\$ 1,541,597,119

BUDGET IN BRIEF

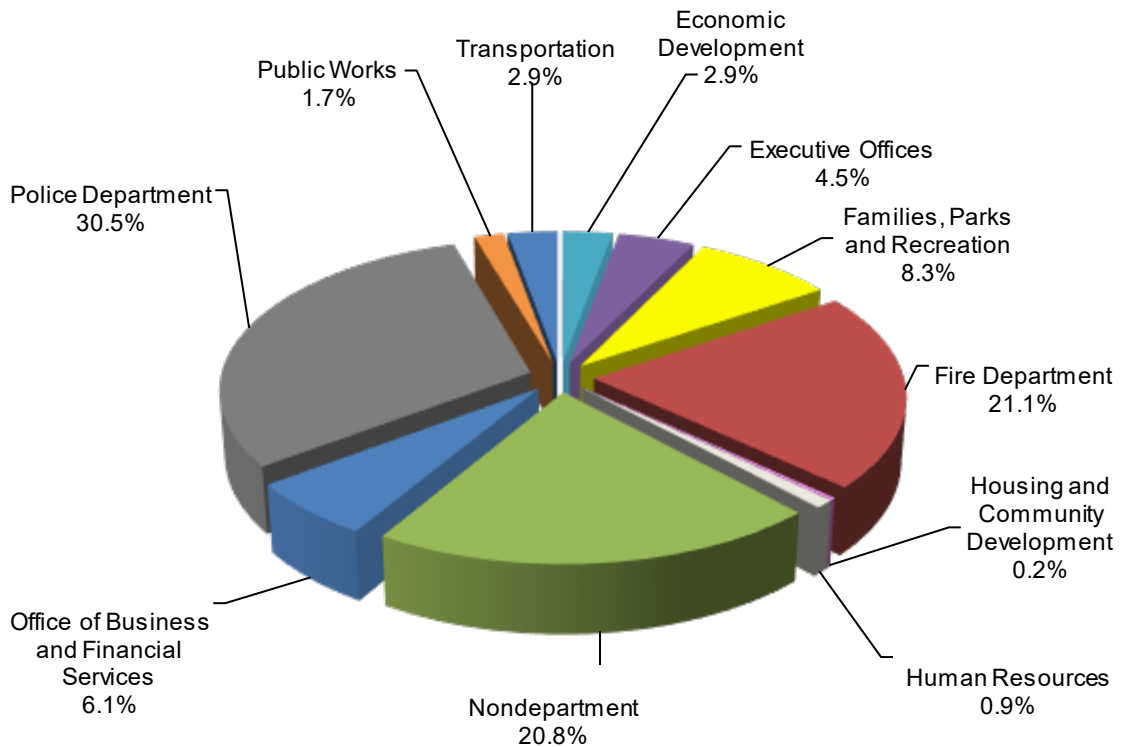
General Fund - Revenues by Source FY 2022/23



Source of General Revenue	FY 2022/23 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 282,078,343	46.9%
Charges for Services	59,213,656	9.8%
Fines and Forfeitures	4,074,000	0.7%
Franchise Fees	40,180,000	6.7%
Intergovernmental	87,494,874	14.5%
Licenses and Permits	14,827,500	2.5%
Sales and Use Taxes	58,552,500	9.7%
Other Revenues	16,214,977	2.7%
Transfers In	38,935,390	6.5%
Total	<u>\$ 601,571,240</u>	<u>100.0%</u>

BUDGET IN BRIEF

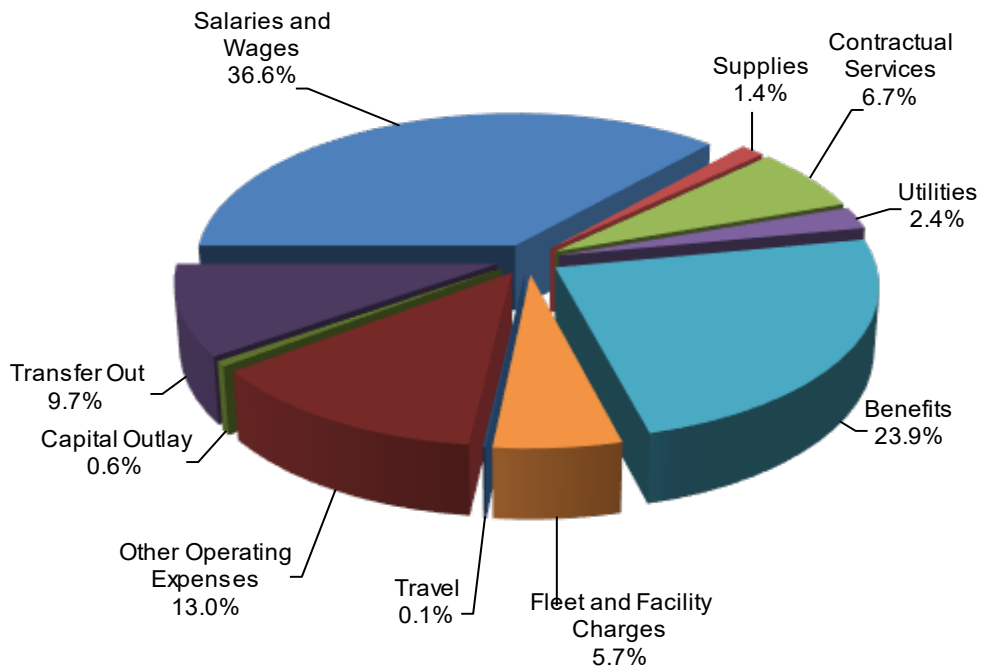
General Fund - Expenses by Department FY 2022/23



General Fund Departments	FY 2022/23 Adopted Budget	% of Total
Economic Development	\$ 17,504,232	2.9%
Executive Offices	26,852,581	4.5%
Families, Parks and Recreation	49,972,840	8.3%
Fire Department	126,976,785	21.1%
Housing and Community Development	1,298,234	0.2%
Human Resources	5,500,360	0.9%
Nondepartment	125,255,911	20.8%
Office of Business and Financial Services	36,921,073	6.1%
Police Department	183,490,281	30.5%
Public Works	10,386,234	1.7%
Transportation	17,412,709	2.9%
Total	\$ 601,571,240	100.0%

BUDGET IN BRIEF

General Fund - Expenses by Use FY 2022/23



General Fund Uses	FY 2022/23 Adopted Budget	% of Total
Salaries and Wages	\$ 219,943,398	36.6%
Benefits	144,019,297	23.9%
Supplies	8,327,151	1.4%
Contractual Services	40,254,365	6.7%
Utilities	14,225,881	2.4%
Travel	759,269	0.1%
Fleet and Facility Charges	34,486,724	5.7%
Capital Outlay	3,326,116	0.6%
Other Operating Expenses	77,908,318	13.0%
Transfer Out	58,320,721	9.7%
Total	\$ 601,571,240	100.0%

BUDGET IN BRIEF

GENERAL FUND Comparison of Sources and Uses by Fiscal Year

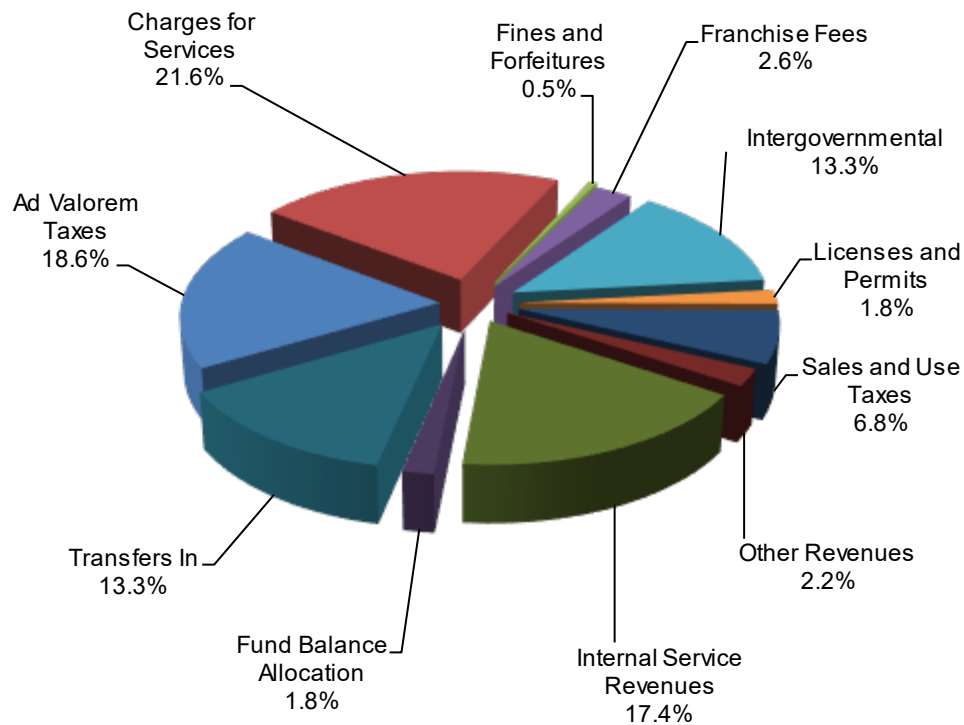
REVENUES	ACTUAL FY 2020/21	ADOPTED FY 2021/22	ADOPTED FY 2022/23	2022/23 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 237,792,338	\$ 249,264,112	\$ 282,078,343	46.9%	\$ 32,814,231	13.2%
Charges for Services	56,631,455	54,499,937	59,213,656	9.8%	4,713,719	8.6%
Fines and Forfeitures	4,066,371	4,185,000	4,074,000	0.7%	(111,000)	(2.7%)
Franchise Fees	32,974,580	34,480,000	40,180,000	6.7%	5,700,000	16.5%
Intergovernmental	85,728,136	83,248,214	87,494,874	14.5%	4,246,660	5.1%
Licenses and Permits	15,241,533	14,712,500	14,827,500	2.5%	115,000	0.8%
Sales and Use Taxes	56,377,266	54,400,000	58,552,500	9.7%	4,152,500	7.6%
Other Revenues	14,611,310	14,166,073	16,214,977	2.7%	2,048,904	14.5%
Transfers In	36,641,606	\$36,317,348	\$38,935,390	6.5%	2,618,042	7.2%
	\$ 540,064,594	\$ 545,273,184	\$ 601,571,240	100.0%	\$ 56,298,056	10.3%

APPROPRIATIONS By Department	ACTUAL FY 2020/21	ADOPTED FY 2021/22	ADOPTED FY 2022/23	2022/23 % TOTAL	NET CHANGE	% CHANGE
Economic Development	\$ 15,440,335	\$ 16,916,268	\$ 17,504,232	2.9%	\$ 587,964	3.5%
Executive Offices	23,088,814	25,115,406	26,852,581	4.5%	1,737,175	6.9%
Families, Parks and Recreation	42,049,060	45,688,726	49,972,840	8.3%	4,284,114	9.4%
Fire Department	126,992,338	125,495,714	126,976,785	21.1%	1,481,071	1.2%
Housing and Community Development	966,846	1,345,123	1,298,234	0.2%	(46,889)	(3.5%)
Human Resources	4,763,568	5,429,843	5,500,360	0.9%	70,517	1.3%
Nondepartment	99,060,051	93,583,173	125,255,911	20.8%	31,672,738	33.8%
Office of Business and Financial Services	28,464,665	34,249,313	36,921,073	6.1%	2,671,760	7.8%
Police Department	168,499,117	171,443,157	183,490,281	30.5%	12,047,124	7.0%
Public Works	8,268,563	9,152,701	10,386,234	1.7%	1,233,533	13.5%
Transportation	17,066,091	16,853,760	17,412,709	2.9%	558,949	3.3%
	\$ 534,659,448	\$ 545,273,184	\$ 601,571,240	100.0%	\$ 56,298,056	10.3%

By Major Category	ACTUAL FY 2020/21	ADOPTED FY 2021/22	ADOPTED FY 2022/23	2022/23 % TOTAL	NET CHANGE	% CHANGE
Salaries and Wages	\$ 199,948,808	\$ 206,530,102	\$ 219,943,398	36.6%	\$ 13,413,296	6.5%
Benefits	133,790,571	143,137,364	144,019,297	23.9%	881,933	0.6%
Supplies	8,845,112	9,135,056	8,327,151	1.4%	(807,905)	(8.8%)
Contractual Services	30,172,654	37,587,209	40,254,365	6.7%	2,667,156	7.1%
Utilities	12,421,336	12,887,367	14,225,881	2.4%	1,338,514	10.4%
Travel	139,647	673,671	759,269	0.1%	85,598	12.7%
Fleet and Facility Charges	29,729,667	29,249,110	34,486,724	5.7%	5,237,614	17.9%
Capital Outlay	914,800	1,668,050	3,326,116	0.6%	1,658,066	99.4%
Other Operating Expenses	59,450,989	64,950,320	77,908,318	13.0%	12,957,998	20.0%
Transfer Out	59,245,863	39,454,935	58,320,721	9.7%	18,865,786	47.8%
	\$ 534,659,448	\$ 545,273,184	\$ 601,571,240	100.0%	\$ 56,298,056	10.3%

BUDGET IN BRIEF

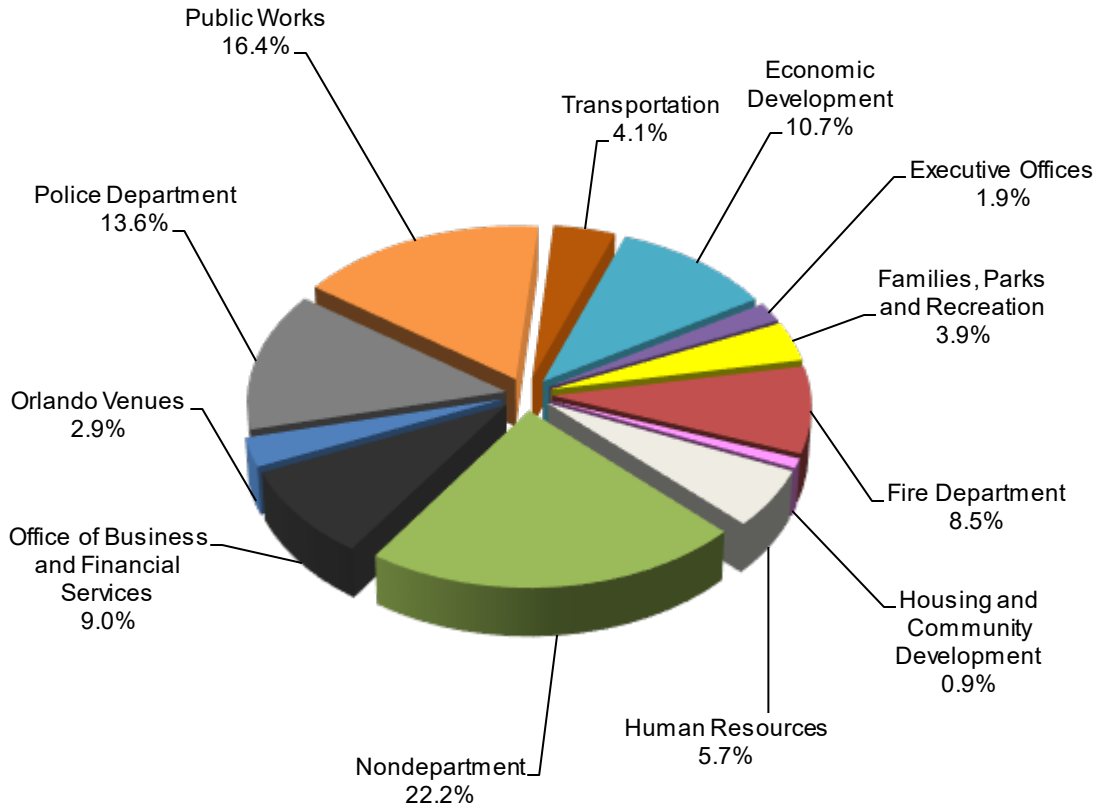
All Funds - Revenues by Source FY 2022/23



Source of All Fund Revenue	FY 2022/23 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 286,954,019	18.6%
Charges for Services	332,349,761	21.6%
Fines and Forfeitures	8,373,573	0.5%
Franchise Fees	40,279,685	2.6%
Intergovernmental	205,640,196	13.3%
Licenses and Permits	28,183,500	1.8%
Sales and Use Taxes	104,557,500	6.8%
Other Revenues	34,321,821	2.2%
Internal Service Revenues	268,817,936	17.4%
Fund Balance Allocation	27,073,824	1.8%
Transfers In	205,045,304	13.3%
Total	\$ 1,541,597,119	100.0%

BUDGET IN BRIEF

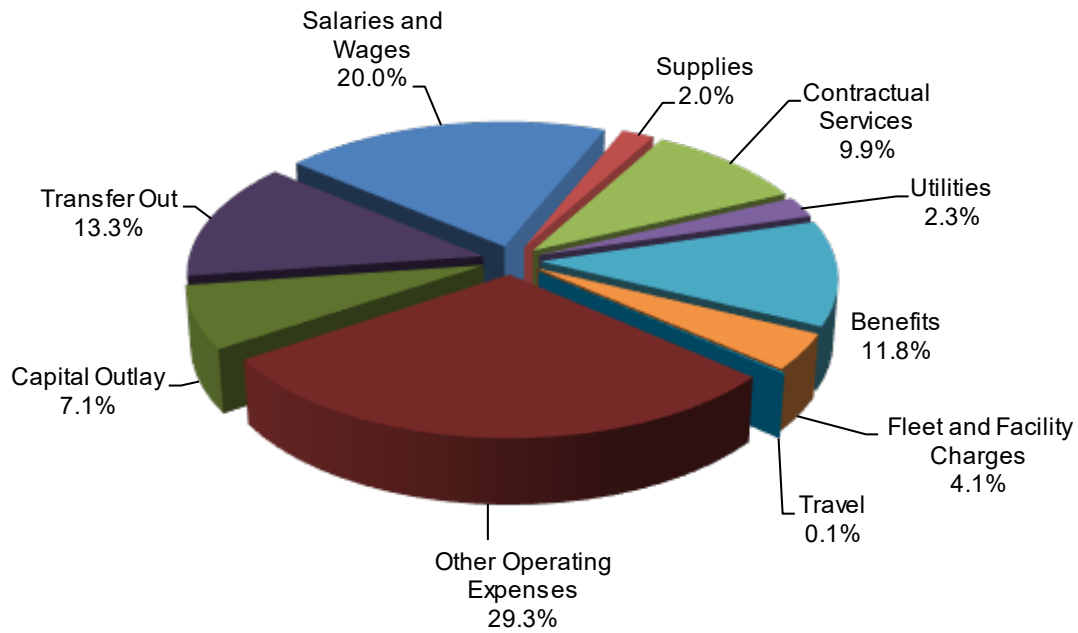
All Funds - Expenses by Department FY 2022/23



All Funds Department	FY 2022/23 Adopted Budget	% of Total
Economic Development	\$ 165,195,478	10.7%
Executive Offices	29,774,332	1.9%
Families, Parks and Recreation	60,177,209	3.9%
Fire Department	131,218,452	8.5%
Housing and Community Development	14,253,329	0.9%
Human Resources	88,250,174	5.7%
Nondepartment	342,720,306	22.2%
Office of Business and Financial Services	138,336,383	9.0%
Orlando Venues	44,159,521	2.9%
Police Department	210,342,178	13.6%
Public Works	253,539,814	16.4%
Transportation	63,629,943	4.1%
Total	\$ 1,541,597,119	100.0%

BUDGET IN BRIEF

All Funds - Expenses by Use FY 2022/23



All Funds Uses	FY 2022/23 Adopted Budget	% of Total
Salaries and Wages	\$ 308,807,932	20.0%
Benefits	182,470,352	11.8%
Supplies	30,772,379	2.0%
Contractual Services	152,437,503	9.9%
Utilities	36,064,861	2.3%
Travel	1,265,790	0.1%
Fleet and Facility Charges	62,977,462	4.1%
Capital Outlay	109,499,962	7.1%
Other Operating Expenses	452,255,574	29.3%
Transfer Out	205,045,304	13.3%
Total	\$ 1,541,597,119	100.0%

BUDGET IN BRIEF

ALL FUNDS Comparison of Sources and Uses by Fiscal Year

REVENUES	ACTUAL FY 2020/21	ADOPTED FY 2021/22	ADOPTED FY2022/23	2022/23 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 241,849,414	\$ 253,381,394	\$ 286,954,019	18.6%	\$ 33,572,625	13.2%
Charges for Services	306,736,574	307,858,597	332,349,761	21.6%	24,491,164	8.0%
Fines and Forfeitures	8,921,825	8,372,940	8,373,573	0.5%	633	0.0%
Franchise Fees	33,054,580	34,560,000	40,279,685	2.6%	5,719,685	16.6%
Intergovernmental	214,865,569	203,418,819	205,640,196	13.3%	2,221,377	1.1%
Licenses and Permits	28,961,362	27,868,500	28,183,500	1.8%	315,000	1.1%
Sales and Use Taxes	101,615,271	97,964,723	104,557,500	6.8%	6,592,777	6.7%
Other Revenues	462,041,505	44,754,588	34,321,821	2.2%	(10,432,767)	(23.3%)
Internal Service Revenues	275,173,048	259,215,504	268,817,936	17.4%	9,602,432	3.7%
Fund Balance Allocation	-	23,916,680	27,073,824	1.8%	3,157,144	13.2%
Transfers In	217,537,382	167,877,362	205,045,304	13.3%	37,167,942	22.1%
	\$ 1,890,756,530	\$ 1,429,189,107	\$ 1,541,597,119	100.0%	\$ 112,408,012	7.9%

APPROPRIATIONS By Department	ACTUAL FY 2020/21	ADOPTED FY 2021/22	ADOPTED FY2022/23	2022/23 % TOTAL	NET CHANGE	% CHANGE
Economic Development	\$ 135,303,907	\$ 140,512,230	\$ 165,195,478	10.7%	\$ 24,683,248	17.6%
Executive Offices	26,919,594	27,607,796	29,774,332	1.9%	2,166,536	7.8%
Families, Parks and Recreation	60,543,218	54,942,264	60,177,209	3.9%	5,234,945	9.5%
Fire Department	127,939,664	132,846,114	131,218,452	8.5%	(1,627,662)	(1.2%)
Housing and Community Development	20,191,398	11,834,725	14,253,329	0.9%	2,418,604	20.4%
Human Resources	81,245,740	81,761,138	88,250,174	5.7%	6,489,036	7.9%
Nondepartment	374,754,512	307,722,574	342,720,306	22.2%	34,997,732	11.4%
Office of Business and Financial Services	129,226,079	117,441,679	138,336,383	9.0%	20,894,704	17.8%
Orlando Venues	97,434,258	40,412,657	44,159,521	2.9%	3,746,864	9.3%
Police Department	192,755,389	195,334,174	210,342,178	13.6%	15,008,004	7.7%
Public Works	300,004,994	263,190,893	253,539,814	16.4%	(9,651,079)	(3.7%)
Transportation	64,803,415	55,582,863	63,629,943	4.1%	8,047,080	14.5%
	\$ 1,611,122,169	\$ 1,429,189,107	\$ 1,541,597,119	100.0%	\$ 112,408,012	7.9%

By Major Category	ACTUAL FY 2020/21	ADOPTED FY 2021/22	ADOPTED FY2022/23	2022/23 % TOTAL	NET CHANGE	% CHANGE
Salaries and Wages	\$ 273,803,666	\$ 288,971,224	\$ 308,807,932	20.0%	\$ 19,836,708	6.9%
Benefits	179,256,250	181,643,793	182,470,352	11.8%	826,559	0.5%
Supplies	37,093,406	29,645,875	30,772,379	2.0%	1,126,504	3.8%
Contractual Services	200,956,197	156,760,161	152,437,503	9.9%	(4,322,658)	(2.8%)
Utilities	34,703,503	34,871,062	36,064,861	2.3%	1,193,799	3.4%
Travel	317,786	1,170,841	1,265,790	0.1%	94,949	8.1%
Fleet and Facility Charges	60,878,082	52,720,093	62,977,462	4.1%	10,257,369	19.5%
Capital Outlay	221,633,473	70,560,020	109,499,962	7.1%	38,939,942	55.2%
Other Operating Expenses	384,939,615	444,968,677	452,255,574	29.3%	7,286,897	1.6%
Transfer Out	217,540,190	167,877,361	205,045,304	13.3%	37,167,943	22.1%
	\$ 1,611,122,169	\$ 1,429,189,107	\$ 1,541,597,119	100.0%	\$ 112,408,012	7.9%

BUDGET IN BRIEF

CITYWIDE STAFFING SUMMARY CITY OF ORLANDO FY 2022/23

SUMMARY BY DEPARTMENT	FY 2020/21	FY 2021/22	FY 2021/22	FY2022/23	FY2022/23	FY2022/23	FY2022/23
	Final	Adopted	Revised	Adopted New	Adopted Deletions	Adopted Transfers	Adopted
Economic Development	271	271	6	6	-	-	283
Executive Offices	144	144	6	10	-	1	161
Families, Parks and Recreation	272	272	4	15	(2)	-	289
Fire Department	659	659	2	-	-	-	661
Housing and Community Development	22	22	-	-	-	-	22
Human Resources	34	35	-	-	-	-	35
Office of Business and Financial Services	292	292	3	-	-	-	295
Orlando Venues	85	85	-	-	-	-	85
Police Department	1,129	1,131	10	25	-	-	1,166
Public Works	604	607	3	7	-	(1)	616
Transportation	181	181	(1)	-	-	-	180
TOTAL CITY OF ORLANDO	3,693	3,699	33	63	(2)	-	3,793

SUMMARY BY FUND

General	2,529	2,533	18	44	-	3	2,598
Water Reclamation Revenue	273	273	(1)	4	-	-	276
Building Code Enforcement	121	121	1	2	-	-	124
GOAA Police	118	118	3	2	-	-	123
Solid Waste	118	118	4	-	-	(3)	119
Parking System Revenue	104	104	-	-	-	-	104
Stormwater Utility	95	95	-	-	-	-	95
Community Redevelopment Agency	47	47	4	3	-	-	54
Fleet Management	52	52	2	-	-	-	54
Orlando Venues	54	54	-	-	-	-	54
Facilities Management	51	51	1	-	-	-	52
Construction Management	34	36	-	-	-	-	36
After School All Stars	18	18	-	8	(2)	-	24
Housing Grants	22	22	-	-	-	-	22
Leu Gardens	20	20	-	-	-	-	20
Risk Management	14	14	-	-	-	-	14
Orlando Stadium Operations	7	7	-	-	-	-	7
Mennello Museum	4	4	-	-	-	-	4
Cemetery Trust	2	2	1	-	-	-	3
Centroplex Garages	3	3	-	-	-	-	3
Fleet Replacement	2	2	-	-	-	-	2
Code Board Lien Assessment	1	1	-	-	-	-	1
Crossing Guard	1	1	-	-	-	-	1
Downtown South District	1	1	-	-	-	-	1
Fire Pension	1	1	-	-	-	-	1
Health Care	1	1	-	-	-	-	1
TOTAL CITY OF ORLANDO	3,693	3,699	33	63	(2)	-	3,793

BUDGET IN BRIEF

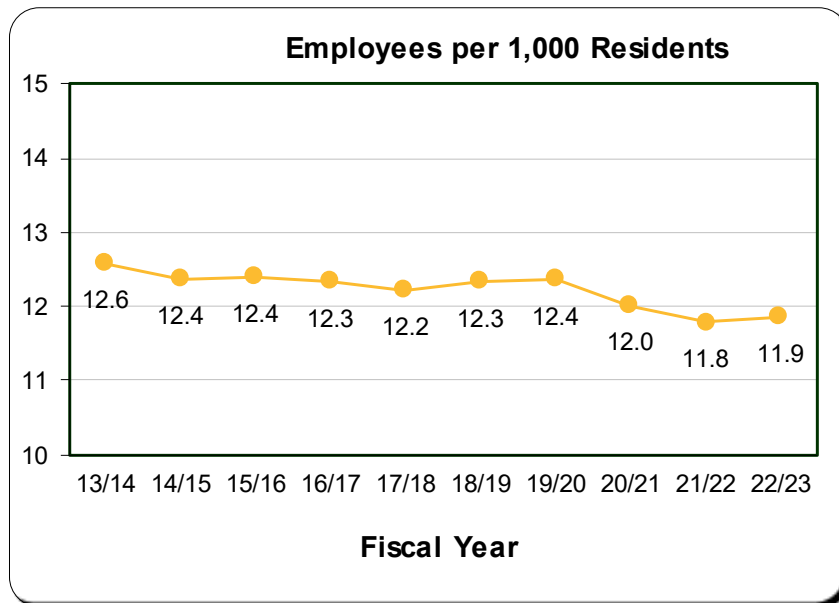
CITY WIDE STAFFING DATA AND CHARTS

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.

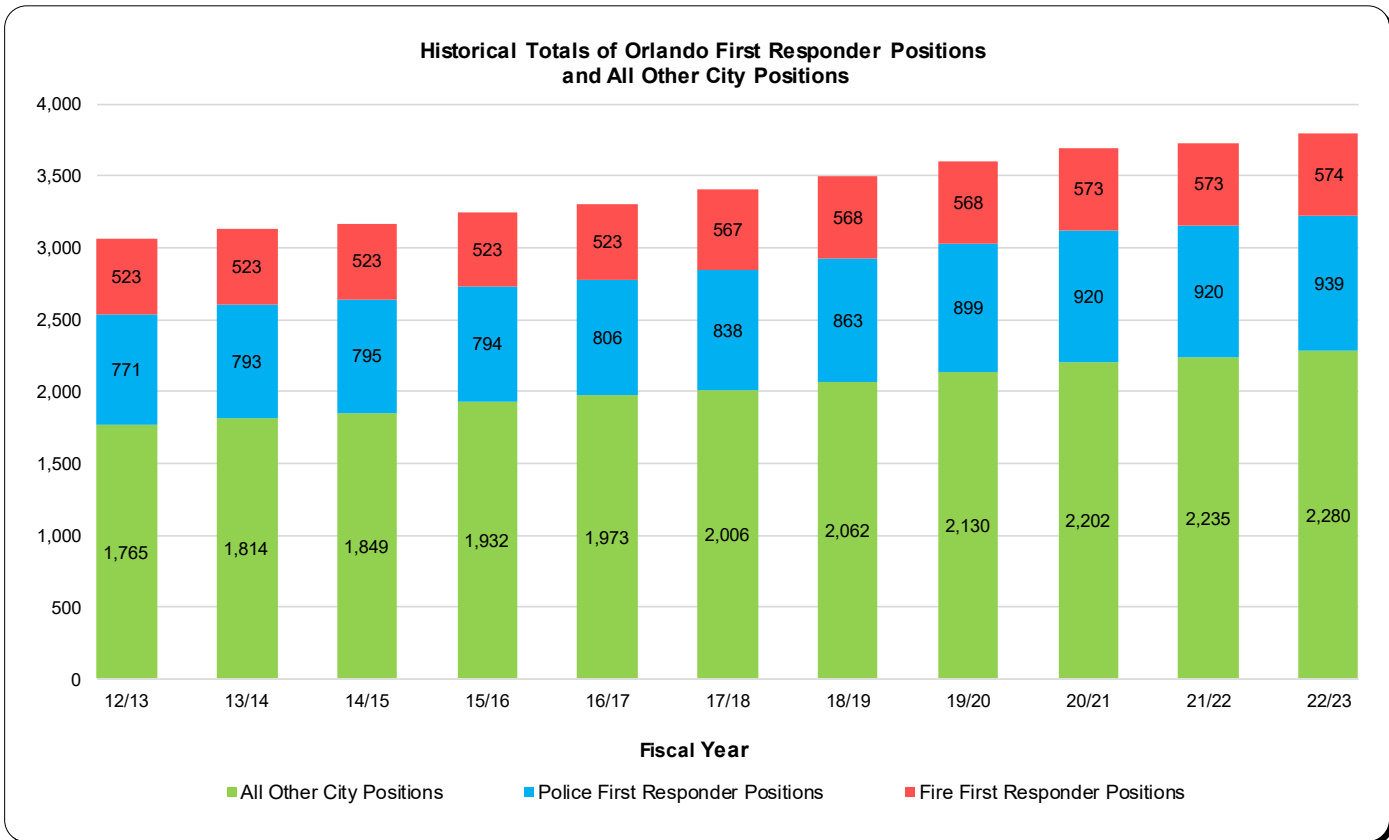
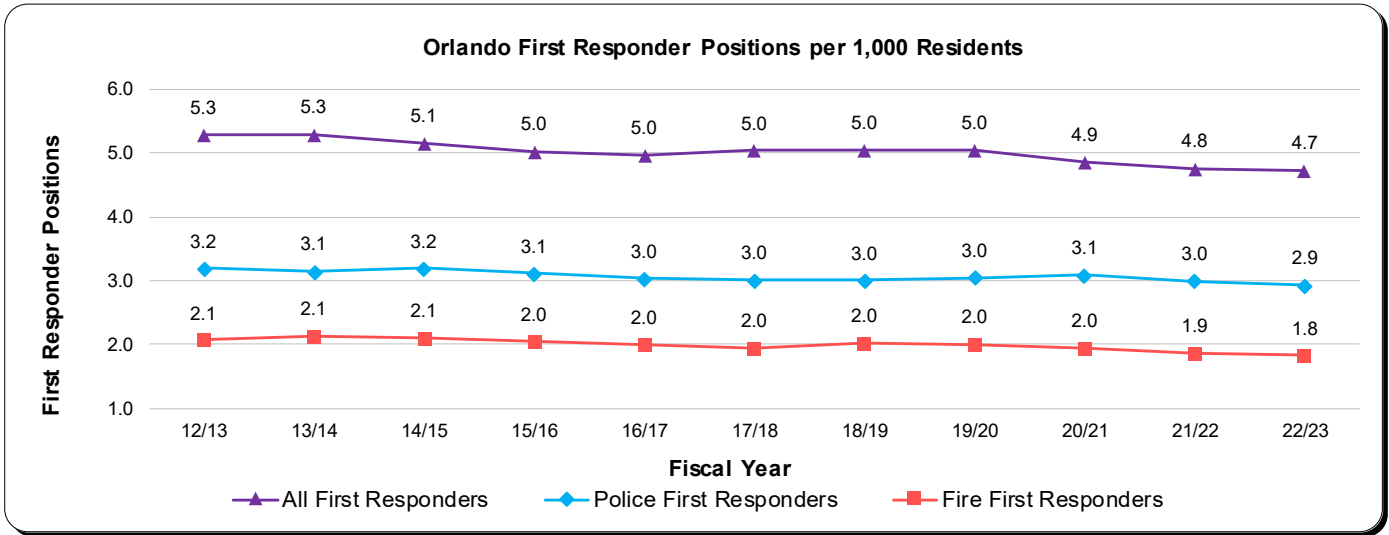
	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>
City Population	248,731	256,012	262,100	267,842	279,133	283,476	291,117	307,573	313,975	319,857
Employees	3,130	3,167	3,249	3,302	3,411	3,493	3,597	3,695	3,701	3,793
Fire Sworn	523	523	523	523	538	539	539	539	539	540
Fire Civilian Transport	-	-	-	-	29	29	29	34	34	34
Total Fire First Responders	523	523	523	523	567	568	568	573	573	574
Police Sworn	760	760	760	772	804	829	862	883	883	886
Community Service Officers	33	35	34	34	34	34	37	37	37	53
Total Police First Responders	793	795	794	806	838	863	899	920	920	939

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 by Fund 2022/23

	FY 2021/22 Adopted Budget	FY 2022/23 Adopted Budget
Dubsdread Renewal and Replacement Fund	\$ 255,000	\$ 260,000
Transportation Impact Fee-North Fund	2,000,000	3,550,000
Transportation Impact Fee-Southeast Fund	-	2,500,000
Transportation Impact Fee-Southwest Fund	7,631,000	1,250,000
Gas Tax Fund	4,925,000	5,225,000
Building Code Enforcement Fund	1,970,000	1,670,000
Downtown South Neighborhood Improvement District	700,000	700,000
Community Redevelopment Fund	22,279,306	30,747,041
Capital Improvements Fund	22,779,000	34,817,800
Real Estate Acquisition Fund	1,000,000	1,100,000
Amway Center Renewal and Replacement Fund	1,000,000	1,000,000
Water Reclamation General Construction Fund	57,300,000	30,229,779
Water Reclamation Renewal and Replacement Fund	3,000,000	3,000,000
Water Reclamation Impact Fees Fund	-	5,000,000
Centroplex Garages Fund	100,000	-
Parking Renewal and Replacement Fund	-	1,530,000
Solid Waste Fund	2,220,000	-
Stormwater Capital Fund	2,000,000	3,000,000
Downtown Development Board Fund	500,000	-
Capital Improvement Plan Total	\$ 129,659,306	\$ 125,579,620

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2022/23 Detail by Fund

Funding Source	FY 2022/23 Adopted Budget
Amway Center Renewal & Replacement Fund	
Amway Center Repair and Replacement	\$ 1,000,000
Amway Center Renewal & Replacement Fund Total	\$ 1,000,000
Building Code Enforcement Fund	
Economic Development Information System	\$ 1,670,000
Building Code Enforcement Fund Total	\$ 1,670,000
Capital Improvements Fund	
Affordable Housing	\$ 1,000,000
Athletic Field Maintenance	641,000
Brick Street Conversion	750,000
Bridge Maintenance and Repair	125,000
Facility Evaluation, Repairs, and Rehabilitation	1,677,800
Fire Equipment Replacement	1,700,000
Fire Station 13 Replacement (Southport)	800,000
Fire Station 18 (Storey Park)	800,000
Fire Station 20 (Poitras)	800,000
Garden House Exterior Repairs/AV Upgrade	184,000
HVAC Replacement Program (Northwest Neighborhood Center)	643,000
Information Technology Enhancements	1,550,000
Information Technology Hardware & Software Updates	2,500,000
Miscellaneous Sidewalk Repair	1,500,000
Northwest Neighborhood Center Pool Area Renovation	700,000
OPD Equipment Replacement	2,250,000
OPD Gun Range Environmental Maintenance and Repair	2,000,000
Operational Efficiency Project (IT)	500,000
Parks and Playground Renovation Project	1,225,000
Pavement Rehabilitation	2,500,000
Public Safety Leadership Initiatives	500,000
Radio System Site Antenna Replacement	468,000
Record Management and Preservation	200,000
Recreation Facility Renovations & Maintenance (Northwest Neighborhood Center)	1,500,000
Renewable Energy for City Facilities	1,250,000
Robinson Street "Complete Streets"	2,500,000
Roof Replacement Program	1,204,000
School Safety Sidewalk Program	600,000
Sidewalk Remediation Program	850,000
Smart Cities Capital Project	250,000
Transportation Safety Projects	600,000
Transportation System Equipment and Maintenance	800,000
Water Irrigation Controls Upgrades	250,000
Capital Improvements Fund Total	\$ 34,817,800
Page Subtotal	\$ 37,487,800

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2022/23 Detail by Fund

Funding Source	FY 2022/23 Adopted Budget
Community Redevelopment Agency Fund	
Arts & Culture	\$ 1,500,000
Business Recruitment & Retention	500,000
Community Policing Innovations	500,000
Downtown Capital Maintenance	2,500,000
Downtown Lighting	1,750,000
DTO Implementation	4,500,000
Lake Eola CRA	1,500,000
Parramore Housing Initiative	4,500,000
Parramore Task Force	50,000
Streetscape Improvements	500,000
Streetscape Matching	200,000
Under I Design	7,747,041
Venues & Open Spaces	5,000,000
Community Redevelopment Agency Fund Total	\$ 30,747,041
Downtown South Neighborhood Improvement District Fund (DSNID)	
DSNID Projects	\$ 700,000
Downtown South Neighborhood Improvement District Fund (DSNID) Total	\$ 700,000
Dubsdread Renewal & Replacement Fund	
Dubsdread Clubhouse Improvements	\$ 55,000
Dubsdread Course/Grounds Maintenance	\$ 155,000
Dubsdread Equipment	50,000
Dubsdread Renewal & Replacement Fund Total	\$ 260,000
Gas Tax Fund	
ADA Transition Plan	\$ 300,000
Bicycle Plan Implementation	200,000
Brick Street Restoration	200,000
Bridge Maintenance and Repair	125,000
Curb Ramp Construction and Curb Repair	150,000
Intersection Safety Improvements	400,000
Miscellaneous Sidewalk Repair	400,000
Pavement Marking Maintenance	550,000
Pavement Rehabilitation	2,500,000
Regional Computerized Signal System	100,000
Traffic Counts and Travel Time Studies	100,000
Traffic Signal Refurbishing Program	200,000
Gas Tax Fund Total	\$ 5,225,000
Parking Renewal & Replacement Fund	
Central Blvd Garage Repair and Maintenance	\$ 280,000
Courthouse Garage Repair and Maintenance	575,000
Jefferson Garage Capital Repairs	425,000
Library Garage Repair and Maintenance	250,000
Parking Renewal & Replacement Fund Total	\$ 1,530,000
Real Estate Acquisition Fund	
Land Acquisitions	\$ 1,100,000
Real Estate Acquisition Fund Total	\$ 1,100,000
Stormwater Capital Fund	
Drainage Well Enhancements	\$ 2,000,000
Rapid Response Construction	1,000,000
Stormwater Capital Fund Total	\$ 3,000,000
Page Subtotal	\$ 42,562,041

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2022/23 Detail by Fund

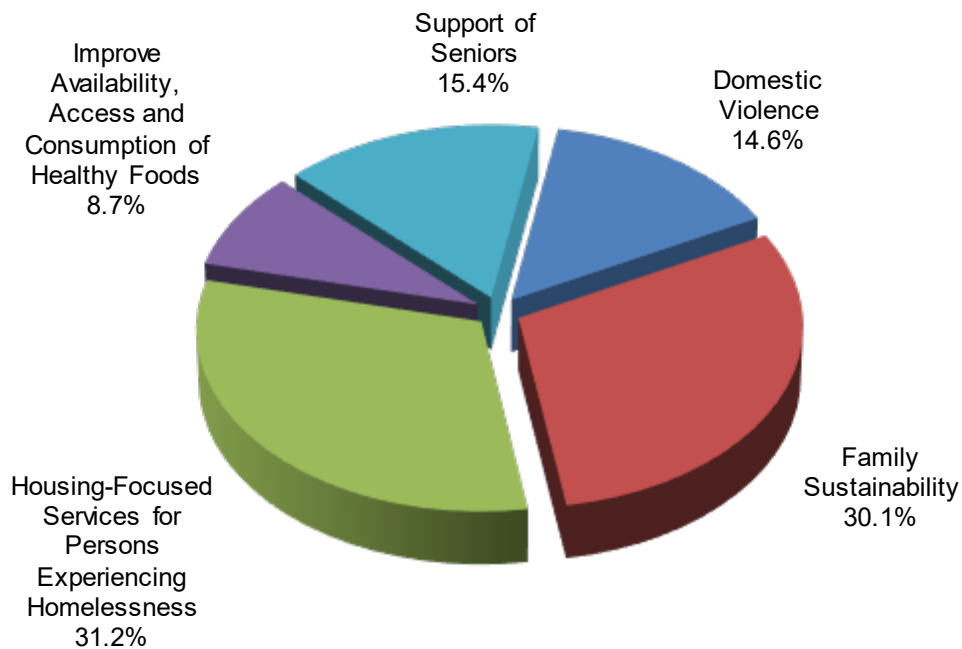
Funding Source	FY 2022/23 Adopted Budget
Transportation Impact Fee - North Fund	
Church Street SunRail Platform	\$ 600,000
Hicks Avenue Extension (Anderson St to South St)	1,575,000
Milk District Bicycle & Pedestrian Recommendations	625,000
Mills 50 Bicycle & Pedestrian Recommendations	250,000
Terry Ave - Washington to Colonial	500,000
Transportation Impact Fee - North Fund Total	\$ 3,550,000
Transportation Impact Fee - Southeast Fund	
Southeast Roadway Network	\$ 2,000,000
West Dowden Road Extension	500,000
Transportation Impact Fee - Southeast Fund Total	\$ 2,500,000
Transportation Impact Fee - Southwest Fund	
Kirkman Trail Design: Raleigh to OWG	\$ 250,000
Pres. Barack Obama Parkway Phase 2	500,000
Southwest Bike Study Implementation	500,000
Transportation Impact Fee - Southwest Fund Total	\$ 1,250,000
Water Reclamation General Construction Fund	
Conserv I Operations Center and Lab	\$ 600,000
Conserv I South Reclaimed Water Main	1,000,000
Conserv II Area Collection System Improvements	1,294,429
Conserv II Deep Bed Filters	1,000,000
Conserv II Heavy Equipment Storage	150,000
Conserv II Process Improvements and Upgrades	2,500,000
Easterly Wetlands Restoration	500,000
Iron Bridge Admin and Lab Air Handling Unit Replacement	485,350
Iron Bridge Area Collection System Improvements	2,500,000
Iron Bridge Power Generation Improvements	250,000
Lift Station 55 Replacement	4,000,000
Lift Station Rehabilitation	3,000,000
Lift Stations Emergency Generators	3,000,000
Line Sewers	3,000,000
LS 1,2, and 3 Force Main	1,200,000
Rapid Response Construction	1,000,000
Reclaimed Water System Valve Replacements	1,000,000
Sanitary System Corrosion Abatement	2,000,000
Sewage Air Release Valve Replacement	1,000,000
Transmission System Master Study	750,000
Water Reclamation General Construction Fund Total	\$ 30,229,779
Water Reclamation Impact Fees Fund	
Conserv I Power Generation Improvements	\$ 3,000,000
Lift Station 55 Replacement	2,000,000
Water Reclamation Impact Fees Fund Total	\$ 5,000,000
Water Reclamation Renewal & Replacement Fund	
Miscellaneous Renewal and Replacement	\$ 3,000,000
Water Reclamation Renewal & Replacement Fund Total	\$ 3,000,000
Page Subtotal	\$ 45,529,779
CIP Total	\$ 125,579,620

BUDGET IN BRIEF

Community Partnerships:

The City of Orlando provides funding to local non-profit organizations through several mechanisms throughout the year. The Office of Community Affairs awards over \$2.5 million in Community Investment Program funds via an application process to community organizations seeking assistance in addressing several focus areas as identified below (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 2022/23**



Focus Care Area	City Funding	% of Total
Domestic Violence	\$ 369,000	14.6%
Family Sustainability	762,000	30.1%
Housing-Focused Services for Persons Experiencing Homelessness	790,500	31.2%
Improve Availability, Access and Consumption of Healthy Foods	220,250	8.7%
Support of Seniors	390,000	15.4%
Total	\$ 2,531,750	100.0%

BUDGET IN BRIEF

COMMUNITY ORGANIZATION FUNDING RECOMMENDATIONS COMMUNITY INVESTMENT PROGRAM

	Planned FY 2021/22	Planned FY 2022/23
Ability Housing, Inc.	\$ 52,000	\$ 52,000
Adult Literacy League, Inc.	20,000	22,000
Aspire Heath Partners, Inc.	35,000	35,000
Boys & Girls Clubs of Central Florida, Inc.	50,000	50,000
Center For Multicultural Wellness and Prevention, Inc.	26,000	28,000
Central Florida Community Arts, Inc.	33,000	35,000
Central Florida Urban League	75,000	-
Christian Service Center for Central Florida, Inc.	35,000	35,000
Coalition for the Homeless of Central Florida	200,000	200,000
Community Coordinated Care for Children, Inc.	317,000	317,000
Community Legal Services of Mid-Florida	-	20,000
Cornerstone Hospice Foundation	25,000	-
Covenant House Florida	-	30,000
Easter Seals Florida, Inc.	15,000	15,000
Embrace Families, Inc.	-	12,000
Family Promise of Greater Orlando	12,500	12,500
Feeding Children Everywhere	55,000	70,000
Foundation for Foster Children	45,000	48,000
Grand Avenue ECDC	25,000	25,000
Habitat for Humanity		15,000
Harbor House of Central Florida	200,000	200,000
Health Care Center for the Homeless, Inc.	120,000	120,000
Heart of Florida United Way	78,000	79,000
Hebni Nutrition Consultants, Inc.	-	25,000
IDignity	30,000	32,000
IMPOWER, Inc.	12,000	12,000
JFS Orlando	-	25,000
Life Concepts, Inc.	15,000	20,000
Lighthouse Central Florida, Inc.	28,000	28,000
One Heart for Women and Children	45,000	48,000
Orlando Ballet	-	10,000
Orlando Center for Justice	-	40,000
Orlando Day Nursery Association, Inc.	26,000	-
Orlando Health, Inc.	78,000	80,000
Pathway Homes, Inc.	62,000	60,000
Second Harvest Food Bank of Central Florida, Inc.	70,000	44,250
Seniors First, Inc.	228,000	230,000
Servant's Heart International Ministry, Inc.	7,500	8,000
Share the Care, Inc	26,000	29,000
Simeon Resource and Development Center for Men, Inc.	-	15,000
The Mental Health Association of Central Florida, Inc.	24,000	25,000
The Mustard Seed of Central Florida	20,000	20,000
The Salvation Army	48,000	45,000
United Against Poverty Orlando	34,190	34,000
University of Central Florida Foundation	-	40,000
Valencia College Foundation Inc.	70,000	72,000
Victim Service Center of Central Florida, Inc.	54,000	54,000
Zebra Coalition	115,000	115,000
Subtotal - Community Investment Program	\$ 2,411,190	\$ 2,531,750

BUDGET IN BRIEF

OTHER FUNDING

	Planned FY 2021/22	Planned FY 2022/23
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)	600,000	250,000
Community Foundation of Central Florida	1,975,000	2,300,000
Downtown Arts District / City Arts Factory (2)	25,000	25,000
Downtown Orlando Partnership (2)	25,000	75,000
Florida Citrus Sports	50,000	50,000
Health Care Center for the Homeless (2)	67,200	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	200,000
MetroPlan	149,613	157,253
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	61,414
Stand Up Orlando	50,000	50,000
Starter Studio (2)	125,000	125,000
UCF Research Foundation	1,010,000	1,020,000
United Arts of Central Florida	470,570	470,570
Subtotal - Other Funding	\$ 6,623,272	\$ 6,718,489

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

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 FY2021/22	Planned FY2022/23
<u>Community Development Block Grant</u>		
Catholic Charities	\$ -	\$ 200,442
Christian Service Center	180,514	-
Coalition for the Homeless	145,911	144,163
Family Promise	55,000	30,000
Grand Avenue Economic Development	35,000	40,000
Harbor House	33,000	35,000
Heart of Florida United Way	31,130	35,000
Housing and Neighborhood Development Services of Central Florida	61,709	57,522
IDignity	-	35,000
Jewish Family Services	29,000	35,000
Lifeboat Project	25,000	30,000
Maxwell Terrace	-	406,875
Palm Grove Apartments	-	514,096
Primrose Center	-	548,460
Rebuilding Together Orlando	-	300,000
The Salvation Army	450,000	-
True Health	-	100,000
United Cerebral Palsy	-	210,600
West Lakes Partnership	-	260,000
Subtotal - Community Development Block Grant	1,046,264	2,982,158
<u>Emergency Solutions Grant</u>		
Christian Service Center	48,201	51,398
Coalition for the Homeless	39,480	30,000
Harbor House	39,480	30,000
Homeless Services Network	16,000	16,000
SALT Outreach	-	30,000
The Salvation Army	39,480	30,000
Subtotal - Emergency Solutions Grant	182,641	187,398
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Aspire	1,056,730	853,920
Catholic Charities	221,599	296,499
Center for Multicultural Wellness and Prevention	1,084,980	1,169,528
HMIS	-	35,000
Homeless Services Network	442,980	524,891
Miracle of Love	1,424,753	1,711,786
Orange County	20,000	-
St. Francis	69,657	87,847
Xtending Hands	128,400	120,809
Subtotal - HOPWA Grant	4,449,099	4,800,280
Total Housing Grant Funding	\$ 5,678,004	\$ 7,969,836
TOTAL - ALL FUNDING	\$ 14,712,466	\$ 17,220,075

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REVENUE DETAIL

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

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

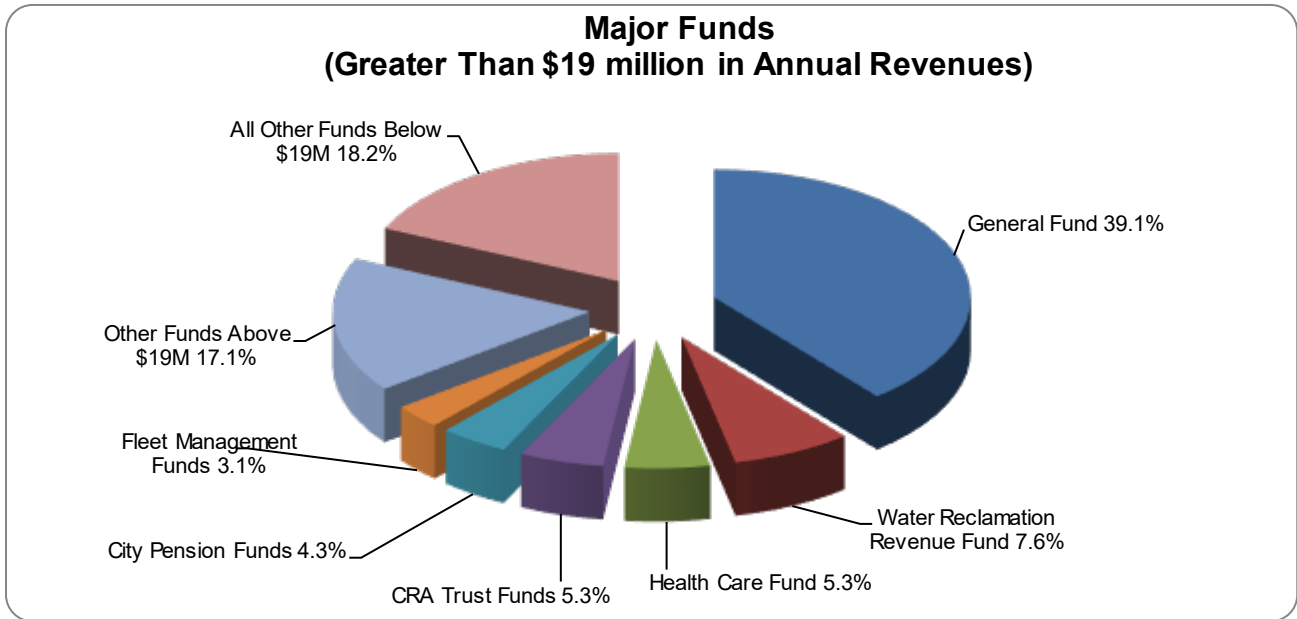
Government and not-for-profit accounting focuses on the sources, uses and balances of funds through Fund Accounting. Fund Accounting segregates revenues, expenditures and debt for specific purposes into separate funds to assure accounting control and legal compliance. Inter-fund transactions, if permitted,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

Enterprise funds 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.

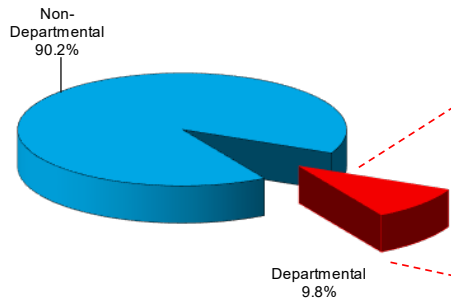
REVENUE DETAIL



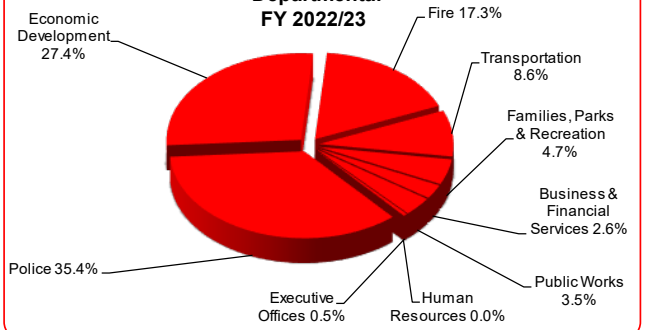
Fund Description	Actual	Actual	Actual	Revised	Adopted
	<u>FY 2018/19</u>	<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>Budget FY 2021/22</u>	<u>Budget FY 2022/23</u>
General Fund	\$ 519,836,149	\$ 519,272,195	\$ 541,378,257	\$ 545,704,003	\$ 601,571,240
Water Reclamation Revenue Fund	110,780,674	114,235,747	111,248,673	114,470,863	116,760,743
Health Care Fund	70,660,230	73,162,508	67,496,204	76,056,803	82,472,305
CRA Trust Funds	62,426,156	67,777,744	73,327,923	69,143,856	81,953,124
City Pension Funds	148,878,640	175,504,428	316,447,198	69,549,016	66,796,837
Fleet Management Funds	45,492,083	50,775,807	48,151,523	49,776,794	47,396,358
Solid Waste Fund	36,063,824	35,461,161	34,699,193	50,082,255	41,533,233
CRA Operating Fund	25,044,480	24,387,634	32,708,476	87,987,424	38,823,590
Utilities Services Tax Fund	34,892,171	35,518,773	36,402,903	34,771,723	36,959,000
Water Reclamation Construction Fund	46,027,740	40,799,483	43,463,823	197,804,508	30,459,228
Stormwater Utility Fund	24,767,720	30,274,293	24,647,762	29,790,666	27,638,615
Orlando Venues Enterprise Fund	26,493,882	21,571,149	20,172,746	29,620,797	25,291,582
Other Post Employment Benefit Trust Fund	37,557,262	39,047,087	55,875,541	24,070,894	23,200,316
Building Code Enforcement Fund	22,142,815	17,213,858	15,270,078	23,776,246	19,709,283
Greater Orlando Aviation Authority Police Fund	14,079,242	15,640,238	16,780,030	19,045,142	19,066,620
All Other Funds	470,381,848	479,516,602	846,980,969	877,195,103	281,965,045
Total	\$ 1,695,524,916	\$ 1,740,158,709	\$ 2,285,051,298	\$ 2,298,846,093	\$ 1,541,597,119

REVENUE DETAIL

**General Fund Revenues
Non-Departmental vs. Departmental
FY 2022/23**



**General Fund Revenues
Departmental
FY 2022/23**



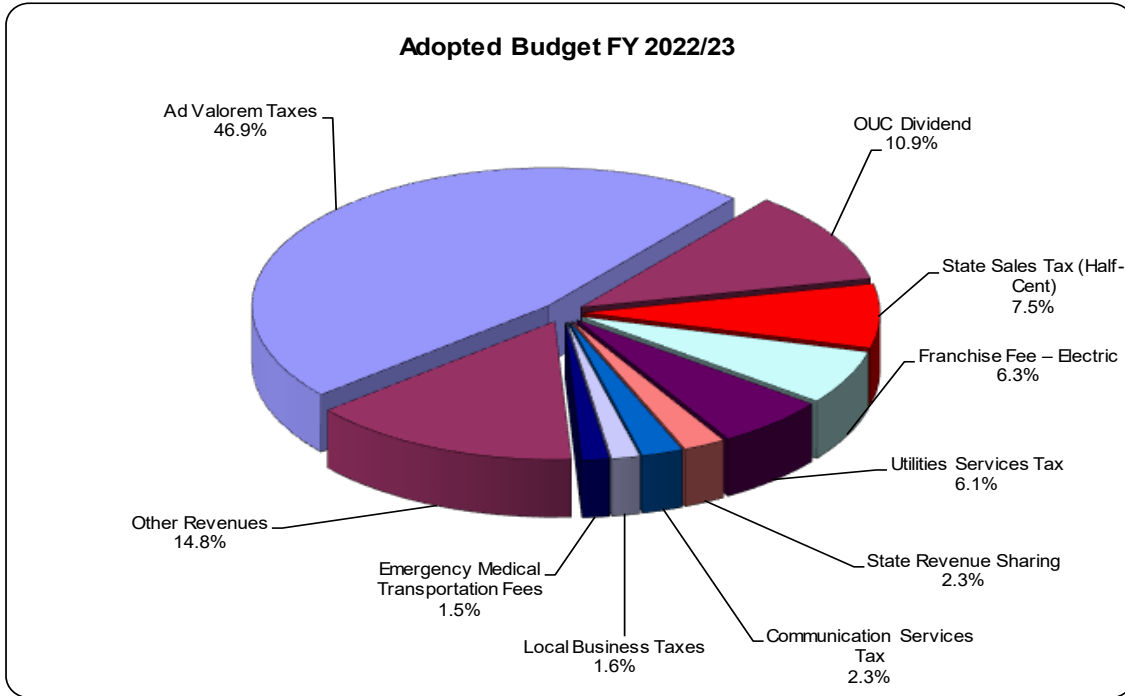
Department	Revised Budget	Adopted Budget	% of Total
	FY 2021/22	FY 2022/23	
Non-Departmental	\$ 491,868,039	\$ 542,614,959	90.2%
Departmental	53,405,145	58,956,281	9.8%
Total	\$ 545,273,184	\$ 601,571,240	100.0%

Departmental	Revised Budget	Adopted Budget	% of Total
	FY 2021/22	FY 2022/23	
Police	\$ 18,096,118	\$ 20,863,118	35.4%
Economic Development	15,861,000	16,181,000	27.4%
Fire	8,915,502	10,179,500	17.3%
Transportation	4,936,384	5,071,014	8.6%
Families, Parks & Recreation	2,067,819	2,779,367	4.7%
Business & Financial Services	1,916,236	1,548,332	2.6%
Public Works	1,517,348	2,060,280	3.5%
Executive Offices	94,738	268,670	0.5%
Human Resources	-	5,000	0.0%
Total	\$ 53,405,145	\$ 58,956,281	100.0%

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 2022/23 are shown in the table below.



<u>Revenue Description</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Revised</u> <u>Budget</u> <u>FY 2021/22</u>	<u>Adopted</u> <u>Budget</u> <u>FY 2022/23</u>
Ad Valorem Taxes	\$ 197,312,310	\$ 217,048,961	\$ 237,792,338	\$ 249,264,112	\$ 282,078,343
OUC Dividend	63,362,147	65,727,924	61,830,528	62,200,000	65,300,000
State Sales Tax (Half-Cent)	47,753,824	37,195,412	42,690,592	40,500,000	45,000,000
Franchise Fee - Electric	30,928,145	31,204,630	30,734,826	32,300,000	38,000,000
Utilities Services Tax	31,000,000	33,500,000	34,250,000	34,600,000	36,400,000
State Revenue Sharing	14,547,622	13,570,014	15,356,927	12,850,000	13,878,000
Communication Services Tax	13,811,667	13,876,550	13,686,674	13,900,000	13,552,500
Local Business Taxes	9,879,688	10,448,288	9,788,210	9,395,000	9,410,000
Emergency Medical Transportation Fees	7,038,093	7,770,269	8,361,267	7,500,000	9,000,000
Other Revenues	111,240,745	96,700,416	85,573,231	82,764,072	88,952,397
Total	\$ 526,874,242	\$ 527,042,465	\$ 540,064,594	\$ 545,273,184	\$ 601,571,240

REVENUE DETAIL

MAJOR REVENUE SOURCES GENERAL FUND

Ad Valorem Property Taxes

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

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

<u>Revenue Description</u>	<u>Actual FY 2018/19</u>	<u>Actual FY 2019/20</u>	<u>Actual FY 2020/21</u>	<u>Revised FY 2021/22</u>	<u>Adopted FY 2022/23</u>
Real Property Taxes	\$ 184,908,936	\$ 204,296,531	\$ 224,174,640	\$ 234,775,635	\$ 267,269,230
Less: Discount for Real Taxes	(6,683,031)	(7,436,913)	(8,111,771)	(9,391,025)	(10,690,769)
Bus. Pers. Property Taxes	19,573,848	20,620,325	22,297,545	24,874,481	26,562,377
Less: Discount Bus. Pers. Taxes	(722,922)	(761,608)	(818,761)	(994,979)	(1,062,495)
Interest-Delinquent Taxes	235,478	330,625	250,685	-	-
TOTAL Property Tax Revenue	\$ 197,312,310	\$ 217,048,961	\$ 237,792,338	\$ 249,264,112	\$ 282,078,343

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>
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
2022	50,358,935,769	5,825,298,685	11,203,346	17,150,307,476	39,045,130,324

Source: Orange County Property Appraiser

REVENUE DETAIL

Millage Rate Property Tax Reform Guidelines

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

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

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

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

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

In the face of declining revenue due to property tax reform and rising personnel costs, the Orlando City Council unanimously made the decision to increase the millage rate by 1.0000 mill to help balance the 2014/15 fiscal year budget. Even though the City could have increased taxes up to the roll back rate throughout the recession, the millage rate hadn't changed in nine (9) 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 2022/23, the millage rate remained constant, as adopted in FY 2021/22.

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

Fiscal Year	Operations	Debt	Total
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
2023	6.6500	-	6.6500

REVENUE DETAIL

Operating Millage Rate Comparison

Select Florida Municipalities

Municipality	Operating Millage FY2022/23	Debt Service Millage FY2022/23	Total Millage FY2022/23	General Fund Budget FY2022/23
Boca Raton	3.6556	0.0228	3.6784	\$ 277,029,300
Tallahassee	4.1000	0.0000	4.1000	184,065,062
Fort Lauderdale	4.1193	0.2833	4.4026	420,242,657
Gainesville	5.5000	0.0000	5.5000	154,356,686
Daytona Beach	5.4300	0.2038	5.6338	129,908,060
Clearwater	5.9550	0.0000	5.9550	184,629,760
Tampa	6.2076	0.0000	6.2076	549,339,805
Orlando	6.6500	0.0000	6.6500	601,571,240
St. Petersburg	6.5250	0.0000	6.5250	336,620,361
Hollywood	7.4665	0.6883	8.1548	324,036,240
West Palm Beach	8.1965	0.0000	8.1965	225,437,742

Select Orange County Municipalities

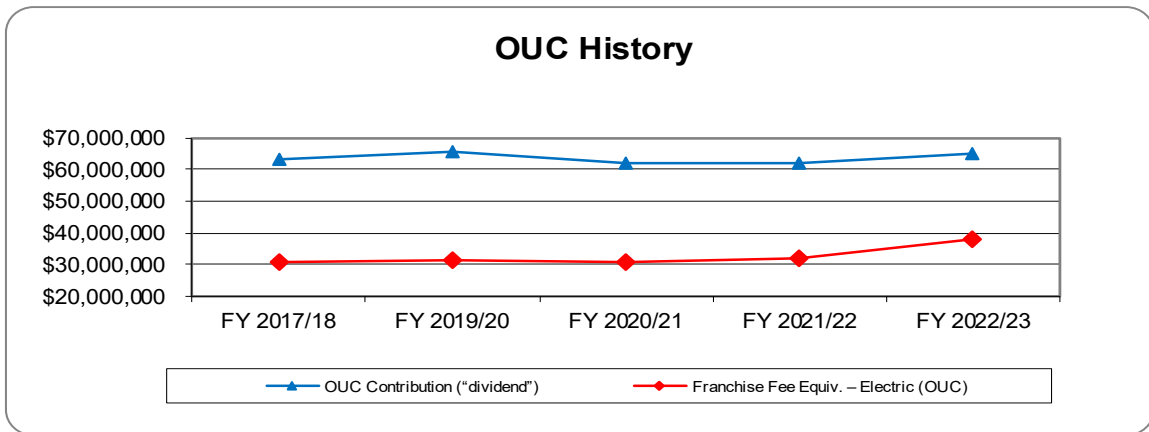
Municipality	Operating Millage FY2022/23	Debt Service Millage FY2022/23	Total Millage FY2022/23	General Fund Budget FY2022/23
Windermere	3.7425	0.0000	3.7425	\$ 10,053,207
Apopka	4.1876	0.0000	4.1876	65,610,908
Belle Isle	4.4018	0.0000	4.4018	13,177,192
Winter Garden	4.5000	0.0000	4.5000	50,848,386
Winter Park	4.0923	0.2647	4.3570	69,913,632
Maitland	4.3453	0.0000	4.3453	33,057,000
Ocoee	4.9500	0.0000	5.1500	72,546,232
Edgewood	5.2500	0.0000	5.2500	3,957,023
Oakland	6.3000	0.0000	6.3000	10,537,098
Orlando	6.6500	0.0000	6.6500	601,571,240

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 normally provides for an annual payment of 60% of OUC’s net income. The FY 2022/23 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 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
OUC Contribution (“dividend”)	\$ 63,362,147	\$ 65,727,924	\$ 61,830,528	\$ 62,200,000	\$ 65,300,000
Percent Change	4.53%	3.73%	-5.93%	0.60%	4.98%
Franchise Fee Equiv. – Electric (OUC)	\$ 30,928,145	\$ 31,204,630	\$ 30,734,826	\$ 32,300,000	\$ 38,000,000
Percent Change		0.89%	-1.51%	5.09%	17.65%



REVENUE DETAIL

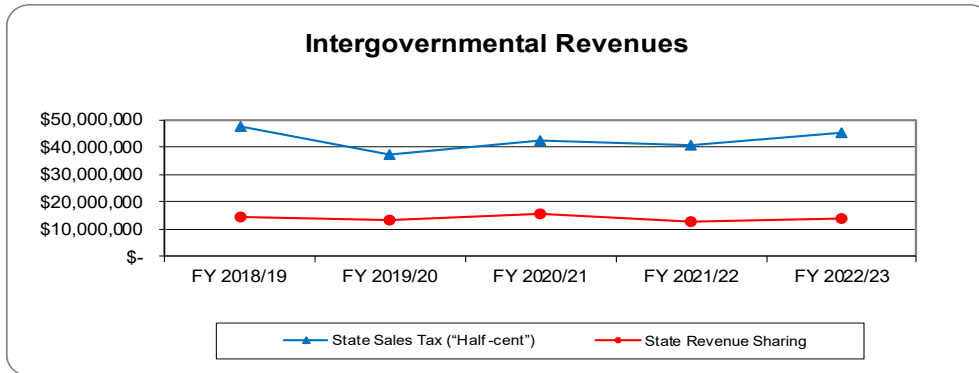
Intergovernmental Revenues – State Sales Tax – “Half-Cent Sales Tax Clearing Trust Fund”

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 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
State Sales Tax (“Half-cent”)	\$ 47,753,824	\$ 37,195,412	\$ 42,690,592	\$ 40,500,000	\$ 45,000,000
Percent Change		-22.11%	14.77%	-5.13%	11.11%
State Revenue Sharing	\$ 14,547,622	\$ 13,570,014	\$ 15,356,927	\$ 12,850,000	\$ 13,878,000
Percent Change		-6.72%	13.17%	-16.32%	8.00%

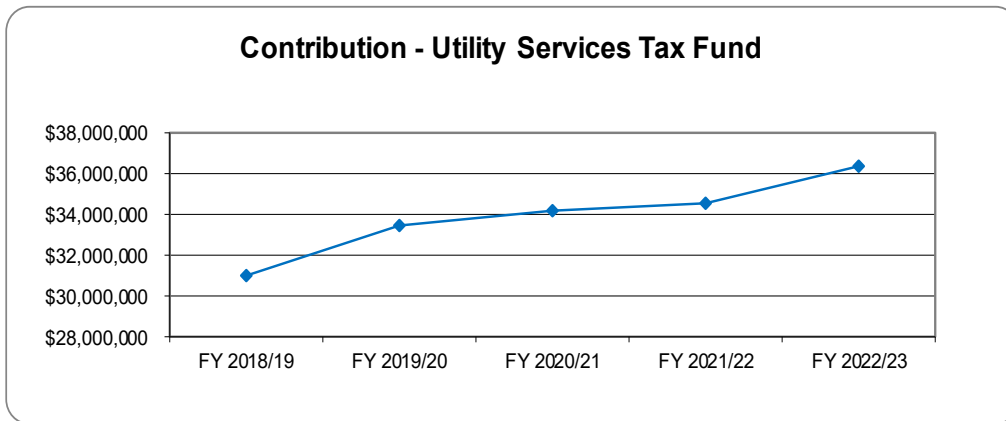


REVENUE DETAIL

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</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Revised</u> <u>FY 2021/22</u>	<u>Adopted</u> <u>FY 2022/23</u>
Contribution-Utilities Svcs.					
Tax Fund	\$ 31,000,000	\$ 33,500,000	\$ 34,250,000	\$ 34,600,000	\$ 36,400,000
Percent Change		8.06%	2.24%	1.02%	5.20%



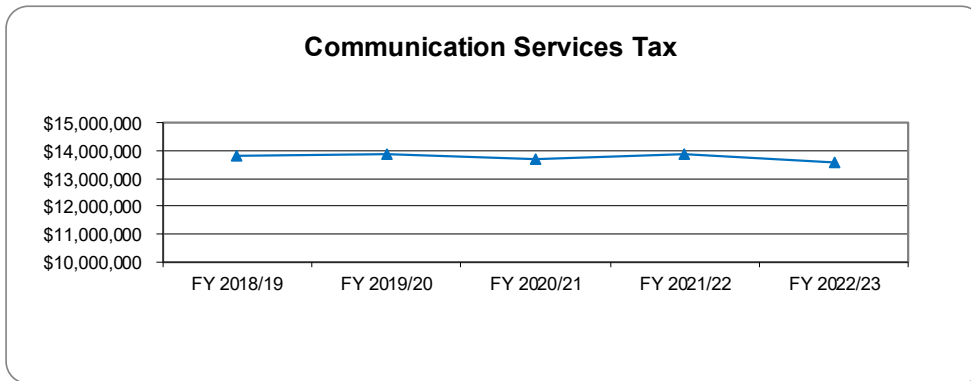
<u>Utility Tax Collections</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Revised</u> <u>FY 2021/22</u>	<u>Adopted</u> <u>FY 2022/23</u>
Electric & Water	\$ 32,657,059	\$ 33,687,944	\$ 34,796,438	\$ 33,815,000	\$ 35,415,000
Natural Gas & Propane	\$ 1,429,626	\$ 1,145,530	\$ 1,428,799	\$ 849,723	\$ 1,425,000
Total	\$ 34,086,685	\$ 34,833,474	\$ 36,225,238	\$ 34,664,723	\$ 36,840,000

REVENUE DETAIL

Communication Services Tax

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

<u>Revenue Description</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Revised</u> <u>FY 2021/22</u>	<u>Adopted</u> <u>FY 2022/23</u>
Communication Services Tax	\$ 13,811,667	\$ 13,876,550	\$ 13,686,674	\$ 13,900,000	\$ 13,552,500
Percent Change		0.47%	-1.37%	1.56%	-2.50%

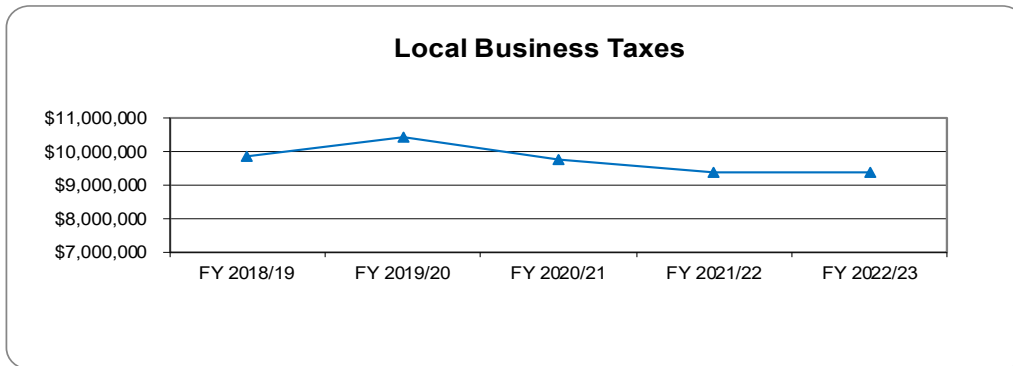


REVENUE DETAIL

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 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Revised</u> <u>FY 2021/22</u>	<u>Adopted</u> <u>FY 2022/23</u>
Local Business Taxes	\$ 9,879,688	\$ 10,448,288	\$ 9,788,210	\$ 9,395,000	\$ 9,410,000
Percent Change		5.76%	-6.32%	-4.02%	0.16%



<u>Description</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Revised</u> <u>FY 2021/22</u>	<u>Adopted</u> <u>FY 2022/23</u>
# of Local Business Tax Receipts issued	23,635	23,885	26,257	25,837	26,000

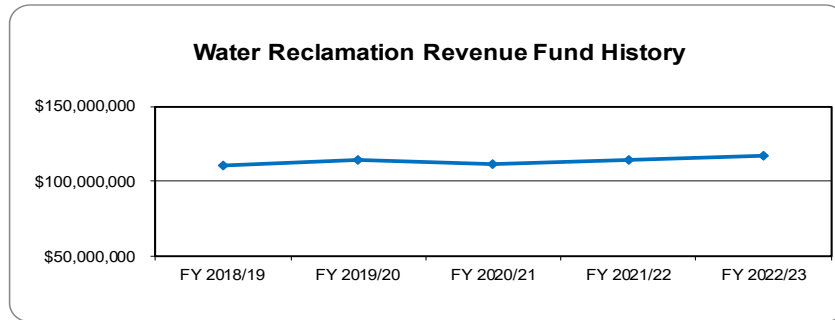
REVENUE DETAIL

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. Capacity charges are also budgeted in the Water Reclamation Revenue Fund.

<u>Fund Description</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
Water Reclamation Revenue Fund	\$ 110,780,674	\$ 114,235,747	\$ 111,248,673	\$ 114,470,863	\$ 116,760,743
Percent Change		3.12%	-2.61%	2.90%	2.00%



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.

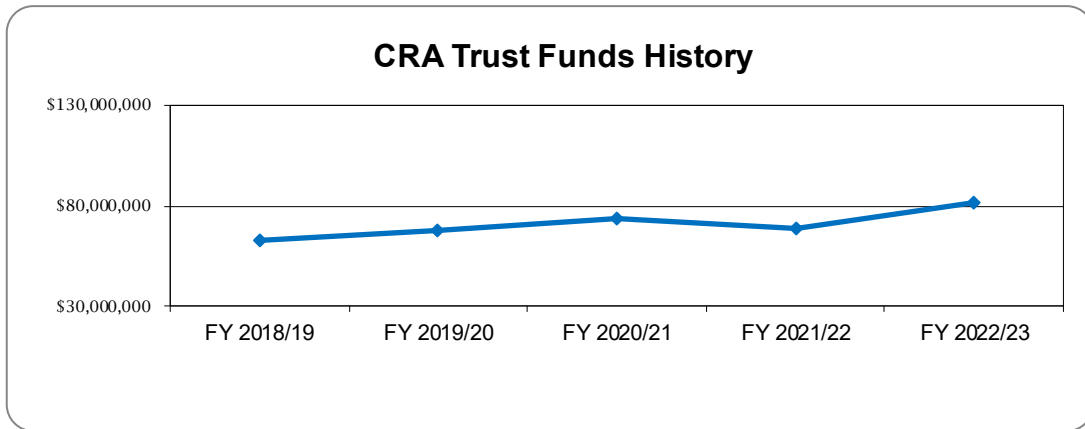
<u>Description</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
Millions of gallons treated	15,845	15,217	15,422	17,279	19,360
# of customers	80,918	81,654	82,262	82,612	82,964
<u>Commodity Charge</u>					
Residential	\$ 10,931,228	\$ 11,384,000	\$ 16,310,467	\$ 15,899,400	\$ 17,279,252
Commercial	\$ 33,072,000	\$ 29,900,000	\$ 34,702,109	\$ 38,298,858	\$ 37,147,458

REVENUE DETAIL

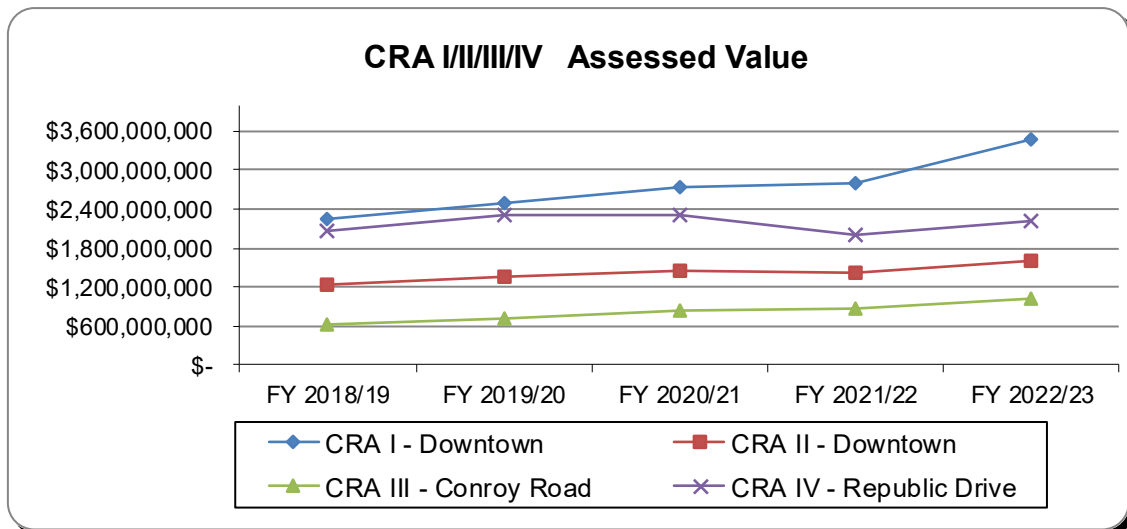
CRA Trust Funds

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

<u>Fund Description</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
CRA Trust Funds	\$ 62,426,156	\$ 67,777,744	\$ 73,327,923	\$ 69,143,856	\$ 81,953,124
Percent Change		8.57%	8.19%	-5.71%	18.53%



<u>District/Assessed Value</u>	<u>FY 2018/19</u>	<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>	<u>FY 2022/23</u>
CRA I - Downtown	\$ 2,253,302,802	\$ 2,487,130,657	\$ 2,746,126,467	\$ 2,799,378,016	\$ 3,458,492,871
CRA II - Downtown	\$ 1,232,477,342	\$ 1,371,851,117	\$ 1,437,790,778	\$ 1,425,880,997	\$ 1,595,740,506
CRA III - Conroy Road	\$ 609,957,565	\$ 707,772,276	\$ 837,222,382	\$ 854,268,211	\$ 1,017,443,625
CRA IV - Republic Drive	\$ 2,062,675,871	\$ 2,298,865,515	\$ 2,299,462,304	\$ 1,997,869,381	\$ 2,215,579,815

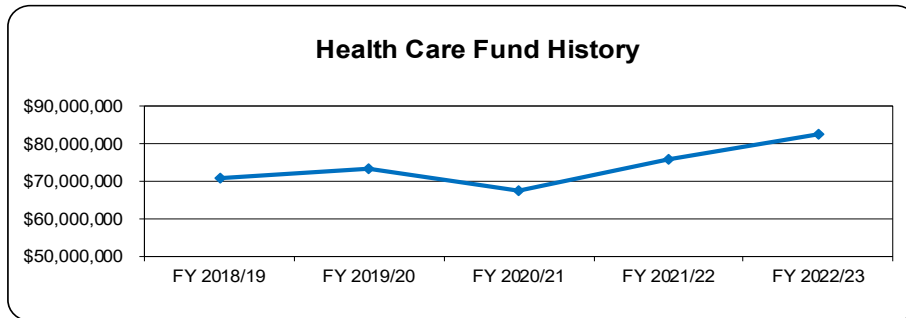


REVENUE DETAIL

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>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
Health Care Fund	\$ 70,660,230	\$ 73,162,508	\$ 67,496,204	\$ 76,056,803	\$ 82,472,305
Percent Change		3.54%	-7.74%	12.68%	8.44%



REVENUE DETAIL

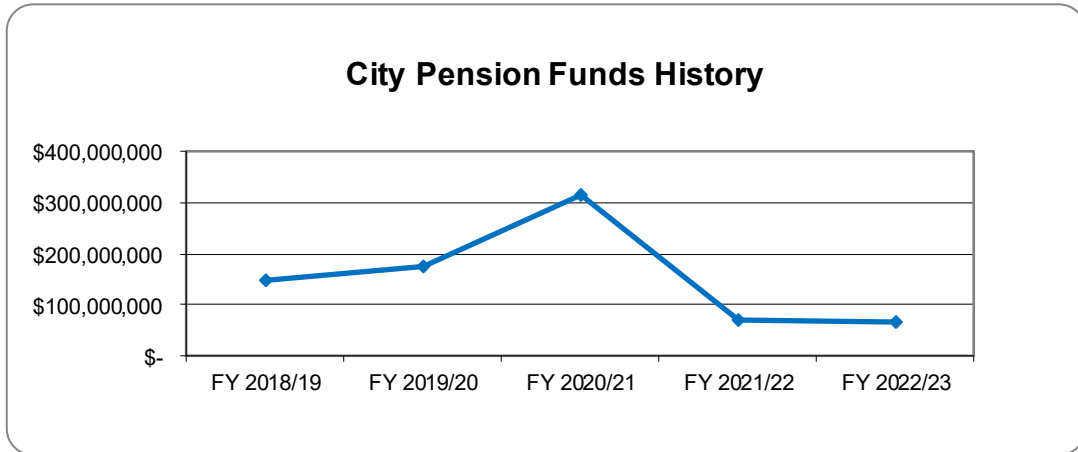
City Pension Funds

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 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
City Pension Funds	\$ 148,878,640	\$ 175,504,428	\$ 316,447,198	\$ 69,549,016	\$ 66,796,837
Percent Change		17.88%	80.31%	-78.02%	-3.96%



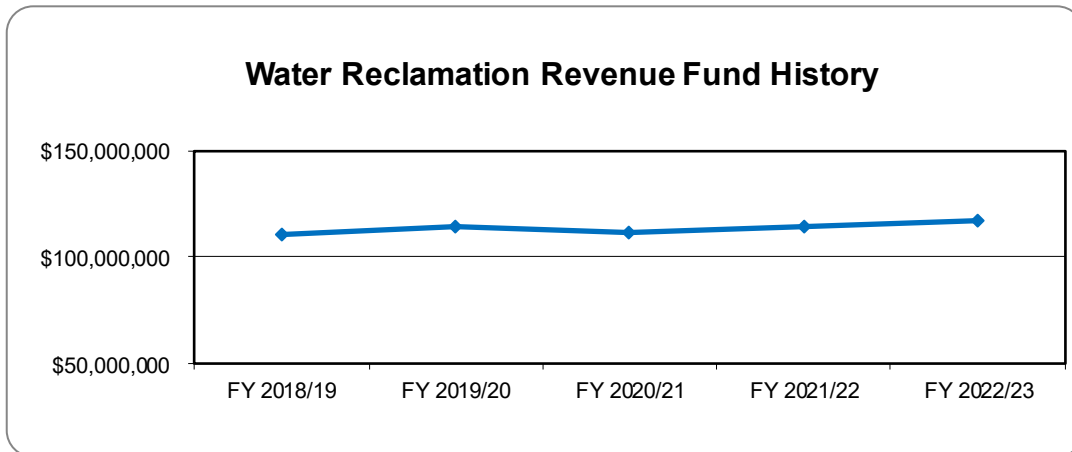
REVENUE DETAIL

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: 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 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
Water Reclamation Revenue Fund	\$ 110,780,674	\$ 114,235,747	\$ 111,248,673	\$ 114,470,863	\$ 116,760,743
Percent Change		3.12%	-2.61%	2.90%	2.00%

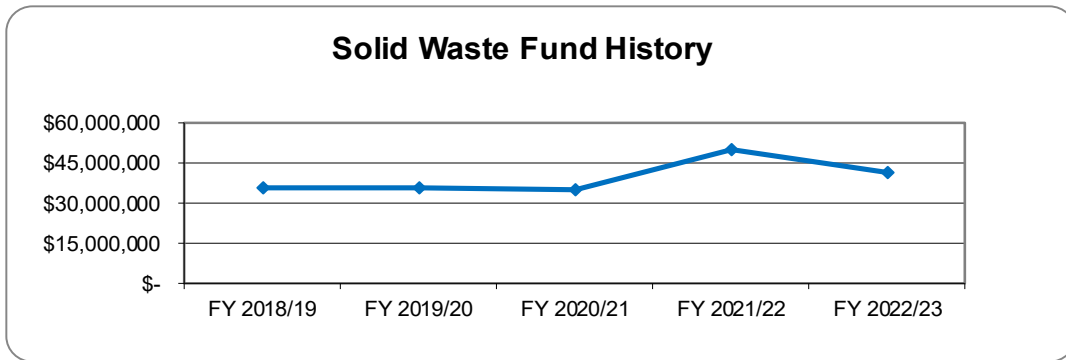


REVENUE DETAIL

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.

<u>Fund Description</u>	<u>Actual</u> <u>FY 2018/19</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Revised</u> <u>FY 2021/22</u>	<u>Adopted</u> <u>FY 2022/23</u>
Solid Waste Fund	\$ 36,063,824	\$ 35,461,161	\$ 34,699,193	\$ 50,082,255	\$ 41,533,233
Percent Change		-1.67%	-2.15%	44.33%	-17.07%

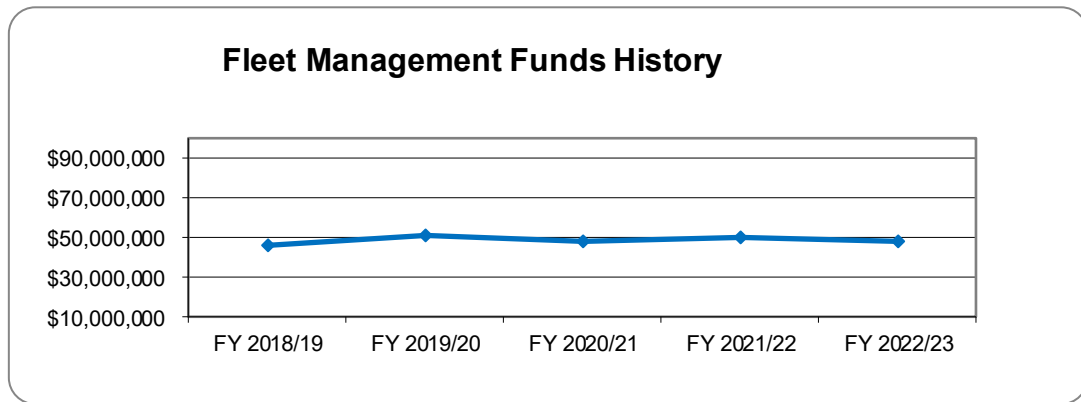


REVENUE DETAIL

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 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
Fleet Management Funds	\$ 45,492,083	\$ 50,775,807	\$ 48,151,523	\$ 49,776,794	\$ 47,396,358
Percent Change		11.61%	-5.17%	3.38%	-4.78%



<u>Vehicle Type</u>	<u>FY 2018/19</u>	<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>
Police vehicles and equipment	1,083	1,095	1,112	1,122
Fire vehicles and equipment	145	152	161	182
Public Works vehicles and equipment	684	630	677	709
Other vehicles and equipment	630	663	769	683
Total	2,542	2,540	2,719	2,696

FY 2021/22 Fuel Usage by Department

<u>Department</u>	<u>Cost</u>
Business and Financial Services	\$ 232,055
Economic Development	257,157
Executive Offices	2,226
Families, Parks & Recreation	253,252
Fire	928,461
Housing	1,972
Orlando Venues	34,266
Police	3,861,968
Public Works	1,921,219
Transportation	92,270
Total	\$ 7,584,848

REVENUE DETAIL

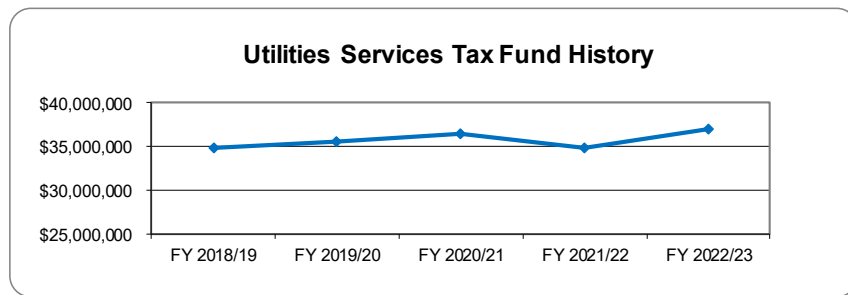
Utilities Services Tax Fund

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.

Fund Description	Actual	Actual	Actual	Revised	Adopted
	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Utilities Services Tax Fund	\$ 34,892,171	\$ 35,518,773	\$ 36,402,903	\$ 34,771,723	\$ 36,959,000
Percent Change		1.80%	2.49%	-4.48%	6.29%

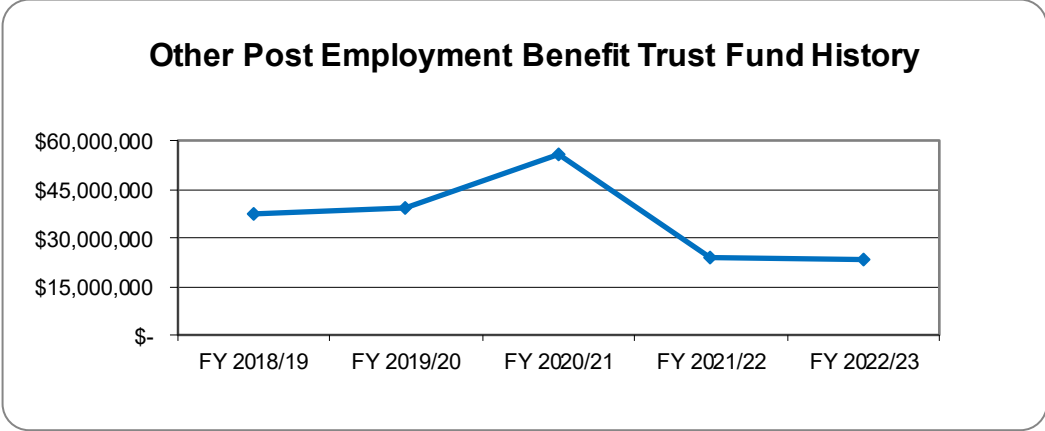


REVENUE DETAIL

Other Post Employment Benefit (OPEB) Trust Fund

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

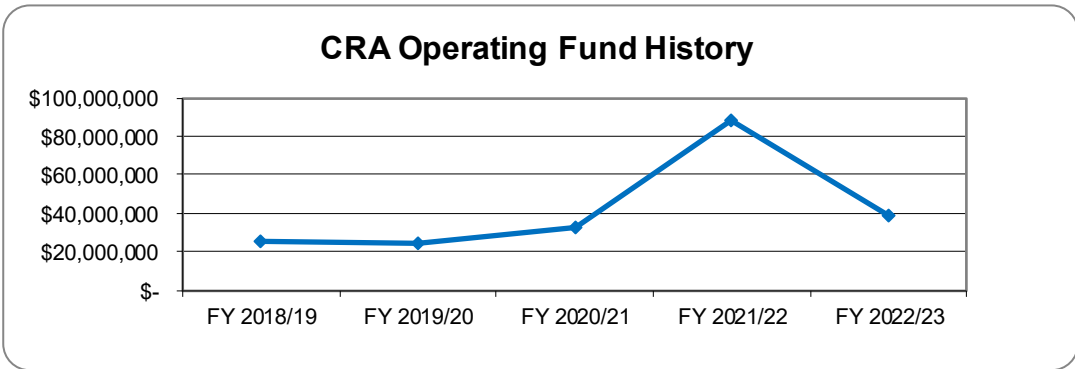
<u>Fund Description</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
Other Post Employment Benefit Trust Fund	\$ 37,557,262	\$ 39,047,087	\$ 55,875,541	\$ 24,070,894	\$ 23,200,316
Percent Change		3.97%	43.10%	-56.92%	-3.62%



CRA Operating Fund

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

<u>Fund Description</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
CRA Operating Fund	\$ 25,044,480	\$ 24,387,634	\$ 32,708,476	\$ 87,987,424	\$ 38,823,590
Percent Change		-2.62%	34.12%	169.00%	-55.88%

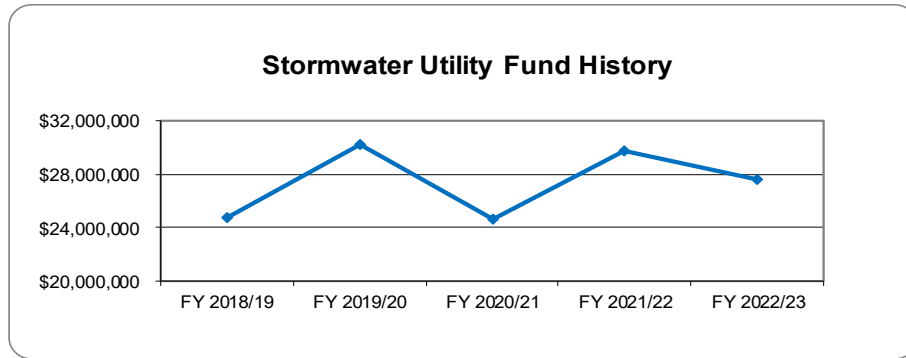


REVENUE DETAIL

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 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
Stormwater Utility Fund	\$ 24,767,720	\$ 30,274,293	\$ 24,647,762	\$ 29,790,666	\$ 27,638,615
Percent Change		22.23%	-18.59%	20.87%	-7.22%



<u>Description</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
# of parcels (customers)	94,146	95,078	96,652	97,757	99,393
annual rate per ERU	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88

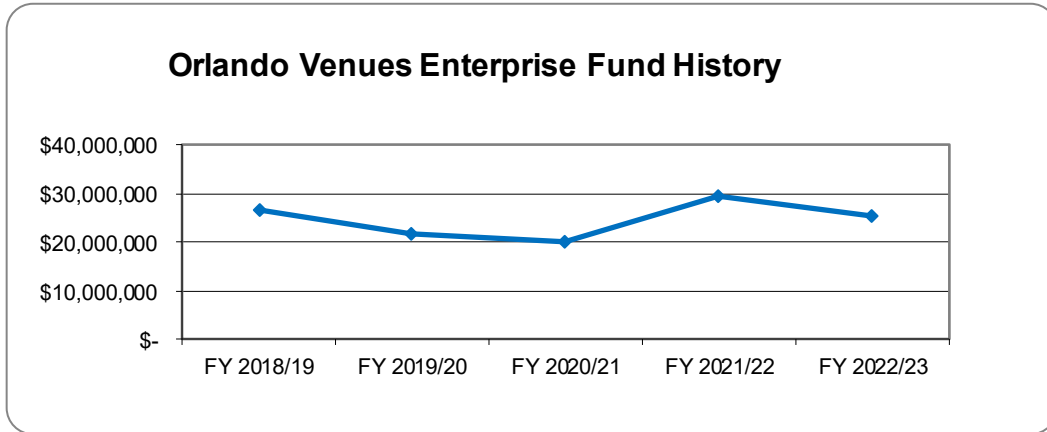
ERU (equivalent residential unit) provides a basis for comparing the run-off generated by one parcel with that generated by another. An ERU is determined to be an impervious area of 2,000 square feet. To compute ERUs for any parcel, divide the parcel's impervious area by 2,000. The ERU is used as the 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). Orlando Venues fiscal personnel estimate the revenues for the budget based on anticipated bookings. The decline in revenue beginning during FY 2019/20 can be attributed to the operational limitations brought on by the Covid-19 pandemic.

<u>Fund Description</u>	<u>Actual FY 2018/19</u>	<u>Actual FY 2019/20</u>	<u>Actual FY 2020/21</u>	<u>Revised FY 2021/22</u>	<u>Adopted FY 2022/23</u>
Orlando Venues Enterprise Fund	\$ 26,493,882	\$ 21,571,149	\$ 20,172,746	\$ 29,620,797	\$ 25,291,582
Percent Change		-18.58%	-6.48%	46.84%	-14.62%



	<u>Actual FY 2018/19</u>	<u>Actual FY 2019/20</u>	<u>Actual FY 2020/21</u>	<u>Revised FY 2021/22</u>	<u>Adopted FY 2022/23</u>
<u>Amway Center</u>					
Total events	235	169	212	233	225
Total attendance	1,429,383	831,759	318,905	1,331,576	1,350,100

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.

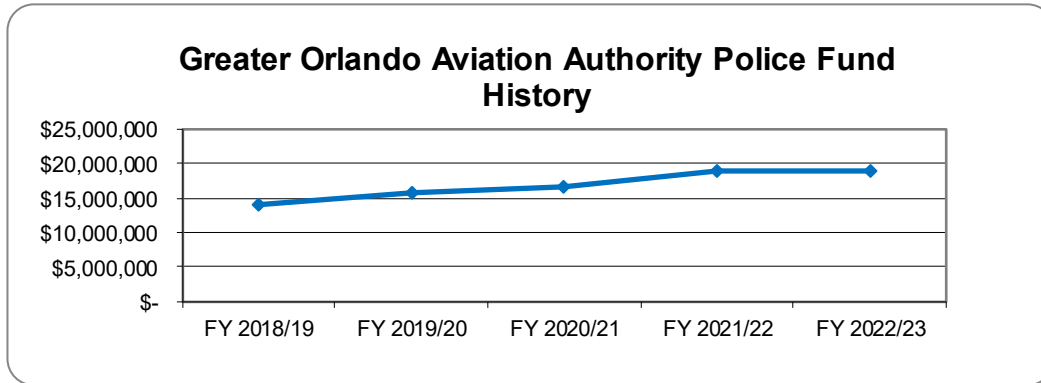
Events previously held at the Bob Carr Performing Arts Centre include Broadway Across America events, ballet, opera, symphony, community/school events and concerts.

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 Herndon Airport (Orlando Executive Airport) and Orlando International Airport for a term of 50 years commencing October 1, 1976. 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 provides 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.

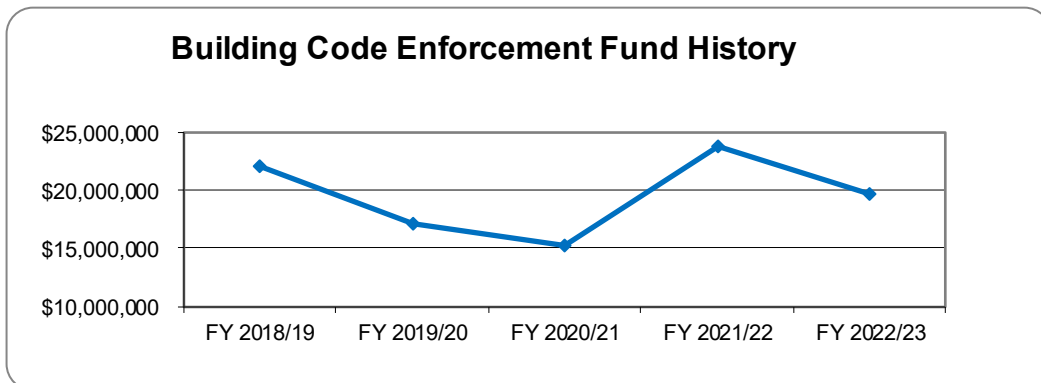
<u>Fund Description</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
Greater Orlando Aviation Authority Police Fu	\$ 14,079,242	\$ 15,640,238	\$ 16,780,030	\$ 19,045,142	\$ 19,066,620
Percent Change		11.09%	7.29%	13.50%	0.11%



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 collected for permits to perform any mechanical work in the City. All pipe work within the City also requires a permit that is recorded to this fund. The City is also required to test and inspect all fire alarm and extinguishing systems. All associated enforcement activities related to permit issuance is paid for out of this fund.

<u>Fund Description</u>	Actual <u>FY 2018/19</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Revised <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>
Building Code Enforcement Fund	\$ 22,142,815	\$ 17,213,858	\$ 15,270,078	\$ 23,776,246	\$ 19,709,283
Percent Change		-22.26%	-11.29%	55.70%	-17.11%



REVENUE DETAIL

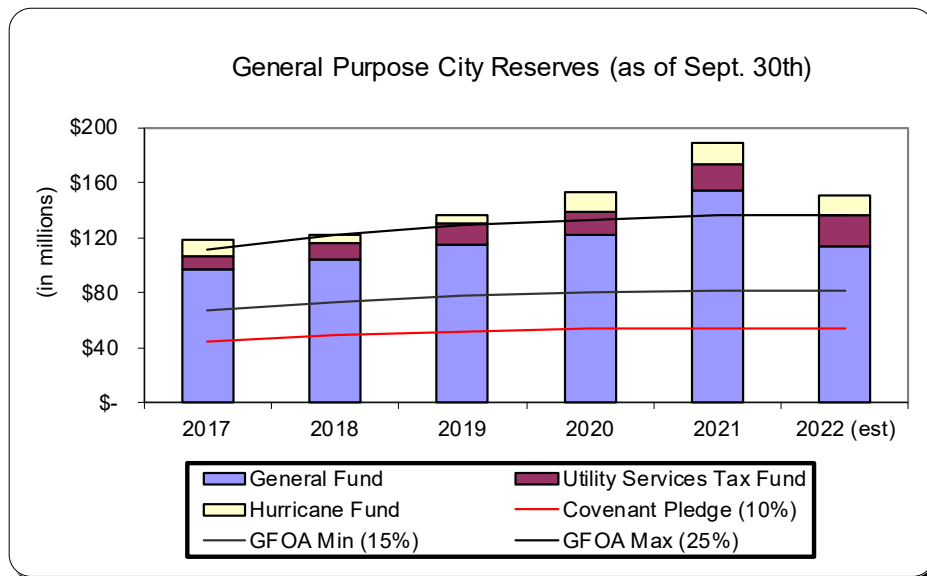
Fund Balance

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 2022 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 09/30/2021	Budgeted Change FY21/22 (1)	Estimated Balance 09/30/2022	Budgeted Change FY22/23 (1)	Projected Balance 09/30/2023	Percent Change FY22/23
General Fund	\$ 110,368,850	\$ -	\$ 110,368,850	\$ -	\$ 110,368,850	-
Building Code Enforcement	\$ 23,866,819	\$ (4,436,627)	\$ 19,430,192	\$ (4,793,283)	\$ 14,636,909	(24.67%)
Capital Improvement Fund	\$ 123,824,424	\$ (713,054)	\$ 123,111,370	\$ -	\$ 123,111,370	-
CEB Lien Assessment	\$ 3,981,412	\$ -	\$ 3,981,412	\$ -	\$ 3,981,412	-
Cemetery Trust Fund	\$ 2,587,165	\$ (557,758)	\$ 2,029,407	\$ (353,146)	\$ 1,676,261	(17.40%)
Community Redevelopment Agency	\$ 59,096,325	\$ (800,000)	\$ 58,296,325	\$ -	\$ 58,296,325	-
Contraband Forfeiture Trust	\$ 2,161,575	\$ (464,073)	\$ 1,697,502	\$ (425,262)	\$ 1,272,240	(25.05%)
Designated Revenue	\$ 25,043,513	\$ (25,000)	\$ 25,018,513	\$ -	\$ 25,018,513	-
Fleet Management Funds	\$ 52,282,211	\$ -	\$ 52,282,211	\$ -	\$ 52,282,211	-
Gas Tax Fund	\$ 15,833,515	\$ -	\$ 15,833,515	\$ -	\$ 15,833,515	-
Health Care Fund	\$ 25,529,287	\$ -	\$ 25,529,287	\$ (3,635,426)	\$ 21,893,861	(14.24%)
Housing & Urban Dev. Grants	\$ 364,528	\$ -	\$ 364,528	\$ -	\$ 364,528	-
Internal Loan Fund	\$ 18,662,024	\$ -	\$ 18,662,024	\$ (2,118,604)	\$ 16,543,420	(11.35%)
Law Enforcement Training	\$ 362,652	\$ -	\$ 362,652	\$ -	\$ 362,652	-
Natural Disaster Fund	\$ 15,271,713	\$ -	\$ 15,271,713	\$ -	\$ 15,271,713	-
Park Impact Fee Funds	\$ 9,994,354	\$ (294,929)	\$ 9,699,425	\$ -	\$ 9,699,425	-
Risk Management	\$ 15,013,459	\$ (5,051,730)	\$ 9,961,729	\$ (5,700,314)	\$ 4,261,415	(57.22%)
Special Assessment Funds	\$ 2,670,051	\$ (154,907)	\$ 2,515,144	\$ (167,203)	\$ 2,347,941	(6.65%)
Spellman Site Fund	\$ 2,283,007	\$ -	\$ 2,283,007	\$ -	\$ 2,283,007	-
Street Tree Trust Fund	\$ 2,124,047	\$ -	\$ 2,124,047	\$ -	\$ 2,124,047	-
Transportation Impact Fee	\$ 71,109,988	\$ (7,058,868)	\$ 64,051,120	\$ (1,575,000)	\$ 62,476,120	(2.46%)
Utility Services Tax	\$ 18,942,932	\$ -	\$ 18,942,932	\$ -	\$ 18,942,932	-
Total All Funds	\$ 601,373,851	\$ (19,556,946)	\$ 581,816,905	\$ (18,768,238)	\$ 563,048,667	(3.23%)

Notes:

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

REVENUE DETAIL

Changes in Fund Balance

Building Code Enforcement Fund (Non-Recurring)

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

Cemetery Trust Fund (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 has declined accordingly. As a result, the focus of the operation is shifting as the business adapts to reaching full utilization and we anticipate needing to utilize fund balance to cover costs during this transition.

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.

Healthcare Fund (Non-Recurring)

The use of fund balance was due to a spike in healthcare costs post COVID-19. As it is not yet known if these increases will be permanent, the City decided not to pass it on to users and instead utilized fund balance until more information is received.

Risk Management Fund (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 actuarial 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 15 years. The City has provided for a rebate or premium holiday and this is evaluated annually.

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

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, while the economic impact of the COVID-19 pandemic has waned as we have recovered over the past two years, recent inflationary trends and the efforts to address them has created some newfound uncertainty.

Our Conservative Projection assumes that inflation and efforts to tame it will hinder revenue growth in the near term. Under this scenario, revenue growth, which has been averaging near 4% over the past three years but exceeded 6% for 2022, is assumed to fall to 4% for 2023 before dropping further to 1% for 2024. We then increase the growth rate slowly by 1% each year throughout the remainder of the projection period. Such an assumption is overly conservative, in our opinion. Until COVID-19 began impacting the region in March 2020, we saw robust General Fund revenue growth stretching over several years near the most recent 6% level, and this appears to have resumed after a brief hiatus due to the pandemic. While we recognize that inflation and higher interest rates could significantly impact revenue growth, we have not seen this thus far. We believe that a slight moderation in growth rates overall after the recent recovery is more likely, though certain revenue sources and properties could of course be more susceptible to inflationary conditions than others.

Three revenue groups account for 76% 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 9% over the last three years. Throughout the projection period we believe similar growth of the resulting revenues will continue, particularly due to property tax bill caps. While property values have grown at a rate exceeding 10% in certain years, property tax bills are capped at 10% growth. Therefore, even if values grow more slowly for several years, that will be mitigated for some time by the 'catch up' of property tax bills to the assessed values. Our Likely Projection assumes continued growth of property tax revenue at a rate that would not significantly change overall revenue growth rates, which is further supported by the fact that we continue to see development activity continue.

Intergovernmental revenue is the second largest General Fund revenue group. It makes up nearly 17% of General Fund revenue. Intergovernmental revenue is driven by the OUC dividend, the City's return on its ownership of the Orlando Utilities Commission. This growth rate is supported by population growth in the City, projected to remain near 3% annually.

At roughly 13% 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 FY23 given that they are so sensitive to the length and severity of any economic downturn. That said, both our projections start from the lower collection levels of FY22, and revenues growing from that level to at least some degree remains likely.

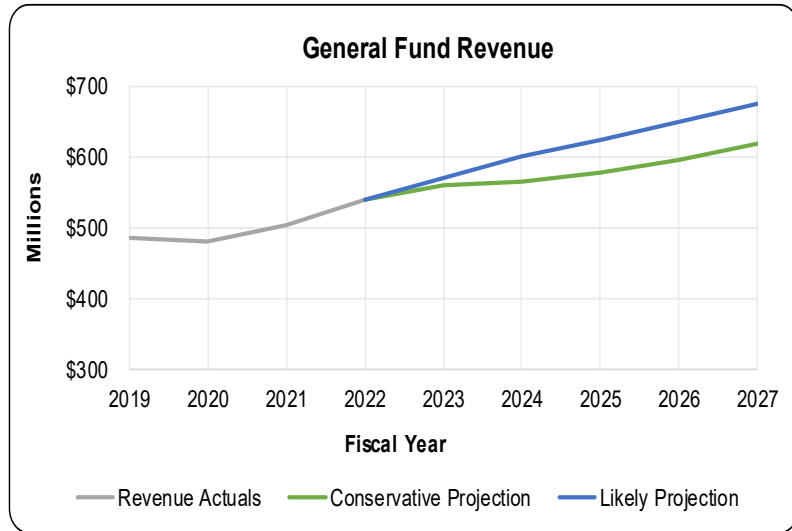
Given the above, our Likely Projection assumes continued growth in revenue, but at a moderating pace. This model projects 6% growth in 2023 followed by 5% in 2024, before leveling off at a growth rate around 4% for the remainder of the projection period. This recognizes that recent growth exceeding 6% may be exaggerated due to pandemic recovery, but does not factor in a significant impact from inflationary conditions and efforts to address them. It's worth noting that our adopted revenue budget for 2023 is near the Conservative revenue projection for 2023. This suggests we will end FY 2023 with a modest surplus, as we have in each of the last several years, which evidences the soundness of our approach.

As noted above the City's projections are always conservative. Our Likely revenue projection suggests that actual FY23 revenues will exceed \$570M. The General Fund expenditure budget for FY23 presented in this Budget Book totals \$543M (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 recent inflationary trends present some uncertainties, we believe this methodology for forecasting expenses is reasonable given previous trends.

REVENUE DETAIL

GENERAL FUND REVENUE PROJECTIONS (continued)

	Actual 2019	Actual 2020	Actual 2021	Actual (Unaudited) 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Conservative Projection	N/A	N/A	N/A	N/A	\$ 559,940,624	\$ 565,540,030	\$ 576,850,831	\$ 594,156,356	\$ 617,922,610
Actuals	\$ 484,549,468	\$ 480,973,727	\$ 503,422,988	\$ 538,404,446	N/A	N/A	N/A	N/A	N/A
Likely Projection	N/A	N/A	N/A	N/A	\$ 570,708,713	\$ 599,244,148	\$ 623,213,914	\$ 648,142,471	\$ 674,068,170



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2021-2022 BY THE NUMBERS:



\$3.76
MILLION in grants provided to nonprofits, neighborhood associations, and schools to strengthen our community

1,635,344



total video views across Facebook, Twitter, Instagram, and LinkedIn

69% total increase in video views across Facebook, Twitter, Instagram, and LinkedIn

22% total increase in engagement across Facebook, Twitter, Instagram, and LinkedIn



More than
20%
of the City's electricity consumption comes from renewable sources



86%
of board vacancies recommended to the Mayor within 30 days of term expiration

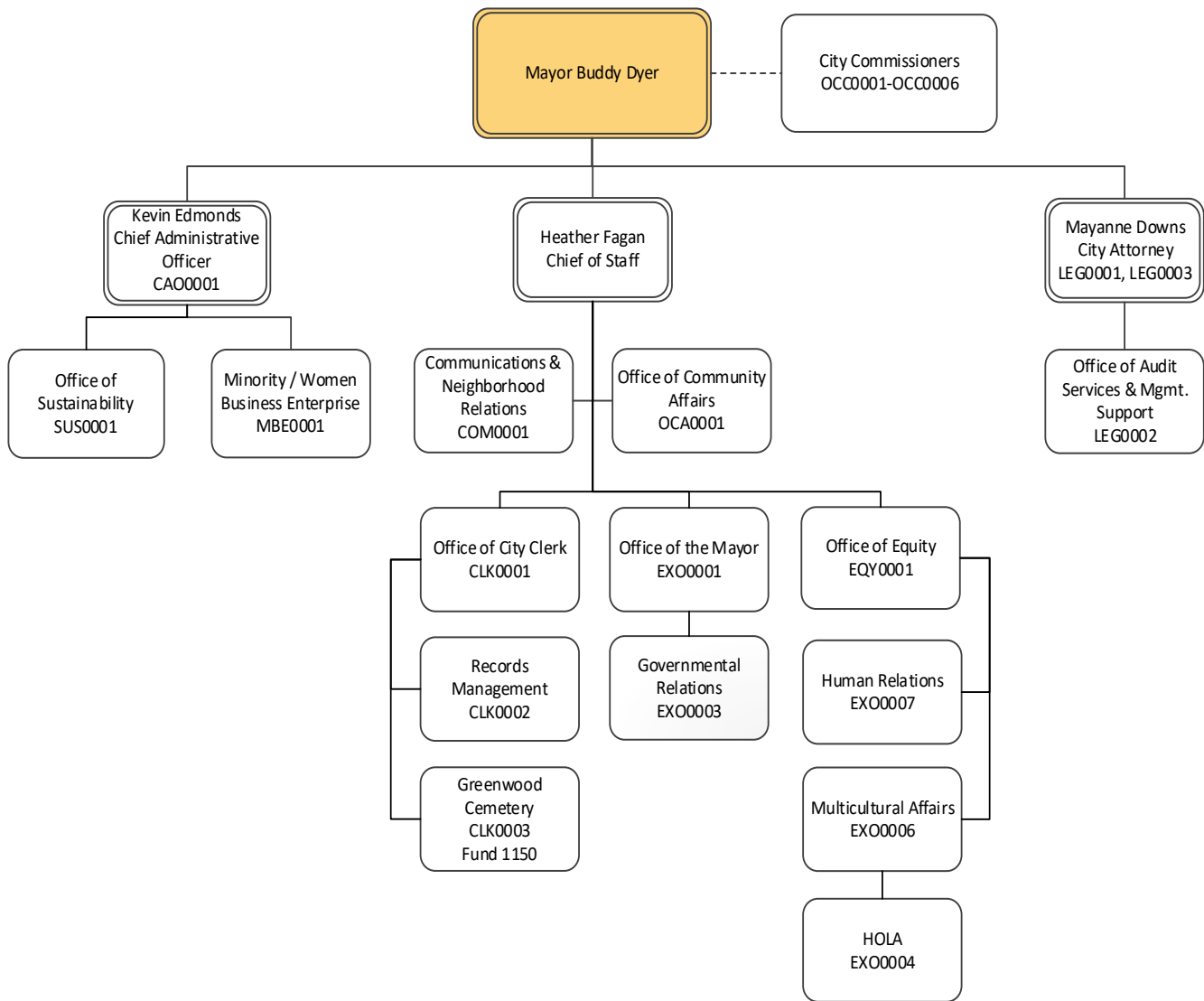
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Certified Minority or Women-Owned Enterprise (M/WBE) firms



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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

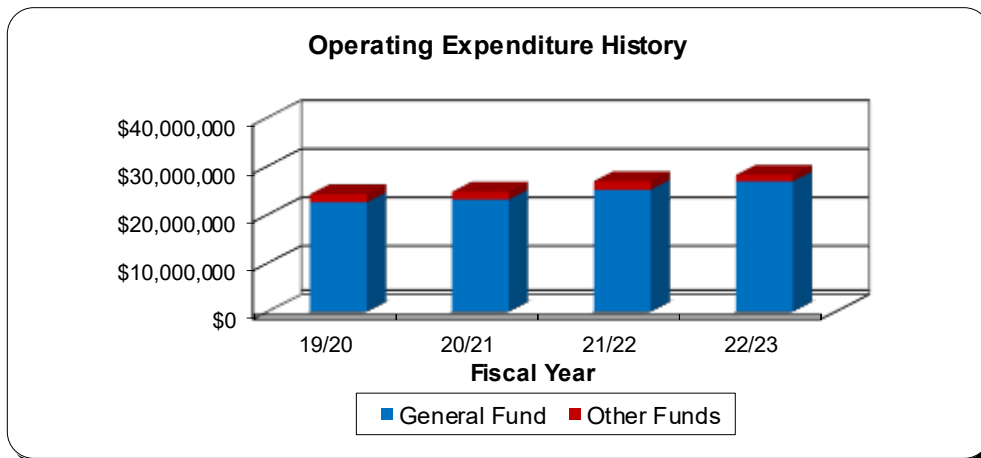
Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 2,285,109	\$ 2,611,990	\$ 2,592,837	\$ (19,153)	(0.7%)
0002 Executive Offices Nondepartmental	(5,685)	(431,000)	(348,000)	83,000	(19.3%)
0003 Governmental Relations	1,015,954	1,111,053	1,135,396	24,343	2.2%
0004 HOLA	198,660	28,035	-	(28,035)	(100.0%)
0006 Multicultural Affairs	482,772	114,776	-	(114,776)	(100.0%)
0007 Human Relations	597,364	68,367	-	(68,367)	(100.0%)
Office of Equity (EQY) ¹					
0001 Office of Equity	-	207,474	427,936	220,462	106.3%
0002 Human Relations	-	600,402	690,069	89,667	14.9%
0003 Multicultural Affairs	-	429,781	451,615	21,834	5.1%
0004 HOLA	-	188,235	233,247	45,012	23.9%
Office of Community Affairs (OCA)					
0001 Community Affairs	668,600	752,701	783,110	30,409	4.0%
0003 OCA Grants	3,611,653	3,878,600	4,078,600	200,000	5.2%
Office of Communications & Neighborhood Relations (COM)					
0001 Communications and Neighborhood Relations	2,231,570	2,456,395	2,626,052	169,657	6.9%
Office of the City Clerk (CLK)					
0001 City Clerk	897,150	1,027,371	1,049,447	22,076	2.1%
0002 Records Management	455,132	501,565	556,712	55,147	11.0%
0005 City Elections	3,437	187,500	10,300	(177,200)	(94.5%)
TOTAL -- MAYOR	\$ 12,441,717	\$ 13,733,245	\$ 14,287,321	\$ 554,076	4.0%
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 357,284	\$ 360,096	\$ 447,688	\$ 87,592	24.3%
0002 City Commissioner District 2	345,351	345,700	428,666	82,966	24.0%
0003 City Commissioner District 3	376,344	379,877	438,214	58,337	15.4%
0004 City Commissioner District 4	355,935	366,532	448,016	81,484	22.2%
0005 City Commissioner District 5	358,384	353,431	438,000	84,569	23.9%
0006 City Commissioner District 6	343,725	340,102	434,619	94,517	27.8%
TOTAL -- CITY COMMISSIONERS	\$ 2,137,023	\$ 2,145,738	\$ 2,635,203	\$ 489,465	22.8%
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,145,640	\$ 1,289,662	\$ 1,418,169	\$ 128,507	10.0%
0002 Workplace Giving	29,143	40,000	40,000	-	0.0%
Minority / Women Business Enterprises (MBE)					
0001 MWBE	1,019,578	1,183,977	1,315,078	131,101	11.1%
0002 Community Employment	123,022	133,717	180,716	46,999	35.1%
Office of Sustainability (SUS) ²					
0001 Office of Sustainability	630,210	729,218	1,001,617	272,399	37.4%
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 2,947,594	\$ 3,376,574	\$ 3,955,580	\$ 579,006	17.1%

(1) For 2021/22 a new Office of Equity was created; HOLA, Multicultural Affairs, and Human Relations were transferred under it throughout the year.

(2) For 2022/23, all Office of Sustainability budgets have been consolidated into one line (0001), with separate transfers being made to the General Fund from any other funds supporting the Office.

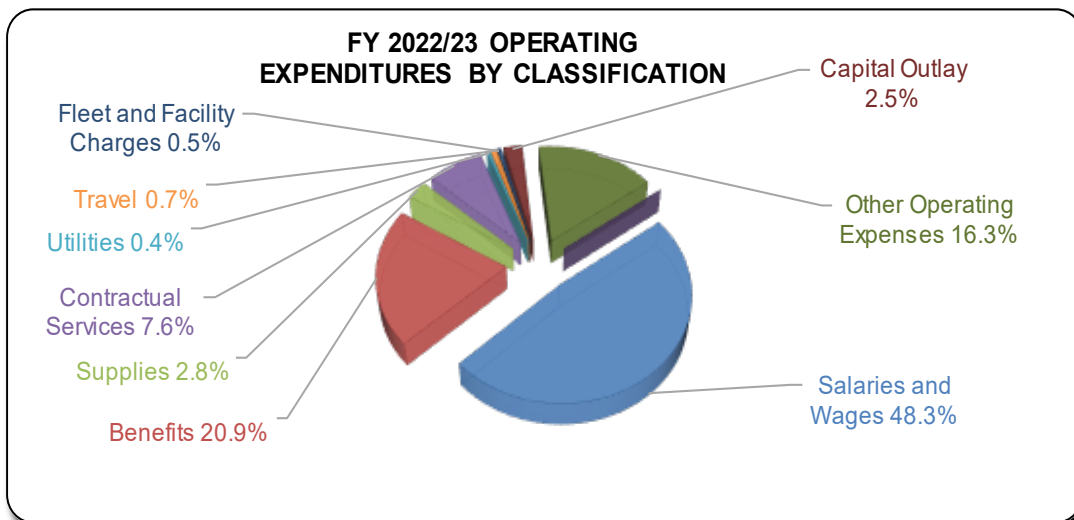
EXECUTIVE OFFICES

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,828,899	\$ 5,027,231	\$ 5,103,322	\$ 76,091	1.5%
0002 Audit Services and Management Support	733,582	832,618	871,155	38,537	4.6%
TOTAL -- CITY ATTORNEYS OFFICE	\$ 5,562,481	\$ 5,859,849	\$ 5,974,477	\$ 114,628	2.0%
TOTAL -- GENERAL FUND	\$23,088,814	\$ 25,115,406	\$ 26,852,581	\$ 1,737,175	6.9%
<u>RISK MANAGEMENT FUND #5015</u>					
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	632,327	647,439	659,507	12,068	1.9%
TOTAL -- RISK MANAGEMENT FUND	\$ 632,327	\$ 647,439	\$ 659,507	\$ 12,068	1.9%
<u>GREENWOOD CEMETERY FUND #1150</u>					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 600,672	\$ 632,470	\$ 687,644	\$ 55,174	8.7%
0004 Cemetery Trust Nondepartmental	27,012	27,182	24,600	(2,582)	(9.5%)
TOTAL -- GREENWOOD CEMETERY FUND	\$ 627,684	\$ 659,652	\$ 712,244	\$ 52,592	8.0%
<u>SOLID WASTE FUND #4150</u>					
Office of Sustainability (SUS)²					
0002 Solid Waste Sustainability Support	\$ 396,584	\$ 485,299	\$ -	\$ (485,299)	(100.0%)
TOTAL -- SOLID WASTE FUND	\$ 396,584	\$ 485,299	\$ -	\$ (485,299)	(100.0%)
TOTAL -- EXECUTIVE OFFICES OPERATING	\$24,745,409	\$ 26,907,796	\$ 28,224,332	\$ 1,316,536	4.9%



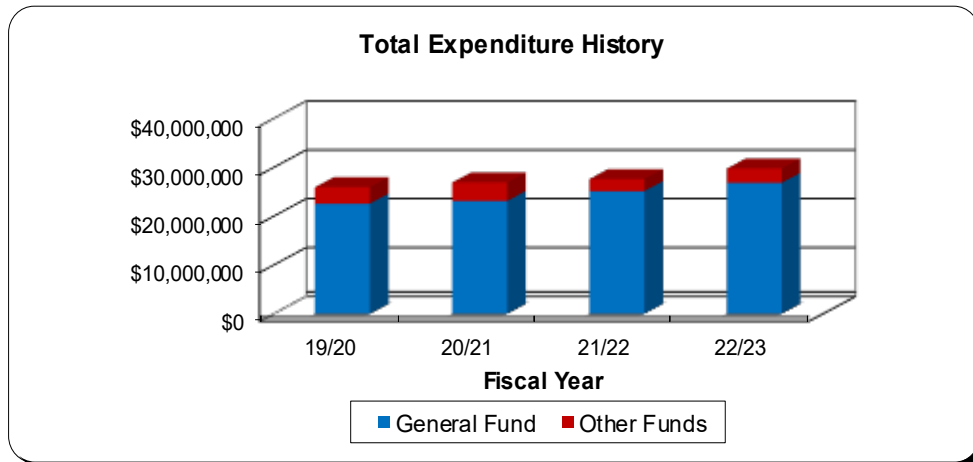
EXECUTIVE OFFICES

Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$11,968,736	\$ 12,721,709	\$ 13,627,726	\$ 906,017	7.1%
Benefits	5,187,387	5,582,772	5,890,621	307,849	5.5%
Supplies	521,954	781,526	786,726	5,200	0.7%
Contractual Services	2,357,357	2,347,573	2,153,865	(193,708)	(8.3%)
Utilities	107,567	114,204	113,391	(813)	(0.7%)
Travel	17,573	207,972	207,566	(406)	(0.2%)
Fleet and Facility Charges	145,703	72,371	152,591	80,220	110.8%
Capital Outlay	70,138	703,300	703,300	-	0.0%
Other Operating Expenses	3,935,652	4,376,369	4,588,546	212,177	4.8%
Transfer Out	433,342	-	-	-	N/A
TOTAL -- EXECUTIVE OFFICES OPERATING	\$24,745,409	\$ 26,907,796	\$ 28,224,332	\$ 1,316,536	4.9%



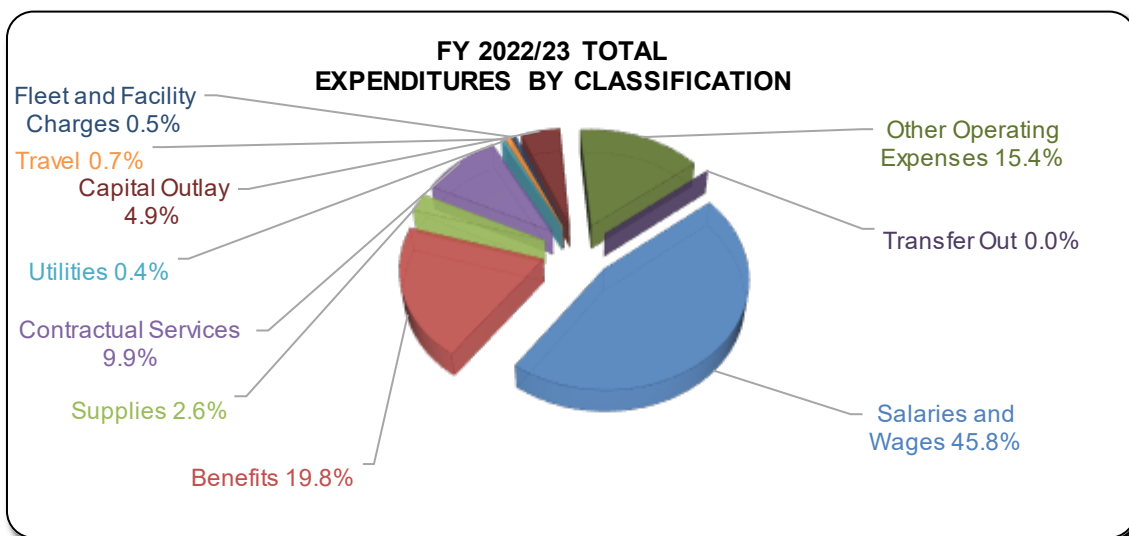
EXECUTIVE OFFICES

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CAPITAL IMPROVEMENTS FUND #3001					
Office of the Mayor (EXO)					
Projects and Grants	\$ 11,517	\$ -	\$ -	\$ -	N/A
Office of Chief Administrative Officer (CAO)					
Projects and Grants	994,367	-	750,000	750,000	N/A
Office of Communications & Neighborhood Relations (COM)					
Projects and Grants	66,703	-	-	-	N/A
Office of the City Clerk (CLK)					
Projects and Grants	-	100,000	200,000	100,000	100.0%
Office of City Commissioners (OCC)					
Projects and Grants	215,397	-	-	-	N/A
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 1,287,983	\$ 100,000	\$ 950,000	\$ 850,000	850.0%
OTHER FUNDS					
Projects and Grants	\$ 886,202	\$ 600,000	\$ 600,000	\$ -	0.0%
TOTAL -- OTHER FUNDS	\$ 886,202	\$ 600,000	\$ 600,000	\$ -	0.0%
TOTAL -- PROJECTS AND GRANTS	\$ 2,174,185	\$ 700,000	\$ 1,550,000	\$ 850,000	121.4%
TOTAL -- EXECUTIVE OFFICES	\$26,919,594	\$ 27,607,796	\$ 29,774,332	\$ 2,166,536	7.8%



EXECUTIVE OFFICES

Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$12,023,683	\$ 12,721,709	\$ 13,627,726	\$ 906,017	7.1%
Benefits	5,187,579	5,582,772	5,890,621	307,849	5.5%
Supplies	675,112	781,526	786,726	5,200	0.7%
Contractual Services	3,558,759	3,047,573	2,953,865	(93,708)	(3.1%)
Utilities	127,070	114,204	113,391	(813)	(0.7%)
Travel	17,573	207,972	207,566	(406)	(0.2%)
Fleet and Facility Charges	283,178	72,371	152,591	80,220	110.8%
Capital Outlay	266,348	703,300	1,453,300	750,000	106.6%
Other Operating Expenses	4,288,104	4,376,369	4,588,546	212,177	4.8%
Transfer Out	492,188	-	-	-	N/A
TOTAL -- EXECUTIVE OFFICES	\$26,919,594	\$ 27,607,796	\$ 29,774,332	\$ 2,166,536	7.8%



EXECUTIVE OFFICES

DEPARTMENT STAFFING SUMMARY

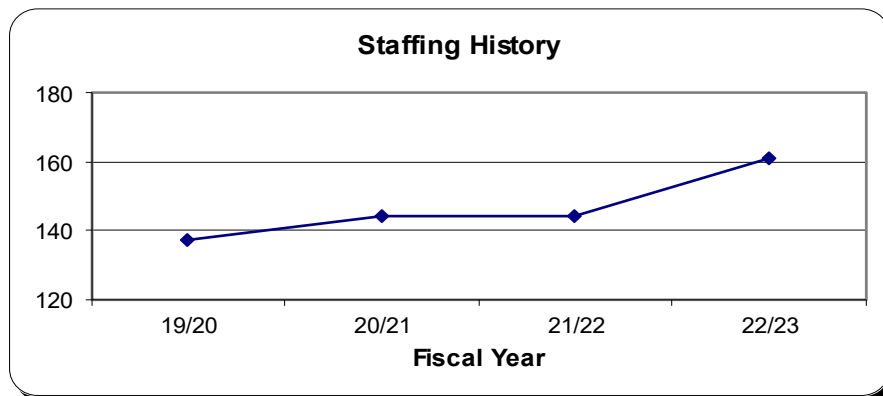
	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
GENERAL FUND #0001			
Office of the Mayor (EXO)			
0001 Office of the Mayor	14	13	12
0003 Governmental Relations	3	3	3
0004 HOLA	2	-	-
0006 Multicultural Affairs	4	-	-
0007 Human Relations	6	-	-
Office of Equity (EQY) ¹			
0001 Office of Equity	-	1	3
0002 Human Relations	-	6	6
0003 Multicultural Affairs	-	4	3
0004 HOLA	-	2	2
Office of Community Affairs (OCA)			
0001 Community Affairs	5	5	5
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	20	20	21
Office of the City Clerk (CLK)			
0001 City Clerk	9	9	9
0002 Records Management	5	5	5
TOTAL -- MAYOR	68	68	69
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	2	3
0002 City Commissioner District 2	2	2	3
0003 City Commissioner District 3	2	2	3
0004 City Commissioner District 4	2	2	3
0005 City Commissioner District 5	2	2	3
0006 City Commissioner District 6	2	2	3
TOTAL -- COMMISSIONERS	12	12	18
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	5	5	6
Minority / Women Business Enterprises (MBE)			
0001 MWBE	9	9	10
0002 Community Employment	1	1	5
Office of Sustainability (SUS) ²			
0001 Office of Sustainability	4	4	10
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	19	19	31
City Attorney's Office (LEG)			
0001 City Attorney	30	30	30
0002 Audit Services and Management Support	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	35	35	35
TOTAL -- GENERAL FUND	134	134	153

(1) For 2021/22 a new Office of Equity was created; HOLA, Multicultural Affairs, and Human Relations were transferred under it throughout the year.

(2) For 2022/23, all Office of Sustainability budgets have been consolidated into one line (0001), with separate transfers being made to the General Fund from any other funds supporting the Office.

EXECUTIVE OFFICES

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 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	3
TOTAL -- GREENWOOD CEMETERY FUND	2	2	3
<u>SOLID WASTE FUND #4150</u>			
Office of Sustainability (SUS) ²			
0002 Solid Waste Sustainability Support	3	3	-
TOTAL -- SOLID WASTE FUND	3	3	-
TOTAL -- EXECUTIVE OFFICES	144	144	161



EXECUTIVE OFFICES

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 in 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 2022/23. The budget allows the City of Orlando to continue to provide critical municipal services, programs and amenities to residents, businesses and visitors.
- As part of its COVID-19 response, the City continued to host vaccine sites at neighborhood centers and hosted a large-scale site at Camping World Stadium.
- The City also managed its Emergency Rental Assistance Program, leveraging a total of \$18 million in COVID-19 relief funds for residents that were financially impacted by the pandemic.
- Launched the RISE Employment & Training Program. This program is designed to help residents, especially those who have been impacted by COVID-19, rapidly increase their skills and employability.
- During the year, the City continued its efforts to create a more equitable Orlando for all by:
 - Continuing and growing the Community Response Team pilot program: through a partnership with Aspire Health Partners, trained behavioral 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 its Summer Youth Employment Program: more than 700 young residents gained valuable career experience through paid internships
 - Launching the Community Violence Intervention Program: the program is designed to help those who may commit acts of violence pivot away toward a more sustainable future

Future Goals and Objectives

Short Term

- Manage the investment of \$58 million in Accelerate Orlando funding to address two of the most complex challenges in the region: homelessness and affordable housing. Investments include:
 - Helping Orlando's trusted homeless service providers to modernize their campuses, offer more wrap-around services and grow daytime operations to get more unsheltered individuals get off the streets
 - Converting the Ambassador Hotel into 150 affordable apartments for families and individuals and helping the Zebra Coalition turn another hotel units into homes for LGBTQ+ youth.
 - Developing up to 80 apartment units for workforce housing and up to 10-single family homes in Parramore.
 - Expanding down payment support, housing counseling and access to repairs for low-income residents.
- Help the community envision the future of downtown Orlando to ensure that we are furthering the shared vision for its future as a vibrant, safe cultural destination.
- Renew and expand our efforts to make change and increase racial equity.

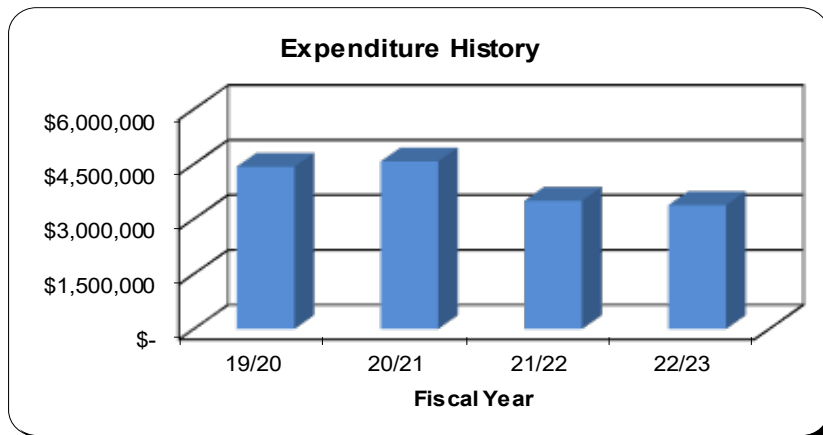
Long Term

- 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 residents.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	%
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 2,285,109	\$ 2,611,990	\$ 2,592,837	\$ (19,153)	(0.7%)
0002 Executive Offices Nondepartmental	(5,685)	(431,000)	(348,000)	83,000	(19.26%)
0003 Governmental Relations	1,015,954	1,111,053	1,135,396	24,343	2.2%
0004 HOLA	198,660	28,035	-	(28,035)	(100.0%)
0006 Multicultural Affairs	482,772	114,776	-	(114,776)	(100.0%)
0007 Human Relations	597,364	68,367	-	(68,367)	(100.0%)
TOTAL -- GENERAL FUND	\$ 4,574,174	\$ 3,503,221	\$ 3,380,233	\$ (122,988)	(3.5%)
TOTAL -- OFFICE OF THE MAYOR	\$ 4,574,174	\$ 3,503,221	\$ 3,380,233	\$ (122,988)	(3.5%)



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of the Mayor (EXO)			
0001 Office of the Mayor	14	13	12
0003 Governmental Relations	3	3	3
0004 HOLA	2	-	-
0006 Multicultural Affairs	4	-	-
0007 Human Relations	6	-	-
TOTAL -- GENERAL FUND	29	16	15
TOTAL -- OFFICE OF THE MAYOR	29	16	15

EXECUTIVE OFFICES

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

- Office of Multicultural Affairs partnered with Orlando Mayor Buddy Dyer, District 5 City Commissioner Regina I. Hill, and District 6 City Commissioner Bakari F. Burns to host the city's first inaugural Juneteenth Festival celebrating the end of slavery in the United States.
- Office of Multicultural Affairs partnered to host the first in-person Mayor's Neighborhood Summit since COVID-19. The Summit was centered around Equity.
- HOLA hosted Justice Fridays allowing residents the opportunity to receive free legal advice from Florida barred attorneys.
- Collaborated with the United States Citizens Immigration Services by hosting them in our location for a TPS for Venezuela and Haitian events.
- Office of Human Relations hosted the first Community Fair Housing Training located at City Hall.

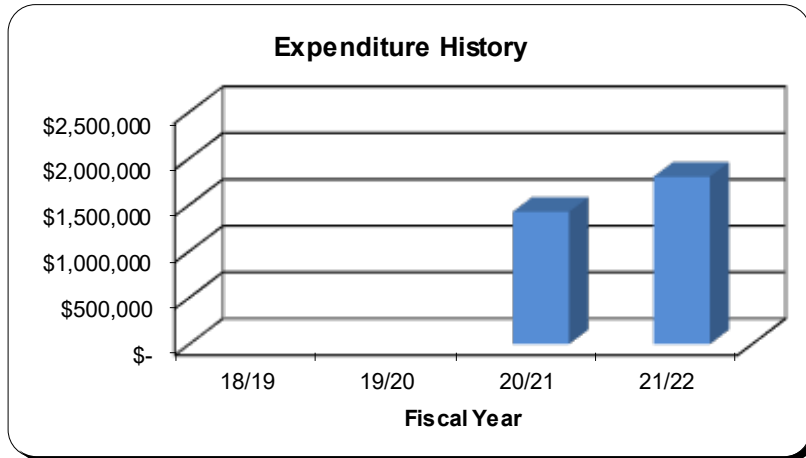
Future Goals and Objectives

1. To expand the understanding and implementation of equity, diversity, and inclusion throughout the city of Orlando, internally and externally.
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 expand the awareness and services of the Office of Human Relations, the Office of Multicultural Affairs, and the Hispanic Office of Local Assistance through out the city of Orlando.
5. To increase attendance at community events to expand awareness of HOLA and the Office of Human Relations.
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	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Office of Equity (EQY)					
0001 Office of Equity	\$ -	\$ 207,474	\$ 427,936	\$ 220,462	106.3%
0002 Human Relations	-	600,402	690,069	89,667	14.93%
0003 Multicultural Affairs	-	429,781	451,615	21,834	5.1%
0004 HOLA	-	188,235	233,247	45,012	23.9%
TOTAL -- GENERAL FUND	\$ -	\$ 1,425,892	\$ 1,802,867	\$ 376,975	26.4%
TOTAL -- OFFICE OF EQUITY	\$ -	\$ 1,425,892	\$ 1,802,867	\$ 376,975	26.4%



STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
GENERAL FUND #0001			
Office of Equity (EQY)			
0001 Office of Equity	-	1	3
0002 Human Relations	-	6	6
0003 Multicultural Affairs	-	4	3
0004 HOLA	-	2	2
TOTAL -- GENERAL FUND	-	13	14
TOTAL -- OFFICE OF EQUITY	-	13	14

EXECUTIVE OFFICES

Office of Community Affairs

Overview of Services

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

Major Accomplishments (FY 21/22)

- Managed the Community Investment Program (CIP), which distributed \$2,411,190 in grants to 38 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 \$166,000 to 30 schools, nonprofit organizations, and neighborhood associations, which implemented mentoring, educational and beautification projects with Mayor's Matching Grants (MMG).
- Co-produced the successful 17th annual Mayor's Neighborhood & Community Summit where more than 320 citizens and dozens of community organizations came together to engage in workshops and experience exhibitors.
- Coordinated and facilitated the City's 2022 Black History Month Arts & Cultural programs as part of the city's Black History Month Committee.
- Facilitated two editions of Words and Wonders with new Poet Laureate Shawn Welcome. This is Orlando's first poetry contest inspired by Poet Laureate Susan Lilley. We had 54 participants and added entries for spoken word performance poetry in addition to written poems.
- Coordinated production of 9 Mayor's public service (video) messages for community organizations.
- In partnership with OCNR Multimedia team, produced videos featuring Orlando's Poet Laureate Shawn Welcome, which received national recognition. Shawn's inaugural poem "Reasons Why" video won a 2022 Gold Telly award and his introduction Q&A video won a 2022 Savvy award.
- Managed all activities of the Mayor's MLK Commission, including major events at the Dr. Phillips Center; produced the annual MLK calendar of Central FL events, which was distributed to more than 9,000 citizens and viewed online; recruited and recognized 28 MLK Commission sponsors, who donated more than \$88,000 in sponsorships; and coordinated an awards dinner at Dubsdread for the 2022 MLK Youth Humanitarians, their families and principals.
- Managed 5 AmeriCorps VISTA members and 1 Summer Associate to support the Office of Sustainability and Resilience, homeless services coordination, Mayor Buddy's Book Club, and the Early Learning Coalition of Orange County.
- Recruited, screened, placed and recognized 217 citizen volunteers in city operations and partner organizations through the new Orlando Cares volunteer portal.
- Represented the Mayor and City on 5 arts & cultural and community service boards.

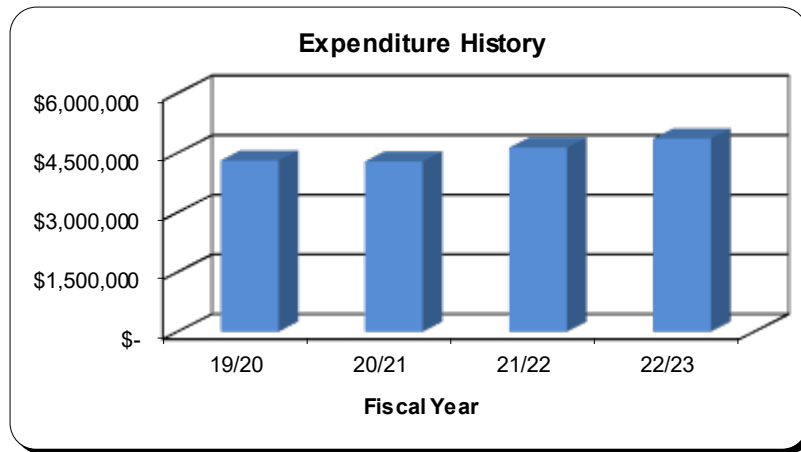
Future Goals and Objectives (FY 22/23)

- Increase number of citizen volunteers recruited, screened, placed, and recognized utilizing the Orlando Cares volunteer portal by 10%.
- Recruit additional City departments (3 – 4) to manage volunteers using the Orlando Cares volunteer portal.
- Expand participation in Mayor Buddy's Book Club by 10% by engaging OCNR elementary schools.
- Develop and host workshops for city-funded nonprofit organizations on topics such as, outcome measurements, budget development, analyzing grant success with objectives and telling the agency's story.
- Host an event for CIP and MMG grantees to give them the opportunity to network, share the community impact of each agency's work and create ways to collaborate for greater impact.
- Increase citizen engagement in the Mayor's Dr. Martin Luther King, Jr. Commission's free public events.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Community Affairs (OCA)					
0001 Community Affairs	\$ 668,600	\$ 752,701	\$ 783,110	\$ 30,409	4.0%
0003 OCA Grants	3,611,653	3,878,600	4,078,600	200,000	5.2%
TOTAL -- GENERAL FUND	\$ 4,280,254	\$ 4,631,301	\$ 4,861,710	\$ 230,409	5.0%
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	\$ 4,280,254	\$ 4,631,301	\$ 4,861,710	\$ 230,409	5.0%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
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

Office of Communications & Neighborhood Relations

Overview of Services/Programs

Organized by teams, the Office provides support to the Office of the Mayor, the Office of City Commissioners, and City departments. Teams include Graphic Design, Digital Communications, Multimedia, Neighborhood Relations, and Special Events/Marketing.

Major Accomplishments

- Launched phase 1 of the Orlando Information Loop, consisting of 29 Loop TVs within City Hall.
- Awarded a first-place Savvy award for Cover Distance Clean Covid-19 campaign graphics.
- Developed graphic template solutions for graphics requests that required fast turnaround.
- Completed design of the 207-page Green Works Guidebook, consisting of 22 unique lessons in sustainability. 2000 guidebooks were printed and distributed to Orange County Public Schools.
- Produced design for DDB's IPW event that hosted more than 1,700 guests in Downtown Orlando.
- Created content for the city GIPHY channel to be publicly used on social. The channel reached more than 100 million views.
- 15,192,612 impressions, represents an 18.7% increase from the previous year - with Facebook and LinkedIn having the most positive increase.
- Total number of 1,635,344 video views across Facebook, Twitter, Instagram, and LinkedIn, a 69% increase from the previous year.
- Total engagements increased by 22% across Facebook, Twitter, Instagram, and LinkedIn, for a total of 770k total engagements.
- Post link clicks increased by 48.6%.
- Weekly newsletter, City News reached an open rate of 43.7%.
- Orlando.gov received 11,648,641 unique page views and 40,006,224 overall page views.
- Awarded 2 Gold, 1 Silver, and 3 Bronze Telly awards for video production.
- Custom-built in-house multi-cam streaming and live production system.
- Returned to an in-person Neighborhood and Community Summit with an attendance of more than 300.
- Created the little libraries on Facebook increasing engagement and Neighborhood Relations' highest numbers on social.
- Trained 700 neighborhood leaders and volunteers through our iLead Leadership series, 11 monthly Community Connection workshops, Lunch and Learns, customized training, and our annual Mayor's Neighborhood and Community Summit
- Created or assisted with sponsorship opportunities for three major events: Veterans Day Parade, Summit, and Juneteenth.
- Increase money raised by Mayor's Veterans Advisory Council via Strengthen Orlando by 30%.

Future Goals & Objectives

Short Term:

- Have the entire team attend the 2022 virtual Adobe Max Creativity Conference in October and learn techniques and ideas that will innovate the way we design for the city.
- Increase the use of Instagram Reels to at least 50% of posts on the platform to increase social engagement and impressions
- Finish the streamline broadcast-Zoom technology in Council Chambers and reconfigure some audio and programming issues.
- Update the as-built docs to reflect the changes.
- Utilize at least 3 focus groups to improve current events such as Community Connections, Summit, and iLead resulting in an increase in attendance and usage by 5%.
- Create event outline templates for major events, press conferences, ribbon cuttings, etc.

Mid Term:

- Fully migrate all internal websites from WordPress to OpenCities
- Develop and pass a citywide social media policy
- Comply with the State of Florida's Governor's office's new mandates for the purchase, use, controls, and software for
- Transition neighborhood organization contacts to a cloud-based contact management software.

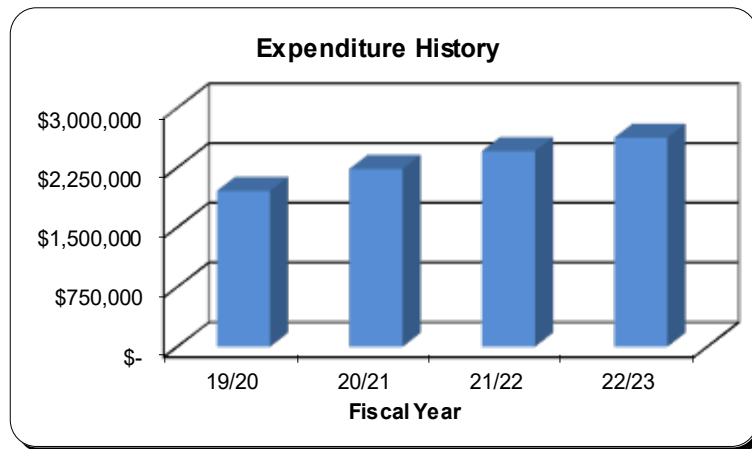
Long Term:

- Hit 200 million views on our GIPHY channel by September 30, 2023
- Launch phase 2 of the digital signage project, "The Loop", in every City of Orlando neighborhood center.
- Fully migrate all external websites from WordPress to OpenCities
- Get all the broadcast systems back up under a maintenance/service contract.
- Enhance city departments' neighborhood outreach to inform, connect and involve residents in city services and programs.
- Explore alternative event experiences to hosting a parade to celebrate our Veterans in November by 2023.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Communications (COM)					
0001 Communications and Neighborhood Relations	\$ 2,231,570	\$ 2,456,395	\$ 2,626,052	\$ 169,657	6.9%
TOTAL -- GENERAL FUND	\$ 2,231,570	\$ 2,456,395	\$ 2,626,052	\$ 169,657	6.9%
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS					
	\$ 2,231,570	\$ 2,456,395	\$ 2,626,052	\$ 169,657	6.9%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	20	20	21
TOTAL -- GENERAL FUND	20	20	21
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS			
	20	20	21

EXECUTIVE OFFICES

Office of the City Clerk

Overview of Services

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

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

Major Accomplishments – City Clerk & Records Management

- Processed 227 Domestic Partnership Registries for FY21/22.
- Processed 12,939 public record requests in FY21/22, including email searches, police records and permitting requests.
- Continued working with Information Technology, implementing a new Document Management System for Council Records.
- Created new Matrix form on the new Document Management System to assist Nominating Board members and to electronically record Matrices.
- Continued using hybrid meetings to ensure the continuity of City services during Covid-19.
- Supporting Executive Offices ESF-15 Support role during Hurricane Ian.
- Worked with the Orange County Supervisor of Elections for municipal elections in Districts 1, 3, and 5 held in November 2021.
- Greenwood Cemetery has built up a good volunteer base to help with different projects at the cemetery.
- Records Management has developed a training calendar for public records.
- Records Management added on-boarding and training to new hires within the city.

Major Accomplishments - Greenwood Cemetery

- Honored Wreaths Across America and Memorial Day.
- Increased grant applications 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

- 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 to 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.

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.
- Development of electronic Training for the Sunshine Law, State Gift Law, Financial Disclosure for certain City Board members, the City Gift Policy and Basic Board Procedures utilizing our Document Management System.

Medium Term – Greenwood Cemetery

- Develop ten-year plan for Greenwood Cemetery.

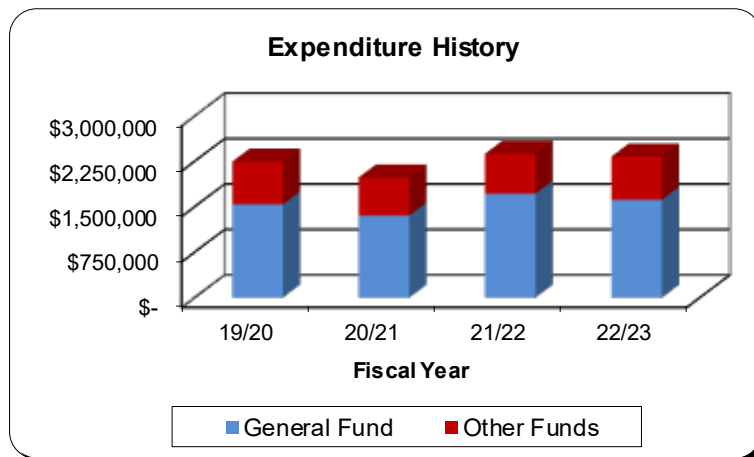
Long Term – Greenwood Cemetery

- Preparing for the eventual transition to a historical cemetery.
-

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the City Clerk (CLK)					
0001 City Clerk	\$ 897,150	\$ 1,027,371	\$ 1,049,447	\$ 22,076	2.1%
0002 Records Management	455,132	501,565	556,712	55,147	11.0%
0005 City Elections	3,437	187,500	10,300	(177,200)	(94.5%)
TOTAL -- GENERAL FUND	\$ 1,355,719	\$ 1,716,436	\$ 1,616,459	\$ (99,977)	(5.8%)
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 600,672	\$ 632,470	\$ 687,644	\$ 55,174	8.7%
0004 Cemetery Trust Nondepartmental	27,012	27,182	24,600	(2,582)	(9.5%)
TOTAL -- GREENWOOD CEMETERY FUND	\$ 627,684	\$ 659,652	\$ 712,244	\$ 52,592	8.0%
TOTAL -- OFFICE OF CITY CLERK	\$ 1,983,402	\$ 2,376,088	\$ 2,328,703	\$ (47,385)	(2.0%)



STAFFING SUMMARY

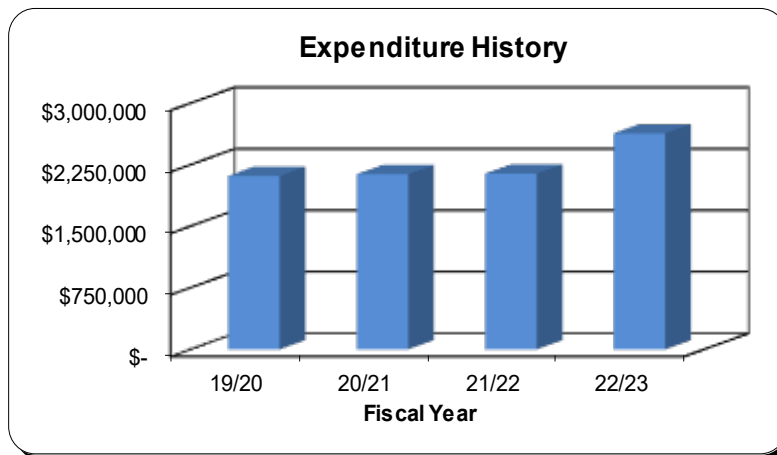
	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of the City Clerk (CLK)			
0001 City Clerk	9	9	9
0002 Records Management	5	5	5
TOTAL -- GENERAL FUND	14	14	14
GREENWOOD CEMETERY FUND #1150			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	2	2	3
TOTAL -- GREENWOOD CEMETERY FUND	2	2	3
TOTAL -- OFFICE OF CITY CLERK	16	16	17

EXECUTIVE OFFICES

Office of City Commissioners

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 357,284	\$ 360,096	\$ 447,688	\$ 87,592	24.3%
0002 City Commissioner District 2	345,351	345,700	428,666	82,966	24.0%
0003 City Commissioner District 3	376,344	379,877	438,214	58,337	15.4%
0004 City Commissioner District 4	355,935	366,532	448,016	81,484	22.2%
0005 City Commissioner District 5	358,384	353,431	438,000	84,569	23.9%
0006 City Commissioner District 6	343,725	340,102	434,619	94,517	27.8%
TOTAL -- GENERAL FUND	\$ 2,137,023	\$ 2,145,738	\$ 2,635,203	\$ 489,465	22.8%
TOTAL -- CITY COMMISSIONERS	\$ 2,137,023	\$ 2,145,738	\$ 2,635,203	\$ 489,465	22.8%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	2	3
0002 City Commissioner District 2	2	2	3
0003 City Commissioner District 3	2	2	3
0004 City Commissioner District 4	2	2	3
0005 City Commissioner District 5	2	2	3
0006 City Commissioner District 6	2	2	3
TOTAL -- COMMISSIONERS	12	12	18
TOTAL -- CITY COMMISSIONERS	12	12	18

EXECUTIVE OFFICES

Office of Chief Administrative Officer

Overview of Services

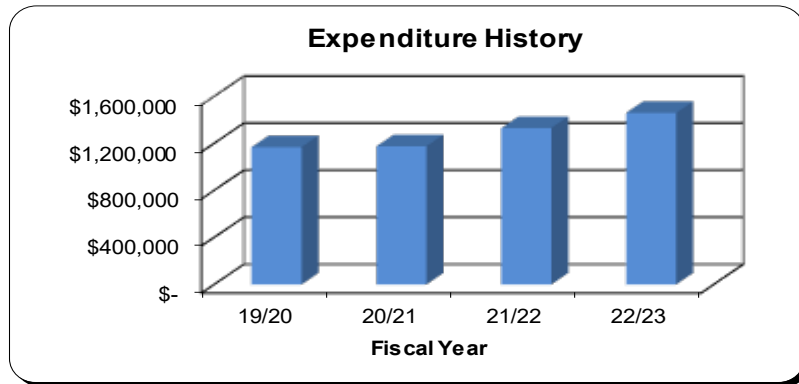
The Office of the Chief Administrative Officer is responsible for implementing the policy directives of the Mayor and City Council and managing the day-to-day operations and functions of City government.

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

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,145,640	\$ 1,289,662	\$ 1,418,169	\$ 128,507	10.0%
0002 Workplace Giving	29,143	40,000	40,000	-	0.0%
TOTAL -- GENERAL FUND	\$ 1,174,783	\$ 1,329,662	\$ 1,458,169	\$ 128,507	9.7%
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	\$ 1,174,783	\$ 1,329,662	\$ 1,458,169	\$ 128,507	9.7%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	5	5	6
TOTAL -- GENERAL FUND	5	5	6
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	5	5	6

EXECUTIVE OFFICES

Minority/Women Business Enterprise

Mission

To administer the City's MWBE Program provided for in Chapter 57

Overview of Services

- Designating firms meeting the definition of minority and women-owned as City Certified MWBEs
- Ensuring City contractors demonstrate good faith effort to the program goals: 18% MBE and 6% WBE participation
- Ensuring MWBEs access to all City contracts and subcontracts
- Ensuring MWBEs receive payments promptly
- Removing artificial barriers to MWBEs participation in City contracts and subcontracts
- Holding outreach and networking events to increase the number of City MWBEs and contract and subcontract opportunities
- Adjusting the program as a result of MWBE responses to Surveys
- Coordinating with like organizations to maximize benefits to MWBEs
- Notifying MWBEs of other known contracting opportunities
- Advocating for MWBEs

Major Accomplishments

- \$26M in MWBE payments to 562 MWBEs
- Awarded \$250k CDBG grant to assist 9 MWBEs
- Conducted 12 Workshops – How to Become Certified
- Conducted 3 Outreach Events for WBEs
- Held City and The National Association of Minority Contractors (NAMC) Networking Event
- Held 3 Board Workshops and Trainings, including a Mock Appeals Hearing
- Awarded 2022 NAMC Diversity Champion Award
- Established shared online Certification Application Database with Orange County and the Greater Orlando Aviation Authority
- Established RISE Program in Partnership with CSCF – provides skills-training and job placement services to Covid impacted residents

Future Goals & Objectives

Short Term

- Monitoring projects for adherence to program requirements
 - MBE 18% | WBE 6%
 - Minority Men 18 % Workforce | Women 6% Workforce
 - Prevailing Wages
 - 20% Premium for Health Benefits
- Site visits to ensure appropriate utilization of M/WBEs and employment of minorities and women.
- Compliance to reward contractors meeting the requirements and deterring ones who do not
- Participate in project meetings to ensure fair treatment of MWBEs
- Expand relationships with like organizations to maximize advocacy for and benefits to MWBEs
- Automation of MBE Division Approval Memorandums

Medium Term

- Ordinance changes to eliminate conflicts between Certification Appeals and Chapter 57 Review Boards rules
- Gain Voting Member Status for MBE Staff Serving on Procurement Selection Committees
- Interdepartmental workshops to clarify their responsibilities to the City MWBE Program
- Social Media Proposal

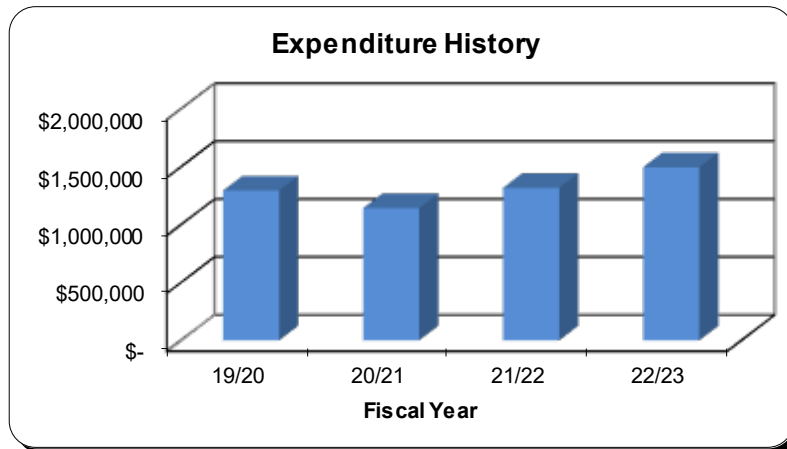
Long Term

- MWBE Web Page linked to all services that benefit MWBEs (e.g., BEXAR Co.)
- A Study – Positive Impact of MWBE Payments on the Local Economy
- Automating the division's processes with the goal of a paperless environment.
- Securing Grants to implement innovations in the program

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$1,019,578	\$1,183,977	\$1,315,078	\$ 131,101	11.1%
0002 Community Employment	123,022	133,717	180,716	46,999	35.1%
TOTAL -- GENERAL FUND	\$1,142,601	\$1,317,694	\$1,495,794	\$ 178,100	13.5%
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	\$1,142,601	\$1,317,694	\$1,495,794	\$ 178,100	13.5%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Minority / Women Business Enterprises (MBE)			
0001 MWBE	9	9	10
0002 Community Employment	1	1	5
TOTAL -- GENERAL FUND	10	10	15
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	10	10	15

EXECUTIVE OFFICES

City Attorney's Office

Overview of Services

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

The City Attorney is supported by one part-time Deputy City Attorney, four full-time Chief Assistant City Attorneys, 14 full-time Assistant City Attorneys (including the City Prosecutor), 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

- Completed Redistricting off of 2020 Census.
- Implementation of CARES Act funding.
- Implementation of Downtown late-night ordinances and protocols

Future Outlook

Short Term

- Finalize agreements for the use of Accelerate Orlando funds.
- Assisted with legal requirements for FEMA Reimbursement from Hurricane Ian
- Drafting ordinances for Downtown late-night

Medium Term

- Continue legal support for the City's homeless initiatives and affordable housing.
- Accelerate Orlando

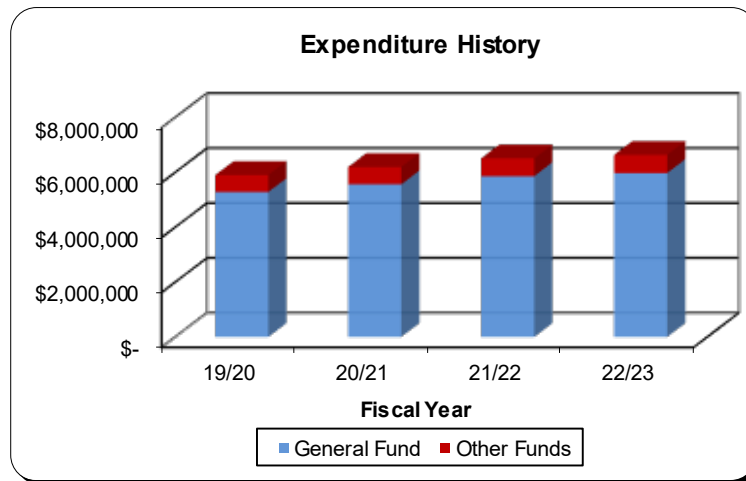
Long Term

- 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	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,828,899	\$ 5,027,231	\$ 5,103,322	\$ 76,091	1.5%
0002 Audit Services and Management Support	733,582	832,618	871,155	38,537	4.6%
TOTAL -- GENERAL FUND	\$ 5,562,481	\$ 5,859,849	\$ 5,974,477	\$ 114,628	2.0%
RISK MANAGEMENT FUND #5015					
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	\$ 632,327	\$ 647,439	\$ 659,507	\$ 12,068	1.9%
TOTAL -- RISK MANAGEMENT FUND	\$ 632,327	\$ 647,439	\$ 659,507	\$ 12,068	1.9%
TOTAL -- CITY ATTORNEYS OFFICE	\$ 6,194,808	\$ 6,507,288	\$ 6,633,984	\$ 126,696	1.9%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Attorney's Office (LEG)			
0001 City Attorney	30	30	30
0002 Audit Services and Management Support	5	5	5
TOTAL -- GENERAL FUND	35	35	35
RISK MANAGEMENT FUND #5015			
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	5	5	5
TOTAL -- RISK MANAGEMENT FUND	5	5	5
TOTAL -- CITY ATTORNEYS OFFICE	40	40	40

EXECUTIVE OFFICES

Office of Sustainability, Resilience, & Future Ready

Overview of Services

The Office of Sustainability & Resilience leads the coordination, development, integration, and management of municipal and community-wide goals to:

- Drive sustainability and climate action
- 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
- Create equitable and inclusive access to resources and services for the entire community

In 2022, the Office of Sustainability & Resilience merged with the Office of Future Ready in order to both expand the City's "resiliency" and ensure that the City prepared for disturbances such as hurricanes, cyber attacks, and pandemics, as well as 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.

Major Accomplishments: 2021 - 2022

- Developed and published the comprehensive E-Mobility Roadmap through extensive stakeholder engagement.
- Implemented two core strategies identified within the plan: Passed the EV Readiness Code for new construction and, together with the city's Facilities division, expanded 100+publicly-available EV charging stations on City property.
- Launched a new youth empowerment and green job shadowing program with FPR's Parramore Kidz Zone and Holden Heights Kidz Zone called the "Sustainable Adventure Program".
- Via a competitive process, the City of Orlando was selected by the Bloomberg Center for Public Impact at Johns Hopkins University to receive free innovation training for a dozen staff members to help identify new solutions for youth homelessness.
- Implemented the "tables of connection" in partnership with several other city departments and the AARP, providing public art along with back-up power and free Wi-Fi in neighborhoods with a high energy burden and low internet access.
- Won \$600k in Community Development Block Grant funding to expand our hotspot and tablet checkout program and provide free digital literacy training to help bridge the digital divide.
- Completed another Rally accelerator cohort, identifying and partnering with a local entrepreneur to achieve our energy goals.
- Assisted UCF in winning a National Science Foundation CIVIC grant, allowing UCF to design and potentially implement portable resilience hubs for the City of Orlando.
- Entered into an agreement with UCF to help them implement an air quality sensor network grant.
- In partnership with the Transportation department, completed phase I of our Advanced Air Mobility Planning efforts.
- Completed internal department reviews and focus groups to assist in the development of our resilience plan.
- Worked with Economic Development department to create a 'Green Building Incentive Program' for new private construction.
- Developed a Sustainable Procurement Policy and launched the Green Events Guide and consulting services for events.
- Recognized by US Department of Energy for saving 23.4% of energy and more than \$2 million across all City buildings.

Future Goals and Objectives: 2022-2023

Short-Term Goals

- Complete Resilience Plan, Zero Waste Roadmap, and Municipal Sustainability Operations Plan Update
- Complete phases 2 and 3 of our Advanced Air Mobility Master Plan.
- Finalize our overall strategy to help bridge the digital divide.
- Finish implementing our smart building pilot at one of our neighborhood centers.
- Expand upon our smart parking infrastructure with a digital wayfinding design.
- Implement an urban autonomous vehicle pilot project.

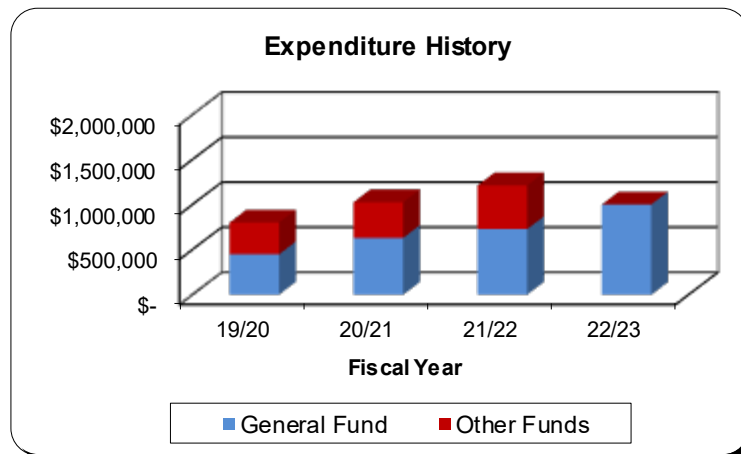
Mid-Term Goals

- Work with Ocean Conservancy's Shores Forward to complete a Circularity Assessment Protocol to address plastic and debris generated locally that makes its way to the ocean.
- Expand our entrepreneur engagement tested in the Rally program to include additional entrepreneurs in the UCF Incubator program.
- Continue to partner with community partners and Energy Burden Task Force to explore equitable energy solutions.
- Implement a digital twin in partnership with our planning and GIS departments.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Office of Sustainability (SUS)					
0001 Office of Sustainability	\$ 630,210	\$ 729,218	\$ 1,001,617	\$ 272,399	37.4%
TOTAL -- GENERAL FUND	\$ 630,210	\$ 729,218	\$ 1,001,617	\$ 272,399	37.4%
SOLID WASTE FUND #4150					
Office of Sustainability (SUS)					
0002 Solid Waste Sustainability Support	\$ 396,584	\$ 485,299	\$ -	\$ (485,299)	(100.0%)
TOTAL -- SOLID WASTE FUND	\$ 396,584	\$ 485,299	\$ -	\$ (485,299)	(100.0%)
TOTAL -- OFFICE OF SUSTAINABILITY	\$ 1,026,794	\$ 1,214,517	\$ 1,001,617	\$ (212,900)	(17.5%)



STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
GENERAL FUND #0001			
Office of Sustainability (SUS)			
0001 Office of Sustainability	4	4	10
TOTAL -- GENERAL FUND	4	4	10
SOLID WASTE FUND #4150			
Office of Sustainability (SUS)			
0002 Solid Waste Sustainability Support	3	3	-
TOTAL -- SOLID WASTE FUND	3	3	-
TOTAL -- OFFICE OF SUSTAINABILITY	7	7	10

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Minority/Women Business Enterprise Division	Number of M/WBE community outreach events	18	19	20
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.	300	700	750
Office of Communications and Neighborhood Relations	Number of resident-focused association and community meetings attended by staff annually.	131	130	136
Office of Community Affairs	Number of community events and special meetings with participation by OCA staff.	212	225	250
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%	104%	100%
Office of Community Affairs	Percentage of CIP/Arts awarded funds utilized to complete stated goals and objectives.	100%	100%	100%

Fiscal

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
City Attorney's Office	Annual benefits from revenue audits conducted by the Audit Services function.	\$152,000	\$342,000	\$300,000
Executive Offices	Executive Offices Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-3.6%	-1.1%	+/-5%

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report (continued)

Internal Processes

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Minority/Women Business Enterprise Division	Percentage of accepted and reviewed certification applications processed within a week	100%	100%	100%
Office of the City Clerk	Percent of Board vacancies recommended to the Mayor within 30 days of term expiration	100%	86%	100%
Office of the City Clerk	Median number of days to close a public records request	7	6	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	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
City Attorney's Office	Percentage of ordinance violations successfully prosecuted	99%	99%	99%
Office of Sustainability & Resilience	Percentage of City divisions and offices involved in sustainability initiatives	78%	85%	85%
Office of Sustainability & Resilience	Percent of buildings in compliance with BEWES policy	50%	50%	60%
Office of Sustainability & Resilience	Number of City staff trained in Green Works Academy (employee education)	162	196	200
Office of Communications and Neighborhood Relations	Number of jobs requests processed to keep citizens and employees informed, connected, and involved with the City of Orlando	N/A	2,947	3,000

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2021-2022 BY THE NUMBERS:

FLEET AND FACILITIES



2,665
total assets



12,100
Facilities work requests



2,073,843
gallons of fuel used



\$7,149,019
total fuel cost

FINANCE



\$91,262,921
in grant funding awarded to the City

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



88,066
Accounts payable invoices processed



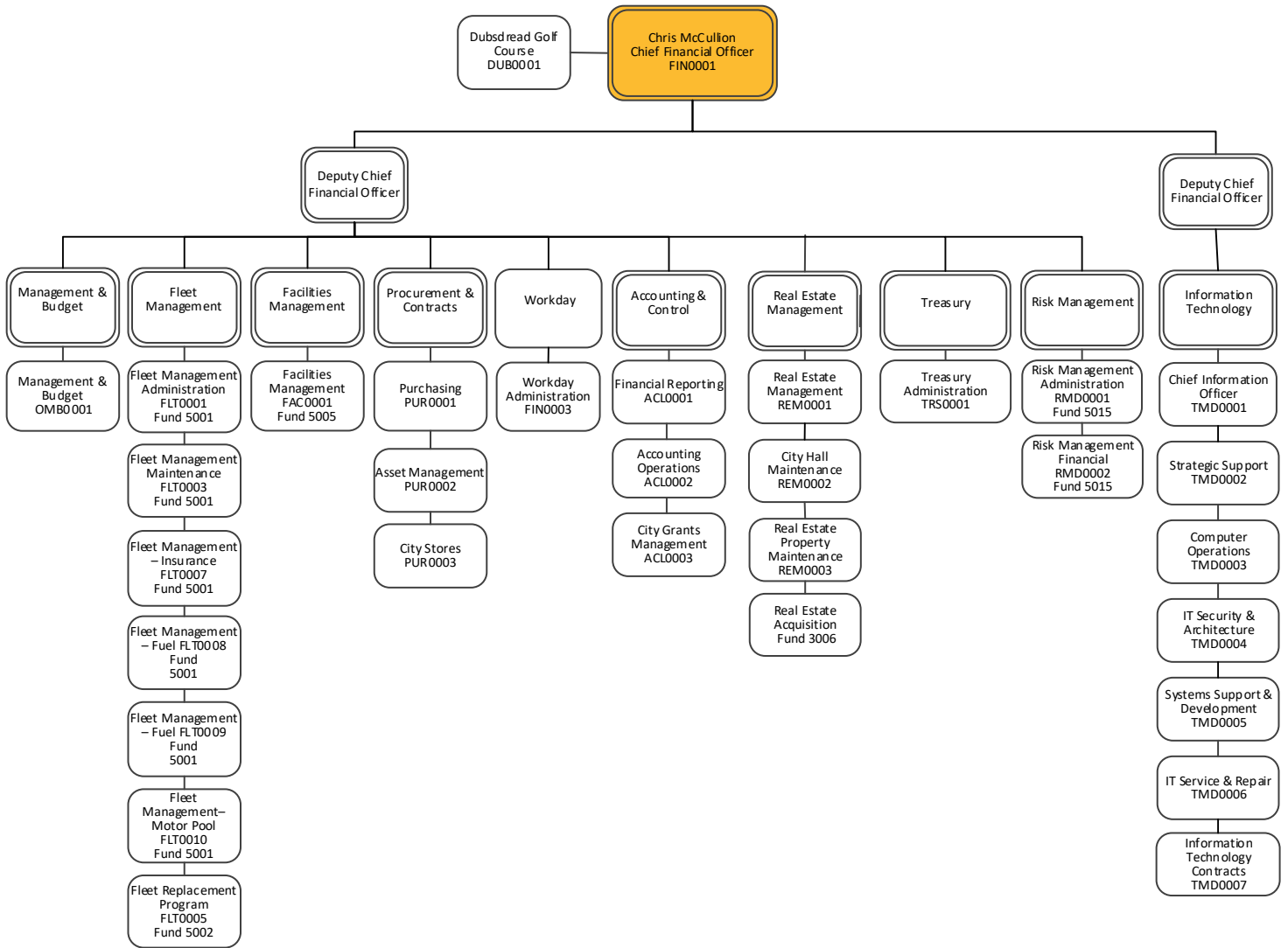
47,755
procurement card transactions



67,037 payments processed through City cashier's system totaling **\$198,479,477**

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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

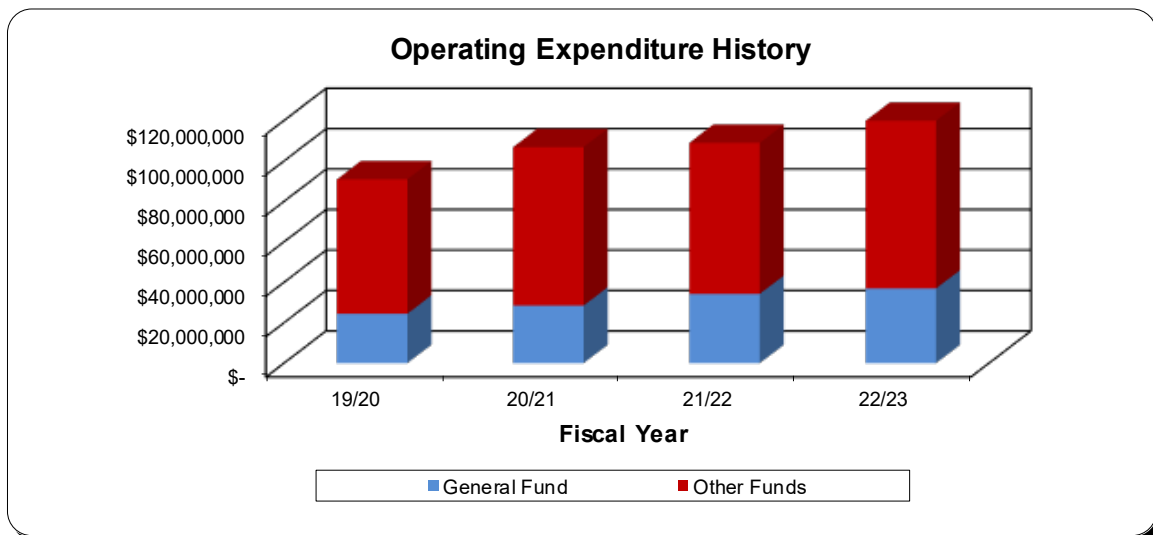
DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 737,500	\$ 1,065,108	\$ 1,117,692	\$ 52,584	4.9%
0002 Nondepartmental - CFO	745,745	998,280	998,280	-	0.0%
0003 Workday Administration	352,442	573,480	587,071	13,591	2.4%
Accounting and Control Division (ACL)					
0001 Financial Reporting	1,145,345	1,181,832	1,219,080	37,248	3.2%
0002 Accounting Operations	1,553,673	1,718,876	1,743,800	24,924	1.5%
0003 City Grants Management	210,328	313,067	320,288	7,221	2.3%
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	17,194	6,428	6,440	12	0.2%
Management and Budget Division (OMB)					
0001 Management and Budget	633,628	778,344	806,514	28,170	3.6%
Procurement and Contracts Division (PUR)					
0001 Purchasing	1,398,029	1,720,407	1,765,882	45,475	2.6%
0002 Asset Management	289,552	303,706	333,312	29,606	9.7%
0003 City Stores	357,681	348,374	349,775	1,401	0.4%
0004 Purchasing Auctions	1,408	29,500	29,500	-	0.0%
Real Estate Management Division (REM)					
0001 Real Estate Management	578,175	731,448	870,785	139,337	19.0%
0002 City Hall Maintenance	2,577,684	2,608,355	2,821,477	213,122	8.2%
0003 Real Estate Property Management	-	-	502,000	502,000	N/A
Information Technology Division (TMD)					
0001 Chief Information Officer	1,038,461	1,146,811	1,158,198	11,387	1.0%
0002 Strategic Support	2,092,789	2,568,867	2,743,024	174,157	6.8%
0003 Computer Operations	2,964,130	3,024,849	3,013,401	(11,448)	(0.4%)
0004 IT Security and Architecture	1,731,910	2,014,824	1,985,688	(29,136)	(1.4%)
0005 Systems Support and Development	2,357,028	2,529,951	2,680,809	150,858	6.0%
0006 IT Service and Repair	67,039	40,100	765,100	725,000	1808.0%
0007 Information Technology Contracts	6,752,308	9,903,576	10,447,367	543,791	5.5%
Treasury Division (TRS)					
0001 Treasury Administration	862,616	643,130	655,590	12,460	1.9%
TOTAL -- GENERAL FUND	\$ 28,464,665	\$ 34,249,313	\$ 36,921,073	\$ 2,671,760	7.8%
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,909,678	\$ -	\$ -	\$ -	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,909,678	\$ -	\$ -	\$ -	N/A
DUBSDREAD GOLF COURSE FUND #0015					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 3,020,109	\$ 2,591,933	\$ 3,180,926	\$ 588,993	22.7%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 3,020,109	\$ 2,591,933	\$ 3,180,926	\$ 588,993	22.7%

BUSINESS AND FINANCIAL SERVICES

DEPARTMENT EXPENDITURE SUMMARY (continued)

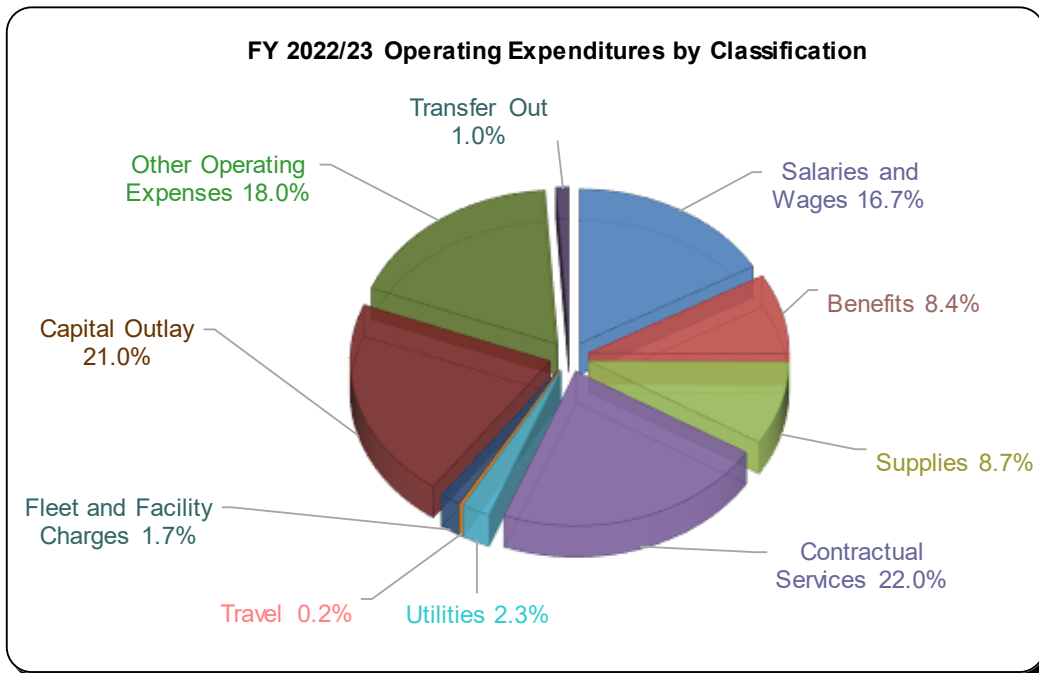
Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
FLEET MANAGEMENT FUND #5001					
Fleet Management Division (FLT)					
0001 Fleet Management Administration	\$ 2,533,084	\$ 1,486,629	\$ 2,628,905	\$ 1,142,276	76.8%
0003 Fleet Management Maintenance	19,475,287	9,983,478	10,312,788	329,310	3.3%
0004 Fleet Parts	515,002	528,027	-	(528,027)	(100.0%)
0007 Fleet Maintenance - Insurance	-	1,252,000	1,296,000	44,000	3.5%
0008 Fleet Maintenance - Fuel	-	5,170,225	6,626,505	1,456,280	28.2%
0009 Fleet Maintenance - Car Wash	-	930,462	1,056,882	126,420	13.6%
0010 Fleet Management - Motor Pool	-	-	705,000	705,000	N/A
TOTAL -- FLEET MANAGEMENT FUND	\$ 22,523,373	\$ 19,350,821	\$ 22,626,080	3,275,259	16.9%
FLEET REPLACEMENT FUND #5002					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 20,332,494	\$ 21,921,297	\$ 24,170,278	\$ 2,248,981	10.3%
TOTAL -- FLEET REPLACEMENT FUND	\$ 20,332,494	\$ 21,921,297	\$ 24,170,278	\$ 2,248,981	10.3%
FACILITIES MANAGEMENT FUND #5005					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 19,839,527	\$ 15,713,000	\$ 17,027,000	\$ 1,314,000	8.4%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ 19,839,527	\$ 15,713,000	\$ 17,027,000	\$ 1,314,000	8.4%
RISK MANAGEMENT FUND #5015					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 757,079	\$ 850,508	\$ 866,806	\$ 16,298	1.9%
0002 Risk Management Financial	10,002,701	14,267,794	15,064,566	796,772	5.6%
TOTAL -- RISK MANAGEMENT FUND	\$ 10,759,779	\$ 15,118,302	\$ 15,931,372	\$ 813,070	5.4%
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 106,849,626	\$ 108,944,666	\$ 119,856,729	\$ 10,912,063	10.0%



BUSINESS AND FINANCIAL SERVICES

DEPARTMENT EXPENDITURE SUMMARY (continued)

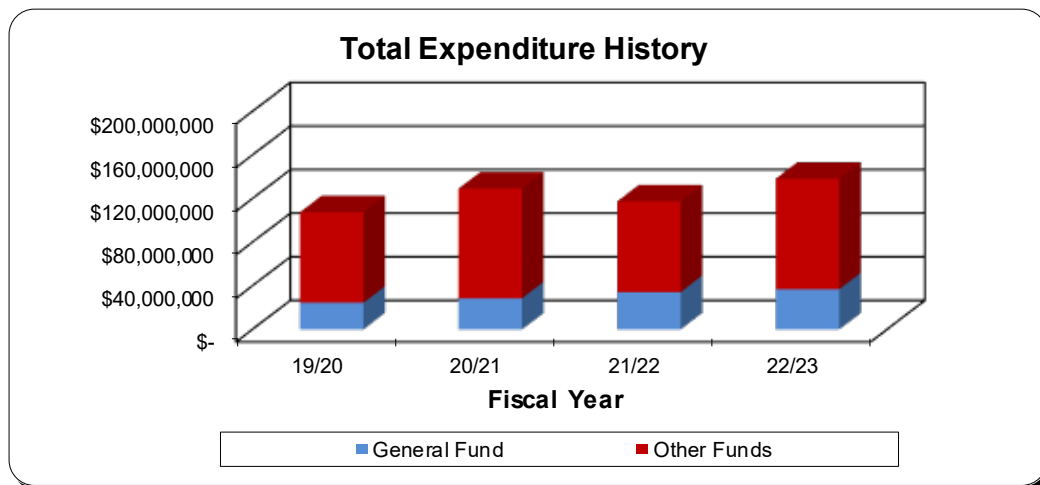
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 16,989,372	\$ 19,144,180	\$ 20,000,176	\$ 855,996	4.5%
Benefits	9,019,781	10,065,743	10,091,389	25,646	0.3%
Supplies	13,443,825	9,591,730	10,432,129	840,399	8.8%
Contractual Services	20,839,932	22,722,129	26,406,844	3,684,715	16.2%
Utilities	2,694,552	2,651,631	2,730,382	78,751	3.0%
Travel	4,766	163,049	192,678	29,629	18.2%
Fleet and Facility Charges	1,629,237	958,242	1,996,713	1,038,471	108.4%
Capital Outlay	26,625,921	12,776,495	25,154,080	12,377,585	96.9%
Other Operating Expenses	14,074,056	29,646,467	21,627,338	(8,019,129)	(27.0%)
Transfer Out	1,528,183	1,225,000	1,225,000	-	0.0%
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 106,849,626	\$ 108,944,666	\$ 119,856,729	\$ 10,912,063	10.0%



BUSINESS AND FINANCIAL SERVICES

DEPARTMENT EXPENDITURE SUMMARY (continued)

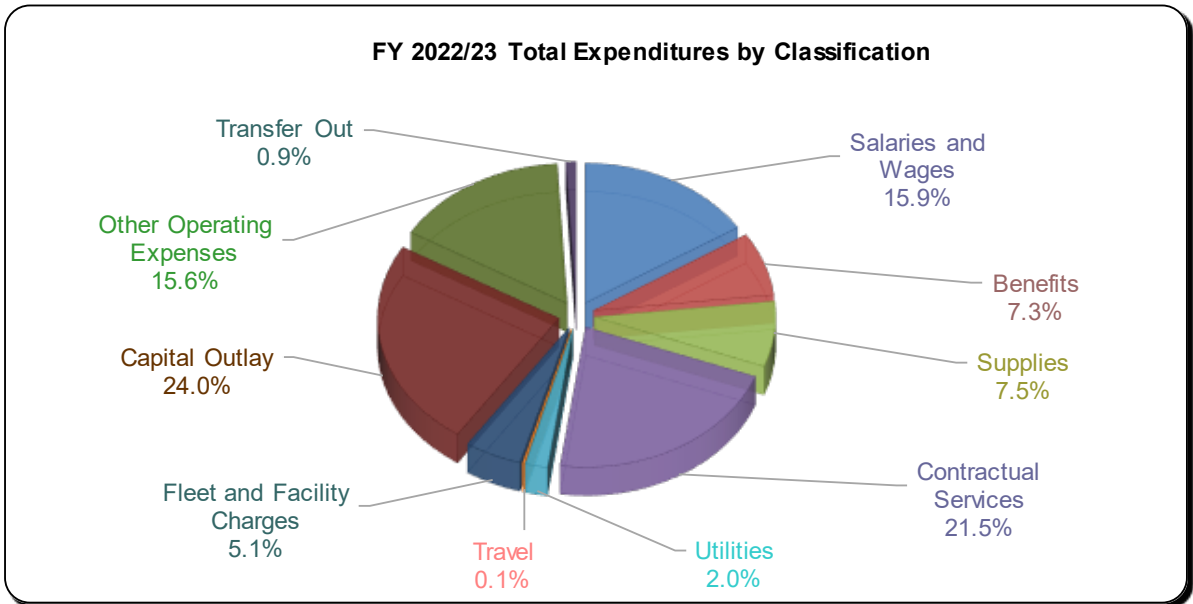
Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
CAPITAL IMPROVEMENTS FUND #3001					
Projects	\$ 10,225,885	\$ 4,180,000	\$ 9,574,800	\$ 5,394,800	129.1%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 10,225,885	\$ 4,180,000	\$ 9,574,800	\$ 5,394,800	129.1%
REAL ESTATE ACQUISITION FUND #3006					
Real Estate Management Division (REM)					
Projects	\$ 9,858,284	\$ 1,000,000	\$ 1,200,000	\$ 200,000	20.0%
TOTAL -- REAL ESTATE ACQUISITION FUND	\$ 9,858,284	\$ 1,000,000	\$ 1,200,000	\$ 200,000	20.0%
FLEET REPLACEMENT FUND #5002					
Fleet Management Division (FLT)					
Projects	\$ -	\$ -	\$ 600,000	\$ 600,000	N/A
TOTAL -- FLEET REPLACEMENT FUND	\$ -	\$ -	\$ 600,000	\$ 600,000	N/A
DESIGNATED REVENUE FUND #0005					
Projects	\$ 963,786	\$ 3,062,013	\$ 6,844,854	\$ 3,782,841	123.5%
TOTAL -- DESIGNATED REVENUE FUND	\$ 963,786	\$ 3,062,013	\$ 6,844,854	\$ 3,782,841	123.5%
DUBSDREAD RENEWAL AND REPLACEMENT FUND #0016					
Dubsdread Golf Course (DUB)					
Projects	\$ 396,097	\$ 255,000	\$ 260,000	\$ 5,000	2.0%
TOTAL -- DUBSDREAD RENEWAL AND REPLACEMENT FUND	\$ 396,097	\$ 255,000	\$ 260,000	\$ 5,000	2.0%
OTHER FUNDS					
Projects and Grants Other Funds	\$ 932,401	\$ -	\$ -	\$ -	N/A
TOTAL -- PROJECTS AND GRANTS	\$ 22,376,453	\$ 8,497,013	\$ 18,479,654	\$ 9,982,641	117.5%
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 129,226,079	\$ 117,441,679	\$ 138,336,383	\$ 20,894,704	17.8%



BUSINESS AND FINANCIAL SERVICES

DEPARTMENT EXPENDITURE SUMMARY (continued)

Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 16,989,372	\$ 19,144,180	\$ 22,000,176	\$ 2,855,996	14.9%
Benefits	9,019,781	10,065,743	10,091,389	25,646	0.3%
Supplies	13,861,735	9,591,730	10,432,129	840,399	8.8%
Contractual Services	23,775,087	23,896,642	29,751,698	5,855,056	24.5%
Utilities	2,694,552	2,651,631	2,730,382	78,751	3.0%
Travel	4,766	163,049	192,678	29,629	18.2%
Fleet and Facility Charges	5,730,778	3,458,242	7,021,513	3,563,271	103.0%
Capital Outlay	38,538,447	15,456,495	33,264,080	17,807,585	115.2%
Other Operating Expenses	15,628,490	31,788,967	21,627,338	(10,161,629)	(32.0%)
Transfer Out	2,983,070	1,225,000	1,225,000	-	0.0%
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 129,226,079	\$ 117,441,679	\$ 138,336,383	\$20,894,704	17.8%



BUSINESS AND FINANCIAL SERVICES

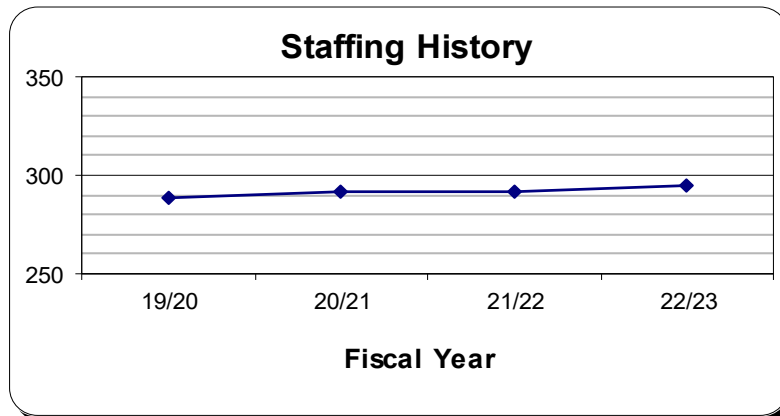
DEPARTMENT STAFFING SUMMARY

Fund	2020/21	2021/22	2022/23
Business Unit	Final	Adopted	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	19	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	17	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	16	16	16
0005 Systems Support and Development	25	25	25
Treasury Division (TRS)			
0001 Treasury Administration	4	4	4
TOTAL -- GENERAL FUND	178	178	178
<u>FACILITIES MANAGEMENT FUND #5005</u>			
Facilities Management Division (FAC)			
0001 Facilities Management	51	51	52
TOTAL -- FACILITIES MANAGEMENT FUND	51	51	52
<u>FLEET MANAGEMENT FUND #5001</u>			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	7	7	7
0003 Fleet Management Maintenance	37	37	46
0004 Fleet Parts	7	7	-
0008 Fleet Management - Fuel	1	1	1
TOTAL -- FLEET MANAGEMENT FUND	52	52	54

BUSINESS AND FINANCIAL SERVICES

DEPARTMENT STAFFING SUMMARY (continued)

Fund	2020/21	2021/22	2022/23
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>FLEET REPLACEMENT FUND #5002</u>			
Fleet Management Division (FLT)			
0005_C Fleet Replacement Program	2	2	2
TOTAL -- FLEET REPLACEMENT FUND	2	2	2
<u>RISK MANAGEMENT FUND #5015</u>			
Risk Management Division (RMD)			
0001 Risk Management Administration	8	8	8
TOTAL -- RISK MANAGEMENT FUND	8	8	8
<u>FIRE PENSION FUND #6501</u>			
Treasury Division (PEN)			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- BUSINESS AND FINANCIAL SERVICES	292	292	295



BUSINESS AND FINANCIAL SERVICES

Chief Financial Officer

Overview of Services/Programs

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

Major Accomplishments

- Worked with the Mayor and City Council to develop and implement a budget plan that provides funding to address racial equity and critical at-risk youth programs while still ensuring adequate funds are available for maintenance, infrastructure and public safety equipment.
- 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.
- Established budgetary plan for operations and programming related to Accelerate Orlando Initiatives.

Future Goals and Objectives

Short 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.
- 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.
- Ensure all COVID-related expenses are accurately tracked in order to seek potential reimbursement from federal funds.

Medium Term

- 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.
- 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 expenditures related to Accelerate Orlando.
- 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.

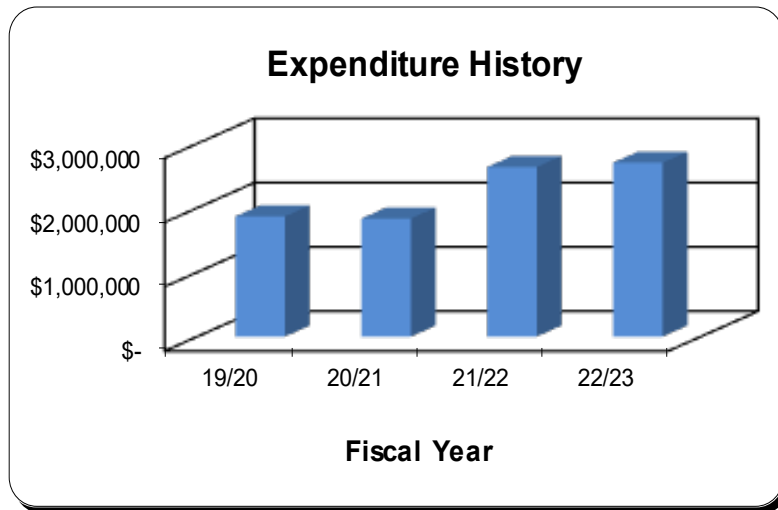
Long Term

- 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	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 737,500	\$ 1,065,108	\$ 1,117,692	\$ 52,584	4.9%
0002 Nondepartmental - CFO	745,745	998,280	998,280	-	0.0%
0003 Workday Administration	352,442	573,480	587,071	\$ 13,591	2.4%
TOTAL -- GENERAL FUND	\$ 1,835,687	\$ 2,636,868	\$ 2,703,043	\$ 66,175	2.5%
TOTAL - CHIEF FINANCIAL OFFICER	\$ 1,835,687	\$ 2,636,868	\$ 2,703,043	\$ 66,175	2.5%



STAFFING HISTORY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	5	5	5
0003 Workday Administration	4	4	4
TOTAL -- GENERAL FUND	9	9	9
TOTAL - CHIEF FINANCIAL OFFICER	9	9	9

BUSINESS AND FINANCIAL SERVICES

Accounting and Control Division

Overview of Services/Programs

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

Major Accomplishments

- Transition from Bank America to J.P. Morgan Chase Purchasing Card and Virtual Card Programs.
- 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.
- 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, 2021 Annual Comprehensive Financial Report (ACFR) our 44th consecutive year; Received Award for Outstanding Achievement in Popular Annual Financial Reporting, (PAFR).
- Complied with the new State of Florida requirement and issued CRA standalone financial statements.

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
- Implement the new GASB 87 – Lease standard.
- Automate the bank reconciliation process through Workday.
- Implementation of Pension Gold pension system to process general pension and civil pension.
- Continue to work with FEMA to seek reimbursement for Covid-19 and hurricane costs incurred.

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.
- Create a Commitment Accounting for Spend Authorizations and Expense Reports; and
- Update and revise the Accounts Receivable Policy and
- Update the Accounts Payable Policy.
- Implement Workday Time Tracking.

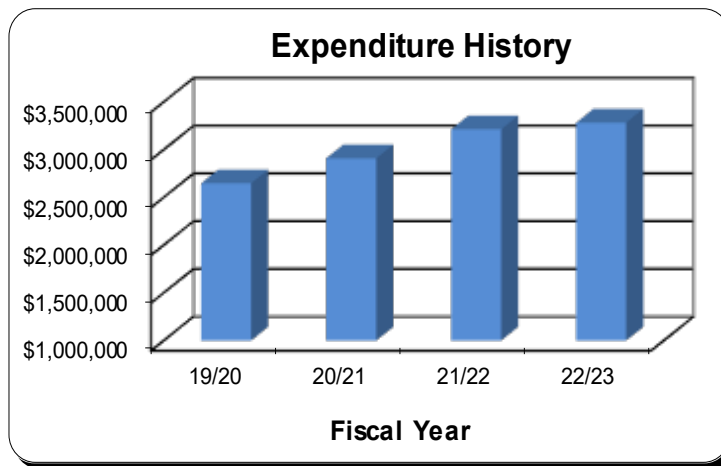
Long Term

- Centralize Accounts Payable and automate supplier invoice process into Workday through software.
- Automate the Accounts Payable settlement run process.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Accounting and Control Division (ACL)					
0001 Financial Reporting	\$ 1,145,345	\$ 1,181,832	\$ 1,219,080	\$ 37,248	3.2%
0002 Accounting Operations	1,553,673	1,718,876	1,743,800	24,924	1.5%
0003 City Grants Management	210,328	313,067	320,288	7,221	2.3%
TOTAL -- GENERAL FUND	\$ 2,909,346	\$ 3,213,775	\$ 3,283,168	\$ 69,393	2.2%
TOTAL - ACCOUNTING AND CONTROL DIVISION	\$ 2,909,346	\$ 3,213,775	\$ 3,283,168	\$ 69,393	2.2%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Accounting and Control Division (ACL)			
0001 Financial Reporting	10	10	10
0002 Accounting Operations	19	19	19
0003 City Grants Management	2	2	2
TOTAL -- GENERAL FUND	31	31	31
TOTAL - ACCOUNTING AND CONTROL DIVISION	31	31	31

BUSINESS AND FINANCIAL SERVICES

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

- Restart and redevelopment of the preventative maintenance program for roofs on City facilities
- Solar installations:
 - 10 buildings up and running
 - 4 more in design/construction
- Successful coordination with Orlando Utilities Commission (OUC) to install one-hundred dual head level II EV charging stations City-Wide.
- HVAC upgrade at Conserv I (95% complete)

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 liquid oxygen.
- Expand off-grid functionality of public-facing City Facilities through Resiliency Hub grant (\$2.85M) Six sites currently funded.
- Major upgrade of Fire Station #1 HVAC system
- Development of resilient emergency power system for the Andes Ave and George Desalvia Way campus

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.
- Replacement of Shakespeare Theater Roof and HVAC
- Replacement of Rogers Kiene Roof and HVAC
- Digitizing facilities collection of blueprints and operations and maintenance manuals.
- Expand Fleet solar array to create net zero Fleet and Facilities compound.

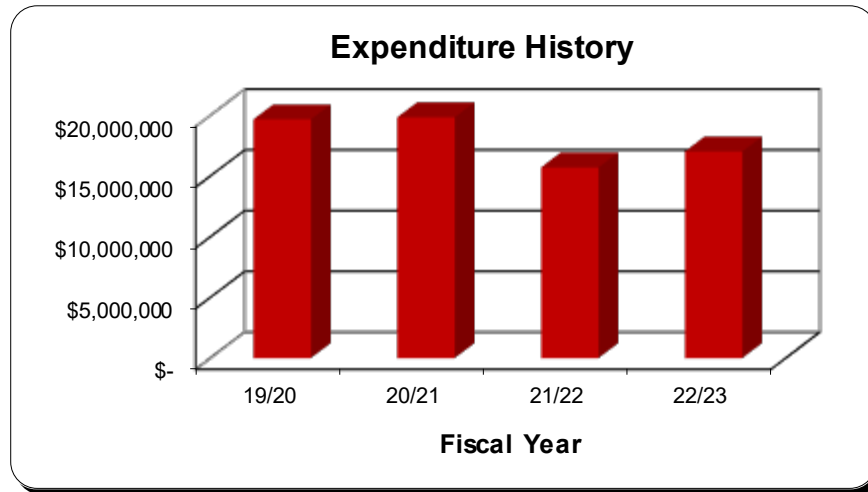
Long Term

- 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.
- Continue expansion of solar energy generation to meet 100% of Facilities energy requirement with renewables by 2030 (currently 26.9% renewable including community solar subscription)

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
FACILITIES MANAGEMENT FUND #5005					
Facilities Management Division (FAC)					
0001 Facilities Management	\$19,839,527	\$15,713,000	\$17,027,000	\$1,314,000	8.4%
TOTAL -- FACILITIES MANAGEMENT FUND	\$19,839,527	\$15,713,000	\$17,027,000	\$1,314,000	8.4%
TOTAL -- FACILITIES MANAGEMENT DIVISION	\$19,839,527	\$15,713,000	\$17,027,000	\$1,314,000	8.4%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
FACILITIES MANAGEMENT FUND #5005			
Facilities Management Division (FAC)			
0001 Facilities Management	51	51	52
TOTAL -- FACILITIES MANAGEMENT FUND	51	51	52
TOTAL -- FACILITIES MANAGEMENT DIVISION	51	51	52

BUSINESS AND FINANCIAL SERVICES

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.

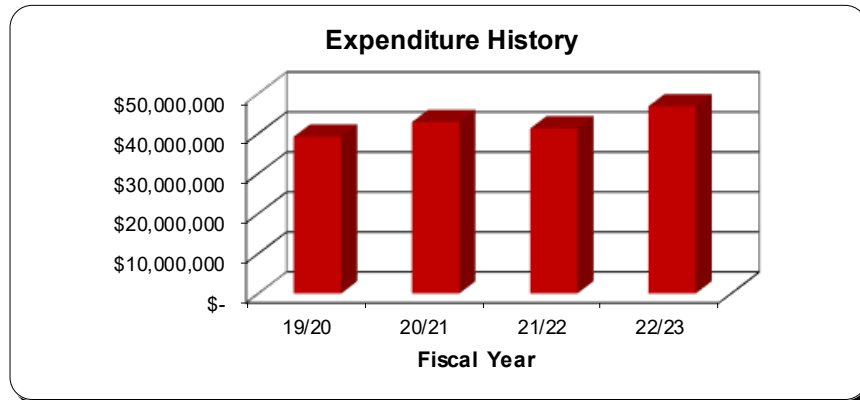
Long Term

- 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	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
FLEET MANAGEMENT FUND #5001					
Fleet Management Division (FLT)					
0001 Fleet Management Administration	\$ 2,533,084	\$ 1,486,629	\$ 2,628,905	\$1,142,276	76.8%
0003 Fleet Management Maintenance	19,475,287	9,983,478	10,312,788	329,310	3.3%
0004 Fleet Parts	515,002	528,027	-	(528,027)	(100.0%)
0007 Fleet Maintenance - Insurance	-	1,252,000	1,296,000	44,000	3.5%
0008 Fleet Maintenance - Fuel	-	5,170,225	6,626,505	1,456,280	28.2%
0009 Fleet Maintenance - Car Wash	-	930,462	1,056,882	126,420	13.6%
0010 Fleet Management - Motor Pool	-	-	705,000	705,000	N/A
TOTAL -- FLEET MANAGEMENT FUND	\$22,523,373	\$19,350,821	\$22,626,080	\$3,275,259	16.9%
FLEET REPLACEMENT FUND #5002					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$20,332,494	\$21,921,297	\$24,170,278	\$2,248,981	10.3%
TOTAL -- FLEET REPLACEMENT FUND	\$20,332,494	\$21,921,297	\$24,170,278	\$2,248,981	10.3%
TOTAL -- FLEET MANAGEMENT DIVISION	\$42,855,867	\$41,272,118	\$46,796,358	\$5,524,240	13.4%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
FLEET MANAGEMENT FUND #5001			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	7	7	7
0003 Fleet Management Maintenance	37	37	46
0004 Fleet Parts	7	7	-
0008 Fleet Management - Fuel	1	1	1
TOTAL -- FLEET MANAGEMENT FUND	52	52	54
FLEET REPLACEMENT FUND #5002			
Fleet Management Division (FLT)			
0005_C Fleet Replacement Program	2	2	2
TOTAL -- FLEET REPLACEMENT FUND	2	2	2
TOTAL -- FLEET MANAGEMENT DIVISION	54	54	56

BUSINESS AND FINANCIAL SERVICES

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 19th consecutive year and improved our score over the prior year.
- Budgeted American Rescue Plan Act funds, collaborated on the allocation of expenses toward that budget and created the Accelerate Orlando Fund and budget.
- 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 explore the possibility of personnel budgeting included in the City ERP system.
- Create quarterly report on new Accelerate Orlando initiatives.
- 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 change, 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	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change

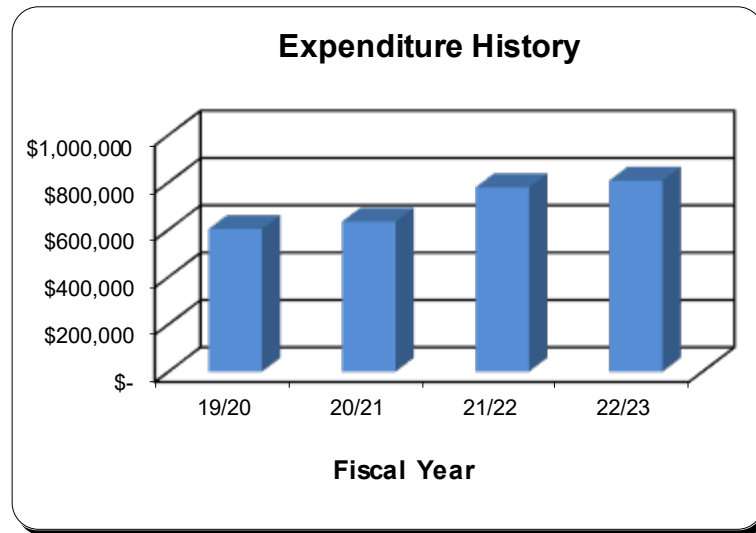
GENERAL FUND #0001

Management and Budget Division (OMB)

0001 Management and Budget \$ 633,628 \$778,344 \$806,514 \$ 28,170 3.6%

TOTAL -- GENERAL FUND \$ 633,628 \$778,344 \$806,514 \$ 28,170 3.6%

TOTAL - MANAGEMENT AND BUDGET DIVISION \$ 633,628 \$778,344 \$806,514 \$ 28,170 3.6%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing

GENERAL FUND #0001

Management and Budget Division (OMB)

0001 Management and Budget 7 7 7

TOTAL -- GENERAL FUND 7 7 7

TOTAL - MANAGEMENT AND BUDGET DIVISION 7 7 7

BUSINESS AND FINANCIAL SERVICES

Procurement and Contracts 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 \$1.6 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, FAPPO Annual Conference & Tradeshow, Women's Workshop with a Purpose. In addition, multiple training events were provided to City employees.
- Professional Development – 67% 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.
- Virtual Meetings – The Division conducts all solicitation openings, committee meetings and pre-solicitation meetings via Zoom or MS Teams virtual meetings. Virtual meetings significantly cut down on the need for travel, minimizing expenditures, maximizing time-efficiency, increased audiences, and created safe meeting environments. This has increased the number of Respondents submitting bids and proposals therefore resulting in greater competition and cost savings.

Future Goals and Objectives

Short Term

- 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.
- Implementation of new cloud-based solution (OpenGov) to improve and streamline Procurement's processes. Phase 1 functionality includes solicitation/contract intake requests and solicitation development. The new solution will improve customer interactions and shorten the procurement cycle timeframe.

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.
- Continue to implement additional functionality of the new cloud-based solution (OpenGov) to include supplier registration, solicitation advertisement and response, evaluation, award of contract, and contract management.

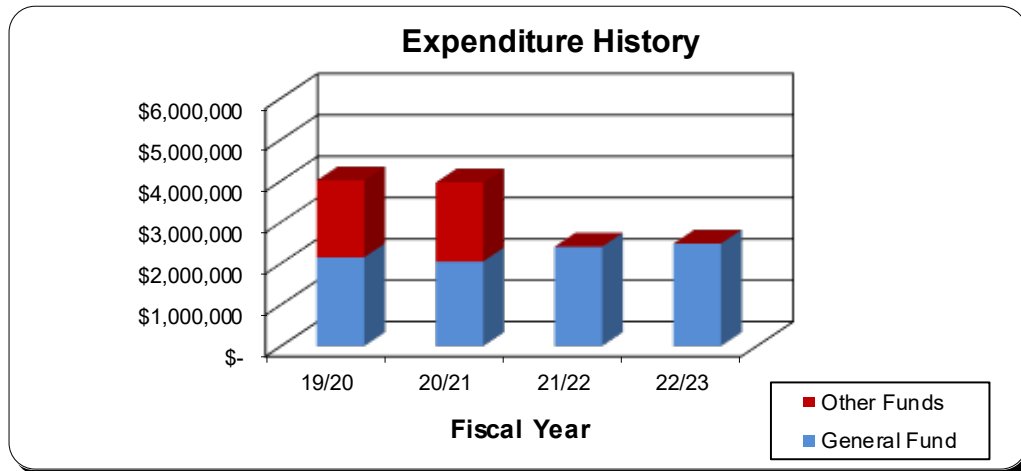
Long Term

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

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Procurement and Contracts Division (PUR)					
0001 Purchasing	\$ 1,398,029	\$1,720,407	\$1,765,882	\$ 45,475	2.6%
0002 Asset Management	289,552	303,706	333,312	29,606	9.7%
0003 City Stores	357,681	348,374	349,775	1,401	0.4%
0004 Purchasing Auctions	1,408	29,500	29,500	-	0.0%
TOTAL -- GENERAL FUND	\$ 2,046,670	\$2,401,987	\$2,478,469	\$ 76,482	3.2%
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,909,678	\$ -	\$ -	\$ -	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,909,678	\$ -	\$ -	\$ -	N/A
TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION	\$ 3,956,348	\$2,401,987	\$2,478,469	\$ 76,482	3.2%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Procurement and Contracts Division (PUR)			
0001 Purchasing	17	17	17
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
TOTAL -- GENERAL FUND	23	23	23
TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION	23	23	23

BUSINESS AND FINANCIAL SERVICES

Real Estate Management Division

Overview of Services/Programs

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

Major Accomplishments

- Completed acquisition of more than 175 acres of land including acquisition of Greens Ave at Dubsdread Golf Course, 160 acre parcel on Wheeler Rd for Orlando Wetlands Park, 1.5 acres on W Jefferson St and a vacant lot on Jernigan Ave for Housing and CRA, land on Livingston St for Public Works; Entered into agreements for acquisitions of Parks and Fire Stations and land for Lift Station expansion; Entered into agreements for the disposition of Creative Village Parcels X, X-1 and Y; Completed disposition of 745 Short Ave for Parramore Oaks Apt Phase 2 and completed rezone of parcels in anticipation of future disposition; Completed demolition of building for Lake Eola Park expansion and commenced demo of stables at Trotter's Park for future expansion.
- Completed various lease management tasks, new leases and other agreements, renewals and amendments including leases for SE Government Center, libraries in Lake Nona and Horizon West, office space for OPD on I-Drive and RISE office on Colonial Dr, and repurpose of 54 W Church Arts Space; Renewal of leases and amendments; Completed conduit license for duct bank at Amway, and agreements for park purposes at Lake Orlando/Rosemont Preserve and Yard at Brookhaven.
- Completed various projects at City Hall and other facilities including many office and workspace reconfigurations, installed bistro lighting outside Terrace Gallery, Fabric of Our Communities graphics on 9th FL, and graphics on City Hall pedestrian bridge; Coordinated Earth Day/Work Day event, and coordinated Spectrum agreement for cable at various City facilities; Continued ongoing coordination with Floor Leaders for various alerts and information distribution for employees at City Hall.
- Completed various Public Works and environmental agreements including site access agreements for properties near Spellman remediation site, agreement for air quality testing on various City sites with UCF, drain well easement for stormwater improvements at Griffin Park, encroachment agreements on Putter Ln, Helen Ave, and Wag Bar on the Orlando Urban Trail, and Restrictive Covenant for expedited clean-up at former Greyhound Bus Terminal.

Future Goals and Objectives

Short Term Goals

- Complete disposition of Bennet Rd parcel for residential redevelopment, McCoy Annex/Southport parcels for residential/mixed use redevelopment, Orange Center Blvd parcels for Hannibal Square Phase II and remaining parcels in Creative Village for various development; Complete acquisition of fire station and park sites in Lake Nona/Poitras development, fire station sites in Storey Park, Vista Park and Starwood developments, and acquire land for relocation of Fire Station # 5; Acquire property for Housing Dept projects NSP 3 and CDBG, Assist Housing Dept and CRA with solicitation, disposition and redevelopment process for infill housing; Assist CRA/DDB with relocation of Clean Team facility.
- Acquire, dispose, exchange land and easements, and/or facilitate various projects including: Court St Solid Waste trash compactor, Grand National Dr Expansion - Phase I & II, Sligh/Columbia St around Orlando Health, Jefferson St easements and Wilshire Bridge Reconstruction Project.
- Fill restaurant space at City Hall; Complete City-wide Vending RFP and City Hall maintenance/operations RFP; Replace freight elevator in City Commons Garage/City Hall dock; Secure various communications facility leases and equipment modification approvals; Complete renovation of historic Maxey-Crooms House at 638 W Anderson St; Track Spellman remediation process.

Medium Goals

- Modify current cell tower agreements to allow upgrades, lease additional space on existing towers to new providers to increase revenues, and 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.
- Assist departments with facilities in the Orlando Industrial Complex on Gore/Westmoreland and Columbia/Westmoreland with space/use reallocation including Solid Waste, Public Works and Fleet/Facilities.

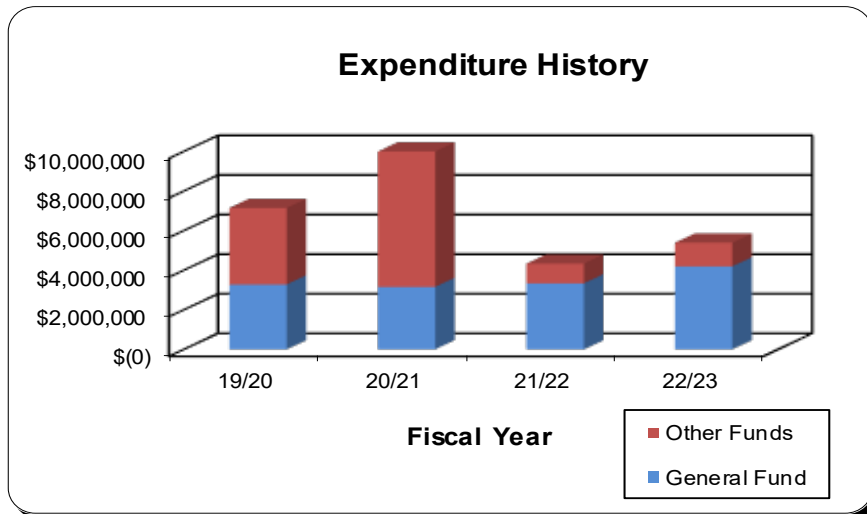
Long Term Goals

- Identify, market and dispose of surplus property in a manner that furthers the City's strategic objectives; evaluate the City's long-term space needs and rental rates on properties the City leases from others, and evaluate lease terms and rental rates of properties the City leases to others.
- Continue to purchase property for extension of Pres Barack Obama Pkwy (Mission Rd), Hicks/Terry Ave and Hazeltine Rd projects; Relocate Fire Station 13 in the McCoy/Southport area.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Real Estate Management Division (REM)					
0001 Real Estate Management	\$ 578,175	\$ 731,448	\$ 870,785	\$ 139,337	19.0%
0002 City Hall Maintenance	2,577,684	2,608,355	2,821,477	213,122	8.2%
0003 Real Estate Property Management	-	-	502,000	502,000	N/A
TOTAL -- GENERAL FUND	\$ 3,155,859	\$3,339,803	\$4,194,262	\$ 854,459	25.6%
REAL ESTATE ACQUISITION FUND #3006					
Real Estate Management Division (REM)					
Projects	\$ 9,858,284	\$1,000,000	\$1,200,000	\$ 200,000	20.0%
TOTAL -- REAL ESTATE ACQUISITION FUND	\$ 9,858,284	\$1,000,000	\$1,200,000	\$ 200,000	20.0%
TOTAL -- REAL ESTATE MANAGEMENT DIVISION	\$13,014,143	\$4,339,803	\$5,394,262	\$1,054,459	24.3%



STAFFING HISTORY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4

BUSINESS AND FINANCIAL SERVICES

Information Technology Department

Overview of Services/Programs

The Information Technology Department, with the direction of the Chief Information Officer, Implementing Resilient, Standardized, Simplified, and Secure solutions that meet today's business needs and are built with scalability and agility for meeting future needs. Information Technology functional areas consist of: Enterprise Technology Architecture and Standards, Information Security and Compliance, Client Relations, Application Management, Geographic Information System Management, Technology Vendor and Contract Management, Infrastructure Management, and Customer Experience and Digital Services

Major Accomplishments

Fiscal Year 2022

- Support the City's 2022 redistricting process
- Supported the Future City initiatives and focus areas
- Completed major enhancements for Enterprise and departmental system
- Application and Infrastructure Lifecycle management/replacement
- Expand the effort to operationalize the City Cloud datacenter
- Expanded digital services and improved customer experience
- Support the effort to enhance the services provided by Orlando Police real-time crime center
- Strengthened the City's overall security posture by continuing to raise cyber security awareness
- Replaced anti-virus solutions
- Completed the replacement of the City's Video Management System
- Supported the City's remote policy efforts
- Expanded on the GIS application offering to support normal and emergency response operation
- Created Systems Integration team and established Systems Integration Standards and Governance

Future Goals and Objectives

Short Term

- Complete Major enterprise and department system upgrade
- Enhance the City's cloud strategy and implement departmental cloud call center
- Compliance, strategy, and security projects
- Lifecycle Management
- Complete the pension system implementation project; Phase I Information Technology Service Management System (ITSM); and major Public Safety systems update
- Expand on the public open data sets
- Complete the Building access project
- Start Phase II Information Technology Service Management System (ITSM)

Medium Term

- Pilot document management solution
- Lifecycle Management
- Building access control system upgrade
- Phone system replacement
- Start the Fire Station Alerting System project
- Implement API Management solution
- Replacement of connectivity provider and Families, Parks and Recreation Departmental system
- Enhance the City's resilience and security posture

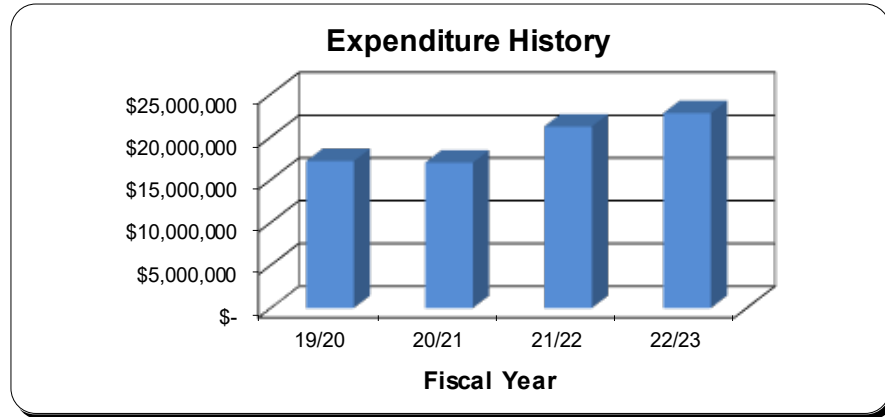
Long Term

- Hardware and software life cycle replacement
- Enterprise Document Management System Implementation
- Fire Department Records Management System - Phase I
- Camera system project
- Complete Information Technology Service Management System (ITSM)
- Network Infrastructure upgrades and Network Service Provider upgrades
- Technology life cycle replacement
- Complete the City's Enterprise data solution and implement an Enterprise Document Management system
- Enhance the City's resilience and security posture

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Information Technology Division (TMD)					
0001 Chief Information Officer	\$ 1,038,461	\$ 1,146,811	\$ 1,158,198	\$ 11,387	1.0%
0002 Strategic Support	2,092,789	2,568,867	2,743,024	174,157	6.8%
0003 Computer Operations	2,964,130	3,024,849	3,013,401	(11,448)	(0.4%)
0004 IT Security and Architecture	1,731,910	2,014,824	1,985,688	(29,136)	(1.4%)
0005 Systems Support and Development	2,357,028	2,529,951	2,680,809	150,858	6.0%
0006 IT Service and Repair	67,039	40,100	765,100	725,000	1808.0%
0007 Information Technology Contracts	6,752,308	9,903,576	10,447,367	543,791	5.5%
TOTAL -- GENERAL FUND	\$17,003,665	\$21,228,978	\$22,793,587	\$1,564,609	7.4%
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	\$17,003,665	\$21,228,978	\$22,793,587	\$1,564,609	7.4%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
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	16	16	16
0005 Systems Support and Development	25	25	25
TOTAL -- GENERAL FUND	100	100	100
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	100	100	100

BUSINESS AND FINANCIAL SERVICES

Treasury Management Division

Overview of Services/Programs

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

Major Accomplishments

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

Future Goals and Objectives

Short Term

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

Medium Term

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

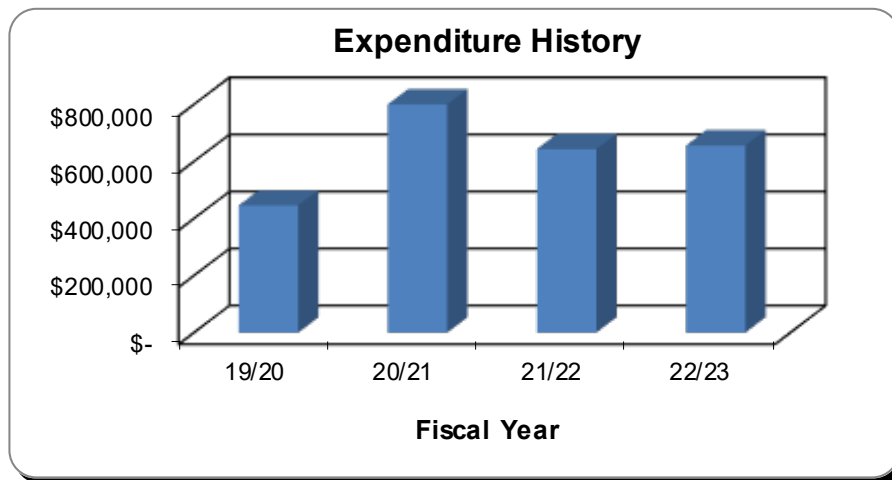
Long Term

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

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Treasury Division (TRS)					
0001 Treasury Administration	\$ 862,616	\$643,130	\$655,590	\$ 12,460	1.9%
TOTAL -- GENERAL FUND	\$ 862,616	\$643,130	\$655,590	\$ 12,460	1.9%
TOTAL -- TREASURY DIVISION	\$ 862,616	\$643,130	\$655,590	\$ 12,460	1.9%



STAFFING HISTORY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Treasury Division (TRS)			
0001 Treasury Administration	4	4	4
TOTAL -- GENERAL FUND	4	4	4
FIRE PENSION FUND #6501			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	5	5	5

BUSINESS AND FINANCIAL SERVICES

Risk Management Division

Overview of Services

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

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

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

Major Accomplishments

- Recovered \$1,822,589 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 117 Safety/Training classes on over 25 different subjects with over 2,457 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

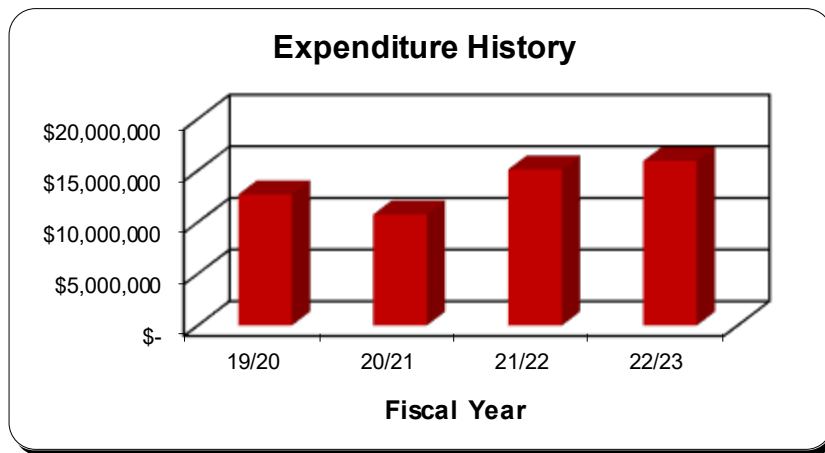
Long Term

- 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	2020/21	2021/22	2022/23	Change	
Office/Division	Actual	Adopted	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
RISK MANAGEMENT FUND #5015					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 757,079	\$ 850,508	\$ 866,806	\$ 16,298	1.9%
0002 Risk Management Financial	10,002,701	14,267,794	15,064,566	796,772	5.6%
TOTAL -- RISK MANAGEMENT FUND	\$10,759,779	\$15,118,302	\$15,931,372	\$ 813,070	5.4%
TOTAL -- RISK MANAGEMENT DIVISION	\$10,759,779	\$15,118,302	\$15,931,372	\$ 813,070	5.4%



STAFFING HISTORY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
RISK MANAGEMENT FUND #5015			
Risk Management Division (RMD)			
0001 Risk Management Administration	8	8	8
TOTAL -- RISK MANAGEMENT DIVISION	8	8	8
TOTAL -- RISK MANAGEMENT DIVISION	8	8	8

BUSINESS AND FINANCIAL SERVICES

Dubsdread Golf Course

Overview of Services/Programs

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

Major Accomplishments

- Rounds and revenue finished at an all time high with 65,589 total rounds and 2,973,354 in total revenue.
- The Golf Learning Center increased student count and revenue for the year by more than 40%. The Director of Instruction also won Player Development of the Year for the North Florida Section.
- The City of Orlando Resident Discount Program offers a discount of up to 15% on golf fees for Orlando City Residents. It also provides access to Resident only sales on merchandise and memberships.
- Multiple neighborhood planting events took place to beautify the property not only for golfers, but also for the neighborhood. A focus on pollinator friendly, non-indigenous, native plants and trees added to our sustainability goals.
- Dubsdread was once again awarded #1 Public Golf Course by Orlando Weekly Readers and Top 5 Golf Courses in Central Florida and Best Golf Course by Orlando Business Journal and the Orlando Sentinel.
- Local charity events were a large part of the rounds growth. Some, but not all of these events consisted of The Christian Service Center, The Lyman 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, and American Society of Engineers. Dubsdread also hosted the 37th Annual City of Orlando Men's Golf Championship.
- Dubsdread also added the Facility of the Year Award from Indigo Golf to the list of South East Region Awards. Facility of the Year is awarded to the club that shows the most overall success in the South East Region.

Future Goals and Objectives

Short Term

- Improving facilities energy consumption is a constant goal for the club. We are working with National Industry leaders to replace both maintenance and operational equipment with more energy efficient items as needed.
- Continue replacing non-indigenous plants with pollinator friendly options throughout the course and surrounding areas.
- Safety, Inclusion and Diversity training for all staff members to provide the best environment for our staff and customers.
- Continue to promote and grow the Orlando City Residents Discount Program to ensure all residents can take advantage of the great prices offered.

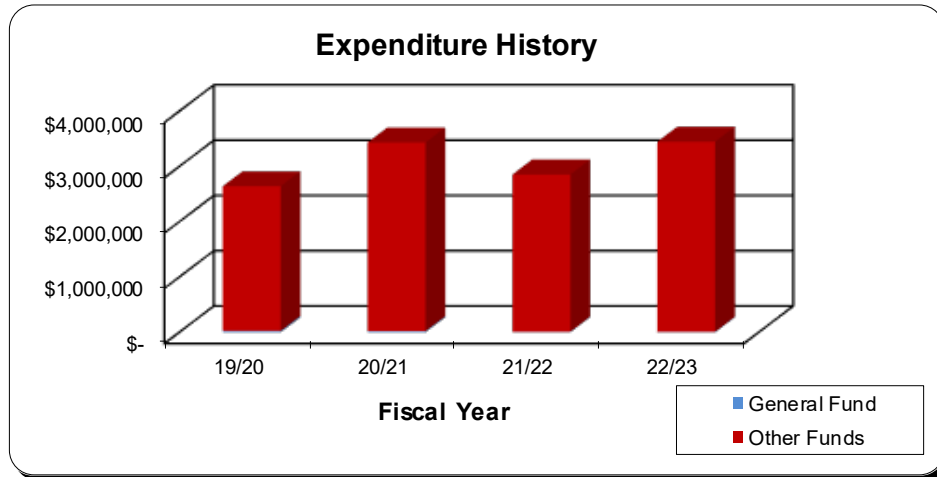
Long Term

- 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 Office/Division Program Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	\$ 17,194	\$ 6,428	\$ 6,440	\$ 12	0.2%
TOTAL -- GENERAL FUND	\$ 17,194	\$ 6,428	\$ 6,440	\$ 12	0.2%
DUBSDREAD GOLF COURSE FUND #0015					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 3,020,109	\$ 2,591,933	\$ 3,180,926	\$ 588,993	22.7%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 3,020,109	\$ 2,591,933	\$ 3,180,926	\$ 588,993	22.7%
DUBSDREAD RENEWAL AND REPLACEMENT FUND #0016					
Dubsdread Golf Course (DUB)					
Projects	\$ 396,097	\$ 255,000	\$ 260,000	\$ 5,000	2.0%
TOTAL -- DUBSDREAD RENEWAL AND REPLACEMENT FUND	\$ 396,097	\$ 255,000	\$ 260,000	\$ 5,000	2.0%
TOTAL -- DUBSDREAD GOLF COURSE	\$ 3,433,400	\$ 2,853,361	\$ 3,447,366	\$ 594,005	20.8%



BUSINESS AND FINANCIAL SERVICES

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Customer

Employee Learning and Growth

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$1,323.72	\$1,166.00	\$1,213.94

Fiscal

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Accounting and Control Division	Cost to Process one Accounts Receivable Transaction	\$40.29	\$46.66	\$32.17
Accounting and Control Division	Total Cost to Process one Accounts Payable Check	\$53.46	\$55.00	\$51.32
Accounting and Control Division	Cost to process one ProCard Transaction	\$3.02	\$3.39	\$2.81
Accounting and Control Division	Cost to process one Payroll Transaction	\$3.13	\$2.40	\$2.99
Accounting and Control Division	Cost to Process one Revenue Collection Transaction	\$0.93	\$0.85	\$0.67
Real Estate Management Division	Properties Acquired Within the Established Value	100.0%	100.0%	85.0%
Treasury Management Division	Aggregate Portfolio investment return over its respective benchmark	9.34%	0.5%	0.5%
Treasury Management Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	0.24%	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	Total Maintenance Costs	\$12,592,602	\$12,362,283	\$12,500,000
Fleet Management Division	Fleet Availability	87.8%	88.1%	90.0%
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	4.2%	1.0%	+/-5%

BUSINESS AND FINANCIAL SERVICES

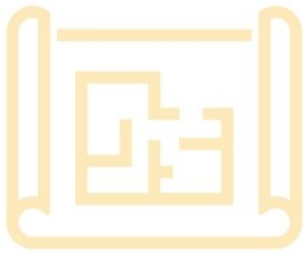
Internal Processes

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		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	97.5%	98.7%	99.1%
Accounting and Control Division	Average Percentage of Posting Accuracy	99.0%	99.0%	99.0%
Facilities Management Division	Completed scheduled PMs (%)	40.0%	40.0%	45.0%
Facilities Management Division	Work requests completed (%)	43.0%	45.0%	47.0%
Facilities Management Division	Number of work orders completed per day per trade	0.9	0.7	1.0
Procurement and Contracts Management Division	Percentage of City Store stock inventory reductions.	4.0%	5.0%	4.0%
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	98.9%	98.0%	98.0%
Information Technology Division	Percent of Compromised Account Incidents Responded To and Contained Within Two Hours	98.9%	95.0%	98.0%
Information Technology Division	Percent of City Annexations added to Production GIS within 3 days of second Council reading/approval	100.0%	100.0%	100.0%
Information Technology Division	Workday Integration Systems: Number of Unplanned Outages Exceeding One Business Day	≤ 5 per year	≤ 5 per year	≤ 4 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	98.0%	98.0%	98.0%
Information Technology Division	Percent of Operational/Strategic Project Status Updates Completed Weekly	98.0%	98.0%	98.0%
Information Technology Division	City Digital Services Delivery Satisfaction	79.0%	81.0%	81.0%
Fleet Management Division	Number of Alternatively Fueled Vehicles Percentage of Total Assets	85.3%	90.4%	91.0%
Fleet Management Division	Number of Electric Vehicles as a percent of total vehicles	3.7%	4.1%	4.1%

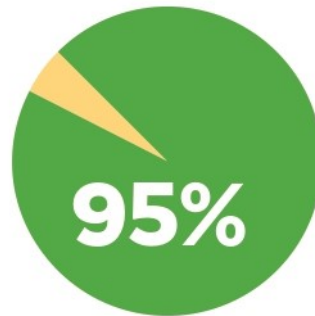
Outcome and Mission

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		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	Dollars (\$) per capita auto liability claims	\$5.56	\$6.94	\$6.03
Risk Management Division	Dollars (\$) per capita general liability claims	\$2.56	\$2.60	\$2.51

2021-2022 BY THE NUMBERS:



35,703
permits issued



compliance for
Code Enforcement
Board cases



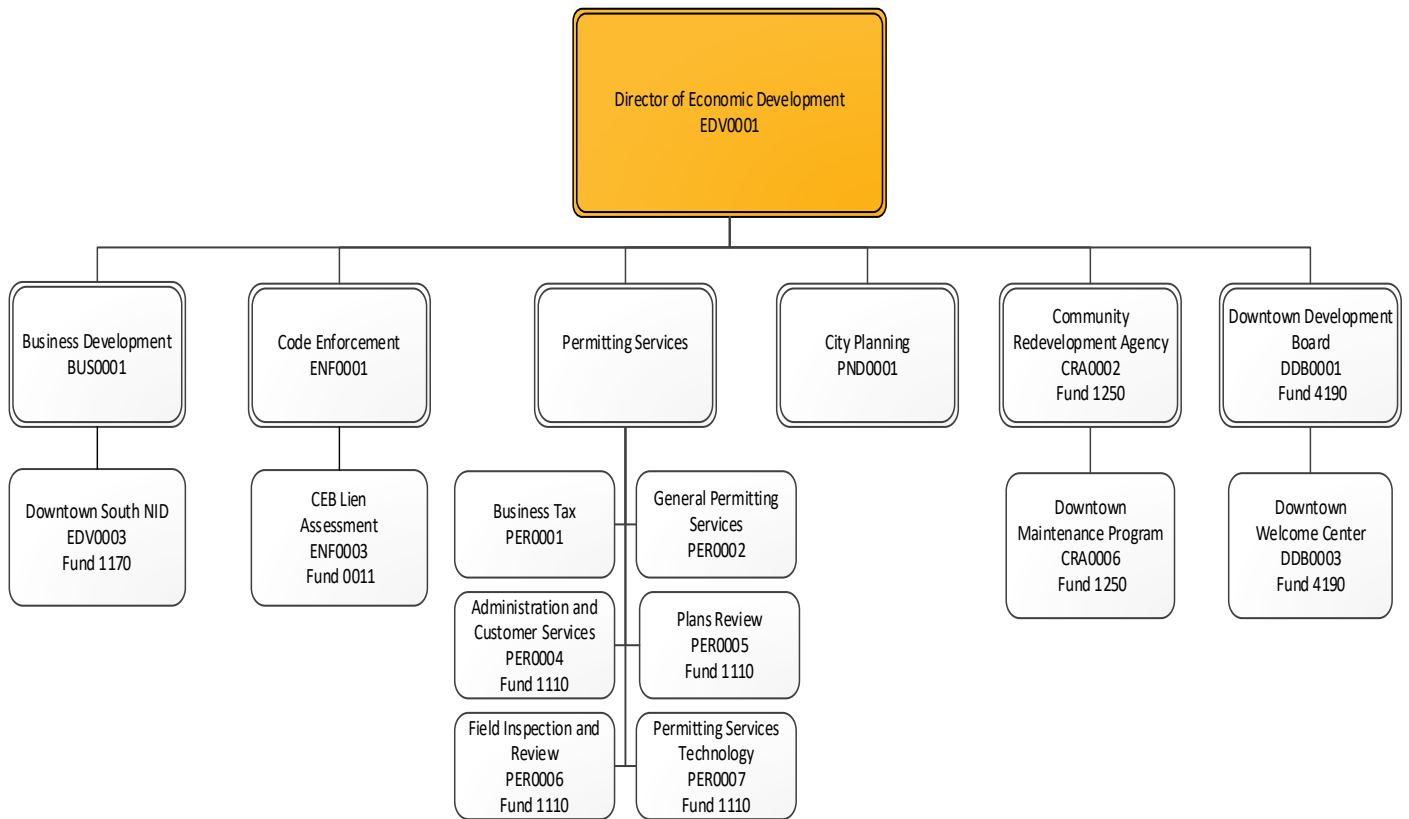
163
Municipal Planning
Board cases



187,689
interactions by
the Downtown
Ambassadors

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ECONOMIC DEVELOPMENT



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.

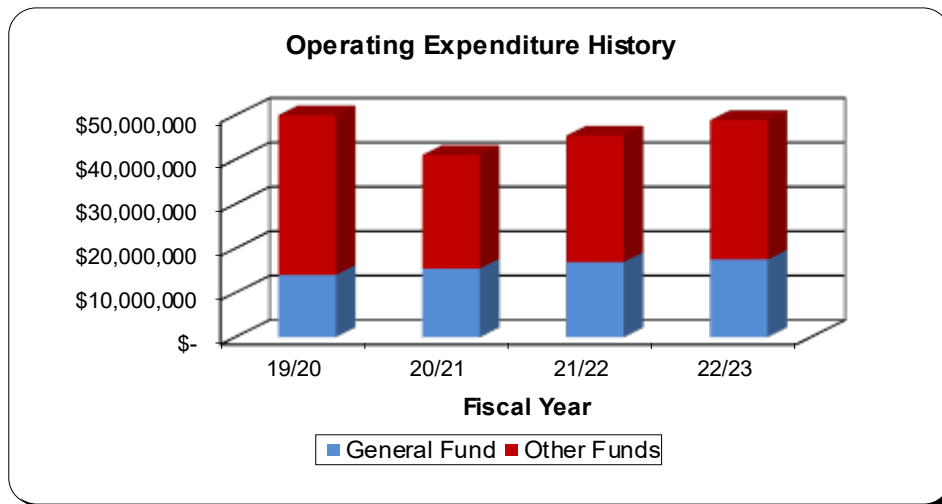
The Economic Development Department is comprised of nearly 274 employees encompassing five City divisions: City Planning, Permitting Services, Code Enforcement, Business Development and Downtown Development Board/Community Redevelopment Agency (DDB/CRA). The Economic Development Department is a prompt, innovative and customer service-oriented team, creating a unified operation that delivers all City of Orlando economic development and development review services.

ECONOMIC DEVELOPMENT

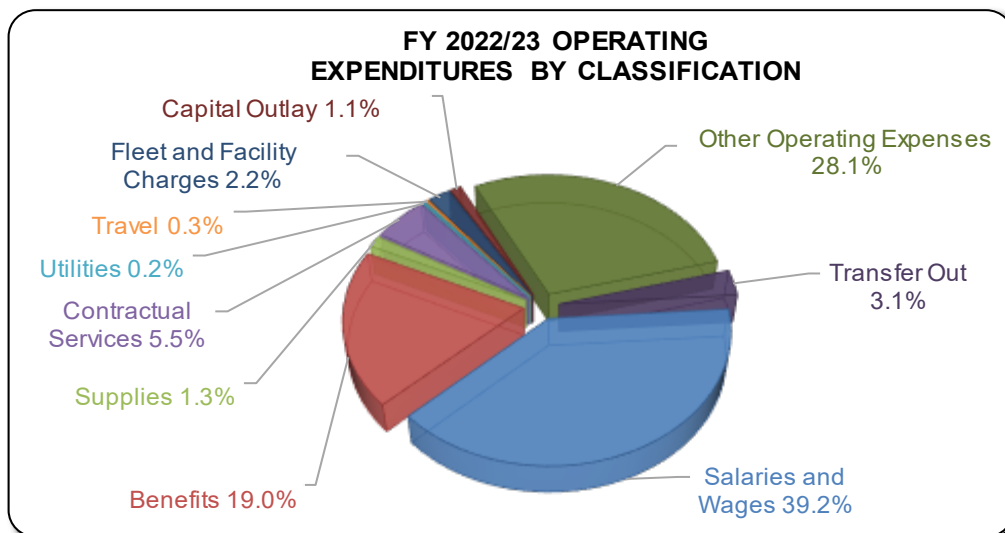
DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change to Adopted	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 801,886	\$ 667,619	\$ 770,915	\$ 103,296	15.5%
0002 Economic Development Nondepartmental	4,201,931	4,432,331	4,541,171	108,840	2.5%
Business Development Division (BUS)					
0001 Business Development	821,286	886,001	1,017,422	131,421	14.8%
Permitting Services Division (PER)					
0001 Business Tax	438,853	423,846	466,172	42,326	10.0%
0002 General Permitting Services	2,124,720	2,790,684	2,651,550	(139,134)	(5.0%)
Code Enforcement Division (ENF)					
0001 Code Enforcement	4,054,760	4,433,936	4,694,813	260,877	5.9%
City Planning Division (PND)					
0001 City Planning	2,996,899	3,281,851	3,362,189	80,338	2.4%
TOTAL -- GENERAL FUND	\$15,440,335	\$16,916,268	\$17,504,232	\$ 587,964	3.5%
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 616,532	\$ 642,940	\$ 754,573	\$ 111,633	17.4%
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 616,532	\$ 642,940	\$ 754,573	\$ 111,633	17.4%
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0004 Administration and Customer Services	\$ 7,221,570	\$ 8,371,100	\$ 8,782,414	\$ 411,314	4.9%
0005 Plans Review	2,425,105	3,066,347	3,251,454	185,107	6.0%
0006 Field Inspection and Review	4,441,602	4,425,558	4,432,525	6,967	0.2%
0007 Permitting Services Technology	1,078,906	1,140,622	1,572,890	432,268	37.9%
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$15,167,184	\$17,003,627	\$18,039,283	\$ 1,035,656	6.1%
DOWNTOWN SOUTH NID FUND #1170					
Director of Economic Development (EDV)					
0003 Downtown South Neighborhood Improvement District	\$ 198,785	\$ 225,889	\$ 214,695	\$ (11,194)	(5.0%)
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 198,785	\$ 225,889	\$ 214,695	\$ (11,194)	(5.0%)
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,595,547	\$ 1,925,932	\$ 2,209,068	\$ 283,136	14.7%
0005 Community Redevelopment Agency Nondepartmental	2,287,038	2,384,801	3,015,443	630,642	26.4%
0006 Downtown Maintenance Program	1,991,182	2,268,875	2,540,634	271,759	12.0%
Code Enforcement Division (ENF)					
0004 Code Enforcement - CRA	3,776	166,750	311,404	144,654	86.7%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 5,877,542	\$ 6,746,358	\$ 8,076,549	\$ 1,330,191	19.7%
DOWNTOWN DEVELOPMENT BOARD FUND #4190					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 495,354	\$ 556,720	\$ 773,992	\$ 217,272	39.0%
0002 Downtown Development Board Nondepartmental	3,184,039	3,209,694	3,434,989	225,295	7.0%
0003 Downtown Welcome Center	59,152	117,572	127,000	9,428	8.0%
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 3,738,545	\$ 3,883,986	\$ 4,335,981	\$ 451,995	11.6%
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$41,038,923	\$45,419,068	\$48,925,313	\$ 3,506,245	7.7%

ECONOMIC DEVELOPMENT



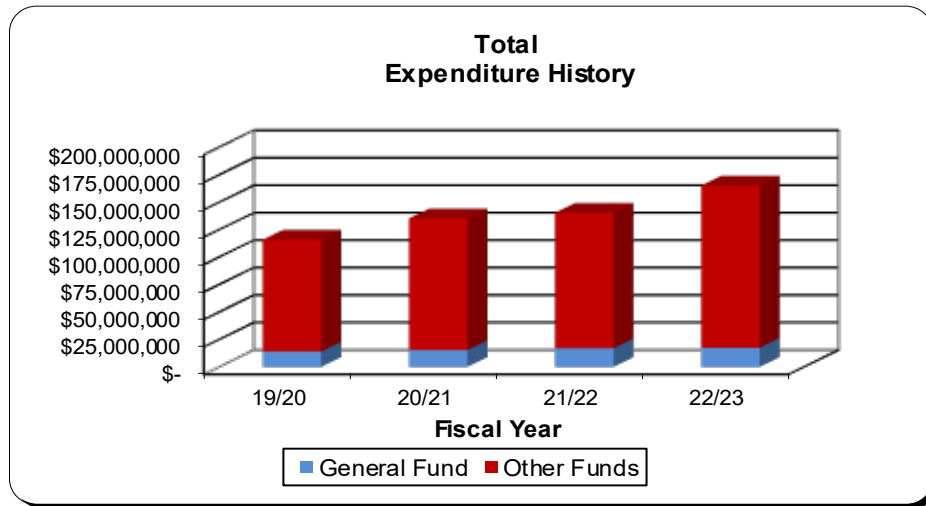
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$15,956,703	\$17,644,000	\$19,137,504	\$ 1,493,504	8.5%
Benefits	8,143,887	9,153,963	9,315,794	161,831	1.8%
Supplies	354,586	679,400	659,400	(20,000)	(2.9%)
Contractual Services	1,623,142	2,631,237	2,695,537	64,300	2.4%
Utilities	103,336	110,240	117,465	7,225	6.6%
Travel	11,185	115,300	125,300	10,000	8.7%
Fleet and Facility Charges	941,183	726,392	1,091,041	364,649	50.2%
Capital Outlay	4,341	400,975	524,677	123,702	30.9%
Other Operating Expenses	12,021,589	13,139,996	13,758,595	618,599	4.7%
Transfer Out	1,878,972	817,565	1,500,000	682,435	83.5%
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$41,038,923	\$45,419,068	\$48,925,313	\$ 3,506,245	7.7%



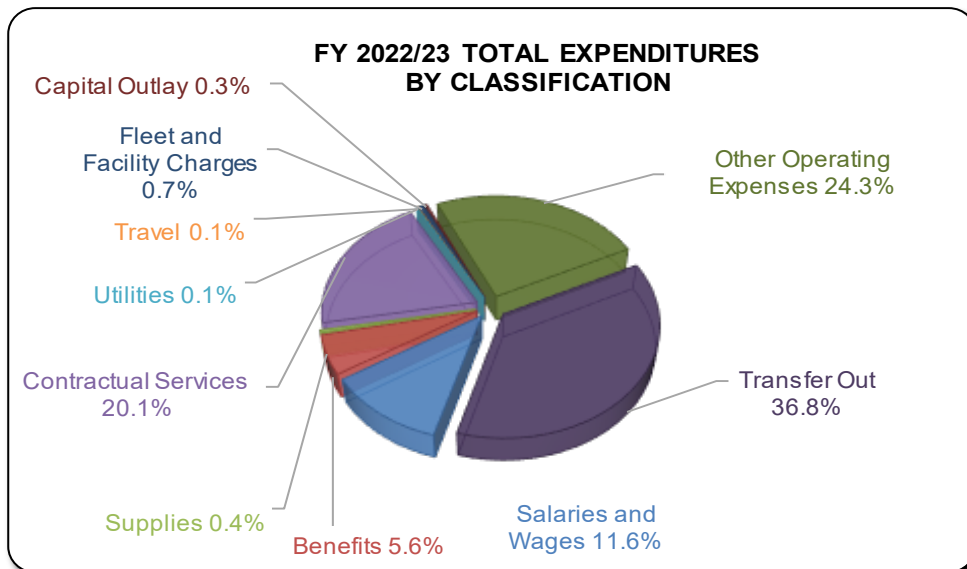
ECONOMIC DEVELOPMENT

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>BUILDING CODE ENFORCEMENT FUND #1110</u>					
Permitting Services Division (PER)					
Projects and Grants	\$ 883,318	\$ 1,970,000	\$ 1,670,000	\$ (300,000)	(15.2%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 883,318	\$ 1,970,000	\$ 1,670,000	\$ (300,000)	(15.2%)
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</u>					
Community Redevelopment Agency (CRA)					
Projects and Grants	\$ 15,815,153	\$ 22,279,306	\$ 30,747,041	\$ 8,467,735	38.0%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 15,815,153	\$ 22,279,306	\$ 30,747,041	\$ 8,467,735	38.0%
<u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u>					
Downtown Development Board (DDB)					
Projects and Grants	\$ 1,159,559	\$ 500,000	\$ 1,200,000	\$ 700,000	140.0%
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,159,559	\$ 500,000	\$ 1,200,000	\$ 700,000	140.0%
<u>DOWNTOWN SOUTH NID FUND #1170</u>					
Director of Economic Development (EDV)					
Projects and Grants	\$ 101,726	\$ 700,000	\$ 700,000	\$ -	0.0%
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 101,726	\$ 700,000	\$ 700,000	\$ -	0.0%
<u>DESIGNATED REVENUE FUND #0005</u>					
Projects and Grants	\$ 617,838	\$ 500,000	\$ -	\$ (500,000)	(100.0%)
TOTAL -- DESIGNATED REVENUE FUND	\$ 617,838	\$ 500,000	\$ -	\$ (500,000)	(100.0%)
<u>CRA TRUST FUNDS #1251 - #1253</u>					
Community Redevelopment Agency (CRA)					
0001 CRA Downtown Trust	\$ 45,329,432	\$ 42,222,490	\$ 51,393,095	\$ 9,170,605	21.7%
0003 CRA III Trust	8,850,534	9,045,039	10,645,684	1,600,645	17.7%
0004 CRA IV Republic Drive Trust	21,047,390	17,876,327	19,914,345	2,038,018	11.4%
TOTAL -- CRA TRUST FUNDS	\$ 75,227,356	\$ 69,143,856	\$ 81,953,124	\$ 12,809,268	18.5%
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 460,033	\$ -	\$ -	\$ -	N/A
TOTAL -- OTHER FUNDS	\$ 460,033	\$ -	\$ -	\$ -	N/A
TOTAL -- PROJECTS, GRANTS & NON-OPERATING	\$ 94,264,983	\$ 95,093,162	\$ 116,270,165	\$ 21,177,003	22.3%
TOTAL -- ECONOMIC DEVELOPMENT	\$ 135,303,907	\$ 140,512,230	\$ 165,195,478	\$ 24,683,248	17.6%

ECONOMIC DEVELOPMENT



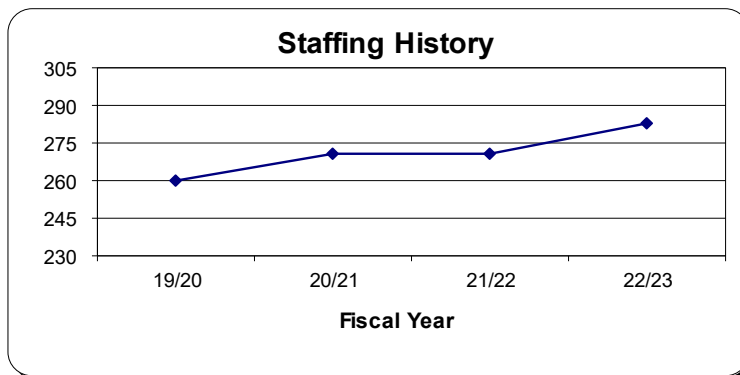
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 16,059,263	\$ 17,644,000	\$ 19,137,504	\$ 1,493,504	8.5%
Benefits	8,143,887	9,153,963	9,315,794	161,831	1.8%
Supplies	860,939	679,400	659,400	(20,000)	(2.9%)
Contractual Services	8,906,396	25,509,549	33,178,186	7,668,637	30.1%
Utilities	123,863	110,240	117,465	7,225	6.6%
Travel	11,185	115,300	125,300	10,000	8.7%
Fleet and Facility Charges	1,143,416	928,994	1,091,041	162,047	17.4%
Capital Outlay	5,816,202	400,975	524,677	123,702	30.9%
Other Operating Expenses	37,921,842	34,391,358	40,120,057	5,728,699	16.7%
Transfer Out	56,316,915	51,578,451	60,926,054	9,347,603	18.1%
TOTAL -- ECONOMIC DEVELOPMENT	\$ 135,303,907	\$ 140,512,230	\$ 165,195,478	\$ 24,683,248	17.6%



ECONOMIC DEVELOPMENT

DEPARTMENT STAFFING SUMMARY

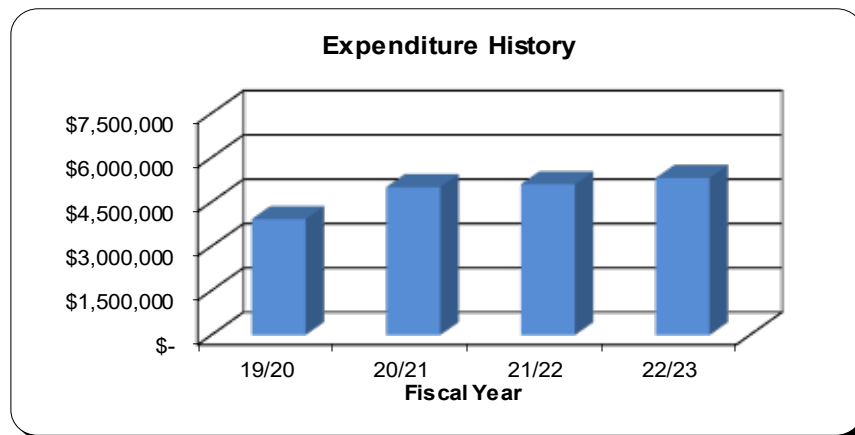
	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	8	8	10
Business Development Division (BUS)			
0001 Business Development	7	7	7
Permitting Services Division (PER)			
0001 Business 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
TOTAL GENERAL FUND	101	101	103
CEB LIEN ASSESSMENT FUND #0011			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
TOTAL -- CEB LIEN ASSESSMENT FUND	1	1	1
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0004 Administration and Customer Services	54	54	56
0005 Plans Review	27	27	27
0006 Field Inspection and Review	37	37	37
0007 Permitting Services Technology	3	3	4
TOTAL BUILDING CODE ENFORCEMENT FUND	121	121	124
DOWNTOWN SOUTH NID FUND #1170			
Director of Economic Development (EDV)			
0003 Downtown South Neighborhood Improvement District	1	1	1
TOTAL -- DOWNTOWN SOUTH NID FUND	1	1	1
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	18	18	21
0006 Downtown Maintenance Program	29	29	29
Code Enforcement Division (ENF)			
0004 Code Enforcement - CRA	-	-	4
TOTAL COMMUNITY REDEVELOPMENT AGENCY	47	47	54
TOTAL -- ECONOMIC DEVELOPMENT	271	271	283



ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 801,886	\$ 667,619	\$ 770,915	\$ 103,296	15.5%
0002 Economic Development Nondepartmental	4,201,931	4,432,331	4,541,171	108,840	2.5%
TOTAL -- GENERAL FUND	\$ 5,003,817	\$ 5,099,950	\$ 5,312,086	\$ 212,136	4.2%
TOTAL -- DIRECTOR	\$ 5,003,817	\$ 5,099,950	\$ 5,312,086	\$ 212,136	4.2%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	8	8	10
TOTAL GENERAL FUND	8	8	10
TOTAL -- DIRECTOR	8	8	10

ECONOMIC DEVELOPMENT

Business Development Division

Overview of Services/Programs

Major Accomplishments

- Approved twenty-two (22) Business Assistance, 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 \$26 million in capital investment.
- Approved four (4) STRIVE Program Agreements which will create 431 new high wage jobs in the City of Orlando over the next 8 years, with a total capital investment of \$6,221,750
- Completed construction of Luminary Green in Creative Village, a \$5.3 million public park and the Electronic Arts office project
- Awarded the national 3CMA Savvy Award for the Shop Small #LoveOrlando communications and marketing campaign.
- Coordinated forty-five (45) Mayor business visits.
- Completed construction of the SODO Division Avenue bike trail.
- Assisted in the launch of BizLink Orange, a regional online resource center for entrepreneurs.
- Assisted in the launch of the Orlando MetaCenter through the Orlando Tech Council.
- Held four entrepreneur workshops in partnership with the National Entrepreneur Center.

Future Goals and Objectives

Short Term

- Continue to support the Orlando Main Street Program and businesses citywide through business incentive programs and assistance.
- Streamline reporting and accreditation processes for the Orlando Main Street Districts.
- Continue to promote our small businesses via our social media strategy and find new opportunities for the Mayor to visit unique small businesses.
- Assess, align, and amplify strategies for equitable entrepreneurial ecosystems in order to generate individual and shared prosperity.
- Create a Retail Pop-up Program in partnership with the DDB/CRA.

Medium Term

- Develop strategies to generate awareness of the city as the center of the Metaverse.
- Research new ways to promote the city's economic development strategy, programs and initiatives in a modern way that reaches a variety of target audiences.
- Leverage and strengthen partnerships with local business-serving organizations to heighten awareness of entrepreneurship resources and support.

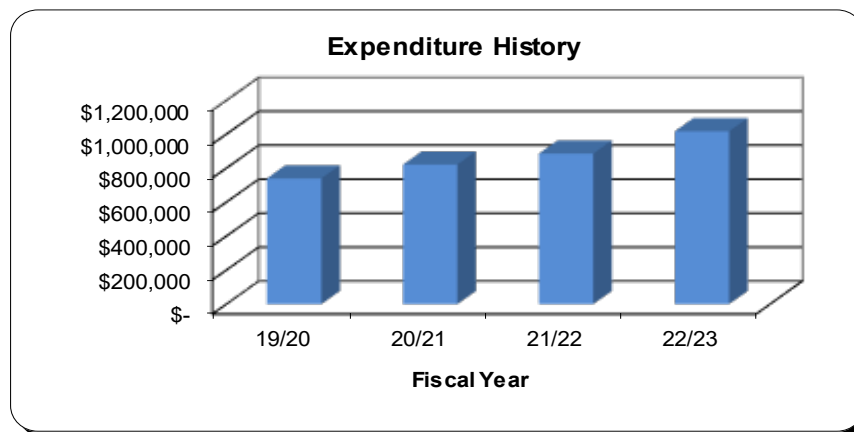
Long Term

- Leverage partnerships and resources to attract regional headquarters for international businesses to the City.
- Expand the life sciences, education/training and gaming/entertainment/eSports, 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.

ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Business Development Division (BUS)					
0001 Business Development	\$ 821,286	\$ 886,001	\$ 1,017,422	\$ 131,421	14.8%
TOTAL -- GENERAL FUND	\$ 821,286	\$ 886,001	\$ 1,017,422	\$ 131,421	14.8%
TOTAL -- BUSINESS DEVELOPMENT DIVISION	\$ 821,286	\$ 886,001	\$ 1,017,422	\$ 131,421	14.8%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Business Development Division (BUS)			
0001 Business Development	7	7	7
TOTAL GENERAL FUND	7	7	7
TOTAL -- BUSINESS DEVELOPMENT DIVISION	7	7	7

ECONOMIC DEVELOPMENT

Permitting Services Division

Overview of Service/Program

Major Accomplishments

- Implementation Amazon Connect Call Center customer voicemail feedback module allowing for QA and QC of calls. This service allows customers to provide immediate feedback on effectiveness and quality of service provided by agent.
- Implementation of Affordable Housing Rebates – This incentive is provided to projects that meet the affordable housing classification.
- Creation of Impact Fee Coordination team (Transportation, Sewer, School Impact)
- Implementation of shared portal for Business Tax receipt digital processing between the City of Orlando and Orange County.

Future Goals and Objectives

Short Term

- Impact fee draw down for Transportation impact fees, which will readily allow transparency of status of credits, usage, etc.

Medium Term

- Implementation of Chat feature in the Amazon Connect Call Center – Allowing customers to readily access information and effectively reduce hold times.
- Creation of YouTube videos designed to guide customers through navigation of our permitting process. These videos will target areas that we have found most challenging for our customers.

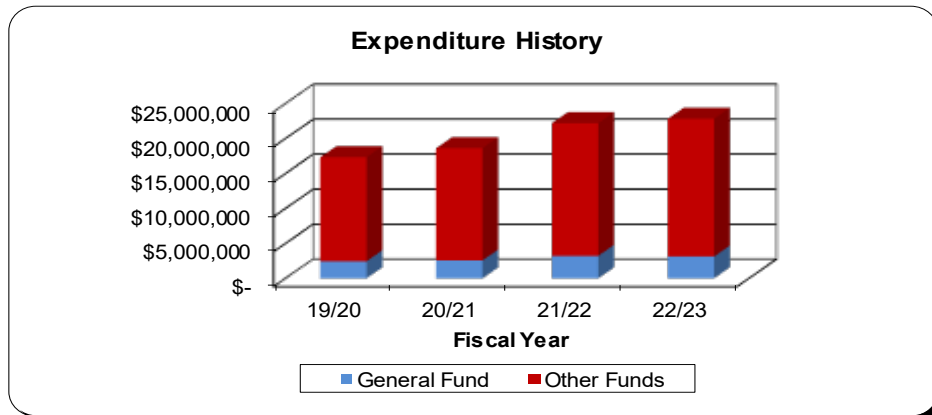
Long Term

- Explore integration of our customer online applications with our internal processing system which will reduce the number of errors and streamline processing.
- Continue to expand our Virtual Inspection to a broader stream of users

ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Permitting Services Division (PER)					
0001 Business Tax	\$ 438,853	\$ 423,846	\$ 466,172	\$ 42,326	10.0%
0002 General Permitting Services	2,124,720	2,790,684	2,651,550	(139,134)	(5.0%)
TOTAL -- GENERAL FUND	\$ 2,563,573	\$ 3,214,530	\$ 3,117,722	\$ (96,808)	(3.0%)
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0004 Administration and Customer Services	\$ 7,221,570	\$ 8,371,100	\$ 8,782,414	\$ 411,314	4.9%
0005 Plans Review	2,425,105	3,066,347	3,251,454	185,107	6.0%
0006 Field Inspection and Review	4,441,602	4,425,558	4,432,525	6,967	0.2%
0007 Permitting Services Technology	1,078,906	1,140,622	1,572,890	432,268	37.9%
Projects and Grants	883,318	1,970,000	1,670,000	(300,000)	(15.2%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$16,050,502	\$18,973,627	\$19,709,283	\$ 735,656	3.9%
TOTAL -- PERMITTING SERVICES DIVISION	\$18,614,074	\$22,188,157	\$22,827,005	\$ 638,848	2.9%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Permitting Services Division (PER)			
0001 Business Tax	4	4	4
0002 General Permitting Services	19	19	19
TOTAL GENERAL FUND	23	23	23
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0004 Administration and Customer Services	54	54	56
0005 Plans Review	27	27	27
0006 Field Inspection and Review	37	37	37
0007 Permitting Services Technology	3	3	4
TOTAL BUILDING CODE ENFORCEMENT FUND	121	121	124
TOTAL -- PERMITTING SERVICES DIVISION	144	144	147

ECONOMIC DEVELOPMENT

Code Enforcement Division

Overview of Services/Program

Major Accomplishments

- Addition of overnight shift to enforce Downtown Entertainment Area safety initiatives and speaker moratorium
- Pilot for data consolidation for Open Data
- Implemented AWS phone system
- Supporting role to Families Parks & Recreation Department in identifying distressed properties that would benefit from the Equitable Economic Mobility Initiative (EEMI) through grant funding
- QuickCapture application installed for damage assessment

Future Goals and Objectives

Short term

- Facilitate meeting with utility companies to expedite the demolition process
- Expand the capabilities of QuickCapture application
- Development of overnight enforcement staff
- Review Hurricane Ian damage assessment response

Medium Term

- Implement IOWNIT program, an employee engagement initiative between management and staff program in conjunction with Risk Management
- Refine Online Search tool
- Complete digital case file conversion

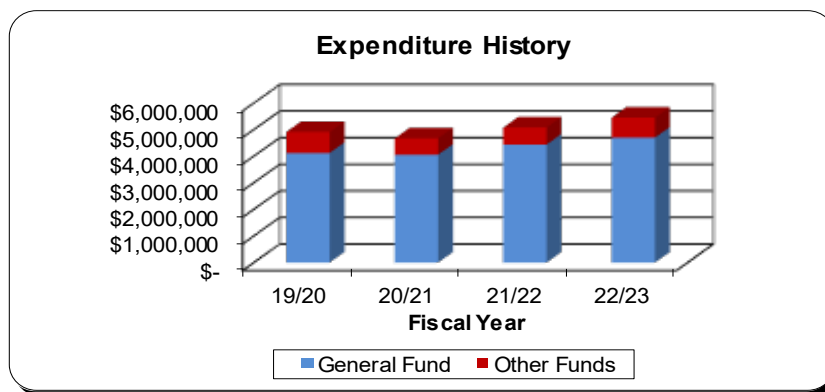
Long Term

- Increase the number of code officers who have IPMC certifications
- Utilization of mobile devices for Code Board members
- Develop and improve reports to measure average response time, time to achieve compliance, and officer performance

ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Code Enforcement Division (ENF)					
0001 Code Enforcement	\$ 4,054,760	\$ 4,433,936	\$ 4,694,813	\$ 260,877	5.9%
TOTAL -- GENERAL FUND	\$ 4,054,760	\$ 4,433,936	\$ 4,694,813	\$ 260,877	5.9%
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 616,532	\$ 642,940	\$ 754,573	\$ 111,633	17.4%
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 616,532	\$ 642,940	\$ 754,573	\$ 111,633	17.4%
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 4,671,292	\$ 5,076,876	\$ 5,449,386	\$ 372,510	7.3%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Code Enforcement Division (ENF)			
0001 Code Enforcement	37	37	37
TOTAL GENERAL FUND	37	37	37
CEB LIEN ASSESSMENT FUND #0011			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
TOTAL -- CEB LIEN ASSESSMENT FUND	1	1	1
TOTAL -- CODE ENFORCEMENT DIVISION	38	38	38

ECONOMIC DEVELOPMENT

City Planning Division

Overview of Services/Program

Major Accomplishments

- Prepared 2021 Growth Indicators Report.
- Prepared 2022 Water Supply Facilities Work Plan including associated GMP amendments.
- Prepared Livable Orlando: An Age-Friendly Initiative Action Plan 2022-2025.
- Analyzed, reviewed and offered professional staff recommendations to the MPB, HPB, BZA, ARB, Administrative Review Committees, and City Council on numerous development projects including.
- With the City Attorney's Office, prepared changes to the Land Development Code in varying situations.

Future Goals and Objectives

Short Term

- Prepare amendments to the Land Development Code, including: Food Trucks & Mobile Businesses, Sign Code, Inclusionary Housing, Downtown Design Guidelines, Plats, and Bars/ Bars/Nightclubs/Restaurants/Performance Venues Phase II.
- Prepare 2022-2050 Growth Projections Report.
- Coordinate with Orange County and OCPS on Interlocal Agreement for Public School Facility Planning & Implementation.
- Evaluate wetland, open space, and floodplain policies in coordination with state agencies and the City's Sustainability Office through EPA grant.

Medium Term

- Prepare State-required Evaluation & Appraisal Report (EAR) and EAR-Based GMP Amendments.
- Prepare amendments to the Land Development Code, including: HP Variances, Floating Solar, Traffic Calming, Durable Materials, CPTED Design Standards, and Water Conservation.
- Coordinate with Orange County to complete the annexation of enclaves.

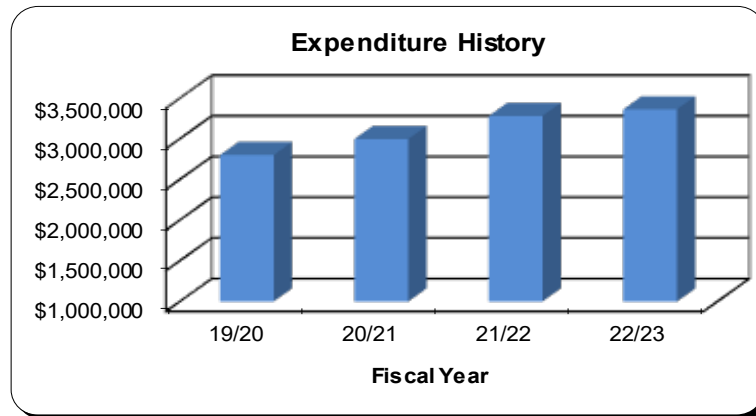
Long Term

- Implement the Livable Orlando Age-Friendly Action Plan, Parramore Comprehensive Neighborhood Plan, and other previously approved Vision Plans.
- Major update to GMP vision statement and elements of the Plan document, including community outreach 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

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
City Planning Division (PND)					
0001 City Planning	\$ 2,996,899	\$ 3,281,851	\$ 3,362,189	\$ 80,338	2.4%
TOTAL -- GENERAL FUND	\$ 2,996,899	\$ 3,281,851	\$ 3,362,189	\$ 80,338	2.4%
TOTAL -- CITY PLANNING DIVISION	\$ 2,996,899	\$ 3,281,851	\$ 3,362,189	\$ 80,338	2.4%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Planning Division (PND)			
0001 City Planning	26	26	26
TOTAL GENERAL FUND	26	26	26
TOTAL -- CITY PLANNING DIVISION	26	26	26

ECONOMIC DEVELOPMENT

Downtown Development Board

Overview of Service/Program

Major Accomplishments

- In June of 2022, DDB partnered with the Dr. Phillips Center for the Performing Arts, Memoir Agency, Visit Orlando and inPower Events to host Destination Downtown Orlando; an event for nearly 2,000 U.S. Travel Association's IPW attendees. The event was held at the Dr. Phillips Center and featured local downtown eateries, entertainment and local makers.
- The Orange County Regional History Center presented an exhibit highlighting the Downtown Development Board's achievements in celebration of the 50th anniversary. The exhibit ran for two months during the winter at the History Center.
- Signed with two consulting firms, Chatter Buzz Media and Foresight Design Group, for marketing and creative services, including market investigations, campaign tracking and benchmarking, media plans, and others dependent upon the DDB's marketing needs.

Future Goals & Objectives

Short Term

- Evolve downtown events to better suit target audiences and future objectives of the downtown experience.
- Continue to focus on events and installations that encourage diversity and inclusivity to ensure downtown draws various populations.
- Provide enhanced support and collaboration with arts and cultural organizations, such as the Downtown Arts District, to increase the visibility and stature of cultural amenities within downtown.
- Launch the Downtown Outreach Team to visit business on a quarterly basis. This team of 10 will assist in connecting directly with businesses and provide information and a POC at City Hall. This team will be branded and highly visible to our downtown stakeholders.

Medium Term

- Launch a new consumer marketing campaign targeting in-market visitors and residents which will include social media, digital creative assets, and a digital campaign tracking dashboard.
- Increase focus on business-to-business marketing efforts, with a renewed focus on public relations and advertorials, targeting ground level retail activation.
- Focus on placemaking efforts by creating unique experiences and spaces throughout downtown.
- Work with area hotels and venues to attract multi-day meetings and events to downtown.
- Amend the Special Event Grants Program for signature events.

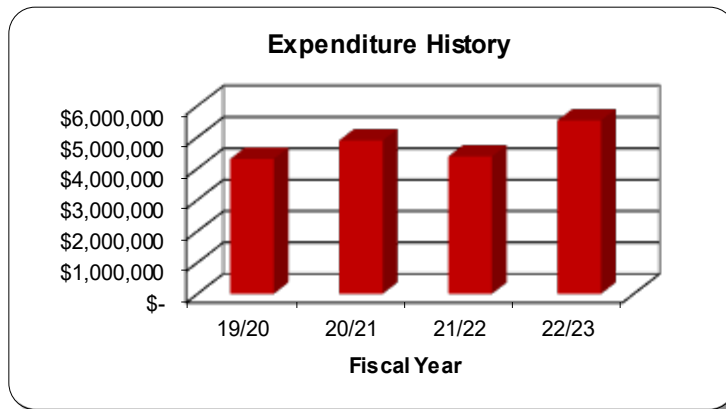
Long Term

- Support Orange County Government in their Cultural Arts Plan implementation efforts.
- Collaborate with the Community Redevelopment Agency, to implement recommendations from the DTO 2.0 Action Plan including both short and long term arts installations and performances.

ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u>					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 495,354	\$ 556,720	\$ 773,992	\$ 217,272	39.0%
0002 Downtown Development Board Nondepartmental	3,184,039	3,209,694	3,434,989	225,295	7.0%
0003 Downtown Welcome Center	59,152	117,572	127,000	9,428	8.0%
Projects and Grants	1,159,559	500,000	1,200,000	700,000	140.0%
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 4,898,105	\$ 4,383,986	\$ 5,535,981	\$ 1,151,995	26.3%
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 4,898,105	\$ 4,383,986	\$ 5,535,981	\$ 1,151,995	26.3%



ECONOMIC DEVELOPMENT

Community Redevelopment Agency

Overview of Service/Program

Major Accomplishments

- Coordinated the demolishing of the 7-11 building at 1 N. Rosalind Avenue to make way for the perpetual use of the land as open green space.
- Enhanced collaborations between the Orlando Police Department and downtown business owners with the creation of the S.A.F.E Program, as well as the Community Policing Initiative.
- Launched the Downtown Master Plan (Project DTO 2.0) which focuses on actionable items to continue transforming downtown into a neighborhood and cultural hub.
- Entered into an agreement with Orange County and the City of Orlando to establish a cross-jurisdictional Cultural Arts Master Plan to help identify ways to enhance participation from diverse and historically underserved groups, and develop a sustainable framework for arts funding.
- Completed construction and opened Luminary Green in Creative Village.

Future Goals & Objectives

Short Term

- Increase homeownership in Parramore through the development of single-family homes and the availability of financial assistance for qualified applicants.
- Increase green space and open space in the CRA through the completion of Art² and 1 N. Rosalind Avenue.
- Enhance economic development and ground activation by restructuring our support and collaboration with the Downtown Orlando Partnership.
- Implement asset mapping software for the Clean Team and map all assets within the CRA.
- Increase beautification and maintenance within the Downtown Entertainment District.
- Amend the Downtown Commercial and Residential Improvement Program within a target area to provide additional funding for the rehabilitation of buildings, including changing the match requirement to 80%-20%.
- Partner with Transportation and Lynx to upgrade the Lymmo stops and railings, including removal of kiosks.

Medium Term

- Enhance downtown transportation and roadways through a partnership with Public Works and Transportation, increasing multi-modal transportation options and improving the pedestrian experience.
- Increase maintenance on the Sun Rail tracks and certify two Clean Team members to maintain the tracks on a daily basis.
- Enhance ground floor business diversity and vibrancy through recruitment efforts, providing financial incentives, and targeted tactical activations.
- Attract high-wage high-value jobs and employers in sought-after industries through targeted business relocation efforts and incentives.
- Develop utility marker plan to reduce the visual blight.

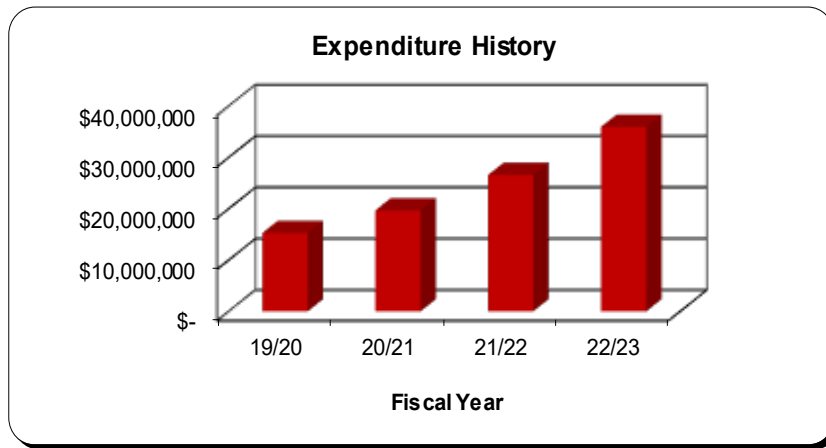
Long Term

- Invest in and assist with the development of affordable housing at Carver Park.
- Implement action items from the Project DTO 2.0 action plan to improve streets, civic spaces, mobility options, and neighborhoods downtown.
- Support FDOT's efforts to create a multi-modal and more pedestrian-friendly environment along Robinson Street through support for enhancements to the proposed corridor improvements such as undergrounding utilities and landscaping.

ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,595,547	\$ 1,925,932	\$ 2,209,068	\$ 283,136	14.7%
0005 Community Redevelopment Agency Nondepartmental	2,287,038	2,384,801	3,015,443	630,642	26.4%
0006 Downtown Maintenance Program	-	-	-	-	N/A
Projects and Grants	15,815,153	22,279,306	30,747,041	8,467,735	38.0%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$19,697,737	\$26,590,039	\$35,971,552	\$ 9,381,513	35.3%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$19,697,737	\$26,590,039	\$35,971,552	\$ 9,381,513	35.3%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	18	18	21
0006 Downtown Maintenance Program	29	29	29
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	47	47	50
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	47	47	50

ECONOMIC DEVELOPMENT

Economic Development Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
City Planning Division	Number of Municipal Planning Board Cases	155	163	155
City Planning Division	Number of Board of Zoning Adjustment Cases	62	56	59
Code Enforcement Division	Number of neighborhood meeting presentations	10	12	14
Code Enforcement Division	Number of Code Board cases	1,059	1,150	1,100
Permitting Services Division	Number of Residential Permits Issued	24,861	25,453	26,089
Permitting Services Division	Number of Commercial Permits Issued	8,635	10,250	10,000
Permitting Services Division	Number of Business Licenses (Open)	26,257	25,837	26,000
Permitting Services Division	Number of Inspections	162,583	174,084	176,116
Community Redevelopment Agency	Number of interactions by the downtown Ambassadors	166,658	187,689	192,000

Fiscal

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Permitting Services Division	Revenue collected for business tax receipts	\$9,453,680	\$9,504,544	\$9,100,000
Economic Development Department	Economic Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	+2.0%	+1.4%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	22	26	24
Code Enforcement Division	Average number of cases per inspector	770	905	900
Code Enforcement Division	Average number of inspections per inspector	1,403	1,472	1,464
Permitting Services Division	Number of training hours per inspector	20	35	45
Permitting Services Division	Number of training hours per plans examiner	20	35	45

ECONOMIC DEVELOPMENT

Economic Development Operational Performance

Balanced Scorecard Report (continued)

Outcome & Mission

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Business Development Division	Number of new, full-time jobs created	1,815	1,457	1,500
Business Development Division	Amount of City incentive dollars leveraged	\$2.6M	\$1.395M	\$1.5M
Business Development Division	Total capital investment of Business Development projects	\$134M	\$32.9M	\$35M
Business Development Division	Number of program agreements approved	27	26	27
Code Enforcement Division	Ratio of compliance (%)	95.0%	95.0%	96.0%
Community Redevelopment Agency	Number of Downtown Orlando events	800	1,350	1,500
Community Redevelopment Agency	Number of plants, annuals & trees installed in streetscape & Plaza areas	30,665	33,300	34,500
City Planning Division	Number of Modifications of Standards issued	54	50	48
City Planning Division	Number of Land Development Code Determinations issued	209	147	174
City Planning Division	Number of Historic Preservation Board Certificates of Appropriateness	333	283	309

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CITY OF ORLANDO

FAMILIES, PARKS AND RECREATION

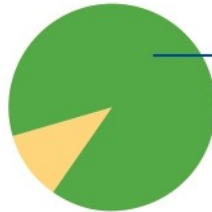
2021-2022 BY THE NUMBERS:

FPR received four 21st Century grants
TOTALING \$2,469,437

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.

2,730

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



87%

of the children were from minority racial and ethnic groups

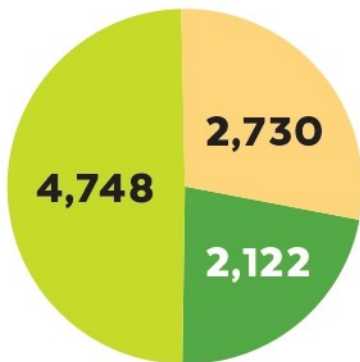
9,600

children served by FPR



1,432

Orlando Tennis Centre visits



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

43,322

cars came through the gates at Bill Frederick Park



29,811

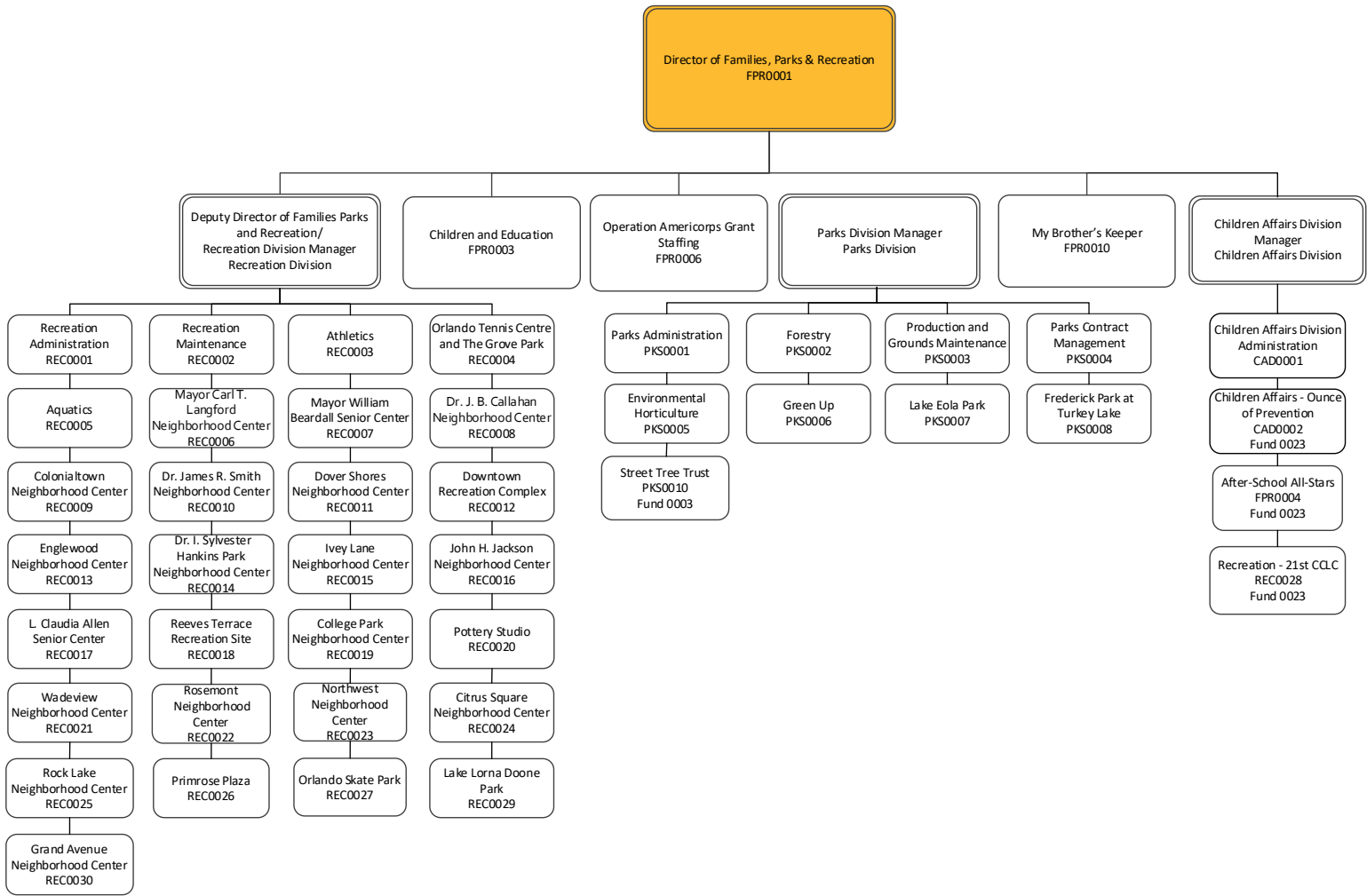
people camped at Bill Frederick Park

968,959

people came to our facilities when rented

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FAMILIES, PARKS AND RECREATION



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

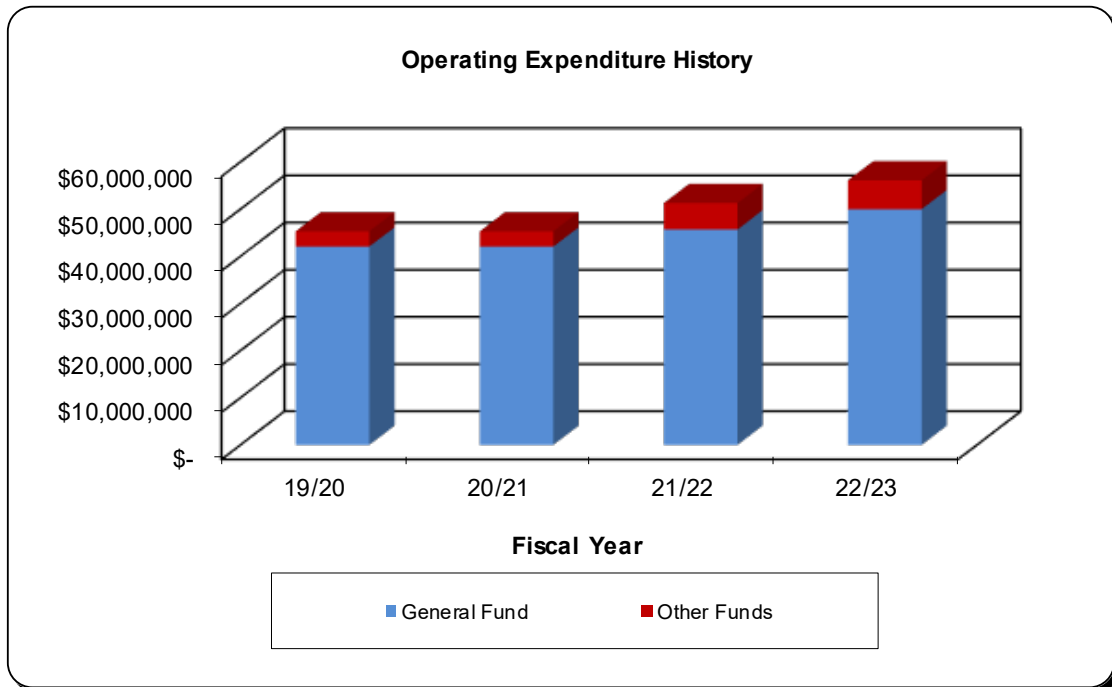
DEPARTMENT EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,882,573	\$ 2,429,885	\$ 2,625,477	\$ 195,592	8.0%
0002 Families Parks and Recreation Nondept	1,587,694	1,497,121	1,631,987	134,866	9.0%
0003 Children and Education	3,359,830	3,468,307	2,578,661	(889,646)	(25.7%)
0005 O-PASS Grant Staffing	150,710	256,101	-	(256,101)	(100.0%)
0006 Operation AmeriCorps Grant Staffing	178,625	261,079	321,100	60,021	23.0%
0010 My Brother's Keeper	234,072	999,735	1,751,921	752,186	75.2%
0011 Engelwood Kidz Zone	-	-	979,767	979,767	N/A
0012 Mercy Drive Kidz Zone	110	-	980,097	980,097	N/A
Children Affairs Division (CAD)					
0001 Children Affairs Division Administration	473,366	927,789	604,341	(323,448)	(34.9%)
Recreation Division (REC)					
0001 Recreation Administration	1,495,947	1,702,246	2,274,682	572,436	33.6%
0002 Recreation Maintenance	5,014,903	6,498,780	6,677,395	178,615	2.7%
0003 Athletics	530,741	815,595	902,883	87,288	10.7%
0004 Orlando Tennis Centre and The Grove Park	314,749	393,571	657,835	264,264	67.1%
0005 Aquatics	1,656,534	1,484,395	1,511,457	27,062	1.8%
0006 Mayor Carl T. Langford Neighborhood Center	60,805	43,642	43,642	-	0.0%
0007 Mayor William Beardall Senior Center	581,146	550,493	586,785	36,292	6.6%
0008 Dr. J. B. Callahan Neighborhood Center	600,971	508,883	517,975	9,092	1.8%
0009 Colonialtown Neighborhood Center	137,119	130,831	132,921	2,090	1.6%
0010 Dr. James R. Smith Neighborhood Center	1,008,975	763,531	759,522	(4,009)	(0.5%)
0011 Dover Shores Neighborhood Center	741,228	647,665	688,690	41,025	6.3%
0012 Downtown Recreation Complex	529,839	467,228	-	(467,228)	(100.0%)
0013 Engelwood Neighborhood Center	1,021,470	836,380	692,450	(143,930)	(17.2%)
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	117,528	89,984	89,984	-	0.0%
0015 Ivey Lane Neighborhood Center	206,309	186,555	189,383	2,828	1.5%
0016 John H. Jackson Neighborhood Center	640,291	558,061	1,113,755	555,694	99.6%
0017 L. Claudia Allen Senior Center	463,753	401,917	424,087	22,170	5.5%
0018 Reeves Terrace Recreation Site	138,885	170,305	167,051	(3,254)	(1.9%)
0019 College Park Neighborhood Center	808,374	705,272	719,719	14,447	2.0%
0020 Pottery Studio	229,845	226,386	234,647	8,261	3.6%
0021 Wadeview Neighborhood Center	350,840	353,698	360,020	6,322	1.8%
0022 Rosemont Neighborhood Center	672,354	719,523	805,213	85,690	11.9%
0023 Northwest Neighborhood Center	659,031	761,058	754,384	(6,674)	(0.9%)
0024 Citrus Square Neighborhood Center	127,150	132,322	134,100	1,778	1.3%
0025 Rock Lake Neighborhood Center	186,719	187,961	188,414	453	0.2%
0026 Primrose Plaza	173,570	146,835	228,273	81,438	55.5%
0027 Orlando Skatepark	216,730	197,591	199,194	1,603	0.8%
0029 Lake Lorna Doone Park	411,330	735,107	689,390	(45,717)	(6.2%)
0030 Grand Avenue Neighborhood Center	30,909	339,350	749,018	409,668	120.7%
Parks Division (PKS)					
0001 Parks Administration	2,982,409	3,715,098	4,129,827	414,729	11.2%
0002 Forestry	2,235,855	2,507,393	2,609,873	102,480	4.1%
0003 Production and Grounds Maintenance	1,890,504	2,026,313	2,049,528	23,215	1.1%
0004 Parks Contract Management	2,440,139	2,246,455	2,263,739	17,284	0.8%
0005 Environmental Horticulture	1,864,779	2,180,867	2,239,399	58,532	2.7%
0006 Green Up	364,262	372,144	385,586	13,442	3.6%
0007 Lake Eola Park	1,902,099	786,182	800,147	13,965	1.8%
0008 Frederick Park at Turkey Lake	1,356,741	1,259,092	1,298,521	39,429	3.1%
0009 Loch Haven Center	17,247	-	-	-	N/A
0011 Luminary Green Park	-	-	230,000	230,000	N/A
TOTAL -- GENERAL FUND	\$ 42,049,060	\$ 45,688,726	\$ 49,972,840	\$ 4,284,114	9.4%

FAMILIES, PARKS AND RECREATION

DEPARTMENT EXPENDITURE SUMMARY (continued)

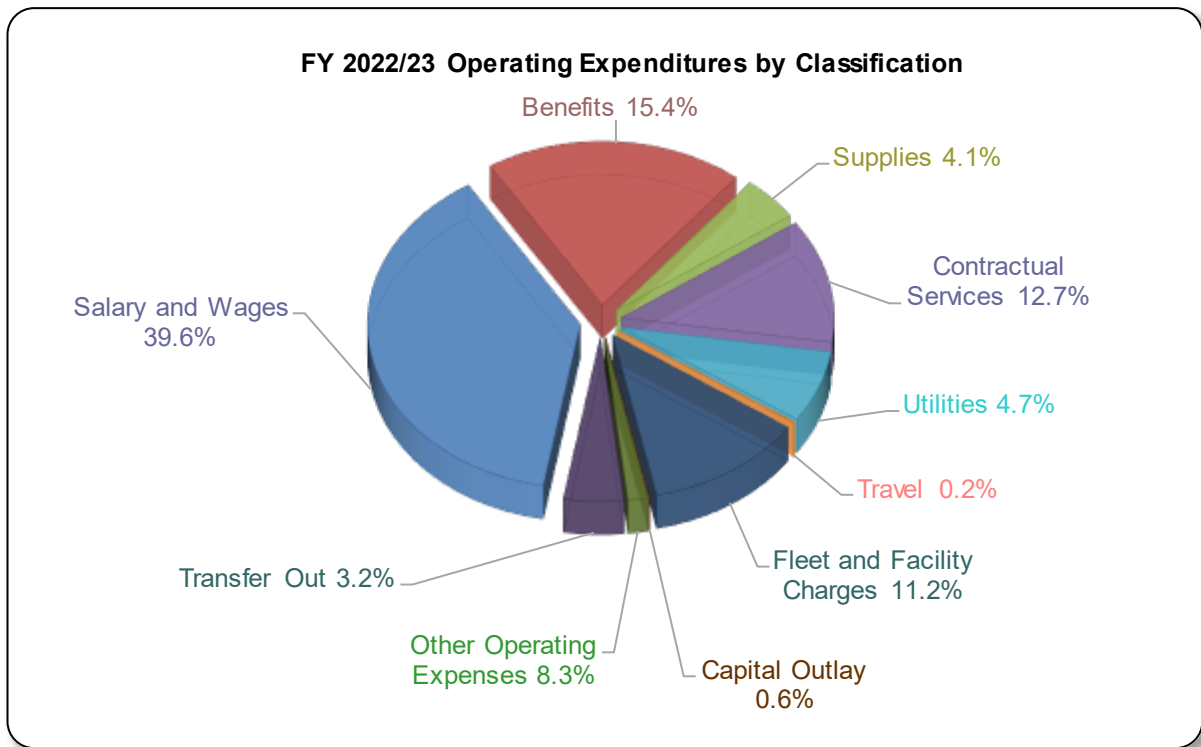
Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
AFTER SCHOOL ALL STARS FUND #0023					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 2,977,399	\$ 3,743,279	\$ 3,904,712	\$ 161,433	4.3%
Recreation Division (REC)					
0028 Recreation - 21st CCLC	38,196	65,186	66,657	1,471	2.3%
Children Affairs Division (CAD)					
0002 Children Affairs - Ounce of Prevention	52,991	78,754	-	(78,754)	(100.0%)
TOTAL -- AFTER SCHOOLS ALL STARS FUND	\$ 3,068,586	\$ 3,887,219	\$ 3,971,369	\$ 84,150	2.2%
STREET TREE TRUST FUND #0003					
Parks Division (PKS)					
0010 Street Tree Trust	\$ 106,339	\$ 200,319	\$ 375,000	\$ 174,681	87.2%
TOTAL -- STREET TREE TRUST FUND	\$ 106,339	\$ 200,319	\$ 375,000	\$ 174,681	87.2%
PARK IMPACT FEE FUNDS #1080 - #1082					
Director of Families Parks and Recreation (FPR)					
0007 Park Impact Fee North	\$ 40,049	\$ 370,000	\$ 673,000	\$ 303,000	81.9%
0008 Park Impact Fee Southeast	30,137	786,000	949,000	163,000	20.7%
0009 Park Impact Fee Southwest	1,821	354,000	170,000	(184,000)	(52.0%)
TOTAL -- PARK IMPACT FEE FUNDS	\$ 72,007	\$ 1,510,000	\$ 1,792,000	\$ 282,000	18.7%
TOTAL -- FAMILIES, PARKS AND RECREATION OPERATING	\$ 45,295,993	\$ 51,286,264	\$ 56,111,209	\$ 4,824,945	9.4%



FAMILIES, PARKS AND RECREATION

DEPARTMENT EXPENDITURE SUMMARY (continued)

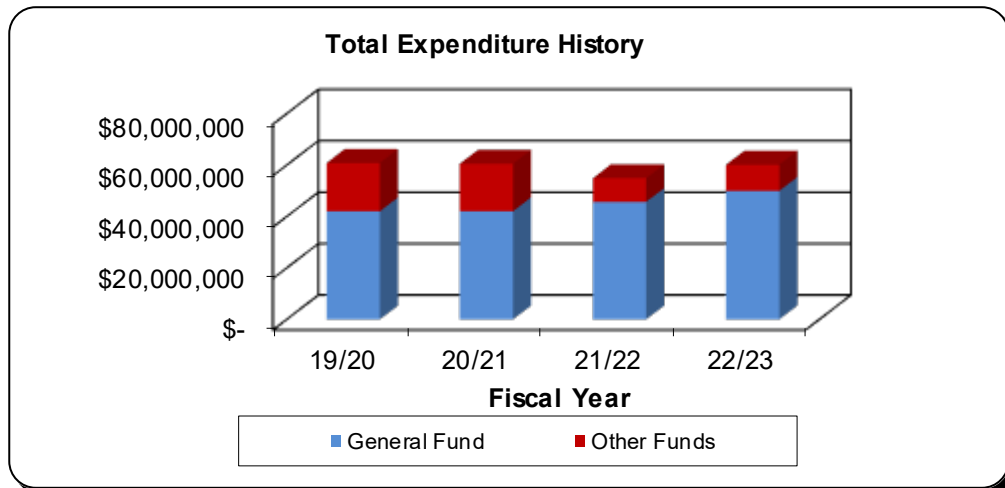
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 17,231,363	\$ 19,710,358	\$ 22,224,044	\$ 2,513,686	12.8%
Benefits	7,366,882	8,380,402	8,632,445	252,043	3.0%
Supplies	1,806,764	2,123,999	2,282,329	158,330	7.5%
Contractual Services	7,540,191	8,600,334	7,152,427	(1,447,907)	(16.8%)
Utilities	2,389,340	2,616,733	2,660,365	43,632	1.7%
Travel	4,117	66,709	93,928	27,219	40.8%
Fleet and Facility Charges	6,379,651	5,900,282	6,280,425	380,143	6.4%
Capital Outlay	17,851	-	340,000	340,000	N/A
Other Operating Expenses	571,621	2,051,047	4,649,934	2,598,887	126.7%
Transfer Out	1,988,212	1,836,400	1,795,312	(41,088)	(2.2%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 45,295,993	\$ 51,286,264	\$ 56,111,209	\$ 4,824,945	9.4%



FAMILIES, PARKS AND RECREATION

DEPARTMENT EXPENDITURE SUMMARY (continued)

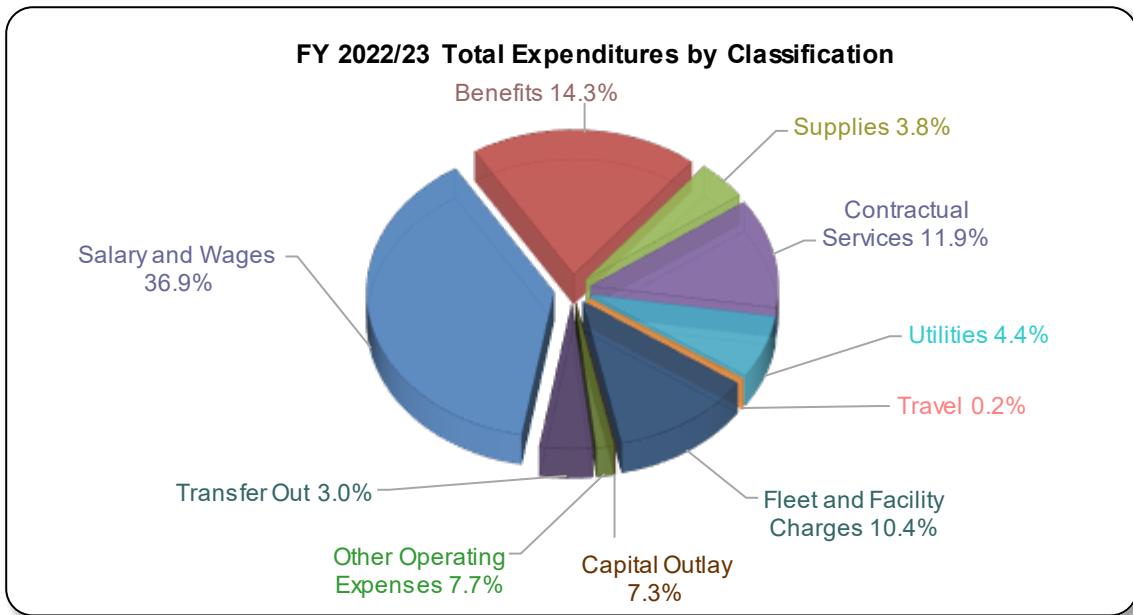
Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
CAPITAL IMPROVEMENTS FUND #3001					
Projects and Grants	\$ 2,969,850	\$ 3,656,000	\$ 4,066,000	\$ 410,000	11.2%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 2,969,850	\$ 3,656,000	\$ 4,066,000	\$ 410,000	11.2%
INVESTING IN OUR NEIGHBORHOODS					
2018B CONSTRUCTION BOND FUND #3034					
Projects and Grants	\$ 10,918,991	\$ -	\$ -	\$ -	N/A
TOTAL -- INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND	\$ 10,918,991	\$ -	\$ -	\$ -	N/A
OTHER FUNDS					
Projects and Grants	\$ 1,358,384	\$ -	\$ -	\$ -	N/A
TOTAL -- OTHER FUNDS	\$ 1,358,384	\$ -	\$ -	\$ -	N/A
TOTAL - PROJECTS AND GRANTS	\$ 15,247,225	\$ 3,656,000	\$ 4,066,000	\$ 410,000	11.2%
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 60,543,218	\$ 54,942,264	\$ 60,177,209	\$ 5,234,945	9.5%



FAMILIES, PARKS AND RECREATION

DEPARTMENT EXPENDITURE SUMMARY (continued)

Expenditure by Classification	2020/21	2021/22	2022/23	Change	% Change
	Actual Expenditures	Adopted Budget	Adopted Budget	Adopted to Adopted	
Salaries and Wages	\$ 17,942,421	\$ 19,710,358	\$ 22,224,044	\$ 2,513,686	12.8%
Benefits	7,518,288	8,380,402	8,632,445	252,043	3.0%
Supplies	2,027,888	2,123,999	2,282,329	158,330	7.5%
Contractual Services	8,507,688	8,600,334	7,152,427	(1,447,907)	(16.8%)
Utilities	2,390,910	2,616,733	2,660,365	43,632	1.7%
Travel	4,117	66,709	93,928	27,219	40.8%
Fleet and Facility Charges	8,144,085	5,900,282	6,280,425	380,143	6.4%
Capital Outlay	11,143,014	3,656,000	4,406,000	750,000	20.5%
Other Expenses	876,595	2,051,047	4,649,934	2,598,887	126.7%
Transfer Out	1,988,212	1,836,400	1,795,312	(41,088)	(2.2%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 60,543,218	\$ 54,942,264	\$ 60,177,209	\$ 5,234,945	9.5%

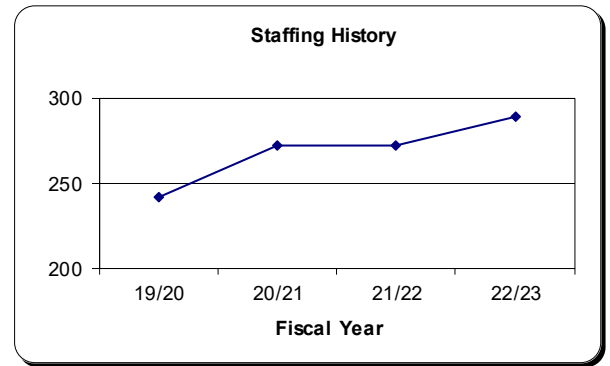


FAMILIES, PARKS AND RECREATION

DEPARTMENT STAFFING SUMMARY

Fund	2020/21	2021/22	2022/23
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Families Parks and Recreation (FPR)			
0001 Director of Families Parks and Recreation	20	20	21
0003 Children and Education	14	14	14
0005 OPASS Grant Staffing	1	1	-
0006 Operation Americorp Grant Staffing	1	1	1
0010 My Brother's Keeper	1	1	8
0011 Engelwood Kidz Zone	-	-	5
0012 Mercy Drive Kidz Zone	-	-	4
Children Affairs Division (CAD)			
0001 Children Affairs Division Administration	9	9	5
Recreation Division (REC)			
0001 Recreation Administration	12	12	10
0002 Recreation Maintenance	13	13	12
0003 Athletics	3	3	4
0004 Orlando Tennis Centre and The Grove Park	2	2	4
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	-
0013 Engelwood Neighborhood Center	7	7	5
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	4	4	5
0023 Northwest Neighborhood Center	7	7	6
0024 Citrus Square Neighborhood Center	1	1	1
0025 Rock Lake Neighborhood Center	1	1	1
0026 Primrose Plaza	1	1	3
0027 Orlando Skatepark	1	1	1
0029 Lake Lorna Doone Park	7	7	6
0030 Grand Avenue Neighborhood Center	4	4	8
Parks Division (PKS)			
0001 Parks Administration	10	10	11 *
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
TOTAL -- GENERAL FUND	254	254	265

Fund	2020/21	2021/22	2022/23
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
AFTER SCHOOL ALL STARS FUND #0023			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	16	16	23
Recreation Division (REC)			
0028 Recreation After School All Stars	1	1	1
Children Affairs Division (CAD)			
0002 Children Affairs - Ounce of Prevention	1	1	-
TOTAL -- AFTER SCHOOLS ALL STARS FUND	18	18	24
TOTAL -- FAMILIES, PARKS AND RECREATION	272	272	289



* Staff from Downtown Recreation Complex transferred to Grand Avenue Neighborhood Center

FAMILIES, PARKS AND RECREATION

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

The department made significant progress during FY21-22 completing large capital projects, including completion and opening of Grand Avenue Neighborhood Center, Luminary Green Park, the opening of the City's first pickleball courts at Dover Shores Neighborhood Center. The department also made substantial progress constructing the park in the Packing District Park (to be named The Grove) and the Orlando Tennis Centre.

Finally, in FY21-22, FPR, through its non-profit organization (the Orlando Community & Youth Trust) and the Legacy Trust for Orlando Children that the City established at the Central Florida Foundation in 2006, was awarded a \$6M grant from a national philanthropy – Blue Meridian Partners - to scale up and enhance all four Kidz Zones: Parramore, Holden Heights, Mercy Drive and Engelwood. To accommodate the growth in funding and, as a result, the operation and scope of the City's children and youth programs, a new FPR Division – the Children, Youth and Families Division, was created in FY21-22.

Future Goals and Objectives

Short Term

- Complete the 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.
- Build a coalition of partners working to collectively improve outcomes for Orlando's boys and young men of color, including continuing to implement a process for distributing My Brother's Keeper grants and providing technical assistance to partner organizations.
- Complete and open the new Orlando Tennis Centre and The Grove Park, and renovate Lake Fairview Park.
- Continue to achieve/exceed revenue goals while controlling operating expenses to meet FY22/23 budget.
- Review and update the City's Park Impact Fee.
- Review/negotiate with the St. John's Water Management District (SJWMD) to establish a single, unified process for handling tree removal permitting and mitigation for projects involving both the City and SJWMD.
- Collaborate with City HR and Legal staff to amend City P&P 808.31 regarding the handling of criminal convictions among FPR job applicants.

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.
- Develop and implement policies and programs that improve equity in Orlando.

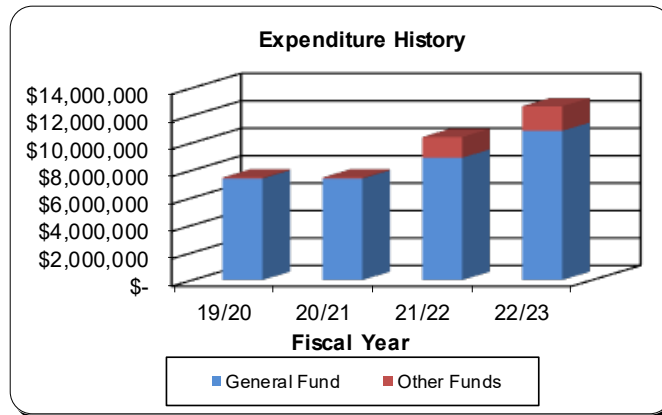
Long Term

- Advise City planners to 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

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 1,882,573	\$ 2,429,885	\$ 2,625,477	\$ 195,592	8.0%
0002 Families Parks and Recreation Nondept	1,587,694	1,497,121	1,631,987	134,866	9.0%
0003 Children and Education	3,359,830	3,468,307	2,578,661	(889,646)	(25.7%)
0005 O-PASS Grant Staffing	150,710	256,101	-	(256,101)	(100.0%)
0006 Operation AmeriCorps Grant Staffing	178,625	261,079	321,100	60,021	23.0%
0010 My Brother's Keeper	234,072	999,735	1,751,921	752,186	75.2%
0011 Engelwood Kidz Zone	-	-	979,767	979,767	N/A
0012 Mercy Drive Kidz Zone	110	-	980,097	980,097	N/A
TOTAL -- GENERAL FUND	\$ 7,393,613	\$ 8,912,228	\$10,869,010	\$1,956,782	22.0%
Park Impact Fee Funds (#1080 - #1082)					
0007 Park Impact Fee North	\$ 40,049	\$ 370,000	\$ 673,000	\$ 303,000	81.9%
0008 Park Impact Fee Southeast	30,137	786,000	949,000	163,000	20.7%
0009 Park Impact Fee Southwest	1,821	354,000	170,000	(184,000)	(52.0%)
TOTAL -- PARK IMPACT FEE FUNDS	\$ 72,007	\$ 1,510,000	\$ 1,792,000	\$ 282,000	18.7%
TOTAL -- DIRECTOR'S OFFICE	\$ 7,465,621	\$10,422,228	\$12,661,010	\$2,238,782	21.5%



STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
GENERAL FUND #0001			
0001 Director of Families Parks and Recreation	20	20	21
0003 Children and Education	14	14	14
0005 O-PASS Grant Staffing	1	1	-
0006 Operation AmeriCorps Grant Staffing	1	1	1
0010 My Brother's Keeper	1	1	8
0011 Engelwood Kidz Zone	-	-	5
0012 Mercy Drive Kidz Zone	-	-	4
TOTAL -- GENERAL FUND	37	37	53
TOTAL -- DIRECTOR'S OFFICE	37	37	53

FAMILIES, PARKS AND RECREATION

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 2021-2022 (October 1 – September 30)

- Maintained 118 parks/green spaces, including mowing, irrigation, restroom maintenance, landscaping, flower beds, and amenity repairs.
- Repaired erosion control at Lake Baldwin.
- Installed new lighting for safety at Willows Park.
- Renovated restrooms at Hankins Park.
- Completed 100% of Park ID signs with new City Branding.
- Installed new walks at Al Coith Park
- Installed 8 Premium Memorial benches and 10 Memorial trees
- Designed:
 - Dartmouth Park Playground Replacement
 - Lake Underhill Landscape Design Con. Docs
 - Demetree Park Boardwalk Replacement
 - Dickerson Azalea Park Concept
 - Dartmouth Park/ Albert Park Concept Plans
 - Packing District Park Dog Park Concept Plan
 - Jackson Center Fitness Area
 - One North Rosalind Concept Plan
- Promoted tree planting and increased the City’s tree canopy by: planting 665 trees (250 street trees); trimming approximately 1500 trees; removing 350 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 45th consecutive year, the Growth Award for the 30th year and the Playful City USA designation for the 11th consecutive year.
- Logged over 3,520 volunteer hours at over 42 Green Up events to augment services, build community pride, reduce invasive species and labor costs while planted over 2,430 plants and shrubs.
- Logged over 3,680 volunteer hours at Bill Frederick Park which includes Magnolia School visiting twice a week
- Assisted in establishing the Agriculture program at Jones High School and Edgewater High School
- BFP’s Nature Education program offered 234 hours and educated 2,129 individuals.
- Secured funding for a new Ranger program.
- Assisted in the Tree Equity program to educate residents and bring more trees throughout all of Orlando.
- Received a grant to replace fitness equipment and add shade structure at Jackson Neighborhood Center.

Future Goals and Objectives

- Increase education through Green Up volunteer efforts and make it a standard at all events (Florida Friendly Landscaping) so residents can implement best green practices at home
- Increase education and adding trees in at least two or more neighborhoods through the Tree Equity program.

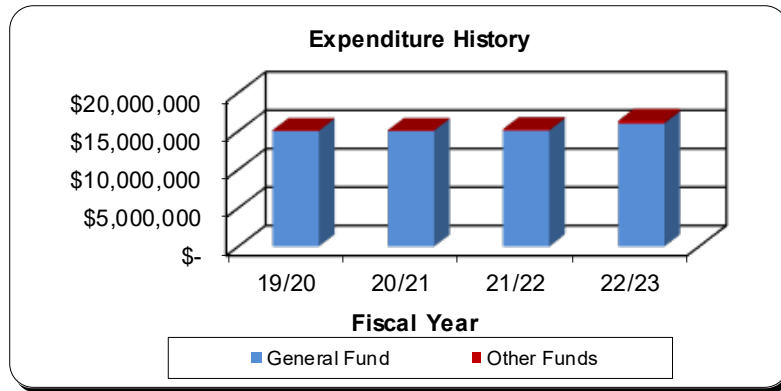
Short Term

- Complete Dartmouth Park Playground & Fitness Equipment
 - Complete Al Coith Park Fitness Equipment
 - Complete Demetree Park Boardwalk Replacement
 - Complete Willie Mays Park Playground & Fitness Equipment
 - Complete Dickson Azalea Repair
 - Complete Dartmouth Park Expansion
 - Complete Albert Park Construction
 - Complete Packing District Dog Park
 - Start Master Development Plan for Lake Eola
 - Install new AV equipment at Lake Eola Amphitheatre
 - Complete playground at Prince Hall Park
 - Rehab small pavilion at Bill Frederick Park
 - Install 2 new restrooms at Bill Frederick Park
-

FAMILIES, PARKS AND RECREATION

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Parks Division (PKS)					
0001 Parks Administration	\$ 2,982,409	\$ 3,715,098	\$ 4,129,827	\$ 414,729	11.2%
0002 Forestry	2,235,855	2,507,393	2,609,873	102,480	4.1%
0003 Production and Grounds Maintenance	1,890,504	2,026,313	2,049,528	23,215	1.1%
0004 Parks Contract Management	2,440,139	2,246,455	2,263,739	17,284	0.8%
0005 Environmental Horticulture	1,864,779	2,180,867	2,239,399	58,532	2.7%
0006 Green Up	364,262	372,144	385,586	13,442	3.6%
0007 Lake Eola Park	1,902,099	786,182	800,147	13,965	1.8%
0008 Frederick Park at Turkey Lake	1,356,741	1,259,092	1,298,521	39,429	3.1%
0009 Loch Haven Center	17,247	-	-	-	N/A
0011 Luminary Green Park	-	-	230,000	230,000	N/A
TOTAL -- GENERAL FUND	\$ 15,054,034	\$ 15,093,544	\$ 16,006,620	\$ 913,076	6.0%
STREET TREE TRUST FUND #0003					
0010 Street Tree Trust	\$ 106,339	\$ 200,319	\$ 375,000	\$ 174,681	87.2%
TOTAL -- STREET TREE TRUST FUND	\$ 106,339	\$ 200,319	\$ 375,000	\$ 174,681	87.2%
TOTAL -- PARKS DIVISION	\$ 15,160,374	\$ 15,293,863	\$ 16,381,620	\$ 1,087,757	7.1%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Parks Division			
0001 Parks Administration	10	10	11
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
TOTAL -- GENERAL FUND	97	97	98
TOTAL -- PARKS DIVISION	97	97	98

FAMILIES, PARKS AND RECREATION

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 21/22, the Division managed the City's 61 ball fields and 36 basketball, 19 tennis, 8 volleyball courts 4 futsal courts, 10 pickleball courts and 1 cricket field which were rented 3,168 times to accommodate 50,128 attendees.

The Division's 16 recreation centers and two senior centers accommodated attendance of 508,418 last year. In addition, public and private groups rented the facilities 2,850 days (average 167 days/booked per site) bringing 123,216 attendees to meetings/events. Attendance at the Division's senior centers and senior programs reached 42,778 last year. In addition, there was an average of 1,272 visits to the City's 9 fitness centers each month.

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 225 youth served at three sites via a Florida Department of Education 21st Century Community Learning Centers grant.

Attendance at our 11 pools reached 23,466 visits; the Orlando Tennis Centre achieved an attendance of 14,997, 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 from 5779 in FY20-21 to 738 in FY21-22, due to studio being closed most of the fiscal year for relocation to a new and larger site. Attendance at the Orlando Skate Park decreased from 12,238 to 10,022.

The City of Orlando's Athletics Section offers an array of sports to over 3,500 participants in Central Florida each year for Youth and Adult programs to accommodate its diverse population. Our endeavor is to provide recreational outlets for every child and adult who wants to participate in team sports. We offer Tackle Football, Flag Football, Baseball, Soccer, Co-ed Basketball, Cheerleading, Track, Girl's Lacrosse, Football Camps, and Basketball Camps. Adult programs include, Basketball, Softball, Soccer, Flag football, and Pickleball. Approximately 300 volunteers each year sign up to coach and mentor our youth participants.

Future Goals and Objectives

Short Term

- Identify funding to convert seasonal positions to full-time employment.
- Install new lighting at Airport Lakes and Emery Hamilton ballfields.
- Install lightning detectors installed at 6 Recreation sites.
- Address poor Wi-Fi-reception at all Neighborhood Centers
- Open the new Orlando Tennis Center
- Expand our partnership with American Red Cross to offer free adult swim lessons
- Begin renovation of “Boy Scout” building at Lorna Doone Park.

Medium Term

- Open Pickleball courts in Trotters Park
- Open new parks and ballfields in District 1 (Starwood and Everbee).
- Continue to upgrade aging City recreation facilities.
- Continue to enhance athletic programs like, pickleball, girl's lacrosse, (all girl's youth basketball league JR.WNBA), youth development basketball program, adult sand/grass volleyball
- Renovate Northwest Pool, resurface pool bottom and deck, pump room (including corroded filters and heater, restrooms, pool house and miscellaneous items throughout the pool.
- Renovate the Orlando Skate Park by expanding the current amenities with a “Street Course”.
- Aquatics - Incorporate year-round lifeguards training certification.
- Re-sod 2 multipurpose fields at Emery Hamilton Sports Complex with Bermuda grass.
- Improve drainage at Emery Hamilton Sports Complex.

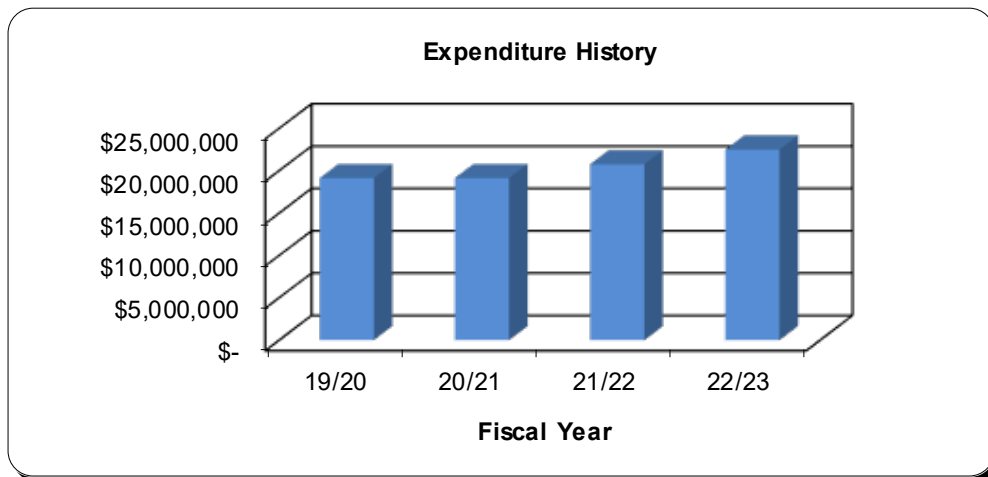
Long Term

- Expand van and bus fleet to assist with transportation of youth and families to events
- Explore additional educational partnerships i.e., technical college, trade school(s)
- Secure State and Federal grants to offset cost or fund new program and services.
- Improve the power supply infrastructure throughout Lake Lorna Doone Park
- Expand and upgrade the restrooms at Lake Lorna Doone Park

FAMILIES, PARKS AND RECREATION

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Recreation Division (REC)					
0001 Recreation Administration	\$ 1,495,947	\$ 1,702,246	\$ 2,274,682	\$ 572,436	33.6%
0002 Recreation Maintenance	5,014,903	6,498,780	6,677,395	178,615	2.7%
0003 Athletics	530,741	815,595	902,883	87,288	10.7%
0004 Orlando Tennis Centre and The Grove Park	314,749	393,571	657,835	264,264	67.1%
0005 Aquatics	1,656,534	1,484,395	1,511,457	27,062	1.8%
0006 Mayor Carl T. Langford Neighborhood Center	60,805	43,642	43,642	-	0.0%
0007 Mayor William Beardall Senior Center	581,146	550,493	586,785	36,292	6.6%
0008 Dr. J. B. Callahan Neighborhood Center	600,971	508,883	517,975	9,092	1.8%
0009 Colonialtown Neighborhood Center	137,119	130,831	132,921	2,090	1.6%
0010 Dr. James R. Smith Neighborhood Center	1,008,975	763,531	759,522	(4,009)	(0.5%)
0011 Dover Shores Neighborhood Center	741,228	647,665	688,690	41,025	6.3%
0012 Downtown Recreation Complex	529,839	467,228	-	(467,228)	(100.0%)
0013 Engelwood Neighborhood Center	1,021,470	836,380	692,450	(143,930)	(17.2%)
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	117,528	89,984	89,984	-	0.0%
0015 Ivey Lane Neighborhood Center	206,309	186,555	189,383	2,828	1.5%
0016 John H. Jackson Neighborhood Center	640,291	558,061	1,113,755	555,694	99.6%
0017 L. Claudia Allen Senior Center	463,753	401,917	424,087	22,170	5.5%
0018 Reeves Terrace Recreation Site	138,885	170,305	167,051	(3,254)	(1.9%)
0019 College Park Neighborhood Center	808,374	705,272	719,719	14,447	2.0%
0020 Pottery Studio	229,845	226,386	234,647	8,261	3.6%
0021 Wadeview Neighborhood Center	350,840	353,698	360,020	6,322	1.8%
0022 Rosemont Neighborhood Center	672,354	719,523	805,213	85,690	11.9%
0023 Northwest Neighborhood Center	659,031	761,058	754,384	(6,674)	(0.9%)
0024 Citrus Square Neighborhood Center	127,150	132,322	134,100	1,778	1.3%
0025 Rock Lake Neighborhood Center	186,719	187,961	188,414	453	0.2%
0026 Primrose Plaza	173,570	146,835	228,273	81,438	55.5%
0027 Orlando Skatepark	216,730	197,591	199,194	1,603	0.8%
0029 Lake Lorna Doone Park	411,330	735,107	689,390	(45,717)	(6.2%)
0030 Grand Avenue Neighborhood Center	30,909	339,350	749,018	409,668	120.7%
TOTAL -- GENERAL FUND	\$ 19,128,047	\$ 20,755,165	\$ 22,492,869	\$ 1,737,704	8.4%
TOTAL -- RECREATION	\$ 19,128,047	\$ 20,755,165	\$ 22,492,869	\$ 1,737,704	8.4%



FAMILIES, PARKS AND RECREATION

STAFFING SUMMARY

Fund	2020/21	2021/22	2022/23
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Recreation Division (REC)			
0001 Recreation Administration	12	12	10
0002 Recreation Maintenance	13	13	12
0003 Athletics	3	3	4
0004 Orlando Tennis Centre and The Grove Park	2	2	4
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	-
0013 Engelwood Neighborhood Center	7	7	5
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	4	4	5
0023 Northwest Neighborhood Center	7	7	6
0024 Citrus Square Neighborhood Center	1	1	1
0025 Rock Lake Neighborhood Center	1	1	1
0026 Primrose Plaza	1	1	3
0027 Orlando Skatepark	1	1	1
0029 Lake Lorna Doone Park	7	7	6
0030 Grand Avenue Neighborhood Center	4	4	8
TOTAL -- GENERAL FUND	111	111	109
TOTAL -- RECREATION DIVISION	111	111	109

FAMILIES, PARKS AND RECREATION

Children, Youth, and Families 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. Additionally, FPR has received \$6 million from Blue Meridian Partners to improve service delivery across Orlando’s Kidz Zones. Blue Meridian Partners is a \$3 billion “philanthropic model for finding and funding scalable solutions to the problems that limit economic mobility and trap America’s young people and families in poverty. With the support from Blue Meridian Partners FPR looks to scale services for teens and young adults across the City of Orlando. During FY21/22 significant accomplishments included:

Recreation Division (REC): The Recreation Division offered afterschool programs and summer camps to over 2,944 children at 16 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 was closed for most of the year due to relocation to a new larger studio.

Orlando’s Kidz Zones (OKZs): OKZs served 2,915 youth, birth to age 26. This is a 36% increase from 2020 - 2021. Of these students, 621 received services from a Student Advocate which included academic performance, personal relationships, and meeting basic needs. Additionally, 70.2% of youth assigned a Student Advocate maintained a letter grade of a “C” or higher in reading and math. Since 2017, 92% or more high school graduates with a Student Advocate have been accepted into college, trade school, or the military. Since 2006, PKZ has helped the Parramore Community with decreasing juvenile arrests by 76%, confirmed cases of child abuse/neglect decreased by 63%, and teen births by 68%.

Orlando After School All Stars (ASAS): Orlando After School All Stars (ASAS): ASAS provided services to 3,812 youth this past year. ASAS’s before school, after school and summer programs served 2,505 students. ASAS was recognized as a “model program” by the FL-DOE 21st CCLC Department annual review for a 11th 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 an AmeriCorps program (Operation AmeriCorps) that served 1,307 students at three (3) high schools. The members work directly with students in OCPS’s credit recovery labs. Through their efforts, students recovered 838 core credits and 100% of ASAS high school seniors successfully graduated and enrolled in either post-secondary education (58%), trade/technical school (17%), military service (5%) or employment (20%). ASAS seniors also earned over \$1.8 million in scholarships.

My Brother’s Keeper Orlando (MBK): During the 2021 - 2022 academic year our MBK advocates (part-time staff) worked closely with school personnel, students, families, and other relevant individuals that had a direct relationship with participants in our program. We provided five (5) days a week mentoring and exposed the students to different skills/career opportunities. We have learned that this work cannot be part-time and look to move our MBK Advocates to full-time staff members. MBK Orlando will operate out of 5 middle schools and have partnerships with at least 16 nonprofit organizations. MBK Orlando looks to serve 500 boys and young men of color across the City of Orlando during the 2022 – 2023 City fiscal year.

Community Violence Intervention: The Families, Parks, and Recreation Department (FPR) and Orlando Police Department (OPD) propose to collaborate to implement an evidence-based model of violence prevention, known as Group Violence Intervention (GVI) and/or Community Violence Intervention (CVI). The work will be based upon research demonstrating that a fraction of 1% of people drive the majority of shootings and therefore, the model relies on highly targeted interventions with those at highest risk for shooting and being shot to steer them away from violence. Orlando’s Violence Prevention Initiative is adopting an evidence base model created by Advance Peace. Advance Peace (AP) is a non-profit organization that identifies the most lethal individuals at the center of gun violence in a community and through Florida Rights Restoration Coalition (FRRC), a local nonprofit, provides seven days-a-week mentoring and supportive relationships using street outreach workers and delivers services and support to these individuals during an eighteen-month program called the Peacemaker Fellowship. The Families, Parks, and Recreation Department has contracted with Advance Peace to provide technical assistance and FRRC to provide program delivery through street outreach workers.

Youth Employment: FPR employed 916 youth during the year, ages 15 to 25, of which half were funded via federal, state, and/or foundational 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.

FAMILIES, PARKS AND RECREATION

Future Goals and Objectives

Short Term

- Recruit, hire, and train additional staff to support the placed based cradle-to-career services provided across the City of Orlando.
- Enhance programmatic services to lead older teens and young adults to career exploration, job certifications, college readiness, and sustainable wages to break the cycle of poverty.

Medium Term

- Implement a comprehensive plan to address mental health and socio-emotional learning (SEL) services within the department's programs.
- Enhance FPR's unified data system for all children's programs and services within the department.
- Create a centralized grant management system across the City of Orlando FPR Department.

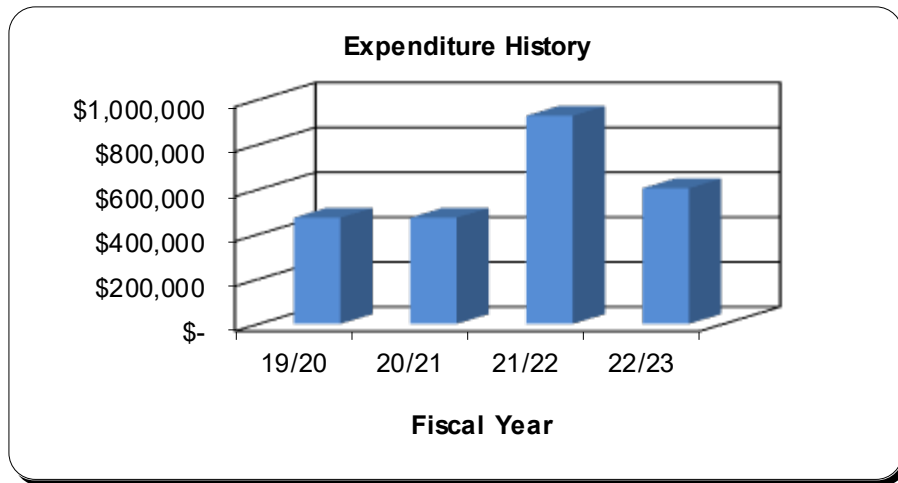
Long Term

- Year-over-year decrease the percentage of juvenile justice involvement for youth enrolled in city programming.
- Year-over-year decrease the percentage of gun related shootings and homicides across the City of Orlando.
- Year-over-year increase the percentage graduation rates for youth enrolled in city programming.
- Year-over-year increase the percentage of students enrolled in college, vocational learning opportunities, and/or career placement for families enrolled in city programming.
- Year-over-year decrease teen pregnancy for families enrolled in city programming.

FAMILIES, PARKS AND RECREATION

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Children Affairs Division (CAD)					
0001 Children Affairs Division Administration	\$ 473,366	\$927,789	\$ 604,341	\$ (323,448)	(34.9%)
TOTAL -- GENERAL FUND	\$ 473,366	\$927,789	\$ 604,341	\$ (323,448)	(34.9%)
TOTAL -- CHILDREN AFFAIRS DIVISION	\$ 473,366	\$927,789	\$ 604,341	\$ (323,448)	(34.9%)



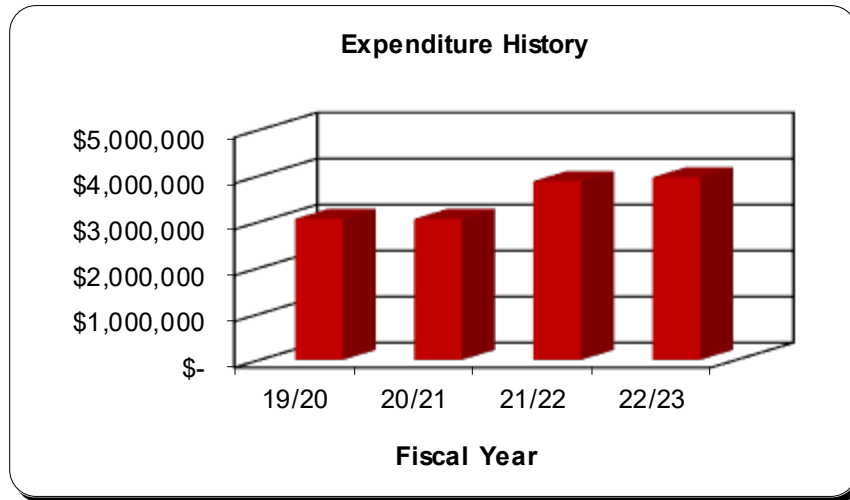
STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
GENERAL FUND #0001			
0001 Children Affairs Division Administration	9	9	5
TOTAL -- GENERAL FUND	9	9	5
TOTAL -- Children Affairs Division	9	9	5

FAMILIES, PARKS AND RECREATION

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
AFTER SCHOOL ALL STARS FUND #0023					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 2,977,399	\$ 3,743,279	\$ 3,904,712	\$ 161,433	4.3%
Recreation Division (REC)					
0028 Recreation After School All Stars	38,196	65,186	66,657	1,471	2.3%
Children Affairs Division (CAD)					
0002 Children Affairs - Ounce of Prevention	\$ 52,991	\$ 78,754	\$ -	\$ (78,754)	(100.0%)
TOTAL -- AFTER SCHOOL ALL-STARS FUND	\$ 3,068,586	\$ 3,887,219	\$ 3,971,369	\$ 84,150	2.2%
TOTAL -- AFTER SCHOOL ALL-STARS	\$ 3,068,586	\$ 3,887,219	\$ 3,971,369	\$ 84,150	2.2%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
AFTER SCHOOL ALL STARS FUND #0023			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	16	16	23
Recreation Division (REC)			
0028 Recreation After School All Stars	1	1	1
Children Affairs Division (CAD)			
0002 Children Affairs - Ounce of Prevention	1	1	-
TOTAL -- AFTER SCHOOL ALL-STARS FUND	18	18	24
TOTAL -- AFTER SCHOOL ALL-STARS	18	18	24

FAMILIES, PARKS AND RECREATION

Families, Parks and Recreation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Parks Division	Percent of satisfied survey responses	97%	98%	98%
Recreation Division	Number of Hours Facilities Rented	18,639	23,297	20,000

Employee Learning & Growth

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Parks Division	Total number of training hours	1,245	1,200	1,450
Recreation Division	Total number of training hours	1,625	1,900	1,700

Fiscal

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		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	4.5%	3.6%	+/-5%
Parks Division	Bill Frederick Park Admissions Revenue	210,000	380,900	400,000
Parks Division	Event Rental Revenue	560,000	808,603	900,000
Recreation Division	Rental Revenue	40,363	71,139	75,000

Internal Processes

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered per week	115	125	135
Parks Division	Total number of trees pruned	2,750	2,350	4,200
Parks Division	Total number of trees removed	350	325	350
Parks Division	Total number of "green-up" events	65	42	55

Outcome & Mission

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Parks Division	Number of trees planted	700	665	700
Recreation Division	Total attendance	330,780	532,723	600,000
Recreation Division	Number of Rental Contracts	956	1,561	1,850
Recreation Division	Number of Booked Days	5,356	6,356	7,500

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CITY OF ORLANDO

FIRE DEPARTMENT

2021-2022 BY THE NUMBERS:

TOP 1%

In 2022, OFD achieved ISO Class 1 for the 14th year in a row. This rating places OFD in the top 1% of fire departments in the United States.

Trained more than

★ 100,000 ★

people in CPR and AED classes

AWARDED:

\$132,000

in State Homeland Security Grant Program funds

\$14,000

fire prevention grants

\$121,000

grant for UV lighting on 33 rescue units



60,000

Total 911 calls

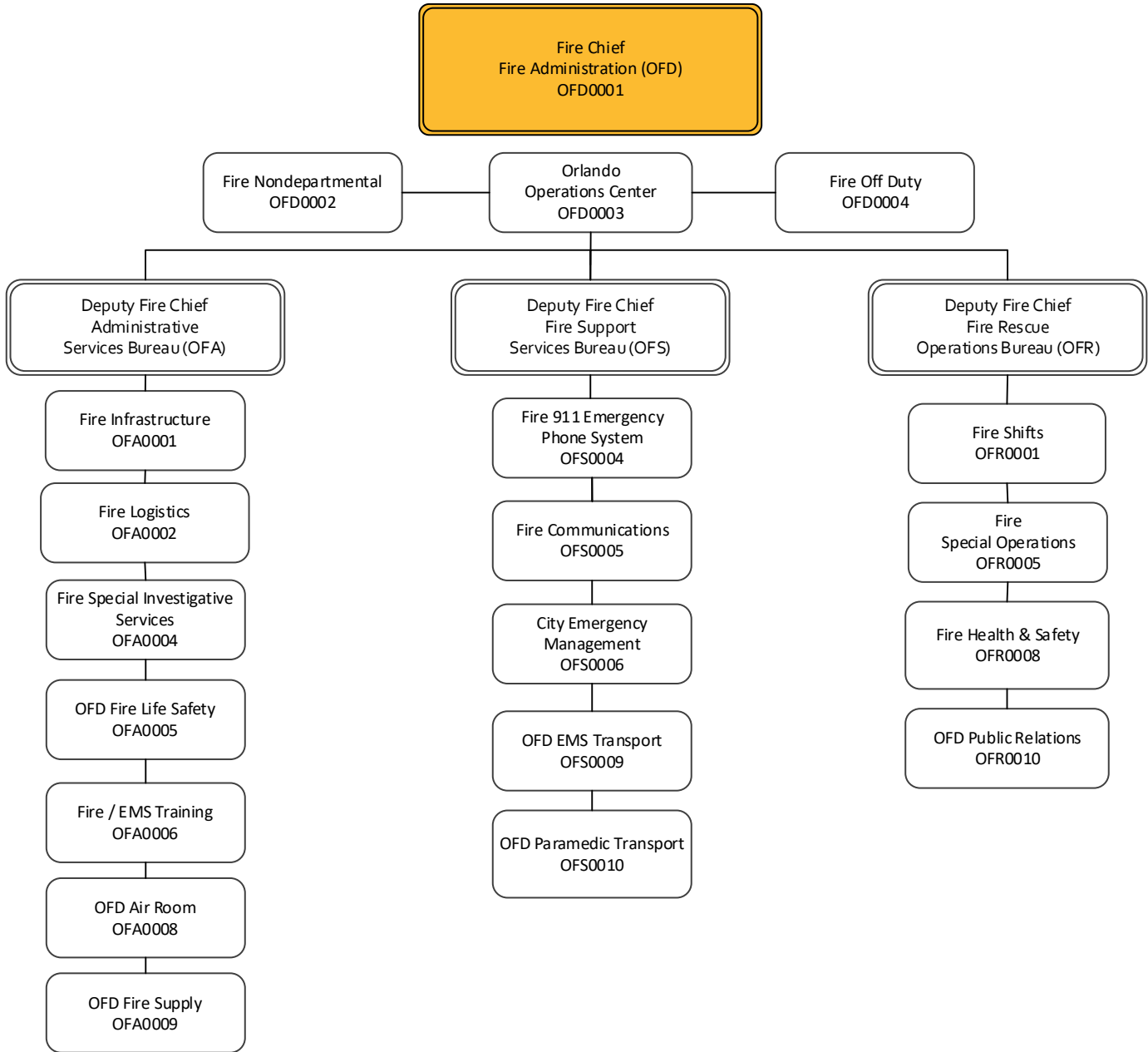


99%

answered within 20 seconds

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FIRE



Department Mission Statement

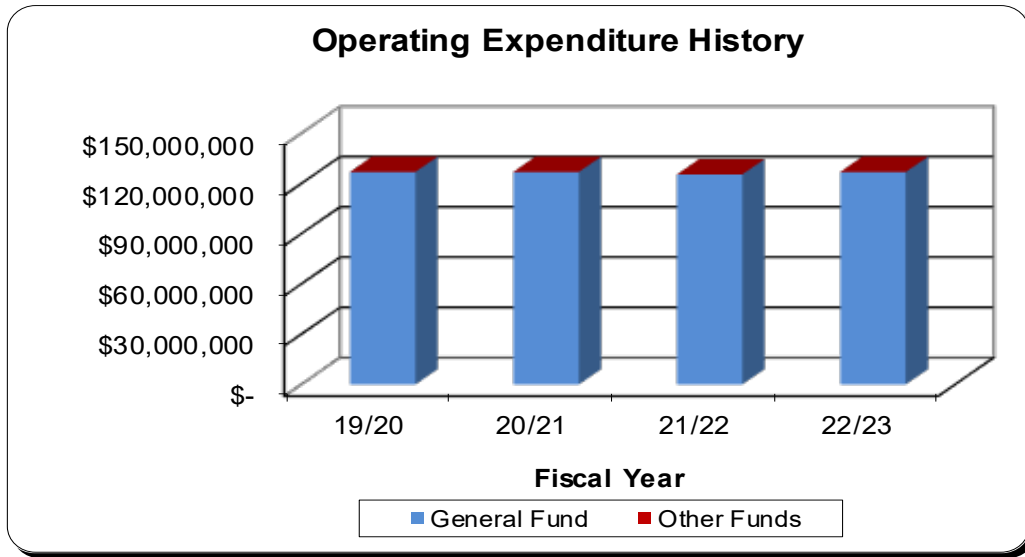
The Orlando Fire Department Mission Statement “protect lives and property” simply states the goal of a large organization that utilizes many specially trained personnel in multiple professions. These groupings of tightly orchestrated Fire Department Divisions and Sections create a professional life and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

FIRE

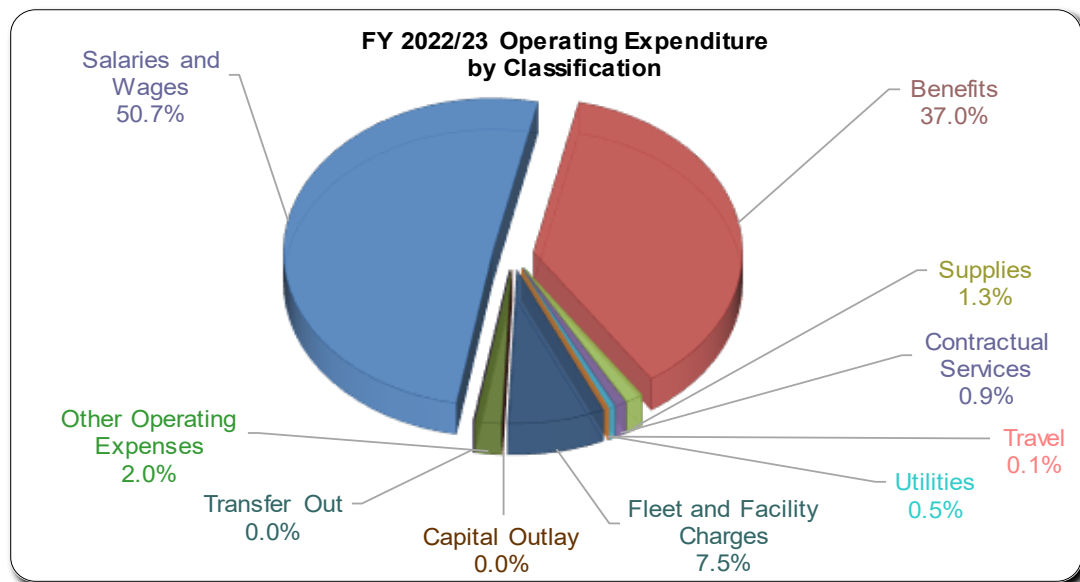
DEPARTMENT EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Chiefs Office (OFD)					
0001 Fire Administration	\$ 3,188,835	\$ 3,296,161	\$ 3,805,872	\$ 509,711	15.5%
0002 Fire Nondepartmental	866,179	769,000	1,953,500	1,184,500	154.0%
0003 Orlando Operations Center	250,861	284,394	275,000	(9,394)	(3.3%)
0004 Fire Off Duty	(178,472)	(21,617)	(780,267)	(758,650)	3509.5%
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Management	960,224	880,624	1,411,057	530,433	60.2%
0002 Fire Logistics	792,859	945,826	999,099	53,273	5.6%
0004 Fire Special Investigative Services	1,018,554	949,526	1,071,224	121,698	12.8%
0005 OFD Fire Safety Management	1,751,127	1,981,656	1,981,771	115	0.0%
0006 OFD Training	2,189,232	1,936,276	1,726,787	(209,489)	(10.8%)
0008 OFD Air Room	59,239	58,000	26,000	(32,000)	(55.2%)
0009 OFD Fire Supply	749,798	888,807	644,390	(244,417)	(27.5%)
Fire Support Services Bureau (OFS)					
0005 Fire Communications	2,567,720	3,245,594	3,168,492	(77,102)	(2.4%)
0006 City Emergency Management	294,003	423,884	420,482	(3,402)	(0.8%)
0009 OFD EMS Transport	5,330,879	4,306,072	4,891,997	585,925	13.6%
0010 OFD Paramedic Transport	2,729,574	3,152,040	2,948,043	(203,997)	(6.5%)
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	103,609,850	101,600,854	101,603,677	2,823	0.0%
0005 Fire Special Operations	425,953	381,564	458,662	77,098	20.2%
0008 Fire Wellness Center	45,598	38,500	52,500	14,000	36.4%
0010 OFD Public Relations	340,323	378,553	318,499	(60,054)	(15.9%)
TOTAL -- GENERAL FUND	\$ 126,992,338	\$ 125,495,714	\$ 126,976,785	\$ 1,481,071	1.2%
911 EMERGENCY PHONE SYSTEM FUND #0008					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 106,198	\$ 60,000	\$ 90,000	\$ 30,000	50.0%
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$ 106,198	\$ 60,000	\$ 90,000	\$ 30,000	50.0%
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 127,098,536	\$ 125,555,714	\$ 127,066,785	\$ 1,511,071	1.2%

FIRE

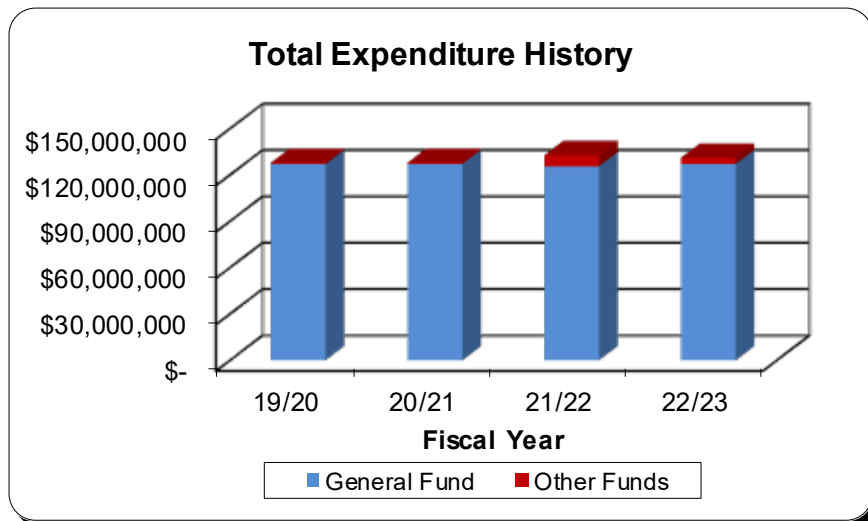


Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change to Adopted	% Change
Salaries and Wages	\$ 64,844,630	\$ 64,399,167	\$ 64,438,407	\$ 39,240	0.1%
Benefits	47,370,764	47,759,415	46,989,137	(770,278)	(1.6%)
Supplies	1,694,475	1,587,000	1,694,025	107,025	6.7%
Contractual Services	1,532,940	1,188,725	1,081,700	(107,025)	(9.0%)
Utilities	727,161	646,957	648,000	1,043	0.2%
Travel	56,503	70,000	70,000	-	0.0%
Fleet and Facility Charges	8,728,545	8,342,566	9,515,592	1,173,026	14.1%
Capital Outlay	477,449	-	-	-	N/A
Other Operating Expenses	1,618,068	1,511,484	2,578,257	1,066,773	70.6%
Transfer Out	48,000	50,400	51,667	1,267	2.5%
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 127,098,536	\$ 125,555,714	\$ 127,066,785	\$ 1,511,071	1.2%



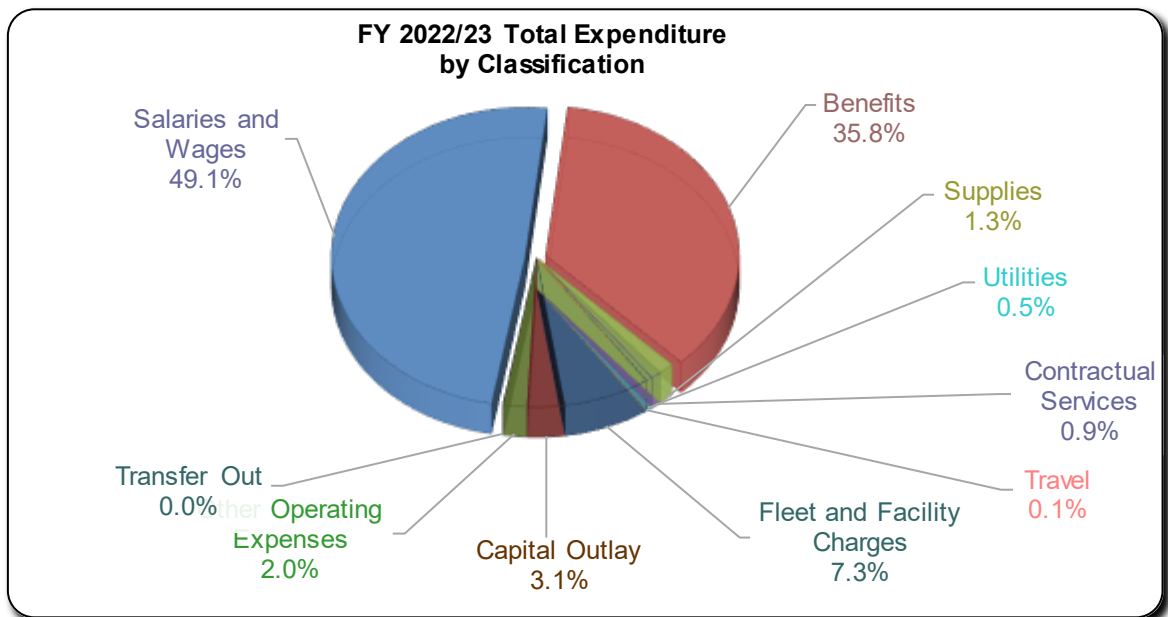
FIRE

Fund Business Unit Project / Grant	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
GRANTS FUND #1130					
Projects and Grants	\$ 278,038	\$ -	\$ -	\$ -	N/A
TOTAL -- GRANTS FUND	\$ 278,038	\$ -	\$ -	\$ -	N/A
CAPITAL IMPROVEMENTS FUND #3001					
Projects	\$ 405,050	\$ 7,240,000	\$ 4,100,000	\$ (3,140,000)	(43.4%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 405,050	\$ 7,240,000	\$ 4,100,000	\$ (3,140,000)	(43.4%)
OTHER FUNDS					
Projects and Grants	\$ 158,041	\$ 50,400	\$ 51,667	\$ 1,267	2.5%
TOTAL -- OTHER FUNDS	\$ 158,041	\$ 50,400	\$ 51,667	\$ 1,267	2.5%
TOTAL -- FIRE DEPARTMENT	\$ 127,939,664	\$ 132,846,114	\$ 131,218,452	\$ (1,627,662)	(1.2%)



FIRE

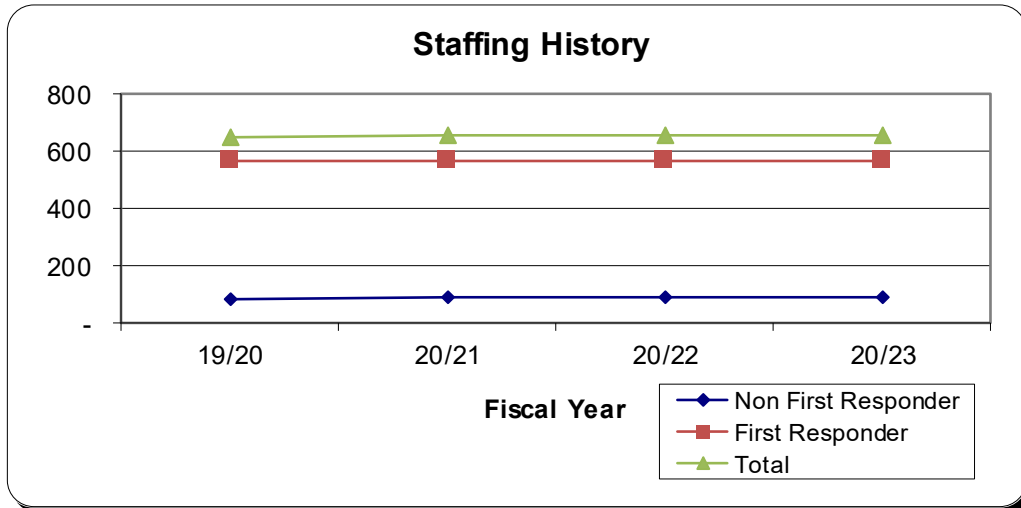
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 64,844,630	\$ 64,399,167	\$ 64,438,407	\$ 39,240	0.1%
Benefits	47,370,764	47,759,415	46,989,137	(770,278)	(1.6%)
Supplies	2,104,472	1,587,000	1,694,025	107,025	6.7%
Contractual Services	1,696,888	1,239,125	1,133,367	(105,758)	(8.5%)
Utilities	729,911	646,957	648,000	1,043	0.2%
Travel	90,854	70,000	70,000	-	0.0%
Fleet and Facility Charges	8,728,545	8,342,566	9,515,592	1,173,026	14.1%
Capital Outlay	707,175	-	4,100,000	4,100,000	N/A
Other Operating Expenses	1,618,425	8,751,484	2,578,257	(6,173,227)	(70.5%)
Transfer Out	48,000	50,400	51,667	1,267	2.5%
TOTAL -- FIRE DEPARTMENT	\$ 127,939,664	\$ 132,846,114	\$ 131,218,452	\$ (1,627,662)	(1.2%)



FIRE

DEPARTMENT STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Fire Chief's Office (OFD)			
0001 Fire Administration	17	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	36	36	36
0006 City Emergency Management	2	2	2
0009 OFD EMS	10	10	10
0010 OFD Paramedic Transport	40	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	659	659	659
TOTAL -- FIRE DEPARTMENT	659	659	659



FIRE

Fire Administration

The Fire Chief's Administration 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 fire department provide the behind the scenes work required for all of this to happen within seconds of calling 911. The newest arm of the Fire Chief's Administration is the Life Safety Bureau which oversees Arson & Bomb, Planning, Fire Safety and special events. This new bureau aligns with the Fire Chief's vision to provide better oversight of life safety business processes, technology management and interaction within residences.

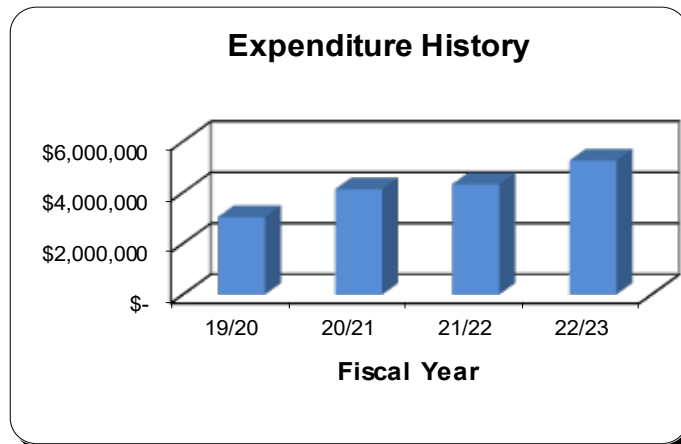
The **Emergency Management Division** protects the community and City by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate, prepare for, respond to, and recover from threatening or actual natural disasters, acts of terrorism or other man-made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

Major Accomplishments:

- OEM provided an enormous number of general disaster preparedness workshops to civic and community groups
- Successful disaster and large event activation

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 3,188,835	\$ 3,296,161	\$ 3,805,872	\$ 509,711	15.5%
0002 Fire Nondepartmental	866,179	769,000	1,953,500	1,184,500	154.0%
0003 Orlando Operations Center	250,861	284,394	275,000	(9,394)	(3.3%)
0004 Fire Off Duty	(178,472)	(21,617)	(780,267)	(758,650)	3509.5%
TOTAL -- GENERAL FUND	\$ 4,127,403	\$ 4,327,938	\$ 5,254,105	\$ 926,167	21.4%
TOTAL -- FIRE CHIEF'S OFFICE	\$ 4,127,403	\$ 4,327,938	\$ 5,254,105	\$ 926,167	21.4%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Chief's Office (OFD)			
0001 Fire Administration	17	17	17
0004 Fire Off Duty	1	1	1
TOTAL -- GENERAL FUND	18	18	18
TOTAL -- FIRE CHIEF'S OFFICE	18	18	18

FIRE

Administration Services Bureau

The bureau oversees Fire and Emergency Medical Services (EMS) Training, Fire Department Information Technology (IT), and Personnel Development. This bureau is responsible for the recruitment of potential fire staff, overseeing the orientation and training of new Orlando firefighters and paramedic/EMTs, as well as proctoring promotional exams. This bureau also works to ensure fire technology is working as needed and oversees upgrades and new software/hardware implementation as needed.

Major Accomplishments:

- Trained over 30 paramedics in International Trauma Life Support
- Assisted in transition to EMS learning management system (Target Solutions)
- Conducted over 24,000 hours of continuing education for OFD's EMS providers
- Improved EMS education by implementing high-fidelity medical simulation (ACLS, drive-in and drive-out training)

Life Safety Bureau

The **Fire Life Safety Division** objective is to maintain an acceptable level of fire and life safety within the City of Orlando through a comprehensive inspection program. This customer service-based department continues to partner with the neighboring communities, citizens, and visitors to foster the feeling of a safe environment to work and play in, through planning, mitigation, response, and restoration.

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.

Major Accomplishments:

- Successful oversight and investigation of fire related investigations, government assists and bomb calls
- Chief Plans Examiner addition is responsible for overseeing the Fire Plans review section of construction permitting and enforces compliance with the Florida Fire Prevention Code and NFPA Life Safety Code

Future Goals and Objectives

Short Term (0-6 months)

- Complete Orlando Fire Department Training Simulation Room
- Establish back-up Rapid intervention Team utilizing current manpower
- Identify software solution with manning, payroll, and rostering function

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
- Reduce number of fire code violations, false fire alarms, and repeat inspections by through customer education

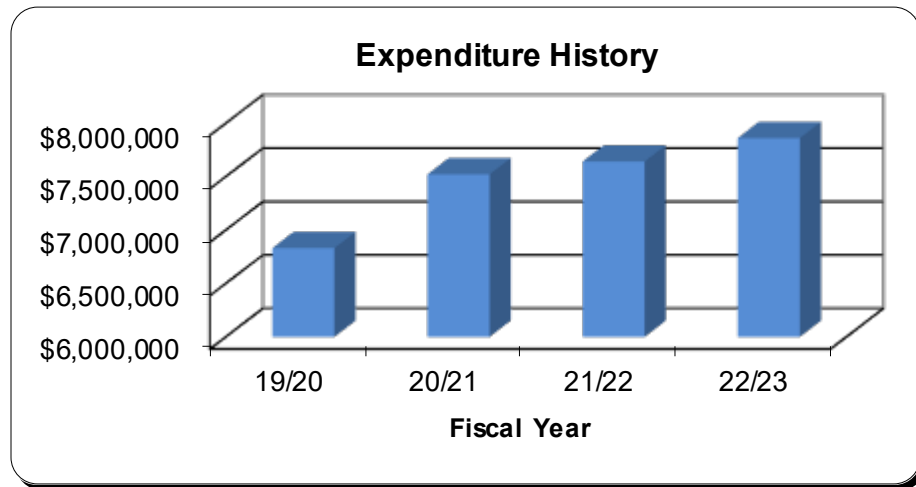
Long Term (2+ years)

- Evaluate and 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

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Managemer	\$ 960,224	\$ 880,624	\$ 1,411,057	\$ 530,433	60.2%
0002 Fire Logistics	792,859	945,826	999,099	53,273	5.6%
0004 Fire Special Investigative Services	1,018,554	949,526	1,071,224	121,698	12.8%
0005 OFD Fire Safety Management	1,751,127	1,981,656	1,981,771	115	0.0%
0006 OFD Training	2,189,232	1,936,276	1,726,787	(209,489)	(10.8%)
0008 OFD Air Room	59,239	58,000	26,000	(32,000)	(55.2%)
0009 OFD Fire Supply	749,798	888,807	644,390	(244,417)	(27.5%)
TOTAL -- GENERAL FUND	\$ 7,521,034	\$ 7,640,715	\$ 7,860,328	\$ 219,613	2.9%
TOTAL -- FIRE ADMINISTRATIVE SERVICES	\$ 7,521,034	\$ 7,640,715	\$ 7,860,328	\$ 219,613	2.9%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
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
TOTAL -- GENERAL FUND	37	37	37
TOTAL -- FIRE ADMINISTRATIVE SERVICES	37	37	37

FIRE

Support Services Bureau

This bureau oversees Emergency Medical Services (EMS) Administration, Accreditation efforts, Fire Communications, Health and Safety, as well as Logistics and Supply. This bureau 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.

The **Logistics and Supply Divisions** manage the fleet operations including specifications and design of new fire apparatus, preventive maintenance, and repair and maintenance of existing fire apparatus, as well as providing uniform items, protective gear (bunker gear), station and office supplies, as well as dedicated supplies for Emergency Medical Services (EMS). Supply is also responsible for the department inventory control program and required cleaning and repairs of all protective clothing items. This division also administers hose testing on an annual basis and handles repairs and maintenance of exhaust systems at all Fire Stations.

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 about 100 agencies nationwide.

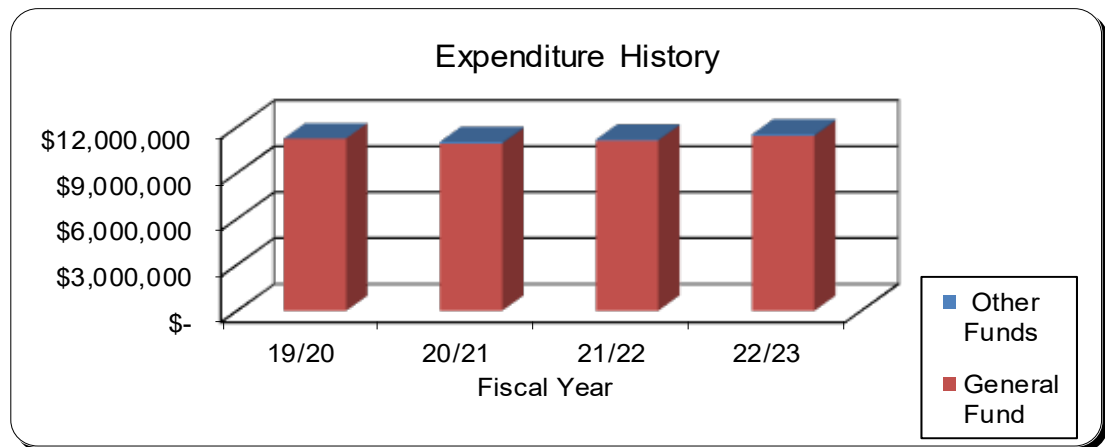
Major Accomplishments:

- ACE (EMD) accreditation with the International Association of Emergency Dispatch continue to maintain standards
- Initiated over 60K alarms in CAD for OFD emergency response
- Continue to review and monitor fast track call taking and dispatch procedures
- Implemented a joint response Computer Aided Dispatch System for Fire and Police.
- Completed fitting and distribution of new bunker gear

FIRE

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Support Services Bureau (OFS)					
0005 Fire Communications	\$2,567,720	\$3,245,594	\$3,168,492	\$ (77,102)	(2.4%)
0006 City Emergency Management	294,003	423,884	420,482	(3,402)	(0.8%)
0009 OFD EMS Transport	5,330,879	4,306,072	4,891,997	585,925	13.6%
0010 OFD Paramedic Transport	2,729,574	3,152,040	2,948,043	(203,997)	(6.5%)
TOTAL -- GENERAL FUND	\$10,922,177	\$11,127,590	\$11,429,014	\$ 301,424	2.7%
911 EMERGENCY PHONE SYSTEM FUND #0008					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 106,198	\$ 60,000	\$ 90,000	\$ 30,000	50.0%
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$ 106,198	\$ 60,000	\$ 90,000	\$ 30,000	50.0%
TOTAL -- FIRE SUPPORT SERVICES BUREAU	\$11,028,375	\$11,187,590	\$11,519,014	\$ 331,424	3.0%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Support Services Bureau (OFS)			
0005 Fire Communications	36	36	36
0006 City Emergency Management	2	2	2
0009 OFD EMS	10	10	10
0010 OFD Paramedic Transport	40	40	40
TOTAL -- GENERAL FUND	88	88	88
TOTAL -- FIRE SUPPORT SERVICES BUREAU	88	88	88

FIRE

Operations Bureau

This bureau 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 of Advanced Life Support (ALS) and Basic Life Support (BLS) patients 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. This is the largest division with three 24-hour shifts of 523 sworn personnel. The Department operates 45-staffed frontline units including 18 fire engines, seven (7) tower trucks, 11 rescue trucks, one (1) hazardous materials unit, one (1) heavy rescue, five (5) district chief vehicles, one (1) Aircraft Crash Fire Rescue and one (1) shift commander vehicle.

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.

The **Special Operations Division** is responsible for the training and administration of the various special 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.

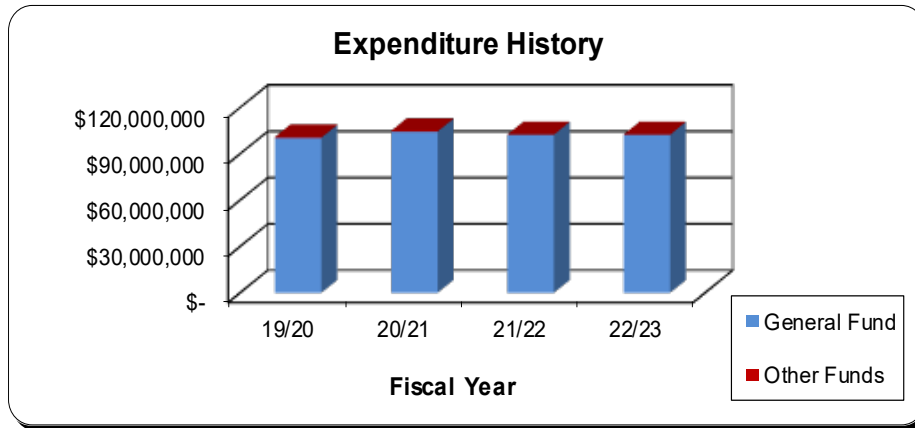
Major Accomplishments:

- The Special Operations Section administered over 12K hours of training in various disciplines.
- Continued inventory control and supply distribution process through the use of UCAPIT vending machines and distribution and control of narcotics using Operative IQ
- 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.

FIRE

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	\$ 103,609,850	\$ 101,600,854	\$ 101,603,677	\$ 2,823	0.0%
0005 Fire Special Operations	425,953	381,564	458,662	77,098	20.2%
0008 Fire Wellness Center	45,598	38,500	52,500	14,000	36.4%
0010 OFD Public Relations	340,323	378,553	318,499	(60,054)	(15.9%)
TOTAL -- GENERAL FUND	\$ 104,421,724	\$ 102,399,471	\$ 102,433,338	\$ 33,867	0.0%
GRANTS FUND #1130					
Projects and Grants	\$ 278,038	\$ -	\$ -	\$ -	N/A
TOTAL -- GRANTS FUND	\$ 278,038	\$ -	\$ -	\$ -	N/A
OTHER FUNDS					
Projects and Grants	\$ 158,041	\$ 50,400	\$ 51,667	\$ 1,267	2.5%
TOTAL -- OTHER FUNDS	\$ 158,041	\$ 50,400	\$ 51,667	\$ 1,267	2.5%
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	\$ 104,857,803	\$ 102,449,871	\$ 102,485,005	\$ 65,134	0.0%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
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	516	516	516
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	516	516	516

FIRE

Fire Department Operational Performance

Balanced Scorecard Report

Customer Service

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Fire-Support Services	Response time of 6 minutes or better.	100%	100%	100%

Employee Learning & Growth

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		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	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	+2%	+1%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		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%	96%	98%
Fire-Support Services	Percentage of units en-route within 1 minute - priority 1 calls.	100%	100%	100%

Outcome & Mission

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Fire-Support Services	Percentage of inspected occupancies.	50%	60%	65%
Fire-Support Services	Total percentage of the building value saved from fire.	100%	100%	100%



CITY OF ORLANDO

HOUSING AND COMMUNITY DEVELOPMENT

2021-2022 BY THE NUMBERS:



\$12 MILLION



in new grant awards for upcoming year

37.3%

Owner occupied housing unit rates 2016-2020

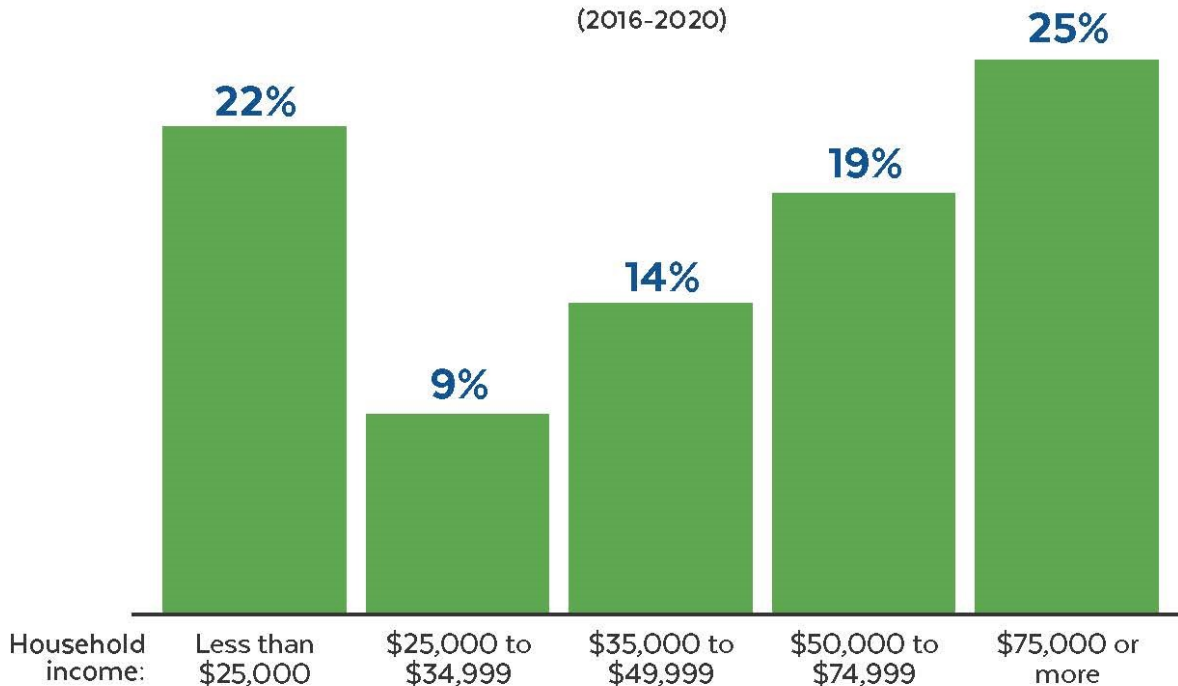


2.50

average household size

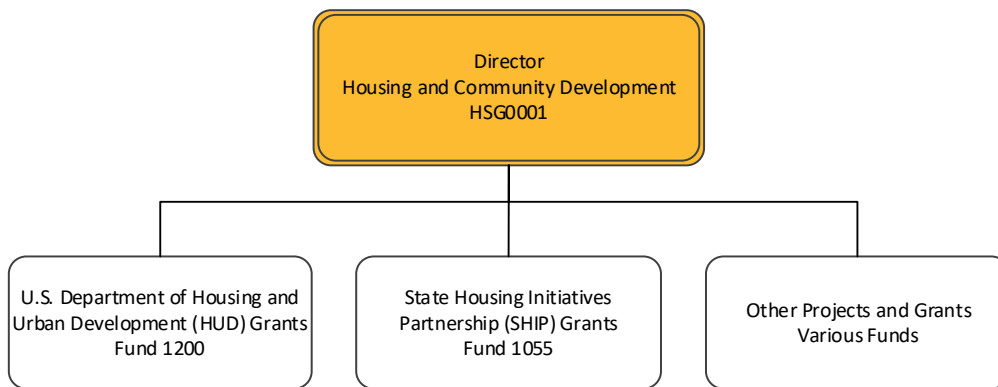
Household Income Distribution

113,238 Households in Orlando (2016-2020)



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HOUSING AND COMMUNITY DEVELOPMENT



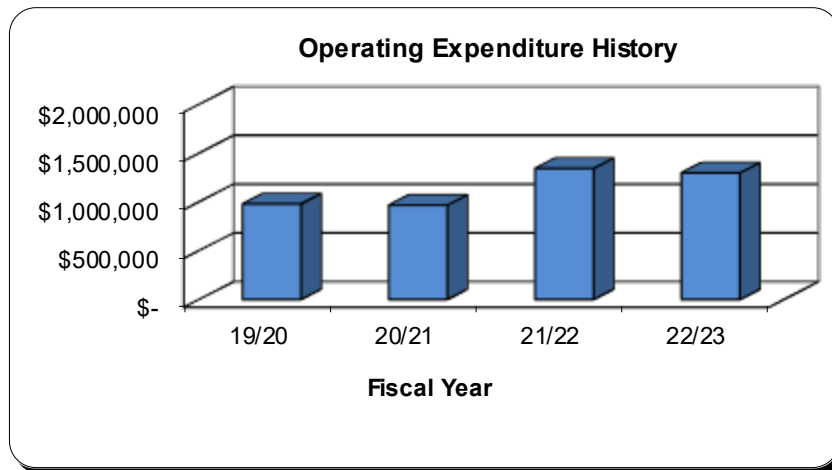
Department Mission Statement

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

HOUSING AND COMMUNITY DEVELOPMENT

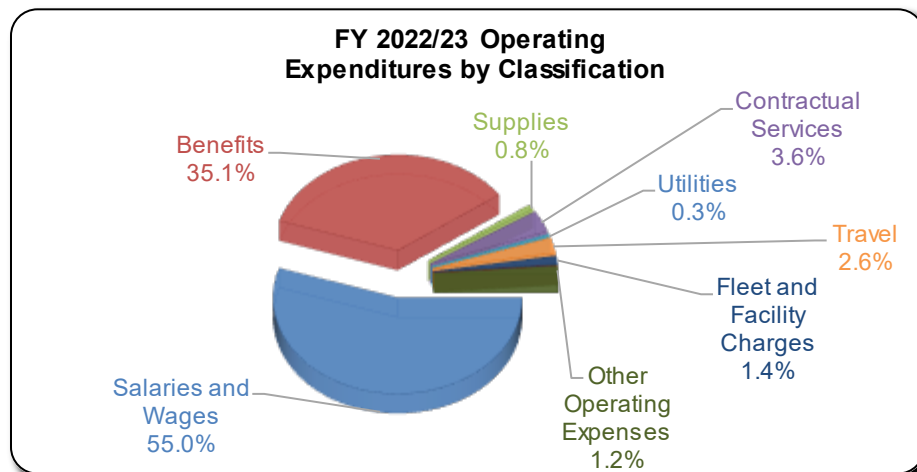
DEPARTMENT EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Housing and Community Development Division (HSG)					
0001 Housing and Community Development	\$ 966,846	\$ 1,345,123	\$ 1,298,234	\$ (46,889)	(3.5%)
TOTAL -- GENERAL FUND	\$ 966,846	\$ 1,345,123	\$ 1,298,234	\$ (46,889)	(3.5%)
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 966,846	\$ 1,345,123	\$ 1,298,234	\$ (46,889)	(3.5%)



HOUSING AND COMMUNITY DEVELOPMENT

Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 508,917	\$ 734,399	\$ 714,124	\$ (20,275)	(2.8%)
Benefits	369,651	483,540	456,157	(27,383)	(5.7%)
Supplies	8,324	8,500	10,500	2,000	23.5%
Contractual Services	28,046	50,600	46,490	(4,110)	(8.1%)
Utilities	2,206	4,140	2,640	(1,500)	(36.2%)
Travel	3,688	34,000	34,000	-	0.0%
Fleet and Facility Charges	16,650	16,344	18,323	1,979	12.1%
Capital Outlay	14,000	-	-	-	N/A
Other Operating Expenses	15,364	13,600	16,000	2,400	17.6%
Transfer Out	-	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 966,846	\$ 1,345,123	\$ 1,298,234	\$ (46,889)	(3.5%)

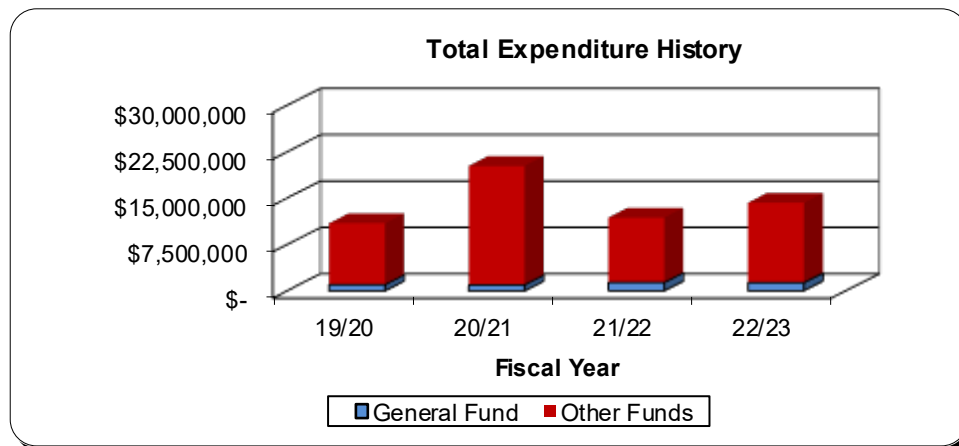


HOUSING AND COMMUNITY DEVELOPMENT

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Grant and Name	Expenditures	Budget	Budget	to Adopted	% Change
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200					
Community Development Block Grant (CDBG)					
CDBG FY17/18	\$ 7,678	\$ -	\$ -	\$ -	N/A
CDBG FY18/19	83,209	-	-	-	N/A
CDBG FY19/20	826,406	-	-	-	N/A
CDBG FY19/20 - COVID Supplemental	752,173	-	-	-	N/A
CDBG FY20/21	1,235,950	-	-	-	N/A
CDBG FY21/22	-	2,410,073	-	(2,410,073)	(100.0%)
CDBG FY22/23	-	-	2,350,149	2,350,149	N/A
Emergency Shelter Grant (ESG)					
ESG FY19/20 - COVID Supplemental	617,197	-	-	-	N/A
ESG FY20/21	177,271	-	-	-	N/A
ESG FY20/21 - COVID Supplemental	564,282	-	-	-	N/A
ESG FY21/22	-	197,449	-	(197,449)	(100.0%)
ESG FY22/23	-	-	202,592	202,592	N/A
HOME Investment Partnerships Program (HOME)					
HOME FY16/17	116	-	-	-	N/A
HOME FY17/18	65,019	-	-	-	N/A
HOME FY18/19	986,769	-	-	-	N/A
HOME FY19/20	286,118	-	-	-	N/A
HOME FY20/21	58,525	-	-	-	N/A
HOME FY21/22	-	1,320,862	-	(1,320,862)	(100.0%)
HOME FY22/23	-	-	1,443,425	1,443,425	N/A
Housing Opportunities for People with Aids (HOPWA)					
HOPWA FY18/19	1,377	-	-	-	N/A
HOPWA FY19/20	861,222	-	-	-	N/A
HOPWA FY19/20 - COVID Supplemental	628,559	-	-	-	N/A
HOPWA FY20/21	3,509,209	-	-	-	N/A
HOPWA FY21/22	-	4,586,699	-	(4,586,699)	(100.0%)
HOPWA FY22/23	-	-	4,948,742	4,948,742	N/A
Neighborhood Stabilization Program (NSP)					
NSP FY10/11	195,175	-	-	-	N/A
TOTAL -- HOUSING AND URBAN DVLPMNT FUND	\$10,856,255	\$ 8,515,083	\$ 8,944,908	\$ 429,825	5.0%

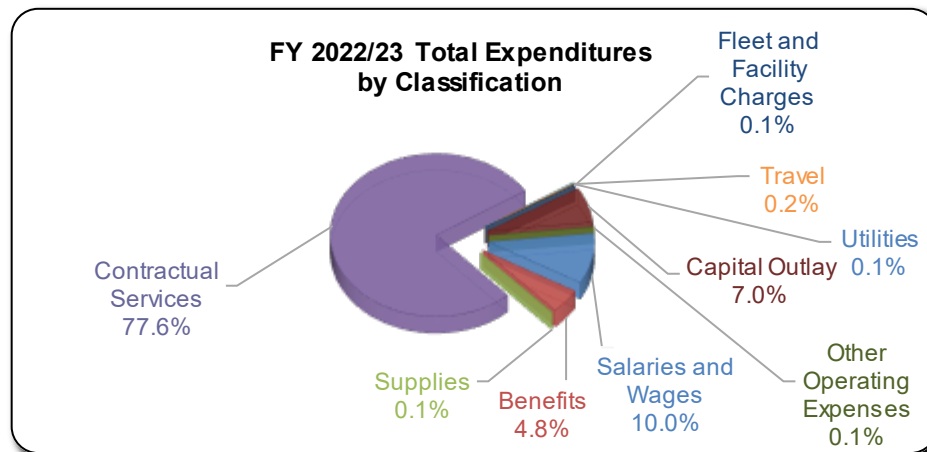
HOUSING AND COMMUNITY DEVELOPMENT

Fund Business Unit Grant and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) FUND #1055					
State Housing Initiatives Partnership (SHIP)					
SHIP FY18/19	\$ 101,226	\$ -	\$ -	\$ -	N/A
SHIP FY19/20	121,424	-	-	-	N/A
SHIP FY19/20 - COVID Supplemental	2,381,845	-	-	-	N/A
SHIP FY20/21	1,207	-	-	-	N/A
SHIP FY21/22	71,467	1,974,519	-	(1,974,519)	(100.0%)
SHIP FY22/23	-	-	3,010,187	3,010,187	N/A
TOTAL -- SHIP FUNDS	\$ 2,677,170	\$ 1,974,519	\$ 3,010,187	\$ 1,035,668	52.5%
EMERGENCY RENTAL ASSISTANCE PROGRAM FUND #1133					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ 5,683,693	\$ -	\$ -	\$ -	N/A
TOTAL -- ERAP FUND	\$ 5,683,693	\$ -	\$ -	\$ -	N/A
CAPITAL IMPROVEMENTS FUND #3001					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	N/A
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	N/A
OTHER FUNDS					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ 7,435	\$ -	\$ -	\$ -	N/A
TOTAL -- OTHER FUNDS	\$ 7,435	\$ -	\$ -	\$ -	N/A
TOTAL -- HOUSING DEPARTMENT	\$20,191,398	\$11,834,725	\$ 14,253,329	\$ 2,418,604	20.4%



HOUSING AND COMMUNITY DEVELOPMENT

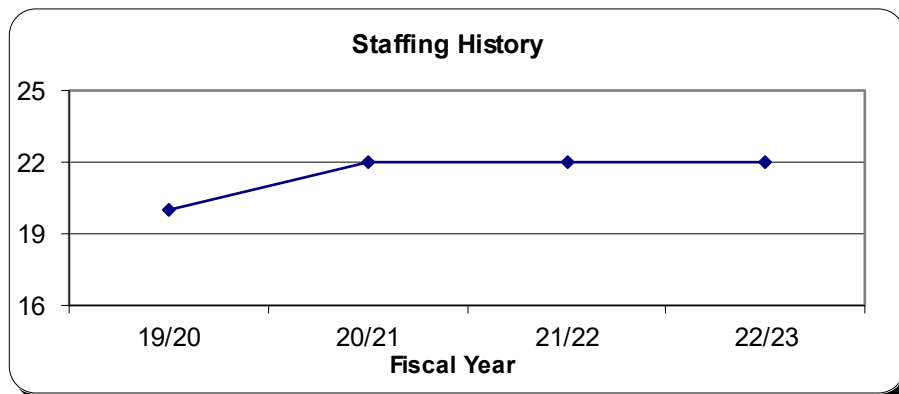
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 1,221,451	\$ 1,375,799	\$ 1,428,027	\$ 52,228	3.8%
Benefits	580,559	680,584	683,771	3,187	0.5%
Supplies	8,324	8,500	10,500	2,000	23.5%
Contractual Services	17,976,187	9,698,843	11,057,015	1,358,172	14.0%
Utilities	2,206	4,140	2,640	(1,500)	(36.2%)
Travel	3,688	34,000	34,000	-	0.0%
Fleet and Facility Charges	16,650	16,344	18,323	1,979	12.1%
Capital Outlay	363,704	-	1,000,000	1,000,000	N/A
Other Operating Expenses	18,629	16,515	19,053	2,538	15.4%
Transfer Out	-	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT	\$20,191,398	\$11,834,725	\$14,253,329	\$ 2,418,604	20.4%



HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT STAFFING SUMMARY

Fund	2020/21	2021/22	2022/23
Business Unit	Final	Adopted	Adopted
Cost Center and Name	Staffing	Staffing	Staffing
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200			
Housing and Community Development Division (HSG)			
0002 Housing Grants	22	22	22
TOTAL -- DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND	22	22	22
TOTAL -- HOUSING DEPARTMENT	22	22	22



HOUSING AND COMMUNITY DEVELOPMENT

Overview of Services/Program

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

Major Accomplishments

- For Fiscal Year 2021-2022, the City funded local agencies to improve public facilities, improve housing stock, and provide public services as follows: Coalition for the Homeless completed interior improvements to shower facilities, light fixtures, and door handles in the Men's Shelter where they serve over 600 homeless individuals. ONIC's roof replacement at Callahan Oaks has 36 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, Jewish Family Services Family Stabilization Program to help prevent homelessness, The Lifeboat Project that assists victims of human trafficking, 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 17 local non-profit agencies to provide services to prevent, prepare, and respond to COVID-19. Utilizing the HOME and SHIP Programs, the City of Orlando has collaborated with several non-profit organizations in the preservation of 31 affordable housing rental units and 21 single-family owner-occupied units. In addition, the City of Orlando received Emergency Rental Assistance funding from the Treasury and provided rental assistance to 2,608 very low and low-income households who were negatively impacted by COVID.

Future Goals and Objectives

Short Term

- Develop and advertise the 2021-2022 Consolidated Annual Performance and Evaluation Report (CAPER) by December 2022.
- Execute the 2022-2023 Annual Action 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.
- Continue working with our partner agencies to implement activities to prevent, prepare for and respond to the COVID-19 crisis utilizing federal 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
- Work with other city departments and local agencies to increase the number of affordable housing units and reduce homelessness through Accelerate Orlando

Medium Term

- Prepare Request for Proposals formats and process for 2023.
- Develop grant award recommendations by June 2023.
- Develop and submit to HUD for funding the 2023-2024 Annual Action Plan.
- 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	2020/21	2021/22	2022/23
		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	24.3%	72.4%	+/-5%

Outcome & Mission

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program.	3	18	18
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations.	6,290	2,480	2,480
Housing & Community Development	Number of multi-family units preserved for households with very low, low and moderate-income.	36	92	92
Housing & Community Development	Number of multi-family units constructed for households with very low, low and moderate-income.	0	0	0
Housing & Community Development	Number of single-family units significantly rehabilitated for very low, low and moderate-income households.	5	13	13
Housing & Community Development	Number of single-family units repaired for households with very low, low and moderate-income.	16	20	20
Housing & Community Development	Number of single-family units constructed for households with very low, low and moderate-income.	0	20	20

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2021-2022 BY THE NUMBERS:



26,000
applications screened



processed **895** new hires

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

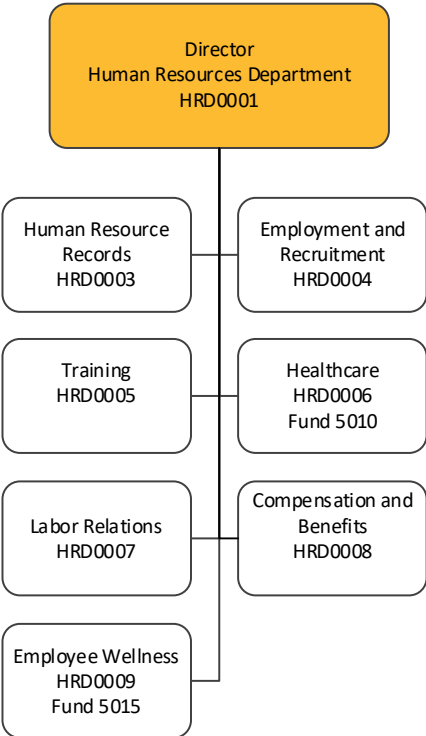
2.4% vs. **7.6%**
premium increase over the last five years industry average



7 union contracts
representing 9 bargaining units
negotiated and administered

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HUMAN RESOURCES



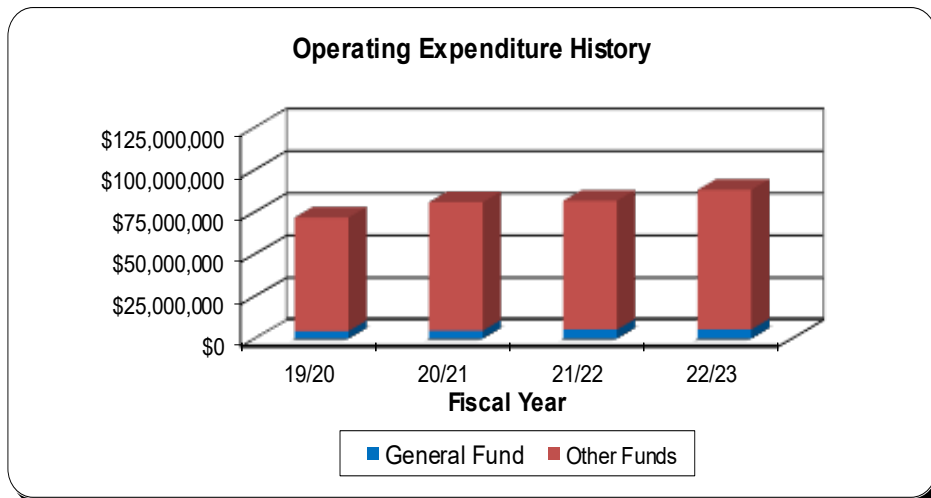
Department Mission Statement

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

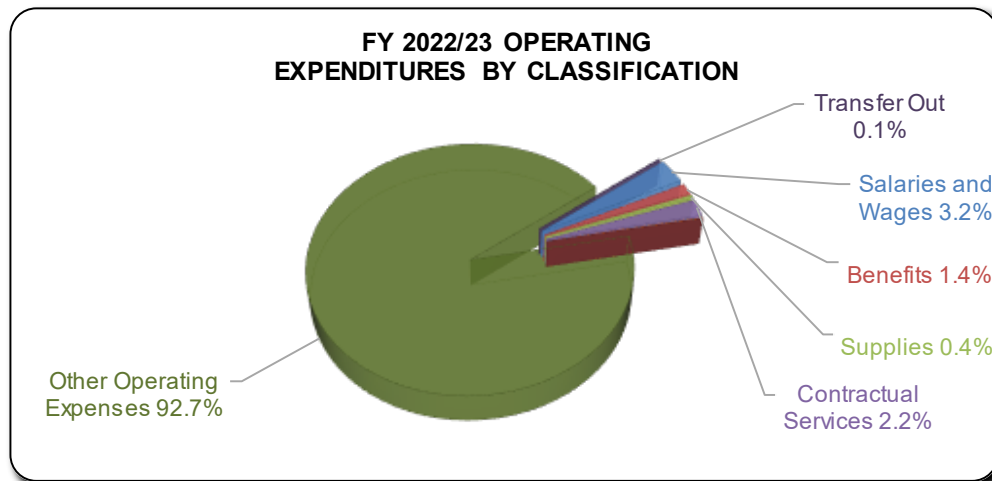
DEPARTMENT EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Human Resources Division (HRD)					
0001 Human Resources	\$ 763,639	\$ 783,706	\$ 940,653	\$ 156,947	20.0%
0002 Human Resources Nondepartmental	802,868	864,890	912,109	47,219	5.5%
0003 Human Resource Records	342,182	360,589	374,319	13,730	3.8%
0004 Employment and Recruitment	940,351	983,220	983,408	188	0.0%
0005 Human Resources Training	405,124	639,784	655,057	15,273	2.4%
0007 Labor Relations	410,321	584,794	589,721	4,927	0.8%
0008 Compensation and Benefits	1,099,083	1,212,860	1,045,093	(167,767)	(13.8%)
TOTAL -- GENERAL FUND	\$ 4,763,568	\$ 5,429,843	\$ 5,500,360	\$ 70,517	1.3%
HEALTH CARE FUND #5010					
Human Resources Division (HRD)					
0006 Healthcare	\$ 75,915,882	\$ 76,056,803	\$ 82,472,305	\$ 6,415,502	8.4%
TOTAL -- HEALTH CARE FUND	\$ 75,915,882	\$ 76,056,803	\$ 82,472,305	\$ 6,415,502	8.4%
RISK MANAGEMENT FUND #5015					
Human Resources Division (HRD)					
0009 Wellness	\$ 133,868	\$ 144,742	\$ 147,759	\$ 3,017	2.1%
TOTAL -- RISK MANAGEMENT FUND	\$ 133,868	\$ 144,742	\$ 147,759	\$ 3,017	2.1%
TOTAL -- HUMAN RESOURCES OPERATING	\$ 80,813,318	\$ 81,631,388	\$ 88,120,424	\$ 6,489,036	7.9%



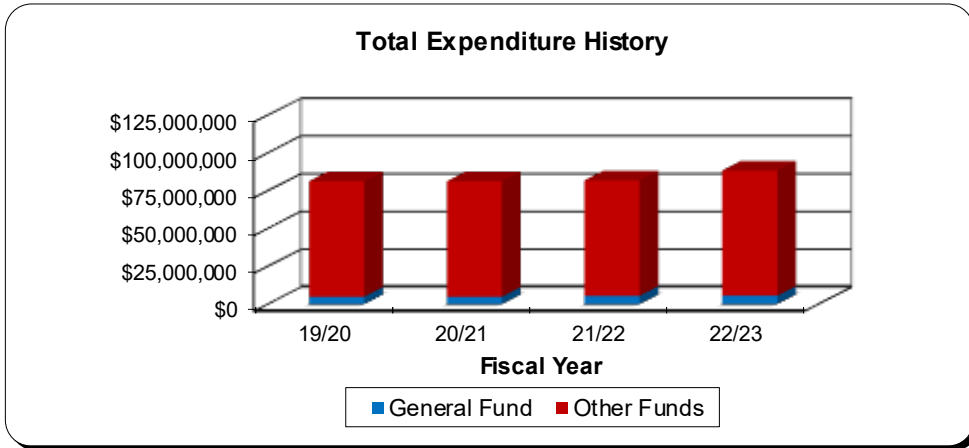
HUMAN RESOURCES

Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 2,453,766	\$ 2,737,261	\$ 2,770,024	\$ 32,763	1.2%
Benefits	1,176,138	1,255,600	1,252,213	(3,387)	(0.3%)
Supplies	270,703	333,500	349,420	15,920	4.8%
Contractual Services	1,674,659	1,904,754	1,911,468	6,714	0.4%
Utilities	1,947	4,025	4,025	-	0.0%
Travel	3,855	34,125	38,125	4,000	11.7%
Fleet and Facility Charges	203	-	-	-	N/A
Capital Outlay	-	2,500	2,500	-	0.0%
Other Operating Expenses	75,102,298	75,229,873	81,662,899	6,433,026	8.6%
Transfer Out	129,750	129,750	129,750	-	0.0%
TOTAL -- HUMAN RESOURCES OPERATING	\$80,813,318	\$ 81,631,388	\$ 88,120,424	\$ 6,489,036	7.9%

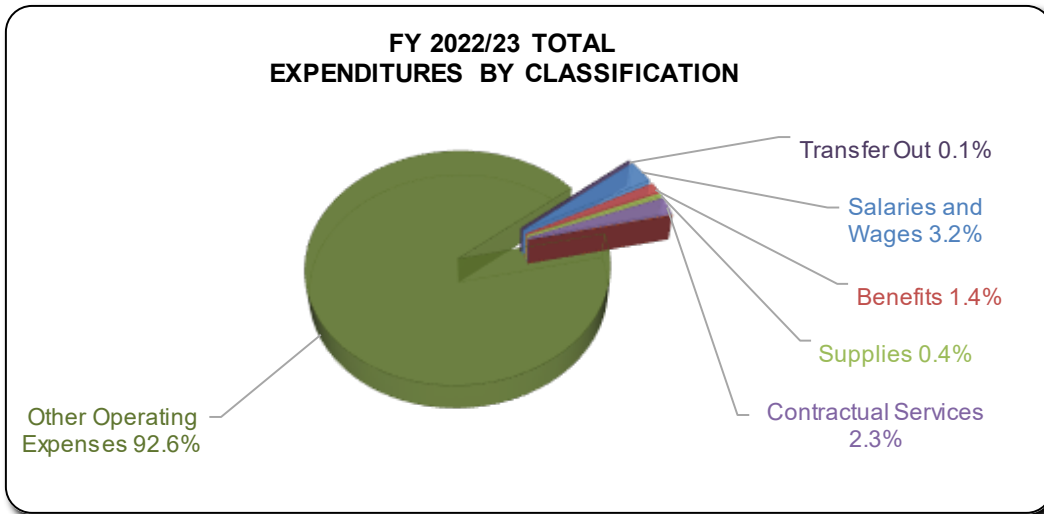


Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
OTHER FUNDS					
Projects and Grants	\$ 432,422	\$ 129,750	\$ 129,750	\$ -	0.0%
TOTAL -- OTHER FUNDS	\$ 432,422	\$ 129,750	\$ 129,750	\$ -	0.0%
TOTAL -- PROJECTS AND GRANTS	\$ 432,422	\$ 129,750	\$ 129,750	\$ -	0.0%
TOTAL -- HUMAN RESOURCES	\$81,245,740	\$ 81,761,138	\$ 88,250,174	\$ 6,489,036	7.9%

HUMAN RESOURCES



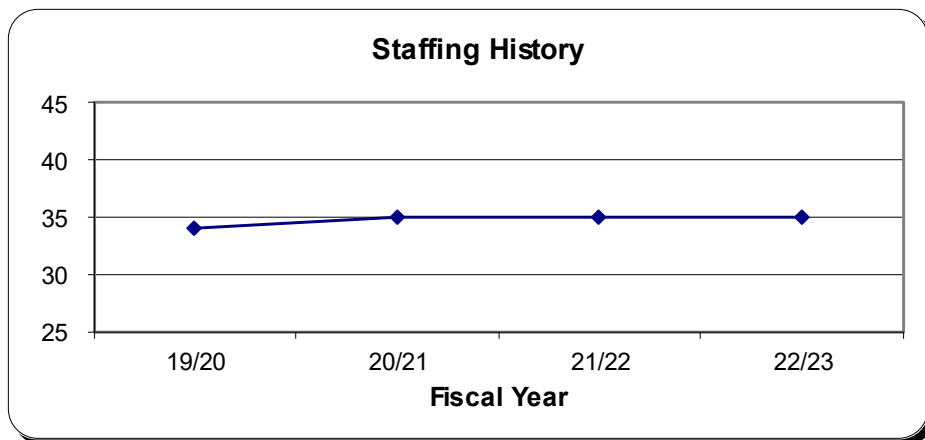
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 2,453,766	\$ 2,737,261	\$ 2,770,024	\$ 32,763	1.2%
Benefits	1,176,138	1,255,600	1,252,213	(3,387)	(0.3%)
Supplies	336,276	333,500	349,420	15,920	4.8%
Contractual Services	1,782,597	2,034,504	2,041,218	6,714	0.3%
Utilities	1,947	4,025	4,025	-	0.0%
Travel	3,855	34,125	38,125	4,000	11.7%
Fleet and Facility Charges	192,096	-	-	-	N/A
Capital Outlay	58,246	2,500	2,500	-	0.0%
Other Operating Expenses	75,111,068	75,229,873	81,662,899	6,433,026	8.6%
Transfer Out	129,750	129,750	129,750	-	0.0%
TOTAL -- HUMAN RESOURCES	\$81,245,740	\$ 81,761,138	\$ 88,250,174	\$ 6,489,036	7.9%



HUMAN RESOURCES

DEPARTMENT STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Human Resources Division (HRD)			
0001 Human Resources	5	5	5
0003 Human Resource Records	4	4	4
0004 Employment and Recruitment	8	8	8
0005 Human Resources Training	2	2	2
0007 Labor Relations	4	4	4
0008 Compensation and Benefits	10	10	10
TOTAL -- GENERAL FUND	33	33	33
<u>HEALTH CARE FUND #5010</u>			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
<u>RISK MANAGEMENT FUND #5015</u>			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
TOTAL -- HUMAN RESOURCES	35	35	35



HUMAN RESOURCES

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

- Successfully completed collective bargaining agreement negotiations with unions representing City employees
- Successfully implemented a flexible work arrangement program for eligible employees
- Minimized grievances filed through effective interpretation and application of collective bargaining agreements
- Successfully conducted all selection and promotional processes
- Successfully completed a leadership training program for the Fire Department, with participants including Lieutenants to the existing Fire Chief
- Hosted and participated in various hiring events focused on promoting and attracting talent
- Launched social media platforms specific to promoting the City's job openings
- Processed across-the-board-increases for 3,400 employees and longevity payments for eligible employee groups
- Processed a one-time equity adjustment for eligible employees
- Successfully continued the implementation of a new Pension Administration System
- Successfully conducted open enrollment for 3,400 employees and 2,200 retirees

Future Goals and Objectives

- Begin implementation of the Workday Recruiting System
- Launch Labor Relations training program that includes information on ADA, FMLA and Employee Relations matters
- Launch mental health awareness training program for all City supervisors
- Complete audit of health plan medical claims
- Complete audit of health plan dependents eligibility
- Successfully finalize the implementation of the new pension benefit administration system
- 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

HUMAN RESOURCES

Human Resources Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Human Resources	Number of Training Sessions Offered	35	100	100

Fiscal

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		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	-1.6%	-3.0%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Human Resources	Percentage of employment verification requests fulfilled within 24 hours	75%	80%	80%
Human Resources	Number of days to review applications (the time between job posting close date and date applications referred to hiring manager)	3	2	2
Human Resources	Numbers of days to review FMLA Applications (the time between receiving all necessary documentation and when the application determination is made)	4	3	3

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2021-2022 BY THE NUMBERS:

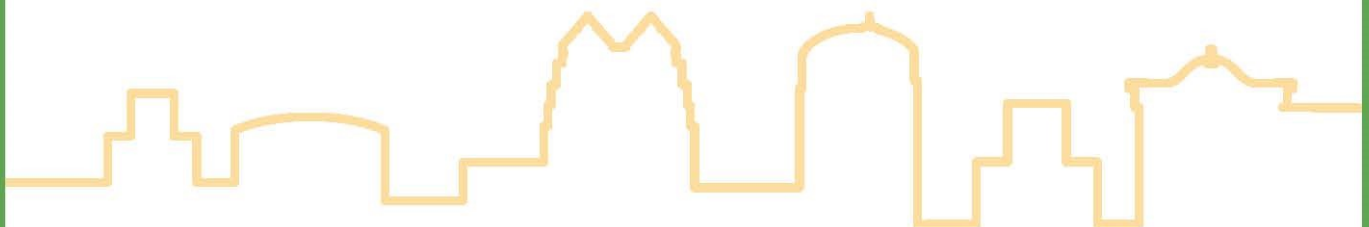
ORLANDO VENUES ATTENDANCE

1,331,576 Amway

486,767 Camping World Stadium

245,853 Leu Gardens

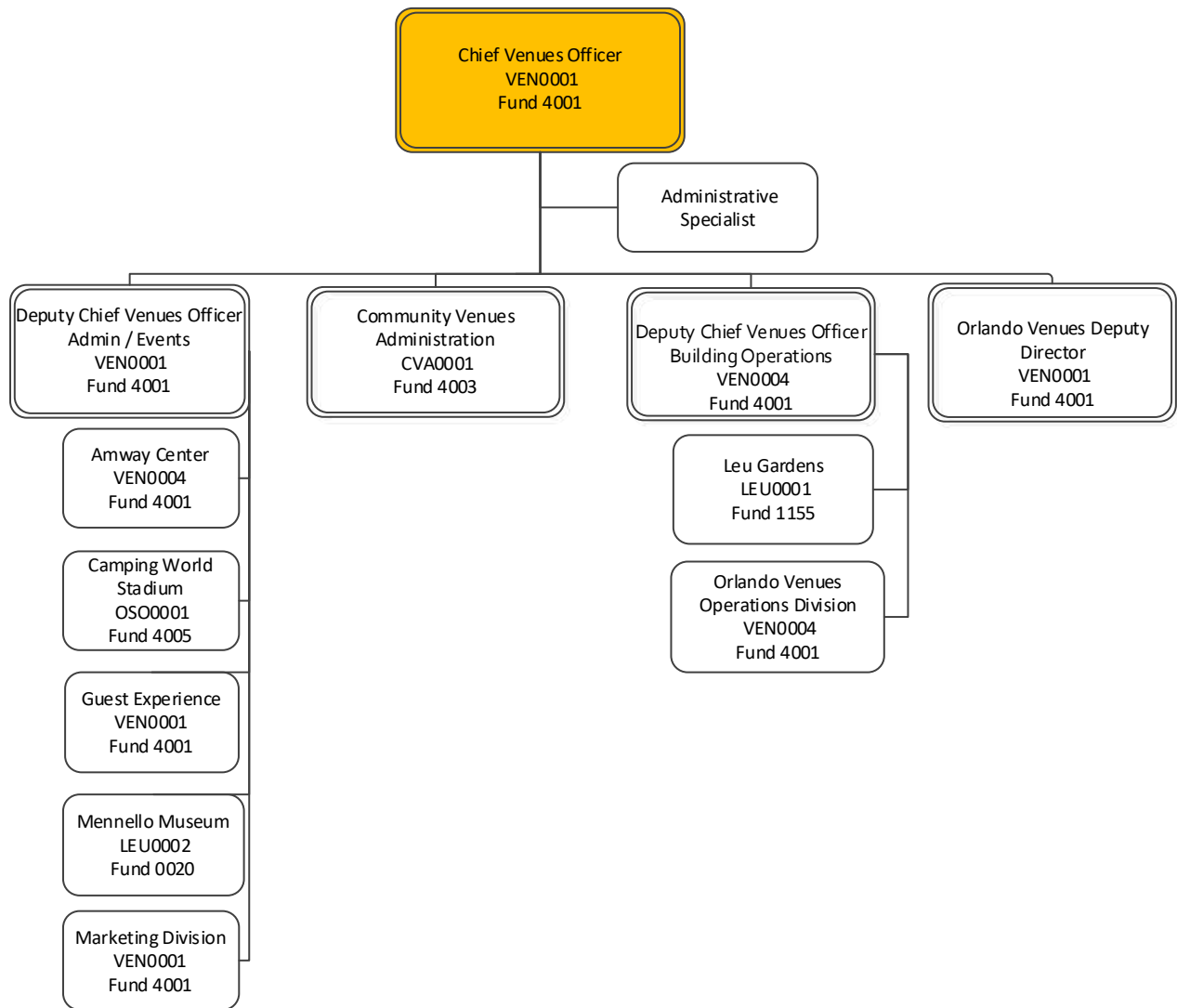
261,704 Tinker Field



Note: Pandemic Impacted Attendance

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VENUES



Department Mission Statement

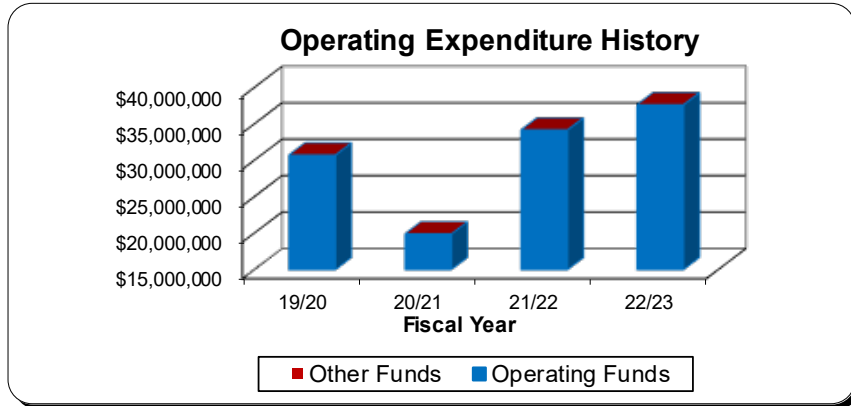
To enhance audience development and enjoyment by continually listening and seeking to act upon the needs of our patrons and clients.

VENUES

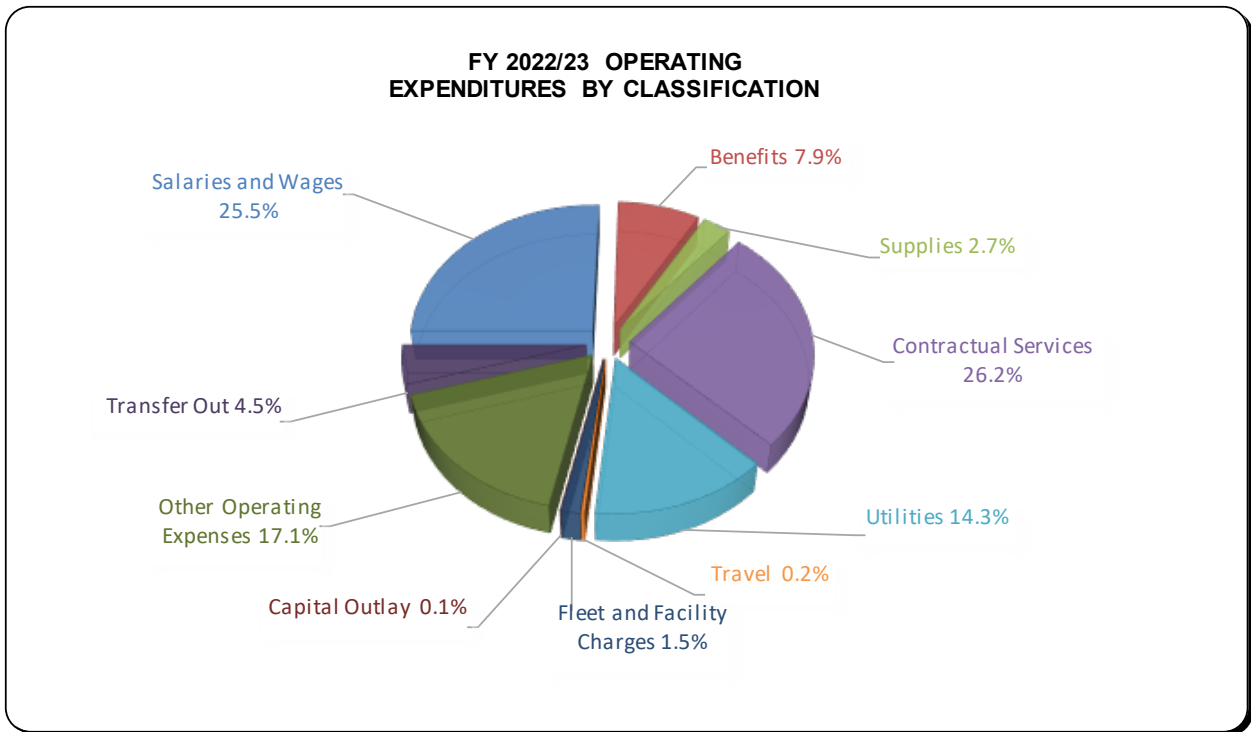
DEPARTMENT EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
ORLANDO VENUES FUND #4001					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ -	\$ 539,505	\$ 212,700	\$ (326,805)	(60.6%)
0002 Orlando Venues Nondepartmental	2,066,670	2,369,336	2,280,420	(88,916)	(3.8%)
0003 Venues Operational Resources	-	(14,291)	(8,508)	5,783	(40.5%)
0004 Amway Center	8,556,012	19,741,049	22,709,616	2,968,567	15.0%
0006 Venues Box Office	241,448	241,915	112,362	(129,553)	(53.6%)
0007 Venues Security Services	-	(25,209)	(15,008)	10,201	(40.5%)
TOTAL -- ORLANDO VENUES FUND	\$10,864,130	\$ 22,852,305	\$25,291,582	\$2,439,277	10.7%
ORLANDO STADIUM OPERATIONS FUND #4005					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 4,368,098	\$ 5,589,100	\$ 6,502,104	\$ 913,004	16.3%
0002 Camping World Stadium Nondepartmental	581,490	615,231	311,516	(303,715)	(49.4%)
0003 Conference Center	1,094	40,000	40,000	-	0.0%
0004 Varsity Club	656	-	-	-	N/A
0005 Tinker Field	149,485	1,016,166	1,095,042	78,876	7.8%
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 5,100,823	\$ 7,260,497	\$ 7,948,662	\$ 688,165	9.5%
H.P. LEU GARDENS TRUST FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 3,153,318	\$ 3,167,404	\$ 3,423,075	\$ 255,671	8.1%
0003 Public Art	65,134	68,300	68,300	-	0.0%
0004 Leu Gift Shop	103,566	178,000	178,000	-	0.0%
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 3,322,018	\$ 3,413,704	\$ 3,669,375	\$ 255,671	7.5%
MENNELLO MUSEUM FUND #0020					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 602,410	\$ 625,108	\$ 709,076	\$ 83,968	13.4%
TOTAL -- MENNELLO MUSEUM FUND	\$ 602,410	\$ 625,108	\$ 709,076	\$ 83,968	13.4%
TOTAL -- ORLANDO VENUES OPERATING	\$ 19,889,381	\$ 34,151,614	\$ 37,618,695	\$3,467,081	10.2%

VENUES



Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 7,362,207	\$ 8,647,821	\$ 9,582,572	\$ 934,751	10.8%
Benefits	2,755,283	2,944,139	2,972,460	28,321	1.0%
Supplies	762,384	961,572	1,027,804	66,232	6.9%
Contractual Services	3,616,660	7,752,387	9,859,597	2,107,210	27.2%
Utilities	(767,909)	5,085,459	5,394,303	308,844	6.1%
Travel	2,006	83,806	85,500	1,694	2.0%
Fleet and Facility Charges	557,834	450,235	564,366	114,131	25.3%
Capital Outlay	17,315	-	-	-	N/A
Other Operating Expenses	4,029,306	6,240,307	6,432,427	192,120	3.1%
Transfer Out	1,554,295	1,985,888	1,699,666	(286,222)	(14.4%)
TOTAL -- ORLANDO VENUES OPERATING	\$ 19,889,381	\$34,151,614	\$37,618,695	\$ 3,467,081	10.2%

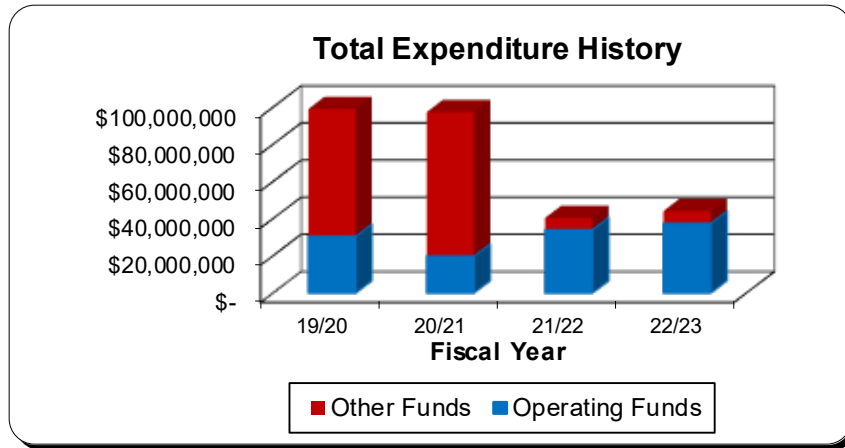


VENUES

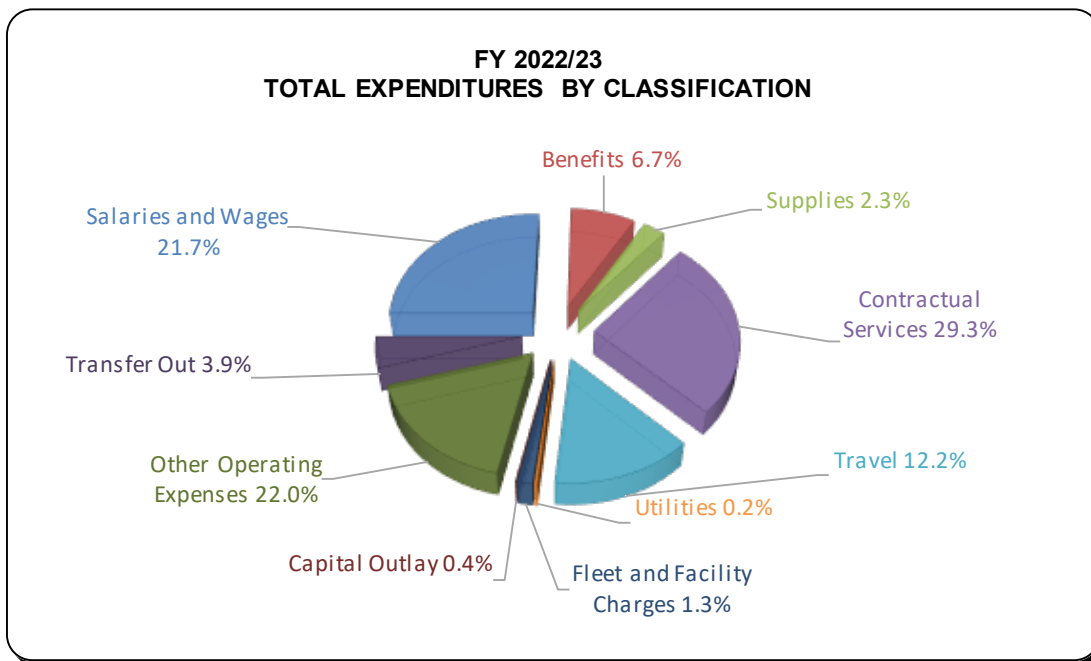
DEPARTMENT EXPENDITURE SUMMARY

Fund Business Unit	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects and Grants	\$ 7,139,654	\$ -	\$ 184,000	\$ 184,000	N/A
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 7,139,654	\$ -	\$ 184,000	\$ 184,000	N/A
<u>AMWAY CENTER CONSTRUCTION AND DEBT FUNDS #4022-4030</u>					
Events Center Construction Division (EVC)					
0003 Events Center Construction - Other	153,124	660,888	599,666	(61,222)	(9.3%)
0005 Nondepartmental Events Center CP	525,050	1,818,750	1,818,750	-	0.0%
Projects and Grants	802,709	-	-	-	N/A
TOTAL -- AMWAY CENTER CONST AND DEBT FUNDS	\$ 1,480,883	\$ 2,479,638	\$ 2,418,416	\$ (61,222)	(2.5%)
<u>AMWAY CENTER RENEWAL AND REPLACEMENT FUND #4002</u>					
Projects and Grants	\$ 1,206,025	\$ 1,000,000	\$ 1,000,000	\$ -	0.0%
TOTAL -- AMWAY CENTER RENEWAL AND REPLACEMENT FUND	\$ 1,206,025	\$ 1,000,000	\$ 1,000,000	\$ -	0.0%
<u>PAC CONSTRUCTION AND DEBT FUNDS #4052-4065</u>					
PAC Division (PAC)					
0009 PAC CP Debt Construction	\$ 165,253	\$ 566,550	\$ 566,550	\$ -	0.0%
Projects and Grants	18,588,404	-	-	-	N/A
TOTAL -- PAC CONSTRUCTION AND DEBT FUNDS	\$ 18,753,657	\$ 566,550	\$ 566,550	\$ -	0.0%
<u>CITRUS BOWL CONSTRUCTION AND DEBT FUNDS #4077, 4079-4083</u>					
Construction Citrus Bowl Division (CBR)					
0001 Citrus Bowl CP Debt Construction	\$ 91,467	\$ 314,700	\$ 314,700	\$ -	0.0%
0004 CRA Citrus Bowl Construction	368,964	-	-	-	N/A
Projects and Grants	40,516,135	-	-	-	N/A
TOTAL -- CITRUS BOWL CONST AND DEBT FUNDS	\$ 40,976,566	\$ 314,700	\$ 314,700	\$ -	0.0%
<u>DESIGNATED REVENUE FUND #0005_F</u>					
Projects and Grants	\$ -	\$ 1,900,155	\$ 1,957,160	\$ 57,005	3.0%
TOTAL -- DESIGNATED REVENUE FUND	\$ -	\$ 1,900,155	\$ 1,957,160	\$ 57,005	3.0%
<u>OTHER PROJECT AND GRANTS FUNDS #1130,1155,4001,4005,4006</u>					
Projects and Grants Funds	\$ 7,988,092	\$ -	\$ 100,000	\$ 100,000	N/A
TOTAL -- OTHER PROJECT AND GRANTS FUNDS	\$ 7,988,092	\$ -	\$ 100,000	\$ 100,000	N/A
TOTAL -- VENUES OTHER FUNDS	\$ 77,544,877	\$ 6,261,043	\$ 6,540,826	\$ 279,783	4.5%
TOTAL -- ORLANDO VENUES	\$ 97,434,258	\$ 40,412,657	\$ 44,159,521	\$ 3,746,864	9.3%

VENUES



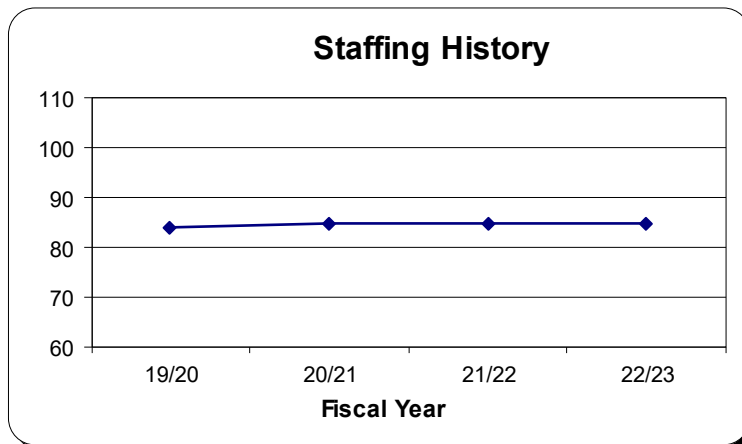
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 7,362,207	\$ 8,647,821	\$ 9,582,572	\$ 934,751	10.8%
Benefits	2,755,283	2,944,139	2,972,460	28,321	1.0%
Supplies	1,022,091	961,572	1,027,804	66,232	6.9%
Contractual Services	6,245,517	7,752,387	12,916,757	5,164,370	66.6%
Utilities	4,656,723	5,085,459	5,394,303	308,844	6.1%
Travel	2,006	83,806	85,500	1,694	2.0%
Fleet and Facility Charges	623,061	450,235	564,366	114,131	25.3%
Capital Outlay	60,500,094	-	184,000	184,000	100.0%
Other Operating Expenses	5,843,409	12,501,350	9,732,093	(2,769,257)	(22.2%)
Transfer Out	8,423,869	1,985,888	1,699,666	(286,222)	(14.4%)
TOTAL -- ORLANDO VENUES	\$97,434,258	\$40,412,657	\$44,159,521	\$ 3,746,864	9.3%



VENUES

DEPARTMENT STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	17	17	17
0003 Venues Operational Resources	7	7	7
0004 Amway Center	16	16	16
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	54	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
<u>H.P. LEU GARDENS TRUST FUND #1155</u>			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	20	20
<u>MENNELLO MUSEUM FUND #0020</u>			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	4	4	4
TOTAL -- MENNELLO MUSEUM FUND	4	4	4
TOTAL -- ORLANDO VENUES	85	85	85



VENUES

Venues Operations

Overview of Services/Programs

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

Major Accomplishments

Amway Center

- Several sellout concerts including Harry Styles, Luke Combs, Bad Bunny (2x), Elton John, Dua Lipa, Eagles, Daddy Yankee, Karol G and Kevin Hart
- Ranked #18 on Pollstar's Q3 2022 Worldwide Ticket Sales Top 200 Arena Venues
- Ranked #13 on Pollstar's 2022 Quarterly Top 200 Arenas in Worldwide Ticket Sales
- Ranked #14 on Pollstar's Q1 2022 Top 100 Arenas in Worldwide Ticket Sales
- Ranked #36 on Pollstar's 2021 Year-End Worldwide Ticket Sales Top 200 Arena Venues

Camping World Stadium

- Hosted a record-breaking six stadium concerts in 2022 including Billy Joel (3/12), Garth Brooks (3/26), Paul McCartney (5/28), Def Leppard & Motley Crue (6/19), Bad Bunny (8/5) and Red Hot Chili Peppers (9/15)
- Garth Brooks' in-the-round concert sold 70,454 tickets, the highest amount for a concert in the stadium's history
- Ranked #7 on Pollstar's Q3 2022 Worldwide Ticket Sales Top 100 Stadiums Venues
- Hosted a Florida Cup match (7/23/22) between English Premier League teams Arsenal and Chelsea before a capacity crowd
- Hosted Cheez-It Bowl between Clemson and Iowa State (December 29, 2021)
- Hosted VRBO Citrus Bowl between University of Iowa and University of Kentucky (January 1, 2022)

Tinker Field

- Hosted 10th annual Electric Daisy Carnival with a 3-day format (Friday-Sunday) and welcomed a record attendance of over 255,000 patrons (November 12-14, 2021)

Future Goals and Objectives

Short Term

- Ramp up recruiting efforts to help address part-time/seasonal staffing shortages at our venues that developed during the pandemic
- Closing out the \$10 million Shuttered Venue Operators Grant (SVOG) that Amway Center received during the pandemic

Medium Term

- Secure major funding for Amway Center capital improvements including retractable seating, technology upgrades, Wi-Fi enhancements and exterior digital boards, among other areas
- Evaluate long term capital needs at Camping World Stadium to remain competitive
- 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

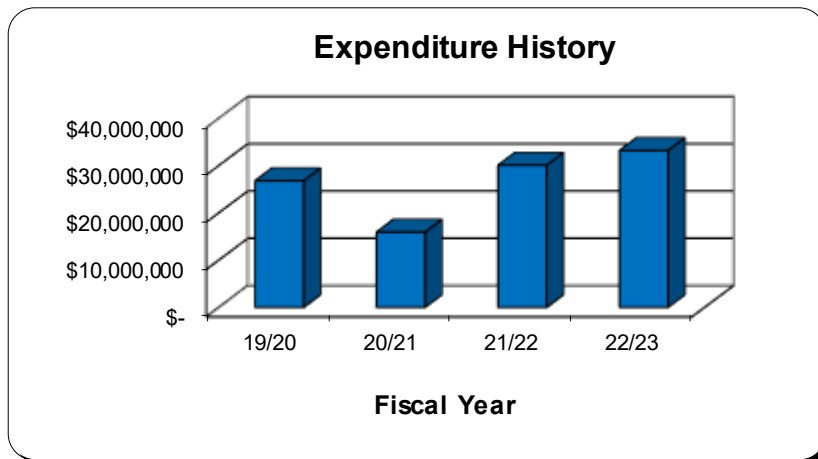
Long Term

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

VENUES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
ORLANDO VENUES FUND #4001					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ -	\$ 539,505	\$ 212,700	\$ (326,805)	(60.57%)
0002 Orlando Venues Nondepartmental	2,066,670	2,369,336	2,280,420	(88,916)	(3.75%)
0003 Venues Operational Resources	-	(14,291)	(8,508)	5,783	(40.47%)
0004 Amway Center	8,556,012	19,741,049	22,709,616	2,968,567	15.04%
0006 Venues Box Office	241,448	241,915	112,362	(129,553)	(53.55%)
0007 Venues Security Services	-	(25,209)	(15,008)	10,201	(40.47%)
TOTAL -- ORLANDO VENUES FUND	\$10,864,130	\$22,852,305	\$25,291,582	\$ 2,439,277	10.67%
ORLANDO STADIUM OPERATIONS FUND #4005					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 4,368,098	\$ 5,589,100	\$ 6,502,104	\$ 913,004	16.34%
0002 Camping World Stadium Nondepartmental	581,490	615,231	311,516	(303,715)	(49.37%)
0003 Conference Center	1,094	40,000	40,000	-	0.00%
0005 Tinker Field	149,485	1,016,166	1,095,042	78,876	7.76%
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 5,100,167	\$ 7,260,497	\$ 7,948,662	\$ 688,165	9.48%
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	\$15,964,297	\$30,112,802	\$33,240,244	\$ 767,041	10.39%



VENUES

STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	17	17	17
0003 Venues Operational Resources	7	7	7
0004 Amway Center	16	16	16
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	54	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	61	61	61

VENUES

Gardens, Galleries & Museums Division- Harry P. Leu Gardens

Overview of Services/Programs

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.

Major Accomplishments

- Total Leu visitation FY 2021-22 was 245,940 and membership to Leu Gardens reached 7,489.
- Volunteer hours totaled 3,844 in 2021-22 valued at \$115,128.
- 82 tours of the Leu Garden with 2,486 guest and 242 classes in horticulture, cooking, arts were offered to 3,335 guests.
- Social media has more than 25,386 individuals receiving the monthly E-Newsletter, more than 38,991 followers on Facebook, and 20,246 followers on Instagram, and 1,647 on Twitter.

Future Goals and Objectives

Short Term

- Offer daily interpretive Gardens tours and preserve the Leu House Museum and other historic buildings on the property.
- Attract more residents through local media coverage; attract more tourists to the Gardens through partnership with Visit Orlando, Orange County Library System and Memoir Agency.
- Generate additional membership to the gardens by increasing membership renewal rates, offering discounts to events, classes and enhancing the perceived value of the Gardens' membership.

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.
- Attract traveling exhibitions

Long Term

- Make Leu Gardens the rental place of choice by offering more services, new building upgrades, food offerings and 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.

VENUES

Gardens, Galleries & Museum Division – Mennello Museum of American Art

Overview of Services/Programs

Mission: The Mennello Museum of American Art enriches the public through exhibitions, education, programs, and publications that celebrate the diversity of American Art.

The Mennello Museum of American Art cares for, presents, and interprets the Museum's outstanding permanent collection of paintings by folk modernist artist Earl Cunningham, American Impressionism, Realism, Mid-Century, Folk, and Contemporary American Art. The Museum educates the public through special exhibitions, publications, and programs that celebrate outstanding traditional and contemporary American art. The museum features 3,500 square feet of exhibition space and a permanent collection containing 360 objects valued at \$10+ million.

Major Accomplishments

Exhibitions presented

- Through Darkness to Light: Photographs Along the Underground Railroad
- Our Collection: Appreciating the Everyday
- Contemporary Expressions: Prints from UCF's Flying Horse Editions (1996-2021)
- An Irresistible Urge to Create: The Monroe Family Collection of Florida Outsider Art
- In Conversation: Will Wilson (Secured Art Bridges Funding for \$55,000)
- Awarded \$227,422.00 in annual grants

Educational Programming

- Free Family Funday – Second Sundays
- Workshop Wednesday with local artists
- Docent Tours & First Friday Tours
- Artists, Curators, Collector Lectures – Virtual and In-person
- Lakeside Flow: Yoga in the Garden Sundays
- Bank of America Museums on Us Weekends
- Orange County Library System Little Wanderer Program
- Community School for the Arts (CSA) Semester Long Programming
- On-line Art Kits, Safe Place Space: Museum and art activities are brought to schools at reduced or no cost
- Marilyn L. Mennello Sculpture Garden: free admission 365 days a year
- Art Trunks on the Go and taught art lessons and hands on art projects at schools in Orange and Osceola counties.

Future Goals and Objectives

Short Term

- Increase marketing and promotion of exhibitions and accompanying programs
- Exhibition and programming for In Conversation: Will Wilson Exhibition
- Exhibition and programming for Impressionism & Reality Exhibition
- Exhibition and programming for Anilia Quayyum Agha Exhibition
- Exhibition and programming for In Nature's Studio: Two Centuries of Landscape Painting Exhibition
- Exhibition and programming for Our Orlando Exhibition
- Exhibition and programming for Sally Michel Avery Exhibition
- Friends' fundraiser: Evening with Fabulous Friends – Feb. 2023
- Festival: Indie Folkfest - Oct. 2023
- Bank of America Collection Conservation Grant
- Terra Foundation for American Art

Medium Term

- Secure event support and staffing
- Grow visibility with marketing and promotion campaign
- Increase membership and attendance
- Increase sustainable development activities
- Organize traveling exhibitions

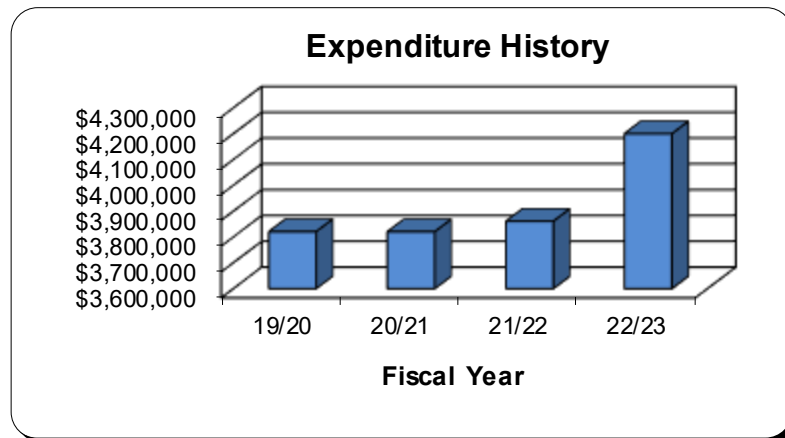
Long Term

- Resume Friends of the Mennello Museum Capital Campaign
- Reach sustainable sponsorships and program funding
- Continuing work with the architect for museum expansion

VENUES

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
H.P. LEU GARDENS FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 3,153,318	\$ 3,167,404	\$ 3,423,075	\$ 255,671	8.07%
0003 Public Art	65,134	68,300	68,300	-	0.00%
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 3,218,452	\$ 3,235,704	\$ 3,491,375	\$ 255,671	7.90%
MENNELLO MUSEUM - AMERICAN ART FUND #0020					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 602,410	\$ 625,108	\$ 709,076	\$ 83,968	13.43%
TOTAL -- MENNELLO MUSEUM FUND	\$ 602,410	\$ 625,108	\$ 709,076	\$ 83,968	13.43%
TOTAL -- GARDENS, GALLERIES & MUSEUMS	\$ 3,820,862	\$ 3,860,812	\$ 4,200,451	\$ 339,639	8.80%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
H.P. LEU GARDENS TRUST FUND #1155			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	20	20
MENNELLO MUSEUM FUND #0020			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	4	4	4
TOTAL -- MENNELLO MUSEUM FUND	4	4	4
TOTAL -- GARDENS, GALLERIES & MUSEUMS	24	24	24

VENUES

Orlando Venues Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2020/2021	2021/2022	2022/2023
		Actual	Estimated	Proposed
Orlando Venues	Amway Center - Total Attendance	318,905	1,243,659	1,300,000
Orlando Venues	Camping World Stadium- Total Attendance	87,161	476,969	455,162
Harry P. Leu Gardens	Number of visitors	264,792	245,940	250,000
Harry P. Leu Gardens	Number of outreach events participated	2	8	6
Harry P. Leu Gardens	Number of participants at outreach events	75	642	300
Mennello Museum of American Art	Annual Attendance	27,438	25,000	30,000
Mennello Museum of American Art	Number of General memberships	220	175	300
Mennello Museum of American Art	Number of Friends memberships	35	30	50
Mennello Museum of American Art	Number of Facebook likes	7,200	7,000	7,500
Mennello Museum of American Art	Number of Visits to Mennello Musuem website	43,513	40,000	50,000
Public Art	Number of Visits to public arts website	14,375	15,000	20,000
Public Art	Attendance at art receptions	0	350	800

Organizational Unit	Performance Indicator	2020/2021	2021/2022	2022/2023
		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	-31.87	+13.27	+/- 5%
Harry P. Leu Gardens	Revenue from user fees	\$2,037,575	\$2,394,595	\$2,600,495
Harry P. Leu Gardens	Number of Volunteer hours	1,542	3,844	3,900
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	\$35,914	\$32,890	\$56,000
Mennello Museum of American Art	Total funds raised by the Friends	\$17,237	\$15,000	\$15,000
Mennello Museum of American Art	Value of grants awarded	\$274,422	\$225,000	\$250,000

VENUES

Orlando Venues Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Public Arts	Number pieces in collection	955	958	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	5
Public Arts	Annual number of entries	0	0	0

Outcome & Mission

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Orlando Venues	Amway Center - Total Events	212	241	240
Orlando Venues	Camping World Stadium - Total Events	23	45	50
Orlando Venues	Tinker Field - Total Events	15	3	5
Public Arts	Percentage of collection "on view"	50	50	70



CITY OF
ORLANDO
POLICE DEPARTMENT

2021-2022 BY THE NUMBERS:



251,149
calls for service



11,337
arrests



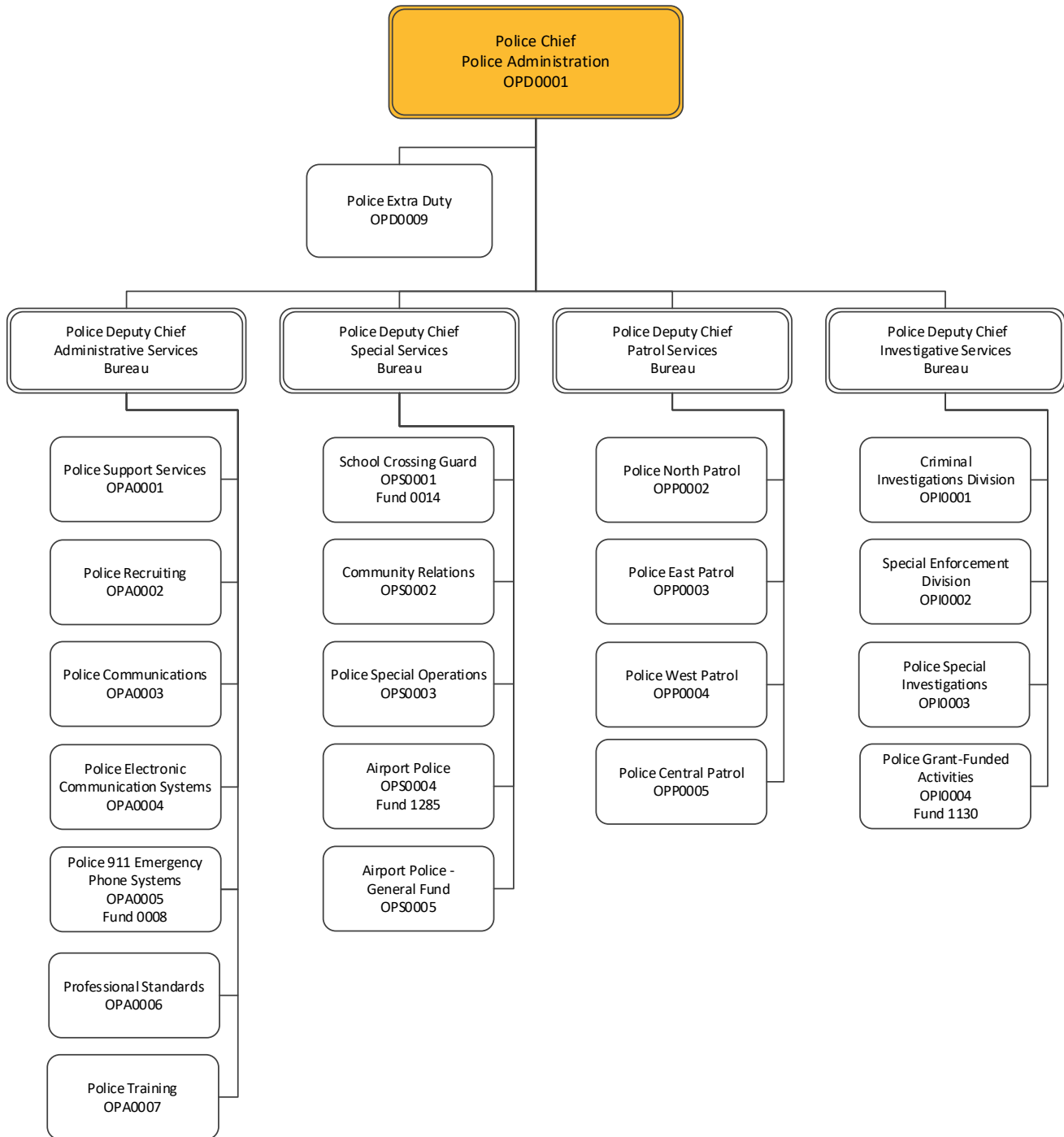
39
recruits hired



43
National Night Out
block parties

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POLICE



Department Mission Statement

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

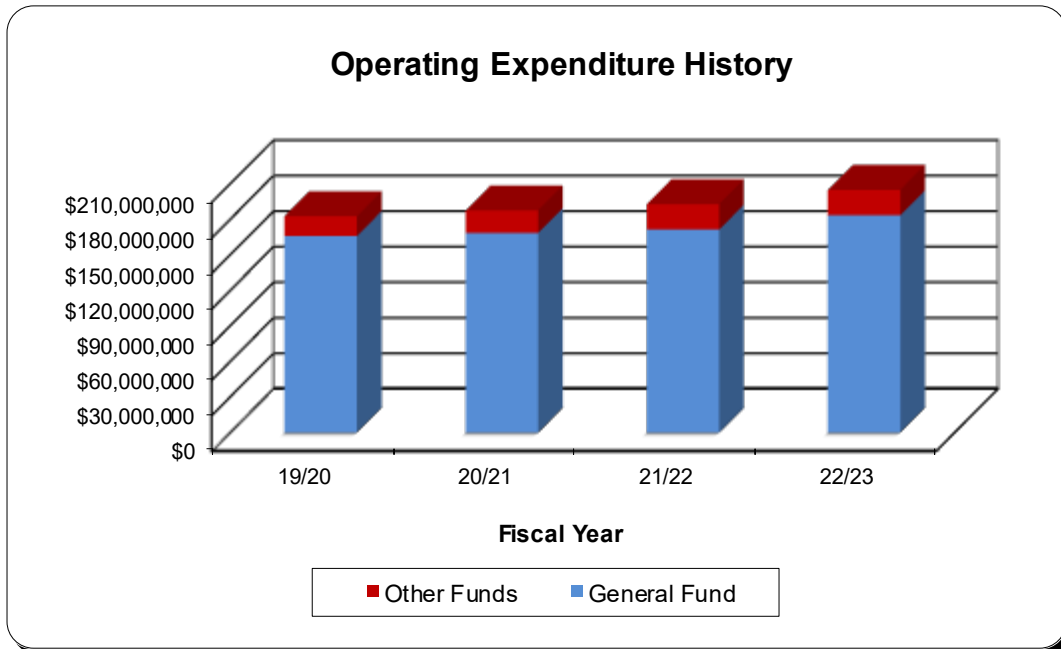
POLICE

DEPARTMENT EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Administration (OPD)					
0001 Police Administration	\$ 3,478,569	\$ 52,674	\$ 2,216,967	\$ 2,164,293	4108.8%
0002 Police Nondepartmental	3,947,837	6,598,736	6,264,435	(334,301)	(5.1%)
0003 Primrose Building Operations	73,071	62,680	154,680	92,000	146.8%
0009 OPD Off Duty	12,159,200	11,700,000	15,147,500	3,447,500	29.5%
0010 OPD - MOU Overtime	146,319	-	-	-	N/A
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	3,760,143	3,933,432	4,301,226	367,794	9.4%
0002 Police Recruiting	1,398,799	1,555,506	1,530,169	(25,337)	(1.6%)
0003 Police Communications	8,107,463	9,282,334	9,920,131	637,797	6.9%
0004 Police Electronic Communication Systems	197,042	301,290	351,512	50,222	16.7%
0006 Professional Standards Division	3,309,368	3,510,163	2,870,570	(639,593)	(18.2%)
0007 Police Officer Training	6,366,380	4,036,788	4,147,201	110,413	2.7%
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	16,500,292	15,467,837	14,921,360	(546,477)	(3.5%)
0002 Special Enforcement Division	7,030,042	5,546,096	5,794,441	248,345	4.5%
0003 Police Special Investigations	2,490,929	2,383,173	2,392,366	9,193	0.4%
0004 Police Grant-funded Activities	889,318	1,898,142	1,042,043	(856,099)	(45.1%)
0005 Crime Center & Forensics Division	2,637,211	5,923,192	7,192,794	1,269,602	21.4%
Police-Special Services Bureau (OPS)					
0002 Community Relations Division	14,506,976	16,282,735	17,326,772	1,044,037	6.4%
0003 Police Special Operations	8,933,634	8,737,292	9,022,101	284,809	3.3%
0005 Airport Police-General Fund	2,351,109	1,775,000	3,003,362	1,228,362	69.2%
0006 FY20 COPS Grant Clearing	(246,602)	417,514	911,984	494,470	118.4%
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	17,652,849	18,435,094	18,922,439	487,345	2.6%
0003 Police East Patrol	20,788,744	21,201,867	20,995,364	(206,503)	(1.0%)
0004 Police West Patrol	19,119,852	19,779,707	22,088,790	2,309,083	11.7%
0005 Police Central Patrol	12,900,571	12,561,905	12,972,074	410,169	3.3%
TOTAL -- GENERAL FUND	\$ 168,499,117	\$ 171,443,157	\$ 183,490,281	\$ 12,047,124	7.0%
LAW ENFORCEMENT TRAINING FUND #0002					
Police-Administration (OPD)					
0005 Police Law Enforcement Training	\$ 89,973	\$ 130,000	\$ 130,000	\$ -	0.0%
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 89,973	\$ 130,000	\$ 130,000	\$ -	0.0%
GOAA POLICE FUND #1285					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 16,796,483	\$ 19,045,142	\$ 19,066,620	\$ 21,478	0.1%
TOTAL -- GOAA POLICE FUND	\$ 16,796,483	\$ 19,045,142	\$ 19,066,620	\$ 21,478	0.1%
OCPS CROSSING GUARD FUND #0014					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 1,033,809	\$ 1,312,479	\$ 1,212,479	\$ (100,000)	(7.6%)
TOTAL -- OCPS CROSSING GUARD FUND	\$ 1,033,809	\$ 1,312,479	\$ 1,212,479	\$ (100,000)	(7.6%)

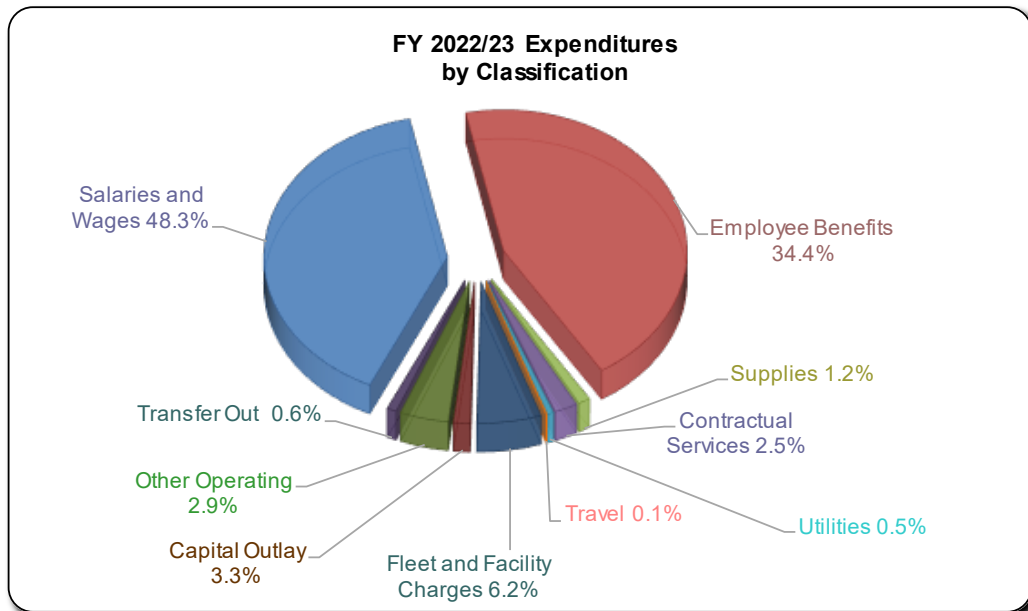
POLICE

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONTRABAND FORFEITURE TRUST FUND #1165					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 363,367	\$ 406,073	\$ 425,262	\$ 19,189	4.7%
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 363,367	\$ 406,073	\$ 425,262	\$ 19,189	4.7%
POLICE CAMP TRUST FUND #0021					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 900	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 900	\$ -	\$ -	\$ -	N/A
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 725,282	\$ 532,000	\$ 602,213	\$ 70,213	13.2%
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 725,282	\$ 532,000	\$ 602,213	\$ 70,213	13.2%
TOTAL -- POLICE DEPARTMENT OPERATING	\$ 187,508,932	\$ 192,868,851	\$ 204,926,855	\$12,058,004	6.3%



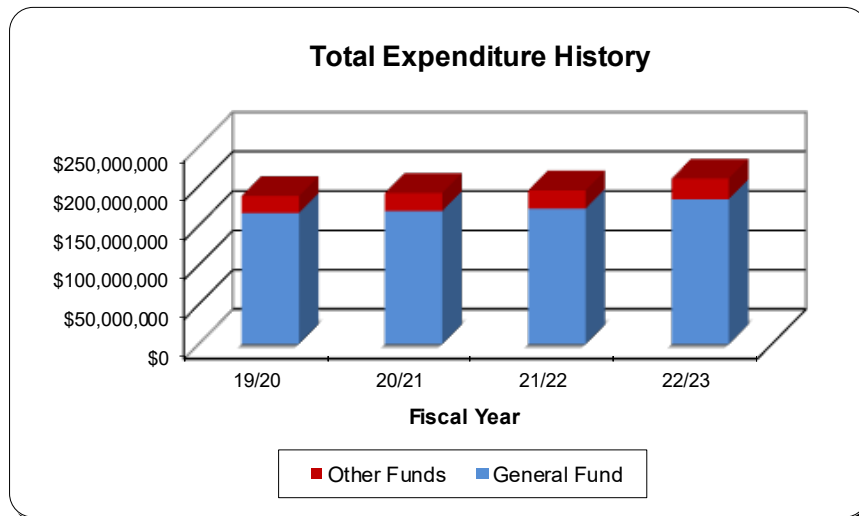
POLICE

Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 93,511,133	\$ 96,118,065	\$ 101,673,022	\$ 5,554,957	5.8%
Employee Benefits	69,626,224	71,077,594	72,322,593	1,244,999	1.8%
Supplies	4,362,702	4,083,956	2,487,190	(1,596,766)	(39.1%)
Contractual Services	4,655,037	4,590,786	5,303,752	712,966	15.5%
Utilities	932,452	949,430	949,430	-	0.0%
Travel	147,289	172,900	179,900	7,000	4.0%
Fleet and Facility Charges	11,618,159	11,105,168	13,110,758	2,005,590	18.1%
Capital Outlay	1,538,581	957,100	6,950,166	5,993,066	626.2%
Other Operating Expenses	5,512,876	4,984,373	6,170,565	1,186,192	23.8%
Transfer Out	850,935	1,294,802	1,194,802	(100,000)	(7.7%)
TOTAL -- POLICE DEPARTMENT	\$ 192,755,389	\$ 195,334,174	\$ 210,342,178	\$15,008,004	7.7%



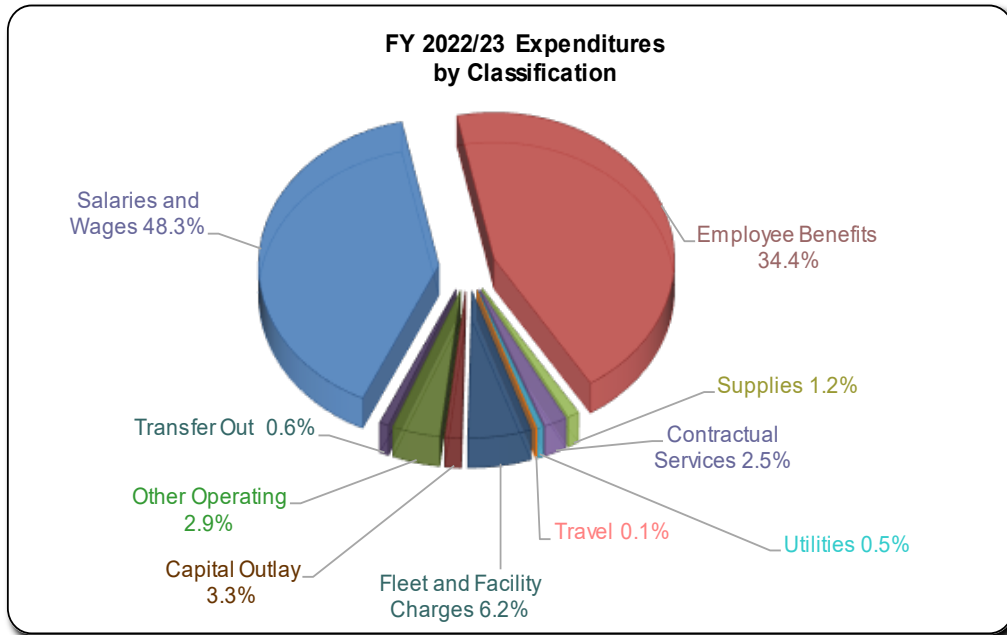
POLICE

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
DEPARTMENT OF JUSTICE FEDERAL EQUITABLE SHARING AGREEMENT FUND #1166					
Police-Administration (OPD)					
0003 Federal Asset Sharing - Justice	\$ 85,336	\$ -	\$ -	\$ -	N/A
TOTAL -- DOJ FEDERAL ASSET SHARING	\$ 85,336	\$ -	\$ -	\$ -	N/A
GRANTS FUND #1130					
Grants	1,597,836	\$ -	\$ -	\$ -	N/A
TOTAL -- GRANTS FUND	\$ 1,597,836	\$ -	\$ -	\$ -	N/A
CAPITAL IMPROVEMENTS FUND #3001					
Projects	\$ 1,635,231	\$ 1,768,000	\$ 4,718,000	\$ 2,950,000	166.9%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 1,635,231	\$ 1,768,000	\$ 4,718,000	\$ 2,950,000	166.9%
DESIGNATED REVENUE FUND #0005_F					
Projects and Grants	\$ 1,351,571	\$ 697,323	\$ 697,323	\$ -	0.0%
TOTAL -- DESIGNATED REVENUE FUND	\$ 1,351,571	\$ 697,323	\$ 697,323	\$ -	0.0%
OTHER FUNDS					
Projects and Grants - Other Funds	\$ 576,483	\$ -	\$ -	\$ -	N/A
TOTAL -- PROJECTS AND GRANTS - OTHER FUNDS	\$ 576,483	\$ -	\$ -	\$ -	N/A
TOTAL -- SPECIAL REVENUE AND OTHER FUNDS	\$ 5,246,457	\$ 2,465,323	\$ 5,415,323	\$ 2,950,000	119.7%
TOTAL -- POLICE DEPARTMENT	\$ 192,755,389	\$ 195,334,174	\$ 210,342,178	\$ 15,008,004	7.7%



POLICE

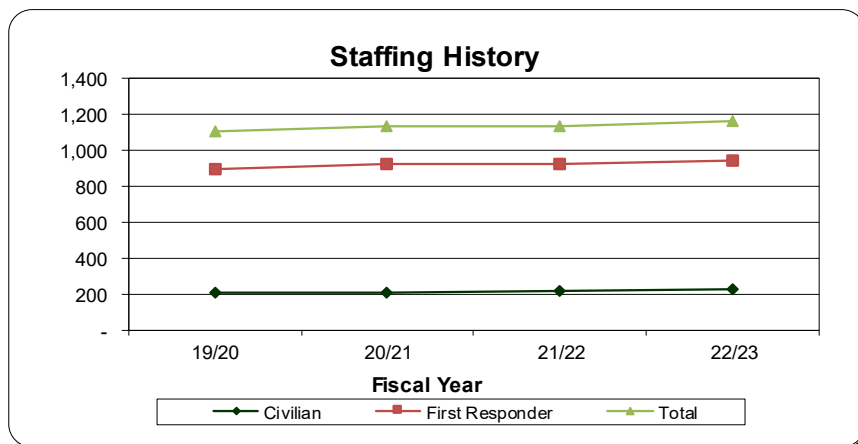
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 93,511,133	\$ 96,118,065	\$ 101,673,022	\$ 5,554,957	5.8%
Employee Benefits	69,626,224	71,077,594	72,322,593	1,244,999	1.8%
Supplies	4,362,702	4,083,956	2,487,190	(1,596,766)	(39.1%)
Contractual Services	4,655,037	4,590,786	5,303,752	712,966	15.5%
Utilities	932,452	949,430	949,430	-	0.0%
Travel	147,289	172,900	179,900	7,000	4.0%
Fleet and Facility Charges	11,618,159	11,105,168	13,110,758	2,005,590	18.1%
Capital Outlay	1,538,581	957,100	6,950,166	5,993,066	626.2%
Other Operating Expenses	5,512,876	4,984,373	6,170,565	1,186,192	23.8%
Transfer Out	850,935	1,294,802	1,194,802	(100,000)	(7.7%)
TOTAL -- POLICE DEPARTMENT	\$ 192,755,389	\$ 195,334,174	\$ 210,342,178	\$ 15,008,004	7.7%



POLICE

DEPARTMENT STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
GENERAL FUND #0001			
Police Administration (OPD)			
0001 Police Administration	9	9	14
Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	48
0002 Police Recruiting	10	10	10
0003 Police Communications	92	94	95
0004 Police Electronic Communication Systems	1	1	1
0006 Professional Standards Division	27	27	27
0007 Police Officer Training	35	35	35
Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	121	121	123
0002 Special Enforcement Division	53	53	53
0003 Police Special Investigations	13	13	13
0004 Police Grant-funded Activities	25	25	25
0005 Crime Center & Forensics	-	-	5
Special Services Bureau (OPS)			
0002 Community Relations Division	68	68	68
0003 Police Special Operations	51	51	53
0006 FY20 COPS Grant Clearing	-	-	-
Patrol Services Bureau (OPP)			
0002 Police North Patrol	112	112	123
0003 Police East Patrol	133	133	135
0004 Police West Patrol	119	119	119
0005 Police Central Patrol	95	95	95
TOTAL -- GENERAL FUND	1,010	1,012	1,042
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	118	118	123
TOTAL -- GOAA POLICE FUND	118	118	123
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
TOTAL -- POLICE	1,129	1,131	1,166



POLICE

Police Administration

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

Major Accomplishments

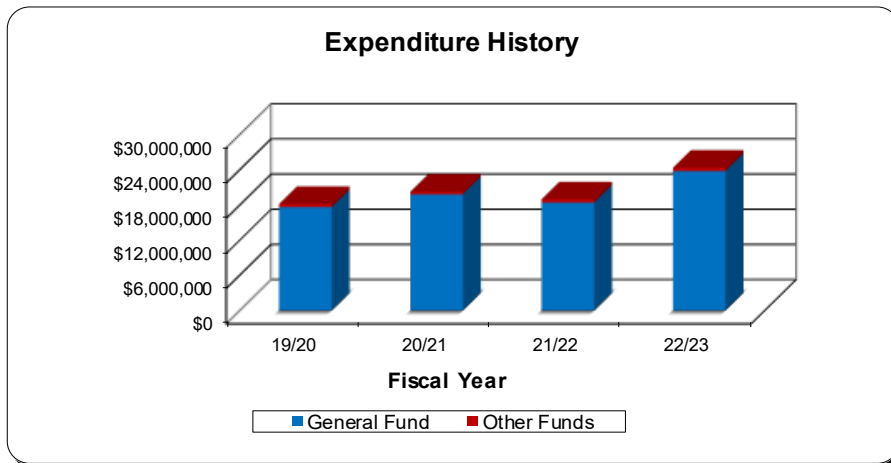
- The Department created the Junior Reserve Law Enforcement Program (JRLEP) at Lake Nona and Jones High Schools in conjunction with The Criminal Justice Institute at Valencia College, Orange County Public Schools, and the Orlando Regional Realtor Foundation.
- The Crime Center has been completed and is fully staffed with officers and crime analysts. The state-of-the-art center continues to elevate technology advancements with the improved interaction with BWC capabilities and public and private partnerships with security camera integration.
- The Office of Constitutional Policing was developed to support effective, constitutional policing through review and analysis of relevant information and making recommendations on policies, procedures, training, and communication.
- The Media Relations Office has restructured into a Strategic Communications office to include experienced sworn and professional staff focused on external and internal communication to leverage the department's commitment to responding to critical incidents, reducing violent crime, improving community relations, and expanding our recruitment efforts.
- The Media Relations Office continues to expand its relations with local and national media to highlight multimedia storytelling to the public and responding efficiently to critical incidents.
- The Media Relations Office continues to grow the audiences across the agency's Twitter, Facebook, Instagram, and YouTube accounts, as well as a newly launched LinkedIn account for recruitment efforts.
- The Media Relations office works with the City Clerk's office to facilitate public records requests to media outlets in a timely manner and has recently improved the turn-around time.

Future Goals and Objectives

- The Chief of Police will implement initiatives and operational improvements to reduce violent crime in the city.
- 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.
- Under the Chief of Police's direction, the Recruiting Unit will expand recruiting efforts to hire 30% of women by the year 2030.
- The Office of Constitutional Policing will be fully staffed and operational.
- The Chief of Police will continue to work with the CAO in expanding the Community Response Team pilot program.
- The Youth Outreach Coordinator, district liaison officers, and School Resource Officers will work with the City's established youth programs and Families, Parks & Recreation Department to continue to foster positive relationships with the community's youth.
- We will solicit input from the Citizens Review Board and community stakeholders regarding policy changes.
- 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.
- 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

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Police-Administration (OPD)					
0001 Police Administration	\$ 3,478,569	\$ 52,674	\$ 2,216,967	\$ 2,164,293	4108.8%
0002 Police Nondepartmental	3,947,837	6,598,736	6,264,435	(334,301)	(5.1%)
0003 Primrose Building Operations	73,071	62,680	154,680	92,000	146.8%
0009 OPD Off Duty	12,159,200	11,700,000	15,147,500	3,447,500	29.5%
0010 OPD - MOU Overtime	146,319	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 19,804,995	\$ 18,414,090	\$ 23,783,582	\$ 5,369,492	29.2%
LAW ENFORCEMENT TRAINING FUND #0002					
Police-Administration (OPD)					
0005 Police Law Enforcement Training	\$ 89,973	\$ 130,000	\$ 130,000	\$ -	0.0%
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 89,973	\$ 130,000	\$ 130,000	\$ -	0.0%
POLICE CAMP TRUST FUND #0021					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 900	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 900	\$ -	\$ -	\$ -	N/A
FORFEITURE SHARING FUNDS #1165, #1166 & #1167					
Police-Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 363,367	\$ 406,073	\$ 425,262	\$ 19,189	4.7%
0003 Federal Asset Sharing - Justice	85,336	-	-	-	N/A
0006 Federal Asset Sharing - Treasury	-	-	-	-	N/A
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 363,367	\$ 406,073	\$ 425,262	\$ 19,189	4.7%
TOTAL -- POLICE ADMINISTRATION	\$ 20,259,236	\$ 18,950,163	\$ 24,338,844	\$ 5,388,681	28.4%



STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
GENERAL FUND #0001			
Police-Administration (OPD)			
0001 Police Administration	9	9	14
TOTAL -- GENERAL FUND	9	9	14
TOTAL -- POLICE ADMINISTRATION	9	9	14

POLICE

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 Professional Standards Section (In-Service Training, Accountability and Standards Compliance Unit, 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

- The Strategic Planning/Grants Section managed more than 18 grant awards, valued at more than \$3.9 million and has submitted eight additional applications, pending approval, worth \$2.3 million.
- The Report Review Unit processed/merged over 92,230 police related reports.
- The Information Desk handled over 11,391 phone calls and 9,771 walk-ins.
- The Support Services Division hired additional staff in the Records and Report Review Units.
- The Communications Division processed 343,845 911 emergency calls and 569,436 non-emergency calls, for a total of 913,281 calls. Included in these calls were 1404 911Text calls and 288 TTY calls.
- The Communications Division answered the 911 calls on an average of 97.13%, which is 7.13% over the State requirement of 90% within 10 seconds.
- The Communications Division hired (30) new Emergency Communications Specialists (ECS) and successfully cross-trained (4) ECS to Level II and (1) ECS to Level III.

Future Goals and Objectives

Short Term

- The Strategic Planning/Grants Section will research funding opportunities for new initiatives.
- The Strategic Planning/Grants Section will develop standard operating procedures for future CPTED assessments.
- The Internal Affairs Section will implement new enhanced Early Intervention software.
- The Internal Affairs Section will update Citizens' Police Review Board's and OPD homepage to satisfy The Bowman Group and CPRB recommendations.
- The Support Services Division will explore ways to file reports into one system.
- The Communications Division will hire 12 Emergency Communication Specialists (ECS).
- The Communications Division, Technical Support will deploy 950 portable APXNEXT radios.
- The Communications Division, Technical Support will upgrade the City's Public Safety radio system to the latest software platform.

Medium Term

- The Strategic Planning/Grants Section will work closely with the Office of Constitutional Policing to develop new processes for policy development.
- The Support Services Division will train staff assistants in the Records Management Section to expedite Public Records Request
- The Communications Division will cross-train 10 ECS in different level positions.
- The Communications Division will train all ECS employees on the CIT Course.

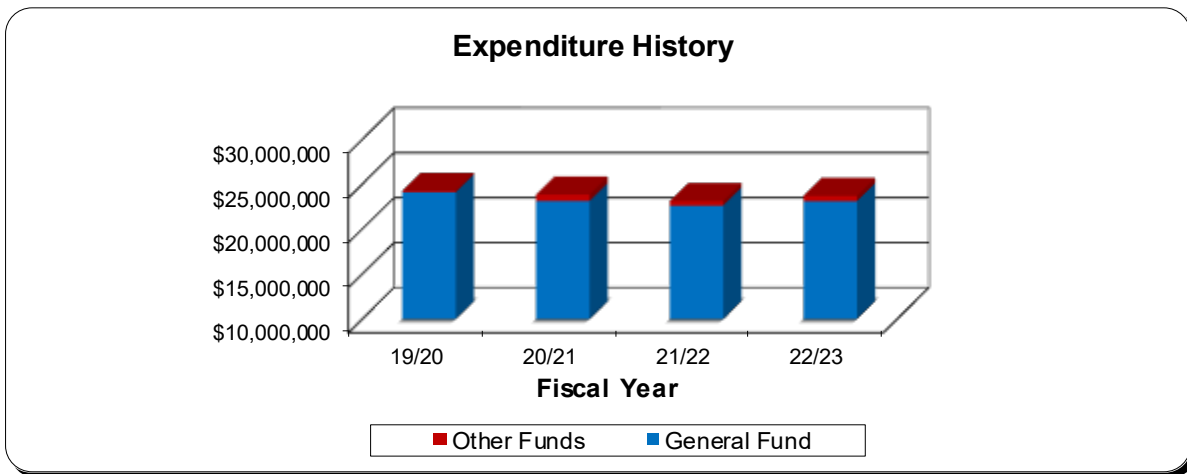
Long Term

- 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 Support Services Division will conduct facility improvements via Green Works Orlando.
- The Training Unit will develop and utilize Virtual Reality technology in future blocks of training.
- The Recruiting Unit will continue their efforts to close the gap on the number of vacancies in the agency while keeping to the high standards we implore.

POLICE

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Administrative Services Bureau (OPA)					
0001 Police Support Services	\$ 3,760,143	\$ 3,933,432	\$ 4,301,226	\$ 367,794	9.4%
0002 Police Recruiting	1,398,799	1,555,506	1,530,169	(25,337)	(1.6%)
0003 Police Communications	8,107,463	9,282,334	9,920,131	637,797	6.9%
0004 Police Electronic Communication Systems	197,042	301,290	351,512	50,222	16.7%
0006 Professional Standards Division	3,309,368	3,510,163	2,870,570	(639,593)	(18.2%)
0007 Police Officer Training	6,366,380	4,036,788	4,147,201	110,413	2.7%
TOTAL -- GENERAL FUND	\$ 23,139,195	\$22,619,513	\$ 23,120,809	\$ 501,296	2.2%
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police-Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 725,282	\$ 532,000	\$ 602,213	\$ 70,213	13.2%
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 725,282	\$ 532,000	\$ 602,213	\$ 70,213	13.2%
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	\$ 23,864,477	\$23,151,513	\$ 23,723,022	\$ 571,509	2.5%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Administrative Services Bureau (OPA)			
0001 Police Support Services	46	46	48
0002 Police Recruiting	10	10	10
0003 Police Communications	92	94	95
0004 Police Electronic Communication Systems	1	1	1
0006 Professional Standards Division	27	27	27
0007 Police Officer Training	35	35	35
TOTAL -- GENERAL FUND	211	213	216
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	211	213	216

POLICE

Special Services Bureau

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 and includes the agency's volunteer and intern program. 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). They also coordinate Special Events through permitting and staffing, as well as the extra duty program for the department. The International Airport Division includes the Airport Patrol Units, Investigations Unit, K9 Unit, TAC Unit, and CSO Unit.

Major Accomplishments

- The annual Shop-with-a-Supercop event, in collaboration with Walmart Inc., gifted 80 gift cards to elementary school students to shop with a department member.
- The Community Involvement Section hosted the Business Safety Summit, Senior Safety Summit, and Safe Place Initiative.
- The Community Involvement Section conducted Active Assailant Training with local churches and Neighborhood Watch participants.
- The Junior Reserve Law Enforcement Academies Began at Jones and Lake Nona High Schools
- The Airport Division conducted 24 Human Trafficking Awareness courses to airport new hire employees.
- The Airport Division recovered an estimated 4,110 pounds of Cannabis, 174 pounds of Methamphetamines, 21 pounds of cocaine, and seized over \$333,000 cash.
- The Motor Unit partnered with Advance Auto Parts to hand out \$5,000 worth of gift cards to help motorists fix minor equipment violations like burned out headlights. The WKMG Local 6 News team also donated 200 additional gift cards, valued at \$5,000, to continue the program.
- The Motor Unit participated in Operation Best Foot Forward to educate drivers about Florida's right-of-way laws and curb the pattern of aggressive behavior towards pedestrians.

Future Goals

Short Term

- The Airport Division will conduct Active Shooter training for airport and Brightline employees.
- The Airport Division will continue Human Traffic Awareness training to airport stakeholders.
- The Motor Unit will expand the Advance Auto Parts gift card program to include patrol.
- The Traffic Enforcement Section will assist with the implementation the TraCS program. This program helps law enforcement agencies submit crash data to the Florida Department of Highway Safety and citation data to local county clerks of the court.

Mid Term

- The Community Involvement Section will enhance Youth Engagement Opportunities (summits, NPU Fun Days, & Summer Camps)
- The K-9 Unit will hold several open houses at their training facility for patrol officers to learn about the canine unit.
- The Mounted Unit will hold several open houses at their training facility for the patrol officers to learn about the unit.
- The Traffic Enforcement Section will continue to apply for grants and participate in traffic safety operations and campaigns that help educate the motoring public, pedestrians, and bicyclists.

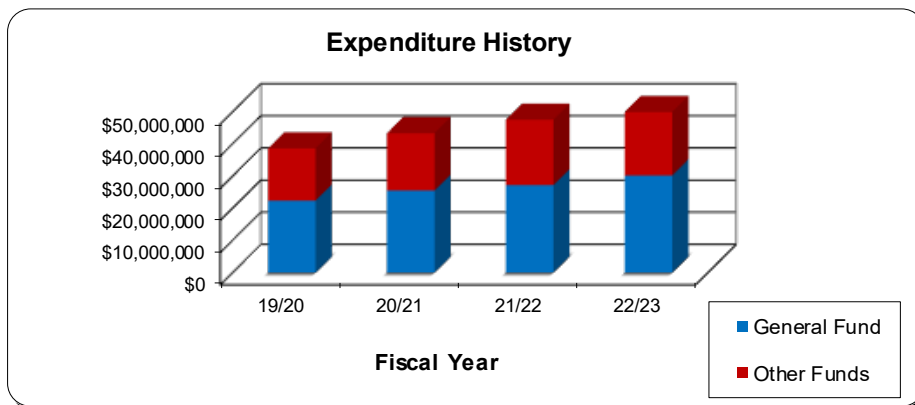
Long Term

- The Community Involvement Section will conduct COMPASS Presentations for apartment managers and property owners.
 - The Mounted Patrol Unit will address crime in neighborhoods through high visibility patrols, making community contacts, and enforcement.
 - The Vehicles for Hire Unit will schedule operations to address illegal taxis and ensure pedicabs are following city ordinances.
-

POLICE

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Special Services Bureau (OPS)					
0002 Community Relations Division	\$ 14,506,976	\$ 16,282,735	\$ 17,326,772	\$ 1,044,037	6.4%
0003 Police Special Operations	8,933,634	8,737,292	9,022,101	284,809	3.3%
0005 Airport Police-General Fund	2,351,109	1,775,000	3,003,362	1,228,362	69.2%
0006 COPS Grant Clearing	(246,602)	417,514	911,984	494,470	118.4%
TOTAL -- GENERAL FUND	\$ 25,545,118	\$ 27,212,541	\$ 30,264,219	\$ 3,051,678	11.2%
GOAA POLICE FUND #1285					
Police-Special Services Bureau (OPS)					
0004 Airport Police	\$ 16,796,483	\$ 19,045,142	\$ 19,066,620	\$ 21,478	0.1%
TOTAL -- GOAA POLICE FUND	\$ 16,796,483	\$ 19,045,142	\$ 19,066,620	\$ 21,478	0.1%
OCPS CROSSING GUARD FUND #0014					
Police-Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 1,033,809	\$ 1,312,479	\$ 1,212,479	\$ (100,000)	(7.6%)
TOTAL -- OCPS CROSSING GUARD FUND	\$ 1,033,809	\$ 1,312,479	\$ 1,212,479	\$ (100,000)	(7.6%)
TOTAL -- SPECIAL SERVICES BUREAU	\$ 43,375,411	\$ 47,570,162	\$ 50,543,318	\$ 2,973,156	6.3%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Special Services Bureau (OPS)			
0002 Community Relations Division	68	68	68
0003 Police Special Operations	51	51	53
TOTAL -- GENERAL FUND	119	119	121
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	118	118	123
TOTAL -- GOAA POLICE FUND	118	118	123
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	1
TOTAL -- OCPS CROSSING GUARD FUND	1	1	1
TOTAL -- SPECIAL SERVICES BUREAU	238	238	245

POLICE

Investigative Services Bureau

The Investigative Services Bureau consists of the Criminal Investigations Division, Special Enforcement Division (SED), the Crime Center and Forensics Division, the Metropolitan Bureau of Investigations (MBI) and the Intelligence Unit. The Criminal Investigations Division includes the Mayor Crimes Section and the Property Crimes Section. The Special Enforcement Division consists of the Overdose Investigative Unit, the Group Violence Unit, Special Enforcement Team, and Task Force Officers assigned to DEA, HIDTA, and MBI. The Crime Center and Forensics Division consists of the Forensics Section, the Crime Center Section, the Deputy Commander to the Central Florida Intelligence Exchange, and Task Force officers assign to the FBI, Secret Service, Homeland Security, and ATF.

Major Accomplishments

- The Crime Center and Forensics Division completed the Downtown Public Safety Enhancement Project, adding multiple cameras and ALPR's throughout the Downtown Entertainment District and areas surrounding venues. These additions have already been an integral part of numerous public safety incidents.
- The Crime Center and Forensics Division obtained \$150,000 in grant funding specifically used to update forensic equipment.
- The Crime Center and Forensics Division completed the implementation of our new video management system and communication platform. The Crime Center staff completed training for all sworn staff and deployed the new video and communication platform.
- The Crime Center and Forensics Division initiated a NIBIN Program and hired a contract NIBIN Technician which has resulted in a seamless process to both test fire and enter ballistics of all firearms seized by the Department. This process has resulted in numerous investigative leads.
- The Property Unit received training and started utilizing T-Force, an intelligence platform from the Florida Attorney General to identify and share suspect information relating to prolific and organized retail theft suspects.

Future Goals and Objectives

Short Term

- The Crime Center and Forensics Division will continue to work with established partners to add community member cameras to our Public Safety Camera Network.
- The Crime Center and Forensics Division will continue to work to resolve staffing concerns in our Latent Print Unit, which has been determined to be a nationwide issue.
- The Overdose Investigative Unit will work to dismantle a fentanyl distribution group selling deadly drugs in Orlando. This will have a dramatic short-term impact on drug dealing and deaths from fentanyl.

Medium Term

- The Crime Center and Forensics Division has obtained additional grant funding that will be used for much needed specialized training for both Crime Scene Investigators and Crime Analysts.
- The Crime Center and Forensics Division will work with existing Community Member Partners and introduce them to the opportunity to participate in the Public Safety Camera Network.
- The Overdose Investigative Unit will work to continue the decrease of overdose deaths in Orlando. The OIU will use targeted enforcement and the help of the new Substance Abuse Victim Advocate.

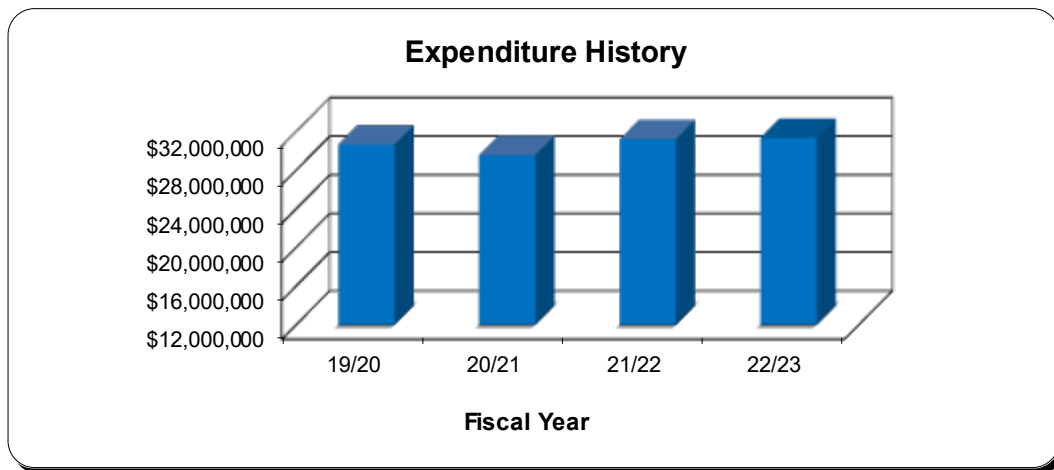
Long Term

- The Crime Center and Forensics Division will establish partnerships to enhance our Public Safety Camera Network.
- The Crime Center and Forensics Division will work towards the possibility of Forensic accreditation.
- The Special Enforcement Division will look to add a crime analyst, potentially from funds distributed from the class action opioid settlement. The analyst will aid in investigations at SED and help study patterns and trends in opioid and violent crime cases.

POLICE

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	\$ 16,500,292	\$ 15,467,837	\$ 14,921,360	\$ (546,477)	(3.5%)
0002 Special Enforcement Division	7,030,042	5,546,096	5,794,441	248,345	4.5%
0003 Police Special Investigations	2,490,929	2,383,173	2,392,366	9,193	0.4%
0004 Police Grant-funded Activities	889,318	1,898,142	1,042,043	(856,099)	(45.1%)
0005 Crime Center & Forensics Division	2,637,211	5,923,192	7,192,794	1,269,602	21.4%
TOTAL -- GENERAL FUND	\$ 29,547,792	\$ 31,218,440	\$ 31,343,004	\$ 124,564	0.4%
TOTAL -- INVESTIGATIVE SERVICES BUREAU	\$ 29,547,792	\$ 31,218,440	\$ 31,343,004	\$ 124,564	0.4%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	121	121	123
0002 Special Enforcement Division	53	53	53
0003 Police Special Investigations	13	13	13
0004 Police Grant-funded Activities	25	25	25
0005 Crime Center & Forensics	-	-	5
TOTAL -- GENERAL FUND	212	212	219
TOTAL -- INVESTIGATIVE SERVICES BUREAU	212	212	219

POLICE

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 evening shift units shifted their focus around the holiday ('21) season to a strictly proactive enforcement initiative. The focus was to target violent criminals in the West, North, and Downtown areas, resulting in 669 felony arrests and 320 firearms seized (Jan-Aug.)
- The Community Service Officers Unit expanded, adding 2 additional CSOs to Patrol, and 2 to the OIA operation.
- OPD has sought a different approach to security downtown, aimed at improving the overall safety of patrons and workers during the evening and late-night hours. We are working with private security and detection K-9s in a planned effort to prevent criminals from preying on the nightlife crowds.
- Each Patrol Division was able to complete several alterations and improvements to the satellite substations, including remodeling the Parramore Bike Unit office, totally relocating the I-Drive Bike Unit office, and upgrades to both East, North, and Central Patrol workspaces.

Future Goals and Objectives

Short Term

- All Patrol Officers will support upcoming efforts to combat violent crime and positively interact/engage with the community they patrol.
- Commanding officers in Patrol will work on their preparation for managing our response to critical incidents, through scenario-based training taken from current events.
- Patrol will adjust staffing as needed to ensure proper coverage, locale, and officer safety.

Medium Term

- Patrol will provide feedback to their chain of command on desired technology or equipment they would like to make their work production work efficient.
- Patrol will continue to focus on coordinated training efforts and conducting after-incident debriefs to identify areas of proficiency and deficiency.
- Patrol will reinstate Patrol TAC, a division of three units designated to combat prolific and violent offenders, to reduce the propensity for violent and reckless activity.

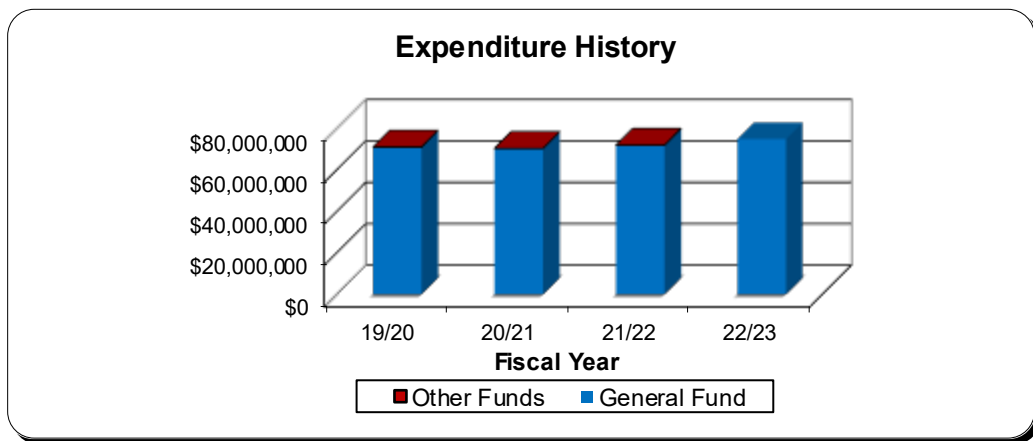
Long Term

- Continue to promote advanced training opportunities to our members that will enhance their professional working knowledge, safety, and leadership development.
- Members of the Patrol Services Bureau will make an increased effort to practice the utmost safe driving habits, even when responding to emergency calls, to significantly decrease vehicle accidents this upcoming year.
- Continue to evaluate operational plans and/or adjust staffing in the downtown corridor during the late-night hours, to maximize safety and presence, aimed to increase the feeling of visiting a safe environment.

POLICE

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police-Patrol Services Bureau (OPP)					
0002 Police North Patrol	\$ 17,652,849	\$ 18,435,094	\$ 18,922,439	\$ 487,345	2.64%
0003 Police East Patrol	20,788,744	21,201,867	20,995,364	\$ (206,503)	(0.97%)
0004 Police West Patrol	19,119,852	19,779,707	22,088,790	\$ 2,309,083	11.67%
0005 Police Central Patrol	12,900,571	12,561,905	12,972,074	\$ 410,169	N/A
TOTAL -- GENERAL FUND	\$ 70,462,017	\$ 71,978,573	\$ 74,978,667	\$ 3,000,094	4.17%
TOTAL -- PATROL SERVICES BUREAU	\$ 70,462,017	\$ 71,978,573	\$ 74,978,667	\$ 3,000,094	4.17%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police-Patrol Services Bureau (OPP)			
0002 Police North Patrol	112	112	123
0003 Police East Patrol	133	133	135
0004 Police West Patrol	119	119	119
0005 Police Central Patrol	95	95	95
TOTAL -- GENERAL FUND	459	459	472
TOTAL -- PATROL SERVICES BUREAU	459	459	472

POLICE

Police Department Operational Performance- Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Police Administrative Services Bureau	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport).	97.1%	95.4%	96.3%

Fiscal

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	-2.1%	+0.5%	+5%

Internal Processes

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 120 calendar days or less (reported YTD).	98%	93%	80%
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes).	16.35 minutes	18.31 minutes	17.33 minutes
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes).	36.05 minutes	37.46 minutes	36.75 minutes
Police Investigative Services Bureau	Percentage of cases cleared.	13.9%	27.2%	20.5%

Outcome & Mission

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Police Department	Percent change of UCR reported crimes	2.6%	6.7%	4.6%
Police Department	Percent change of the total number of violent crimes.	-11.6%	.1%	-5.6%
Police Department	Percentage change in the number of property crimes.	-9.7%	7.1%	-6.2%

2021-2022 BY THE NUMBERS:

Solid Waste customers:

60,873
residential



10,503
commercial



68,019
miles of streets
cleaned



245,736
feet of stormwater
pipes repaired



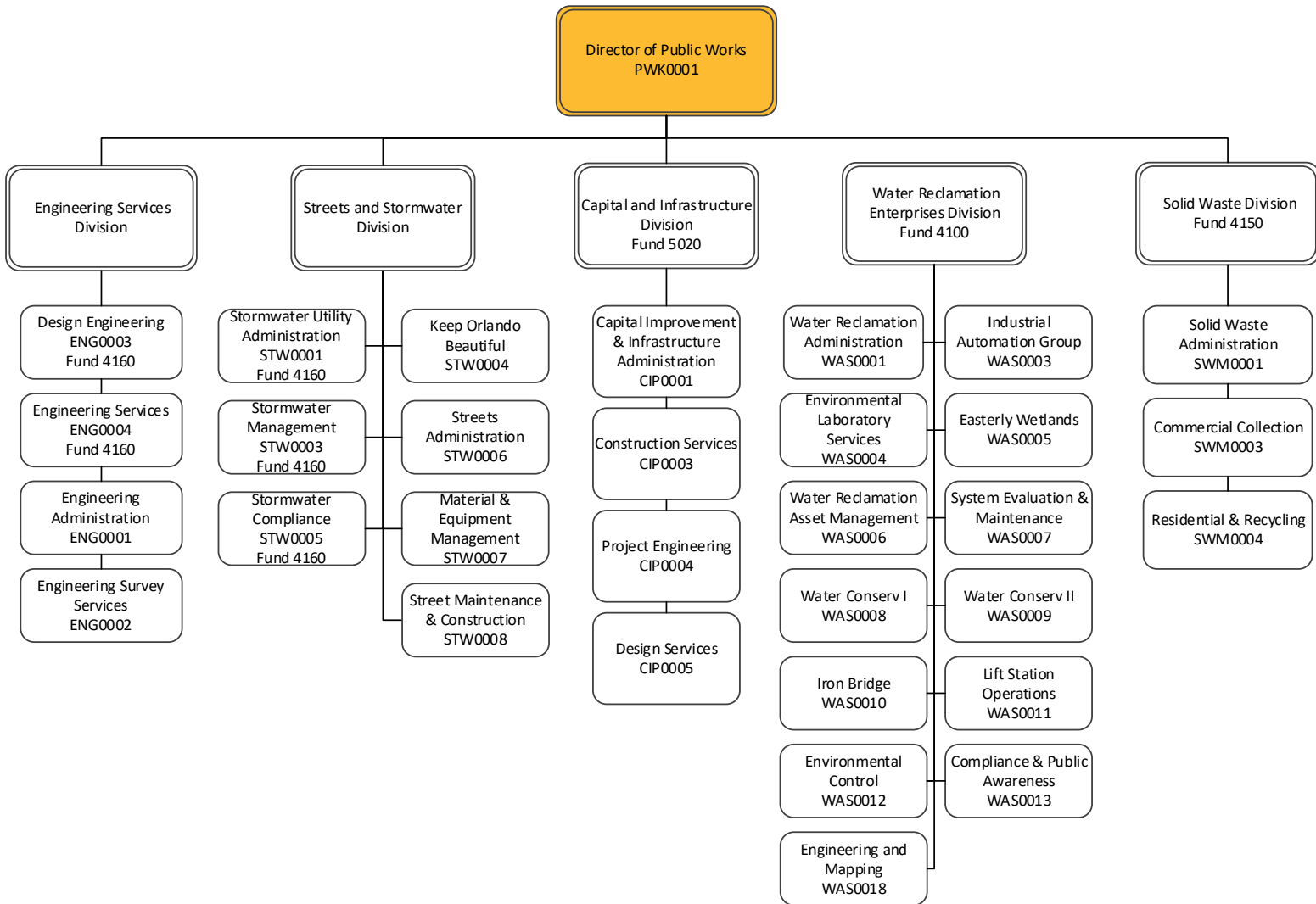
18 buildings with Leadership in
Energy and Environmental
Design (LEED) Certification



15,550 TONS
in biosolids recycled from wastewater

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PUBLIC WORKS



Department Mission Statement

The Public Works Department exists to enhance the quality of life and serve the residents of the City of Orlando by providing world class customer service and the highest quality of services that will continue to move the city forward. The Public Works Department proactively identifies innovative solutions for creating a sustainable city for future generations through the planning, design, construction, maintenance, and operation of public infrastructure.

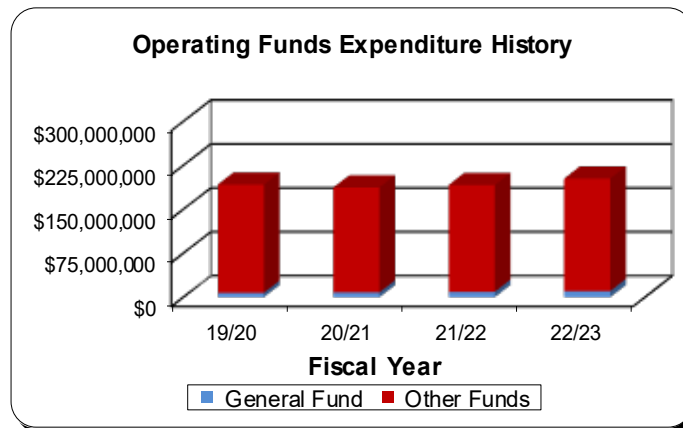
PUBLIC WORKS

DEPARTMENT EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 984,726	\$ 1,349,922	\$ 1,390,571	\$ 40,649	3.0%
0002 Public Works Nondepartmental	198,491	(110,243)	(341,774)	(231,531)	210.0%
Engineering Services Division (ENG)					
0001 Engineering Administration	70,666	262,915	289,405	26,490	10.1%
0002 Engineering Survey Services	313,434	831,102	1,204,530	373,428	44.9%
Streets and Stormwater Division (STW)					
0004 Keep Orlando Beautiful	55,258	81,312	121,124	39,812	49.0%
0006 Streets Administration	526,441	644,234	662,359	18,125	2.8%
0007 Material and Equipment Management	4,228,021	3,765,388	4,656,636	891,248	23.7%
0008 Street Maintenance and Construction	1,891,525	2,328,071	2,403,383	75,312	3.2%
TOTAL -- GENERAL FUND	\$ 8,268,563	\$ 9,152,701	\$ 10,386,234	\$ 1,233,533	13.5%
SOLID WASTE FUND #4150					
Solid Waste Division (SWM)					
0001 Solid Waste Administration	\$ 2,292,301	\$ 2,745,818	\$ 2,408,572	\$ (337,246)	(12.3%)
0002 Solid Waste Nondepartmental	4,572,791	4,998,559	5,192,394	193,835	3.9%
0003 Commercial Collection	13,889,521	13,354,821	13,979,176	624,355	4.7%
0004 Residential & Recycling	16,962,492	18,732,265	19,953,091	1,220,826	6.5%
TOTAL -- SOLID WASTE FUND	\$ 37,717,104	\$ 39,831,463	\$ 41,533,233	\$ 1,701,770	4.3%
STORMWATER UTILITY FUND #4160					
Engineering Services Division (ENG)					
0003 Design Engineering	\$ 141,895	\$ 219,113	\$ 239,977	\$ 20,864	9.5%
0004 Engineering Services	181,202	714,551	699,621	(14,930)	(2.1%)
Streets and Stormwater Division (STW)					
0001 Stormwater Utility Administration	4,690,618	1,365,943	1,327,185	(38,758)	(2.8%)
0002 Stormwater Nondepartmental	8,332,185	10,884,870	12,400,137	1,515,267	13.9%
0003 Stormwater Management	8,931,293	9,927,199	10,443,541	516,342	5.2%
0005 Stormwater Compliance	1,554,139	2,428,990	2,528,154	99,164	4.1%
TOTAL -- STORMWATER UTILITY FUND	\$ 23,831,331	\$ 25,540,666	\$ 27,638,615	\$ 2,097,949	8.2%
WATER RECLAMATION REVENUE FUND #4100					
Water Reclamation Enterprises Division (WAS)					
0001 Water Reclamation Administration	\$ 5,865,109	\$ 3,928,599	\$ 4,014,489	\$ 85,890	2.2%
0002 Water Reclamation Nondepartmental	53,375,446	48,940,635	52,813,122	3,872,487	7.9%
0003 Industrial Automation Group	2,960,881	3,860,695	5,353,065	1,492,370	38.7%
0004 Environmental Laboratory Services	953,978	990,755	1,149,296	158,541	16.0%
0005 Easterly Wetlands	836,222	821,417	930,398	108,981	13.3%
0006 Water Reclamation Asset Management	1,049,613	1,147,070	1,166,449	19,379	1.7%
0007 System Evaluation and Maintenance	9,817,881	12,314,519	10,024,509	(2,290,010)	(18.6%)
0008 Water Conserv I	4,294,438	4,779,610	5,644,176	864,566	18.1%
0009 Water Conserv II	12,599,537	11,041,281	11,541,384	500,103	4.5%
0010 Iron Bridge	10,302,045	11,985,676	11,389,204	(596,472)	(5.0%)
0011 Lift Station Operations	6,167,669	7,762,761	7,749,767	(12,994)	(0.2%)
0012 Environmental Control	1,526,312	1,114,758	927,643	(187,115)	(16.8%)
0013 Compliance and Public Awareness	929,945	1,059,663	1,131,151	71,488	6.7%
0018 Engineering and Mapping	-	1,723,424	1,843,996	120,572	7.0%
0019 Reclaimed Water	-	-	1,082,094	1,082,094	N/A
TOTAL -- WATER RECLAMATION REVENUE FUND	\$ 110,679,076	\$ 111,470,863	\$ 116,760,743	\$ 5,289,880	4.7%

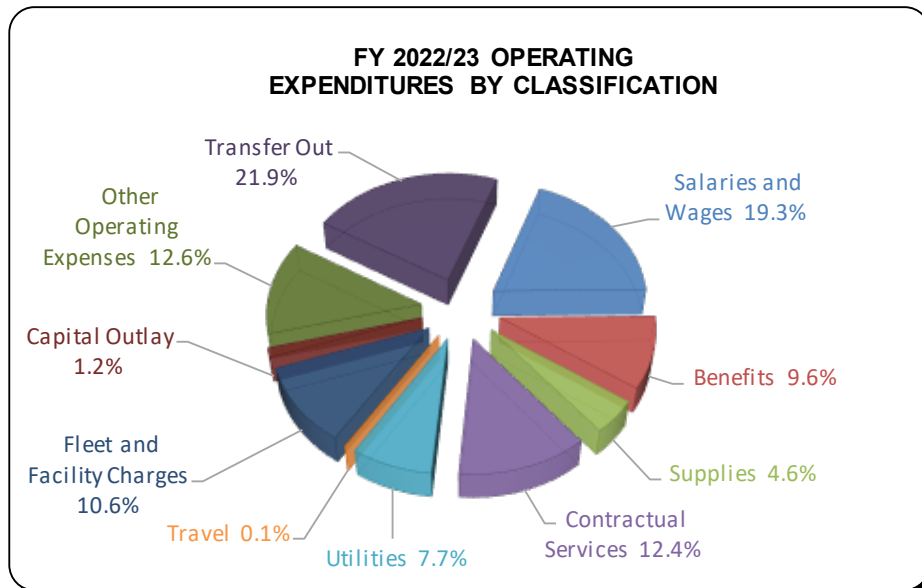
PUBLIC WORKS

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONSTRUCTION MANAGEMENT FUND #5020					
Capital Improvement and Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Admin.	\$ 759,954	\$ 723,959	\$ 1,022,577	\$ 298,618	41.2%
0002 Construction Management Nondepartmental	473,624	245,174	348,135	102,961	42.0%
0003 Project Engineering	1,183,751	1,414,880	1,475,956	61,076	4.3%
0004 Construction Services	1,864,880	2,537,187	2,478,332	(58,855)	(2.3%)
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 4,282,208	\$ 4,921,200	\$ 5,325,000	\$ 403,800	8.2%
OTHER FUNDS					
All Cost Centers	\$ 2,419,269	\$ 554,000	\$ 816,210	262,210	47.3%
TOTAL -- OTHER FUNDS	\$ 2,419,269	\$ 554,000	\$ 816,210	\$ 262,210	47.3%
TOTAL -- PUBLIC WORKS OPERATING	\$ 187,197,552	\$ 191,470,893	\$ 202,460,035	\$ 10,989,142	5.7%



PUBLIC WORKS

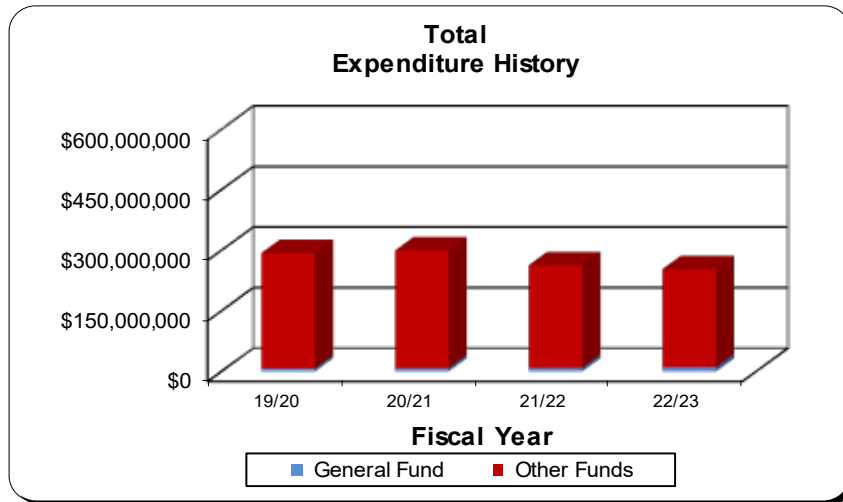
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 32,976,401	\$ 36,964,998	\$ 38,938,177	\$ 1,973,179	5.3%
Benefits	18,058,690	19,458,557	19,517,948	59,391	0.3%
Supplies	9,478,456	8,681,313	9,280,756	599,443	6.9%
Contractual Services	21,594,518	23,511,336	25,126,033	1,614,697	6.9%
Utilities	14,620,586	15,976,515	15,572,934	(403,581)	(2.5%)
Travel	21,531	150,980	153,293	2,313	1.5%
Fleet and Facility Charges	21,221,867	19,920,445	21,523,108	1,602,663	8.0%
Capital Outlay	1,436,255	2,551,690	2,471,601	(80,089)	(3.1%)
Other Operating Expenses	21,997,382	25,467,972	25,493,322	25,350	0.1%
Transfer Out	45,791,867	38,787,087	44,382,863	5,595,776	14.4%
TOTAL -- PUBLIC WORKS OPERATING	\$ 187,197,552	\$ 191,470,893	\$ 202,460,035	\$ 10,989,142	5.7%



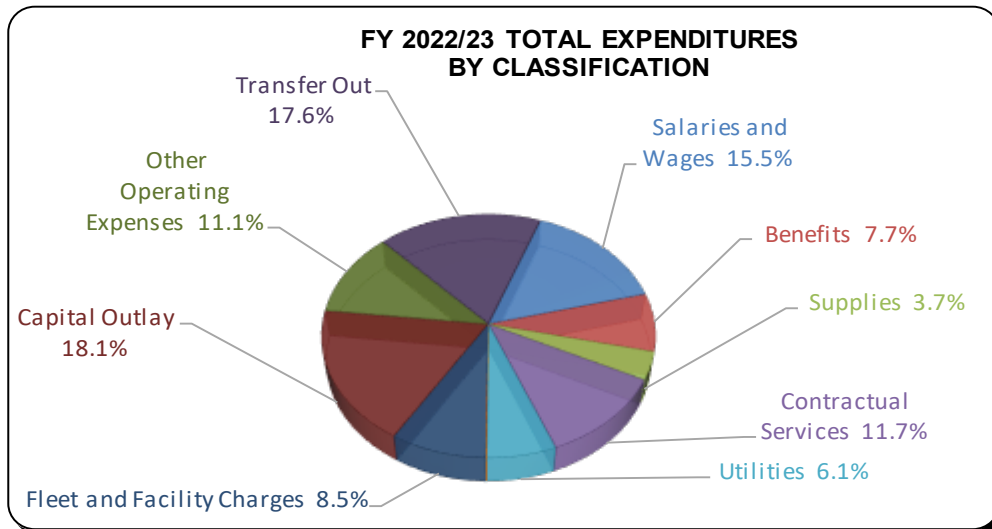
PUBLIC WORKS

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<u>SOLID WASTE FUND #4150</u>					
Solid Waste Division (SWM)					
Projects and Grants	\$ -	\$ 2,220,000	\$ -	\$ (2,220,000)	(100.0%)
TOTAL -- SOLID WASTE FUND	\$ -	\$ 2,220,000	\$ -	\$ (2,220,000)	(100.0%)
<u>STORMWATER UTILITY FUND #4160</u>					
Streets and Stormwater Division (STW)					
Projects and Grants	\$ 1,507	\$ -	\$ -	\$ -	N/A
TOTAL -- STORMWATER UTILITY FUND	\$ 1,507	\$ -	\$ -	\$ -	N/A
<u>STORMWATER CAPITAL FUND #4161</u>					
Streets and Stormwater Division (STW)					
Projects and Grants	\$ 2,456,425	\$ 2,000,000	\$ 3,000,000	\$ 1,000,000	50.0%
TOTAL -- STORMWATER UTILITY FUND	\$ 2,456,425	\$ 2,000,000	\$ 3,000,000	\$ 1,000,000	50.0%
<u>WATER RECLAMATION GENERAL CONSTRUCTION FUND #4106</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 45,811,135	\$ 57,300,000	\$ 30,229,779	\$ (27,070,221)	(47.2%)
TOTAL -- WATER RECLAMATION GENERAL CONSTRUCTION FUND	\$ 45,811,135	\$ 57,300,000	\$ 30,229,779	\$ (27,070,221)	(47.2%)
<u>WATER RECLAMATION RENEWAL AND REPLACEMENT FUND #4107</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 1,191,406	\$ 3,000,000	\$ 3,000,000	\$ -	0.0%
TOTAL -- WATER RECLAMATION R&R FUND	\$ 1,191,406	\$ 3,000,000	\$ 3,000,000	\$ -	0.0%
<u>WATER RECLAMATION CONSERV I CONSTRUCTION FUND #4105</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 5,662,645	\$ -	\$ -	\$ -	N/A
TOTAL -- WATER RECLAMATION CONSERV I CONSTRUCTION FUND	\$ 5,662,645	\$ -	\$ -	\$ -	N/A
<u>WATER RECLAMATION SRF LOAN CONSTRUCTION FUND #4112</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 17,316,248	\$ -	\$ -	\$ -	N/A
TOTAL -- WATER RECLAMATION SRF LOAN CONSTRUCTION FUND	\$ 17,316,248	\$ -	\$ -	\$ -	N/A
<u>INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND #3034</u>					
Capital Improvement and Infrastructure Division (CIP)					
Projects and Grants	\$ 23,715,972	\$ -	\$ -	\$ -	N/A
Streets and Stormwater Division (STW)					
Projects and Grants	6,009,252	-	-	-	N/A
TOTAL -- INVESTING IN OUR NEIGHBORHOODS 2018B CONST BOND FUND	\$ 29,725,225	\$ -	\$ -	\$ -	N/A
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Capital Improvement and Infrastructure Division (CIP)					
Projects and Grants	\$ 1,214,483	\$ -	\$ -	\$ -	N/A
Streets and Stormwater Division (STW)					
Projects and Grants	4,906,406	3,875,000	6,325,000	2,450,000	63.2%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 6,120,889	\$ 3,875,000	\$ 6,325,000	\$ 2,450,000	63.2%
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 4,521,962	\$ 3,325,000	\$ 8,525,000	\$ 5,200,000	156.4%
TOTAL -- OTHER FUNDS	\$ 4,521,962	\$ 3,325,000	\$ 8,525,000	\$ 5,200,000	156.4%
TOTAL -- PROJECTS AND GRANTS	\$ 112,807,442	\$ 71,720,000	\$ 51,079,779	\$ (20,640,221)	(28.8%)
TOTAL -- PUBLIC WORKS	\$ 300,004,994	\$ 263,190,893	\$ 253,539,814	\$ (9,651,079)	(3.7%)

PUBLIC WORKS



Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 33,007,036	\$ 36,964,998	\$ 38,938,177	\$ 1,973,179	5.3%
Benefits	18,063,365	19,458,557	19,517,948	59,391	0.3%
Supplies	9,954,719	8,681,313	9,280,756	599,443	6.9%
Contractual Services	43,738,093	46,431,336	29,776,033	(16,655,303)	(35.9%)
Utilities	16,572,077	15,976,515	15,572,934	(403,581)	(2.5%)
Travel	21,531	150,980	153,293	2,313	1.5%
Fleet and Facility Charges	21,523,141	19,920,445	21,523,108	1,602,663	8.0%
Capital Outlay	80,003,314	48,351,690	45,901,380	(2,450,310)	(5.1%)
Other Operating Expenses	25,667,207	28,467,972	28,493,322	25,350	0.1%
Transfer Out	51,454,512	38,787,087	44,382,863	5,595,776	14.4%
TOTAL -- PUBLIC WORKS	\$ 300,004,994	\$ 263,190,893	\$ 253,539,814	\$ (9,651,079)	(3.7%)



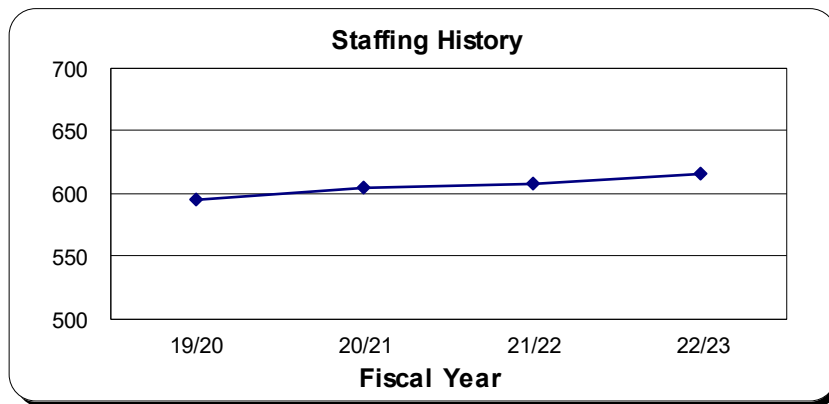
PUBLIC WORKS

DEPARTMENT STAFFING SUMMARY

Fund	2020/21	2021/22	2022/23
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Public Works (PWK)			
0001 Director of Public Works	5	6	5
Engineering Services Division (ENG)			
0001 Engineering Administration	4	4	4
0002 Engineering Survey Services	19	19	22
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
TOTAL -- GENERAL FUND	87	88	90
<u>SOLID WASTE FUND #4150</u>			
Solid Waste Division (SWM)			
0001 Solid Waste Administration	19	19	21
0003 Commercial Collection	33	33	34
0004 Residential & Recycling	63	63	64
TOTAL -- SOLID WASTE FUND	115	115	119
<u>STORMWATER UTILITY FUND #4160</u>			
Streets and Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	8	8	8
0003 Stormwater Management	70	70	70
0005 Stormwater Compliance	8	8	8
Engineering Services Division (ENG)			
0003 Engineering Services	3	3	3
0004 Design Engineering	6	6	6
TOTAL -- STORMWATER UTILITY FUND	95	95	95
<u>WATER RECLAMATION REVENUE FUND #4100</u>			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	24	14	13
0003 Industrial Automation Group	18	18	18
0004 Environmental Laboratory Services	7	7	8
0005 Easterly Wetlands	5	6	6
0006 Water Reclamation Asset Management	13	13	13
0007 System Evaluation and Maintenance	70	70	70
0008 Water Conserv I	13	13	6
0009 Water Conserv II	33	32	32
0010 Iron Bridge	38	38	38
0011 Lift Station Operations	37	37	37
0012 Environmental Control	6	5	5
0013 Compliance and Public Awareness	9	9	9
0018 Engineering and Mapping	-	11	13
0019 Reclaimed Water	-	-	8
TOTAL -- WATER RECLAMATION REVENUE FUND	273	273	276

PUBLIC WORKS

Fund	2020/21	2021/22	2022/23
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
Capital Improvement and Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	8
0003 Project Engineering	8	9	9
0004 Construction Services	19	20	19
TOTAL -- CONSTRUCTION MANAGEMENT FUND	34	36	36
TOTAL -- PUBLIC WORKS	604	607	616

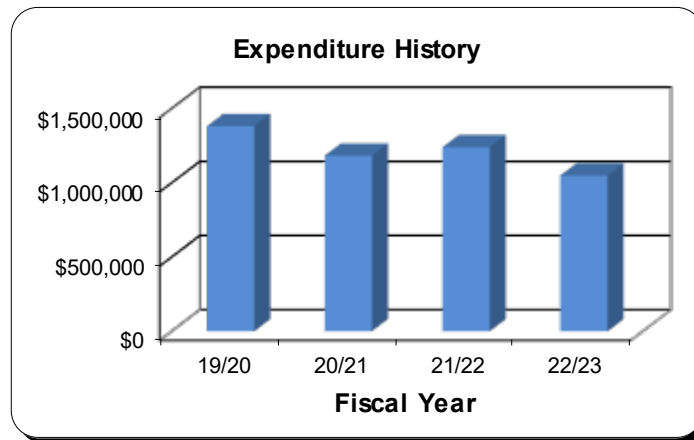


PUBLIC WORKS

Director of Public Works

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 984,726	\$ 1,349,922	\$ 1,390,571	\$ 40,649	3.0%
0002 Public Works Nondepartmental	198,491	(110,243)	(341,774)	(231,531)	210.0%
TOTAL -- GENERAL FUND	\$ 1,183,217	\$ 1,239,679	\$ 1,048,797	\$ (190,882)	(15.4%)
TOTAL -- DIRECTOR	\$ 1,183,217	\$ 1,239,679	\$ 1,048,797	\$ (190,882)	(15.4%)



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Public Works (PWK)			
0001 Director of Public Works	5	6	5
TOTAL -- GENERAL FUND	5	6	5
TOTAL -- DIRECTOR	5	6	5

PUBLIC WORKS

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.

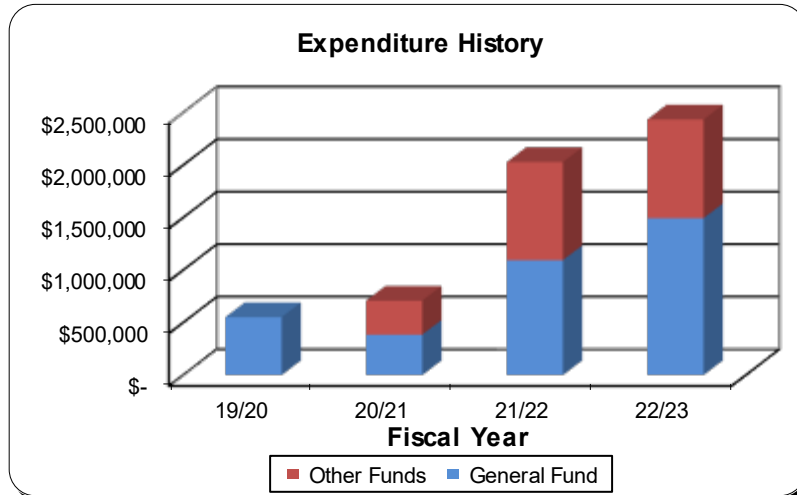
Long Term

- 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

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	\$ 70,666	\$ 262,915	\$ 289,405	\$ 26,490	10.1%
0002 Engineering Survey Services	313,434	831,102	1,204,530	373,428	44.9%
TOTAL -- GENERAL FUND	\$ 384,100	\$ 1,094,017	\$ 1,493,935	\$ 399,918	36.6%
STORMWATER UTILITY FUND #4160					
Engineering/Design Engineering (ENG)					
0003 Design Engineering	\$ 141,895	\$ 219,113	\$ 239,977	\$ 20,864	9.5%
0004 Engineering Services	181,202	714,551	699,621	(14,930)	(2.1%)
TOTAL -- STORMWATER UTILITY FUND	\$ 323,097	\$ 933,664	\$ 939,598	\$ 5,934	0.6%
TOTAL -- ENGINEERING SERVICES	\$ 707,198	\$ 2,027,681	\$ 2,433,533	\$ 405,852	20.0%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Engineering Services Division (ENG)			
0001 Engineering Administration	4	4	4
0002 Engineering Survey Services	19	19	22
TOTAL -- GENERAL FUND	23	23	26
STORMWATER UTILITY FUND #4160			
Engineering Services Division (ENG)			
0003 Engineering Services	3	3	3
0004 Design Engineering	6	6	6
TOTAL -- STORMWATER UTILITY FUND	9	9	9
TOTAL -- ENGINEERING SERVICES	32	32	35

PUBLIC WORKS

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, Lakes, stormwater utility administration, environmental compliance, and Keep Orlando Beautiful.

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 955,692 cubic feet of materials, preventing 47,659 pounds of Nitrogen and 29,461 pounds of Phosphorous from entering City lakes and waterways.

Repaired or replaced over 194,305 square feet of damaged sidewalk; 63,030 SF in-house and 131,275 SF with an outside contractor.

Through the Keep Orlando Beautiful program (KOB), 4,100 volunteer hours were put towards litter prevention and removal, waste reduction and recycling efforts, and beautification events. KOB was instrumental in having 16,088 lbs of mixed trash and recyclables collected, 40 trees planted and 35 sites beautified.

Collected ambient lake water samples and field data from 80 City lakes, citing water quality trends for both improving and degrading lakes in an annual report.

Future Goals

Short Term 0-1 Years

- 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.
- Work with City Attorneys to develop a more enhanced sidewalk maintenance policy to help prevent lawsuits.
- Continue to develop our work order system with I-3 Simplify to capture all work, manage assets, and help with NPDES reporting.
- Develop the new employees to manage KOB – Trash 2 Trends Event TBD
- Complete stormwater Rate Study
- Update and manage the Pavement Management System (hire a Pavement Manager)
- Create a network of flow monitoring stations to assist with obtaining nutrient levels and load concentrations from (5) major basins.

Medium Term 1-3 Years

- 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 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.
- Continue to apply for grants to start new projects
- Work with Epic software to develop more tools for collecting data and manage assets
- Update and manage drainwell inventory & repair inoperable wells
- Work with city Attorney to update City Code Chapter 31 and the Fertilizer Ordinance.
- Implement the latest version of the ADA Transition Plan.

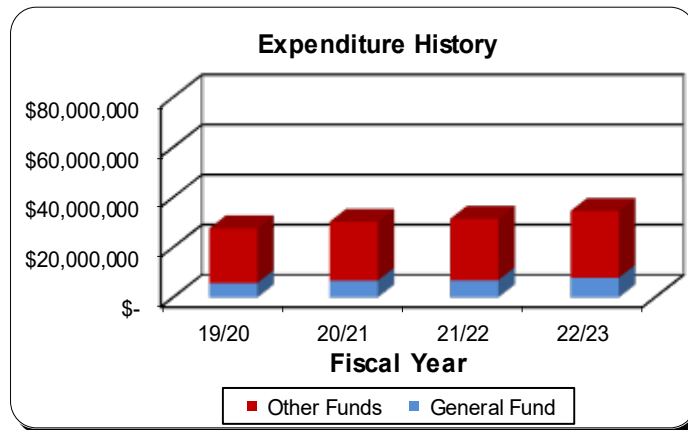
Long Term 3-10 Years

- The Division will continue to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors.
- 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.
- 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.
- The Division will continue to pursue Grants to assist with the cost of design and construction of future projects.

PUBLIC WORKS

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Engineering/Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	\$ 55,258	\$ 81,312	\$ 121,124	\$ 39,812	49.0%
0006 Streets Administration	526,441	644,234	662,359	18,125	2.8%
0007 Material and Equipment Management	4,228,021	3,765,388	4,656,636	891,248	23.7%
0008 Street Maintenance and Construction	1,891,525	2,328,071	2,403,383	75,312	3.2%
TOTAL -- GENERAL FUND	\$ 6,701,245	\$ 6,819,005	\$ 7,843,502	\$ 1,024,497	15.0%
STORMWATER UTILITY FUND #4160					
Engineering/Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	\$ 4,690,618	\$ 1,365,943	\$ 1,327,185	\$ (38,758)	(2.8%)
0002 Stormwater Nondepartmental	8,332,185	10,884,870	12,400,137	1,515,267	13.9%
0003 Stormwater Management	8,931,293	9,927,199	10,443,541	516,342	5.2%
0005 Stormwater Compliance	1,554,139	2,428,990	2,528,154	99,164	4.1%
Projects and Grants	1,507	-	-	-	N/A
TOTAL -- STORMWATER UTILITY FUND	\$23,509,741	\$24,607,002	\$26,699,017	\$ 2,092,015	8.5%
TOTAL -- STREETS & STORMWATER SERVICES	\$30,210,985	\$31,426,007	\$34,542,519	\$ 3,116,512	9.9%



PUBLIC WORKS

STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted 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	8	8	8
0003 Stormwater Management	70	70	70
0004 Design Engineering	6	6	6
TOTAL -- STORMWATER UTILITY FUND	84	84	84
TOTAL -- STREETS & STORMWATER SERVICES	143	143	143

PUBLIC WORKS

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 60,873 residential and 10,503 commercial customers with high quality collection services at a competitive price.
- Improved upon existing customer service and operations software package (Simplify3) that expands data recording, franchise tracking and asset management.
- Managed multifamily recycling improvement grant with The Recycling Partnership focusing on low to moderate income communities.
- Began implementation of a structured Solid Waste safety program.
- Restructured division to align with each line of business (Residential and Commercial); filled the positions of Commercial and Residential Section Supervisor, Operations Manager, Division and Assistant Managers, Franchise Coordinator and Safety Supervisor.
- Added residential yard waste route and a commercial garbage route to better accommodate demand.

Future Goals and Objectives

Short Term

- Rebalance residential and front load commercial routes in growth areas to improve service.
- Increase capacity for roll off franchise to include additional drivers and customers.
- Continue to implement the new commercial and multifamily recycling ordinance phase 3 and 4 using direct outreach to customers.
- Implement and publish updated Standard Operating Procedures specific to Solid Waste Division

Medium Term

- Work with Human Resources Department to redefine driver job profiles to include multi-equipment operators.
- Expand after hour call center software packages to increase overall customer service

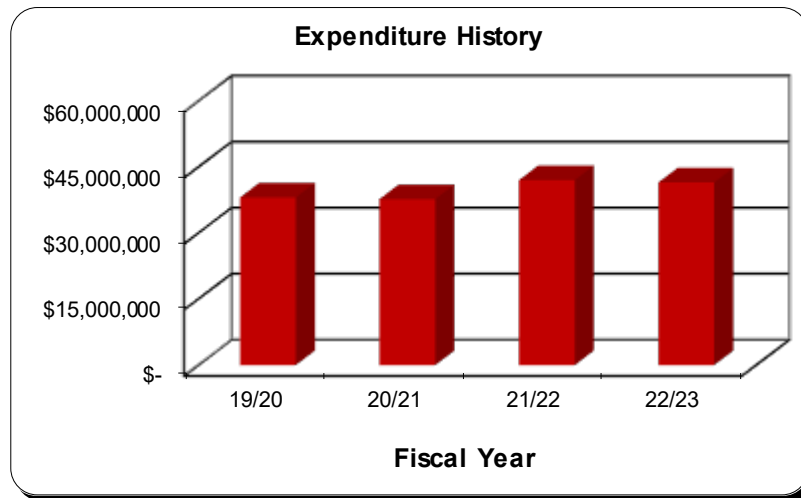
Long Term

- Continue to search for new location of Solid Waste operations and administrative offices.
- Continue to investigate alternative sustainable technologies for waste disposal.
- 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

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
SOLID WASTE FUND #4150					
Solid Waste Division (SWM)					
0001 Solid Waste Administration	\$ 2,292,301	\$ 2,745,818	\$ 2,408,572	\$ (337,246)	(12.28%)
0003 Commercial Collection	4,572,791	4,998,559	5,192,394	193,835	3.88%
0004 Residential & Recycling	13,889,521	13,354,821	13,979,176	624,355	4.68%
0002 Solid Waste Nondepartmental	16,962,492	18,732,265	19,953,091	1,220,826	6.52%
Projects and Grants	-	2,220,000	-	(2,220,000)	(100.00%)
TOTAL -- SOLID WASTE FUND	\$ 37,717,104	\$ 42,051,463	\$ 41,533,233	\$ (518,230)	(1.23%)
TOTAL -- SOLID WASTE MANAGEMENT	\$ 37,717,104	\$ 42,051,463	\$ 41,533,233	\$ (518,230)	(1.23%)



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
SOLID WASTE FUND #4150			
Solid Waste Division (SWM)			
0001 Solid Waste Administration	19	19	21
0003 Commercial Collection	33	33	34
0004 Residential & Recycling	63	63	64
TOTAL -- SOLID WASTE FUND	115	115	119
TOTAL -- SOLID WASTE MANAGEMENT	115	115	119

PUBLIC WORKS

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 1,079 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 (25 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

- Complete rehabilitation to the 78-inch gravity line going to Iron Bridge WRF.
- Critical improvements to the Iron Bridge electrical system have been completed and the dewatering system is currently under construction and is about 75% completed.
- 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 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

- The Water Conserv I WRF Rehab and expansion project entered contract for Preconstruction phase (design and permitting) with the selected design-build team. Preconstruction phase work has begun.
- Construct new Lift Station for the Packing District.
- Final design phase of the ventilation improvements for Biosolids Press Room for Iron Bridge.
- The design for Treatment Plant Improvements for Conserv I has begun and will continue through all of FY2023.
- Operations Center and Laboratory improvements for Conserv I are expected to begin 2nd quarter 2023.
- Add new electric controls and generators to more than 10 Lift stations within 2023.
- 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.
- A study to develop and evaluate alternatives to insure reliable, cost-effective treatment to achieve the more stringent nutrient limits and develop a phased approach to the improvements. Study will be complete late 1st quarter 2023.

Medium Term

- Initiate improvements to the Iron Bridge biosolids process.
- Area Collection System Improvements for Conserv I and Conserv II.
- 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.
- The Lift Station 2 force main phase 1 project will be out to bid in January of 2023. The phase 2 project is under design and should bid by the last quarter of 2023.

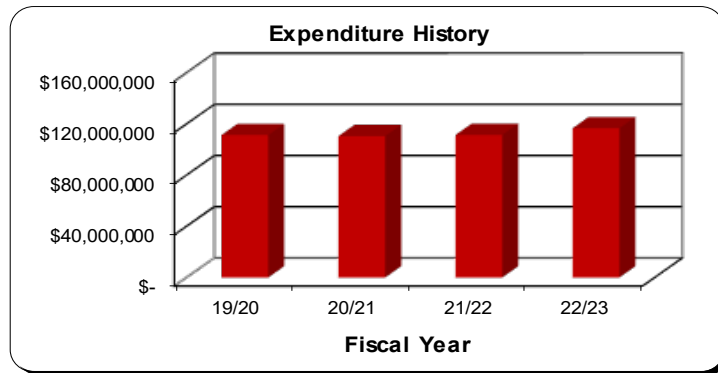
Long Term

- 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

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
WATER RECLAMATION REVENUE FUND #4100					
Water Reclamation Enterprise Division (WAS)					
0001 Water Reclamation Administration	\$ 5,865,109	\$ 3,928,599	\$ 4,014,489	\$ 85,890	2.19%
0002 Water Reclamation Nondepartmental	53,375,446	48,940,635	52,813,122	3,872,487	7.91%
0003 Industrial Automation Group	2,960,881	3,860,695	5,353,065	1,492,370	38.66%
0004 Environmental Laboratory Services	953,978	990,755	1,149,296	158,541	16.00%
0005 Easterly Wetlands	836,222	821,417	930,398	108,981	13.27%
0006 Water Reclamation Asset Management	1,049,613	1,147,070	1,166,449	19,379	1.69%
0007 System Evaluation and Maintenance	9,817,881	12,314,519	10,024,509	(2,290,010)	(18.60%)
0008 Water Conserv I	4,294,438	4,779,610	5,644,176	864,566	18.09%
0009 Water Conserv II	12,599,537	11,041,281	11,541,384	500,103	4.53%
0010 Iron Bridge	10,302,045	11,985,676	11,389,204	(596,472)	(4.98%)
0011 Lift Station Operations	6,167,669	7,762,761	7,749,767	(12,994)	(0.17%)
0012 Environmental Control	1,526,312	1,114,758	927,643	(187,115)	(16.79%)
0013 Compliance and Public Awareness	929,945	1,059,663	1,131,151	71,488	6.75%
0018 Engineering and Mapping	-	1,723,424	1,843,996	120,572	7.00%
0019 Reclaimed Water	-	-	1,082,094	1,082,094	N/A
TOTAL -- WATER RECLAMATION REVENUE FUND	\$110,679,076	\$111,470,863	\$116,760,743	\$ 5,289,880	4.75%
TOTAL -- WATER RECLAMATION ENTERPRISE	\$ 110,679,076	\$ 111,470,863	\$ 116,760,743	\$ 5,289,880	4.75%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
WATER RECLAMATION REVENUE FUND #4100			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	24	14	13
0003 Industrial Automation Group	18	18	18
0004 Environmental Laboratory Services	7	7	8
0005 Easterly Wetlands	5	6	6
0006 Water Reclamation Asset Management	13	13	13
0007 System Evaluation and Maintenance	70	70	70
0008 Water Conserv I	13	13	6
0009 Water Conserv II	33	32	32
0010 Iron Bridge	38	38	38
0011 Lift Station Operations	37	37	37
0012 Environmental Control	6	5	5
0013 Compliance and Public Awareness	9	9	9
0018 Engineering and Mapping	-	11	13
0019 Reclaimed Water	-	-	8
TOTAL -- WATER RECLAMATION REVENUE FUND	273	273	276

PUBLIC WORKS

Project Management Division

Overview of Services/Programs

The **Project Management Division** provides in-house Project Management, Construction Inspection and to ensure that projects are accomplished within prescribed time frame and on budget 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

- Completed the renovation of the Grand Ave Elementary School to create the new Grand Avenue Community Center for the Department of Families, Parks and Recreation. Improvements include the relocation and expansion of the City's Pottery Studio and a new gymnasium.
- Completed work on Lift Stations #1, #189 and consolidated lift stations within the packing District to better serve existing customers. These improvements facilitate and capitalize on development/redevelopment opportunities in the City's urbanized areas and within emerging growth areas.
- Completed the Orlando Urban Trail Extension from Livingston Street at LYNX Central Station north to Magnolia Avenue. This link is one of the final and crucial segments of the eight-mile Orlando Downtown Bicycle Loop.
- Relocated Orlando Fire Department Station #11 to a temporary location on Orl Tower Road, completed the design and broke ground on the new Fire Station #11 located at Curry Ford Road and Gaston Foster Road.

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.
- Complete the design phase of the estimated \$76M Design-Build contract to rehabilitate and expand the Conserv I Water Reclamation Facility.
- Develop a project manager system for 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.

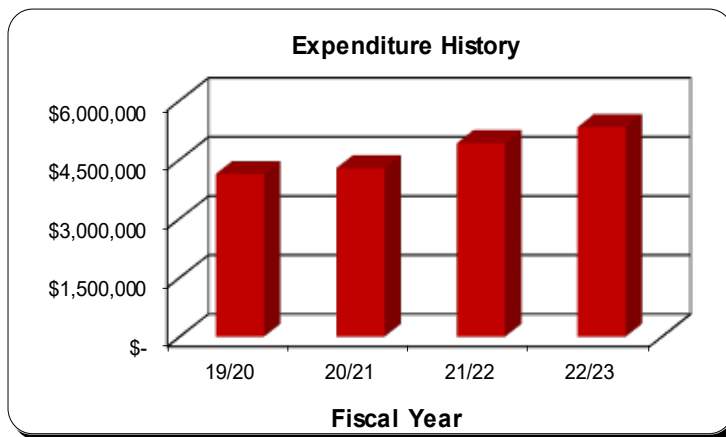
Long Term

- 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 work with other divisions/departments and continued to combine our efforts with the M/WBE Division to promote and increase the participation levels of our general contractors.
- 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

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONSTRUCTION MANAGEMENT FUND #5020					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administration	\$ 759,954	\$ 723,959	\$ 1,022,577	\$ 298,618	41.25%
0002 Construction Management Nondepartmental	473,624	245,174	348,135	102,961	42.00%
0003 Project Engineering	1,183,751	1,414,880	1,475,956	61,076	4.32%
0004 Construction Services	1,864,880	2,537,187	2,478,332	(58,855)	(2.32%)
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 4,282,208	\$ 4,921,200	\$ 5,325,000	\$ 403,800	8.21%
TOTAL -- CIP/INFRASTRUCTURE	\$ 4,282,208	\$ 4,921,200	\$ 5,325,000	\$ 403,800	8.21%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
Capital Improvement and Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	7	7	8
0003 Project Engineering	8	9	9
0004 Construction Services	19	20	19
TOTAL -- CONSTRUCTION MANAGEMENT FUND	34	36	36
TOTAL -- CIP/INFRASTRUCTURE	34	36	36

PUBLIC WORKS

Public Works Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Solid Waste Management Division	Average Residential Skip Complaints per week	145	160	135

Fiscal

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Number of volunteer hours	4,353	4,635	4,494
Streets & Stormwater Services Division	Avg cost per lb phosphorous/nitrogen removed per water body	\$39.72	\$36.27	\$37.99
Streets & Stormwater Services Division	Total volume (in cubic yards) of litter removed from the ROW	2,462	3,106	2,784
Streets & Stormwater Services Division	Average response time to repair potholes in work hours (all hours instead of business hours starting in 2021/22)	17	60	65
Solid Waste Management Division	Revenues from residential collection	\$13,862,749	\$14,587,556	\$15,170,975
Solid Waste Management Division	Full Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Service	\$29.92	\$31.11	\$32.35
Solid Waste Management Division	Full Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$16.71	\$17.37	\$18.06
Solid Waste Management Division	Full Cost per Month per Household for Recycling Collection	\$13.01	\$13.53	\$14.08
Solid Waste Management Division	Revenue from commercial collection	\$20,836,442	\$22,936,164	\$23,849,450
Solid Waste Management Division	Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$8.24	\$8.57	\$8.91
Solid Waste Management Division	Average Revenue per Month from On-Call Claw Truck Service	\$3,300	\$4,500	\$9,000
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated	\$1.38	\$1.38	\$1.45
Public Works Department	Public Works Department Falling Within the Normal Range (average variance +/- 5% of budget) as Evidenced by Quarterly Budget Financial Status Report	26.0%	7.8%	+/-5%

PUBLIC WORKS

Public Works Department Operational Performance

Balanced Scorecard Report (continued)

Internal Processes

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Volume (in cubic yards) of litter and debris collected from lakes and stormlines	1,751	2,154	1,952
Streets & Stormwater Services Division	Segments of sidewalk repaired	14,214	6,306	10,260
Streets & Stormwater Services Division	Miles of sidewalk inspected	277	169	223
Streets & Stormwater Services Division	Feet of Stormwater pipe inspected	279,840	151,027	215,433
Streets & Stormwater Services Division	Average number of business days to perform one residential street sweep	12.75	15.44	14.09
Streets & Stormwater Services Division	Average number of customer requests for pothole repairs per month	37	70	54
Streets & Stormwater Services Division	Citywide average asphalt pavement condition index	64.46	62.78	60.29
Streets & Stormwater Services Division	Feet of Stormwater pipe rehabilitated (lined, etc.)	884	4,085	2,485
Streets & Stormwater Services Division	Number of surface recharge wells rehabilitated (lined, abandon, and/or redrill, etc.)	.167	2.111	2
Streets & Stormwater Services Division	Number of private stormwater facilities inspected	372	1,682	2,500
Solid Waste Management Division	Tons of Residential MSW collected	69,100	71,291	74,143
Solid Waste Management Division	Tons of recycled materials collected	11,450	9,540	9,922
Solid Waste Management Division	Tons of Commercial MSW collected	95,523	101,201	105,249
Water Reclamation Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	62%	69%	76%
Water Reclamation Division	Percent of damaged main lines restored to service within 24 hours	12%	17%	22%
Water Reclamation Division	Percent of failed force mains repaired to service within 24 hours	13%	75%	75%
Water Reclamation Division	Average footage of cleaned sewer lines per month	242,000	250,000	300,000

Outcome & Mission

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality	3.1%	3.1%	6.0%
Water Reclamation Division	Percent compliance with Federal & State permit standards for reclaimed water process performance	100%	100%	100%
Water Reclamation Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%

2021-2022 BY THE NUMBERS:



2 MILLION

e-scooter and e-bike trips since
start of micromobility program



600

traffic studies
performed



25

miles of bike lanes
and paths added

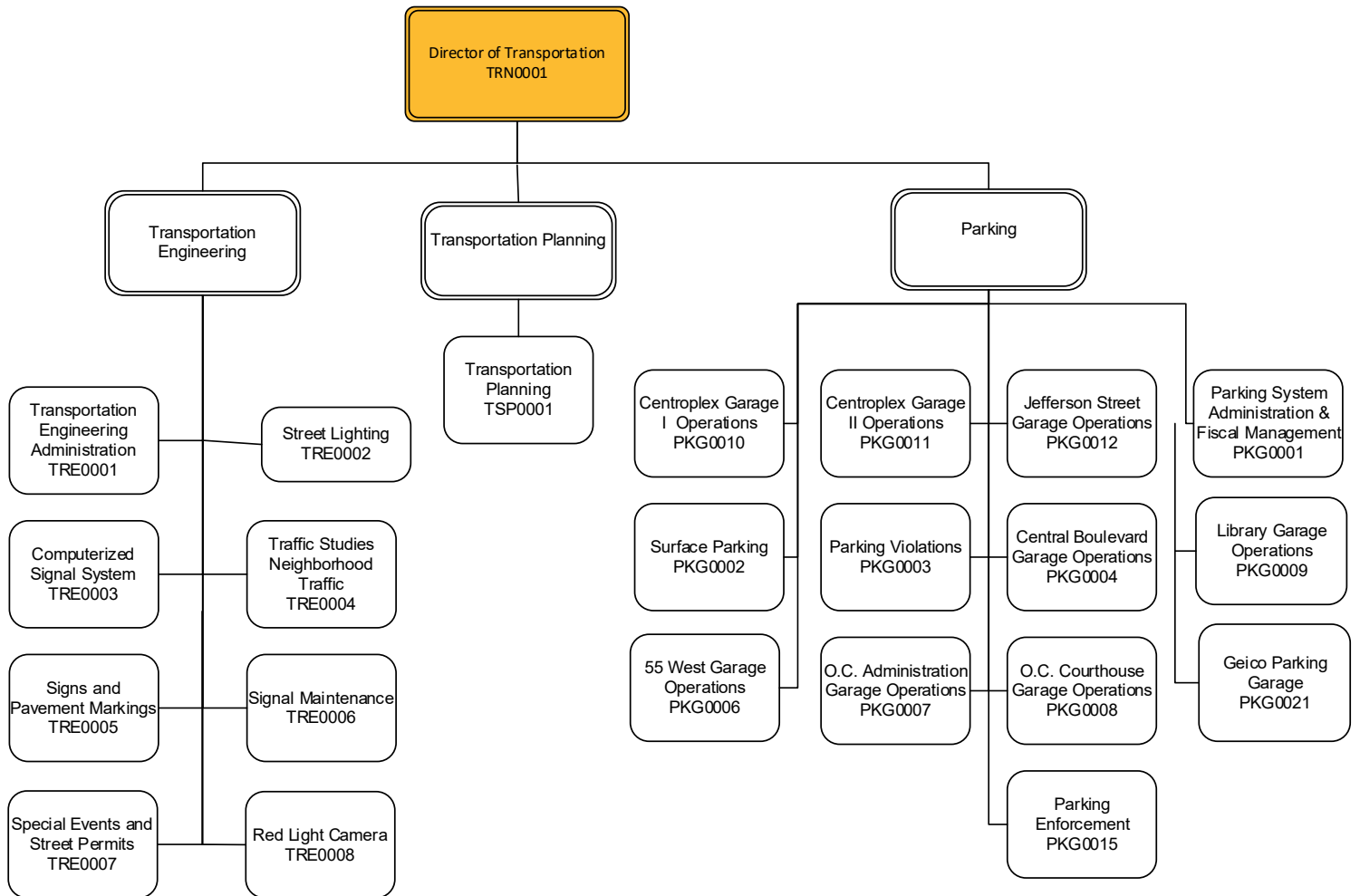


60

miles of pavement
installed or replaced

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TRANSPORTATION



Department Mission Statement

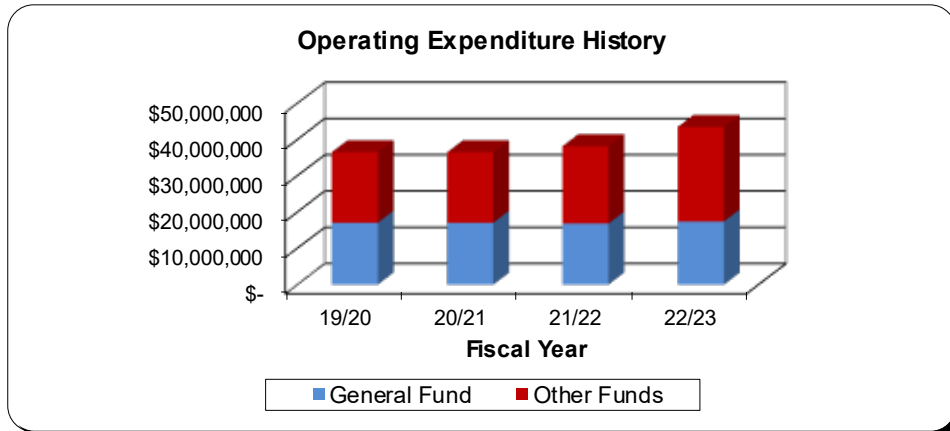
To develop a balanced transportation system that supports a livable, economically successful community and improves access and travel choices through the enhancement of roads, transit, parking, bicycle and pedestrian systems, intermodal facilities, demand management programs and traffic management techniques.

TRANSPORTATION

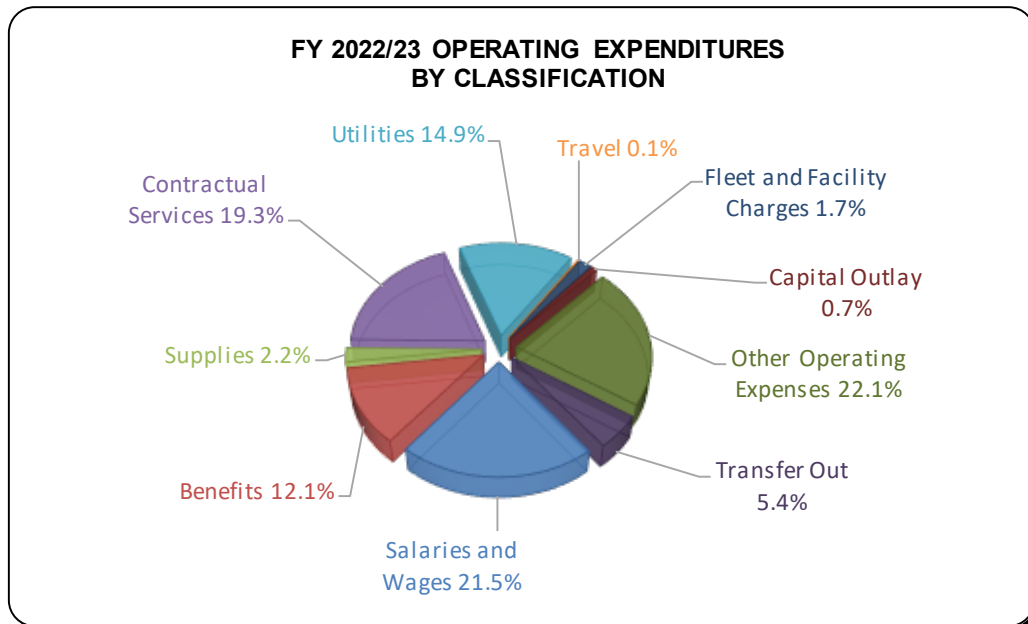
DEPARTMENT EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 808,177	\$ 1,218,760	\$ 1,326,916	\$ 108,156	8.9%
0002 Transportation Nondepartmental	1,289,611	219,613	130,753	(88,860)	(40.5%)
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	505,374	594,619	732,378	137,759	23.2%
0002 Street Lighting	5,545,403	5,400,000	5,919,260	519,260	9.6%
0003 Computerized Signal System	906,236	1,029,411	991,770	(37,641)	(3.7%)
0004 Traffic Studies and Neighborhood Traffic	1,038,929	1,140,196	1,152,556	12,360	1.1%
0005 Sign and Pavement Markings	1,311,288	1,390,961	1,403,475	12,514	0.9%
0006 Signal Maintenance	1,923,287	1,784,450	1,825,765	41,315	2.3%
0007 Special Events and Street Permit	592,940	669,606	570,806	(98,800)	(14.8%)
0008 Red Light Camera	2,117,571	2,409,771	2,316,692	(93,079)	(3.9%)
Transportation Planning Division (TSP)					
0001 Transportation Planning	875,473	945,373	991,338	45,965	4.9%
Parking Division (PKG)					
0017 City Commons Garage	151,802	51,000	51,000	-	0.0%
TOTAL -- GENERAL FUND	\$ 17,066,091	\$16,853,760	\$17,412,709	\$ 558,949	3.3%
CENTROPLEX GARAGES FUND #4130					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 3,745	\$ 3,000	\$ 4,200	\$ 1,200	40.0%
0011 Centroplex Garage II Operations	311,962	364,184	429,687	65,503	18.0%
0015 Centroplex 1 & 2 Repair & Maint	-	100,000	-	(100,000)	(100.0%)
0018 Centroplex Garage I and II Nondepartmental	2,886,287	2,957,385	2,952,485	(4,900)	(0.2%)
TOTAL -- CENTROPLEX GARAGES FUND	\$ 3,201,993	\$ 3,424,569	\$ 3,386,372	\$ (38,197)	(1.1%)
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,216,083	\$ 1,489,504	\$ 3,145,722	\$ 1,656,218	111.2%
0002 Surface Parking	622,459	875,429	882,346	6,917	0.8%
0003 Parking Violations	455,648	543,202	542,325	(877)	(0.2%)
0004 Central Boulevard Garage Operations	1,744,503	1,877,859	1,918,053	40,194	2.1%
0006 55 West Garage Operations	997,606	1,105,329	1,274,195	168,866	15.3%
0007 O.C. Administration Garage Operations	654,471	605,186	852,662	247,476	40.9%
0008 O.C. Courthouse Garage Operations	1,192,412	1,223,566	1,306,997	83,431	6.8%
0009 Library Garage Operations	867,607	961,702	1,047,709	86,007	8.9%
0012 Jefferson Street Garage Operations	581,077	552,444	742,935	190,491	34.5%
0014 Parking Operations	382	-	-	-	N/A
0015 Parking Enforcement	823,905	905,288	1,114,852	209,564	23.1%
0019 Parking System Nondepartmental	5,141,206	4,434,759	6,308,566	1,873,807	42.3%
0021 GEICO Garage	1,933,421	3,311,027	3,548,500	237,473	7.2%
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 16,230,781	\$17,885,295	\$22,684,862	\$ 4,799,567	26.8%
TOTAL -- TRANSPORTATION OPERATING	\$ 36,498,865	\$38,163,624	\$43,483,943	\$ 5,320,319	13.9%

TRANSPORTATION



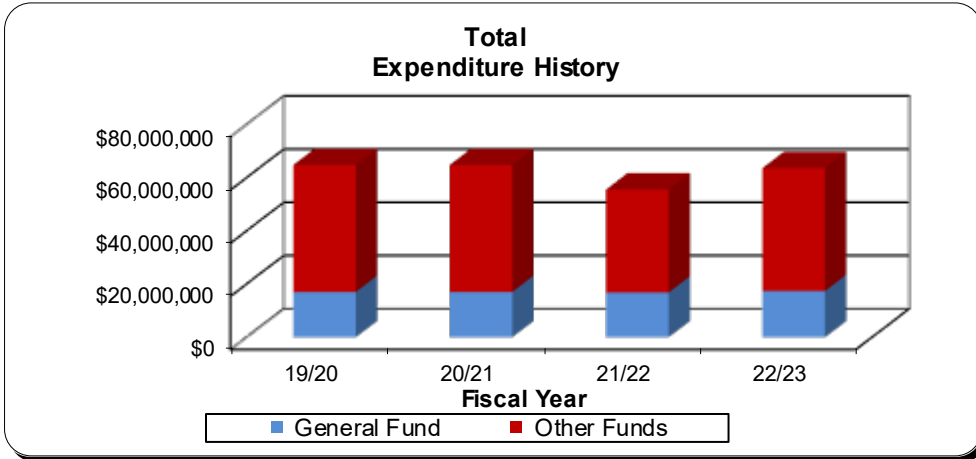
Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 8,265,143	\$ 9,002,369	\$ 9,338,268	\$ 335,899	3.7%
Benefits	5,103,342	5,251,884	5,269,038	17,154	0.3%
Supplies	871,252	809,650	958,250	148,600	18.4%
Contractual Services	6,983,633	7,743,335	8,393,185	649,850	8.4%
Utilities	6,059,595	5,981,056	6,494,765	513,709	8.6%
Travel	10,174	38,000	51,500	13,500	35.5%
Fleet and Facility Charges	735,089	700,446	749,745	49,299	7.0%
Capital Outlay	21,288	155,000	313,000	158,000	101.9%
Other Operating Expenses	6,762,099	7,999,634	9,588,942	1,589,308	19.9%
Transfer Out	1,687,250	482,250	2,327,250	1,845,000	382.6%
TOTAL -- TRANSPORTATION OPERATING	\$ 36,498,865	\$38,163,624	\$ 43,483,943	\$ 5,320,319	13.9%



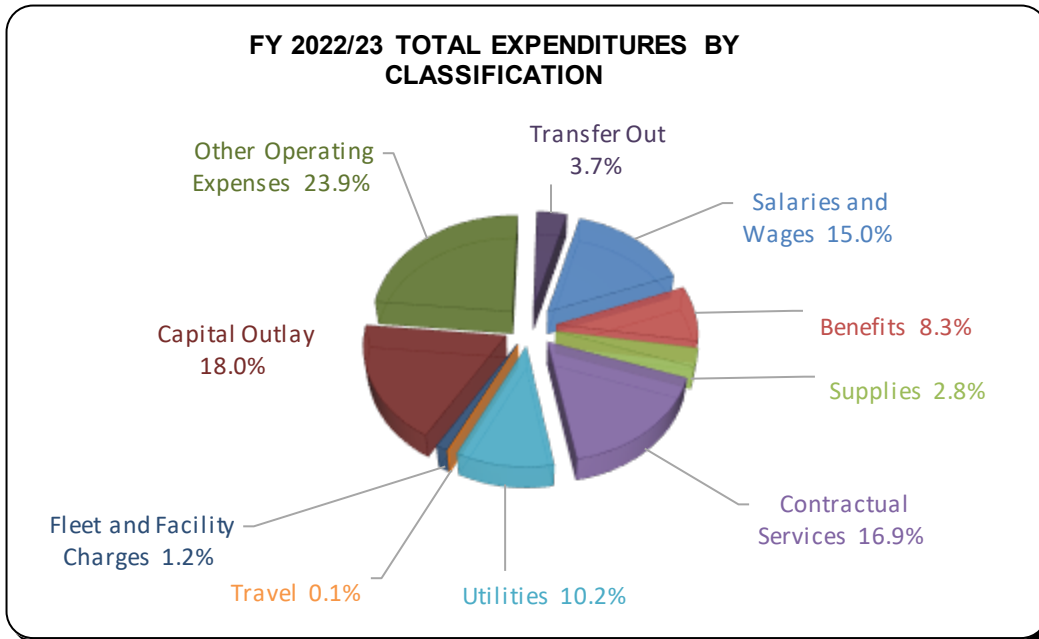
TRANSPORTATION

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
TRANSPORTATION IMPACT FEE FUNDS #1070 - #1072					
Transportation Planning Division (TSP)					
0002 TIF North Collection Area	\$ 566,879	\$ 697,786	\$ 1,721,000	\$ 1,023,214	146.6%
0003 TIF Southeast Collection Area	1,389,386	3,436,461	1,499,000	(1,937,461)	(56.4%)
0004 TIF Southwest Collection Area	30,257	93,992	2,496,000	2,402,008	2555.5%
Transportation Planning Division (TSP) Projects and Grants	1,559,871	5,381,000	7,300,000	1,919,000	35.7%
Transportation Engineering Division (TRE) Projects and Grants	5,102,956	4,250,000	-	(4,250,000)	(100.0%)
TOTAL -- TRANSPORTATION IMPACT FEE FUNDS	\$ 8,649,349	\$ 13,859,239	\$ 13,016,000	\$ (843,239)	(6.1%)
GAS TAX FUND #1100_F					
Transportation Engineering Division (TRE) Projects and Grants	\$ 1,751,050	\$ 1,400,000	\$ 1,500,000	100,000	7.1%
Transportation Planning Division (TSP) Projects and Grants	1,897,581	200,000	200,000	-	0.0%
TOTAL -- GAS TAX FUND	\$ 3,648,631	\$ 1,600,000	\$ 1,700,000	\$ 100,000	6.3%
OTHER FUNDS					
Parking Division (PKG) Projects and Grants	\$ 970,757	-	\$ 1,530,000	-	N/A
Transportation Engineering Division (TRE) Projects and Grants	1,349,989	300,000	800,000	500,000	166.7%
Transportation Planning Division (TSP) Projects and Grants	6,811,295	-	-	-	N/A
Director of Transportation (TRN) Projects and Grants	6,874,529	1,660,000	3,100,000	\$ 1,440,000	86.7%
TOTAL -- OTHER FUNDS	\$ 16,006,570	\$ 1,960,000	\$ 5,430,000	\$ 1,940,000	177.0%
TOTAL -- TRANSPORTATION RELATED FUNDS	\$ 28,304,550	\$ 17,419,239	\$ 20,146,000	\$ 2,726,761	15.7%
TOTAL -- TRANSPORTATION	\$ 64,803,415	\$ 55,582,863	\$ 63,629,943	\$ 8,047,080	14.5%

TRANSPORTATION



Expenditure by Classification	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 8,332,143	\$ 9,249,290	\$ 9,559,586	\$ 310,296	3.4%
Benefits	5,103,342	5,251,884	5,269,038	17,154	0.3%
Supplies	1,353,694	809,650	1,758,250	948,600	117.2%
Contractual Services	9,988,779	17,524,335	10,743,185	(6,781,150)	(38.7%)
Utilities	6,068,680	5,981,056	6,494,765	513,709	8.6%
Travel	10,174	38,000	51,500	13,500	35.5%
Fleet and Facility Charges	1,101,546	700,446	749,745	49,299	7.0%
Capital Outlay	21,056,938	155,000	11,427,249	11,272,249	7272.4%
Other Operating Expenses	10,073,453	15,340,952	15,199,375	(141,577)	(0.9%)
Transfer Out	1,714,665	532,250	2,377,250	1,845,000	346.6%
TOTAL -- TRANSPORTATION	\$ 64,803,415	\$ 55,582,863	\$ 63,629,943	\$ 8,047,080	14.5%



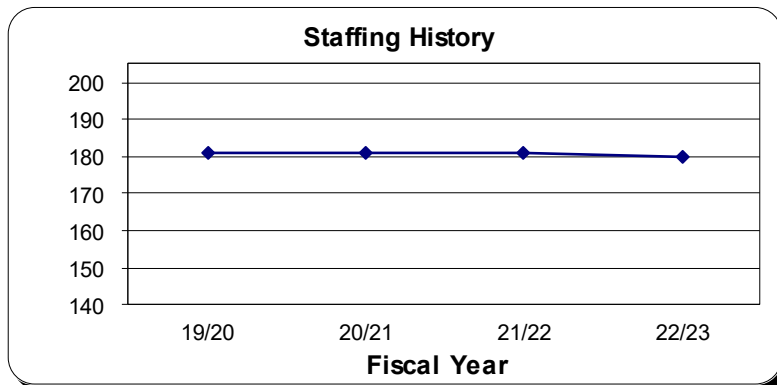
TRANSPORTATION

DEPARTMENT STAFFING SUMMARY

Fund	2020/21	2021/22	2022/23
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Director of Transportation (TRN)			
0001 Director of Transportation	7	7	6
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	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	74	74	73
<u>CENTRPOLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	7	7	7
TOTAL -- CENTROPLEX GARAGES FUND	7	7	7

TRANSPORTATION

Fund	2020/21	2021/22	2022/23
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>PARKING SYSTEM REVENUE FUND #4132</u>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	13	13	13
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	17	17
0006 55 West Garage Operations	12	12	12
0007 O.C. Administration Garage Operations	5	5	5
0008 O.C. Courthouse Garage Operations	15	15	15
0009 Library Garage Operations	12	12	12
0012 Jefferson Street Garage Operations	4	4	4
0015 Parking Enforcement	13	13	13
TOTAL -- PARKING SYSTEM REVENUE FUND	100	100	100
TOTAL -- TRANSPORTATION	181	181	180



TRANSPORTATION

Transportation Director's Office

Overview of Services/Programs

The Transportation Director's office oversees the vision for the future of mobility for the residents of the City of Orlando. In coordination with FDOT, LYNX, MetroPlan Orlando, the Orlando-Orange County Expressway Authority, Greater Orlando Aviation Authority and surrounding local governments the Director's office paints the picture for where Orlando is moving and the connection for our regional transportation network.

Major Accomplishments

- Submitted two applications for the 2021 RAISE grants; Orlando CROSS and STEER Orlando and AWARDED CROSS Orlando
- Adoption and continued forward motion with the implementation of the Vision Zero Action Plan
- Completion of the Transportation Project List - a comprehensive list of future projects

Future Goals and Objectives

Short Term (1-3 years)

- Provide a Senior level appointed manager to participate in the City's review of the development review process
- Execute the scooter program from pilot to full program ready for RFP
- Scooter Program Implementation
- Transportation dedicated funding for transit
- Completion in coordination with the Downtown CRA/EDV a Masterplan with executable design and implementation goals.
- Start the design of Robinson Street project, including the lane elimination process with FDOT
- Ongoing Initiative to accomplish Complete Streets
- Completion of Quiet Zone areas
- Under-I design incorporating a mobility aspect completed
- Complete Vision Zero streetlighting credentials
- Explore grant opportunities for transportation projects
- Target MPO project priority list

Medium Term (3-5 years)

- Transition SunRail Management to local funding partners (including City of Orlando)
- Completion of the Bike Trail network in and around the City of Orlando
- Lymmo Fare Options/Implementation
- Continue developing funding opportunities to cover LYMMO operations (Venues Surcharge Study, Parking Surcharge Fee, Fare Equity Analysis)
- Relocate Sign & Signal Shop
- Electric Vehicle Bus full fleet
- Complete all phases of Grand National Drive
- Complete Corrine Drive Improvements
- Complete the construction of Edgewater Drive
- Complete construction of Econlockhatchee Trail
- Expand SE roadway network connections
- Re-locate the sign and signal shop
- Complete construction of Under-I mobility component

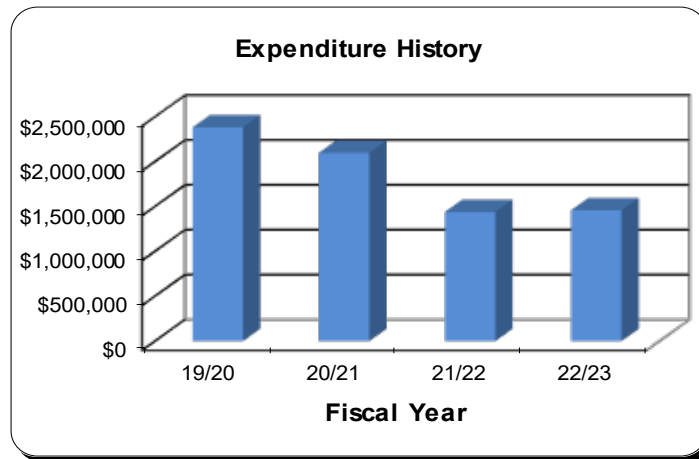
Long Term (5+ years)

- Advanced Air Mobility (AAM)/Urban Air Mobility (UAM) electric Vertical Takeoff and Landing (eVTOL) technologies and air taxi "vertiports" implementation
- Complete Terry Avenue/Creative Village connection
- Implement SunRail Phase III (OIA Connector) and Sunshine Corridor
- Completion of Barack Obama Parkway
- Vision Zero success through dedicated benchmarks and goals achieved throughout our 20-year plan
- Full Micro-mobility Integration with complete accessibility for pedestrians, bicyclists, commuters via AAM, UAM, eVTOL, scooters, EV buses, AV etc.
- Completion of the Downtown Masterplan executable design and implementation goals
- Sales tax Initiative through November and if passed work on getting unfunded transportation projects through the oversight committees
- Sunshine Corridor continued collaboration with LFP's, CFCRC, FDOT, private stakeholders to move the project along through the FRA and FTA process to both fund and build
- Garland FDOT/City transit oriented development
- Infrastructure/State/Local grant opportunities when NOFO's are made available
- Sign and Signal shop
- Continued work on the Downtown Master Plan
- Enhanced Neighborhood outreach and website presence for Transportation Department

TRANSPORTATION

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 808,177	\$ 1,218,760	\$ 1,326,916	\$ 108,156	8.9%
0002 Transportation Nondepartmen	1,289,611	219,613	130,753	(88,860)	(40.5%)
TOTAL -- GENERAL FUND	\$ 2,097,788	\$ 1,438,373	\$ 1,457,669	\$ 19,296	1.3%
TOTAL -- DIRECTOR	\$ 2,097,788	\$ 1,438,373	\$ 1,457,669	\$ 19,296	1.3%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Transportation (TRN)			
0001 Director of Transportation	7	7	6
TOTAL -- GENERAL FUND	7	7	6
TOTAL -- DIRECTOR	7	7	6

TRANSPORTATION

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, highly motivated and diverse team of employees.

Major Accomplishments

- Completed Orange Center Blvd Utility Relocation Project
- Completed intersection safety improvements on Mercy Drive which included three enhanced crossings with ADA curb ramps, median refuge islands, installed Rectangular Rapid Flashing Beacons (RRFB), and added a marked crosswalk at the Hal Marston Community Center (Northwest Community Center).
- Installed a raised crosswalk with new ADA curb ramps, upgraded pedestrian signal features, and installed two driver feedback signs and rumble strips to address speeding concerns on Bruton Blvd.
- Installed an enhanced marked crosswalk with RRFBs with passive detection and new ADA curb ramps on Primrose Drive.
- Reconfigured La Costa Drive by modifying the existing median to allow for three westbound lanes approaching Semoran Blvd
- Completed school safety enhancements such as upgraded school crossings, intersection upgrades and sidewalk connections for Lake Como K-8, Princeton Elementary School, College Park Community Center and Village Park Elementary.
- Installed new or upgraded pedestrian crosswalks and sidewalk connections on Parramore Ave at the ZL Riley Park, Ferris Ave at the Orlando Urban Trail crossing, Smith Street at College Lane, and Edgewater Drive and S. Lake Adair Blvd.
- Completed construction of new or modified traffic signals at the following intersections: South St & SR 408 Mills Av, Curry Ford Rd & Fredrica Dr, Millenia Blvd & Millenia Plaza Way, Turkey Lake Rd & Production Plaza, Millenia Blvd & Conservatory Ln, Amelia St & Terry Av, Alden Rd & Virginia Dr, and Conway Rd & Curry Ford Drive

Future Goals and Objectives

Short Term (1-3 years)

- Provide a Senior level appointed manager to participate in the City's review of the development review process?
- Oversee completion of Ultimate 1-4 construction and coordinate operations and maintenance with Florida Department of Transportation
- Implement Work Order System software to integrate all transportation engineering components into one system to improve efficiencies
- Coordinate with private railroad development to integrate traffic signals within rail right-of-way, manage maintenance of traffic, and review permitting in addition to other transportation engineering components
- Complete construction of new traffic signal at Millenia Blvd & Millenia Palms Dr/Northbridge Dr
- Complete construction of High-Intensity Activated cross walk beacon on Corrine Drive
- Complete construction of Millenia & Oak Ridge Rd Dual Left Turn Lane project
- Coordinate with FDOT on the procurement of a design-build firm for the Smart Orlando Downtown Advanced Traffic Operations Performance (SODA TOP) project to upgrade traffic signals within project limits of Downtown Orlando with various technologies including roadside Connected Vehicle (CV), on-board CV units on Lymmo buses, and passive pedestrian detection
- Coordinate with Orange County for design and construction of a new traffic signal at Conroy Windermere Rd and Hidden Beach Blvd
- Inventory street light gaps and fill in gaps with available funding resources
- Continue coordination with Beep on Autonomous Vehicle routes and operation with traffic signal infrastructure within Lake Nona and Creative Village
- Support implementation of Vision Zero Action Plan

Medium Term (3-5 years)

- Enhance public website for street closure announcements
- Complete the construction of Edgewater Drive
- Complete construction of Econolockhatchee Trail; Curry Ford Road to Lee Vista Blvd
- Complete construction of Corrine Drive from North Mills Avenue to Bennett Road
- Complete construction of Raleigh Street
- Coordinate with Information Technology for the launch of an application for crash analysis
- Seek funding to construct the Citywide Pedestrian Traffic Signals Phase 2 project
- Expand the network of traffic monitoring cameras (CCTV) at major intersections
- Support implementation of Vision Zero Action Plan

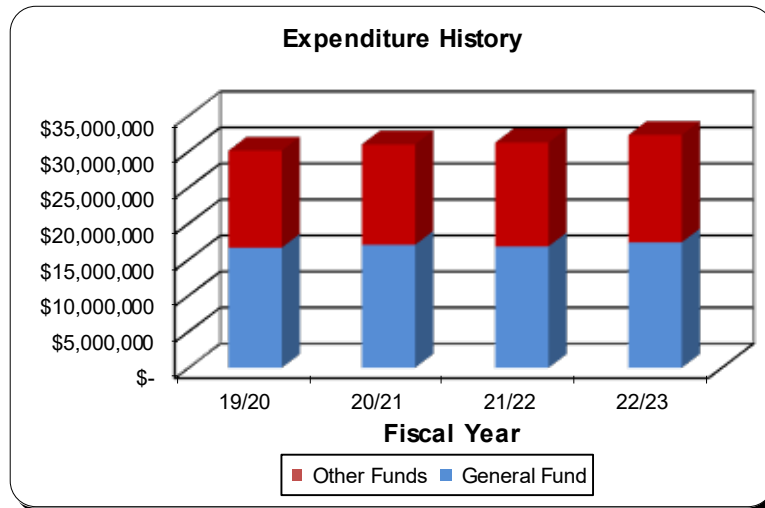
Long Term (5+ years)

- Support implementation of Vision Zero Action Plan
- Relocate Sign/Signal Shop
- Enhance streetlight system with LED upgrade and underground utility, where applicable
- Upgrade fleet equipment with modern technology to improve efficiencies
- Ongoing mapping documentation of communication infrastructure such as fiber optic cable (FOC), etc. in MapWorks
- 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

TRANSPORTATION

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	\$ 505,374	\$ 594,619	\$ 732,378	\$ 137,759	23.2%
0002 Street Lighting	5,545,403	5,400,000	5,919,260	519,260	9.6%
0003 Computerized Signal System	906,236	1,029,411	991,770	(37,641)	(3.7%)
0004 Traffic Studies and Neighborhood Traffic	1,038,929	1,140,196	1,152,556	12,360	1.1%
0005 Sign and Pavement Markings	1,311,288	1,390,961	1,403,475	12,514	0.9%
0006 Signal Maintenance	1,923,287	1,784,450	1,825,765	41,315	2.3%
0007 Special Events and Street Permit	592,940	669,606	570,806	(98,800)	(14.8%)
0008 Red Light Camera	2,117,571	2,409,771	2,316,692	(93,079)	(3.9%)
TOTAL -- GENERAL FUND	\$ 13,941,028	\$ 14,419,014	\$ 14,912,702	\$ 493,688	3.4%
TOTAL -- TRANSPORTATION ENGINEERING	\$ 13,941,028	\$ 14,419,014	\$ 14,912,702	\$ 493,688	3.4%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	3	3
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	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
TOTAL -- GENERAL FUND	53	59	59
TOTAL -- TRANSPORTATION ENGINEERING	53	59	59

TRANSPORTATION

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 Central Florida Expressway Authority, Greater Orlando Aviation Authority and surrounding local governments on regional transportation and development issues.

Major Accomplishments

- Completed the Downtown Quiet Zone (Phase II) along the Sunrail corridor
- Continued Pedestrian Safety Campaigns through Bike/Walk Central Florida's Best Foot Forward program and alternative modes of travel campaigns through ReThink Your Commute
- Expanded micromobility program by an additional 650 e-bikes and 1,500 scooters
- Completed the design for Hicks Avenue from Anderson Street to South Street
- Continued construction of the Orlando Urban Trail Gap & Extension and Gertrude's Walk Phase 3
- Completed the Boone Av/Sylvia Ln roadway project in coordination with the I-4 Ultimate project
- Held two highly successful public events to promote alternative modes of travel (bike to work day and Walk, Bike, Roll to school)
- Participated in the major update of LYNX's 10-year Transit Development Plan
- Amended sections of Chapters 58, 59, and 60 of the City's LDC to update outdated GMP references and to implement recent GMP changes regarding Vision Zero, Road Level of Service Standards, and Mobility Strategies
- Amended sections of Chapter 61 of the City's LDC to address outdated references related to roadway design requirements, access management, on-site improvements and parking and loading requirements
- Completed an update of Multi-modal Transportation Impact fees and amended language in Chapter 56 of city code

Future Goals and Objectives

Short Term (1-3 years)

- Complete construction of Narcoossee Road, widening from 4 to 6 lanes between SR 417 and SR 528
- Complete the construction of the following four bicycle projects, Orlando Urban Trail Gap & Extension, Gertrude's Walk Phase 3, Downtown Gap and Downtown Connector Trail. Complete the the wayfinding plan for the overall Downtown Loop project.
- Establish the bicycle friendly business program, and certify 20 businesses as bicycle friendly business
- Select scooter providers through an RFP process
- Begin design and complete the construction of the Kirkman Road Multi-Use Path from Raleigh Street to Old Winter Garden
- Complete the Virginia Drive Study, from North Orange Avenue to North Mills Avenue, to determine interim and final projects
- Update the GMP Transportation Element to be consistent with planned bikeways shown in the adopted 2020 bike plan update.
- Update transportation sections of the LDC, the Engineering Standards Manual (ESM), and revise the Orlando Transportation Guidelines (OTG), as needed
- Implement the new transportation impact fee rates in Permitting Service's INFOR software
- Start new conversations with Central Florida Railroad about the Terry Avenue/Robinson Street railroad crossing
- Plan for all emerging transportation modes and technologies including Advanced Air Mobility (AAM) and drone deliveries
- Complete construction of the Raleigh Street Project
- Collaborate with EDV and DDB/CRA on the completion of the Downtown Master Plan
- Collaborate with FDOT during design for Robinson Street
- Complete the design and construction of Grand National Drive Phase 1 and the design of Grand National Drive Phase 2.
- Complete the construction of Hicks Avenue: Anderson to South Street
- Complete the construction of the Lake Highland/Alden Road Realignment Project, including traffic calming measures
- Complete the Southwest Bicycle Study
- Complete Quiet Zone Phase III improvements along Sunrail corridor to City limits
- Start study of W. Dowden Rd extension to provide improved transportation connectivity options in the GOAA/Lake Nona area
- Facilitate an Autonomous Shuttle pilot in Creative Village
- Partner with Lynx on the SR 436 TOD Planning Project which will include creating plans for Bus Rapid Transit (BRT) station areas and improving bicycle and pedestrian infrastructure to access
- Complete an Alternatives Analysis for the Millenia Plaza Way Connection
- Identify a marketing strategy for increasing Lymmo ridership and implement to meet operatal performance goals.

Medium Term (3-5 years)

- Transition SunRail Management to local funding partners (including City of Orlando)
- Develop funding opportunities to cover LYMMO operations (Venues Surcharge Study, Parking Surcharge Fee, Fare Equity Analysis)
- Complete the construction of Grand National Drive Phase 2
- Open the new southbound Church Street SunRail platform, north of South Street
- Work with Metroplan to identify full construction funding for Econ Trail (Curry Ford Rd. to Lee Vista Blvd) and President Barack Obama Pwy (Metrowest to Raleigh St.)

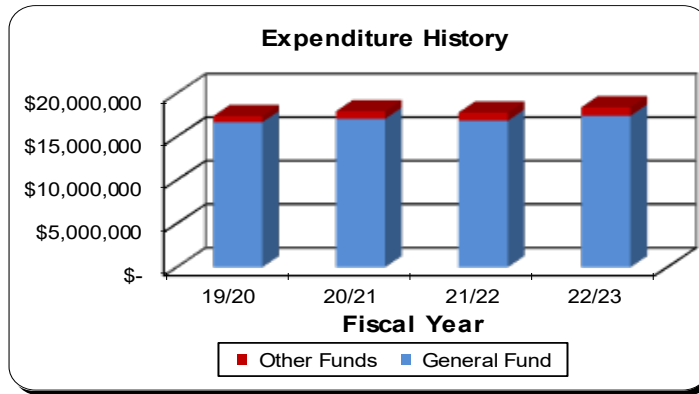
Long Term (5+ years)

- Support Implementation of SunRail Phase III (OIA Connector) and of Sunshine Corridor.
- Complete the design and construction of the North Quarter Two Way Conversion Project, extending through downtown Orlando
- Complete the design and construction of the Division Avenue Complete Streets Project
- Amtrak Station Maintenance and Rehab in conjunction with FDOT, including identifying funding sources for the improvements
- Complete the design of Curry Ford Road from Cloverlawn Avenue to Conway Road
- Complete Mills Avenue Bicycle and Pedestrian Improvements, from Colonial Drive to Virginia Drive

TRANSPORTATION

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Transportation Planning Division (TSP)					
0001 Transportation Planning	\$ 875,473	\$ 945,373	\$ 991,338	\$ 45,965	4.9%
TOTAL -- GENERAL FUND	\$ 875,473	\$ 945,373	\$ 991,338	\$ 45,965	4.9%
TOTAL -- TRANSPORTATION PLANNING	\$ 875,473	\$ 945,373	\$ 991,338	\$ 45,965	4.9%



STAFFING SUMMARY

	2020/21	2021/22	2022/23
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Transportation Planning Division (TSP)			
0001 Transportation Planning	8	8	8
TOTAL -- GENERAL FUND	8	8	8
TOTAL -- TRANSPORTATION PLANNING	8	8	8

TRANSPORTATION

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. Operating nine (9) parking garages with 7,848 parking spaces, 730 surface lot spaces, 1,066 metered on-street spaces and 220 that are asset-free paid spaces thereby providing a needed service to the city and residents. The Division enforces Chapter 39 of the City's Municipal Code by issuing parking citations and immobilizing vehicles.

Major Accomplishments

- 55 West Garage Elevators - Reliability Upgrades. Kone installed two new car doors per elevator, seven new hallway doors per elevator, new hallway buttons & new vandal-resistant car operating panel floor buttons per elevator
- The Garage Condition Assessment was completed by Walter Consultants for all City Parking Garages
- Elevator emergency phones were upgraded by Kone in all of our garages (wireless)
- Completed roof restoration that included pressure washing, waterproofing, caulking, control joint & striping at the Central, Library, Jefferson & Administration Garages.
- Install LED wayfinding signs at Courthouse, Library & Central Garage
- Completed the installation of the new Parking Access and Revenue Control System (PARCS) in public garages including the GEICO Garage. This has streamlined the process for access, payment, permits, transaction processing and reporting into a unified system
- Completed an amendment to the PARCS contract to include new Iphone Event Handhelds, testing phase is in progress
- Awarded the Event Services Contract for the GEICO Garage to SP+.
- IPS on-street "smart" meters upgraded to 4G to avoid service interruptions
- Resurfaced, improved, and began operations at the Grove Park Lot. Installed 3 Flowbird Master meters, extended/fixed pedestrian and vehicle gates, and added additional lighting.
- Rolled out the Amano's MiParc (Parking Online Account Management) which allows users to manage parking payments, review balances, and check account status
- Transitioned the Parking Meter Rental Program to the OpenCounter platform for online payments.

Future Goals and Objectives

Short Term (1-3 years)

- Evaluate opportunities to utilize Parking funds to enhance the Transportation Department and Parking Division.
- Discuss Grove Park parking lot redevelopment opportunities.
- Discuss Garland parking lot redevelopment opportunities.
- Discuss the Under I-4 parking lot redevelopment opportunities.
- Elevator Modernization at the Administration and Library Garages.
- Lighting Modernization upgrade at Administration and Courthouse Garages replacing T5 54-watt lamps with T5 Led 30-watt lamps to cut power consumption while providing a smooth and even light distribution.
- Replace all fire/stairwell doors in 55W Garage.
- Review the garage condition assessment report and implement recommendations with the focus on high priority repairs.
- Implement smart parking initiative, pursuant to the Future Ready Masterplan, involving new digital, dynamic messaging signs to improve wayfinding to parking facilities and improve traffic flow.
- Work in coordination with TRN Dept. to implement the Mayor's vision for BEEP in Creative Village and assist other agencies in ensuring a functioning garage with charging stations to support the pilot program.
- Implement the recommendations of the Downtown Master Plan focusing on dynamic curb management, on and off-street rate surveys and possible adjustments to rates and enforcement hours.

Medium Term (3-5 years)

- Expand curb inventory to entire Parking Division District.
- Evaluate License Plate Recognition (LPR) technology as an enforcement and inventory tool.
- Continue to search for opportunities for Public Private Partnerships in areas with low parking supply relative to measured demand within the Parking Division District.

Long Term (5+ years)

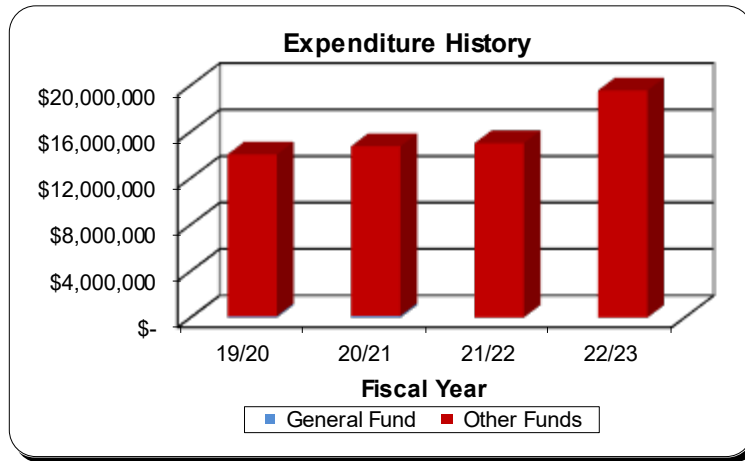
- Focus on structural preservation of facilities, life cycle of critical mechanical equipment and maximized energy efficiency.
 - Look for opportunities to acquire property on the periphery of the central business district that could be used for public parking until future development (public or private) is desired and feasible.
 - Evaluate alternative uses for unused parking capacity in off-street facilities such as advanced air mobility hubs, rooftop event venues, storage, and automated vehicle fleet parking and charging.
-

TRANSPORTATION

EXPENDITURE SUMMARY

Fund	2020/21	2021/22	2022/23	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Parking Division (PKG)					
0017 City Commons Garage	\$ 151,802	\$ 51,000	\$ 51,000	\$ -	0.0%
TOTAL -- GENERAL FUND	\$ 151,802	\$ 51,000	\$ 51,000	\$ -	0.0%
CENTROPLEX GARAGES FUND #4130					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 3,745	\$ 3,000	\$ 4,200	\$ 1,200	40.0%
0011 Centroplex Garage II Operations	311,962	364,184	429,687	65,503	18.0%
0015 Centroplex 1 & 2 Repair & Maint Projects and Grants		100,000		(100,000)	(100.0%)
				-	N/A
TOTAL -- CENTROPLEX GARAGES FUND	\$ 315,707	\$ 467,184	\$ 433,887	\$ (33,297)	(7.1%)
PARKING SYSTEM REVENUE FUND #4132					
#REF!					
0001 Parking System Administrative and Fiscal	\$ 1,216,083	\$ 1,489,504	\$ 3,145,722	\$ 1,656,218	111.2%
0002 Surface Parking	622,459	875,429	882,346	6,917	0.8%
0003 Parking Violations	455,648	543,202	542,325	(877)	(0.2%)
0004 Central Boulevard Garage Operations	1,744,503	1,877,859	1,918,053	40,194	2.1%
0006 55 West Garage Operations	997,606	1,105,329	1,274,195	168,866	15.3%
0007 O.C. Administration Garage Operations	654,471	605,186	852,662	247,476	40.9%
0008 O.C. Courthouse Garage Operations	1,192,412	1,223,566	1,306,997	83,431	6.8%
0009 Library Garage Operations	867,607	961,702	1,047,709	86,007	8.9%
0012 Jefferson Street Garage Operations	581,077	552,444	742,935	190,491	34.5%
0015 Parking Enforcement	823,905	905,288	1,114,852	209,564	23.1%
0019 Parking System Nondepartmental	5,141,206	4,434,759	6,308,566	1,873,807	42.3%
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 14,297,359	\$ 14,574,268	\$ 19,136,362	\$ 4,562,094	31.3%
TOTAL -- PARKING DIVISION	\$ 14,764,868	\$ 15,092,452	\$ 19,621,249	\$ 7,461,053	30.0%

TRANSPORTATION



STAFFING SUMMARY

	2020/21 Final Staffing	2021/22 Adopted Staffing	2022/23 Adopted Staffing
CENTROPLEX GARAGES FUND #4130			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	7	7	7
TOTAL -- CENTROPLEX GARAGES FUND	7	7	7
PARKING SYSTEM REVENUE FUND #4132			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	13	13	13
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	17	17
0006 55 West Garage Operations	12	12	12
0007 O.C. Administration Garage Operations	5	5	5
0008 O.C. Courthouse Garage Operations	15	15	15
0009 Library Garage Operations	12	12	12
0012 Jefferson Street Garage Operations	4	4	4
0015 Parking Enforcement	13	13	13
TOTAL -- PARKING SYSTEM REVENUE FUND	100	100	100
TOTAL -- PARKING DIVISION	107	107	107

TRANSPORTATION

Transportation Department Operational Performance

Balanced Scorecard Report

Customer				
Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Parking Division	Percent of Tickets Contested	0.25%	0.20%	0.15%

Fiscal

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		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	6.0%	5.0%	5.0%
Transportation Planning Division	Revenues collected from Impact Fee Transportation districts (North, Southeast, Southwest)	\$12,917,731	\$10,100,000	\$10,900,000

Internal Processes

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Transportation Engineering Division	Number of traffic investigation requests received	758	800	845
Transportation Engineering Division	Total number of traffic studies performed	536	600	672
Transportation Engineering Division	Total number of signs fabricated	4,287	4,200	4290
Transportation Engineering Division	Total miles of pavement marking material installed or replaced	63.5	60	70
Transportation Engineering Division	Percentage of locate requests requiring field investigation completed within 48 hours	98.36%	100%	100%
Transportation Engineering Division	Percentage of emergency call-out requests cleared within two hours	95.6%	100%	100%
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	100%	100%	100%

Outcome & Mission

Organizational Unit	Performance Indicator	2020/21	2021/22	2022/23
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	321	346	375
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	460,563	438,146	1,000,000

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NONDEPARTMENTAL AND DEBT SERVICE

Nondepartmental and Debt Service

Overview of Services/Programs

The Nondepartmental and Debt Service Section is used to distinguish budget, debt, programs, and services not managed by one particular department and/or are considered Citywide efforts.

The majority of information found is related to **Debt Service**, which are annual or periodic principal and interest payments on debt, and **Debt Service Funds**, which are one or more funds established to account for expenditures used to repay the principal and interest on debt.

In an effort for more transparency, City staff performs an annual audit of Nondepartmental and Debt Service to see if any information is department-specific. That information is then placed in one of the eleven (11) department sections which make up the City of Orlando.

NONDEPARTMENTAL AND DEBT SERVICE

NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Debt Service (DSD)					
0020 General Fund Debt Service	\$ 21,517,928	\$ 21,143,103	\$ 26,230,507	\$ 5,087,404	24.06%
Nondepartmental General Fund (NDG)					
0001 Nondepartmental - General Fund	77,542,123	72,440,070	99,025,404	26,585,334	36.70%
TOTAL -- GENERAL FUND	\$ 99,060,051	\$ 93,583,173	\$ 125,255,911	\$ 31,672,738	33.84%
DESIGNATED REVENUE FUND #0005					
Nondepartmental (NON)					
0019 Designated Revenue	\$ 36,390	\$ 606,079	\$ 481,125	\$ (124,954)	(20.62%)
Project and Grants	-	-	-	-	N/A
TOTAL -- DESIGNATED REVENUE FUND	\$ 36,390	\$ 606,079	\$ 481,125	\$ (124,954)	(20.62%)
HURRICANE DISASTER FUND #0007					
Nondepartmental (NON)					
0021 Disaster Non-Storm	\$ 1,349,339	\$ -	\$ -	\$ -	N/A
0024 Natural Disaster	29,908	-	-	-	N/A
TOTAL -- HURRICANE DISASTER FUND	\$ 1,379,247	\$ -	\$ -	\$ -	N/A
SPELLMAN SITE FUND #0013					
Debt Service (DSD)					
0023 Spellman Site	\$ 850,216	\$ 858,792	\$ 3,195,510	\$ 2,336,718	272.09%
TOTAL -- SPELLMAN SITE FUND	\$ 850,216	\$ 858,792	\$ 3,195,510	\$ 2,336,718	272.09%
SPECIAL ASSESSMENTS FUNDS #1001-1007					
Debt Service (DSD)					
0031 Special Assessments	\$ 64,395,215	\$ 159,797	\$ 170,528	\$ 10,731	6.72%
0027 Special Assessment The Plaza	179,220	206,038	190,287	(15,751)	(7.64%)
TOTAL -- SPECIAL ASSESSMENTS FUNDS	\$ 64,574,435	\$ 365,835	\$ 360,815	\$ (5,020)	(1.37%)
UTILITIES SERVICES TAX FUND #1160					
Nondepartmental (NON)					
0012 Special - Utilities Tax	\$ 34,507,991	\$ 34,771,723	\$ 36,959,000	\$ 2,187,277	6.29%
TOTAL -- UTILITIES SERVICES TAX FUND	\$ 34,507,991	\$ 34,771,723	\$ 36,959,000	\$ 2,187,277	6.29%
CRA BOND RESERVE FUNDS #1255-1271					
Debt Service (DSD)					
0014 CRA Internal Loan Debt Service	\$ 2,423,346	\$ 1,493,702	\$ 1,100,331	\$ (393,371)	(26.34%)
0015 CRA Debt Service - State Infrastructure Bond	750,000	-	-	-	N/A
0008 CRA Debt Service 2010 B	1,736,873	-	-	-	N/A
0035 CRA Debt Service 2019 A	4,041,770	4,041,118	4,458,086	416,968	10.32%
0039 CRA Debt Service 2020 A	4,876,271	4,875,970	4,459,520	(416,450)	(8.54%)
0012 CRA Debt - Conroy Road	1,961,448	1,902,750	1,899,875	(2,875)	(0.15%)
TOTAL -- CRA BOND RESERVE FUNDS	\$ 15,789,708	\$ 12,313,540	\$ 11,917,812	\$ (395,728)	(3.21%)
CONROY ROAD CAP INT RESERVE SERIES A FUND #1272					
Debt Service (DSD)					
0011 Conroy Road Capital Interest Reserve Series A	\$ 15,985	\$ -	\$ -	\$ -	N/A
TOTAL -- CONROY ROAD CAP INT RESERVE SERIES A FUND	\$ 15,985	\$ -	\$ -	\$ -	N/A
CRA DEBT - REPUBLIC DRIVE FUND #1275					
Debt Service (DSD)					
0021 CRA Debt - Republic Drive	\$ 3,890,103	\$ 3,802,254	\$ 3,798,692	\$ (3,562)	(0.09%)
TOTAL -- CRA DEBT - REPUBLIC DRIVE FUND	\$ 3,890,103	\$ 3,802,254	\$ 3,798,692	\$ (3,562)	(0.09%)
CRA RESERVE - REPUBLIC DRIVE FUND #1276					
Debt Service (DSD)					
0013 CRA Reserve - Republic Drive	\$ 28,517	\$ -	\$ -	\$ -	N/A
TOTAL -- CRA RESERVE - REPUBLIC DRIVE FUND	\$ 28,517	\$ -	\$ -	\$ -	N/A
AMWAY CENTER INTERLOCAL INFRASTRUCUTURE FUND #4020					
Debt Service (DSD)					
0017 Amway Center Internal Loan Infrastructure	\$ 308,094	\$ 515,036	\$ 371,568	\$ (143,468)	(27.86%)
TOTAL -- AMWAY CENTER INTERLOCAL INFRASTRUCUTURE FUND	\$ 308,094	\$ 515,036	\$ 371,568	\$ (143,468)	(27.86%)

NONDEPARTMENTAL AND DEBT SERVICE

NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
<u>AMWAY CENTER 6TH CENT TDT DEBT SERVICE FUNDS #4026-4028</u>					
Debt Service (DSD)					
0016 6th Cent TDT A Debt Service	\$ 6,841,909	\$ 15,142,250	\$ 15,066,250	\$ (76,000)	(0.50%)
0018 6th Cent TDT B Debt Service	986,682	2,129,850	2,130,750	900	0.04%
0019 6th Cent TDT C Debt Service	599,879	478,775	478,775	-	0.00%
TOTAL -- AMWAY CENTER 6TH CENT TDT DEBT SERVICE FUNDS	\$ 8,428,470	\$ 17,750,875	\$ 17,675,775	\$ (75,100)	(0.42%)
<u>AMWAY CENTER SALES TAX REBATE DS FUND #4029</u>					
Debt Service (DSD)					
0004 Amway Center Sales Tax Rebate Debt Service	\$ 833,220	\$ 2,000,004	\$ 2,000,004	\$ -	0.00%
TOTAL -- AMWAY CENTER SALES TAX REBATE DS FUND	\$ 833,220	\$ 2,000,004	\$ 2,000,004	\$ -	0.00%
<u>WATER RECLAMATION STATE REVOLVING LOAN FUND #4102</u>					
Debt Construction (DCD)					
0002 Loan Water Reclamation 480420	\$ 33,156	\$ 156,421	\$ 156,421	\$ -	0.00%
0004 Loan Water Reclamation 650040	116,506	487,276	487,276	-	0.00%
0005 Loan Water Reclamation 650060	190,178	1,106,141	1,106,141	-	0.00%
0006 Loan Water Reclamation 480400	199,991	773,311	773,311	-	0.00%
0007 Loan Water Reclamation 480410	60,707	284,027	284,028	1	0.00%
0009 Loan Water Reclamation 65001S	267,068	1,871,319	1,871,319	-	0.00%
0010 Loan Water Reclamation 65002P	18,662	102,287	102,287	-	0.00%
0011 Loan Water Reclamation 65003P	18,263	75,645	75,644	(1)	(0.00%)
0015 Loan Water Reclamation 480430	38,002	150,363	150,363	-	0.00%
0018 Loan Water Reclamation 480460	18,622	386,824	386,824	-	0.00%
0021 Loan Water Reclamation 480440	2,164	386,222	772,444	386,222	100.00%
0023 Loan Water Reclamation 480470	51,614	888,554	888,554	-	0.00%
0024 Loan Water Reclamation 480480	23,415	472,514	472,514	-	0.00%
0025 Loan Water Reclamation 480490	6,872	391,186	391,186	-	0.00%
TOTAL -- WATER RECLAMATION STATE REVOLVING LOAN FUND	\$ 1,045,220	\$ 7,532,090	\$ 7,918,312	\$ 386,222	5.13%
<u>WATER RECLAMATION NORTHERN ENTITY CONSTRUCTION FUND #4108</u>					
Citywide Construction Activities (CCA)					
0004 Northern Entity Construction	\$ 786,236	\$ -	\$ -	\$ -	N/A
TOTAL - WATER RECLAMATION NORTHERN ENTITY CONSTRUCTION FUND	\$ 786,236	\$ -	\$ -	\$ -	N/A
<u>WATER RECLAMATION IMPACT FEE RESERVES FUND #4109</u>					
Nondepartmental (NON)					
0009 Impact Fee Reserve	\$ 3,496	\$ 2,451,000	\$ 18,630	\$ (2,432,370)	(99.24%)
TOTAL -- WATER RECLAMATION IMPACT FEE RESERVES FUND	\$ 3,496	\$ 2,451,000	\$ 18,630	\$ (2,432,370)	(99.24%)
<u>WATER RECLAMATION REVENUE BONDS 2013 DS FUND #4111</u>					
Debt Construction (DCD)					
0003 Wastewater Revenue Bonds 2013 Debt Service	\$ 1,212,900	\$ 2,898,650	\$ 2,802,400	\$ (96,250)	(3.32%)
TOTAL -- WATER RECLAMATION REVENUE BONDS 2013 DS FUND	\$ 1,212,900	\$ 2,898,650	\$ 2,802,400	\$ (96,250)	(3.32%)
<u>INTERNAL LOAN BANK FUND #5030</u>					
Debt Service (DSD)					
0030 Internal Loan	\$ 1,945,357	\$ 12,027,698	\$ 16,996,991	\$ 4,969,293	41.32%
TOTAL -- INTERNAL LOAN BANK FUND	\$ 1,945,357	\$ 12,027,698	\$ 16,996,991	\$ 4,969,293	41.32%
<u>INTERNAL LOAN - CIP BONDS 2007 SERIES B FUND #5031</u>					
Debt Construction (DCD)					
0001 Capital Improvement Bonds 2007 Series B	\$ 1,399,976	\$ 9,638,741	\$ 9,625,991	\$ (12,750)	(0.13%)
TOTAL -- INTERNAL LOAN - CIP BONDS 2007 SERIES B FUND	\$ 1,399,976	\$ 9,638,741	\$ 9,625,991	\$ (12,750)	(0.13%)
<u>INTERNAL LOAN - JEFFERSON STREET GARAGE FUND #5032</u>					
Debt Construction (DCD)					
0008 Jefferson Garage Construction	\$ 195,142	\$ 1,453,500	\$ 1,451,250	\$ (2,250)	(0.15%)
TOTAL -- INTERNAL LOAN - JEFFERSON STREET GARAGE FUND	\$ 195,142	\$ 1,453,500	\$ 1,451,250	\$ (2,250)	(0.15%)
<u>NEW PUBLIC SAFETY AND ENERGY EFFICIENCY DEBT BOND FUND SERIES 2014B #5035</u>					
Debt Service (DSD)					
0033 OPD Headquarters Debt Bond	\$ 2,802,750	\$ 4,450,000	\$ 4,448,750	\$ (1,250)	-0.03%
TOTAL - NEW PUBLIC SAFETY AND ENERGY EFFICIENCY DEBT BOND FUND SERIES 2014B	\$ 2,802,750	\$ 4,450,000	\$ 4,448,750	\$ (1,250)	-0.03%

NONDEPARTMENTAL AND DEBT SERVICE

NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

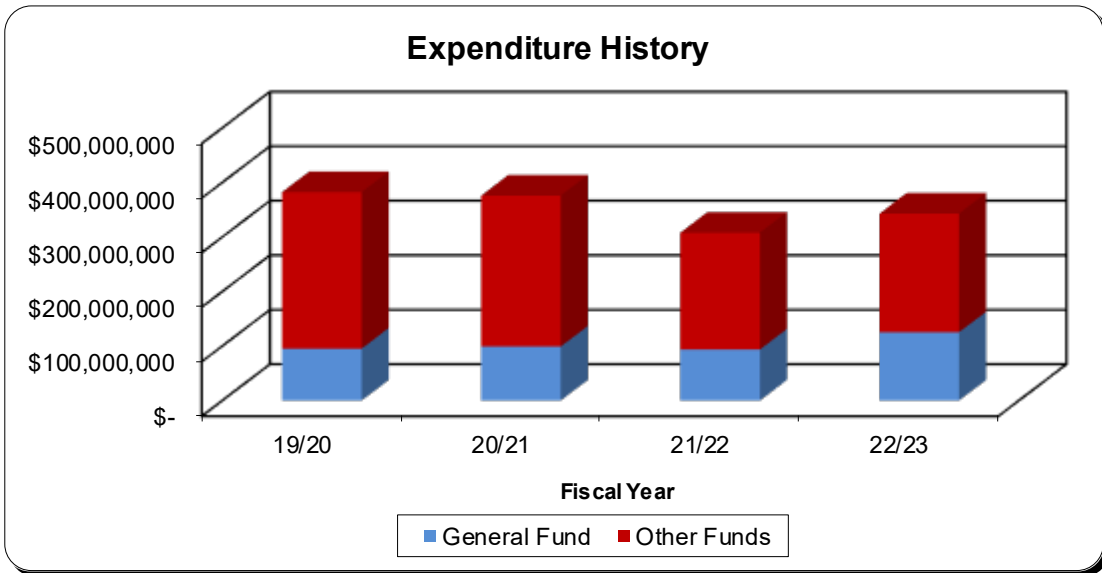
Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
<u>PUBLIC SAFETY DEBT BOND FUND 2016C #5036</u>					
Debt Service (DSD)					
0032 Public Safety Debt Bond	\$ 1,053,400	\$ 1,990,900	\$ 1,988,900	\$ (2,000)	(0.10%)
TOTAL - PUBLIC SAFETY DEBT BOND FUND 2016C	\$ 1,053,400	\$ 1,990,900	\$ 1,988,900	\$ (2,000)	(0.10%)
<u>INVESTING IN OUR NEIGHBORHOODS DEBT BOND FUND SERIES 2018B #5037</u>					
Debt Service (DSD)					
0036 Investing In Our Neighborhoods Bond Series 2018B	\$ 4,423,531	\$ -	\$ -	\$ -	N/A
TOTAL - INVESTING IN OUR NEIGHBORHOODS DEBT BOND FUND SERIES 2018B	\$ 4,423,531	\$ -	\$ -	\$ -	N/A
<u>CNL RENEWAL AND REPLACEMENT FUND #0012</u>					
Citywide Construction Activities (CCA)					
0011 CNL Garage Renewal and Replacement	\$ -	\$ 91,429	\$ 91,429	\$ -	0.00%
TOTAL -- CNL RENEWAL AND REPLACEMENT FUND	\$ -	\$ 91,429	\$ 91,429	\$ -	0.00%
<u>PENSION PARTICIPANT SERVICES FUND #0018</u>					
Pension (PEN)					
0009 Pension Participant Services	\$ 296,969	\$ -	\$ -	\$ -	N/A
TOTAL -- PENSION PARTICIPANT SERVICES FUND	\$ 296,969	\$ -	\$ -	\$ -	N/A
<u>GAS TAX FUND #1100</u>					
Citywide Construction Activities (CCA)					
0014 Gas Tax Program	\$ 4,037,412	\$ 4,095,000	\$ 4,058,000	\$ (37,000)	(0.90%)
TOTAL -- GAS TAX FUND	\$ 4,037,412	\$ 4,095,000	\$ 4,058,000	\$ (37,000)	(0.90%)
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Citywide Construction Activities (CCA)					
0017 Capital Improvements Program Project and Grants	\$ 390,485 2,656,153	\$ 527,345 -	\$ 377,000 -	\$ (150,345) -	(28.51%) N/A
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 3,046,638	\$ 527,345	\$ 377,000	\$ (150,345)	(28.51%)
<u>REAL ESTATE ACQUISITION FUND #3006</u>					
Citywide Construction Activities (CCA)					
0001 Real Estate Acquisition	\$ 72,852	\$ 251,000	\$ 292,000	\$ 41,000	16.33%
TOTAL - REAL ESTATE ACQUISITION FUND	\$ 72,852	\$ 251,000	\$ 292,000	\$ 41,000	16.33%
<u>PARKING RENEWAL AND REPLACEMENT FUND #4133</u>					
Nondepartmental (NON)					
0005 Special - Parking Renewal and Replacement	\$ -	\$ 53,000	\$ 372,000	\$ 319,000	601.89%
TOTAL -- PARKING RENEWAL AND REPLACEMENT FUND	\$ -	\$ 53,000	\$ 372,000	\$ 319,000	601.89%
<u>55 WEST GARAGE RENEWAL AND REPLACEMENT FUND #4134</u>					
Citywide Construction Activities (CCA)					
0012 55 West Garage Repair and Replacement	\$ -	\$ 75,000	\$ 116,250	\$ 41,250	55.00%
TOTAL -- 55 WEST GARAGE RENEWAL AND REPLACEMENT FUND	\$ -	\$ 75,000	\$ 116,250	\$ 41,250	55.00%
<u>FIREFIGHTER PENSION FUNDS #6501-6503</u>					
Pension (PEN)					
0005 Firefighter Pension	\$ 32,195,082	\$ 25,657,186	\$ 24,374,610	\$ (1,282,576)	(5.00%)
0010 Pension Management Support	141,665	115,042	135,345	20,303	17.65%
0011 Fire Pension Share	1,040,612	30,000	30,000	-	0.00%
TOTAL -- FIREFIGHTER PENSION FUNDS	\$ 33,377,359	\$ 25,802,228	\$ 24,539,955	\$ (1,262,273)	(4.89%)
<u>POLICE PENSION FUNDS #6510-6512</u>					
Pension (PEN)					
0014 Special Police Pension	\$ 51,919,402	\$ 34,268,487	\$ 34,110,239	\$ (158,248)	(0.46%)
0001 Police Pension Excess Over State / Share Plan Fund	270,602	-	-	-	N/A
TOTAL -- POLICE PENSION FUNDS	\$ 52,190,004	\$ 34,268,487	\$ 34,110,239	\$ (158,248)	(0.46%)
<u>GENERAL EMPLOYEE DEFINED BENEFIT PENSION FUND #6520</u>					
Pension (PEN)					
0013 City Employee Pension	\$ 20,996,761	\$ 9,478,301	\$ 8,146,643	\$ (1,331,658)	(14.05%)
TOTAL -- GENERAL EMPLOYEE DEFINED BENEFIT PENSION FUND	\$ 20,996,761	\$ 9,478,301	\$ 8,146,643	\$ (1,331,658)	(14.05%)
<u>DEFINED CONTRIBUTION PLAN FUND #6525</u>					
Pension (PEN)					
0004 Defined Contribution Plan Program	\$ 15,321,606	\$ -	\$ -	\$ -	N/A
TOTAL -- DEFINED CONTRIBUTION PLAN FUND	\$ 15,321,606	\$ -	\$ -	\$ -	N/A

NONDEPARTMENTAL AND DEBT SERVICE

NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
RETIREE HEALTH SAVINGS PLAN FUND #6530					
Pension (PEN)					
0003 Retiree Health Savings - Other	\$ 3,189	\$ -	\$ -	\$ -	N/A
TOTAL -- RETIREE HEALTH SAVINGS PLAN FUND	\$ 3,189	\$ -	\$ -	\$ -	N/A
OTHER POST EMPLOYMENT BENEFIT TRUST FUND #6540					
Pension (PEN)					
0012 Other Post-Employment Benefits Trust	\$ 20,588,100	\$ 24,070,894	\$ 23,200,316	\$ (870,578)	(3.62%)
TOTAL -- OTHER POST EMPLOYMENT BENEFIT TRUST FUND	\$ 20,588,100	\$ 24,070,894	\$ 23,200,316	\$ (870,578)	(3.62%)
ORANGE COUNTY SCHOOL IMPACT FEES FUND #6001					
Nondepartmental (NON)					
0016 Orange County School Impact Fee	\$ 512,029	\$ -	\$ 149,038	\$ 149,038	N/A
TOTAL -- ORANGE COUNTY SCHOOL IMPACT FEES FUND	\$ 512,029	\$ -	\$ 149,038	\$ 149,038	N/A
GENERAL LONG-TERM DEBT FUND #9500					
Debt Service (DSD)					
0003 General Long Term Debt	\$ (22,880,275)	\$ -	\$ -	\$ -	N/A
TOTAL -- GENERAL LONG-TERM DEBT FUND	\$ (22,880,275)	\$ -	\$ -	\$ -	N/A
GOVERNMENTAL LONG TERM LIABILITIES FUND #9505					
Debt Service (DSD)					
0037 Governmental Long Term Liabilities	\$ 3,751,396	\$ -	\$ -	\$ -	N/A
TOTAL - GOVERNMENTAL LONG TERM LIABILITIES FUND	\$ 3,751,396	\$ -	\$ -	\$ -	N/A
TOTAL -- DEBT AND NONDEPARTMENTAL	\$ 375,884,475	\$ 307,722,574	\$ 342,720,306	\$ 34,997,732	11.37%
Expenditure by Classification					
	2020/21 Actual Expenditures	2021/22 Adopted Budget	2022/23 Adopted Budget	Change Adopted to Adopted	% Change
Salaries	\$ 56,561	\$ 258,576	\$ 3,428,667	\$ 3,170,091	1225.98%
Benefits	4,711,040	33,140	(467,057)	(500,197)	(1509.35%)
Supplies	525,453	3,729	3,850	121	3.24%
Contractual Services	70,125,168	6,434,747	6,430,000	(4,747)	(0.07%)
Utilities	403,112	730,672	1,377,161	646,489	88.48%
Travel and Training	750	34,000	34,000	-	0.00%
Fleet and Facilities	1,773,426	1,825,000	2,950,000	1,125,000	61.64%
Capital	1,641,410	876,960	286,610	(590,350)	(67.32%)
Other Expenses	203,509,479	227,068,417	237,414,135	10,345,718	4.56%
Transfers Out	93,138,074	70,457,333	91,262,940	20,805,607	29.53%
TOTAL -- DEBT AND NONDEPARTMENTAL	\$ 375,884,475	\$ 307,722,574	\$ 342,720,306	\$ 34,997,732	11.37%

NONDEPARTMENTAL AND DEBT SERVICE





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CAPITAL IMPROVEMENTS AND DEBT

CAPITAL IMPROVEMENT PLAN INTRODUCTION



Picture caption: Orlando Mayor Buddy Dyer, City Commissioner District 5 Regina Hill, as well as UCF and Valencia College representatives.

The City of Orlando prepares a five-year Capital Improvement Plan (CIP) each year. The five-year Capital Improvement Plan process was initiated in 1966, following a Municipal Planning Board recommendation and City Council approval.

The City published its first plan in March 1969. On an annual basis thereafter, the City has published, revised, and updated capital plans for each subsequent five-year period.

The Capital Improvement Plan includes the next year's approved capital budget and planned capital projects for the subsequent four fiscal years. Those later projects are not funded or approved at this time.

CIP and Debt Section Organization

CIP Development Process & Sources: This portion provides an overview of the capital planning process, a calendar outlining the timing of key events in the process, and an example of the project forms used by departments for submitting project information. We also discuss the primary sources of funding for capital projects and provide a breakdown of those sources over the plan period.

Capital Budget and Plan Overview: This portion begins to give specific information about this year's approved capital projects as well as the tentative plans for later years. We show the total amount approved in the current year capital budget (as well as planned expenditures in later years) by funding source and by service type. Finally, we provide a list of all projects included in the year's capital budget.

Project Detail Pages: In previous areas we listed projects included in the current year capital budget without any additional detail beyond funding levels. This portion provides a link to detailed descriptions of the projects included in the capital budget, grouped based on their service type.

Non-Recurring Projects and Operating Impact: In this portion we list non-recurring projects, which generally involve expanding our infrastructure, facilities, or services. Due to their nature, this type of project often also results in an impact on the operating budget once completed, and so we provide information regarding this as available.

City Debt and Credit Ratings Summary: Given their high up-front cost and long-term nature, the preferred method for funding capital projects is sometimes via debt issuances paid back over time. This portion provides a summary of the City's outstanding debt and our credit ratings.



Picture caption: Creative Village

CAPITAL IMPROVEMENTS AND DEBT

CIP DEVELOPMENT PROCESS & SOURCES

PROCEDURE

Each year as part of the annual budget process, City departments are required to submit capital project requests for the upcoming year and their estimated needs over the subsequent four years, which after review and revision eventually become the five-year Capital Improvement Plan. The request submissions require a project description, justification, cost estimates, and statement of any impact on the City's annual operating budget. While departments prepare their submissions, the Office of Business and Financial Services works concurrently to determine the amount of funding available for these requests.

After compilation of the requests, project submissions are reviewed by staff members from the Office of Business and Financial Services and the Economic Development Department, as well as the Chief Administrative Officer and the Mayor. Changes are made during these reviews as needed for alignment with City priorities and available funding. Further details on the project criteria, submission forms, as well as specific project information are provided later in this document.

Alongside this Plan development process, the Economic Development Department develops a five-year schedule of capital improvements which are necessary to ensure that any adopted level-of-service standards are achieved and maintained, as required by Chapter 163 of Florida Statutes. This five-year schedule and the level of service standards are established in the Capital Improvements Element (CIE) component of the City's Growth Management Plan. Projects necessary to ensure this standard during the five-year period must be identified as either funded or unfunded, and given a level of priority for funding. City-funded projects which are part of the CIE have been designated as such, and are specifically outlined in the Capital Improvement Element section of this Program.

The first year of the five-year Capital Improvement Plan is effectively the Capital Budget. After any needed changes, the Capital Budget is ultimately adopted by the City Council as part of the adoption of the City's overall annual budget. There is no commitment to expenditures or appropriations beyond the first year of the Capital Improvement Plan, except for those improvements necessitated by the CIE or other requirements. Several months after the Capital Improvement Plan is finalized, the plan itself and other supporting materials are published in this Capital Improvement Program document.

BUDGETARY CHANGES

Budgets exist in a dynamic environment and the City has policies in place to guide requests for budgetary changes throughout the fiscal year. These changes may include amending the adopted project appropriations included in this document.

All requests to amend items incorporated in the annual budget, including appropriations and staffing authority, must be submitted to Management and Budget for appropriate routing and approvals. These requests for action are then routed according to an approval hierarchy established by the City's Budgetary Changes Procedure (Policy 131.1 Chief Administrative Officer - Budgetary Changes Procedure).

The latest policy can be reviewed on the City's website. Requests repurposing existing appropriations within a project can typically be approved internally, whereas changes to total project appropriations require approval by the Budget Review Committee (BRC) and City Council.

CAPITAL IMPROVEMENTS AND DEBT

DEFINITION OF CAPITAL IMPROVEMENTS

Capital Improvements are defined as physical or virtual 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 entire financing plan along with more detailed project descriptions can be found later in this document, and this plan may group projects by fund or service type, and also note whether the project is part of the CIE described previously.

CAPITAL IMPROVEMENTS AND DEBT

PROJECT DESCRIPTION FORM

Capital Improvement Program project requests are submitted using a 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 occurs during the month of March.

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 detailed project pages provided later in this 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: 81-755-004		PROJECT NAME: Regional Computerized Signal System		FINANCIAL PROJECT #	PAGE		
DEPARTMENT: TRANSPORTATION DEPT.		DIVISION: TRANS. ENGINEERING		PRIORITY: Repair / Replacement		TRE0012_P			
PROBLEM IDENTIFICATION OR NEED:						PROJECT RANKING			
<p>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.</p> <p>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.</p> <p>RECOMMENDED SOLUTION (PROJECT DESCRIPTION):</p> <p>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.</p> <p>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.</p>						Department Rating 1.7 CIE Requirement Y			
						CONTACT: Cade Braud		4072463377	
						Recurring? No			
						SERVICE AREA			
						CITYWIDE			
						LOCATION			
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR									
FUND	2021/22	2022/23	2023/24	2024/25	2025/26	FIVE YR	LATER	PRIOR	Total
1100	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$800,000	\$3,600,140	\$4,900,140
ALL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$800,000	\$3,600,140	\$4,900,140
PROJECT COST BY PHASE						IMPACT ON OPERATING COST (+/-)			
Project Phasing		Estimated Time		Estimated Cost					
Description		From	To						
				Salaries, Wages, Benefits				\$0	
				Operating Costs				\$0	
				Other Capital Costs				\$0	
				Total Annual Operating Costs:				\$0	
SOURCE:									
				Total Annual Income				\$0	



CAPITAL IMPROVEMENTS AND DEBT

PARTICIPATION IN DETERMINING CAPITAL NEEDS

During the development of the capital improvement budget, public input plays an important role in determining what capital needs should be funded. The Mayor and Commissioners or their liaisons, as well as City departments, routinely interact with and receive feedback from the public on matters that can influence capital improvement priorities. The City also has several advisory boards that meet throughout the fiscal year which may contribute capital budget recommendations.

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.

These board recommendations and other feedback would normally be considered as City departments formulate their requests, which follow the timeline described on the subsequent page.

CAPITAL IMPROVEMENTS AND DEBT

FY 2022/23 CAPITAL BUDGET CALENDAR

March 4	Distribution of CIP request entry instructions and timeline.
March	Project request input by City department staff, following approval and prioritization by their leadership. Certain project proposals must also be reviewed by other City teams (i.e. Project Management, Facilities, Fleet) before entry to ensure accurate cost information.
March 25	Completion of project request input by City departments in preparation for review by Business and Financial Services and City leadership.
April - May	Project review and analysis by Business and Financial Services.
May - June	Completion of CIP recommendations in conjunction with City leadership.
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 12	First public hearing to adopt the proposed millage rate and budget, which includes the capital budget.
September 26	Final public hearing to adopt the millage rate and budget, which includes the capital budget.
October 1	Implementation of the adopted budget.
December - January	CIP document published.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTIONS OF FUNDING SOURCES FOR CAPITAL PROJECTS

In order to implement the Capital Improvement Program, funding must be identified and programmed to achieve the desired urban environment envisioned for the City of Orlando. The Capital Improvement Program can only be as effective as the resources that are behind it.

The following pages contain a brief description of funding sources. Many of these funding sources are difficult to predict due to the nature and authority of the funding source. For instance, Grant and Loan funding may vary from year to year, and in some cases, differ very drastically from one year to the next, making it difficult to forecast revenue. When possible, State plans, such as the Florida Department of Transportation Five Year Transportation Improvement Program are followed closely to determine future funding. Special Assessments and other funding are also hard to predict. Only those revenues the City has available for capital programming are described on the following pages.

General Revenue - CIP

General revenue consists of a variety of revenue sources collected in the General Fund to fund core City functions and other priorities. Some of these sources include property taxes, state revenue sharing, OUC dividends, and other fees. Property tax revenue is the largest source and 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. Each year a portion of general revenues are transferred to the Capital Improvements Fund to support capital needs, and that fund itself can also earn interest or receive reimbursements, which are factored into the total. For FY 2022/23, the City Council set aside \$33.4 million of general revenue for CIP funding. This is a particularly competitive funding source since many different departments within the City compete each year for these unrestricted dollars.

Service Charges

Monthly service charges are assessed for the use of a variety of services and facilities in the City. Some of the key services include the sanitary sewer system and monthly solid waste and recyclable material collection. Service charges are used to pay for operating expenses, maintenance, construction, and debt service, with the allocation determined by the needs of the particular service operation. Many of the efforts involved with system maintenance and construction constitute capital improvements, and thus these charges are a key funding source for capital projects.

Property Tax Increment

A Community Redevelopment Agency (CRA) 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 improvements such as redevelopment projects or infrastructure projects may be undertaken utilizing these funds. The City's Downtown CRAs in particular often make a significant investment in capital projects.

Impact Fees

In 1986 the City adopted a Transportation Impact Fee, and in 2017 the City enacted a Park Impact Fee. Through these 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 networks and park facilities necessary to accommodate that growth. There are three benefit areas for both types of Impact Fees: North, Southeast, and Southwest. Other enterprises such as Water Reclamation also collect various impact fees from developments to support the needed growth of their respective systems.

Gas Taxes

The six cents local option gas tax generated approximately \$28.1 million in revenue for Orange County during state FY 2021/22. 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 of Orlando'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.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTIONS OF FUNDING SOURCES FOR CAPITAL PROJECTS (continued)

Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989, and this fee will generate approximately \$24.5 million in FY 2022/23. 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.

Grants and Loans

A variety of public and private grants provide funding for counties and cities to invest in their communities, and some of these investments may constitute capital improvements. These grants support a wide range of investments such as affordable housing, infrastructure, public safety, among others. The grants vary in purpose and distribution method, but assist the City in achieving its goals while relieving pressure from other funding sources. Additionally, the City may pursue debt financing in cases where large up-front investments are needed for assets with a long lifespan. These loans are then paid back over time at an annual amount that is comfortably within our typical revenue levels. Note that we only list projects being funded in this manner if it is a near certainty, or a special subsidized loan program is available.

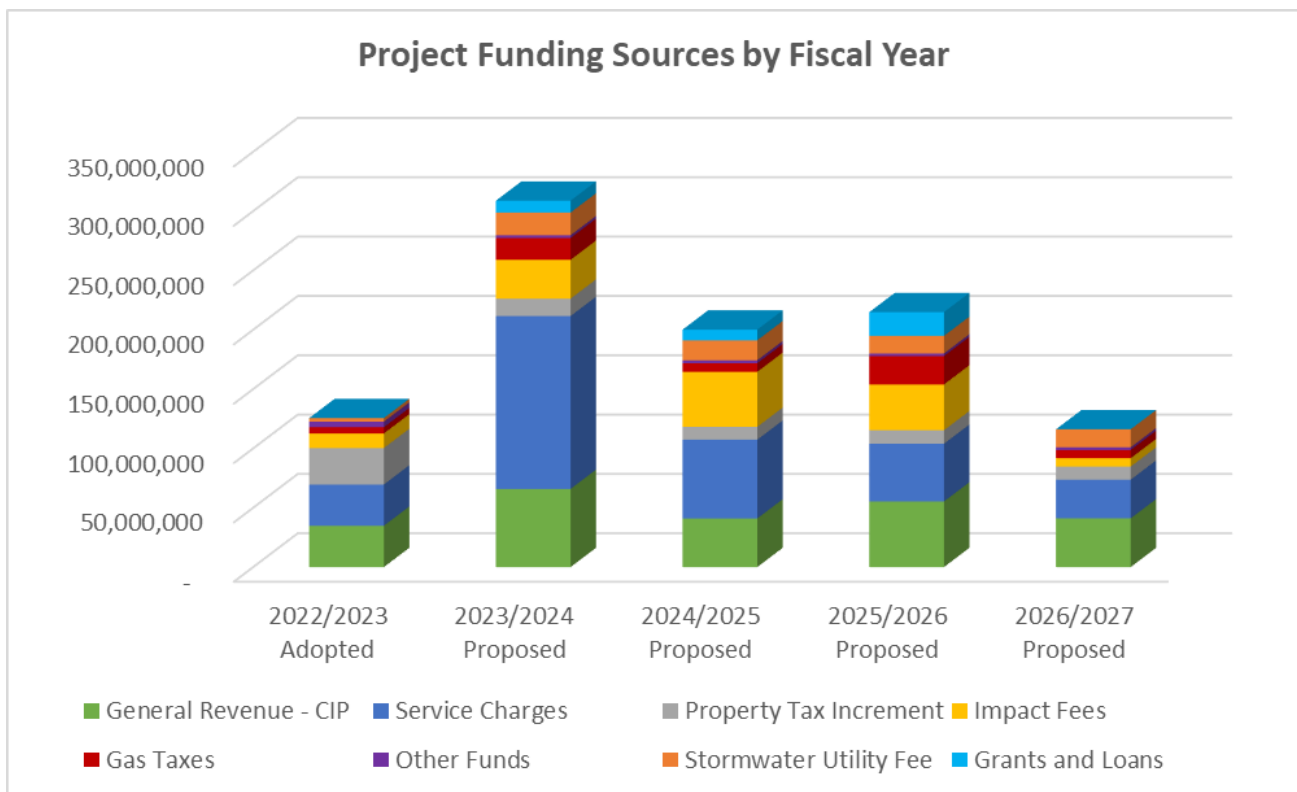
Other Funds

Other Funds includes any other sources that fund capital improvements that are not otherwise described separately. A variety of funds make up this grouping, including those for dedicated facility or venue upkeep, fleet or real estate investments, specialized taxing districts, among others.

CAPITAL IMPROVEMENTS AND DEBT

The table and chart below shows the sources of funding for all the approved FY23 capital projects, as well as the estimated funding needed to fulfill project estimates for the subsequent four years. The six largest sources of funding are shown separately, while all other funding sources are consolidated in the Other Funds grouping. Note that for FY24 through FY27, while these projects have been proposed, there is no guarantee that the identified source of funding will be available in the quantity necessary to fulfill all the requests. Projects may need to be prioritized, or alternative funding sources may need to be identified.

CAPITAL IMPROVEMENT PLAN						
2023 - 2027						
Project Funding Sources						
Funding Source	2022/2023 Adopted	2023/2024 Proposed	2024/2025 Proposed	2025/2026 Proposed	2026/2027 Proposed	Total
General Revenue - CIP	34,817,800	65,865,418	40,966,000	55,266,000	41,046,000	237,961,218
Service Charges	34,759,779	145,675,000	66,370,000	48,665,000	32,600,000	328,069,779
Property Tax Increment	30,747,041	14,650,000	10,850,000	11,350,000	11,000,000	78,597,041
Impact Fees	12,300,000	32,735,563	46,332,147	38,605,609	7,101,326	137,074,645
Gas Taxes	5,225,000	18,370,000	7,275,000	23,885,000	6,925,000	61,680,000
Other Funds	4,730,000	2,350,000	2,500,000	2,250,000	2,250,000	14,080,000
Stormwater Utility Fee	3,000,000	19,106,216	16,800,000	14,800,000	15,187,707	68,893,923
Grants and Loans	-	10,000,000	9,000,000	20,000,000	-	39,000,000
Total	125,579,620	308,752,197	200,093,147	214,821,609	116,110,033	965,356,606



CAPITAL IMPROVEMENTS AND DEBT

CAPITAL BUDGET AND PLAN OVERVIEW

BUDGET AND PLAN SUMMARY

In the previous section we discussed the process and funding sources involved with the development of the Capital Improvement Program and incorporated capital plan. This plan includes funding from tax and assessment collections, state and federal grants, loans, impact fees and revenues from charges for services, among others. The 5-year capital plan is presented on subsequent pages by funding source and by service type.

The Capital Improvement Fund is perhaps the most competitive funding source since many different departments within the City compete each year for these unrestricted dollars. For FY 2022/23 the City Council set aside \$33.4 million of property tax revenue for CIP funding, and the fund may also have other revenue sources such as interest or reimbursements that support project needs. As noted in the previous section, other funding sources are generally restricted in their use by function or geographic location.

For FY 2022/23, dedicated Public Works funding sources account for 33% of the total project budgets. This is spread across three enterprises: Water Reclamation, Stormwater, and Solid Waste. These enterprises have dedicated funding sources that are generated from services fees and assessments, which are allocated to operations, maintenance, and capital improvements. Additionally, Public Works makes use of a variety of other shared funding sources for efforts that fall outside of these enterprises, such as certain street and right-of-way projects.

CAPITAL IMPROVEMENT PLAN 2023 - 2027 Project Totals By Fund

Fund	2022/2023 Adopted	2023/2024 Proposed	2024/2025 Proposed	2025/2026 Proposed	2026/2027 Proposed	Total
55 West Garage Renewal and Replacement Fund	-	200,000	-	150,000	-	350,000
Amway Center R&R Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Building Code Enforcement Fund	1,670,000	-	-	-	-	1,670,000
Capital Improvement Fund	34,817,800	65,865,418	40,966,000	55,266,000	41,046,000	237,961,218
Centroplex Garages Fund	-	100,000	250,000	-	-	350,000
Community Redevelopment Agency	30,747,041	14,650,000	10,850,000	11,350,000	11,000,000	78,597,041
Downtown South Neighborhood Improvement District Fund	700,000	100,000	100,000	100,000	100,000	1,100,000
Dubsdread Renewal and Replacement Fund	260,000	150,000	150,000	150,000	150,000	860,000
Florida SRF Loan Funds	-	10,000,000	9,000,000	20,000,000	-	39,000,000
Gas Tax Fund	5,225,000	18,370,000	7,275,000	23,885,000	6,925,000	61,680,000
IFT - North	3,550,000	1,250,000	750,000	4,500,000	-	10,050,000
IFT - Southeast	2,500,000	22,914,563	9,772,147	9,705,609	6,601,326	51,493,645
IFT - Southwest	1,250,000	2,200,000	2,100,000	2,150,000	500,000	8,200,000
Parking R&R Fund	1,530,000	1,825,000	870,000	945,000	100,000	5,270,000
PIF - North	-	5,271,000	12,210,000	750,000	-	18,231,000
PIF - Southeast	-	1,100,000	21,500,000	21,500,000	-	44,100,000
Real Estate Acquisition Fund	1,100,000	1,000,000	1,000,000	1,000,000	1,000,000	5,100,000
Stormwater Capital Fund	3,000,000	19,106,216	16,800,000	14,800,000	15,187,707	68,893,923
Water Reclamation General Construction Fund	30,229,779	140,650,000	62,500,000	44,570,000	29,500,000	307,449,779
Water Reclamation Impact Fees Fund	5,000,000	-	-	-	-	5,000,000
Water Reclamation R&R Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Total	\$ 125,579,620	\$ 308,752,197	\$ 200,093,147	\$ 214,821,609	\$ 116,110,033	\$ 965,356,606

CAPITAL IMPROVEMENTS AND DEBT

PROJECT SERVICE TYPE

Beyond the funding source or specific fund that a project is associated with, project information can also be broken down by the type of service provided. These Service Types allow us to group and report on capital projects together that serve similar goals or functions. At this time the City has eight types of service that projects can be assigned to:

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

Note that in certain City publications or systems, Service Type may also be referred to as Project Hierarchy.

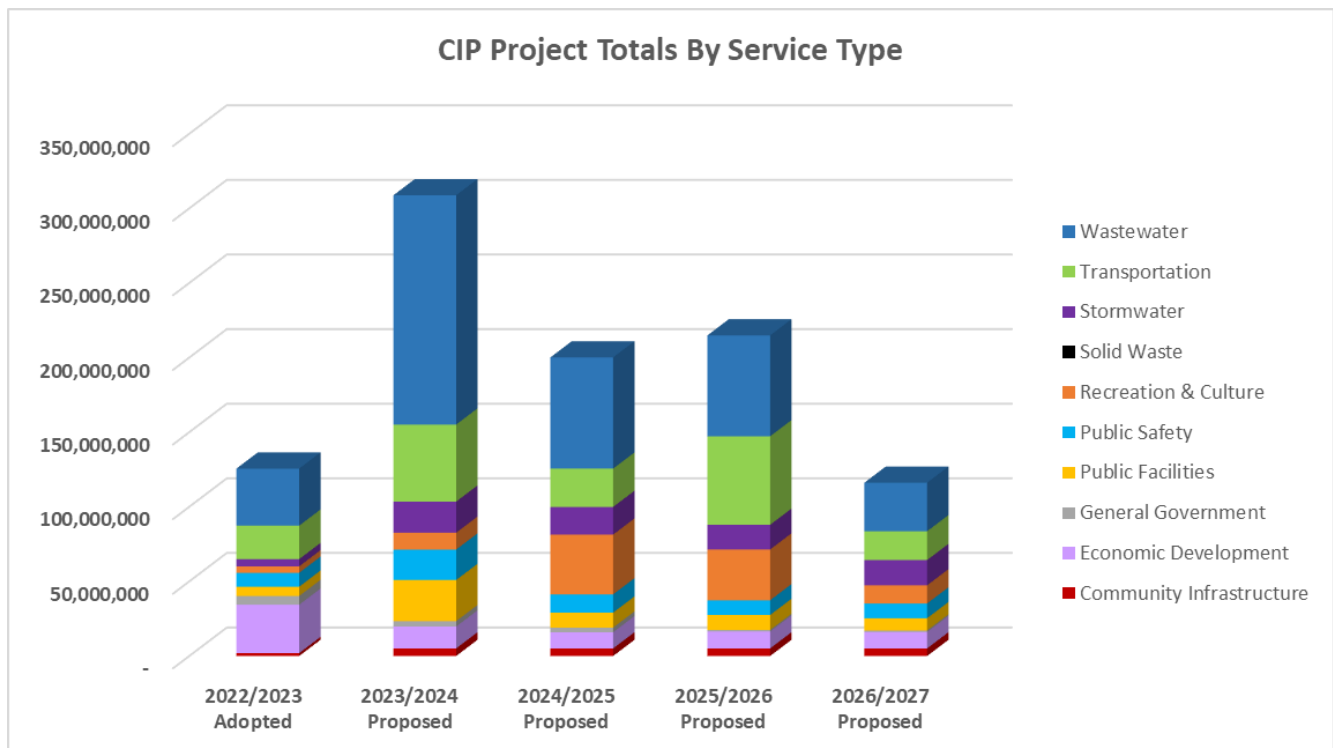
CAPITAL IMPROVEMENTS AND DEBT

The chart below presents the total capital plan by service type. It displays the current year approved budget and the subsequent proposed four years. When we look at the Capital Improvement Program by the type of service, Wastewater, Transportation, and Economic Development are largest service types because those services are capital intensive. Conversely, General Government and Solid Waste are less capital-intensive parts of the Capital Improvement Program.

Following the table, a chart depicts the next five years of funding needs by service type with relative share comparisons over time.

**CAPITAL IMPROVEMENT PLAN
2023 - 2027
Project Totals By Service Type**

Service Type	2022/2023 Adopted	2023/2024 Proposed	2024/2025 Proposed	2025/2026 Proposed	2026/2027 Proposed	Total
Community Infrastructure	1,950,000	5,100,000	5,100,000	5,100,000	5,100,000	22,350,000
Economic Development	32,417,041	14,650,000	10,850,000	11,350,000	11,000,000	80,267,041
General Government	5,850,000	3,600,000	3,100,000	1,000,000	1,000,000	14,550,000
Public Facilities	6,208,800	27,589,418	10,050,000	10,050,000	8,250,000	62,148,218
Public Safety	9,318,000	20,385,000	12,210,000	9,850,000	9,850,000	61,613,000
Recreation & Culture	4,326,000	11,287,000	40,041,000	34,031,000	12,171,000	101,856,000
Solid Waste	-	-	-	-	-	-
Stormwater	4,850,000	20,856,216	18,550,000	16,550,000	16,937,707	77,743,923
Transportation	22,430,000	51,634,563	25,692,147	59,320,609	19,301,326	178,378,645
Wastewater	38,229,779	153,650,000	74,500,000	67,570,000	32,500,000	366,449,779
Total	\$ 125,579,620	\$ 308,752,197	\$ 200,093,147	\$ 214,821,609	\$ 116,110,033	\$ 965,356,606



CAPITAL IMPROVEMENTS AND DEBT

CAPITAL BUDGET PROJECT LISTING

The table below is categorized by service type. Within each type we list every project budgeted or planned. Similarly to the previous chart, it displays the current year approved budget and the subsequent proposed four years. Note that if a project has multiple funding sources, they would be combined together as this report shows total project funding.

City of Orlando
2023 - 2027
Capital Improvements - Project List by Service Type

Project Name	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total
Community Infrastructure						
Affordable Housing	1,000,000	5,000,000	5,000,000	5,000,000	5,000,000	21,000,000
DSNID Projects	700,000	100,000	100,000	100,000	100,000	1,100,000
Smart Cities Capital Project	250,000	-	-	-	-	250,000
Community Infrastructure Total	1,950,000	5,100,000	5,100,000	5,100,000	5,100,000	22,350,000
Economic Development						
Arts & Culture	1,500,000	-	-	-	-	1,500,000
Business Recruitment & Retention	500,000	-	-	-	-	500,000
Community Policing Innovations	500,000	-	-	-	-	500,000
Downtown Capital Maintenance	2,500,000	1,500,000	1,500,000	1,500,000	1,500,000	8,500,000
Downtown Lighting	1,750,000	800,000	800,000	800,000	800,000	4,950,000
DTO Implementation	4,500,000	2,500,000	2,500,000	3,000,000	3,000,000	15,500,000
Economic Development Information System	1,670,000	-	-	-	-	1,670,000
Façade Grant Program	-	100,000	100,000	100,000	-	300,000
Lake Eola CRA	1,500,000	500,000	200,000	200,000	200,000	2,600,000
Parramore Housing Initiative	4,500,000	2,000,000	2,000,000	2,000,000	2,000,000	12,500,000
Parramore Task Force	50,000	-	-	-	-	50,000
Real Estate - CRA	-	2,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Streetscape Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Streetscape Matching	200,000	250,000	250,000	250,000	-	950,000
Under I Design	7,747,041	2,500,000	-	-	-	10,247,041
Venues & Open Spaces	5,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,000,000
Economic Development Total	32,417,041	14,650,000	10,850,000	11,350,000	11,000,000	80,267,041
General Government						
Information Technology Enhancements	1,550,000	-	-	-	-	1,550,000
Information Technology Hardware & Software Updates	2,500,000	2,500,000	2,100,000	-	-	7,100,000
Operational Efficiency Project	500,000	-	-	-	-	500,000
Real Estate Acquisition and Remediation	1,100,000	1,000,000	1,000,000	1,000,000	1,000,000	5,100,000
Record Management and Preservation	200,000	100,000	-	-	-	300,000
General Government Total	5,850,000	3,600,000	3,100,000	1,000,000	1,000,000	14,550,000
Public Facilities						
Amway Center Repair & Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Concourse Lights	-	500,000	-	-	-	500,000
Convert Two CNG Bays	-	510,000	-	-	-	510,000
Emergency Support	-	2,557,250	800,000	800,000	-	4,157,250
Facility Evaluation, Repairs, and Rehabilitation	1,677,800	1,000,000	1,250,000	1,250,000	1,250,000	6,427,800
HVAC Replacement Program	-	1,000,000	1,000,000	1,000,000	-	3,000,000
HVAC Replacement Program (NW Neighborhood Ctr.)	643,000	-	-	-	-	643,000
LED Sports Lights (Energy Efficient)	-	2,702,700	-	-	-	2,702,700
Leu Gardens Facility Improvements	184,000	-	-	-	-	184,000
Lightning Protection Enhancements	-	325,000	-	-	-	325,000
Renewable Energy for City Facilities	1,250,000	4,209,479	6,000,000	6,000,000	6,000,000	23,459,479
Roof Replacement Program	474,000	6,364,261	-	-	-	6,838,261
Roof Replacement Program (City Stores)	374,000	-	-	-	-	374,000
Roof Replacement Program (Parks Maintenance Shop)	356,000	-	-	-	-	356,000
Visitor Signage/Landscape Improvements	-	300,000	-	-	-	300,000
Warehouse Adjacent to Fire Station # 2	-	6,500,000	-	-	-	6,500,000
Water Irrigation Controls Upgrades	250,000	620,728	-	-	-	870,728
Public Facilities Total	6,208,800	27,589,418	10,050,000	10,050,000	8,250,000	62,148,218

CAPITAL IMPROVEMENTS AND DEBT

Project Name	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total
Public Safety						
Control Station Replacement	-	260,000	-	-	-	260,000
Fire Equipment Replacement	1,700,000	1,200,000	1,200,000	1,200,000	1,200,000	6,500,000
Fire Station 13 Replacement (Southport)	800,000	-	-	-	-	800,000
Fire Station 18 (Storey Park)	800,000	16,500,000	8,760,000	6,400,000	6,400,000	38,860,000
Fire Station 20 (Poitras)	800,000	-	-	-	-	800,000
Mobile Radio Replacement	-	175,000	-	-	-	175,000
OPD Equipment Replacement	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	11,250,000
OPD Gun Range Environmental Maintenance and Repair	2,000,000	-	-	-	-	2,000,000
Public Safety Leadership Initiatives	500,000	-	-	-	-	500,000
Radio System Site Antenna Replacement	468,000	-	-	-	-	468,000
Public Safety Total	9,318,000	20,385,000	12,210,000	9,850,000	9,850,000	61,613,000
Recreation & Culture						
Athletic Field Maintenance	641,000	641,000	641,000	641,000	641,000	3,205,000
Dartmouth Park Expansion	-	750,000	-	-	-	750,000
Dubsdread Clubhouse Improvements	55,000	50,000	50,000	50,000	50,000	255,000
Dubsdread Course/Grounds Maintenance	155,000	25,000	50,000	50,000	50,000	330,000
Dubsdread Equipment	50,000	75,000	50,000	50,000	50,000	275,000
Lake Druid Upgrades	-	-	650,000	-	-	650,000
Lake Eola Expansion	-	4,371,000	10,810,000	-	-	15,181,000
Northwest Neighborhood Center Pool Area	700,000	-	-	-	-	700,000
Parks and Playground Renovation Project	1,225,000	1,225,000	1,150,000	700,000	1,200,000	5,500,000
Poitras Park	-	200,000	4,000,000	4,000,000	-	8,200,000
Recreation Facility Renovations & Maintenance	-	1,500,000	1,500,000	2,500,000	1,730,000	7,230,000
Recreation Facility Renovations & Maintenance	1,500,000	-	-	-	-	1,500,000
Recreation Pools & Courts	-	300,000	290,000	290,000	800,000	1,680,000
Signature Park Improvements	-	1,100,000	2,600,000	7,500,000	7,650,000	18,850,000
Southern Gateway Park Development	-	150,000	750,000	750,000	-	1,650,000
Starwood Park	-	500,000	9,500,000	9,500,000	-	19,500,000
Vista Lake Park	-	400,000	8,000,000	8,000,000	-	16,400,000
Recreation & Culture Total	4,326,000	11,287,000	40,041,000	34,031,000	12,171,000	101,856,000
Stormwater						
Baffle Box Repair and Replacement	-	100,000	100,000	-	-	200,000
Brick Street Conversion	750,000	-	-	-	-	750,000
Bridge Maintenance and Repair	250,000	250,000	250,000	250,000	250,000	1,250,000
Colonialtown Phase 3 - Shine (Oregon to Marks)	-	2,181,890	-	-	-	2,181,890
CT Phase 2 - Oregon St (Fern Creek to Shine)	-	-	2,400,000	-	-	2,400,000
CT Phase 4 - Shine (Marks to Colonial)	-	200,000	-	2,500,000	-	2,700,000
CT Phase 5 - Shine (Colonial to Concord) Drainage	-	-	200,000	-	2,500,000	2,700,000
Delaney Drainage Improvements	-	3,500,000	-	-	-	3,500,000
Drainage Well Enhancements	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Flood Plain Management Planning	-	250,000	-	-	-	250,000
Flood Plain Remediation Projects	-	300,000	300,000	300,000	300,000	1,200,000
Lake Fran Alum Treatment Facility (PBO PKWY)	-	500,000	2,600,000	-	-	3,100,000
Lake Ivanhoe Blvd Drainage Improvements-Area 2	-	-	-	-	2,187,707	2,187,707
Lake Ivanhoe Blvd Drainage Improvements-Area 3	-	-	-	-	200,000	200,000
Lake Lawne Property Acquisition & Treatment	-	2,000,000	-	-	-	2,000,000
Lake Notasulga/Haralson Estates	-	2,974,326	300,000	4,000,000	-	7,274,326
Lake Orlando 4e	-	-	-	-	2,000,000	2,000,000
Pasadena Street Drainage	-	-	1,400,000	-	-	1,400,000
Rapid Response Construction	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
S Parramore Ave Drainage Improvements	-	-	800,000	-	-	800,000
SEL: Lake of the Woods Diversion Weir	-	100,000	700,000	-	-	800,000
Shingle Creek Basin Study - Phase 2	-	200,000	2,000,000	2,000,000	2,000,000	6,200,000
Sidewalk Remediation Program	850,000	1,500,000	1,500,000	1,500,000	1,500,000	6,850,000
Southeast Lakes Basin Study - Phase II	-	300,000	2,000,000	2,000,000	2,000,000	6,300,000
Summerlin Av Stormwater Impr & Roadway Restoration	-	2,500,000	-	-	-	2,500,000
System Repair and Rehabilitation	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Stormwater Total	4,850,000	20,856,216	18,550,000	16,550,000	16,937,707	77,743,923

CAPITAL IMPROVEMENTS AND DEBT

Project Name	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total
Transportation						
55 West Maintenance and Repairs	-	200,000	-	150,000	-	350,000
ADA Transition Plan	300,000	300,000	300,000	300,000	300,000	1,500,000
Administration Center Garage Repair/Maintenance	-	250,000	120,000	-	-	370,000
Amelia St Garage Repair and Maintenance	-	100,000	250,000	-	-	350,000
Augusta National/Commander Drive	-	-	-	200,000	-	200,000
Bicycle Plan Implementation	200,000	200,000	200,000	200,000	200,000	1,000,000
Boggy Creek - Tavistock (Narcoossee/Osceola Co)	-	-	2,075,610	2,075,610	2,075,610	6,226,830
Brick Street Restoration	200,000	200,000	200,000	200,000	200,000	1,000,000
Central Blvd Garage Repair and Maintenance	280,000	-	180,000	-	-	460,000
Church Street SunRail Platform	600,000	-	-	-	-	600,000
Corrine Drive/Virginia Drive	-	1,405,000	-	15,510,000	-	16,915,000
Courthouse Garage Repair and Maintenance	575,000	1,000,000	250,000	250,000	-	2,075,000
Curb Ramp Construction and Curb Repair	150,000	-	150,000	-	150,000	450,000
Curry Ford Road West	-	-	-	250,000	500,000	750,000
Division Avenue Complete Streets	-	500,000	750,000	1,300,000	-	2,550,000
Econ Trail: Orange Co - Curry Ford to City Limits	-	5,500,000	-	-	-	5,500,000
Econ Trail: Vista Park Developer Agreement	-	1,000,000	7,196,537	6,729,999	3,525,716	18,452,252
Econlockhatchee Tr: City Limits to Lee Vista	-	8,600,000	-	-	-	8,600,000
Edgewater Dr. Phase II	-	10,925,000	-	-	-	10,925,000
FY24 FDOT Traffic Signal Commitments	-	165,000	-	-	-	165,000
GEICO Garage Repairs and Maintenance	-	300,000	200,000	575,000	-	1,075,000
Hicks Avenue Extension (Anderson St to South St)	1,575,000	-	-	-	-	1,575,000
Innovation Way	-	-	-	700,000	-	700,000
Intersection Safety Improvements	400,000	400,000	400,000	400,000	400,000	2,000,000
Jefferson Garage Capital Repairs	425,000	100,000	-	120,000	-	645,000
Kirkman Trail Design: Raleigh to OWG	250,000	-	-	-	-	250,000
Library Garage Repair and Maintenance	250,000	175,000	120,000	-	100,000	645,000
Milk District Bicycle & Pedestrian	625,000	250,000	-	-	-	875,000
Millenia Plaza Way Extension	-	500,000	-	-	-	500,000
Mills 50 Bicycle & Pedestrian Recommendations	250,000	250,000	-	-	-	500,000
Miscellaneous Sidewalk Repair	1,900,000	900,000	900,000	900,000	900,000	5,500,000
New Traffic Signal Locations	-	-	150,000	150,000	100,000	400,000
North Quarter Two Way Conversion	-	-	-	4,500,000	-	4,500,000
Oak Ridge Rd Median Improvements	-	200,000	750,000	750,000	-	1,700,000
Pavement Marking Maintenance	550,000	450,000	550,000	450,000	550,000	2,550,000
Pavement Rehabilitation	5,000,000	6,000,000	6,000,000	7,000,000	7,000,000	31,000,000
Pres. Barack Obama Parkway Phase 2	500,000	500,000	500,000	500,000	500,000	2,500,000
Railroad Crossing Maintenance	-	100,000	-	100,000	-	200,000
Regional Computerized Signal System	100,000	100,000	100,000	100,000	100,000	500,000
Robinson Street "Complete Streets"	2,500,000	-	-	-	-	2,500,000
School Safety Sidewalk Program	600,000	700,000	700,000	700,000	700,000	3,400,000
Sign/Signal Shop	-	-	-	12,810,000	-	12,810,000
South Magnolia Avenue Access	-	100,000	-	-	-	100,000
Southeast Roadway Network	2,000,000	7,314,563	-	-	-	9,314,563
Southwest Bike Study Implementation	500,000	500,000	500,000	-	-	1,500,000
SunRail Corridor Quiet Zone	-	-	400,000	400,000	-	800,000
Terry Ave - Washington to Colonial	500,000	750,000	750,000	-	-	2,000,000
Traffic Counts and Travel Time Studies	100,000	100,000	100,000	100,000	100,000	500,000
Traffic Signal Refurbishing Program	200,000	200,000	200,000	200,000	200,000	1,000,000
Transportation Safety Projects	600,000	500,000	400,000	400,000	400,000	2,300,000
Transportation System Equipment and Maintenance	800,000	300,000	300,000	300,000	300,000	2,000,000
Virginia Drive Improvements	-	100,000	500,000	1,000,000	-	1,600,000
West Dowden Road Extension	500,000	500,000	500,000	-	1,000,000	2,500,000
Transportation Total	22,430,000	51,634,563	25,692,147	59,320,609	19,301,326	178,378,645

CAPITAL IMPROVEMENTS AND DEBT

Project Name	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	Total
Wastewater						
Conserv I Area Collection System Improvements	-	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000
Conserv I Biosolids Upgrades	-	-	10,000,000	1,320,000	-	11,320,000
Conserv I Operations Center and Lab	600,000	-	-	-	-	600,000
Conserv I Power Generation Improvements	3,000,000	-	-	-	-	3,000,000
Conserv I Reclaimed Water Storage	-	8,500,000	-	-	-	8,500,000
Conserv I South Reclaimed Water Main	1,000,000	-	-	-	-	1,000,000
Conserv II Area Collection System Improvements	1,294,429	3,500,000	3,000,000	3,000,000	3,000,000	13,794,429
Conserv II Deep Bed Filters	1,000,000	22,700,000	-	-	-	23,700,000
Conserv II Equalization Pumping Station Rehab	-	950,000	-	-	-	950,000
Conserv II Heavy Equipment Storage	150,000	-	-	-	-	150,000
Conserv II Nutrient Removal and Treatment	-	13,000,000	-	-	-	13,000,000
Conserv II Process Improvements and Upgrades	2,500,000	-	-	-	-	2,500,000
Conserv II Rapid Infiltration Basin Sites 1 and 10	-	-	-	4,000,000	-	4,000,000
Easterly Wetlands Restoration	500,000	-	-	-	-	500,000
Inflow & Infiltration Reduction Project	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Iron Bridge Admin and Lab Air Handling Unit Replac	485,350	-	-	-	-	485,350
Iron Bridge Area Collection System Improvements	2,500,000	2,500,000	2,500,000	2,500,000	3,000,000	13,000,000
Iron Bridge Biosolids Disposal Improvements	-	800,000	15,000,000	-	-	15,800,000
Iron Bridge Grit System Replacement	-	22,400,000	-	-	-	22,400,000
Iron Bridge Power Generation Improvements	250,000	2,000,000	-	-	-	2,250,000
Iron Bridge Reclaim Pump Station Improvements	-	-	-	1,250,000	-	1,250,000
Iron Bridge Ventilation for Biosolids Press Room	-	2,800,000	-	-	-	2,800,000
Lift Station 2 Replacement	-	11,000,000	-	-	-	11,000,000
Lift Station 248 Replacement	-	-	500,000	15,000,000	-	15,500,000
Lift Station 249 Rehabilitation	-	1,000,000	5,500,000	-	-	6,500,000
Lift Station 55 Replacement	6,000,000	-	-	-	-	6,000,000
Lift Station 85 Replacement	-	11,000,000	-	-	-	11,000,000
Lift Station Rehabilitation	3,000,000	3,000,000	3,000,000	3,000,000	-	12,000,000
Lift Station Telemetry Replacement	-	1,200,000	3,000,000	-	-	4,200,000
Lift Stations Emergency Generators	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Line Sewers	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
LS 1,2,3 and 4 Force Main Evaluation	1,200,000	15,300,000	5,000,000	13,000,000	-	34,500,000
Miscellaneous Plant Maintenance Work	-	5,000,000	2,500,000	2,500,000	2,500,000	12,500,000
Miscellaneous Renewal and Replacement	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Rapid Response Construction	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Reclaimed Water System Valve Replacements	1,000,000	-	1,000,000	1,000,000	1,000,000	4,000,000
Sanitary Service Lateral Rehabilitation	-	-	1,000,000	1,000,000	1,000,000	3,000,000
Sanitary System Corrosion Abatement	2,000,000	1,500,000	2,000,000	2,000,000	1,000,000	8,500,000
Sanitary upgrades with other projects	-	10,000,000	4,000,000	4,000,000	4,000,000	22,000,000
Sewage Air Release Valve Replacement	1,000,000	1,500,000	2,500,000	-	3,000,000	8,000,000
Transmission System Master Study	750,000	-	-	-	-	750,000
Wastewater Total	38,229,779	153,650,000	74,500,000	67,570,000	32,500,000	366,449,779
CIP Report Totals	\$ 125,579,620	\$ 308,752,197	\$ 200,093,147	\$ 214,821,609	\$ 116,110,033	\$ 965,356,606

CAPITAL IMPROVEMENTS AND DEBT

PROJECT DETAIL PAGES

In this section we have provided a link to a separate report on our website that includes the full individual project detail pages for each project with funding included in any of the five years of the capital plan. The projects have been grouped by service type as listed on the previous pages.



Capital Improvement Plan 2023-2027
Project Detail Pages

CAPITAL IMPROVEMENTS AND DEBT

NON-RECURRING PROJECTS AND OPERATING IMPACT

Many of the capital projects that we embark on each year are **Recurring Capital Projects** that are done on a regular basis to maintain our infrastructure or services. However, at times increased needs or new priorities necessitate **Non-Recurring Capital Projects**, which generally involve expanding our infrastructure, facilities, or services. Do to their nature, this type of project may also result in an impact on the operating budget once completed. The next few pages include a listing of Non-Recurring Capital Projects and information on their operating impact to the extent it is available.

City of Orlando
FY 2022/23
Capital Improvements - Project List by Service Type - Non-Recurring

Service Type	Project Name	2022/2023
Community Infrastructure	Smart Cities Capital Project	250,000
Economic Development	Arts & Culture	1,500,000
Economic Development	Business Recruitment & Retention	500,000
Economic Development	Downtown Lighting	1,750,000
Economic Development	DTO Implementation	4,500,000
Economic Development	Lake Eola CRA	1,500,000
Economic Development	Parramore Task Force	50,000
Economic Development	Streetscape Improvements	500,000
Economic Development	Streetscape Matching	200,000
Economic Development	Under I Design	7,747,041
Economic Development	Venues & Open Spaces	5,000,000
General Government	Record Management and Preservation	200,000
Public Facilities	Renewable Energy for City Facilities	1,250,000
Public Facilities	Water Irrigation Controls Upgrades	250,000
Public Safety	Fire Station 18 (Storey Park)	800,000
Public Safety	Fire Station 20 (Poitras)	800,000
Public Safety	OPD Gun Range Environmental Maintenance and Repair	2,000,000
Public Safety	Public Safety Leadership Initiatives	500,000
Public Safety	Radio System Site Antenna Replacement	468,000
Stormwater	Brick Street Conversion	750,000

CAPITAL IMPROVEMENTS AND DEBT

Service Type	Project Name	2022/2023
Stormwater	Drainage Well Enhancements	2,000,000
Transportation	Church Street SunRail Platform	600,000
Transportation	Hicks Avenue Extension (Anderson St to South St)	1,575,000
Transportation	Kirkman Trail Design: Raleigh to OWG	250,000
Transportation	Milk District Bicycle & Pedestrian Recommendations	625,000
Transportation	Mills 50 Bicycle & Pedestrian Recommendations	250,000
Transportation	Pres. Barack Obama Parkway Phase 2	500,000
Transportation	Robinson Street "Complete Streets"	2,500,000
Transportation	Southeast Roadway Network	2,000,000
Transportation	Southwest Bike Study Implementation	500,000
Transportation	Terry Ave - Washington to Colonial	500,000
Transportation	West Dowden Road Extension	500,000
Wastewater	Conserv I Operations Center and Lab	600,000
Wastewater	Conserv I Power Generation Improvements	3,000,000
Wastewater	Conserv I South Reclaimed Water Main	1,000,000
Wastewater	Lift Stations Emergency Generators	3,000,000
Wastewater	Transmission System Master Study	750,000
CIP Report - Non-Recurring Totals		\$ 50,665,041

CAPITAL IMPROVEMENTS AND DEBT

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

The Capital Improvement Program is a crucial component of the City's annual budgeting process. Costs associated with **Non-Recurring Capital Projects** that involve new or expanded infrastructure are typically included in the operating budget at the time that 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.

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.

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, resulting in a decline in reliability and efficiency. Replacing equipment with current technology will generate energy savings.

The estimated known impacts of capital projects on the operating budget are outlined on the following pages.

CAPITAL IMPROVEMENTS AND DEBT

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET (continued)

There are a number of capital projects which have a net measurable impact on the operating budget. Our interest is primarily in projects where the operating impact is material. For these purposes we define material as greater than \$25,000 annually. We also include capital projects where there is a good deal of uncertainty on the operating budget impact with a brief explanation of why we believe the impact is de minimis.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Smart Cities Capital Project	n/a	\$37,500	\$37,500

We estimate that there will be on-going annual maintenance costs which we estimate to be 15% of the capital cost. These costs are for the implementation of 'resilience hubs' at several locations across the City. A new initiative, 'resilience hubs' on-going cost estimates are based on average maintenance costs for what are believed to be like facilities.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Renewable Energy for City Facilities	n/a	<\$44,516>	<\$44,516>

Solar panels will be installed at the Carl T Langford Center, the John H Jackson Center and the Rock Lake Center. This will reduce electricity usage at these three facilities. The estimated savings is from reduced / eliminated electricity charges. The savings by facility are Langford: \$3,403; Jackson: \$31,092; and Rock Lake: \$10,021.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Water Irrigation Controls Upgrade	n/a	n/a	n/a

As the local utility increases water rates and there is increased pressure on the Floridan aquifer, the City is undertaking an effort to ensure we conserve water usage wherever possible. In its nascent stages, our hope is that our conservation efforts will mitigate rate increases. Given the cost implications as well as the City's commitment to be one of the most sustainable cities in the country, we will monitor the operating impact closely.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Fire Station #18 (Storey Park)	\$2,800,000	\$185,000	\$2,985,000

Currently the proposal is to design and build a four-bay fire station. Initially, only two bays will be used for one engine and one rescue unit. Assuming a manning multiplier of 4.3, staffing costs for 17 new firefighters and 9 EMTs are estimated to be \$2.8M annually. Operating costs for the apparatus are estimated to be \$135,000 (\$110,000 for the engine, primarily the replacement cost, and \$25,000 for the rescue unit). On-going outfitting costs including bunker gear and bailout gear, supplies, and annual equipment replacement funding, etc. are estimated to be \$50,000 annually.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Fire Station #20 (Poitras)	\$2,800,000	\$185,000	\$2,985,000

Currently the proposal is to design and build a four-bay fire station. Initially, only two bays will be used for one engine and one rescue unit. Assuming a manning multiplier of 4.3, staffing costs for 17 new firefighters and 9 EMTs are estimated to be \$2.8M annually. Operating costs for the apparatus are estimated to be \$135,000 (\$110,000 for the engine, primarily the replacement cost, and \$25,000 for the rescue unit). On-going outfitting costs including bunker gear and bailout gear, supplies, and annual equipment replacement funding, etc. are estimated to be \$50,000 annually.

CAPITAL IMPROVEMENTS AND DEBT

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET (continued)

	Personnel Cost Impact	Operating Cost Impact	Total Impact
OPD Gun Range Environmental Maintenance and Repair	n/a	n/a	n/a

The existing OPD gun range has two fifty-yard ranges. The HVAC and air filtration systems are 12-years old and approaching end of its useful life. Replacement of both ranges air systems provides us with an opportunity to implement new technologies which enhance the training opportunities. The new technologies including lighting controls will likely come with increased costs. Conversely, new HVAC systems and LED lighting should reduce utility costs. At this early stage of the project, it is impossible to develop a reliable estimate of the impact, but it is not expected to be material.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Public Safety Leadership Initiatives	\$367,511	n/a	\$367,511

In the summer of 2022, Mayor Dyer swore in a new police chief and new fire chief. The new chiefs took command late in the FY23 budget development cycle. Given this, we were unable to incorporate budget changes in their respective Departments consistent with their visions. We did, however, allocate \$250,000 for each chief to use as he saw fit. Subsequently, both chiefs have initiated changes which are resulting in additional future costs. The operating budget impact at Fire is estimated to be \$232,442 in staffing costs. At police the estimated annual costs is estimated to be \$135,068 in staffing costs.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Brick Street Conversion	n/a	n/a	n/a

The FY23 capital budget includes an allocation to convert a 10,000 square foot section of Delaney Avenue from asphalt back to brick. This is the first time the City has undertaken this type of project. Brick streets have longer useful lives suggesting a decrease in maintenance costs. However, when maintenance is required, there are few service providers. Thus, while they are less frequent, repairs can be more expensive. With limited experience with this type of project, we currently estimate the net impact will be \$0.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Robinson Complete Streets	n/a	\$5,000	\$5,000

Future operating costs will include general street and landscaping maintenance. This is the City's first implementation of the Complete Streets approach. Two other roads are scheduled to follow in subsequent fiscal years in partnership with the Florida Department of Transportation. We will monitor the operating budget impact to confirm our assumed impacts.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Southeast Roadway Network	n/a	n/a	n/a

The FY23 capital budget includes \$2M toward what is estimated to be a multi-year \$102.5M expansion of roadways in the rapidly growing southeast area of Orlando. Over the next several years, we expect to add 6.76 miles of roads at a cost of \$51.7M. The on-going costs attributable to this capital budget contribution is relatively modest. At our current funding level for roadway repairs and replacement, these additional roadway segments annual cost would be \$291,370.

CAPITAL IMPROVEMENTS AND DEBT

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET (continued)

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Lift Stations Emergency Generators	n/a	\$240,000	\$240,000

After the 2017 hurricane season, we embarked on a program to install emergency generators at all sanitary sewer lift stations. The size / cost of each installation varies by the size of the lift station. Likewise, the on-going cost will vary by location. For estimating purposes, we estimate the installation cost per generator at \$500,000 and the on-going cost at 8% of installation cost (or \$40,000 each). The FY23 allocation would therefore allow for six new emergency generators and the on-going cost would be \$300,000. The on-going cost is mitigated by reduced cost to rent emergency generators, but that expense is de minimis.

CAPITAL IMPROVEMENTS AND DEBT

CITY DEBT AND CREDIT RATINGS SUMMARY

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.

	<u>Target</u>	<u>9/30/2017</u>	<u>9/30/2018</u>	<u>9/30/2019</u>	<u>9/30/2020</u>	<u>9/30/2021</u>
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures						
Debt Limit (within the covenant program limitation)	20% max	8.10%	8.90%	9.90%	11.40%	11.30%
Goal / Target	10% max					
Weighted Average Maturity of Debt Program(s):						
Self Supporting Proprietary Operations	15 yr max	11.7	10.2	9.6	9.1	8.6
Self Supporting Other Governmental	25 yr max	10.7	10.2	9.7	9.1	8.7
Non-Self Supporting	20 yr max	10.8	9.5	11.7	11.1	10.5
General Government Direct Debt per Capita	\$1,375 max	\$1,293	\$1,054	\$984	\$1,302	\$1,197
Net Direct Debt as a Percentage of Ad Valorem Property Values						
General Government	2.5% max	1.5%	1.1%	0.9%	1.1%	1.0%
Total Tax Supported	3.5% max	2.2%	1.7%	1.5%	1.6%	1.4%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	26.70%	26.20%	27.70%	29.80%	25.90%

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.

Links to the complete debt policy for the City of Orlando are included in the Supplemental Information section.

Additional information on the City of Orlando's debt program can be found in the Bond Disclosure documents and Annual Comprehensive Financial Reports located at <https://www.orlando.gov/Our-Government/Records-and-Documents/Financial/Annual-Comprehensive-Financial-Report>

CAPITAL IMPROVEMENTS AND DEBT

RATING AGENCY ANALYSIS

Rating agencies provide an independent assessment of the relative credit worthiness of a municipal security. These agencies provide a letter grade that conveys their assessment of the ability of the borrower to repay the debt. These ratings are also a factor that is considered by the municipal bond market when determining the cost of borrowed funds (interest rate).

There are three nationally recognized rating agencies – Moody's Investor Services, Standard and Poor's Corporation, and Fitch Ratings. There are five primary factors these agencies consider when evaluating a proposed debt offering:

- Economic Environment (trend information / revenue to support debt)
- Debt History (previous offerings and debt position)
- Administration (management qualities and organizational structure)
- Financial Performance (current operations and history)
- Debt Management (debt policies and long-term planning)

Each agency use a different system to rate debt. The table below provides a comparison of their rating systems:

Explanation of Bond Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Fitch</u>
Premium Quality	Aaa	AAA	AAA
High Quality	Aa	AA	AA
Medium Quality	A	A	A
Medium Grade, Lower Quality	Baa	BBB	BBB
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 IMPROVEMENTS AND DEBT

The following is a description of the City's debt obligations and commitments as of September 30, 2021.

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 2021.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (continued)

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

Fiscal Year	
2021	\$ 5,393,615
2022	6,879,258
2023	7,090,921
2024-2028	38,895,531
2029-2033	28,849,908
2034-2038	20,996,326
2039-2043	14,473,149
2044-2046	3,672,000
	<u>\$ 126,250,708</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, 2021 the City had total loans outstanding of \$75,268,636 payable to the State. The net revenues of the water reclamation funds will be used to make the debt service payments.

	Interest Rate	Balance 10/1/2020	Additions	Reductions	Balance 9/30/21	Due Within One Year
Loans Payable:						
State Revolving Loan 65001S	2.60%	\$ 11,124,341	\$ -	\$ 1,592,169	\$ 9,532,172	\$ 1,633,862
State Revolving Loan 65002P	2.66%	732,729	-	83,347	649,382	85,579
State Revolving Loan 65003P	2.66%	717,309	-	56,940	660,369	58,465
State Revolving Loan 65004O	2.56%	4,621,908	-	367,949	4,253,959	377,689
State Revolving Loan 65006O	2.49%	7,978,683	-	913,121	7,065,562	935,999
State Revolving Loan 48040O	2.47%	8,591,278	-	570,474	8,020,804	584,233
State Revolving Loan 48041O	1.72%	3,631,267	-	222,523	3,408,744	226,366
State Revolving Loan 48042O	1.59%	2,141,366	-	122,860	2,018,506	124,821
State Revolving Loan 48043O	1.72%	1,922,377	-	117,803	1,804,574	119,837
State Revolving Loan 48046O	0.30%	6,406,458	-	367,880	6,038,578	368,985
State Revolving Loan 48044O	0.18%	-	7,445,313	-	7,445,313	182,886
State Revolving Loan 48047O	0.54%	-	13,906,061	-	13,906,061	786,543
State Revolving Loan 48048O	0.44%	-	7,840,096	-	7,840,096	187,706
State Revolving Loan 48049O	0.79%	-	2,624,516	-	2,624,516	121,630
Total Loans Payable		<u>\$ 47,867,716</u>	<u>\$ 31,815,986</u>	<u>\$ 4,415,066</u>	<u>\$ 75,268,636</u>	<u>\$ 5,794,601</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 2021.

CAPITAL IMPROVEMENTS AND DEBT

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, 2021, the total principal and interest paid was \$17.9 million, and 6th Cent TDT revenue distributions received totaled \$13.1 million. The difference of \$4.8 million between principal and interest paid and 6th Cent TDT revenue distributions received in fiscal year 2021 was covered by excess revenues available from prior years and reserve balances. 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, 2021 is \$321.5 million, (assuming resumption of target principal payments in fiscal year 2024), with annual requirements ranging from \$17.1 million in fiscal year 2039, to \$20.4 million in fiscal year 2024. 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 \$17.9 million. Management cannot predict the sufficiency of future TDT revenues to pay the annual debt service. While some use of reserves may be needed to meet future debt service payments, management does not anticipate that the City will deplete its debt service reserves within the 12 months following the end of fiscal year 2021. 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, 2021, 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, 2021 is \$32.9 million, with annual requirements of approximately \$2.0 million through FY 2038.

The City began receiving distributions from the State of Florida, derived from State sales tax revenues, in February 2008, in the amount of \$166,667 monthly, pursuant to Section 288.1162, Florida Statutes, and will continue to receive these distributions for 30 years, until January 2038. These distributions are pledged to pay the debt service on the bonds. As a condition before receiving these sales tax revenue payments, the State must certify the events center as a "facility for a professional sports franchise." The City received this certification for the Amway Center on November 30, 2007.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (continued)

State Infrastructure Bank Loan Agreement (the SIB Loan):

In February 2007, the City approved the SIB Loan with the Florida Department of Transportation (FDOT). The purpose of the SIB Loan is to provide the City's local funding necessary for the final design of both Phases I and II, right-of-way and track acquisition, vehicle procurement, construction, testing, and start-up of the commuter rail service (SunRail). The SIB Loan provides for a total amount up to \$16.17 million at an interest rate of 2.45%. The loan was 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. The final payment was made on October 1, 2021. As of September 30, 2021, the outstanding loan balance is zero.

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, 2021, the outstanding balance on the bonds is \$68,742,000.

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, 2021, the outstanding balance on the bonds is \$53,274,000.

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, 2021, the outstanding balance on the bonds is \$10,795,000.

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, 2021, the outstanding balance on the bonds is \$3,280,111.

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, 2021, the outstanding balance on the bonds is \$8,415,000.

INTERNAL SERVICE FUNDS:

Internal Loan Fund:

The City's obligation is a covenant to budget and appropriate from non-ad valorem revenues (from the General Fund and/or Utilities Services Tax Fund) to pay the debt service. The covenant program does not have either a rate covenant or an additional bonds test, but does include a dilution test, which cannot be exceeded. The variable rate loans do not require debt amortization during the first two-thirds of the nominal life. The City is required to demonstrate, in its annual secondary market bond disclosure supplement, how its internal loans and external debt amortization match up to avoid any future balloon maturity issues.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (continued)

During 1986-87, the City created the Internal Loan Fund to provide interim or longer-term financing to other Funds of the City. The financing for the Fund's loan activities was initially funded with proceeds of Non-Self Sufficient Debt and continues to be funded through the re-lending of portions of internal loan repayments. The loan documents between the Internal Loan Fund and the various recipient funds set forth expectations for project use, principal amortization, if appropriate, and revenue sources for repayment.

The following descriptions summarize the major individual loans (in excess of \$2,000,000 outstanding) and briefly explain the projects constructed:

FY 03-04 Capital Projects

The loan was used to finance the \$26,000,000 Capital Project initiative.

Real Estate Acquisition

The \$8,500,000 loan was used for the acquisition of real estate for strategic planning.

Public Safety Projects

In October 2007, the City issued \$58,905,000 in covenant bonds to finance the \$54,000,000 public safety construction initiative and to reimburse \$7,000,000 in interim internal banking fund loans.

Lake Highland Remediation Project

This is a \$12,925,000 pollution remediation contract to clean up city property located in the Lake Highland area.

Strategic Land Purchases

The \$15,000,000 loan was used to acquire property needed for the construction of a Major League Soccer Stadium, which will be home to the Orlando City Lions.

Orlando Sports Holdings (OSH) Northbrook Land Purchase

The \$6,062,000 loan was used to acquire property needed for the construction of a Major League Soccer Stadium, which will be home to the Orlando City Lions.

Police Headquarters and Energy Efficiency

In October 2014, the City issued \$62,205,000 in covenant bonds to finance \$41,940,000 toward the construction of a new police headquarters, \$4,470,000 for the construction of Fire Station 2, and \$15,795,000 for energy efficiency improvements throughout City facilities.

Public Safety Projects 2016

In May 2016, the City issued \$26,425,000 in covenant bonds to finance a public safety construction initiative, which includes a new Computer Aided Dispatch system, 2 new fire stations, and other miscellaneous improvements.

CRA - Parramore Housing/Office Complex

Provided up to \$12,500,000 in incentives for a Parramore area housing/office complex.

Camping World Stadium (former Citrus Bowl) Renovation

The \$21,000,000 loan was used to finance the CRA's contribution to the stadium renovation project, per the Interlocal Agreement with the County.

Dowden Road Phase 1

The \$9,000,000 loan was used to provide funding for the City's Commitment to Regional Road Network under Starwood Development Agreement, which was approved by City Council in October of 2016.

Amway Center Construction

The \$12,000,000 (plus capitalized interest) was used to partly finance the construction of a new events center.

Geico Garage

The \$14,500,000 loan was used to finance a portion of the City owned parking garage, which is connected to the new Amway Center.

Jefferson Street Garage

The \$21,200,000 loan was used to finance the construction of a 1,045 space City owned parking garage.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

Capital Improvement Special Revenue Bonds (Fixed Rate)

The City's Capital Improvement Bonds are the fixed rate portion of the program. The Covenant Debt Program is designed to include long-term fixed and variable rate debt to produce a lower blended cost of money and other advantages to the City.

Variable Rate Notes/Loans

SSGFC Series H Commercial Paper Program

The SSGFC created a separate City of Orlando only Commercial Paper series, which can be accessed for tax-exempt, alternative minimum tax (AMT), and taxable uses. In December 2004 the City borrowed \$18,510,000 in tax-exempt commercial paper to refund City issued commercial paper initiated in 1994.

In March 2007, the City borrowed \$50,000,000 in tax-exempt commercial paper to finance land purchases for the AmwayCenter; \$10,000,000 of this was repaid on March 1, 2011. As of September 30, 2019, the outstanding balance is \$40,000,000. In fiscal year 2008, the City borrowed an additional \$60,000,000 in tax-exempt commercial paper as part of the overall financing plan for the construction of three Community Venues; \$10,000,000 of this was repaid on March 1, 2011. As of September 30, 2021, 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, 2021 totaled \$302,612,703. Of this amount, \$73,639,347 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 \$228,973,356.

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, 2021.

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	\$ 5,553	N/A	CP
SSGFC	2007	40,000	N/A	CP
SSGFC	2008	50,000	N/A	CP
		<u>\$ 95,553</u>		

The City's Internal Loan Fund financing program utilizes multi-modal variable rate debt; thus, requiring both reimbursement (letter or line of credit) and remarketing agreements.

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA Notes to Financial Statements September 30, 2021

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, 2021:

	Purpose of Issue	Amount Issued	Amount Outstanding	Coupon Interest Rate	Maximum Annual Debt Service
PRIMARY GOVERNMENT:					
Governmental Activities					
Community Redevelopment Agency--					
Republic Dr. (Universal Blvd) Series 2012	Refunding	29,430,000	10,795,000	3.75-5.00%	3,008,750
Republic Dr. (Universal Blvd) Series 2013 (1)	Capital Improvements	9,000,000	3,280,111	2.17%	864,993
Conroy Road Series 2012	Refunding	19,225,000	8,415,000	5.00%	1,947,750
Downtown CRA Series 2019A (1)	Refunding	57,351,000	53,274,000	3.40-3.56%	4,458,213
Downtown CRA Series 2020A (1)	Refunding	70,545,000	68,742,000	3.50%	8,917,560
Total		<u>185,551,000</u>	<u>144,506,111</u>		
Internal Loan Fund --					
SSGFC Tax-exempt Series H	Refunding	18,510,000	5,553,000	(2)	(3)
Capital Improvement Special Revenue Bonds:					
Series 2014A (1)	Refunding	6,205,000	1,825,000	1.99%	1,843,158
Series 2014B	Public Safety projects	62,205,000	56,035,000	5.00%	4,494,375
Series 2014C	Refunding	10,355,000	4,805,000	5.00%	1,327,375
Series 2014D	Refunding	12,450,000	6,555,000	5.00%	1,483,500
Series 2015A (1)	Refunding	5,705,000	5,705,000	1.82%	3,738,716
Series 2016A (1)	Refunding	6,995,000	6,995,000	1.90%	5,042,453
Series 2016B	Refunding	54,850,000	50,950,000	3.13-5.00%	5,542,766
Series 2016C	Public Safety projects	26,425,000	22,920,000	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	102,065,000	4.00-5.00%	6,701,975
Series 2020A	Refunding	9,718,000	9,718,000	.65%	5,340,874
Total Internal Loan Fund		<u>335,776,000</u>	<u>290,349,000</u>		
Total Governmental Activities		<u>\$ 521,327,000</u>	<u>\$ 434,855,111</u>		
Business-Type Activities					
Wastewater Revenue Bonds					
Series 2013	Water Reclamation Treatment and Refunding	\$ 36,170,000	\$ 26,190,000	2.00-5.00%	2,877,900
State Revolving Fund Loans	Water Reclamation projects	131,786,343	75,268,636	0.18-2.66%	7,059,221
Total Water Reclamation		<u>\$ 167,956,343</u>	<u>\$ 101,458,636</u>		
Orlando Venues -- SSGFC Venue Loans					
State Sales Tax Ref. Bonds, Series 2016	Refunding	28,090,000	23,500,000	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%	2,997,550
Contract Tourist Dev. Tax Ref. Bonds, Series 2017A	Refunding	196,590,000	180,105,000	4.00-5.00%	15,271,450
Contract Tourist Dev. Tax Ref. Bonds, Series 2017B	Refunding	27,760,000	25,325,000	3.00-5.00%	2,145,300
Capital Improvement Bonds					
Series 2016B	Refunding	4,185,000	2,860,000	3.13-5.00%	1,503,125
Series 2019A	Refunding	37,237,000	36,991,000	3.47%	2,848,905
Total Business-Type Activities		<u>\$ 659,088,343</u>	<u>\$ 468,944,636</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 0.12%, 0.56%, and 0.60% respectively (for a total of 1.28%), on September 30, 2021.
- (3) The amortization requirement of the covenant program (not the individual issues) variable rate obligation require a minimum amortization over the last 1/3 (10 years) of the normal (30 years) maturity.

CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY
ALL SERIES
2022-2049

Fiscal Year	Primary Government				Business-type Activities			Total Principal & Interest Primary Government (1)
	Governmental Activities							
	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	
2022	8,917,088	1,940,750	3,873,491	29,610,801	2,855,775	22,278,563	3,033,358	72,509,826
2023	8,917,606	1,939,750	3,873,241	30,387,701	2,854,400	22,238,325	3,031,992	73,243,015
2024	8,917,792	1,945,000	3,871,743	30,558,743	2,848,775	22,216,200	2,848,905	73,207,158
2025	8,917,009	1,946,000	3,873,742	23,855,864	2,877,900	20,304,325	2,848,032	64,622,872
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>\$ 169,428,162</u>	<u>\$ 9,719,250</u>	<u>\$ 15,492,217</u>	<u>\$ 437,919,696</u>	<u>\$ 34,174,300</u>	<u>\$ 353,484,613</u>	<u>\$ 54,335,889</u>	<u>\$ 1,074,554,127</u>

Notes:

- (1) This schedule represents only bonded indebtedness; therefore, the Sunshine State Governmental Financing Commission (SSGFC) loans, the State Infrastructure Bank (SIB) loan, and the Water Reclamation State Revolving Fund loans are not included in this schedule.

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SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2022/23

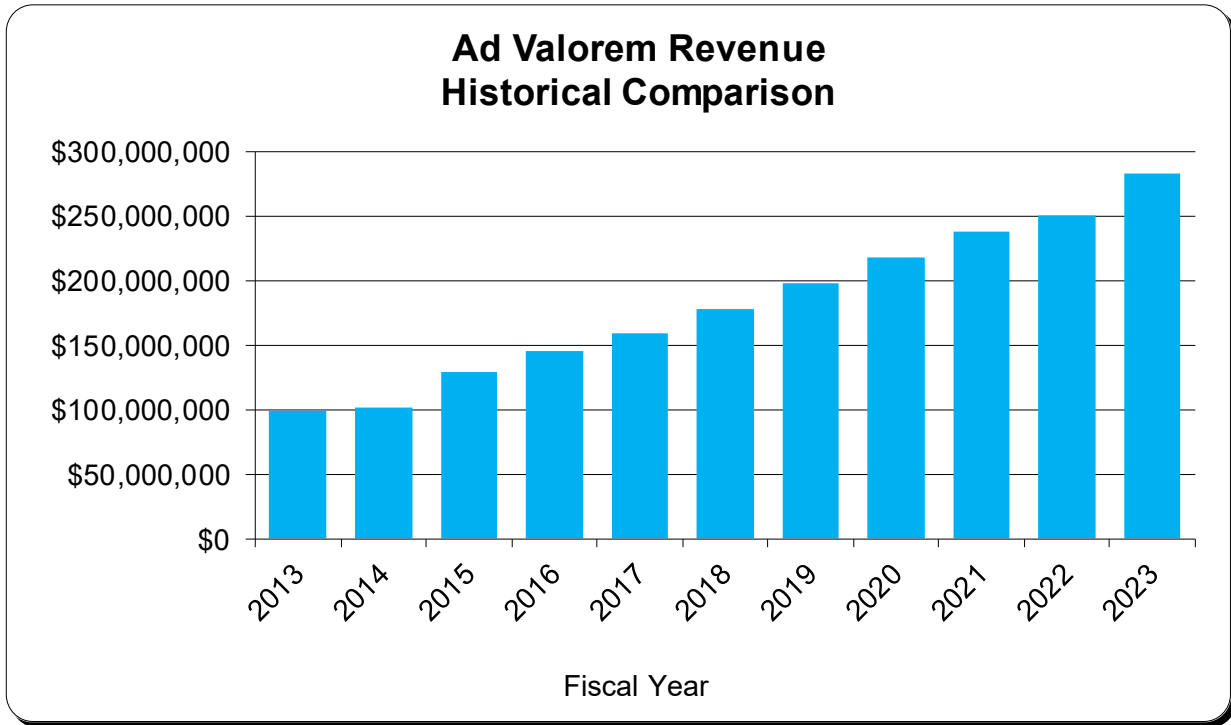
	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel	Page Subtotal
General Fund	219,943,398	144,019,297	8,327,151	40,254,365	14,225,881	759,269	427,529,361
SPECIAL REVENUE							
911 Emergency Phone System Fund	690,000	-	-	-	-	-	690,000
After School All Stars Fund	2,780,301	658,370	45,000	235,976	8,466	2,500	3,730,613
Building Code Enforcement Fund	9,089,935	4,098,020	215,000	1,815,000	47,000	40,000	15,304,955
Capital Improvements Fund	115,751	-	800,000	200,000	-	-	1,115,751
Code Enforcement Board Lien Assessment Fund	56,935	26,923	61,900	76,427	-	-	222,185
Cemetery Trust Fund	174,938	85,090	18,000	253,095	65,000	-	596,123
Centroplex Garages Fund	125,500	91,570	18,000	3,023,185	8,500	-	3,266,755
Contraband Forfeiture Trust Fund	-	-	-	-	-	-	-
CRA Operating Fund	2,945,420	1,505,821	73,000	27,180,649	25,535	25,000	31,755,425
CRA Trust Funds	-	-	-	-	-	-	-
Designated Revenue Fund	2,697,323	-	-	5,983,431	-	-	8,680,754
Dubsread Golf Course Funds	-	-	258,841	907,109	-	-	1,165,950
State Housing Initiatives Partnership Program Fund (SHIP)	224,640	76,378	-	2,709,169	-	-	3,010,187
Gas Tax Fund	-	-	-	750,000	-	-	750,000
GOAA Police Fund	9,186,867	5,353,972	296,240	325,456	36,550	15,000	15,214,085
Harry P. Leu Gardens Fund	1,357,897	613,532	233,732	525,120	135,720	-	2,866,001
Law Enforcement Training Fund	-	-	-	-	-	130,000	130,000
Mennello Museum Fund	369,174	130,727	22,486	45,712	21,568	1,000	590,667
Orange County Schools Crossing Guard Fund	1,087,577	44,018	9,000	-	-	-	1,140,595
Orange County School Impact Fees Fund	149,038	-	-	-	-	-	149,038
Park Impact Fee Funds	18,630	-	-	-	-	-	18,630
Real Estate Acquisition Fund	-	-	-	100,000	-	-	100,000
Special Assessment Funds	-	-	-	-	-	-	-
Spellman Site Fund	-	-	-	-	-	-	-
Street Tree Trust Fund	-	-	206,470	165,000	-	-	371,470
Transportation Impact Fee Funds	105,567	-	-	1,600,000	-	-	1,705,567
U.S. Dept of Housing and Urban Dev. Grants Fund	489,263	151,236	-	8,301,356	-	-	8,941,855
Utility Services Tax Fund	-	-	-	-	-	-	-
DEBT SERVICE							
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	-	-	-	-	-	-	-
ENTERPRISE							
55 West Garage Renewal and Replacement Fund	-	-	-	-	-	-	-
Amway Center Renewal and Replacement Fund	-	-	-	1,000,000	-	-	1,000,000
CNL Renewal and Replacement Fund	-	-	-	-	-	-	-
Orlando Stadiums Operations Fund	1,788,159	276,363	256,300	1,580,369	1,178,459	-	5,079,650
Orlando Stadiums Operations Renewal and Replacement Fund	-	-	-	100,000	-	-	100,000
Orlando Venues Fund	6,067,342	1,951,838	515,286	7,708,396	4,058,556	84,500	20,385,918
Parking System Revenue Fund	4,359,876	2,713,769	406,750	3,061,500	472,005	18,000	11,031,900
Parking Renewal and Replacement Fund	-	-	-	-	-	-	-
Solid Waste Fund	8,229,517	3,498,350	1,520,000	1,150,000	9,047,553	35,000	23,480,420
Stormwater Capital Fund	-	-	-	-	-	-	-
Stormwater Utility Fund	8,007,377	2,962,103	541,599	3,615,453	380,310	21,500	15,528,342
Water Reclamation Construction Funds	37,260	-	-	4,650,000	-	-	4,687,260
Water Reclamation Renewal and Replacement Fund	-	-	-	-	-	-	-
Water Reclamation Revenue Fund	17,977,914	8,843,060	6,842,841	16,263,185	5,943,052	49,693	55,919,745
INTERNAL SERVICE							
Construction Management Fund	2,910,628	1,415,695	25,000	176,700	15,120	12,000	4,555,143
Facilities Management Fund	3,095,268	1,724,990	1,100,000	6,524,000	200,000	13,036	12,657,294
Fleet Management Funds	2,917,597	1,630,749	8,870,033	5,271,350	190,000	12,542	18,892,271
Health Care Fund	88,713	33,288	3,000	654,000	-	5,250	784,251
Internal Loan Bank Fund	-	-	-	-	-	-	-
Risk Management Fund	1,154,449	498,240	15,000	410,500	3,325	4,500	2,086,014
COMPONENT UNIT							
Downtown Development Board Fund	436,458	-	86,500	1,340,000	1,500	-	1,864,458
Downtown South NID Fund	68,221	34,010	1,400	751,000	600	3,000	858,231
PENSION TRUST							
City Pension Funds	60,999	32,943	3,850	3,730,000	161	34,000	3,861,953
OPEB Trust Fund	-	-	-	-	-	-	-
TOTAL CITY OF ORLANDO	308,807,932	182,470,352	30,772,379	152,437,503	36,064,861	1,265,790	711,818,817

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2022/23

Fleet and Facility Charges	Capital Outlay	Debt Service	Other Expenses	Transfers Out	Total	
34,486,724	3,326,116	20,544,997	57,363,321	58,320,721	601,571,240	General Fund
-	-	-	2,213	-	692,213	<u>SPECIAL REVENUE</u>
11,450	-	-	229,306	-	3,971,369	911 Emergency Phone System Fund
419,139	489,627	-	3,495,562	-	19,709,283	After School All Stars Fund
5,024,800	28,627,249	-	377,000	50,000	35,194,800	Building Code Enforcement Fund
-	15,000	-	217,388	300,000	754,573	Capital Improvements Fund
31,791	35,000	-	49,330	-	712,244	Code Enforcement Board Lien Assessment Fund
13,700	-	-	105,917	-	3,386,372	Cemetery Trust Fund
-	300,000	-	125,262	-	425,262	Centroplex Garages Fund
228,761	3,000	-	3,302,012	3,534,392	38,823,590	Contraband Forfeiture Trust Fund
-	-	-	24,861,462	57,091,662	81,953,124	CRA Operating Fund
-	1,600,000	-	481,125	-	10,761,879	CRA Trust Funds
3,437	260,000	-	2,011,539	-	3,440,926	Designated Revenue Fund
-	-	-	-	-	3,010,187	Dubsread Golf Course Funds
-	4,475,000	-	4,058,000	-	9,283,000	State Housing Initiatives Partnership Program Fund (SHIP)
81,954	-	-	3,770,581	-	19,066,620	Gas Tax Fund
324,729	-	-	478,645	-	3,669,375	GOAA Police Fund
-	-	-	-	-	130,000	Harry P. Leu Gardens Fund
63,000	-	-	55,409	-	709,076	Law Enforcement Training Fund
-	-	-	71,884	-	1,212,479	Mennello Museum Fund
-	-	-	-	-	149,038	Orange County Schools Crossing Guard Fund
-	-	-	1,773,370	-	1,792,000	Orange County School Impact Fees Fund
-	1,100,000	-	292,000	-	1,492,000	Park Impact Fee Funds
-	-	173,073	187,742	-	360,815	Real Estate Acquisition Fund
-	-	3,195,510	-	-	3,195,510	Special Assessment Funds
-	-	-	3,530	-	375,000	Spellman Site Fund
-	5,700,000	2,278,802	3,331,631	-	13,016,000	Street Tree Trust Fund
-	-	-	3,053	-	8,944,908	Transportation Impact Fee Funds
-	-	-	559,000	36,400,000	36,959,000	U.S. Dept of Housing and Urban Dev. Grants Fund
-	-	-	-	-	-	Utility Services Tax Fund
-	-	17,675,775	-	-	17,675,775	<u>DEBT SERVICE</u>
-	-	1,818,750	-	-	1,818,750	6th Cent TDT Debt
-	-	1,996,250	3,754	-	2,000,004	Amway Center Commercial Paper Fund
-	-	314,700	-	-	314,700	Amway Center Sales Tax Rebate Debt Service Fund
-	-	4,458,086	-	-	4,458,086	Citrus Bowl Commercial Paper Debt Construction Fund
-	-	4,459,520	-	-	4,459,520	CRA Debt Service - 2019A
-	-	1,100,331	-	-	1,100,331	CRA Debt Service - 2020A
-	-	1,899,875	-	-	1,899,875	CRA Debt Service - Internal Loan
-	-	3,798,692	-	-	3,798,692	CRA Debt Service - Conroy Road
-	-	971,234	-	-	971,234	CRA Debt Service - Republic Drive
-	-	9,625,991	-	-	9,625,991	Events Center Debt Other
-	-	1,451,250	-	-	1,451,250	Internal Loan - Capital Improvement Bonds 2007 Series B Fund
-	-	4,448,750	-	-	4,448,750	Internal Loan - Jefferson Street Garage Fund
-	-	1,988,900	-	-	1,988,900	New Public Safety and Energy Efficiency Debt Bond Fund
-	-	566,550	-	-	566,550	Public Safety Debt Bond Fund 2016C
-	-	10,728,462	(7,750)	-	10,720,712	Performing Arts Center Commercial Paper Construction Fund
-	-	-	-	-	-	Water Reclamation Revenue Bond Funds
-	-	-	116,250	-	116,250	<u>ENTERPRISE</u>
-	-	-	-	-	1,000,000	55 West Garage Renewal and Replacement Fund
-	-	-	91,429	-	91,429	Amway Center Renewal and Replacement Fund
106,400	-	-	2,662,612	100,000	7,948,662	CNL Renewal and Replacement Fund
-	-	-	-	-	100,000	Orlando Stadiums Operations Fund
70,237	-	-	3,235,761	1,599,666	25,291,582	Orlando Stadiums Operations Renewal and Replacement Fund
208,192	150,000	4,137,796	4,870,724	2,286,250	22,684,862	Orlando Venues Fund
-	1,530,000	-	372,000	-	1,902,000	Parking System Revenue Fund
12,942,583	100,000	-	4,649,584	360,666	41,533,233	Parking Renewal and Replacement Fund
-	3,000,000	-	27,761	-	3,027,761	Solid Waste Fund
2,318,134	40,000	1,485,631	3,523,393	4,743,115	27,638,615	Stormwater Capital Fund
-	30,579,779	-	769,819	-	36,036,858	Stormwater Utility Fund
-	-	-	3,000,000	-	3,000,000	Water Reclamation Construction Funds
5,060,766	2,184,601	-	14,316,549	39,279,082	116,760,743	Water Reclamation Renewal and Replacement Fund
-	-	-	-	-	-	Water Reclamation Revenue Fund
131,858	-	-	637,999	-	5,325,000	<u>INTERNAL SERVICE</u>
467,951	2,551,000	-	1,350,755	-	17,027,000	Construction Management Fund
952,491	23,146,980	-	4,404,616	-	47,396,358	Facilities Management Fund
-	-	-	81,558,304	129,750	82,472,305	Fleet Management Funds
-	-	16,996,437	554	-	16,996,991	Health Care Fund
6,365	-	-	13,796,259	850,000	16,738,638	Internal Loan Bank Fund
-	-	-	-	-	-	Risk Management Fund
23,000	-	-	3,648,523	-	5,535,981	<u>COMPONENT UNIT</u>
-	-	-	56,464	-	914,695	Downtown Development Board Fund
-	286,610	-	62,648,274	-	66,796,837	Downtown South NID Fund
-	-	-	23,200,316	-	23,200,316	<u>PENSION TRUST</u>
62,977,462	109,499,962	116,115,362	336,140,212	205,045,304	1,541,597,119	City Pension Funds
						OPFB 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)	
2010	5.6500	4.4347	7.6730	1.0000	0.3748	0.4158	19.5483
2011	5.6500	4.4347	7.8940	1.0000	0.3748	0.3313	19.6848
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
2023	6.6500	4.4347	6.4620	1.0000	0.3748	0.1974	19.1189

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 mils for operating purposes and 1.5000 mils for local capital improvement purposes.

The Florida Constitution limits the City and County millage capacity (non debt related) to 10.0000 mils.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA PROPERTY TAX LEVIES AND COLLECTIONS LAST TEN FISCAL YEARS

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy (1)		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
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	204,496,860	99.37
2020	226,047,895	222,963,755	98.64	1,937,644	224,901,399	99.49
2021	248,857,151	246,125,487	98.90	-	246,125,487	98.90

Source: Orange County Tax Collector and City of Orlando Office of Business and Financial Services

Note: (1) Amounts collected within the fiscal year of the levy are inclusive of legally available early payment discounts (ranging from 1% to 4%),
(2) Reduction based on prior year adjustments by the Tax Collector.

SUPPLEMENTAL INFORMATION

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

Taxpayer	Type of Business	2022			2012		
		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	\$2,319,892,753	1	6.23 %	\$1,079,182,207.00	1	5.94 %
Highwoods Realty Limited Partnership	Developer	306,498,229	2	0.82 %			
Universal Studios Florida	Entertainment	285,099,670	3	0.77 %			
Forbes Taubman Orlando LLC	Developer	200,271,075	4	0.54 %	97,844,024	3	0.54 %
SWVP Orlando Office LLP	Commercial	178,465,041	5	0.48 %			
Liberty Aipo LP	Developer	173,919,412	6	0.47 %			
PBP Apartments LLC	Developer	162,998,709	7	0.44 %			
Camden USA Inc	Developer	156,578,185	8	0.42 %			
Orlando Outlet Owner LLC	Commercial	140,653,255	9	0.38 %	66,917,481	5	0.37 %
Colonial Realty Limited Partnership	Developer	139,511,326	10	0.37 %			
HIW-KC Orlando LLC	Developer				151,641,515	2	0.83 %
ZML-Sun Center LLP	Developer				85,881,537	4	0.47 %
PKY Fund Fund II Orlando I LLC	Developer				60,720,119	6	0.33 %
Realty Assoc Fund IX LP	Developer				55,087,987	7	0.30 %
USO Norge Paramount Note LLC	Developer				49,474,471	8	0.27 %
MMM Lakewood, Ltd. LLP	Developer				48,698,513	9	0.27 %
OOC Owner LLC	Commercial				48,288,038	10	0.27 %
Other Taxpayers		33,181,383,514		89.09 %	16,438,477,748		90.41 %
	Total	<u>\$37,245,271,169</u>		<u>100.00 %</u>	<u>\$18,182,213,640</u>		<u>100.00 %</u>

Source: Orange County Property Appraiser's Office

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA SCHEDULE OF COVENANT DEBT 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	
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
2021	283,281,190	36,395,910 (3)	319,677,100	21,039,981	14,948,667 (4)	35,988,648	11.26

(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.

(4) In fiscal year 2021, interest expense was not netted with amortizations for bond premiums, discounts, deferred expense or deferred gain as in prior years.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY - DOWNTOWN DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST TEN FISCAL YEARS**

Fiscal Year	Tax Increment Revenue (1)	Build America Bond Subsidy (2)	Debt Service Requirements			Coverage
			Principal	Interest	Total	
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
2021	41,442,952	461,905	3,881,000	5,036,397	8,917,397	4.70

- (1) Tax Increment Revenue Bonds are backed by the property tax revenue produced by the property tax rate of the City of Orlando, Orange County, and the Downtown Development Board applied to the increase in taxable assessed values above the base year taxable assessed values multiplied by 95%.
- (2) The Downtown CRA Series 2009C and 2010B Bonds were issued as Direct Subsidy Build America Bonds. The CRA is eligible, subject to certain conditions, to receive cash subsidy payments from the United States Treasury equal to 35% of the interest payable on each interest payment date.

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA
COMMUNITY REDEVELOPMENT AGENCY
REPUBLIC DRIVE (UNIVERSAL BOULEVARD) DISTRICT
TAX INCREMENT REVENUE BONDS COVERAGE
LAST TEN FISCAL YEARS

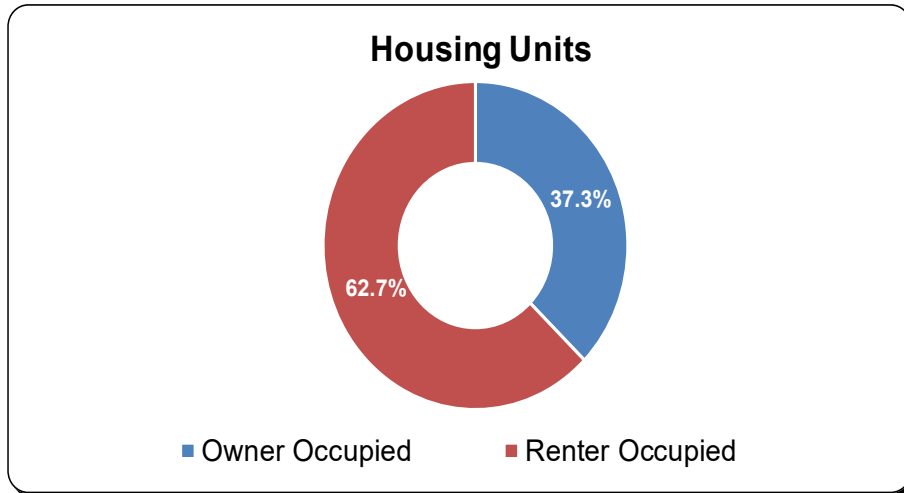
Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2012	8,067,882	1,710,000	1,287,342	2,997,342	2.69
2013	8,030,758	1,795,000	1,276,920	3,071,920	2.61
2014	7,627,492	2,445,744	1,338,817	3,784,561	2.02
2015	9,152,762	2,568,053	1,249,852	3,817,905	2.40
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
2021	20,797,665	3,161,953	642,581	3,804,534	5.47

- (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

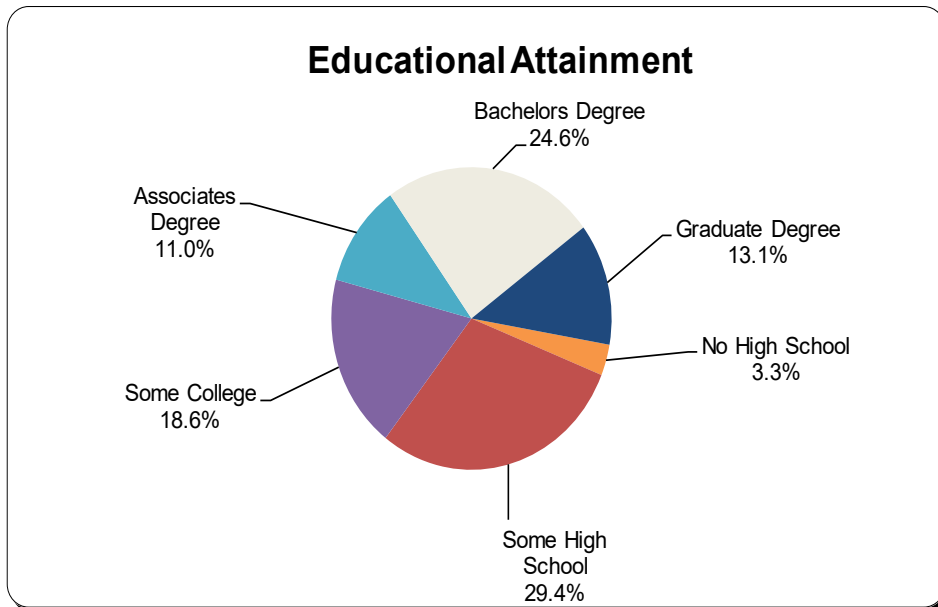
CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$	55,183
Per Capita Income	\$	34,033
Median Age		33.9
Housing Units		136,180
Owner Occupied		37.3%
Renter Occupied		62.7%



Educational Attainment:

No High School	3.3%
Some High School	29.4%
Some College	18.6%
Associates Degree	11.0%
Bachelors Degree	24.6%
Graduate Degree	13.1%
Total	100.0%



Source: U.S Census Bureau

SUPPLEMENTAL INFORMATION

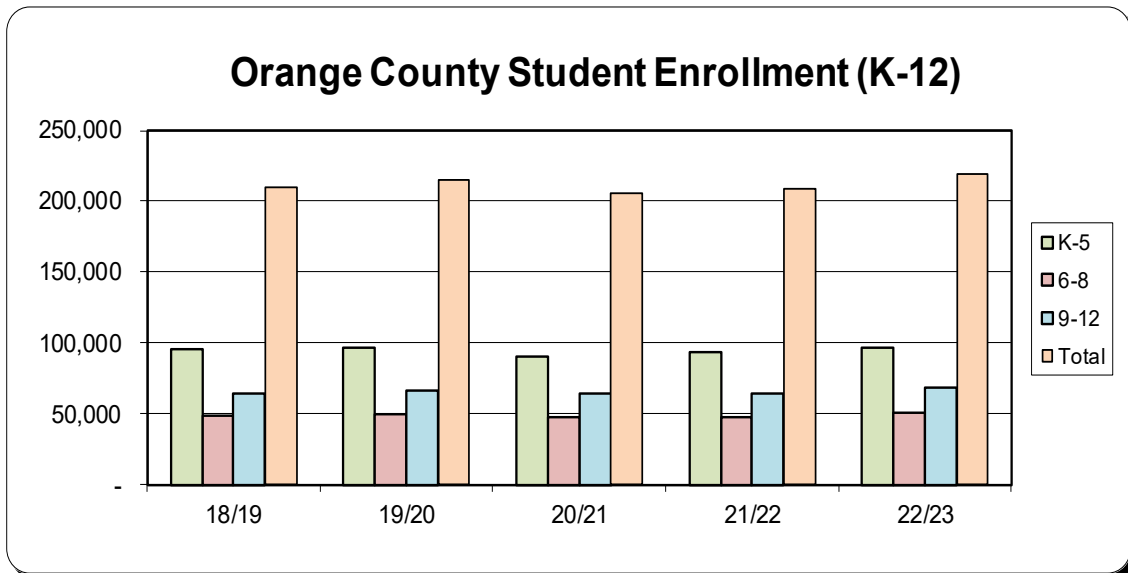
Number of Schools in Orange County and City of Orlando

	Elementary	Middle	High	Total
City of Orlando	33	9	5	47

Source: Orange County school count from 2021-22 OCSB website; Schools within the City of Orlando determined from 2021-22 Orlando SRO Agreement. (K-8 schools and ESE schools counted as Elementary)

ORANGE COUNTY ENROLLMENT BY GRADE

Grade	Students
Pre-K	4,109
K	14,876
1	15,861
2	16,112
3	17,645
4	15,425
5	16,471
6	17,367
7	16,401
8	16,740
9	17,604
10	16,951
11	17,064
12	16,896
Total	219,522



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. 2022/23 enrollment based on OCSB projections as of 10/1/2022.

SUPPLEMENTAL INFORMATION

Please click the icons below for more information:



City of Orlando
Capital Improvement Plan
and 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

Please click the icon below to view all 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**

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GLOSSARY

- ACCOUNT GROUP** – A defined group of related accounts. Expenditures are budgeted at this level, while actual expenses are charged at the line item level. See Line Item.
- ACCRUAL** – The City of Orlando utilizes a modified accrual system of accounting whereas obligations are classified as expenditures if the goods or services are expected to be received during the fiscal year whether or not a cash payment is expected to be made within that fiscal year.
- ACTIVITY** – A significant element of a department's programmatic responsibilities performed for the purpose of accomplishing a function for which a department is responsible.
- AD VALOREM TAX** – A tax levied on the assessed value of real property (also known as "property tax").
- ADOPTED BUDGET** – The original budget as approved by the City Council at the beginning of the fiscal year.
- AGENDA ITEM (COUNCIL)** – Any item scheduled to be reviewed/ approved by the City Council at a scheduled meeting.
- AMENDED BUDGET** – The current or revised budget, resulting from changes to the Adopted Budget during the fiscal year as modified by the City Council action.
- AMORTIZATION** – The schedule of debt principal to be paid over a period of time.
- 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

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

DESIGNATIONS – A portion of fund balance earmarked for specific appropriations.

DIVISION – An operating level of government within a department which manages the resources of related program activities.

ENCUMBRANCE – Commitments reserved for contracts to provide goods or services.

ENTERPRISE FUND – A type of fund used to account for operations that are financed and operated in a manner similar to private business enterprises; i.e., where charges for services cover the cost of providing the service.

ENTITLEMENTS – A government program that guarantees and provides benefits to a particular group.

EXPENDITURES – Decrease in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, and debt service.

EXPENSES – Decreases in net total assets. Expenses represent charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

FIDUCIARY FUND – A type of fund in which the government acts as a trustee or agent on behalf of another party. An example is pension funds.

FIRST RESPONDER – A statistical indicator used by the City which refers to employees designated or those specifically trained to respond to an emergency and/or those responsible for going immediately to the scene of an accident or emergency to provide assistance. Sworn Police and Fire personnel, Civilian Transport employees, and Community Service Officers (CSO) are in this category.

FISCAL YEAR (FY) – Any consecutive 12-month period designated as a budget year. The City's budget year begins October 1, and ends September 30 of the following calendar year.

FIXED ASSETS – Assets of a long-term character, which are intended to continue to be held or used (e.g., land, buildings, improvements other than buildings, and machinery and equipment).

FIXED RATE DEBT – A debt obligation issued with a predetermined interest rate.

FRANCHISE FEE – A fee paid by public service businesses for use of City streets, rights-of-way and property in providing their services. Services requiring franchises include electric, telephone, natural gas, water, cable television and roll-off service.

FRINGE BENEFITS – Payments made by the City for retirement, social security, health insurance contribution, worker's compensation, general liability, life insurance, AD and D, and long term disability.

FULL FAITH AND CREDIT – A pledge of the general taxing power for the payment of debt obligations.

FULL-TIME EQUIVALENT (FTE) – The total number of regular straight-time hours (i.e., not including overtime or holiday hours) worked by employees divided by the number of compensable hours applicable to the fiscal year. For the purposes of estimating FTEs, 2,080 hours would be equal to one FTE (40 hours x 52 weeks = 2,080 hours).

FUND – An accounting structure which isolates specific revenues and appropriations for a designated purpose such as the General Fund or the Capital Improvement Fund.

FUND ACCOUNTING – A government accounting system, which is organized and operated on a fund basis.

FUND BALANCE – The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

FUND CONTINGENCY – Budgeted appropriation authority in a fund that is not designated for any specific use, and not allocated to a specific project or grant.

GENERAL FUND – The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND – Bonds for which the full faith and credit of the issuing government are pledged.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP are set forth by SAS No. 69, *The meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principles" in the Independent Auditor's Report*.

GOALS – General aims of the organization, departments, and divisions (based on vision).

GOVERNMENTAL FUNDS – Funds generally used to account for tax-supported activities.

GRANT – A type of financial assistance bestowed by a government or other organization for specified purposes to an eligible recipient. Grants are usually conditional upon certain qualifications as to the use, maintenance of specified standards, or a proportional contribution (cost share or match) by the grantee or other grantor(s).

GROWTH MANAGEMENT PLAN – Serves as the primary guide for the future development of the City. This state required plan, which is adopted by the community, is a comprehensive statement of the long-range physical development goals, policies and required actions. As such, it provides the framework within which all development actions should occur.

GLOSSARY

HOME – The HOME Investment Partnership Program Grant. A program created under Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990. Provides funds for housing for low and very low-income persons.

HOMESTEAD EXEMPTION – A statewide exemption which is a deduction from the total taxable assessed value of owner occupied property. The current exemption is \$25,000 with an additional \$25,000 if the property is valued higher than \$50,000.

IMPACT FEE – Fees charges to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

INCOME – A term used in proprietary fund type accounting to represent: 1) revenues, or 2) the excess of revenues over expenses.

INCREMENTAL BUDGETING – A budgeting process in which precedent determines how funds will be allocated among departments and programs; thus increases in appropriations usually occur in small increments over past levels.

INDIRECT COST – A cost of the organization function as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include: roads, bridges, drainage systems, water and sewer systems, and lighting systems.

INTERFUND TRANSFER – Payment from one fund to another fund primarily for services provided.

INTERGOVERNMENTAL REVENUE – Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

INTERNAL SERVICE FUND – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, or a cost-reimbursement basis.

INVESTMENTS – Securities and real estate held to produce revenues, such as interest, dividends, rentals, or lease payments.

LINE ITEM – A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

LOCAL OPTION – Voted by local referendum, e.g., Local Option Sales Tax.

MAJOR FUND – A fund whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of corresponding totals for all governmental funds and at least 5% of the cumulative amount for all governmental and enterprise funds, or any fund the City identifies for increased accountability and public transparency.

MANDATE – A requirement from a higher level of government that a lower of government perform a task, usually to meet a particular standard, and often without compensation from the higher level of government.

MATCHING FUNDS – A type of grant that requires the government organization or agency receiving the grant to commit a certain amount of funds to a program before funding is made available by the granting authority.

MATURITY – the length of time until the principal amount of a bond must be repaid.

METROPOLITAN STATISTICAL AREA (MSA) – A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The US Office of Management and Budget defines MSA's according to published standards that are applied to Census Bureau data. The four county Orlando MSA includes the counties of Orange, Seminole, Lake, and Osceola.

MILL – A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

MILLAGE RATE – The rate established each year by City Council action which is used in the calculation of property taxes.

MISSION STATEMENT – This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

MODIFIED ACCRUAL ACCOUNTING – A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

NON-MAJOR FUND – A fund which does not qualify as a major fund. See Major Fund.

NON-OPERATING EXPENDITURE – The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

NON-OPERATING REVENUE – The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

GLOSSARY

NORMAL RANGE – Performance indicator used in Balance Scorecard Reports to determine if a department's expenses fell within +/- 5% of their expected spending based off of the previous five fiscal years. Percentage determined by taking the average variance of each quarter.

OBJECT CODE – A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

OBJECTIVE – Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

OBLIGATIONS – Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPERATING BUDGET – A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING EXPENSES – Expenses which are directly related to service activities.

OPERATING REVENUES – Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

ORDINANCE – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OUTSIDE AGENCIES – Private not-for-profit agencies located within the City who provide community services which supplement and support City programs and for which City dollars are made available.

PAY-AS-YOU-GO BASIS – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than borrowing.

PAYMENTS IN LIEU OF TAXES – Payments to local governments that help offset losses in property taxes due to nontaxable lands within their boundaries.

PERFORMANCE BUDGET – A budget that focuses on activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. The City of Orlando monitors the progress of Division Managers in meeting their performance targets via Quarterly Performance Reports.

PERFORMANCE INDICATOR – A structured statement describing (in a quantitative or qualitative format) how organizational progress will be evaluated during a given period of time.

PERSONAL SERVICES – Expenditures for salaries, wages, and fringe benefits of a government's employees.

PLEDGEABLE REVENUE – Revenues which can be used as a pledge to pay off debt; a form of collateral.

POSITION AMENDMENT – After adoption of the annual budget, any change to staffing which alters the authorized position count of a fund or department shall be considered a Position Amendment. This encompasses the creation or deletion of a position when not done as part of an approved Position Revision, as well as position transfers crossing funds or departments.

POSITION REVISION – After adoption of the annual budget, any change to staffing which does not alter the authorized position count of a fund or department shall be considered a Position Revision. This encompasses simultaneously adding and dropping a position in the same fund and department, as well as reclassifying existing positions. Specific classification decisions are subject to HR review and revision.

PRESENT VALUE – The amount that a future sum of money is worth today given a specified rate of return.

PROJECT – A singular, specific work activity within a departmental program.

PROJECT/GRANT CLOSEOUT – In the context of budgetary changes, changes to the budget which transfer remaining appropriations from a closed or completed project or grant to Fund Contingency within the same fund. This does not incorporate the repurposing of said funds.

PROPERTY TAX – A tax levied on the assessed value of real property, i.e., ad valorem tax.

PROPRIETARY ACCOUNT – An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

PROPRIETARY FUND – Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. Examples include enterprise funds and internal service funds.

QUARTERLY PERFORMANCE REPORT – At the end of each fiscal quarter, divisions report activities relative to their performance indicators.

RATINGS – Ratings that are issued by Moody's Investors Service, Fitch and Standard and Poor's Corporation and any other nationally recognized rating agency, to the extent they have in effect a rating on City debt.

REQUIREMENT – A monetary obligation reflected in the financial accounts as an inter-fund transfer of cash from one fund to another.

GLOSSARY

RESERVES – An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.

RESOLUTION – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RETAINED EARNINGS – An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE – Funds received by the City from external sources; income.

REVENUE BOND – A bond whose principal and interest are payable exclusively from earnings of an enterprise fund.

REVISED APPROPRIATION – The approved budget plus or minus any budget amendments or internal transfers.

REVISED BUDGET – See Amended Budget.

ROLL-BACK MILLAGE RATE – The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

SAVE OUR HOMES – State Constitutional Amendment limiting annual growth in homestead exempted property value.

SPECIAL ASSESSMENTS – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND – A type of fund used to account for the proceeds of a specific revenue source (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.

STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) – A state entitlement program designed to foster public/private partnerships to create and preserve affordable housing.

STATUTE – A written law enacted by a duly organized and constituted legislative body.

SURPLUS – The amount of remaining funding from a budget appropriation after all liabilities have been paid.

TAX BASE – The total taxable value of property within the local government's legal boundaries.

TAX INCREMENT FINANCING – Financing secured by the anticipated incremental increases in tax revenues, resulting from the redevelopment of an area.

TAXES – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges.

TOURIST DEVELOPMENT TAX – Local option transient rental taxes on rentals or leases of short-term accommodations such as hotels and apartments for a term of six months or less. Tourist Development Tax revenues are exclusively used for capital construction of tourist-related facilities, tourist promotion, or beach and shoreline maintenance depending on the appropriate county's levy.

TRANSFER (OF APPROPRIATION) – A transaction which reallocates all or part of any item in an approved budget to another line item.

TRANSPORTATION IMPACT FEE – A charge based on projected trips that will be generated by development or redevelopment of a property.

TRUST AND AGENCY FUND – A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

UNRESERVED FUND BALANCE – The portion of a fund's balance that is not legally restricted for a specific purpose.

USER CHARGES – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

UTILITY TAX – A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0% of the sales price of such utility service or commodity.

VARIABLE RATE DEBT – Debt obligations entered into that use a variable, auction reset, adjustable, convertible or other similar interest rate which is not fixed in percentage at the date of issue.

GLOSSARY

ACRONYMS

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

GLOSSARY

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

GLOSSARY

SSGFC – Sunshine State Governmental Financing Commission

STW – Streets and Stormwater

SUS – Office of Sustainability

SWM – Solid Waste

TCEA – Transportation Concurrency Exception Area

TDT – Tourist Development Tax

TIF – Tax Increment Financing

TIS – Traffic Impact Study

TMD – Technology Management

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