



ORLANDO FIRE  
STATION 11

# ANNUAL BUDGET

2024 / 2025

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## **Acknowledgements**

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# CITY OF ORLANDO

## ELECTED OFFICIALS



**BUDDY DYER**  
Mayor



**JIM GRAY**  
District 1 Commissioner



**TONY ORTIZ**  
District 2 Commissioner



**ROBERT F. STUART**  
District 3 Commissioner



**PATTY SHEEHAN**  
District 4 Commissioner



**SHAN ROSE**  
District 5 Interim Commissioner



**BAKARI F. BURNS**  
District 6 Commissioner

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## **Guide to Readers**

### About the Budget

The Fiscal Year 2024/25 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, 2024 through September 30, 2025. The department budget sections provide mission statements, major accomplishments, future outlook (goals) and performance indicators for each department.

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

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

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

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ANNUAL BUDGET  
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Orlando  
Florida**

For the Fiscal Year Beginning

**October 01, 2023**

*Christopher P. Morrill*

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, 2023. The City of Orlando has received the award for 21 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.

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# MAYOR TRANSMITTAL LETTER

Dear Residents:

I am pleased to share the City of Orlando Fiscal Year 2025 (FY25) budget.

Budget development for FY25 was amid uncertainty about variables, property values, inflation and the global reach of international conflicts, but growing state and local revenues have allowed for continued growth.

As a result, the City has been able to ensure the continuation and expansion of critical municipal services, programs and amenities. We are optimistic for what the new year will bring and are confident the FY25 budget will allow us to continue to serve the community, while maintaining fiscal discipline as expected by those we serve.

Highlights of this year's budget include:

- Investments in public safety: Public safety remains at the forefront of City priorities, with funding for 34 new police positions, including 26 sworn officers, 29 new firefighters and 12 civilian paramedic positions. We are also funding substantial investments in public safety equipment and facilities, including a new temporary fire station in southeast Orlando.
- Expanded local funding for our successful Kidz Zone and Community Violence Intervention programs. Both of these programs provide opportunities to help young residents thrive and plan for successful futures.
- Contributing over \$2M to community partners to foster entrepreneurship, grow employment opportunities and strengthen our neighborhood commercial districts.
- A \$37M capital program: This funding will be used to fund a variety of projects, including a replacement cycle of life-safety equipment used by our first responders, new roofs and heating and air-conditioning systems; continued expansion of energy efficiency efforts; additional funding for street paving; investments in technology and affordable housing.
- Funding for the final year of the three-year collective bargaining agreements: Most employees will receive a 4% increase. We continue to fully fund our actuarially determined pension contributions for all our employees.

I encourage residents to become involved in the budget process. To make sure residents have access to this information, a special budget section is maintained on our website at [www.orlando.gov/Our-Government/Departments-Offices/OBFS/Management-and-Budget](http://www.orlando.gov/Our-Government/Departments-Offices/OBFS/Management-and-Budget). 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 those investments are important to our community 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 ensure that Orlando remains a great place to live.

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.

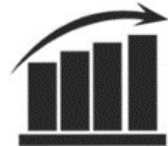
### Create a City for Everyone



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 2024/2025

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

### Create a City for Everyone



Appropriated nearly \$2.5M in General Fund resources to continue grant funded pilot programs for Kidz Zone program expansion & Community Violence Intervention efforts. \$375,000 in new funding dedicated to expanding the Police Department's Community Response Team which includes behavioral health experts serving as first responders to situations involving mental or behavioral crises. Nearly \$300,000 for improvements to Leu Gardens, including the education complex.

### Create High Quality Jobs

- New funding for our Plug and Play and Innovate Orlando which help develop new, local businesses.
- Over \$1.2M in funding for grants to business incubators, minority business funds and the Orlando Economic Partnership.



### End Homelessness



- Rental Assistance funding (\$600,000), Mayor's Housing First Initiative funding (\$772,234) and Downtown Relocation Assistance Program funding (\$500,000)
- Annual contribution for affordable housing efforts.
- An additional \$1.2M in state and federal grant funding for housing efforts

### Become One of the Most Sustainable Cities in America

- \$250,000 to study and plan for the infrastructure needed to transition our fleet to alternative fuels.
- \$500,000 to continue the expansion of renewable energy at City facilities.
- \$600,000 to provide free public Wi-Fi in parks through the 'Table of Connections'.



### Keep Our Community Safe



- Thirty four (34) new police positions including twenty six (26) new sworn officers for the rapidly growing southeast region, special events and schools.
- Twelve (12) new civilian paramedics and twenty nine (29) new firefighters to staff a new temporary fire station in southeast Orlando.
- Allocated \$4.6M collectively for radio replacement, police equipment replacement and fire equipment replacement.

### Provide Mobility and Transportation Options

- Pavement rehabilitation further increased to \$6.5M. Responding to residents' concerns, we are allocating more than ever before to maintain our roadways.
- Allocated \$400,000 for transportation safety projects.
- Doubled funding for the dedicated trail and path maintenance program



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October 1, 2024

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)2024/25, totaling \$1,819,744,594. This budget is the result of a collaboration among all the City Departments and the Office of Management & Budget. Overall, the total City budget is increasing by 3.0%. 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 FY2024/25 budget began in the spring of 2024. During the initial months of budget development, we remained concerned about the strength of the economy, specifically about the impact of remote work on the central business district property values and our property tax revenue forecast. By the summer of 2024, it was clear that concern was warranted as the Property Appraiser released estimates reflecting modest increases in aggregate property values. Additionally, inflation, supply chain challenges and collective bargaining compensation agreements continue to put pressure on the budget. The City's conservative approach to budgeting has served us well in the past and we reaffirm our commitment to this approach with the FY2024/25 budget.

The total General Fund budget for FY2024/25 totals \$708,572,543. This is an increase of \$48,772,293 when compared to the adopted budget for the prior fiscal year. With this 7.4% increase we were able to (1) maintain our commitment to employees in continuing to fully fund pension and retiree healthcare obligations in addition to collectively bargained wage increases; (2) expand public safety staffing by adding both police officers and paramedics; (3) invest in a robust capital investment program; and (4) fulfill our funding commitment to local control of SunRail. 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 FY2024/25 budget we have added 152 new General Fund positions compared to the prior year adopted budget. These new positions included 46 new police positions (40 first responders and 6 civilians), 41 new fire positions including 29 new firefighters and 12 new paramedics, 5 new positions to work with youth programs and 7 new solid waste positions. The growth in our number of positions has led to a recovery in per capita staffing. The FY2024/25 budget allows for 12.4 employees per 1,000 residents, consistent with the average over the last twelve years and allows us to maintain responsive customer services.

Included in this budget is funding for wage increases for our employees. There are variations but generally most employees will receive a 4% wage increase. FY2024/25 is the third year of new three-year contracts with all bargaining units. Collective bargaining negotiations will begin in early 2025.

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 FY2024/25 when, based on the recommendations of our third-party health care consultants, we have assumed a health care premium increase of 8%.

#### 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 \$119.1M in FY2024/25, an increase of \$13.4M 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 \$167,370,532 with a General Fund portion of \$20,002,442. Contributions to organizations supporting economic development have increased again as the Economic



district), the Business Assistance Program (funded at \$150,000) and the Main Street Program (funded at \$814,550) are all receiving the same funding as the prior year. We are maintaining the \$50,000 for impact fee assistance for non-profits added during the pandemic. The FY2024/25 budget includes over \$200,000 in new funding in new partnerships with Plug and Play and Innovate Orlando. The Building Code Enforcement Fund is a non-General Fund operation that falls under the Economic Development Department and its budget is \$18,905,607 for FY2024/25. This budget maintains the funding for technology which helped the Department maintain services when in-person customer service was not feasible and which has become popular with our customers.

#### Families, Parks, and Recreation

The Families, Parks and Recreation (FPR) Department budget is increasing again in FY2024/25. To truly have A City for Everyone we are adding General Fund resources to support programs initiated with grants in the prior year that proved beneficial. The Department budget totals \$72,116,762 with a General Fund portion of \$58,060,015. The After School All Stars (ASAS) Fund is a non-General Fund operation that falls under the FPR Department with a budget for FY2024/25 of \$3,963,189. Although a non-General Fund operation, ASAS still gets a substantial portion of its revenue, almost \$1.1 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 \$156,558,961 with a General Fund portion of \$151,880,961. 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 FY2024/25 operating budget includes funding for 29 new firefighters, 12 additional paramedics and \$4.4M in capital funding for a new temporary fire station, new fire apparatus and life-safety equipment replacement.

#### Housing and Community Development

The Department's total FY2024/25 budget is \$14,106,302. Primary funding has typically been provided through federal sources along with state funding. Significant federal funding will again be received with \$9.6M being award through U.S Department of Housing and Urban Development (HUD) grants. State funding for housing decreased this in FY2024/25 to \$2.5M. The City has increased the General Fund operating budget to \$1,538,068 in FY2024/25. 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 FY2024/25 is \$52,155,973. This budget includes the Kia 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 Kia Center's budget is \$31,997,763 and Camping World Stadium's budget is \$10,875,197 for the fiscal year.

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 \$4,403,543 and the budget for the Mennello Museum is \$805,308. Both are heavily dependent on the General Fund for operational and capital support. Leu Gardens receives \$1.6 million, or 37%, of its revenues and the Mennello Museum receives \$755,988, or 94%, 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 \$267,588,064 with a General Fund portion of \$228,625,543. The FY2024/25 budget includes another significant increase in police staffing: 40 new sworn positions and 6 new civilian positions. We also funded Community Response Teams, which are behavioral health experts that respond to certain non-violent calls. Police pension costs increased \$5M to \$42.5M. OPD provides 178 officers to provide public safety services at the Orlando International Airport. The budget for the Aviation Authority Police Fund is \$30,454,085.

#### 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 \$81,332,050. The General Fund makes up \$34,763,287 of this amount and reflects an increase of \$15.2M from the prior year. This increase is to fund the City's share of SunRail operating costs which are expected to be \$14.2M for three-quarters of the fiscal year. The combined Parking System budget is \$31,201,763. 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. The combined budget in the Transportation Impact Fee Funds is \$11,647,000.

Human Resources

The Department's total FY2024/25 budget is \$100,874,013. The largest part of this is the Health Care Fund which accounts for \$94,033,952. The Health Care Fund budget is \$9.1M more (or 10.8%) than the prior year. This increase is the result of an 8% increase in projected costs and growth in employees.

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 \$356,317,728 with a General Fund portion of \$11,374,869. The FY2024/25 total staffing is 644 or 16% of the City total. The vast majority of the positions (551 or 86% of all Public Works positions) are outside the General Fund. The Department's General Fund footprint is much smaller by comparison, funding 93 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. The Stormwater Utility's total budget is \$38,058,313 and includes an average rate increase of X%. The Solid Waste Fund's total budget is \$44,723,655 and this includes a 4% rate increase for all customers. The Water Reclamation Revenue Fund has a total operating budget of \$129,166,272, which includes \$19,700,00 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 \$21.4M, an increase of \$4.8M from the prior year. The debt service supports purchases for a significant expansion of our parks space in the early 2000s, the FY2012/13 expansion of our signature Lake Eola Park, and land acquired for future use. Debt service for land acquisition totals roughly \$2.7M in FY2024/25. 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 FY2024/25 budget is service for debt issued in 2018 primarily for Parks and Recreation including a new neighborhood center and gymnasium and a bicycle network as well as construction of the new The Grove Park and Orlando Tennis Center in the Packing District. This debt service totals \$4.4M. The increase is attributable to a debt issuance planned for FY2024/25 which will fund new fire stations, parks and roadways.

Community Venues debt service allowed for the construction of the Kia 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 FY2024/25 Capital Improvement Program (CIP) is \$201,530,844, a decrease of \$54.4M from the prior year capital program. The FY2024/25 program includes projects related to Stormwater, Water Reclamation, Transportation and Economic Development. The majority of the budget is comprised of Water Reclamation projects, funding projects totaling \$109,594,270. Included in those Water Reclamation numbers is \$57.9M for the lift stations replacements and upgrades, \$31.0M and \$9.6M for plant upgrades at the Conserv II and Iron Bridge treatment plants, respectively and \$6.9M at the Conserv I treatment plant. Stormwater will include \$22.5M for stormwater quality improvements, drainage well enhancements and system repair and rehabilitation. Transportation-related projects total \$11.7M with funding from Gas Tax (\$6M), increased pavement rehabilitation funding in the CIP Fund (\$4M), the Parking Fund (\$3.9M) and Transportation Impact Fees (\$1.7M). Economic Development projects funded through the Community Redevelopment Agency (CRA) total more than \$28.2M. They provide funding for real estate transactions, Project DTO 2.0 implementation, and the Lake Eola Master Plan, 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.

The Capital Improvement Fund budget for FY2024/25 is \$37.3 million, a decrease of \$9.4M 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 \$2.9M for radio, communications and technology equipment replacement, \$1.4M for the purchase of fire apparatus, \$2.7M for new and renovated police and fire stations and \$3.3M for police and fire equipment replacement. We continue to invest in our technology infrastructure with \$2.8M allocated to information technology upgrades. Core infrastructure projects include \$4M for pavement rehabilitation and \$3.3M for the repair and construction of sidewalks. We continue to make necessary improvements and upgrades to our

## CHIEF FINANCIAL OFFICER LETTER

preventative maintenance to facilities across the City (such as new roofs and HVAC systems) and \$3M 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 \$2.1M.

### Non-Departmental/Non-Operating

The Non-Departmental budget increased \$5.1 million. The increase is substantially the result of greater transfers to the pension funds. The budget for General Fund tax increment payments to the Community Redevelopment Agency will decrease by \$3.2M for FY2024/25. We increased our General Fund contingency to \$13.5M. As noted above, there were increases to debt service to reduce future debt service costs.

### Closing

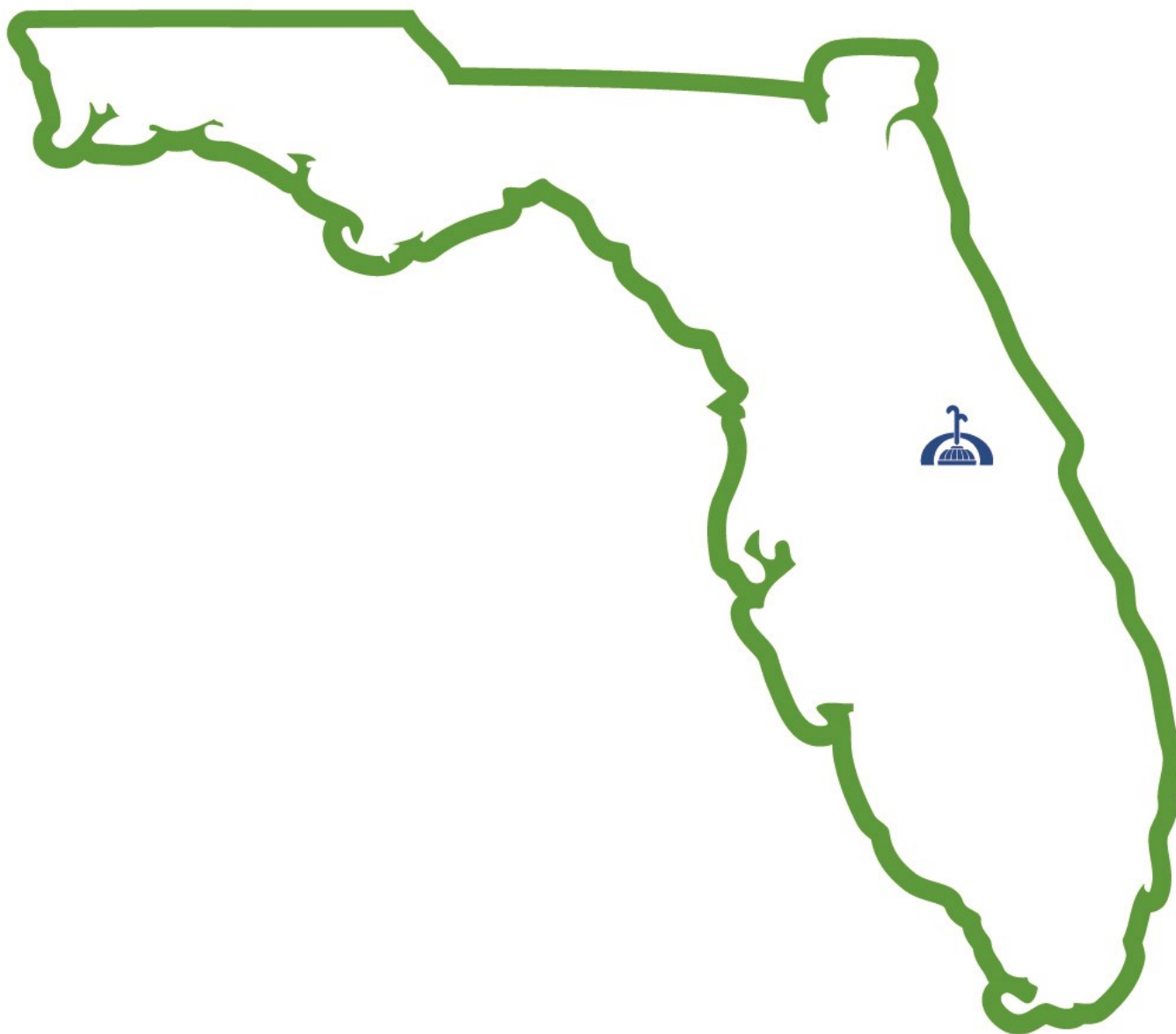
As Mayor Dyer continues to highlight, the City takes its financial management responsibility seriously. Debt ratings from all three rating agencies (Fitch, S&P, Moody's) continue to remain top tier and are reflective of market recognition of high quality. The City's Annual Budget and Annual Comprehensive 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.



Michelle D. McCrimmon  
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](http://orlandoinfo.com/weather)

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# CITY OF ORLANDO

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## 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. 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.

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# 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.
- Orlando serves as first city in Florida to host United States Olympic Team Trials Marathon in 2024.
- In 2024 nearly 12,000 acres were annexed as development continues its expansion in the southeast



# CITY OF ORLANDO

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## Orlando MSA

The City of Orlando is recognized as the core of a four county Metropolitan Statistical Area (MSA) named the “Orlando MSA.” The four county Orlando MSA includes Orlando’s home county of Orange, as well as three adjacent counties: Lake, Osceola, and Seminole Counties. The United States Office of Management and Budget (OMB) defines metropolitan statistical areas according to published standards that are applied to Census Bureau data. The general concept of a metropolitan statistical area is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core. At over 300,000 persons, Orlando is the largest city in both Orange County and the larger four-county MSA. Orange County has a population of over 1,500,000 persons and the four-county MSA has a population of over 2,800,000 persons.

### Population

<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
<b>1950</b>	52,367	114,950	Not available
<b>1960</b>	88,135	263,540	Not available
<b>1970</b>	99,006	344,311	423,610
<b>1980</b>	128,291	470,365	676,634
<b>1990</b>	164,693	677,491	1,224,852
<b>2000</b>	185,951	896,344	1,644,561
<b>2010</b>	236,788	1,145,956	2,133,940
<b>FY 2015/16</b>	262,100	1,252,396	2,320,195
<b>FY 2016/17</b>	267,842	1,280,387	2,376,358
<b>FY 2017/18</b>	279,133	1,307,724	2,516,690
<b>FY 2018/19</b>	283,476	1,386,080	2,585,614
<b>FY 2019/20</b>	291,177	1,393,452	2,608,147
<b>FY 2020/21</b>	307,573	1,415,260	2,639,274
<b>FY 2021/22</b>	313,975	1,427,290	2,654,784
<b>FY 2022/23</b>	321,282	1,486,698	2,691,925
<b>FY 2023/24</b>	326,396	1,492,951	2,764,182
<b>FY 2024/25</b>	334,490	1,511,568	2,817,933

Source: Bureau of Economic and Business Research and the Census Reporter

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The accompanying map shows the patterns of annexation. Specifically, the 1950’s borders are known as the “traditional city.” The area that is now Universal Studios was annexed during the 1960s, while the large southeastern annexation during the 1980s 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.

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# CITY OF ORLANDO

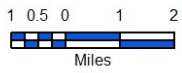
## Annexations Map

### Annexations by Decade Year

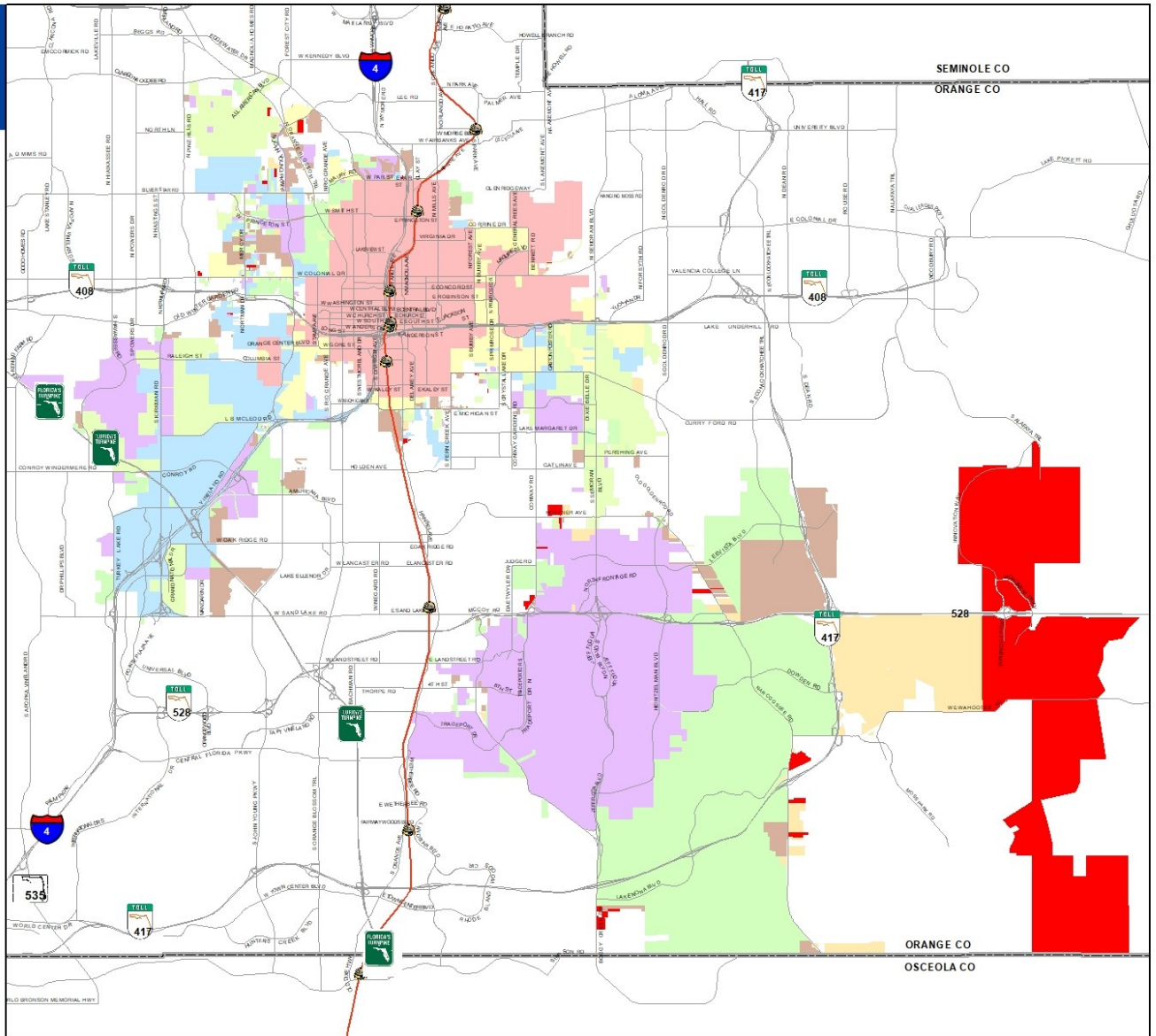
- City in 1950
- 1951 - 1960
- 1961 - 1970
- 1971 - 1980
- 1981 - 1990
- 1991 - 2000
- 2001 - 2010
- 2011 - 2020
- 2021 - 2030

SunRail Station

Sunrail



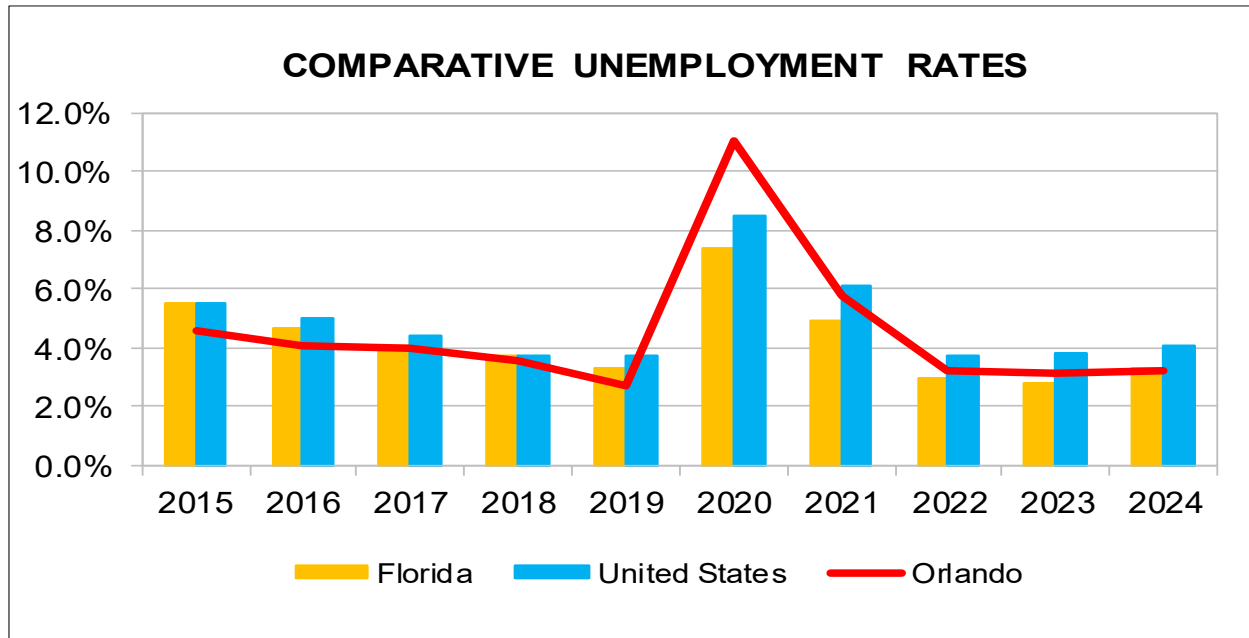
City GIS  
Standard Map  
October 2024



**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>
<b>2015</b>	4.6%	5.0%	5.1%	5.5%	5.5%
<b>2016</b>	4.1%	4.3%	4.4%	4.7%	5.0%
<b>2017</b>	4.0%	3.8%	3.9%	4.1%	4.4%
<b>2018</b>	3.6%	3.5%	3.7%	3.7%	3.7%
<b>2019</b>	2.7%	3.1%	3.2%	3.3%	3.7%
<b>2020</b>	11.0%	11.6%	11.0%	7.4%	8.5%
<b>2021</b>	5.8%	5.5%	6.0%	4.9%	6.1%
<b>2022</b>	3.2%	3.1%	3.1%	3.0%	3.7%
<b>2023</b>	3.1%	3.0%	3.1%	2.8%	3.8%
<b>2024</b>	3.2%	2.8%	3.4%	3.3%	4.1%

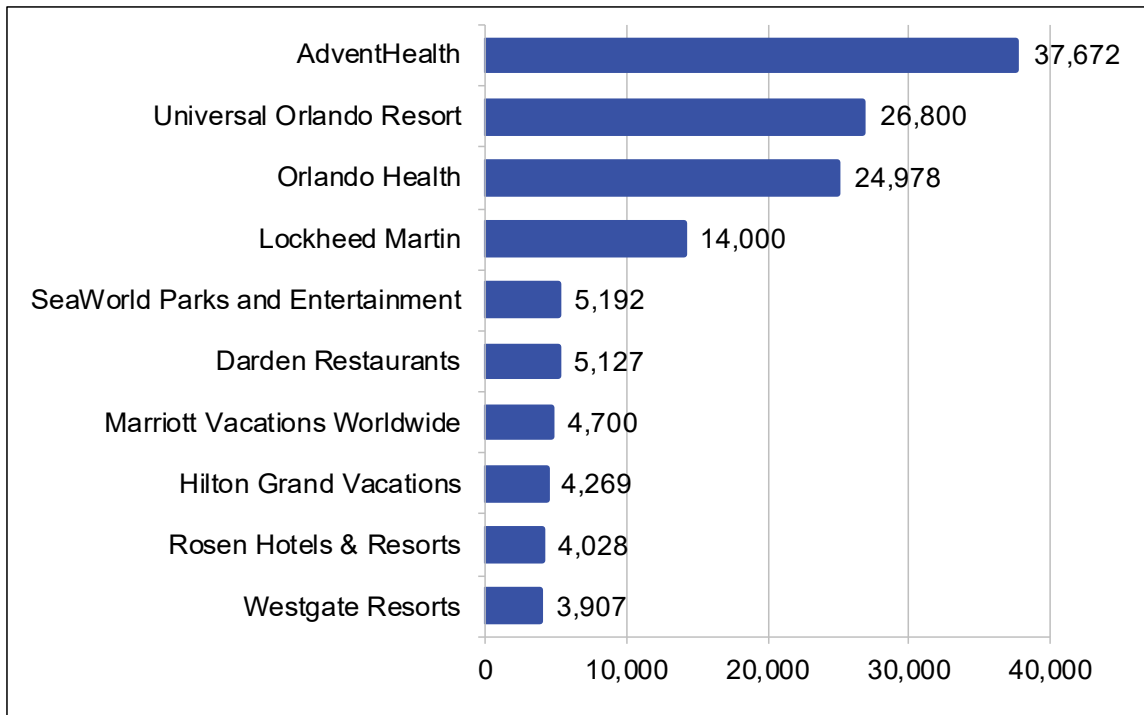
Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2024 as of September.



Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program. Average for 2024 as of

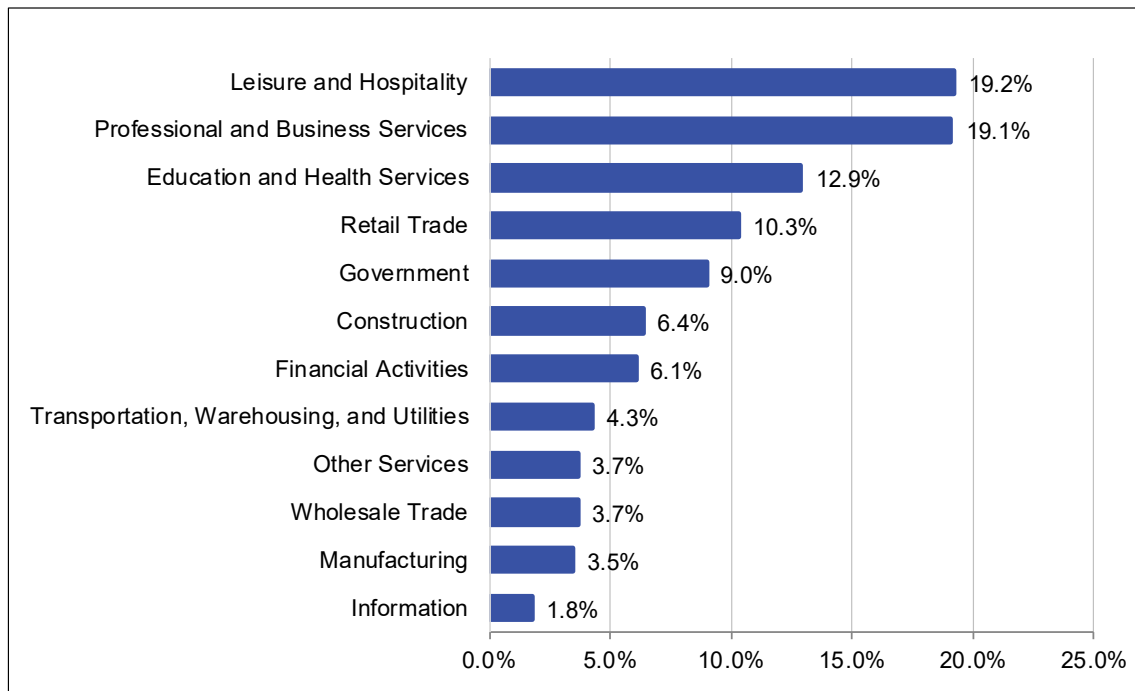
# CITY OF ORLANDO

## MAJOR ORLANDO EMPLOYERS



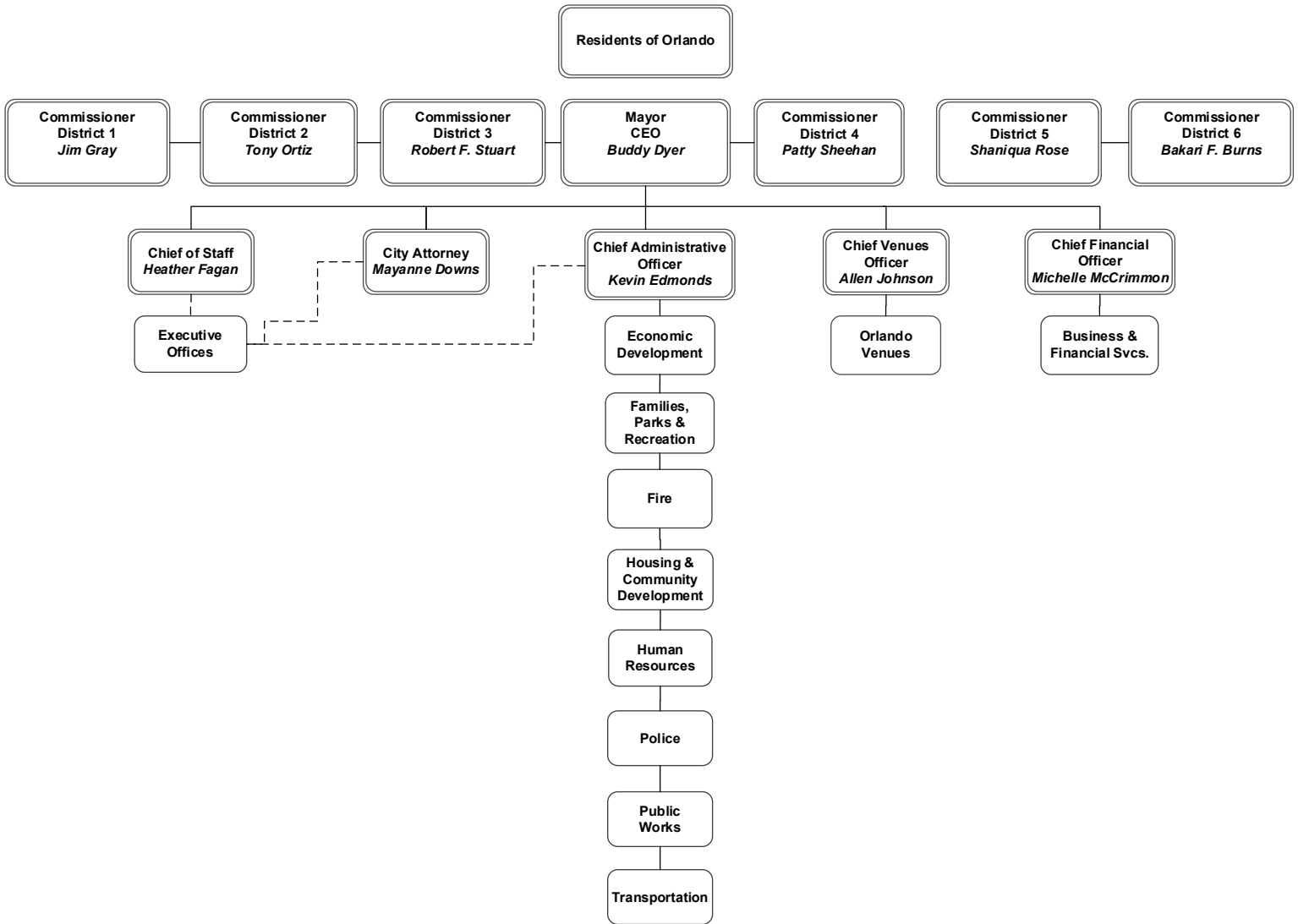
Source: Metro Orlando Economic Development Commission. Employers with headquarters or substantial operations within City limits - October 2024.

## PERCENTAGE OF EMPLOYMENT BY INDUSTRY IN ORLANDO MSA



Source: Orlando Economic Partnership - October 2024.

City Organization Chart



# CITY OF ORLANDO

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## City of Orlando Government

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

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

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

Other activities and functions in the City include:

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

# CITY OF ORLANDO

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## City of Orlando Government

### Employee/Population Ratio Comparison Select Florida Municipalities

Municipality	Population Estimate	Total City Employees	City Employees Per 1,000 Population
Boca Raton	100,560	1,702	16.9
Clearwater	118,463	1,904	16.1
Fort Lauderdale	189,583	2,999	15.8
Gainesville	150,120	1,462	9.7
Hollywood	155,038	1,476	9.5
<b>Orlando</b>	<b>334,490</b>	<b>4,135</b>	<b>12.4</b>
St. Petersburg	267,031	3,449	12.9
Tampa	409,458	4,996	12.2

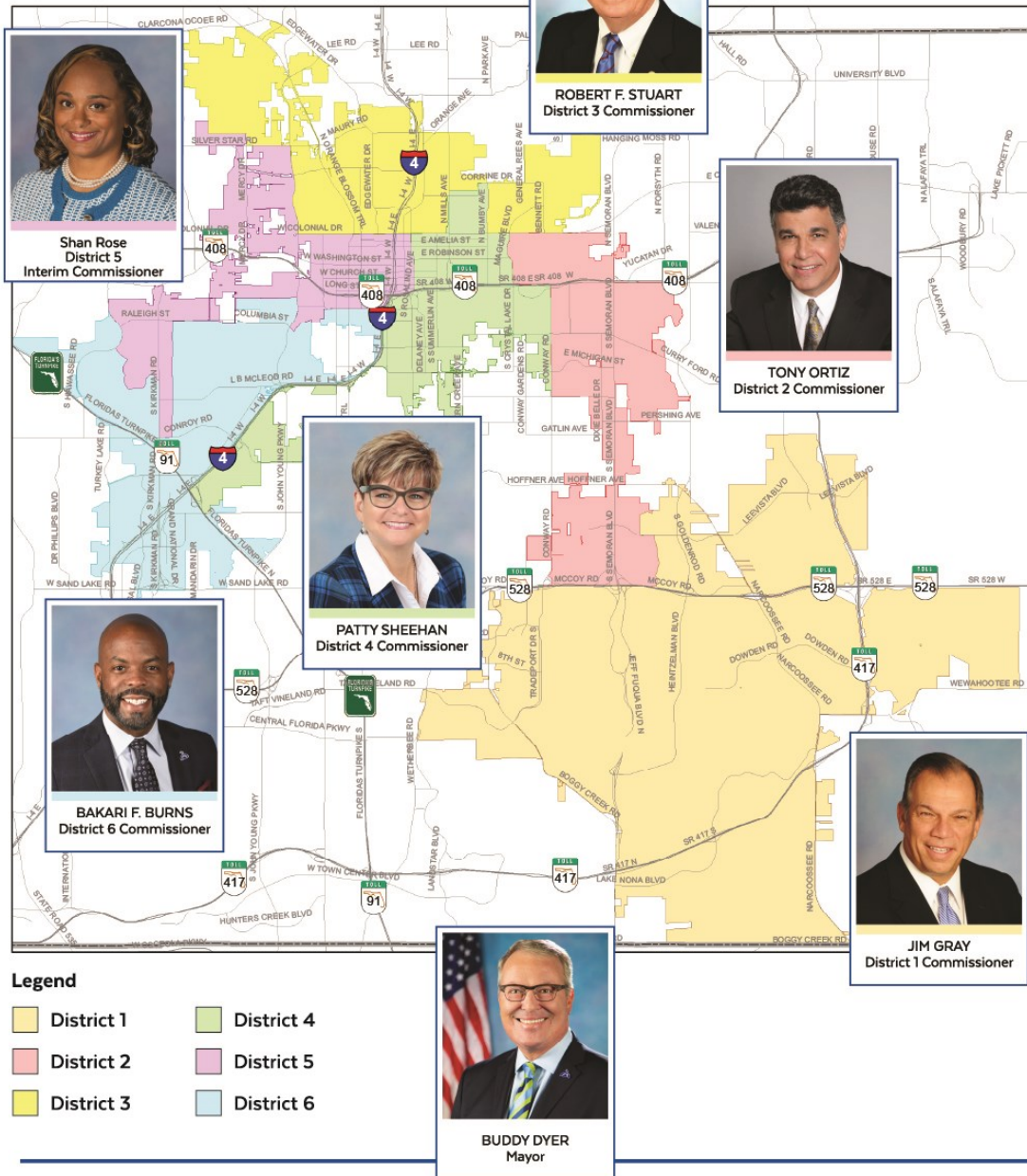
Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on municipal websites and data provided by the Bureau of Economic and Business Research as of October 31, 2024.

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

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Lake	433,331	2,298	5.3
Orange	1,511,568	11,730	7.8
Osceola	451,231	1,809	4.0
Seminole	493,282	1,677	3.4

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, 2024.

CITY OF ORLANDO  
COMMISSIONER DISTRICTS



FISCAL YEAR 2024 - 2025



# CITY OF ORLANDO

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## City Profile (as of September 30, 2024)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	139 square miles
Population	334,490

### Families, Parks, and Recreation:

Baseball, Softball and Soccer/Rugby Fields	61
Basketball Courts (Exterior)	37
Boat Ramps	5
Cricket Field	1
Futsal Courts	4
Golf Greens	12
Gymnasiums	10
Lakes	90
Nature Parks	1
Neighborhood Centers, Special Facilities & Senior Centers	30
Parks	126
Pickleball Courts	11
Playgrounds	56
Pottery Studio	1
Swimming Pools	11
Tennis Courts	15
Volleyball Courts - sand	8

### Fire Protection:

Engine Companies	18
Heavy Rescue	1
Paramedic Transport Units	7
Rescue Companies	12
Specialty Equipment	14
Stations	17
Tower Ladder Companies	8

### Police Protection:

Stations, Substations, Special Team Offices	22
Vehicular Patrol Units	
- Bicycles	290
- Leased	282
- Motorcycles	133
- Leased Motorcycles	33
- Other vehicles	64
- Patrol cars	702
- Unmarked cars	142

### Streets, Sidewalks and Bicycle Facilities:

Local Street Bike Routes	44 miles
Off Road Bicycle Facilities	84 miles
On Street Bicycle Lanes	288 miles
Sidewalks	985 miles
Streets - brick	55 miles
Streets - paved	973 miles
Streets - private	59 miles

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# CITY OF ORLANDO

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## OVERVIEW OF THE BUDGET PROCESS

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

### A. BUDGET GUIDES

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

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

- The budget must be balanced for all funds. Total anticipated revenues must equal total estimated expenditures for each fund (Section 166.241 of Florida Statutes requires that all budgets be balanced).
- All operating funds are subject to the annual budget process and reflected in the budget document.
- Each operating program prepares a "base" or "continuation" budget, defined as that level of funding which will allow for continuation of current programs. As warranted by economic conditions and service level standards, proposed reductions or increments to that base budget are then outlined via separate documentation. Program prioritization forms, reduction plans or increment requests are reviewed with the CAO and other senior management and then with the Mayor.
- In years when increment requests are solicited, base budget requests may not always be funded prior to consideration of increment requests. In evaluating both the base budget and increments, funding will be allocated to the Mayor's Citywide priorities and what are determined to be core City services.
- In contrast to a "line-item" budget that focuses exclusively on things to be purchased (such as personnel, supplies and equipment), the City also develops a performance budget that is designed to: structure budget choices and information in terms of divisions and their related program work activities; provide information on what each program is committed to accomplish in the long run (mission statement) and in the short run; and, measure the degree of efficiency, effectiveness and outcomes achieved (performance measures or indicators). As such, this budget will show what citizens should actually receive in services.
- The enterprise operations of the City are to be self-supporting; i.e., current revenues will cover current expenditures, including debt service.
- An indirect cost allocation will be assessed by the General Fund against all Enterprise, Internal Service and other appropriate funds of the City. This assessment is based on a cost allocation plan prepared for the City by an outside firm, Maximus, and will be used to reimburse the General Fund for administrative and support services provided to these funds. The cost allocation plan was prepared in accordance with full costing concepts which recognize and incorporate expenditures of the City, with the exception of unallowable costs.
- In no event will the City of Orlando levy ad valorem taxes against real property and tangible personal property in excess of 10 mills, except for voted levies. Section 200.081 of Florida Statutes places this millage limitation on all Florida municipalities.

## CITY OF ORLANDO

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- The City will budget 96 percent of anticipated gross ad valorem proceeds to provide an allowance for discounts for early payment of taxes. This is based upon historical collection rates. Section 200.065 of Florida Statutes states that each taxing authority shall utilize not less than 95 percent of the taxable value.
- The City will coordinate development of the capital improvement budget with the development of the annual operating budget. Each capital improvement project is reviewed for its impact on the operating budget in terms of revenue generation, additional personnel required and additional operating expenses.
- A calendar will be designed each year to provide a framework within which the interactions necessary to formulate a sound budget should occur. At the same time, it will ensure that the City will comply with all applicable State and Federal legal mandates.

### **B. BUDGET PREPARATION**

The budget calendar used to prepare the FY 2024/25 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 2024/25 Budget Calendar

**JAN**

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

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**FEB**

Revenue Estimates and Justifications/Revenue Manual Revisions

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**MAR**

Capital Improvement Program Requests

---

**APR**

Reorganization Requests, Expenditure Requests and Justifications

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**MAY  
JUN**

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

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**JUL 1**

Certification of property values by Orange County Property Appraiser

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**JUL 15**

Budget Workshop and City Council vote on proposed millage rate

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**SEP 9**

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

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**SEP 23**

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

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**OCT 1**

Implementation of adopted budget

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# CITY OF ORLANDO

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## **D. BUDGET ADOPTION**

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

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

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

Within 15 days of the first hearing, the City must advertise its intent to adopt a final millage rate and budget. The millage rate and budget are adopted by separate resolutions of City Council at the second hearing, which must be held not less than two days or more than five days after the day the advertisement is first published. The Budget Calendar on the previous page illustrates the timetable for the preparation and adoption of the budget, as well as many aspects of the legal process for adopting and implementing the millage rate.

## **E. FY 2023/24 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 2024.

Therefore, all financial information in this document that is identified as "FY2023/24 Revised Budget" is as of November 2024. The final revised budget will be published in the Annual Comprehensive Financial Report which can be found on the City's webpage ([www.orlando.gov](http://www.orlando.gov)).

## **F. BUDGET IMPLEMENTATION**

Florida Statutes mandate that the fiscal year for local governments runs from October 1 through September 30. Implementation of the approved budget begins on October 1. Monitoring of the approved budget takes place on both financial and service provision levels. Each 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

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## METHOD OF BUDGETING

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

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

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

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

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

## DEPARTMENTAL ORGANIZATIONAL STRUCTURE

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

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

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

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

# CITY OF ORLANDO

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## **BUDGETARY CHANGES**

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

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

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

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

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

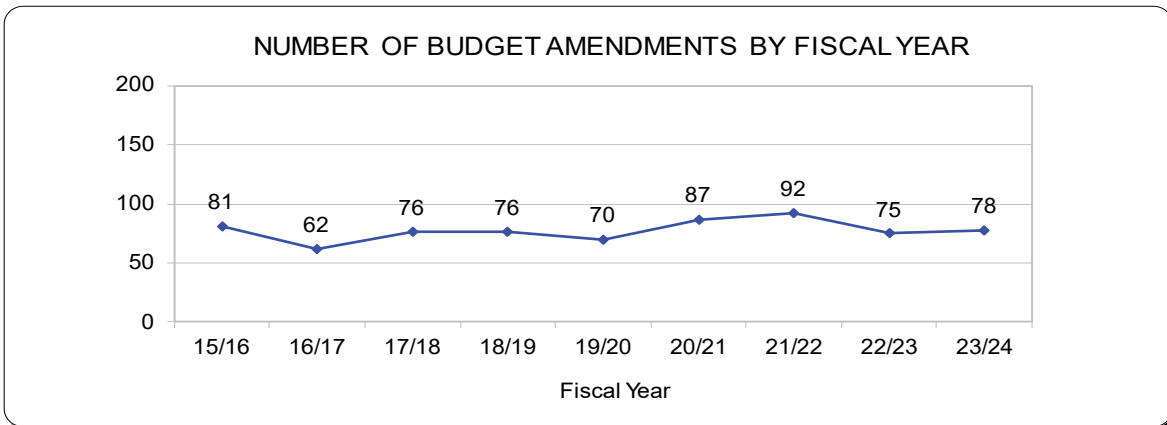
The **BUDGET REVIEW COMMITTEE** (BRC) is established and chaired by the Chief Administrative Officer (CAO) for the purpose of maintaining centralized control and oversight of changes to the budget after adoption. The BRC consists of four (4) permanently assigned voting members, one (1) additional voting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

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

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

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

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



**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.

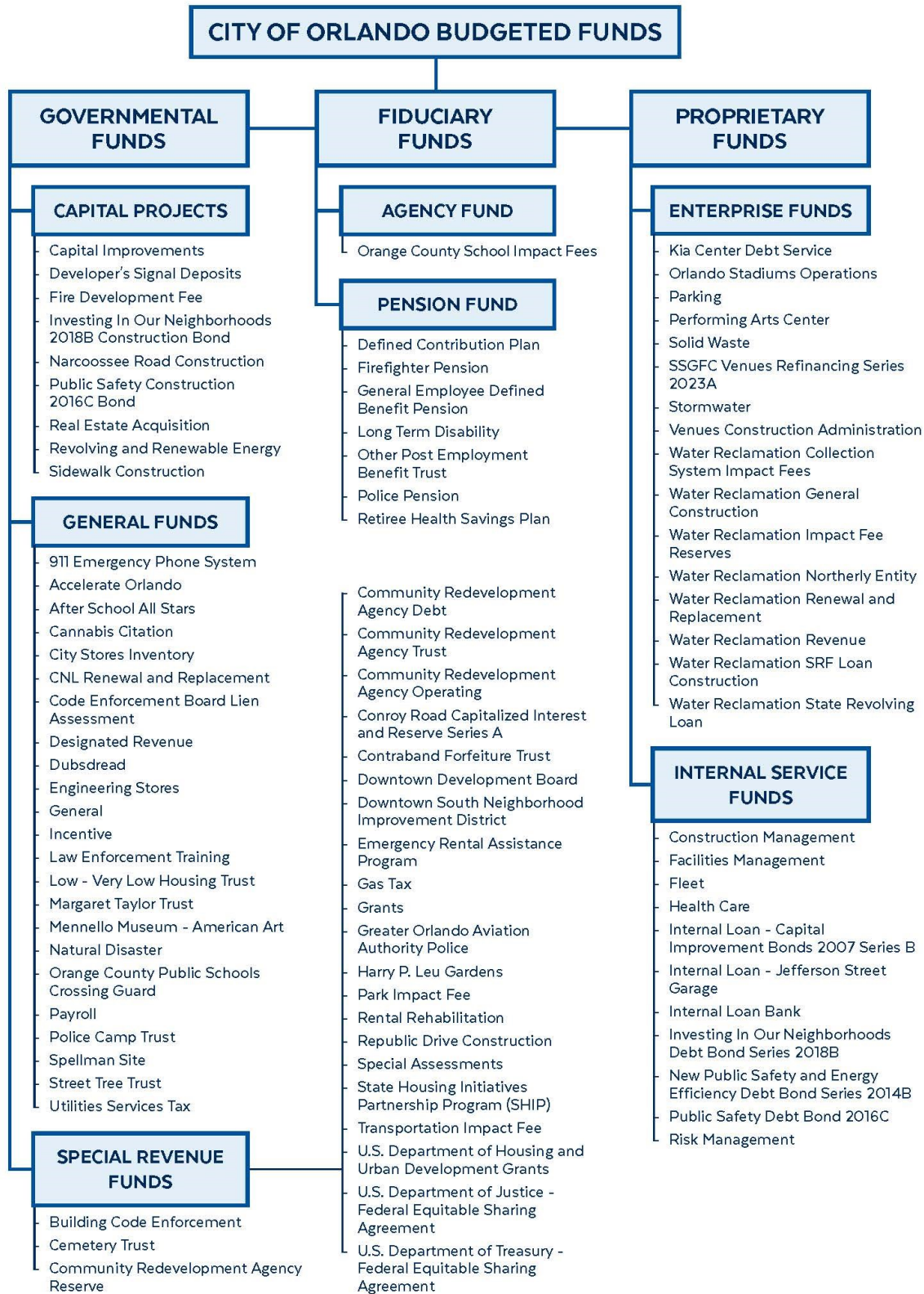
The financial transactions of the City are recorded in individual funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, reserves, fund equity, revenues, and expenditures/expenses. The various funds and account groups are reported 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.

### Fiduciary

Fund Subtype	Fund Name	Fund Definition	Fund Sources
Pension Trust	Fire, Police and General Employees Pension	Account for retirement benefits and related administrative expenditures.	Employer and employee contributions.
Pension Trust	Other Post-Employment Benefits (OPEB)	Accounts for postemployment benefits other than pensions, primarily healthcare.	Employer and retiree contributions.

### Governmental

Fund Subtype	Fund Name	Fund Definition	Fund Sources
Capital Projects	Capital Improvement Project	Accounts for capital projects not accounted for elsewhere.	Capital grants and operating transfers from other funds.
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.
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.
General Fund	Accelerate Orlando	To further our efforts in tackling homelessness and affordable housing.	Contribution from Federal Government as part of American Rescue Plan Act of 2021 (ARPA)
Special Revenue	911 Emergency Phone System	Provides funding to offset some expenses of Police and Fire emergency communications.	911 fee imposed on telephone bills.
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.
Special Revenue	Building Code Enforcement	Used to segregate funds associated with the enforcement of the building code.	Permitting and inspection fees.
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.
Special Revenue	Cemetery Trust	Accounts for Greenwood Cemetery operations.	Cemetery plot sales, interment fees, and contribution from General Fund.
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.
Special Revenue	Community Redevelopment Agency	Reflects the activity within the Downtown District. Tax increment financing.	Taxes collected.
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.
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.
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.
Special Revenue	Downtown Development Board	Promotes development and redevelopment in the downtown area.	One mill tax levy collected within the established downtown area.
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.
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.
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.
Special Revenue	Grants	Used to monitor the activities of grants that have been received by the City.	Federal, State, and other grants.
Special Revenue	H.P. Leu Gardens	Accounts for garden operations.	Contribution from the General Fund and charges for services.

# CITY OF ORLANDO

## Select Fund Descriptors

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

### Governmental Cont'd

Fund Subtype	Fund Name	Fund Defintion	Fund Sources
Special Revenue	Mennello Museum	Accounts for the operations of the Mennello Museum of American Art	Contribution from the General Fund and charges for services.
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.
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.
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.
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.
Special Revenue	Street Tree Trust	Used to plant trees throughout the City.	Permitting fees designated for new tree plantings.
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.
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.
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.

### Proprietary

Fund Subtype	Fund Name	Fund Defintion	Fund Sources
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.
Enterprise	Amway Center R&R	Accounts for the required contribution per the City agreement.	Contribution from the Events Center Construction Fund.
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.
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.
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.
Enterprise	Parking System	For operation of the City's on-street and parking garage facilities, including enforcement.	Parking fees.
Enterprise	Solid Waste	For collection and disposal of commercial and residential garbage which is disposed of at County and private landfills.	Service charges.
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.
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).

# CITY OF ORLANDO

## Select Fund Descriptors

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

### Proprietary Cont'd

Fund Subtype	Fund Name	Fund Definition	Fund Sources
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).
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.
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).
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.
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.
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.
Internal Service	Health Care	Accounts for health insurance payments.	Fees assessed to other funds (employer contribution), contributions from employees and retirees.
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.
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.



## BUDGET IN BRIEF

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# BUDGET IN BRIEF

## All Funds Comparison

<u>Fund Name</u>	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget
<b>General Fund</b>	<b>\$ 659,800,250</b>	<b>\$ 708,572,543</b>
<b>Special Revenue Funds</b>		
911 Emergency Phone System Fund	\$ 805,460	\$ 1,660,000
Accelerate Orlando Fund	-	404,000
After School All Stars Fund	4,557,431	3,963,189
Building Code Enforcement Fund	19,096,936	18,905,607
Capital Improvements Fund	47,189,000	38,077,000
Cemetery Trust Fund	832,925	852,262
Centroplex Garages Fund	3,711,137	3,426,565
Code Enforcement Board Lien Assessment Fund	800,000	1,200,000
Contraband Forfeiture Trust Funds	404,846	408,436
CRA Operating Fund	39,512,289	37,012,598
CRA Trust Funds	86,790,630	84,305,262
Designated Revenue Fund	10,796,639	7,427,044
Dubsdread Golf Course Funds	3,705,187	3,747,410
Gas Tax Fund	9,414,000	10,067,590
Greater Orlando Aviation Authority Police Fund	26,096,005	30,454,085
Harry P. Leu Gardens Fund	4,303,704	4,403,543
Law Enforcement Training Fund	130,000	130,000
Mennello Museum - American Art Fund	747,483	805,308
Orange County Public Schools Crossing Guard Fund	2,067,705	2,063,000
Park Impact Fee Funds	7,580,000	1,834,000
Real Estate Acquisition Fund	1,762,000	1,277,000
Special Assessment Funds	495,515	234,512
Spellman Site Fund	681,465	528,504
State Housing Initiatives Partnership Program Fund (SHIP)	3,681,894	2,479,873
Street Tree Trust Fund	345,000	1,450,558
Transportation Impact Fee Funds	14,878,614	11,647,000
U.S. Department of Housing and Urban Development Grants Fund	9,561,597	9,588,361
Utilities Services Tax Fund	37,111,000	39,757,000
<b>Special Revenue Funds Total</b>	<b>\$ 337,058,462</b>	<b>\$ 318,109,707</b>
<b>Enterprise Funds</b>		
55 West Garage Renewal and Replacement Fund	\$ 300,000	\$ 330,000
Kia Center Renewal and Replacement Fund	1,000,000	1,000,000
CNL Renewal and Replacement Fund	91,429	91,429
Orlando Stadiums Operations Fund	8,764,652	10,975,197
Orlando Venues Enterprise Fund	28,054,632	31,997,763
Parking System Funds	26,355,155	27,775,198
Solid Waste Fund	41,293,290	44,723,655
Stormwater Utility Funds	48,231,037	38,058,313
Water Reclamation Construction Funds	99,483,308	110,075,496
Water Reclamation Impact Fee Funds	26,586,772	7,139,500
Water Reclamation Renewal and Replacement Fund	3,000,000	3,000,000
Water Reclamation Revenue Fund	125,896,043	129,166,272
<b>Enterprise Funds Total</b>	<b>\$ 409,056,318</b>	<b>\$ 404,332,823</b>
<b>Page Subtotal</b>	<b>\$ 1,405,915,030</b>	<b>\$ 1,431,015,073</b>

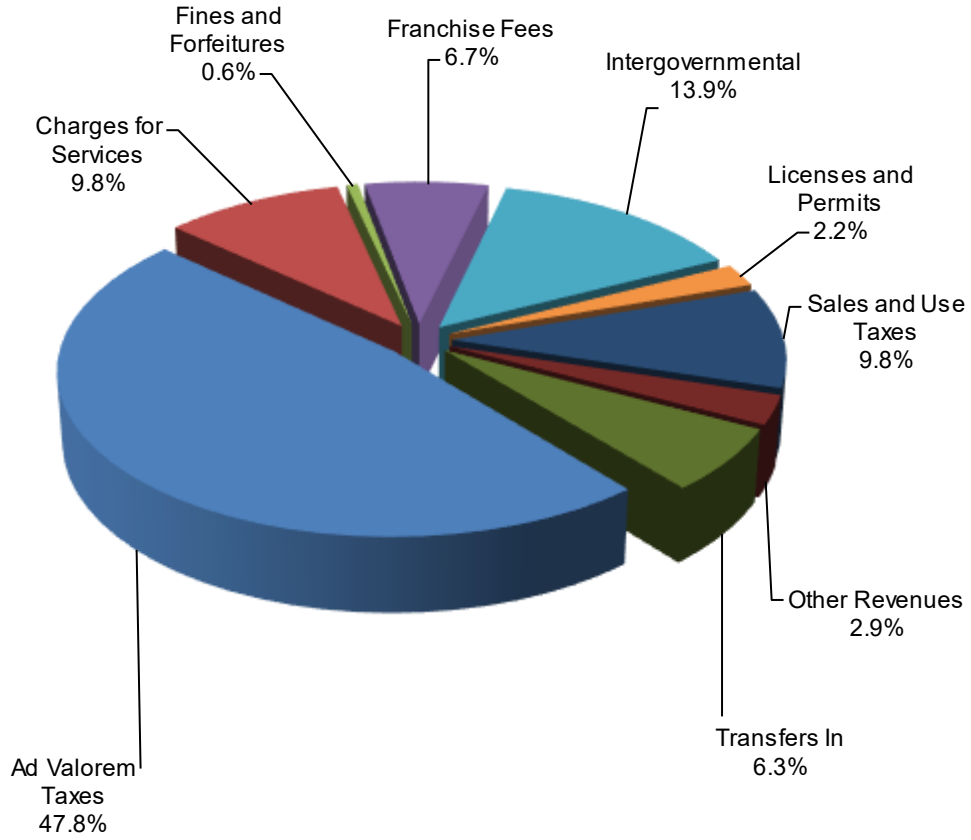
# BUDGET IN BRIEF

## All Funds Comparison (continued)

Fund Name	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget
<b>Debt Service Funds</b>		
6th Cent TDT Debt	\$ 20,103,000	\$ 17,141,750
Kia Center Sales Tax Rebate Debt Service Fund	2,000,004	2,000,004
CRA Debt - Conroy Road Fund	1,903,000	1,946,000
CRA Debt - Republic Drive Fund	3,793,751	3,873,742
CRA Debt Service 2019 A Fund	4,458,173	4,457,914
CRA Debt Service 2020 A Fund	4,459,620	4,459,095
CRA Debt Service Internal Loan Fund	1,093,487	997,016
Events Center Debt Other	955,416	810,936
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	2,971,891	2,968,891
Internal Loan - Jefferson Street Garage Fund	1,450,750	1,447,000
Investing In Our Neighborhoods Debt Bond Fund Series 2018B	6,647,850	6,645,600
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	4,443,000	4,442,250
Public Safety Debt Bond Fund 2016C	1,984,400	1,982,150
SSGFC Venues Refinancing Series 2023A	3,146,883	6,387,939
Water Reclamation Debt Service and Loan Funds	10,362,669	10,751,888
<b>Debt Service Funds Total</b>	<b>\$ 69,773,894</b>	<b>\$ 70,312,175</b>
<b>Internal Service Funds</b>		
Construction Management Fund	\$ 6,822,000	\$ 7,632,623
Facilities Management Fund	18,563,500	22,949,000
Fleet Management Funds	50,037,561	52,934,247
Health Care Fund	84,888,329	94,033,952
Internal Loan Bank Fund	11,722,313	9,027,869
Risk Management Fund	17,832,758	18,011,372
<b>Internal Service Funds Total</b>	<b>\$ 189,866,461</b>	<b>\$ 204,589,063</b>
<b>Component Unit Funds</b>		
Downtown Development Board Fund	\$ 4,777,623	\$ 4,500,880
Downtown South Neighborhood Improvement District Fund	830,144	943,743
<b>Component Unit Funds Total</b>	<b>\$ 5,607,767</b>	<b>\$ 5,444,623</b>
<b>Pension Trust Funds</b>		
City Pension Funds	\$ 72,769,606	\$ 83,927,575
Other Post Employment Benefit Trust Fund	22,547,856	24,456,085
<b>Pension Trust Funds Total</b>	<b>\$ 95,317,462</b>	<b>\$ 108,383,660</b>
<b>Page Subtotal</b>	<b>\$ 360,565,584</b>	<b>\$ 388,729,521</b>
<b>All Funds Total</b>	<b>\$ 1,766,480,614</b>	<b>\$ 1,819,744,594</b>



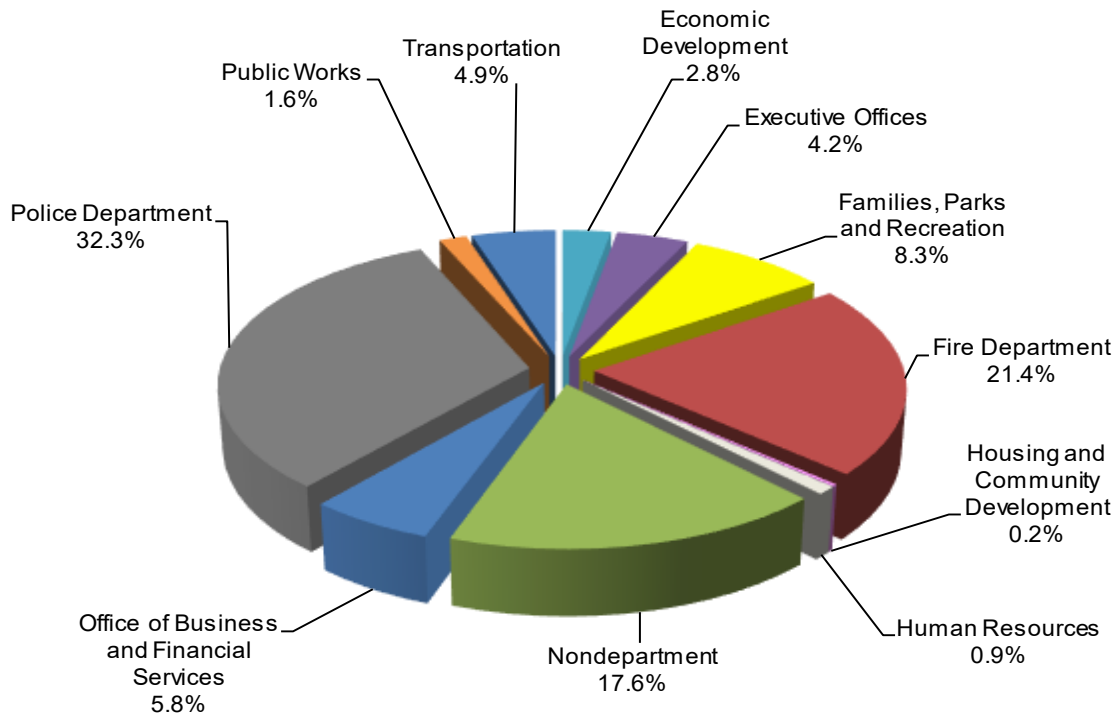
**GENERAL FUND - REVENUES BY SOURCE  
FY 2024/25**



<b>Source of General Revenue</b>	<b>Adopted Budget</b>	<b>% of Total</b>
Ad Valorem Taxes	\$ 338,428,958	47.8%
Charges for Services	69,317,220	9.8%
Fines and Forfeitures	4,350,000	0.6%
Franchise Fees	47,525,000	6.7%
Intergovernmental	98,446,686	13.9%
Licenses and Permits	15,703,000	2.2%
Sales and Use Taxes	69,552,000	9.8%
Other Revenues	20,420,105	2.9%
Transfers In	44,829,574	6.3%
<b>Total</b>	<b><u>\$ 708,572,543</u></b>	<b><u>100.0%</u></b>

# BUDGET IN BRIEF

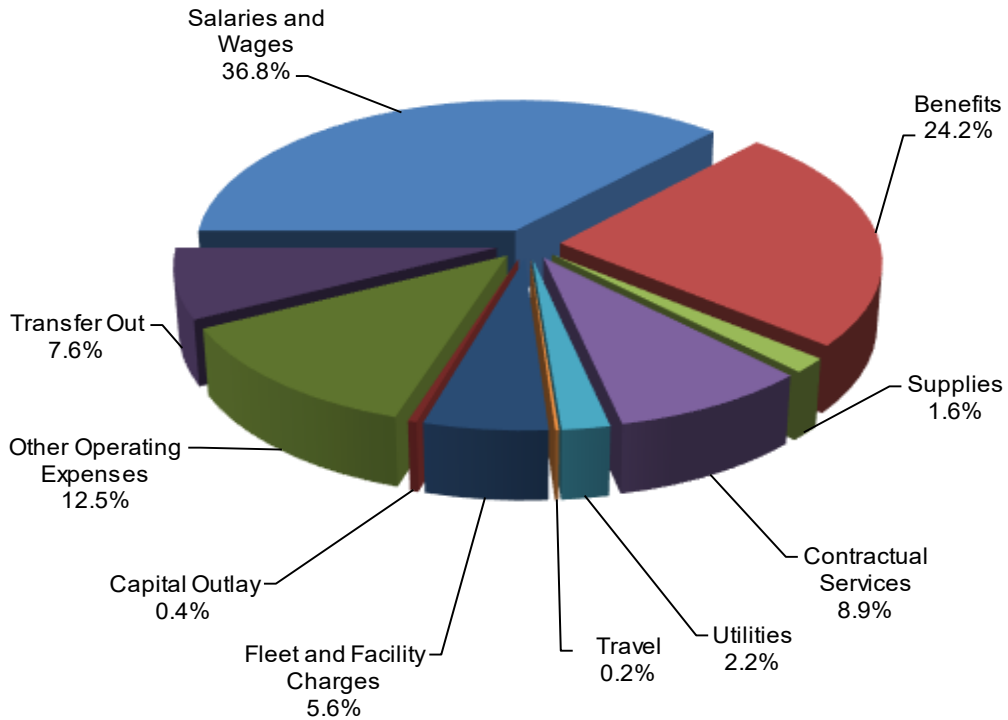
## GENERAL FUND - EXPENSES BY DEPARTMENT FY 2024/25



General Fund Departments	FY 2024/25 Adopted Budget	% of Total
Economic Development	\$ 20,002,442	2.8%
Executive Offices	29,692,210	4.2%
Families, Parks and Recreation	58,060,015	8.3%
Fire Department	151,880,961	21.4%
Housing and Community Development	1,538,068	0.2%
Human Resources	6,549,879	0.9%
Nondepartment	125,021,641	17.6%
Office of Business and Financial Services	41,063,628	5.8%
Police Department	228,625,543	32.3%
Public Works	11,374,869	1.6%
Transportation	34,763,287	4.9%
<b>Total</b>	<b>\$ 708,572,543</b>	<b>100.0%</b>

# BUDGET IN BRIEF

## GENERAL FUND - EXPENSES BY USE FY 2024/25



General Fund Uses	FY 2024/25 Adopted Budget	% of Total
Salaries and Wages	\$ 260,638,532	36.8%
Benefits	172,259,565	24.2%
Supplies	11,539,519	1.6%
Contractual Services	62,943,171	8.9%
Utilities	15,282,154	2.2%
Travel	1,143,499	0.2%
Fleet and Facility Charges	39,347,990	5.6%
Capital Outlay	2,806,877	0.4%
Other Operating Expenses	88,870,349	12.5%
Transfer Out	53,740,887	7.6%
<b>Total</b>	<b>\$ 708,572,543</b>	<b>100.0%</b>

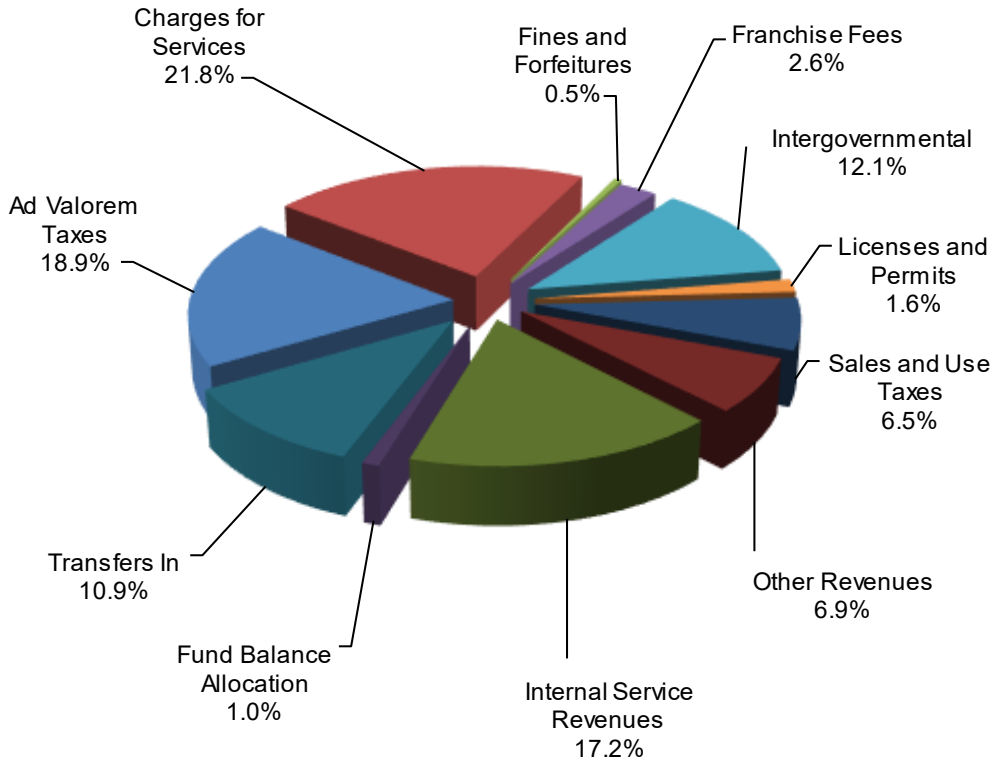
# BUDGET IN BRIEF

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

REVENUES	ACTUALS FY 2022/23	ADOPTED FY 2023/24	ADOPTED FY 2024/25	2024/25 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 283,566,567	\$ 321,630,164	\$ 338,428,958	47.8%	\$ 16,798,794	5.2%
Charges for Services	65,379,273	61,480,525	69,317,220	9.8%	7,836,695	12.7%
Fines and Forfeitures	4,583,438	4,450,000	4,350,000	0.6%	(100,000)	(2.2%)
Franchise Fees	41,919,800	37,844,500	47,525,000	6.7%	9,680,500	25.6%
Intergovernmental	95,941,688	97,089,134	98,446,686	13.9%	1,357,552	1.4%
Licenses and Permits	16,719,821	15,103,250	15,703,000	2.2%	599,750	4.0%
Sales and Use Taxes	76,156,840	65,552,550	69,552,000	9.8%	3,999,450	6.1%
Other Revenues	27,453,138	17,801,468	20,420,105	2.9%	2,618,637	14.7%
Transfers In	40,408,636	38,848,659	44,829,574	6.3%	5,980,915	15.4%
	<b>\$ 652,129,200</b>	<b>\$ 659,800,250</b>	<b>\$ 708,572,543</b>	<b>100.0%</b>	<b>\$ 48,772,293</b>	<b>7.4%</b>
<b>APPROPRIATIONS</b>	<b>ACTUALS</b>	<b>ADOPTED</b>	<b>ADOPTED</b>	<b>2024/25</b>	<b>NET</b>	<b>%</b>
By Department	FY 2022/23	FY 2023/24	FY 2024/25	% TOTAL	CHANGE	CHANGE
Economic Development	\$ 16,265,157	\$ 19,305,548	\$ 20,002,442	2.8%	\$ 696,894	3.6%
Executive Offices	24,528,250	29,501,503	29,692,210	4.2%	190,707	0.6%
Families, Parks and Recreation	51,734,819	54,585,650	58,060,015	8.3%	3,474,365	6.4%
Fire Department	132,871,486	136,337,571	151,880,961	21.4%	15,543,390	11.4%
Housing and Community Development	850,511	1,323,692	1,538,068	0.2%	214,376	16.2%
Human Resources	5,515,666	6,007,352	6,549,879	0.9%	542,527	9.0%
Nondepartment	158,514,804	138,227,487	125,021,641	17.6%	(13,205,846)	(9.6%)
Office of Business and Financial Services	28,943,039	38,877,321	41,063,628	5.8%	2,186,307	5.6%
Police Department	188,376,973	205,105,923	228,625,543	32.3%	23,519,620	11.5%
Public Works	8,307,110	10,975,056	11,374,869	1.6%	399,813	3.6%
Transportation	17,460,948	19,553,147	34,763,287	4.9%	15,210,140	77.8%
	<b>\$ 633,368,763</b>	<b>\$ 659,800,250</b>	<b>\$ 708,572,543</b>	<b>100.0%</b>	<b>\$ 48,772,293</b>	<b>7.4%</b>
	<b>ACTUALS</b>	<b>ADOPTED</b>	<b>ADOPTED</b>	<b>2024/25</b>	<b>NET</b>	<b>%</b>
By Major Category	FY 2022/23	FY 2023/24	FY 2024/25	% TOTAL	CHANGE	CHANGE
Salaries and Wages	\$ 223,654,627	\$ 238,702,810	\$ 260,638,532	36.8%	\$ 21,935,722	9.2%
Benefits	138,186,399	155,517,460	172,259,565	24.2%	16,742,105	10.8%
Supplies	10,985,679	10,185,954	11,539,519	1.6%	1,353,565	13.3%
Contractual Services	30,630,776	42,986,976	62,943,171	8.9%	19,956,195	46.4%
Utilities	14,737,841	14,757,666	15,282,154	2.2%	524,488	3.6%
Travel	601,381	922,020	1,143,499	0.2%	221,479	24.0%
Fleet and Facility Charges	37,827,651	38,318,858	39,347,990	5.6%	1,029,132	2.7%
Capital Outlay	550,108	5,023,424	2,806,877	0.4%	(2,216,547)	(44.1%)
Other Operating Expenses	66,062,749	85,477,663	88,870,349	12.5%	3,392,686	4.0%
Transfer Out	110,131,551	67,907,419	53,740,887	7.6%	(14,166,532)	(20.9%)
	<b>\$ 633,368,763</b>	<b>\$ 659,800,250</b>	<b>\$ 708,572,543</b>	<b>100.0%</b>	<b>\$ 48,772,293</b>	<b>7.4%</b>

**BUDGET IN BRIEF**

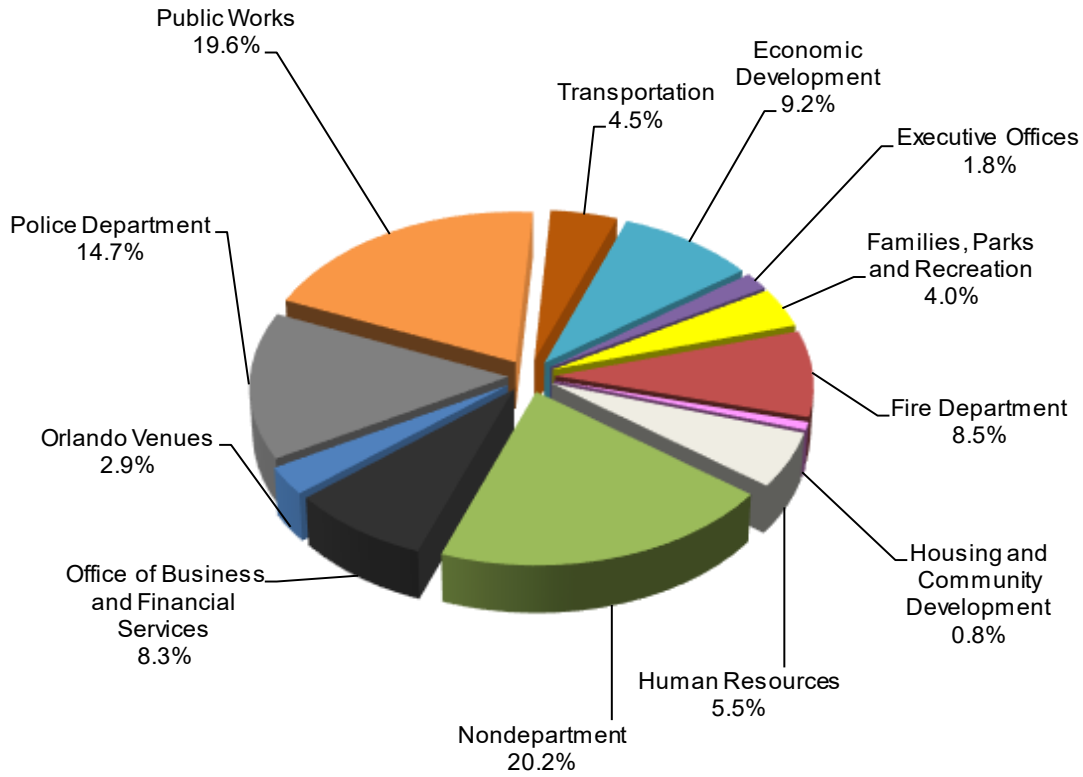
**ALL FUNDS - REVENUES BY SOURCE  
FY 2024/25**



Source of All Fund Revenue	FY 2024/25 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 343,516,914	18.9%
Charges for Services	396,502,555	21.8%
Fines and Forfeitures	9,173,000	0.5%
Franchise Fees	47,639,332	2.6%
Intergovernmental	219,568,612	12.1%
Licenses and Permits	29,803,000	1.6%
Sales and Use Taxes	118,902,000	6.5%
Other Revenues	126,119,841	6.9%
Internal Service Revenues	312,496,356	17.2%
Fund Balance Allocation	17,592,494	1.0%
Transfers In	198,430,490	10.9%
<b>Total</b>	<b>\$ 1,819,744,594</b>	<b>100.0%</b>

**BUDGET IN BRIEF**

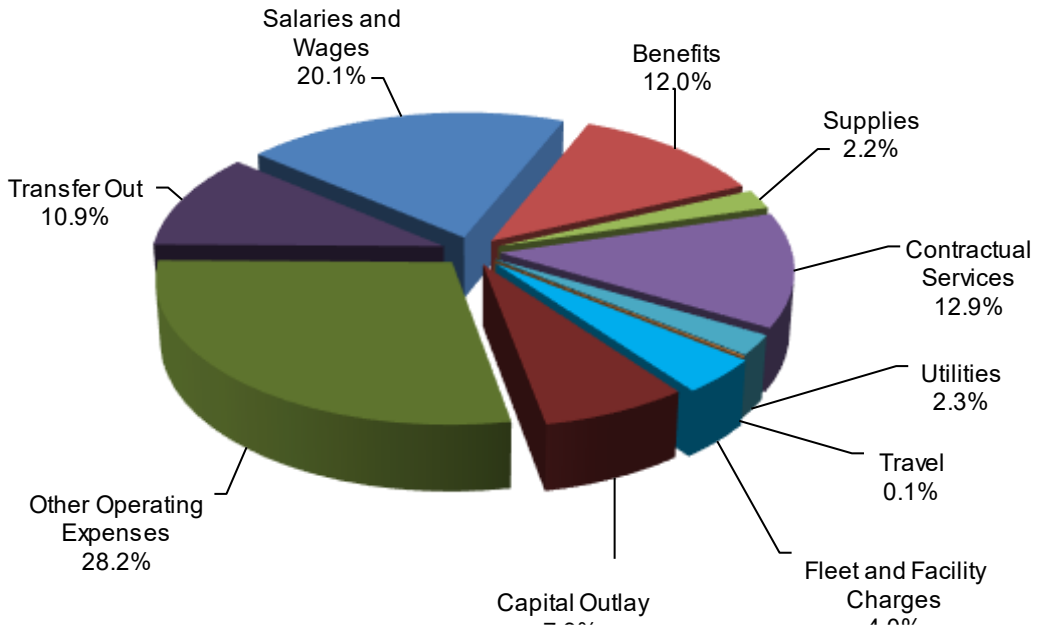
**ALL FUNDS - EXPENSES BY DEPARTMENT  
FY 2024/25**



<b>All Funds Department</b>	<b>FY 2024/25 Adopted Budget</b>	<b>% of Total</b>
Economic Development	\$ 167,370,532	9.2%
Executive Offices	31,921,233	1.8%
Families, Parks and Recreation	72,116,762	4.0%
Fire Department	156,558,961	8.5%
Housing and Community Development	14,106,302	0.8%
Human Resources	100,874,013	5.5%
Nondepartment	368,086,911	20.2%
Office of Business and Financial Services	151,316,065	8.3%
Orlando Venues	52,155,973	2.9%
Police Department	267,588,064	14.7%
Public Works	356,317,728	19.6%
Transportation	81,332,050	4.5%
<b>Total</b>	<b>\$ 1,819,744,594</b>	<b>100.0%</b>

# BUDGET IN BRIEF

## ALL FUNDS - EXPENSES BY USE FY 2024/25



All Funds Uses	FY 2024/25 Adopted Budget	% of Total
Salaries and Wages	\$ 364,877,848	20.1%
Benefits	219,724,131	12.0%
Supplies	39,925,573	2.2%
Contractual Services	234,595,341	12.9%
Utilities	41,744,927	2.3%
Travel	1,739,659	0.1%
Fleet and Facility Charges	73,609,829	4.0%
Capital Outlay	132,118,467	7.3%
Other Operating Expenses	512,978,329	28.2%
Transfer Out	198,430,490	10.9%
<b>Total</b>	<b>\$ 1,819,744,594</b>	<b>100.0%</b>

# BUDGET IN BRIEF

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

REVENUES	ACTUAL FY 2022/23	ADOPTED FY2023/24	ADOPTED FY2024/25	2024/25 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 288,466,348	\$ 326,916,264	\$ 343,516,914	18.9%	\$ 16,600,650	5.1%
Charges for Services	374,658,528	362,467,262	396,502,555	21.8%	34,035,293	9.4%
Fines and Forfeitures	9,596,243	8,837,705	9,173,000	0.5%	335,295	3.8%
Franchise Fees	41,919,215	37,954,435	47,639,332	2.6%	9,684,897	25.5%
Intergovernmental	245,052,869	240,136,250	219,568,612	12.1%	(20,567,638)	(8.6%)
Licenses and Permits	32,229,575	28,459,250	29,803,000	1.6%	1,343,750	4.7%
Sales and Use Taxes	124,537,104	111,827,550	118,902,000	6.5%	7,074,450	6.3%
Other Revenues	338,086,724	111,572,001	126,119,841	6.9%	14,547,840	13.0%
Internal Service Revenues	298,275,824	282,862,946	312,496,356	17.2%	29,633,410	10.5%
Fund Balance Allocation	-	41,879,968	17,592,494	1.0%	(24,287,474)	(58.0%)
Transfers In	272,624,748	213,566,983	198,430,490	10.9%	(15,136,493)	(7.1%)
	<b>\$ 2,025,447,177</b>	<b>\$ 1,766,480,614</b>	<b>\$ 1,819,744,594</b>	<b>100.0%</b>	<b>\$ 53,263,980</b>	<b>3.0%</b>

APPROPRIATIONS By Department	ACTUAL FY 2022/23	ADOPTED FY2023/24	ADOPTED FY2024/25	2024/25 % TOTAL	NET CHANGE	% CHANGE
Economic Development	\$ 151,863,901	\$ 171,613,170	\$ 167,370,532	9.2%	\$ (4,242,638)	(2.5%)
Executive Offices	27,819,007	32,251,226	31,921,233	1.8%	(329,993)	(1.0%)
Families, Parks and Recreation	69,191,537	71,909,081	72,116,762	4.0%	207,681	0.3%
Fire Department	137,406,285	143,865,571	156,558,961	8.5%	12,693,390	8.8%
Housing and Community Development	13,573,941	15,067,183	14,106,302	0.8%	(960,881)	(6.4%)
Human Resources	86,289,457	91,176,888	100,874,013	5.5%	9,697,125	10.6%
Nondepartment	515,149,609	362,945,545	368,086,911	20.2%	5,141,366	1.4%
Office of Business and Financial Services	144,778,670	150,400,448	151,316,065	8.3%	915,617	0.6%
Orlando Venues	57,486,206	45,529,281	52,155,973	2.9%	6,626,692	14.6%
Police Department	213,427,747	239,302,993	267,588,064	14.7%	28,285,071	11.8%
Public Works	298,463,286	372,559,175	356,317,728	19.6%	(16,241,447)	(4.4%)
Transportation	70,156,748	69,860,053	81,332,050	4.5%	11,471,997	16.4%
	<b>\$ 1,785,606,393</b>	<b>\$ 1,766,480,614</b>	<b>\$ 1,819,744,594</b>	<b>100.0%</b>	<b>\$ 53,263,980</b>	<b>3.0%</b>

By Major Category	ACTUAL FY 2022/23	ADOPTED FY2023/24	ADOPTED FY2024/25	2024/25 % TOTAL	NET CHANGE	% CHANGE
Salaries and Wages	\$ 311,157,822	\$ 334,897,082	\$ 364,877,848	20.1%	\$ 29,980,766	9.0%
Benefits	201,630,838	198,464,565	219,724,131	12.0%	21,259,566	10.7%
Supplies	52,235,173	35,526,516	39,925,573	2.2%	4,399,057	12.4%
Contractual Services	261,179,391	191,752,374	234,595,341	12.9%	42,842,967	22.3%
Utilities	40,046,750	39,662,705	41,744,927	2.3%	2,082,222	5.2%
Travel	1,050,786	1,569,163	1,739,659	0.1%	170,496	10.9%
Fleet and Facility Charges	66,790,875	62,360,703	73,609,829	4.0%	11,249,126	18.0%
Capital Outlay	142,843,187	228,576,066	132,118,467	7.3%	(96,457,599)	(42.2%)
Other Operating Expenses	436,046,822	460,104,457	512,978,329	28.2%	52,873,872	11.5%
Transfer Out	272,627,748	213,566,983	198,430,490	10.9%	(15,136,493)	(7.1%)
	<b>\$ 1,785,609,393</b>	<b>\$ 1,766,480,614</b>	<b>\$ 1,819,744,594</b>	<b>100.0%</b>	<b>\$ 53,263,980</b>	<b>3.0%</b>



# BUDGET IN BRIEF

## CITYWIDE STAFFING SUMMARY CITY OF ORLANDO FY 2024/25

SUMMARY BY DEPARTMENT	FY 2022/23	FY 2023/24	FY2023/24	FY2024/25	FY2024/25	FY2024/25	FY2024/25	Percent of Total
	Final	Adopted	Revised	Adopted New	Adopted Deletions	Adopted Transfers	Adopted	
Economic Development	285	286	4	5	-	-	295	7.1%
Executive Offices	162	165	4	1	(1)	1	170	4.1%
Families, Parks and Recreation	317	318	17	-	(5)	-	330	8.0%
Fire Department	674	680	1	40	-	-	721	17.4%
Housing and Community Development	22	22	-	-	-	-	22	0.5%
Human Resources	36	37	-	-	-	(1)	36	0.9%
Office of Business and Financial Services	295	297	10	-	(1)	-	306	7.4%
Orlando Venues	86	86	1	3	-	-	90	2.2%
Police Department	1,169	1,283	14	34	-	(2)	1,329	32.1%
Public Works	625	624	2	19	-	-	645	15.6%
Transportation	183	184	3	2	-	2	191	4.6%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,854</b>	<b>3,982</b>	<b>56</b>	<b>104</b>	<b>(7)</b>	<b>-</b>	<b>4,135</b>	<b>100.0%</b>

### SUMMARY BY FUND

General	2,627	2,705	39	77	(6)	19	2,834	68.5%
Water Reclamation Revenue	276	276	-	4	-	-	280	6.8%
GOAA Police	123	176	-	2	-	-	178	4.3%
Solid Waste	126	123	-	5	-	-	128	3.1%
Building Code Enforcement	124	122	-	1	-	-	123	3.0%
Parking System Revenue	105	105	-	-	-	-	105	2.5%
Stormwater Utility	96	94	1	7	-	-	102	2.5%
Orlando Venues	55	55	1	2	-	-	58	1.4%
Fleet Management	54	54	7	-	-	-	61	1.5%
Facilities Management	52	54	-	-	-	-	54	1.3%
Community Redevelopment Agency	53	53	1	3	-	-	57	1.4%
Construction Management	36	39	-	2	-	-	41	1.0%
After School All Stars	24	24	-	-	-	(1)	23	0.6%
Grants	23	23	6	-	(1)	(18)	10	0.2%
Housing Grants	22	22	-	-	-	-	22	0.5%
Leu Gardens	20	20	-	1	-	-	21	0.5%
Risk Management	14	14	-	-	-	-	14	0.3%
Orlando Stadium Operations	7	7	-	-	-	-	7	0.2%
Mennello Museum	4	4	-	-	-	-	4	0.1%
Cemetery Trust	3	3	-	-	-	-	3	0.1%
Centroplex Garages	3	3	-	-	-	-	3	0.1%
Fleet Replacement	2	2	1	-	-	-	3	0.1%
Code Board Lien Assessment	1	1	-	-	-	-	1	0.0%
Fire Pension	1	1	-	-	-	-	1	0.0%
Street Tree Trust	-	1	-	-	-	-	1	0.0%
Health Care	1	1	-	-	-	-	1	0.0%
Crossing Guard	1	-	-	-	-	-	-	0.0%
Downtown South District	1	-	-	-	-	-	-	0.0%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,854</b>	<b>3,982</b>	<b>56</b>	<b>104</b>	<b>(7)</b>	<b>-</b>	<b>4,135</b>	<b>100.0%</b>

# BUDGET IN BRIEF

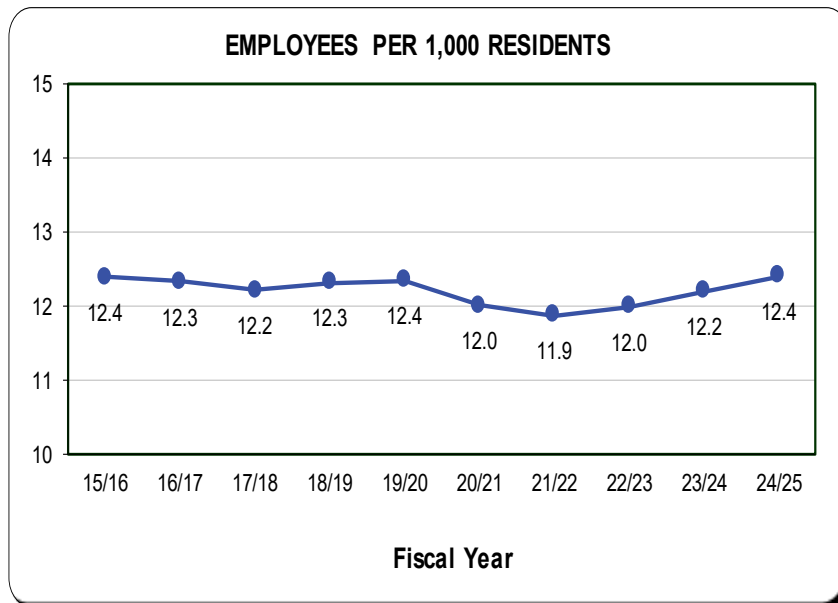
## CITY WIDE STAFFING DATA AND CHARTS

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

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

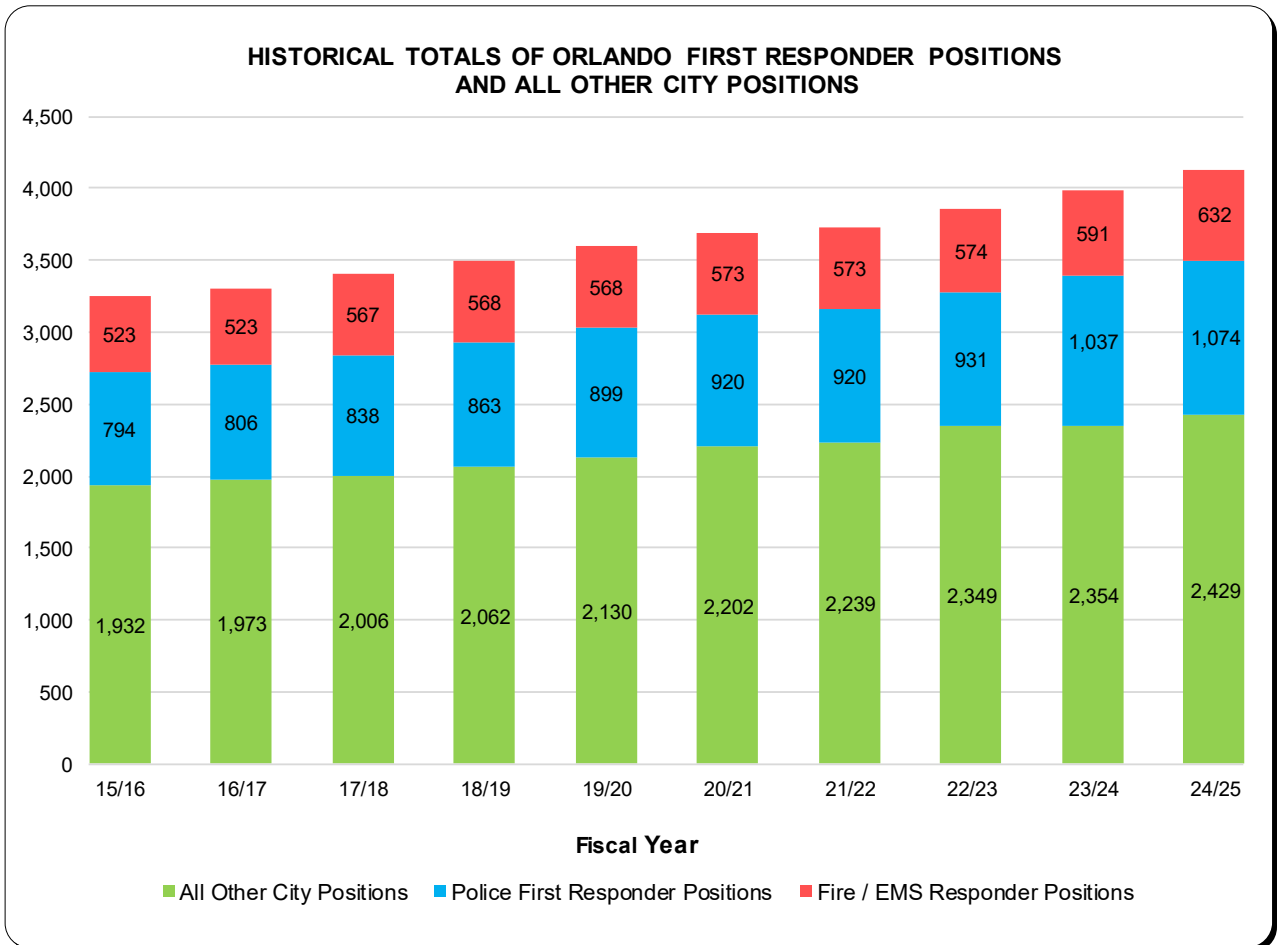
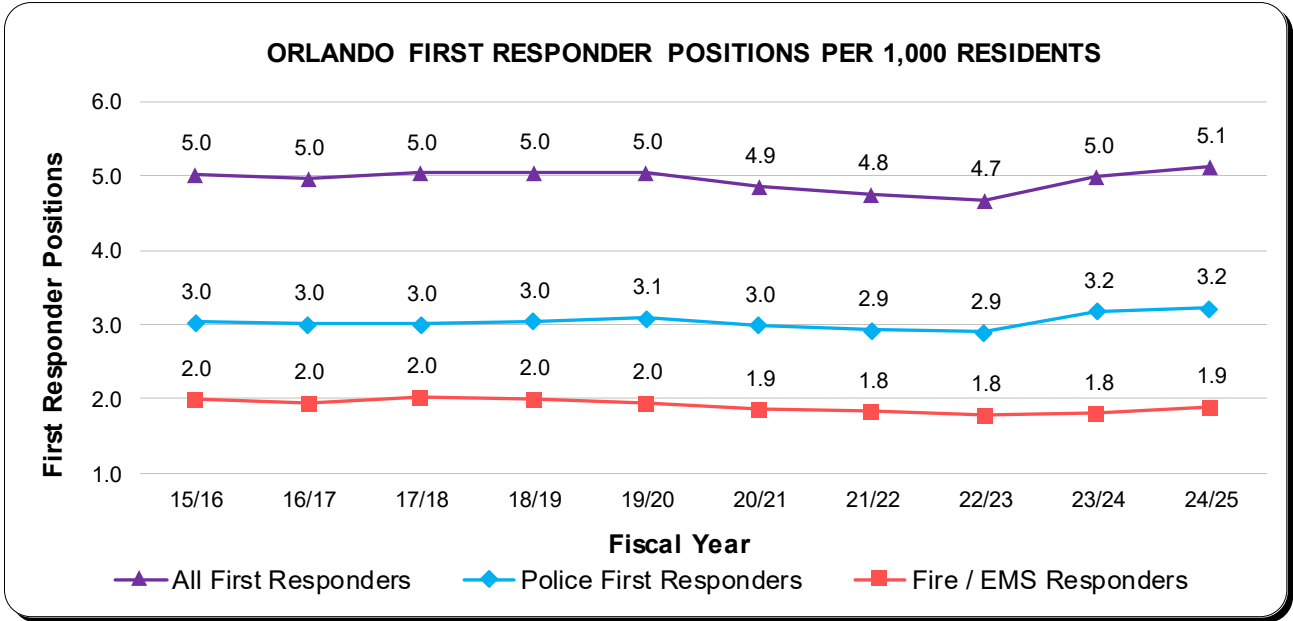
	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	<u>23/24</u>	<u>24/25</u>
City Population	262,100	267,842	279,133	283,476	291,117	307,573	313,975	321,282	326,396	333,122
Employees (Revised)	3,249	3,302	3,411	3,493	3,597	3,695	3,732	3,854	3,982	4,135
Fire Sworn	523	523	538	539	539	539	539	540	540	569
Fire Civilian Transport	-	-	29	29	29	34	34	45	51	63
<b>Total Fire First Responders</b>	<b>523</b>	<b>523</b>	<b>567</b>	<b>568</b>	<b>568</b>	<b>573</b>	<b>573</b>	<b>585</b>	<b>591</b>	<b>632</b>
Police Sworn	760	772	804	829	862	883	883	883	986	1,023
Community Service Officers	34	34	34	34	37	37	37	48	51	51
<b>Total Police First Responders</b>	<b>794</b>	<b>806</b>	<b>838</b>	<b>863</b>	<b>899</b>	<b>920</b>	<b>920</b>	<b>931</b>	<b>1,037</b>	<b>1,074</b>

**Employees per 1,000 Residents:** This chart tracks a key statistical indicator for measuring efficiency and effectiveness in government. The data presented measures the number of all City employees per 1,000 residents. Naturally as the population grows, so does the need for increased staff to provide necessary public services. Part of the City’s responsibility is to have sufficient staff, but not superfluous staff. As the chart demonstrates, even with an ever growing population, the City continues to provide first class services, while remaining financially responsible and operationally productive.



# BUDGET IN BRIEF

## CITY WIDE STAFFING DATA AND CHARTS (continued)



## BUDGET IN BRIEF

### Capital Improvement Projects

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

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

### Funding for Capital Improvement Projects by Fund 2024/25

	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget
Capital Improvements Fund	\$ 46,697,000	\$ 37,286,000
55 West Garage Renewal and Replacement Fund	300,000	330,000
KIA Center Renewal and Replacement Fund	1,000,000	1,000,000
Centroplex Garages Fund	-	100,000
Community Redevelopment Agency Fund	31,707,237	28,230,117
Downtown South Neighborhood Improvement District Fund	470,710	550,000
Dubsdread Renewal and Replacement Fund	215,000	190,000
Fleet Replacement Fund	-	250,000
Gas Tax Fund	5,337,000	6,040,000
Orlando Stadiums Operations Renewal and Replacement F	100,000	100,000
Park Impact Fee - North	3,020,000	-
Park Impact Fee - Southeast	1,745,000	-
Park Impact Fee - Southwest	2,025,000	-
Parking Renewal and Replacement Fund	2,750,000	3,900,000
Real Estate Acquisition Fund	1,750,000	1,250,000
Stormwater Capital Fund	22,480,000	3,900,000
Transportation Impact Fee-North Fund	4,200,000	-
Transportation Impact Fee-Southeast Fund	1,550,000	500,000
Transportation Impact Fee-Southwest Fund	1,850,000	1,150,000
Water Reclamation Bonds 2024 Construction Fund	56,546,000	83,454,000
Water Reclamation Collection System Impact Fees Fund	2,500,000	-
Water Reclamation General Construction Fund	42,713,000	26,137,270
Water Reclamation Impact Fees Fund	24,000,000	-
Water Reclamation Renewal and Replacement Fund	3,000,000	3,000,000
<b>Capital Improvement Plan Total</b>	<b>\$ 255,955,947</b>	<b>\$ 197,367,387</b>

# BUDGET IN BRIEF

## Funding for Capital Improvement Projects 2024/25 Detail by Fund

Funding Source	FY 2024/25 Adopted Budget
<b>Capital Improvements Fund</b>	
Affordable Housing	\$ 500,000
Albert Park Renovation	280,000
Athletic Field Maintenance	665,000
Boat Dock and Pier Renovations	514,000
Bridge Maintenance and Repair	200,000
Building Envelope Maintenance	1,867,000
Citywide Radio Replacement	1,750,000
Emergency Generators at Critical Facilities	755,000
Facility Evaluation, Repairs, and Rehabilitation	1,000,000
Fire Apparatus - New and Replacement	1,400,000
Fire Equipment Replacement	1,250,000
Fire Temporary Station - Sunbridge	1,750,000
Fleet and Facilities Multi-Space Renovations	450,000
Fleet Management Software Change	250,000
Greenwood Cemetery Maintenance Project	125,000
Grove Dog Park	330,000
HVAC Replacement Program	2,540,000
Information Technology Hardware & Software Updates	2,260,000
Information Technology Security Measures	500,000
Left Flashing Yellow Arrow	200,000
Leu Gardens Facility Improvements	330,000
OPD Capital Investments	475,000
OPD Central Patrol Substation Build-Out	450,000
OPD Communications Systems Upgrade	600,000
OPD Equipment Replacement	1,600,000
OPD Facilities Renovations	500,000
OPD Iris Camera Project	500,000
OPD K9 Training Facility	275,000
Outdoor Court Resurfacing	420,000
Parks and Playground Renovation Project	1,500,000
Parks Sidewalks Maintenance and Improvements	100,000
Pavement Rehabilitation	4,000,000
Pole and Mast Arm Repair and Replacement	300,000
Pool Maintenance and Repairs	500,000
Recreation Facility Renovations	450,000
Recreation Facility Renovations (Dover Shores)	1,050,000
Renewable Energy for City Facilities	500,000
School Zone Traffic Improvements	150,000
Sidewalk Remediation Program	1,500,000
Sidewalk Repair	1,800,000
Signature Park Improvements	1,000,000
Transportation Safety Projects	400,000
Transportation System Equipment and Maintenance	300,000
<b>Capital Improvements Fund Total</b>	<b>\$ 37,286,000</b>
<b>Page Subtotal</b>	<b>\$ 37,286,000</b>

# BUDGET IN BRIEF

## Funding for Capital Improvement Projects 2024/25 Detail by Fund

Funding Source	FY 2024/25 Adopted Budget
<b>55 West Garage Renewal and Replacement Fund</b>	
55 West Repairs and Maintenance	\$ 330,000
<b>55 West Garage Renewal and Replacement Fund Total</b>	<b>\$ 330,000</b>
<b>Centroplex Garages Fund</b>	
Amelia St Garage Repair and Maintenance	\$ 100,000
<b>Centroplex Garages Fund Total</b>	<b>\$ 100,000</b>
<b>Community Redevelopment Agency Fund</b>	
Arts & Culture	\$ 2,000,000
Business Recruitment & Retention	1,000,000
Community Policing Innovations	2,200,000
Downtown Capital Maintenance & Safety	4,000,000
DTO Implementation	2,250,000
Lake Eola Master Plan	3,500,000
Minority/Women Entrepreneur Business Assistance	100,000
Parramore Housing Initiatives/CRA Affordable Housing	250,000
Real Estate - CRA	1,000,539
Streetscape, Plazas & Corridors	729,578
Transportation	4,300,000
Under I Design	3,900,000
Venues & Open Spaces	3,000,000
<b>Community Redevelopment Agency Fund Total</b>	<b>\$ 28,230,117</b>
<b>Downtown South Neighborhood Improvement District Fund (DSNID)</b>	
DSNID Projects	\$ 550,000
<b>Downtown South Neighborhood Improvement District Fund (DSNID) Total</b>	<b>\$ 550,000</b>
<b>Dubsdread Renewal &amp; Replacement Fund</b>	
Dubsdread Course/Grounds Maintenance	\$ 190,000
<b>Dubsdread Renewal &amp; Replacement Fund Total</b>	<b>\$ 190,000</b>
<b>Fleet Replacement Fund</b>	
Alternate Fuel Vehicles Support	\$ 250,000
<b>Fleet Replacement Fund Total</b>	<b>\$ 250,000</b>
<b>Gas Tax Fund</b>	
ADA Transition Plan	\$ 700,000
Bicycle Plan Implementation	50,000
Brick Street Restoration	100,000
Curb Ramp Construction and Curb Repair	100,000
FDOT Traffic Signal Commitments	200,000
Intersection Safety Improvements	205,000
New Traffic Signal Locations	150,000
Pavement Marking Maintenance	550,000
Pavement Rehabilitation	2,500,000
Railroad Crossing Maintenance	100,000
Regional Computerized Signal System	100,000
Sidewalk Repair	700,000
Signal Communication System Project	275,000
Traffic Counts and Travel Time Studies	100,000
Traffic Signal Refurbishing Program	210,000
<b>Gas Tax Fund Total</b>	<b>\$ 6,040,000</b>
<b>Page Subtotal</b>	<b>\$ 35,690,117</b>

# BUDGET IN BRIEF

## Funding for Capital Improvement Projects 2024/25 Detail by Fund

Funding Source	FY 2024/25 Adopted Budget
<b>Kia Center Renewal &amp; Replacement Fund</b>	
Kia Center Repair and Replacement	\$ 1,000,000
<b>Kia Center Renewal &amp; Replacement Fund Total</b>	<b>\$ 1,000,000</b>
<b>Orlando Stadiums Operations Renewal and Replacement Fund</b>	
Camping World Stadium R&R	\$ 100,000
<b>Orlando Stadiums Operations Renewal and Replacement Fund Total</b>	<b>\$ 100,000</b>
<b>Parking Renewal &amp; Replacement Fund</b>	
Administration Center Garage Repair/Maintenance	\$ 350,000
Central Blvd Garage Repair and Maintenance	800,000
Courthouse Garage Repair and Maintenance	400,000
Digital Wayfinding - Parking	500,000
GEICO Garage Repairs and Maintenance	100,000
Jefferson Garage Capital Repairs	900,000
Library Garage Repair and Maintenance	350,000
Surface Parking Capital Repairs	500,000
<b>Parking Renewal &amp; Replacement Fund Total</b>	<b>\$ 3,900,000</b>
<b>Real Estate Acquisition Fund</b>	
Land Acquisition and Remediation	\$ 1,250,000
<b>Real Estate Acquisition Fund Total</b>	<b>\$ 1,250,000</b>
<b>Stormwater Capital Fund</b>	
Mills and Jackson at Lake Lawsona Drainage	\$ 100,000
Rapid Response Construction	2,300,000
System Repair and Rehabilitation	1,500,000
<b>Stormwater Capital Fund Total</b>	<b>\$ 3,900,000</b>
<b>Transportation Impact Fee - Southeast Fund</b>	
West Dowden Road Extension	\$ 500,000
<b>Transportation Impact Fee - Southeast Fund Total</b>	<b>\$ 500,000</b>
<b>Transportation Impact Fee - Southwest Fund</b>	
New Traffic Signal Locations	\$ 150,000
Pres. Barack Obama Parkway Phase 2	500,000
Southwest Bike Study Implementation	500,000
<b>Transportation Impact Fee - Southwest Fund Total</b>	<b>\$ 1,150,000</b>
<b>Water Reclamation Bonds 2024 Construction Fund</b>	
Conserv I Reclaimed Water Storage	\$ 4,046,000
Conserv II Deep Bed Filters	19,500,000
Iron Bridge Grit System Replacement	2,047,800
Lift Station 2 Replacement	5,000,000
Lift Station 248 Replacement	15,000,000
Lift Station 85 Replacement	10,000,000
LS 1,2,3 and 4 Force Main Evaluation Phase 3	27,860,200
<b>Water Reclamation Bonds 2024 Construction Fund Total</b>	<b>\$ 83,454,000</b>
<b>Page Subtotal</b>	<b>\$ 95,254,000</b>

# BUDGET IN BRIEF

## Funding for Capital Improvement Projects 2024/25 Detail by Fund

Funding Source	FY 2024/25 Adopted Budget
<b>Water Reclamation General Construction Fund</b>	
Conserv I Conserv I Electrical Improvements	\$ 2,000,000
Conserv I RIB Sand Replacement	100,000
Conserv I Solids Processing System Replacement	800,000
Conserv II 480V Electrical Upgrades	500,000
Conserv II Anaerobic Digester #1 & Sludge Storage	142,800
Conserv II Area Collection System Improvements	2,000,000
Conserv II Automated Switch Gear to Ring Topology	300,000
Conserv II Blowers Replacement	2,000,000
Conserv II BNR Flow Split Improvements	800,000
Conserv II Internal Recycle Pump Replacement	500,000
Conserv II Plant Water System Evaluation	200,000
Conserv II Sidestream Treatment Improvements	524,300
Conserv II Wash Station	35,000
Easterly Wetlands Education Office Building	300,000
Easterly Wetlands Restoration	500,000
Iron Bridge Clarifier Improvements	4,000,000
Iron Bridge Diversion Box to Hyacinth Ponds	100,000
Iron Bridge Flow EQ System Improvements	1,200,000
Iron Bridge Grit System Replacement	1,916,195
Iron Bridge Power Generation Improvements	300,000
Lake Notasulga / Haralson Estates	2,018,975
Lift Station 139 Rehabilitation	500,000
Lift Station 19, 20, 21, 22, 34 & 136	1,000,000
Lift Station 55 Replacement	750,000
Lift Station Telemetry Replacement	500,000
MetroWest Lift Station	150,000
Rapid Response Construction	1,000,000
Sanitary Service Lateral Rehabilitation	1,000,000
South Parramore Avenue Improvements	1,000,000
<b>Water Reclamation General Construction Fund Total</b>	<b>\$ 26,137,270</b>
<b>Water Reclamation Renewal &amp; Replacement Fund</b>	
Miscellaneous Renewal and Replacement	\$ 3,000,000
<b>Water Reclamation Renewal &amp; Replacement Fund Total</b>	<b>\$ 3,000,000</b>
<b>Page Subtotal</b>	<b>\$ 29,137,270</b>
<b>CIP Total</b>	<b>\$ 197,367,387</b>

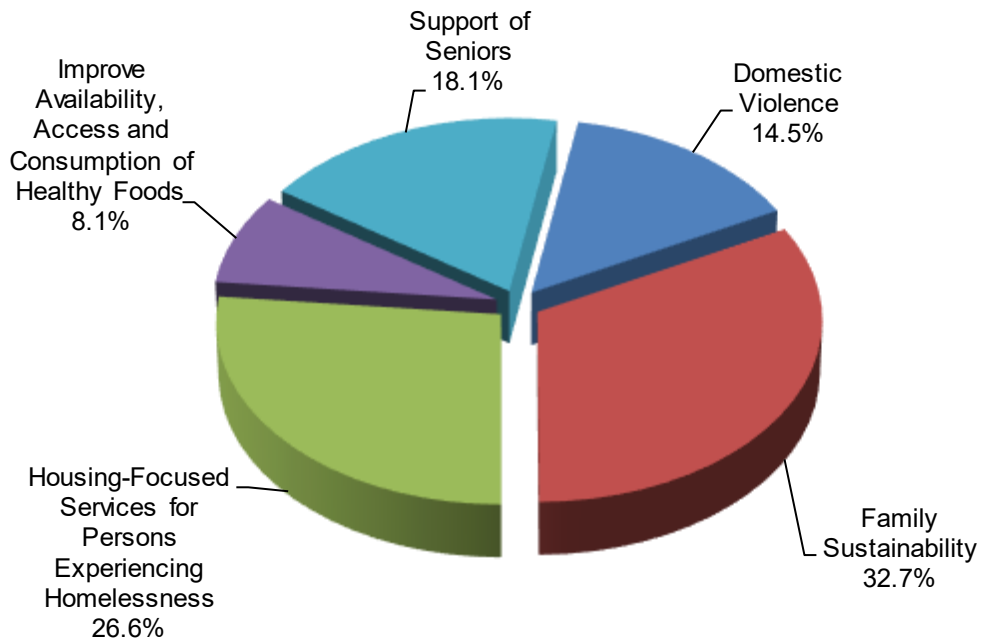


# BUDGET IN BRIEF

## **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 2024/25**



Focus Care Area	City Funding	% of Total
Domestic Violence	\$ 435,000	14.5%
Family Sustainability	977,000	32.7%
Housing-Focused Services for Persons Experiencing Homelessness	795,700	26.6%
Improve Availability, Access and Consumption of Healthy Foods	241,000	8.1%
Support of Seniors	543,500	18.1%
<b>Total</b>	<b>\$ 2,992,200</b>	<b>100.0%</b>

# BUDGET IN BRIEF

## COMMUNITY ORGANIZATION FUNDING RECOMMENDATIONS COMMUNITY INVESTMENT PROGRAM

	Planned FY 2023/24	Planned FY 2024/25
Ability Housing, Inc.	\$ 55,000	\$ 55,000
Adult Literacy League, Inc.	24,000	24,000
Boys & Girls Clubs of Central Florida, Inc.	60,000	60,000
Central Florida Community Arts, Inc.	38,000	35,000
Central Florida Regional Workforce Development Board/CSCF	50,000	50,000
Central Florida Young Men's Christian Association	-	20,000
Christian Service Center for Central Florida, Inc.	35,000	35,000
Coalition for the Homeless of Central Florida	234,487	233,000
Community Coordinated Care for Children, Inc.	317,000	317,000
Community Legal Services of Mid-Florida	30,000	30,000
Cornerstone Hospice Foundation	45,000	45,000
Covenant House Florida	35,000	25,000
Easter Seals Florida, Inc.	15,000	15,000
Embrace Families, Inc.	12,500	-
EmployU/Employment Transition Services for Young Adults	25,000	25,000
Family Promise of Greater Orlando	12,500	12,500
First Step Staffing	-	18,000
Foundation for Foster Children	55,000	55,000
Grand Avenue ECDC	25,200	25,200
Habitat for Humanity	23,000	23,000
Harbor House of Central Florida	200,000	200,000
Health Care Center for the Homeless, Inc.	125,000	125,000
Heart of Florida United Way	80,000	80,000
Hebni Nutrition Consultants, Inc.	25,000	25,000
IDignity	35,000	35,000
IMPOWER, Inc.	10,000	10,000
JFS Orlando	20,000	20,000
Legal Aid Society of the Orange County Bar Association/SOLID	20,000	20,000
Life Concepts, Inc.	35,000	35,000
Lighthouse Central Florida, Inc.	30,000	30,000
Lutheran Counseling Services	-	15,000
Muslim Women's Organization Corp./Violence Against Women Tas	15,000	15,000
Nuevo Sendero, Inc./Mujeres Forjadoras	25,000	-
One Heart for Women and Children	70,000	70,000
Orlando Ballet	10,000	10,000
Orlando Center for Justice	55,000	55,000
Orlando Day Nursery Association, Inc.	25,000	25,000
Orlando Health, Inc.	85,000	80,000
Poverty Solutions Group/Circles Orlando	20,000	20,000
Prince of Peace Lutheran Church Centro de Paz para la Vida	25,000	25,000
Rebuilding Together Tampa Bay, Inc./Disaster Readiness and Rec	75,000	60,000
RISE Community Solutions, Inc	-	15,000
SALT Outreach Inc./Mobile Drop-in Center Case Management	100,000	50,000
Samaritan Village/Transitional Care for Survivors of Sex Trafficking	50,000	50,000
Second Harvest Food Bank of Central Florida, Inc.	50,000	49,000
Seniors First, Inc.	245,000	245,000
Servant's Heart International Ministry, Inc.	12,000	12,000
Share the Care, Inc	30,000	30,000
SHIP Community Development	-	18,500
The 4R Foundation, Inc., DBA 4Roots/Feed the Need	40,000	40,000
The Mental Health Association of Central Florida, Inc.	35,000	35,000
The Mustard Seed of Central Florida	30,000	25,000
The Salvation Army	55,000	55,000
The Victim Service Center of Center FL, Inc	-	55,000
United Against Poverty Orlando	34,000	30,000
University of Central Florida Foundation	50,000	50,000
Valencia College Foundation Inc.	75,000	75,000
Victim Service Center of Central Florida, Inc.	55,000	-
Zebra Coalition	130,000	100,000
Subtotal - Community Investment Program	\$ 3,067,687	\$ 2,992,200

## BUDGET IN BRIEF

### OTHER FUNDING

	Planned FY 2023/24	Planned FY 2024/25
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)	300,000	300,000
Community Foundation of Central Florida	2,300,000	2,300,000
Downtown Arts District / City Arts Factory (2)	186,632	25,000
Downtown Orlando Partnership (2)	75,000	100,000
Florida Citrus Sports	50,000	-
Florida High Tech Corridor for Cenfluence	100,000	150,000
Health Care Center for the Homeless (2)	111,912	116,974
Hispanic Business Initiative Fund	150,000	150,000
Homeless Services Network of Central Florida	82,280	82,280
Innovate Orlando	-	150,000
Lake Nona Institute	10,000	10,000
Mayor's Matching Grants	200,000	162,000
MetroPlan	160,952	163,494
National Center for Simulation	35,000	35,000
Orlando Economic Partnership	659,588	659,588
Orlando Science Center	518,364	518,364
Pet Alliance of Greater Orlando	50,000	50,000
Plug and Play	-	50,000
Seniors First, Inc. (2)	61,414	66,418
Stand Up Orlando	50,000	-
Starter Studio (2)	-	150,000
Tangerine Sports Association	-	50,000
UCF Research Foundation	1,020,000	885,000
United Arts of Central Florida	494,099	494,099
Subtotal - Other Funding	\$ 7,001,745	\$ 7,054,721

Funding provided by the General Fund unless otherwise noted.

# 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 FY 2023/24	Planned FY 2024/25
<b><u>Community Development Block Grant</u></b>		
Ability Housing	\$ 30,000	\$30,000
Christian Service Center	25,000	25,000
Coalition for the Homeless	40,000	40,000
Family Promise	30,000	30,000
Grand Avenue Economic Development	38,000	38,000
Harbor House	30,000	39,000
Housing and Neighborhood Development Services of Central Florida	50,000	50,000
IDignity	30,000	30,000
Jewish Family Services	30,000	30,000
Lifeboat Project	30,000	30,000
SALT Outreach	30,000	35,000
Subtotal - Community Development Block Grant	<u>\$ 363,000</u>	<u>\$ 377,000</u>
<b><u>Emergency Solutions Grant</u></b>		
Christian Service Center	\$ 55,064	\$ 54,118
Coalition for the Homeless	30,000	31,750
Harbor House	30,000	31,750
Homeless Services Network	16,000	16,000
SALT Outreach	30,000	31,750
The Salvation Army	30,000	31,750
Subtotal - Emergency Solutions Grant	<u>\$ 191,064</u>	<u>\$ 197,118</u>
<b><u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u></b>		
Aspire	\$ 1,048,406	\$ 1,347,294
Catholic Charities	324,997	504,589
Center for Multicultural Wellness and Prevention	1,343,151	1,239,025
Hope & Help	589,025	580,751
Miracle of Love	1,860,101	1,593,721
St. Francis	74,787	89,000
Xtending Hands	112,928	125,000
Subtotal - HOPWA Grant	<u>\$ 5,353,395</u>	<u>\$ 5,479,380</u>
 Total Housing Grant Funding	 <u><b>\$ 5,907,459</b></u>	 <u><b>\$ 6,053,498</b></u>
 <b>TOTAL - ALL FUNDING</b>	 <u><b>\$ 15,976,891</b></u>	 <u><b>\$ 16,100,419</b></u>



## REVENUE DETAIL

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## REVENUE DETAIL

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

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

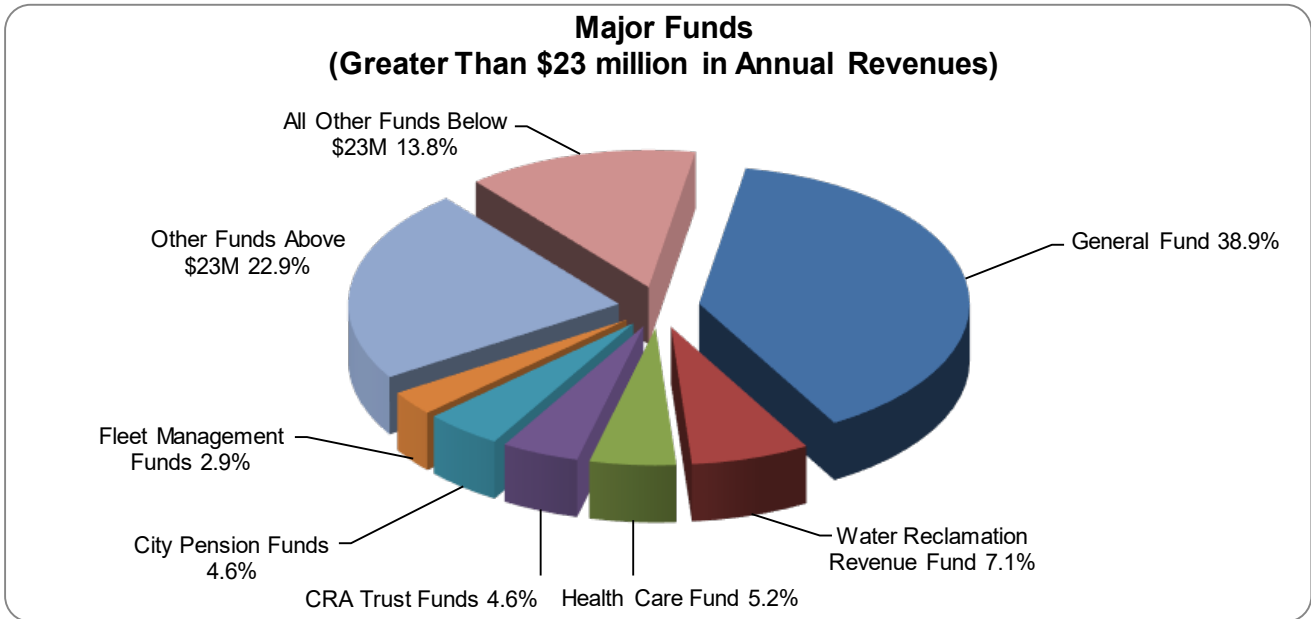
Government and not-for-profit accounting focuses on the sources, uses and balances of funds through Fund Accounting. Fund Accounting segregates revenues, expenditures and debt for specific purposes into separate funds to assure accounting control and legal compliance. Inter-fund transactions, if permitted,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

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

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

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

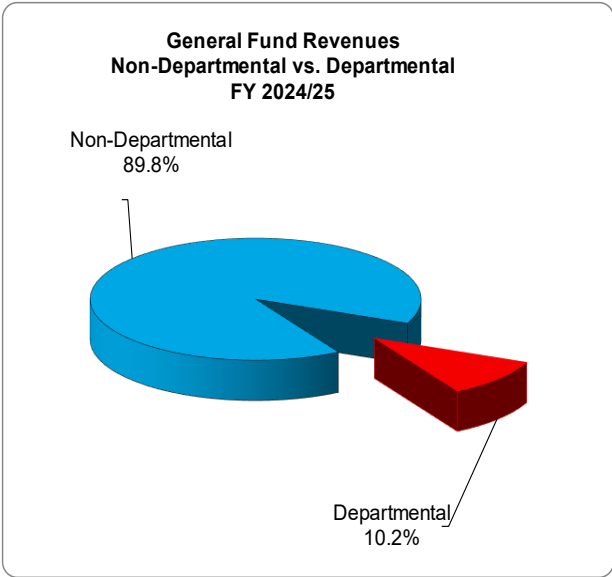
# REVENUE DETAIL



Fund Description	Actual		Adopted Budget		Adopted Budget	
	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
General Fund Revenue	\$ 541,378,257	\$ 574,925,506	\$ 652,129,200	\$ 659,800,250	\$ 708,572,543	
Water Reclamation Revenue Fund	111,248,673	116,515,786	124,671,191	125,896,043	129,166,272	
Health Care Revenue Fund	67,496,204	75,215,940	83,149,865	84,888,329	94,033,952	
CRA Trust Revenue Funds	73,327,923	68,104,954	82,542,219	86,790,630	84,305,262	
City Pension Revenue Funds	316,447,198	(160,643,089)	210,317,317	72,769,606	83,927,575	
Fleet Management Revenue Funds	48,151,523	50,814,058	61,226,743	50,037,561	52,934,247	
Solid Waste Revenue Fund	34,699,193	37,173,752	41,413,729	41,293,290	44,723,655	
CRA Operating Revenue Fund	32,708,476	27,585,349	42,204,882	39,512,289	37,012,598	
Utilities Services Tax Revenue Fund	36,402,903	38,211,408	39,223,208	37,111,000	39,757,000	
Water Reclamation Construction Revenue Fund	43,463,823	34,933,604	38,434,217	45,445,749	27,407,996	
Stormwater Utility Revenue Fund	24,647,762	24,123,266	25,101,494	25,674,744	34,074,255	
Orlando Venues Enterprise Revenue Fund	20,172,746	36,925,684	37,777,374	28,054,632	31,997,763	
Other Post Employment Benefit Trust Revenue Fund	55,875,541	(777,175)	40,540,515	22,547,856	24,456,085	
Building Code Enforcement Revenue Fund	15,270,078	16,020,680	18,156,143	19,096,936	18,905,607	
Greater Orlando Aviation Authority Police Revenue Fun	16,780,030	16,424,174	16,611,715	26,096,005	30,454,085	
All Other Funds	846,980,969	523,991,334	511,947,365	401,465,694	378,015,699	
<b>Total</b>	<b>\$ 2,285,051,298</b>	<b>\$ 1,479,545,231</b>	<b>\$ 2,025,447,177</b>	<b>\$ 1,766,480,614</b>	<b>\$ 1,819,744,594</b>	

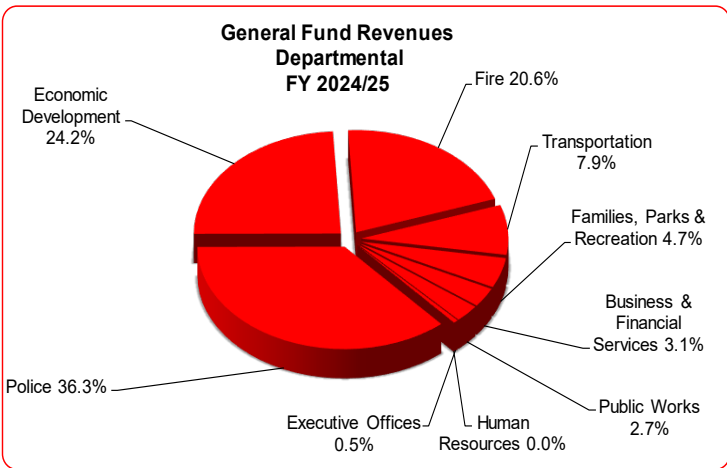


# REVENUE DETAIL



Department	Adopted Budget FY 2023/24	Adopted Budget FY 2024/25	% of Total
Non-Departmental	\$ 597,185,456	\$ 636,272,505	89.8%
Departmental	62,614,794	72,300,038	10.2%
<b>Total</b>	<b>\$ 659,800,250</b>	<b>\$ 708,572,543</b>	<b>100.0%</b>

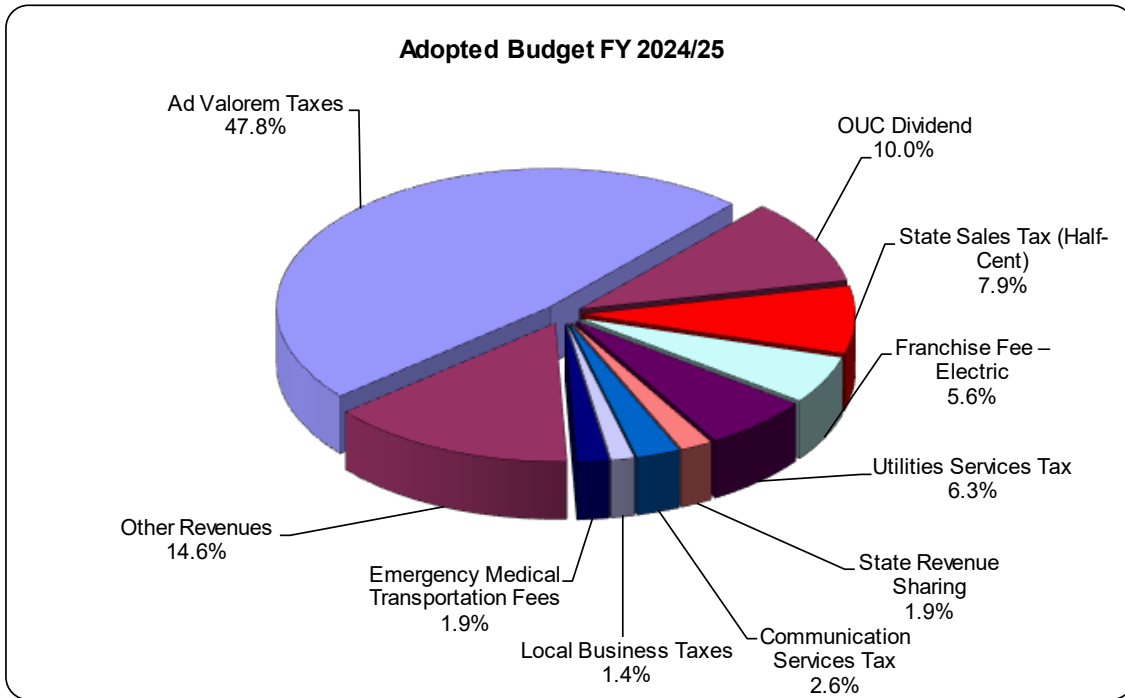
Departmental	Adopted Budget FY 2023/24	Adopted Budget FY 2024/25	% of Total
Police	\$ 23,517,624	\$ 26,276,081	36.3%
Economic Development	16,281,000	17,481,000	24.2%
Fire	10,260,000	14,865,000	20.6%
Transportation	5,415,431	5,696,886	7.9%
Families, Parks & Recreat	3,370,000	3,421,600	4.7%
Business & Financial Serv	1,611,043	2,208,547	3.1%
Public Works	1,848,439	1,967,398	2.7%
Executive Offices	306,257	378,526	0.5%
Human Resources	5,000	5,000	0.0%
<b>Total</b>	<b>\$ 62,614,794</b>	<b>\$ 72,300,038</b>	<b>100.0%</b>



# REVENUE DETAIL

## MAJOR REVENUE SOURCES GENERAL FUND

The City of Orlando's accounting system tracks more than 300 distinct revenue streams which flow into the General Fund. The largest of the independently budgeted revenue streams for FY 2024/25 are shown in the table below.



Revenue Description	Actual			Adopted	Adopted
	FY 2020/21	FY 2021/22	FY 2022/23	Budget FY 2023/24	Budget FY 2024/25
Ad Valorem Taxes	\$ 237,792,338	\$ 248,915,051	\$ 283,566,567	\$ 321,630,164	\$ 338,428,958
OUC Dividend	61,830,528	63,497,868	66,207,328	72,568,000	71,000,000
State Sales Tax (Half-Cent)	42,690,592	57,109,937	61,799,660	52,000,000	56,000,000
Franchise Fee - Electric	30,734,826	34,600,000	36,400,000	36,500,000	39,525,000
Utilities Services Tax	34,250,000	31,772,160	38,939,683	35,532,000	44,900,000
State Revenue Sharing	15,356,927	13,652,220	14,357,180	13,552,550	13,552,000
Communication Services Tax	13,686,674	17,587,885	20,406,924	16,051,260	18,500,000
Local Business Taxes	9,788,210	9,863,724	10,378,552	9,510,000	9,900,000
Emergency Medical Transportation Fees	8,361,267	11,225,550	12,904,812	9,000,000	13,500,000
Other Revenues	85,573,231	86,701,110	107,171,097	93,456,276	103,266,585
<b>Total</b>	<b>\$ 540,064,594</b>	<b>\$ 574,925,506</b>	<b>\$ 652,131,803</b>	<b>\$ 659,800,250</b>	<b>\$ 708,572,543</b>

# REVENUE DETAIL

## MAJOR REVENUE SOURCES GENERAL FUND

### Ad Valorem Property Taxes

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

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

Revenue Description	Actual		Adopted		Adopted	
	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
Real Property Taxes	\$ 224,174,640	\$ 236,399,485	\$ 271,953,091	\$ 306,821,775	\$ 322,847,125	
Less: Discount for Real Taxes	(8,111,771)	(8,701,031)	(10,025,431)	(12,272,871)	(12,913,885)	
Bus. Pers. Property Taxes	22,297,545	21,723,980	21,986,344	28,209,646	29,683,040	
Less: Discount Bus. Pers. Taxes	(818,761)	(804,400)	(803,456)	(1,128,386)	(1,187,322)	
Interest-Delinquent Taxes	250,685	297,018	456,018	-	-	
<b>TOTAL Property Tax Revenue</b>	<b>\$ 237,792,338</b>	<b>\$ 248,915,051</b>	<b>\$ 283,566,567</b>	<b>\$ 321,630,164</b>	<b>\$ 338,428,958</b>	

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

Fiscal Year Ended Sept. 30,	Real Property	Personal Property	Centrally Assessed Property	Less: Tax Exempt Property	Total Taxable Assessed Value
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
2023	56,929,318,916	5,756,100,869	10,388,446	18,510,604,043	44,185,204,188
2024	65,032,064,371	6,674,868,439	9,209,463	21,335,477,583	50,380,664,690

Source: Orange County Property Appraiser

# REVENUE DETAIL

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## Millage Rate Property Tax Reform Guidelines

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

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

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

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

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

In the face of declining revenue due to property tax reform and rising personnel costs, the Orlando City Council unanimously made the decision to increase the millage rate by 1.0000 mill to help balance the 2014/15 fiscal year budget. Even though the City could have increased taxes up to the roll back rate throughout the recession, the millage rate had not 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 2024/25, the millage rate remained constant, as adopted in FY 2023/24.

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

Fiscal Year	Operations	Debt	Total
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
2024	6.6500	-	6.6500
2025	6.6500	-	6.6500

# REVENUE DETAIL

## Operating Millage Rate Comparison

### Select Florida Municipalities

Municipality	Operating Millage FY2024/25	Debt Service Millage FY2024/25	Total Millage FY2024/25	General Fund Budget FY2024/25
Boca Raton	3.6596	0.0186	3.6782	\$ 244,591,700
Fort Lauderdale	4.1193	0.2545	4.3738	487,889,378
Tallahassee	4.4200	0.0000	4.4200	210,364,732
Clearwater	5.8850	0.0000	5.8850	226,606,480
Daytona Beach	5.9300	0.1749	6.1049	155,195,016
Tampa	6.2076	0.0000	6.2076	652,882,055
Gainesville	6.4297	0.0000	6.4297	155,368,126
St. Petersburg	6.4525	0.0000	6.4525	393,595,398
<b>Orlando</b>	<b>6.6500</b>	<b>0.0000</b>	<b>6.6500</b>	<b>708,572,543</b>
Hollywood	7.4479	0.5653	8.0132	395,487,785
West Palm Beach	8.1308	0.0633	8.1941	264,019,397

### Select Orange County Municipalities

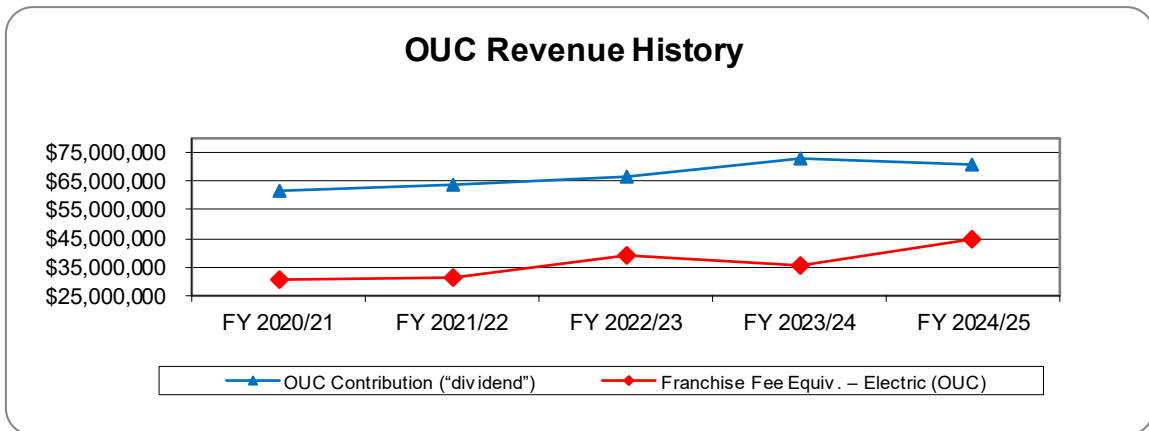
Municipality	Operating Millage FY2024/25	Debt Service Millage FY2024/25	Total Millage FY2024/25	General Fund Budget FY2024/25
Windermere	3.7425	0.0000	3.7425	\$ 16,398,838
Winter Park	4.0923	0.2207	4.3130	82,987,319
Belle Isle	4.4018	0.0000	4.4018	12,869,505
Winter Garden	4.5000	0.0000	4.5000	66,374,340
Apopka	4.6876	0.0000	4.6876	100,480,450
Ocoee	4.9500	0.0000	4.9500	75,835,480
Maitland	5.0465	0.2020	5.2485	40,663,296
Edgewood	5.2500	0.0000	5.2500	5,297,521
Oakland	6.3000	0.0000	6.3000	9,838,666
<b>Orlando</b>	<b>6.4525</b>	<b>0.0000</b>	<b>6.4525</b>	<b>393,595,398</b>

# REVENUE DETAIL

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

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

<u>Revenue Description</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Actual</u> <u>FY 2021/22</u>	<u>Actual</u> <u>FY 2022/23</u>	<u>Adopted</u> <u>FY 2023/24</u>	<u>Adopted</u> <u>FY 2024/25</u>
OUC Contribution ("dividend")	\$ 61,830,528	\$ 63,497,868	\$ 66,207,328	\$ 72,568,000	\$ 71,000,000
Percent Change	-5.93%	2.70%	4.27%	9.61%	-2.16%
Franchise Fee Equiv. – Electric (OUC)	\$ 30,734,826	\$ 31,772,160	\$ 38,939,683	\$ 35,532,000	\$ 44,900,000
Percent Change	-1.51%	3.38%	22.56%	-8.75%	26.36%



# REVENUE DETAIL

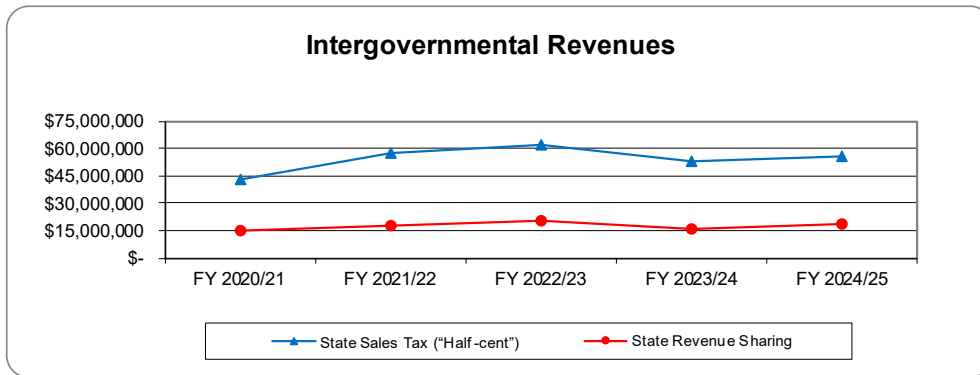
## Intergovernmental Revenues – State Sales Tax – “Half-Cent Sales Tax Clearing Trust Fund”

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 2020/21</u>		Actual <u>FY 2021/22</u>		Actual <u>FY 2022/23</u>		Adopted <u>FY 2023/24</u>		Adopted <u>FY 2024/25</u>
State Sales Tax (“Half-cent”)	\$	42,690,592	\$	57,109,937	\$	61,799,660	\$	53,161,716	\$	56,000,000
Percent Change				33.78%		8.21%		-13.98%		5.34%
State Revenue Sharing	\$	15,356,927	\$	17,587,885	\$	20,406,924	\$	16,051,260	\$	18,500,000
Percent Change				14.53%		16.03%		-21.34%		15.26%

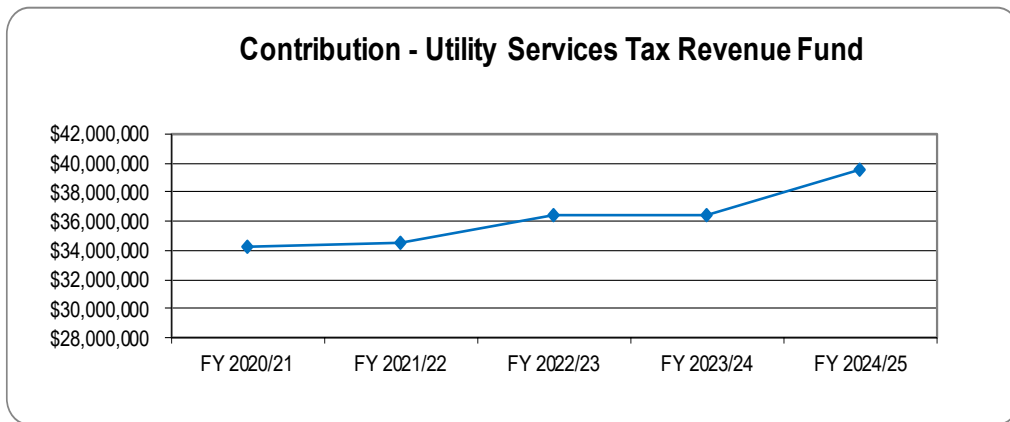


# REVENUE DETAIL

## 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 2020/21</u>	<u>Actual</u> <u>FY 2021/22</u>	<u>Actual</u> <u>FY 2022/23</u>	<u>Adopted</u> <u>FY 2023/24</u>	<u>Adopted</u> <u>FY 2024/25</u>
Contribution-Utilities Svcs. Tax Fund	\$ 34,250,000	\$ 34,600,000	\$ 36,400,000	\$ 36,500,000	\$ 39,525,000
Percent Change		1.02%	5.20%	0.27%	8.29%



<u>Utility Tax Collections</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Actual</u> <u>FY 2021/22</u>	<u>Actual</u> <u>FY 2022/23</u>	<u>Adopted</u> <u>FY 2023/24</u>	<u>Adopted</u> <u>FY 2024/25</u>
Electric & Water	\$ 34,796,438	\$ 36,800,352	\$ 36,550,581	\$ 35,500,000	\$ 37,775,000
Natural Gas & Propane	\$ 1,428,799	\$ 1,565,905	\$ 1,642,354	\$ 1,475,000	\$ 1,575,000
<b>Total</b>	<b>\$ 36,225,238</b>	<b>\$ 38,366,257</b>	<b>\$ 38,192,935</b>	<b>\$ 36,975,000</b>	<b>\$ 39,350,000</b>

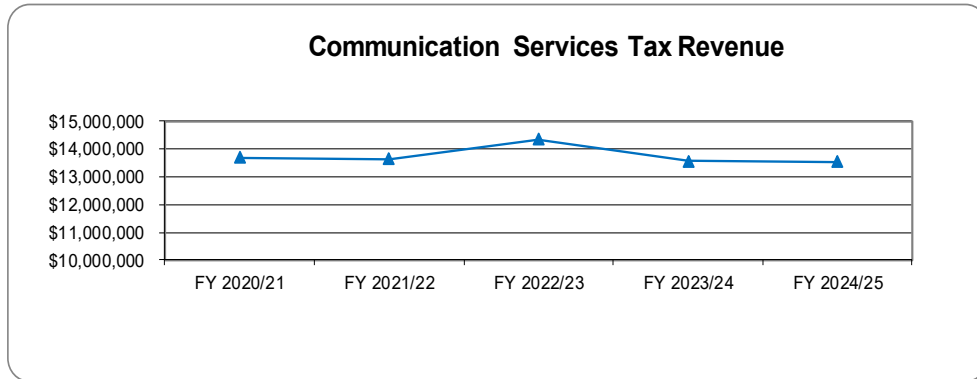


# REVENUE DETAIL

## Communication Services Tax

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

Revenue Description	Actual FY 2020/21	Actual FY 2021/22	Actual FY 2022/23	Adopted FY 2023/24	Adopted FY 2024/25
Communication Services Tax	\$ 13,686,674	\$ 13,652,220	\$ 14,357,180	\$ 13,552,550	\$ 13,552,000
Percent Change		-0.25%	5.16%	-5.60%	0.00%

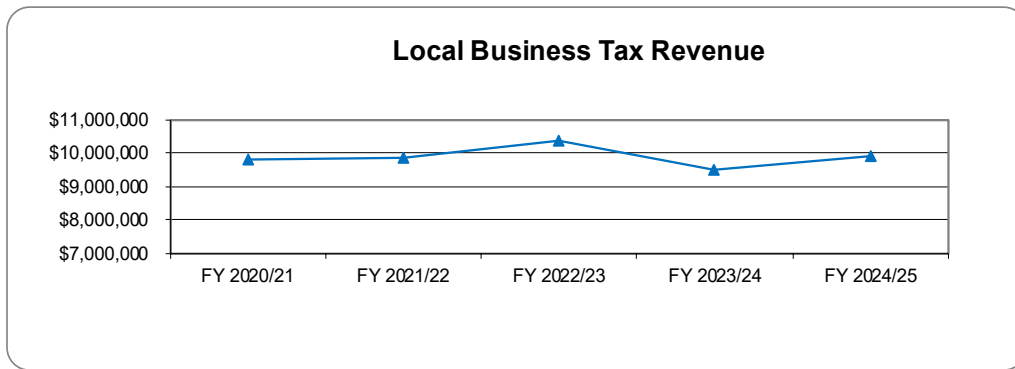


# REVENUE DETAIL

## Local Business Taxes

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

<u>Revenue Description</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Actual</u> <u>FY 2021/22</u>	<u>Actual</u> <u>FY 2022/23</u>	<u>Adopted</u> <u>FY 2023/24</u>	<u>Adopted</u> <u>FY 2024/25</u>
Local Business Taxes	\$ 9,788,210	\$ 9,863,724	\$ 10,378,552	\$ 9,510,000	\$ 9,900,000
Percent Change		0.77%	5.22%	-8.37%	4.10%



<u>Description</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Actual</u> <u>FY 2021/22</u>	<u>Actual</u> <u>FY 2022/23</u>	<u>Adopted</u> <u>FY 2023/24</u>	<u>Adopted</u> <u>FY 2024/25</u>
# of Local Business Tax Receipts issued	26,257	25,484	26,330	27,174	27,228

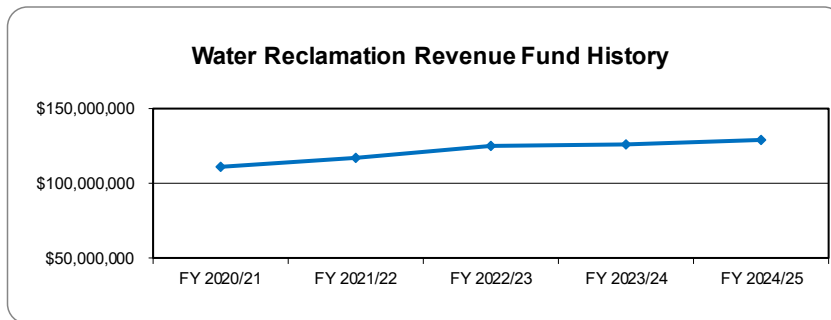
# REVENUE DETAIL

## 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 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
Water Reclamation Revenue Fund	\$ 111,248,673	\$ 116,515,786	\$ 124,671,191	\$ 125,896,043	\$ 129,166,272
Percent Change		4.73%	7.00%	0.98%	2.60%



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.

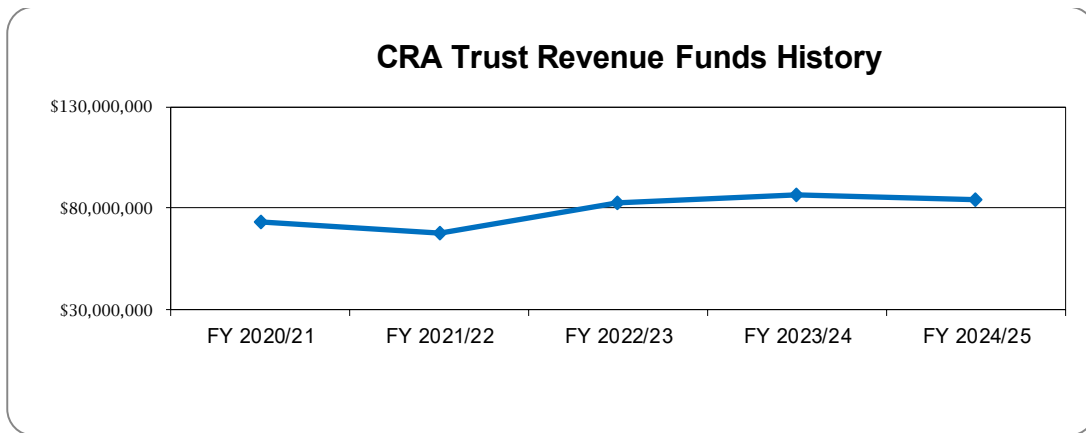
<u>Description</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
Millions of gallons treated	15,792	16,184	17,264	18,668	19,041
# of customers	82,262	82,612	83,201	83,271	83,625
<u>Commodity Charge</u>					
Residential	\$ 16,310,467	\$ 15,899,400	\$ 16,946,035	\$ 17,841,367	\$ 18,736,699
Commercial	\$ 34,702,109	\$ 38,298,858	\$ 41,701,134	\$ 43,067,008	\$ 44,432,882

# REVENUE DETAIL

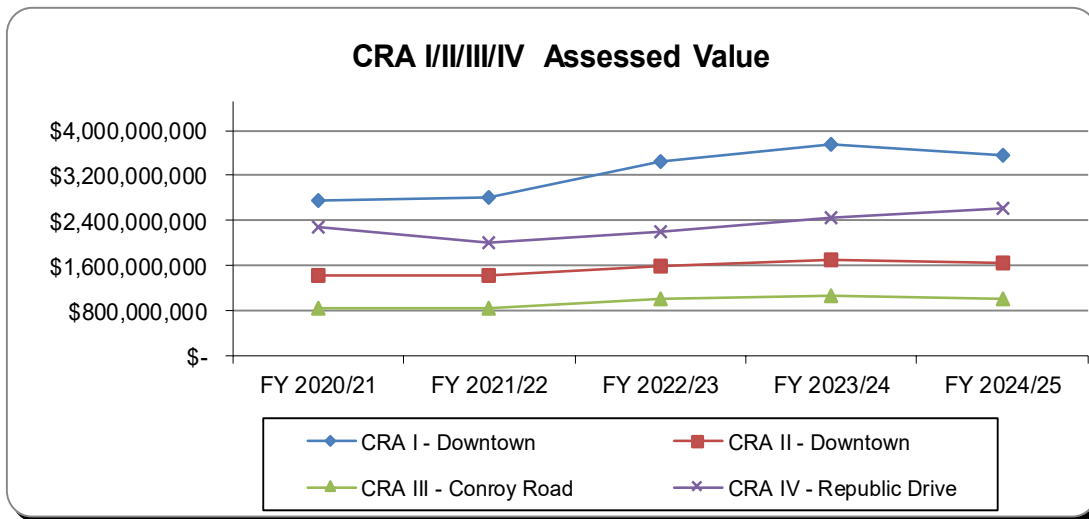
## CRA Trust Funds

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 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
CRA Trust Revenue Funds	\$ 73,327,923	\$ 68,104,954	\$ 82,542,219	\$ 86,790,630	\$ 84,305,262
Percent Change		-7.12%	21.20%	5.15%	-2.86%



<u>District/Assessed Value</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>	<u>FY 2022/23</u>	<u>FY 2023/24</u>	<u>FY 2024/25</u>
CRA I - Downtown	\$ 2,746,126,467	\$ 2,799,378,016	\$ 3,446,807,480	\$ 3,760,499,126	\$ 3,557,782,787
CRA II - Downtown	\$ 1,437,790,778	\$ 1,425,880,997	\$ 1,595,019,248	\$ 1,697,136,920	\$ 1,650,439,831
CRA III - Conroy Road	\$ 837,222,382	\$ 854,268,211	\$ 1,014,865,684	\$ 1,065,115,159	\$ 1,005,854,067
CRA IV - Republic Drive	\$ 2,299,462,304	\$ 1,997,869,381	\$ 2,215,382,087	\$ 2,449,571,681	\$ 2,623,310,025

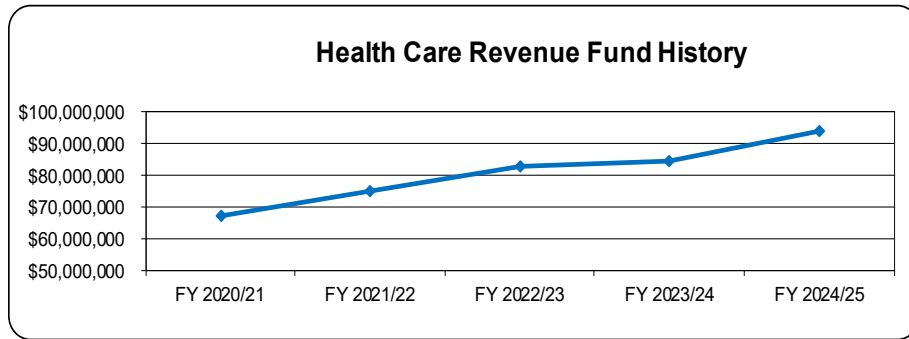


# REVENUE DETAIL

## 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 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
Health Care Revenue Fund	\$ 67,496,204	\$ 75,215,940	\$ 83,149,865	\$ 84,888,329	\$ 94,033,952
Percent Change		11.44%	10.55%	2.09%	10.77%



# REVENUE DETAIL

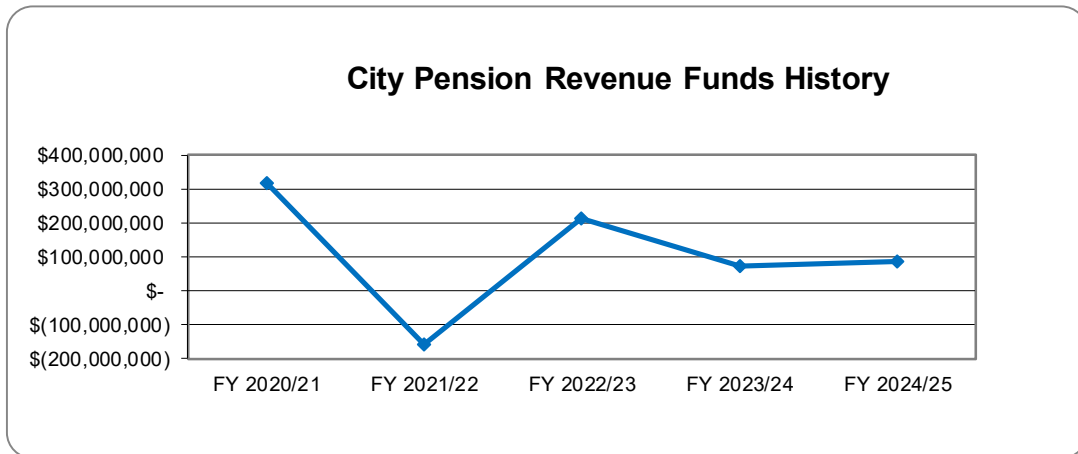
## City Pension Funds

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 and investment earnings are allocated citywide, while the Police and Fire Defined Benefit pension plan expenses are allocated solely to the corresponding departments' cost centers.

<u>Fund Description</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
City Pension Revenue Funds	\$ 316,447,198	\$ (160,643,089)	\$ 210,317,317	\$ 72,769,606	\$ 83,927,575
Percent Change		-150.76%	-230.92%	-65.40%	15.33%

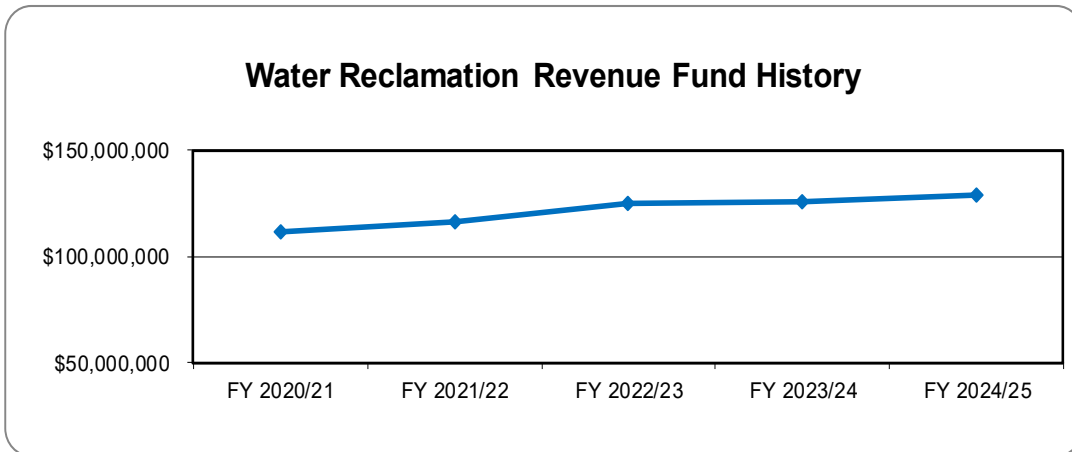


# REVENUE DETAIL

## 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.

<u>Fund Description</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
Water Reclamation Revenue Fund	\$ 111,248,673	\$ 116,515,786	\$ 124,671,191	\$ 125,896,043	\$ 129,166,272
Percent Change		4.73%	7.00%	0.98%	2.60%

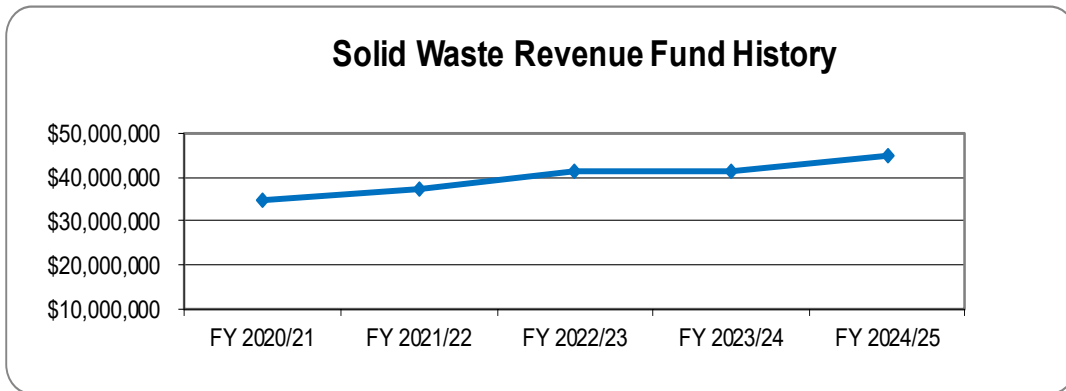


# REVENUE DETAIL

## 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.

Fund Description	Actual FY 2020/21	Actual FY 2021/22	Actual FY 2022/23	Adopted FY 2023/24	Adopted FY 2024/25
Solid Waste Revenue Fund	\$ 34,699,193	\$ 37,173,752	\$ 41,413,729	\$ 41,293,290	\$ 44,723,655
Percent Change		7.13%	11.41%	-0.29%	8.31%



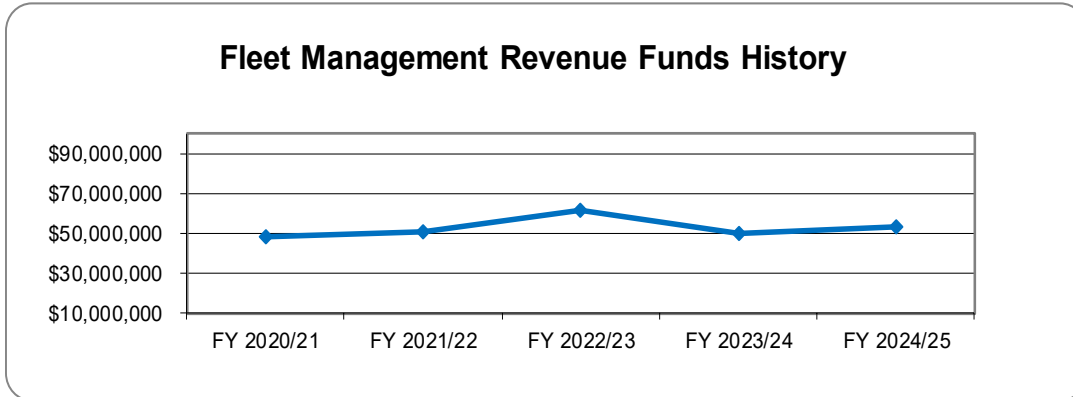


# REVENUE DETAIL

## 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 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
Fleet Management Revenue Funds	\$ 48,151,523	\$ 50,814,058	\$ 61,226,743	\$ 50,037,561	\$ 52,934,247
Percent Change		5.53%	20.49%	-18.27%	5.79%



<u>Vehicle Type</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>	<u>FY 2022/23</u>	<u>FY 2023/24</u>
Police vehicles and equipment	1,112	1,122	1,143	1,230
Fire vehicles and equipment	161	182	193	204
Public Works vehicles and equipment	677	709	672	668
Other vehicles and equipment	769	683	688	706
<b>Total</b>	<b>2,719</b>	<b>2,696</b>	<b>2,696</b>	<b>2,808</b>

### FY 2023/24 Fuel Usage by Department

<u>Department</u>	<u>Cost</u>
Business and Financial Services	\$ 124,124
Economic Development	190,383
Executive Offices	2,265
Families, Parks & Recreation	262,213
Fire	846,944
Housing	1,864
Orlando Venues	15,781
Police	3,695,518
Public Works	1,662,701
Transportation	102,048
<b>Total</b>	<b>\$ 6,903,840</b>

# REVENUE DETAIL

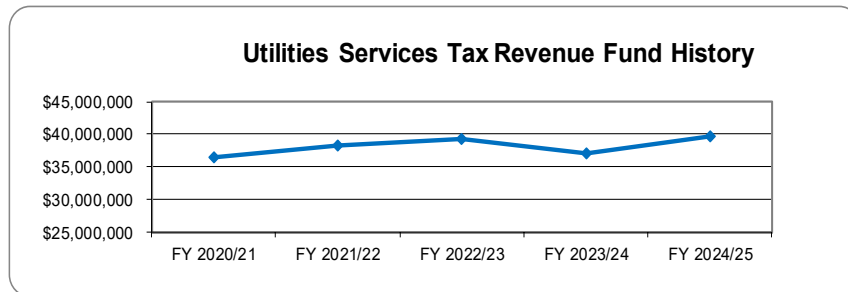
## Utilities Services Tax Fund

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

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

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

Fund Description	Actual		Actual		Adopted	
	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
Utilities Services Tax Revenue Fund	\$ 36,402,903	\$ 38,211,408	\$ 39,223,208	\$ 37,111,000	\$ 39,757,000	
Percent Change		4.97%	2.65%	-5.39%	7.13%	

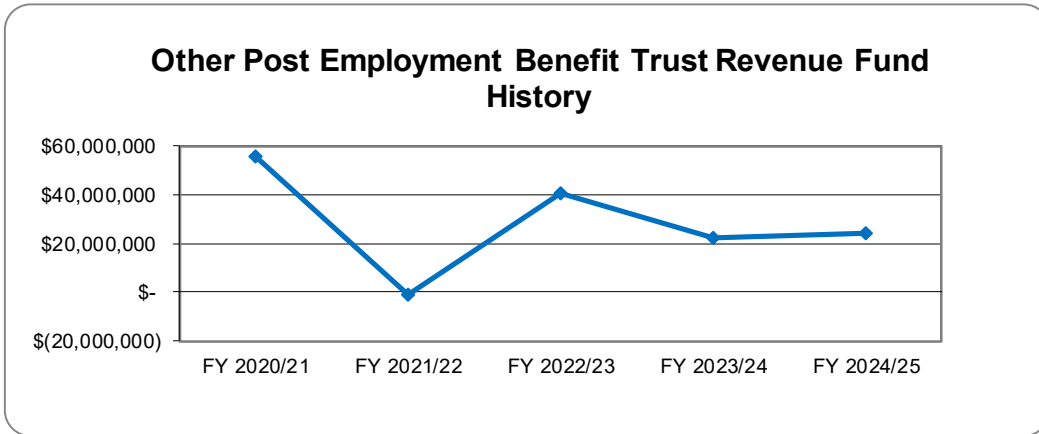


# REVENUE DETAIL

## 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.

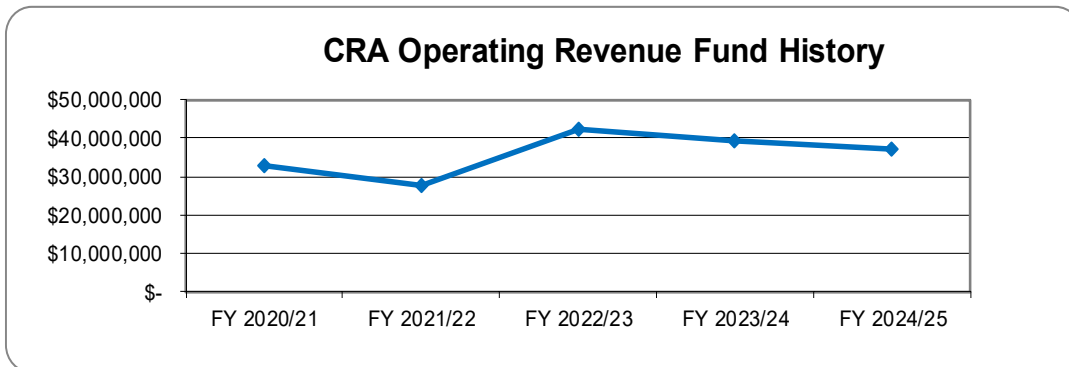
<u>Fund Description</u>		Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
Other Post Employment Benefit Trust Revenue Fund	\$	55,875,541	(777,175)	40,540,515	22,547,856	24,456,085
Percent Change			-101.39%	-5316.39%	-44.38%	8.46%



## 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 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
CRA Operating Revenue Fund	\$	32,708,476	27,585,349	42,204,882	39,512,289	37,012,598
Percent Change			-15.66%	53.00%	-6.38%	-6.33%

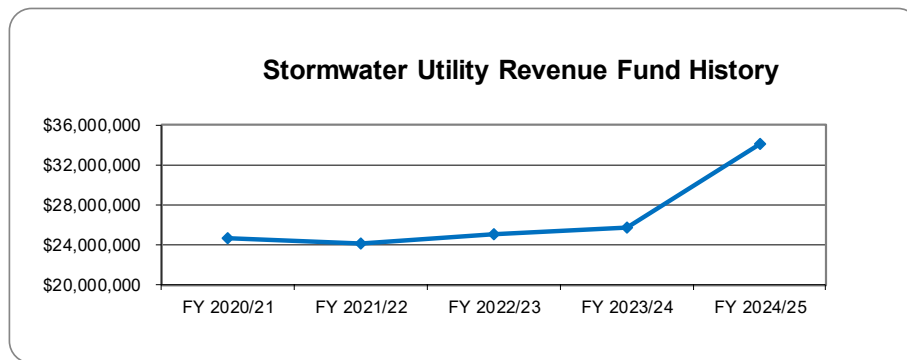


# REVENUE DETAIL

## 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 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
Stormwater Utility Revenue Fund	\$ 24,647,762	\$ 24,123,266	\$ 25,101,494	\$ 25,674,744	\$ 34,074,255
Percent Change		-2.13%	4.06%	2.28%	32.72%



<u>Description</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
# of parcels (customers)	96,652	97,757	99,393	100,362	101,313
annual rate per ERU	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88	\$ 161.84

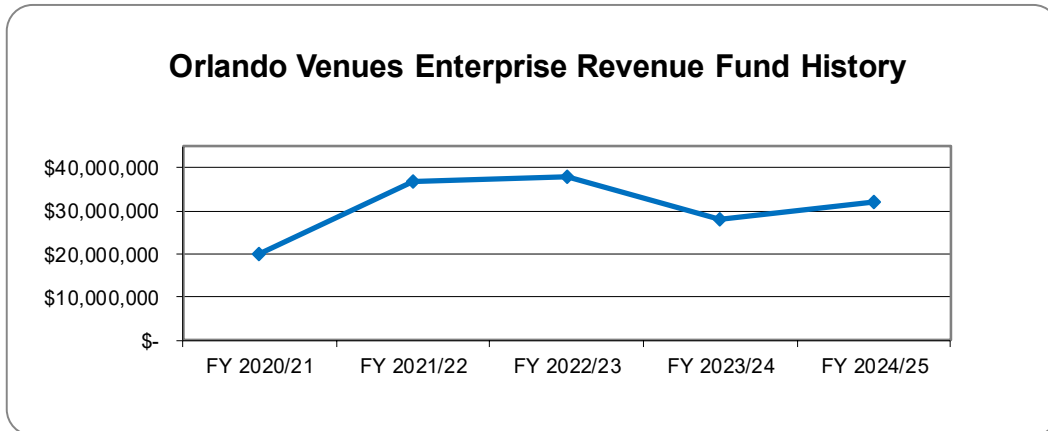
ERU (equivalent residential unit) provides a basis for comparing the run-off generated by one parcel with that generated by another. An ERU is determined to be an impervious area of 2,000 square feet. To compute ERUs for any parcel, divide the parcel's impervious area by 2,000. The ERU is used as the 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 (Kia 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>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
Orlando Venues Enterprise Revenue Fund	\$ 20,172,746	\$ 36,925,684	\$ 37,777,374	\$ 28,054,632	\$ 31,997,763
Percent Change		83.05%	2.31%	-25.74%	14.06%



<u>Kia Center</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Actual <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>	Adopted <u>FY 2024/25</u>
Total events	212	233	230	244	232
Total attendance	318,905	1,331,576	1,492,680	1,958,165	1,412,128

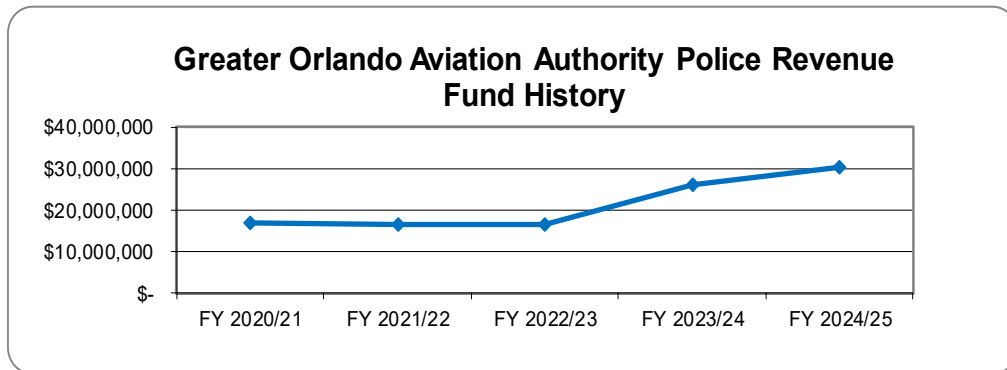
Events held at the Kia Center include concerts, family/ice shows, basketball games, arena football, hockey, and community events. Current tenants include the Orlando Magic of the National Basketball Association, and the minor league hockey Orlando Solar Bears of the ECHL.

## 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.

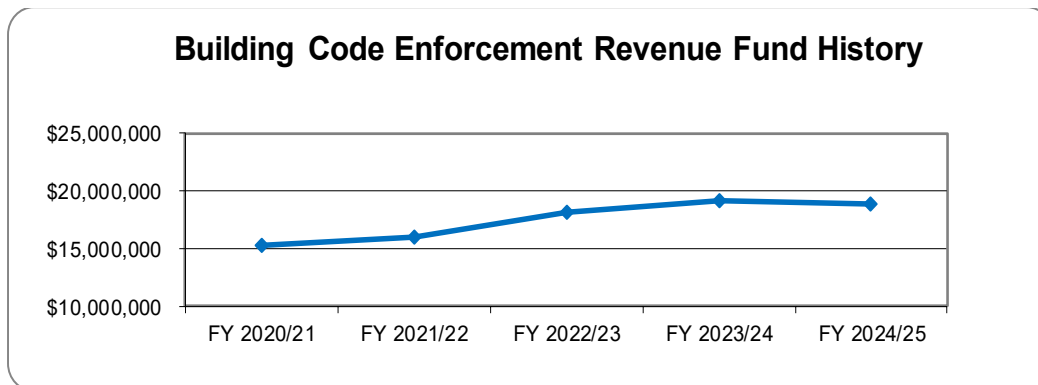
Fund Description	Actual FY 2020/21	Actual FY 2021/22	Actual FY 2022/23	Adopted FY 2023/24	Adopted FY 2024/25
Greater Orlando Aviation Authority Police Revenue Fund	\$ 16,780,030	\$ 16,424,174	\$ 16,611,715	\$ 26,096,005	\$ 30,454,085
Percent Change		-2.12%	1.14%	57.09%	16.70%



### 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.

Fund Description	Actual FY 2020/21	Actual FY 2021/22	Actual FY 2022/23	Adopted FY 2023/24	Adopted FY 2024/25
Building Code Enforcement Revenue Fund	\$ 15,270,078	\$ 16,020,680	\$ 18,156,143	\$ 19,096,936	\$ 18,905,607
Percent Change		4.92%	13.33%	5.18%	-1.00%



# REVENUE DETAIL

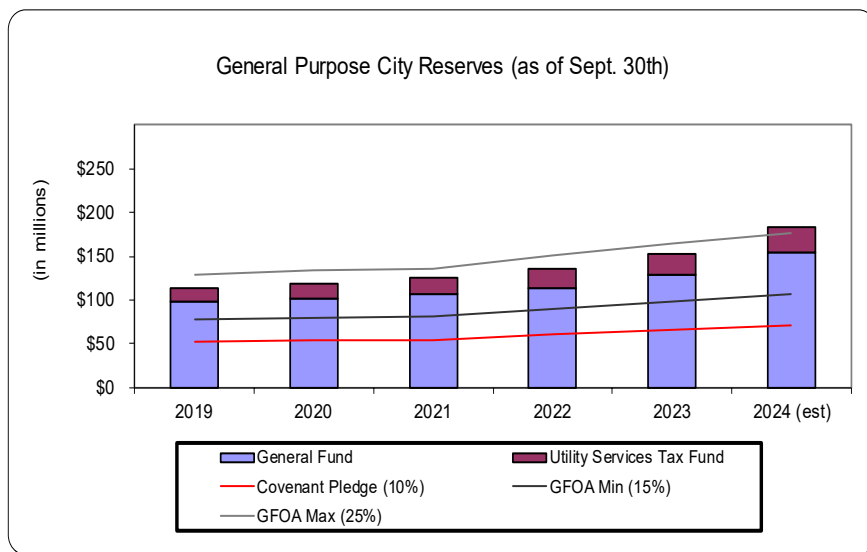
## Fund Balance

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 2017 compared to the GFOA recommendation. Note that the Unreserved 2024 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

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### Fund Balance Status

Fund	Fund Balance 09/30/2023	Budgeted Change FY23/24 (1)	Estimated Balance 09/30/2024	Budgeted Change FY24/25 (1)	Projected Balance 09/30/2025	Percent Change FY24/25
Building Code Enforcement	23,985,868	(4,185,936)	19,799,932	(2,975,607)	16,824,325	(15.03%)
Cemetery Trust Fund	2,008,054	(263,893)	1,744,161	(26,772)	1,717,389	(1.53%)
Contraband Forfeiture Trust	3,761,540	(404,846)	3,356,694	(408,436)	2,948,258	(12.17%)
Gas Tax Fund	17,495,459	-	17,495,459	(198,590)	17,296,869	(1.14%)
Health Care Fund	24,744,650	(1,301,020)	23,443,630	(283,364)	23,160,266	(1.21%)
Law Enforcement Training	264,968	(90,000)	174,968	(70,000)	104,968	(40.01%)
Risk Management	6,815,466	(4,250,000)	2,565,466	(4,000,000)	(1,434,535)	(155.92%)
Special Assessment Funds	2,409,932	-	2,409,932	(226,534)	2,183,398	(9.40%)
Total All Funds	\$ 81,485,936	\$ (10,495,695)	\$ 70,990,241	\$ (8,189,303)	\$ 62,800,938	(11.54%)

Notes:

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



# REVENUE DETAIL

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## Changes in Fund Balance

### Building Code Enforcement Fund (Non-Recurring)

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

### Cemetery Trust Fund (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.

### Gas Tax Fund (Non-Recurring)

In recent months we closed out a number of completed or unneeded projects, and through doing so freed up a small amount of fund balance that has been now allocated to address new funding needs. This is intended to be a one-time allocation unless additional funds are freed up from existing projects in the future.

### Health Care 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.

### Law Enforcement Training (Non-Recurring)

The City collects revenues from various judgements and fines, which include criminal violations, tag forfeitures, and traffic violations. A small portion of these revenues are then allocated into this fund specifically for police officer training. The new Chief of Police has called for increased training and this is a one-time allocation for related expenses.

### 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.

# REVENUE DETAIL

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## LONG RANGE FORECAST GENERAL FUND REVENUE PROJECTIONS

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

Our projections look at a five year time horizon for General Fund revenues (excluding transfers). We prepare two projections: a Likely Projection and a Conservative Projection. The City is always cautious 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, as the COVID-19 pandemic and recent inflationary trends certainly demonstrated, there is always a risk associated with making longer term projections based on trailing metrics.

Three revenue groups account for 74% of the General Fund revenue and are the main considerations for these projections:

The biggest factor in General Fund revenue growth is changes in **property tax collections**. Property tax revenue accounts for over 48% of the General Fund revenue. Property values have averaged annual growth of roughly 10% over the last three years, with the annual growth rate reaching as high as 14% in FY 2024. Preliminary FY 2025 property valuations suggest a significantly lower growth rate near 5% for the current year. Actual growth may have been even lower if it weren't for the fact that many property tax bills are capped at 10% growth and therefore, slower value growth is partially mitigated for some time by the 'catch up' of property tax bills to the assessed values. That said, unless growth in values picks back up, that effect will fade over time.

**Intergovernmental revenue** is the second largest General Fund revenue group and makes up over 15% of General Fund revenue. Intergovernmental revenue is driven by the OUC dividend, the City's return on its ownership of the Orlando Utilities Commission. This growth rate is supported by population growth in the City, projected to continue averaging near 3% annually. This revenue group saw growth of over 6% from FY 2023 to FY 2024.

At over 11% of General Fund revenue, **sales & use taxes** are another significant revenue group, made up primarily of the state-derived sales tax. After several years of exceptional growth in these revenues as we rebounded from the COVID-19 pandemic, collections remained essentially flat from FY 2023 to FY 2024. This may simply reflect reaching a stable level of economic activity after so many years of strong growth, and/or suggest economic headwinds resulting from recent inflation and efforts to address it. It is difficult to predict how they will perform during FY 2025 given that they are so sensitive to the length and severity of any economic downturn. That said, even the modest inflation that we have historically seen would generally result in an increase of a few percent per year here, barring a true economic downturn.

Our **Likely Projection** considers the lower FY 2025 property valuation growth of 5% and likelihood of other revenues not significantly offsetting that, given that overall revenue growth has closely aligned with property tax collections and there have been...

# REVENUE DETAIL

## LONG RANGE FORECAST

### GENERAL FUND REVENUE PROJECTIONS (cont'd)

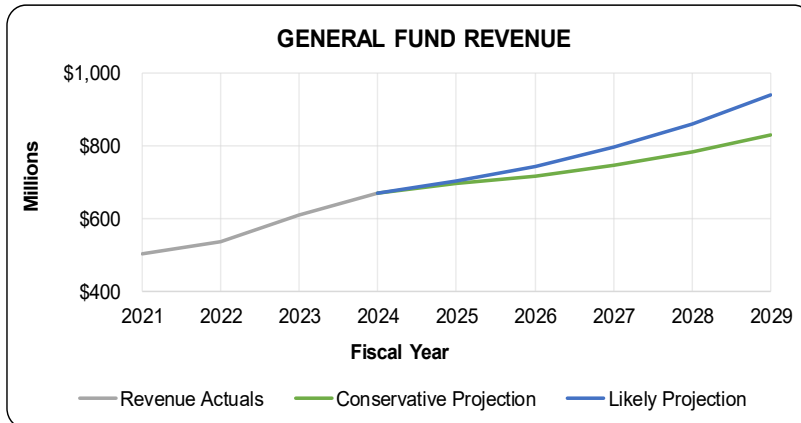
signs of slower growth recently. This projection assumes the current year will be the 'slow year' and then begins incrementing the growth rate of overall revenue by 1% each subsequent year, gradually returning to historic revenue growth rates. This is supported by the fact that we continue to see a fair amount of development activity, and are already seeing a reduction in the interest rates that likely played a key role in the leveling off of growth.

Our **Conservative Projection** assumes that economic conditions and the fading effect of property tax bill caps will further hinder revenue growth in the near term. Under this scenario, overall revenue growth is assumed to fall slightly further than recent property valuations, growing at 4% for 2025 before declining further to 3% for 2026. 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 in the high single digits, which resumed after a brief hiatus due to the pandemic. While we recognize that inflation and higher interest rates have impacted revenue growth, we have not seen signs suggesting a significant downturn thus far. We believe that some moderation in growth rates after the recent recovery is more likely, though certain revenue sources and properties could of course be more susceptible to inflationary conditions than others.

As noted above the City's projections are always cautious. Our Conservative revenue projection suggests that actual FY 2025 revenues will exceed \$690M. The General Fund expenditure budget for FY25 presented in this Budget Book totals \$655M (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 recent inflationary trends and efforts to address them present some uncertainties, we believe this methodology for forecasting expenses is reasonable given previous trends.

GENERAL FUND REVENUE PROJECTIONS (continued)

	Actual 2021	Actual 2022	Actual 2023	Actual (Unaudited) 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028	Projected 2029
Conservative Projection	N/A	N/A	N/A	N/A	\$ 696,454,543	\$ 717,348,179	\$ 746,042,106	\$ 783,344,212	\$ 830,344,864
Actuals	\$ 503,422,988	\$ 538,562,136	\$ 611,720,564	\$ 669,667,830	N/A	N/A	N/A	N/A	N/A
Likely Projection	N/A	N/A	N/A	N/A	\$ 703,151,221	\$ 745,340,294	\$ 797,514,115	\$ 861,315,244	\$ 938,833,616



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## 2023-2024 BY THE NUMBERS:

Post and account engagements have increased across platforms



**35%**  
LinkedIn

**200%**  
Instagram



**22%** increase in organic  
Facebook reach



Over  
**37,000** pounds of gleaned produce  
provided to residents in need

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



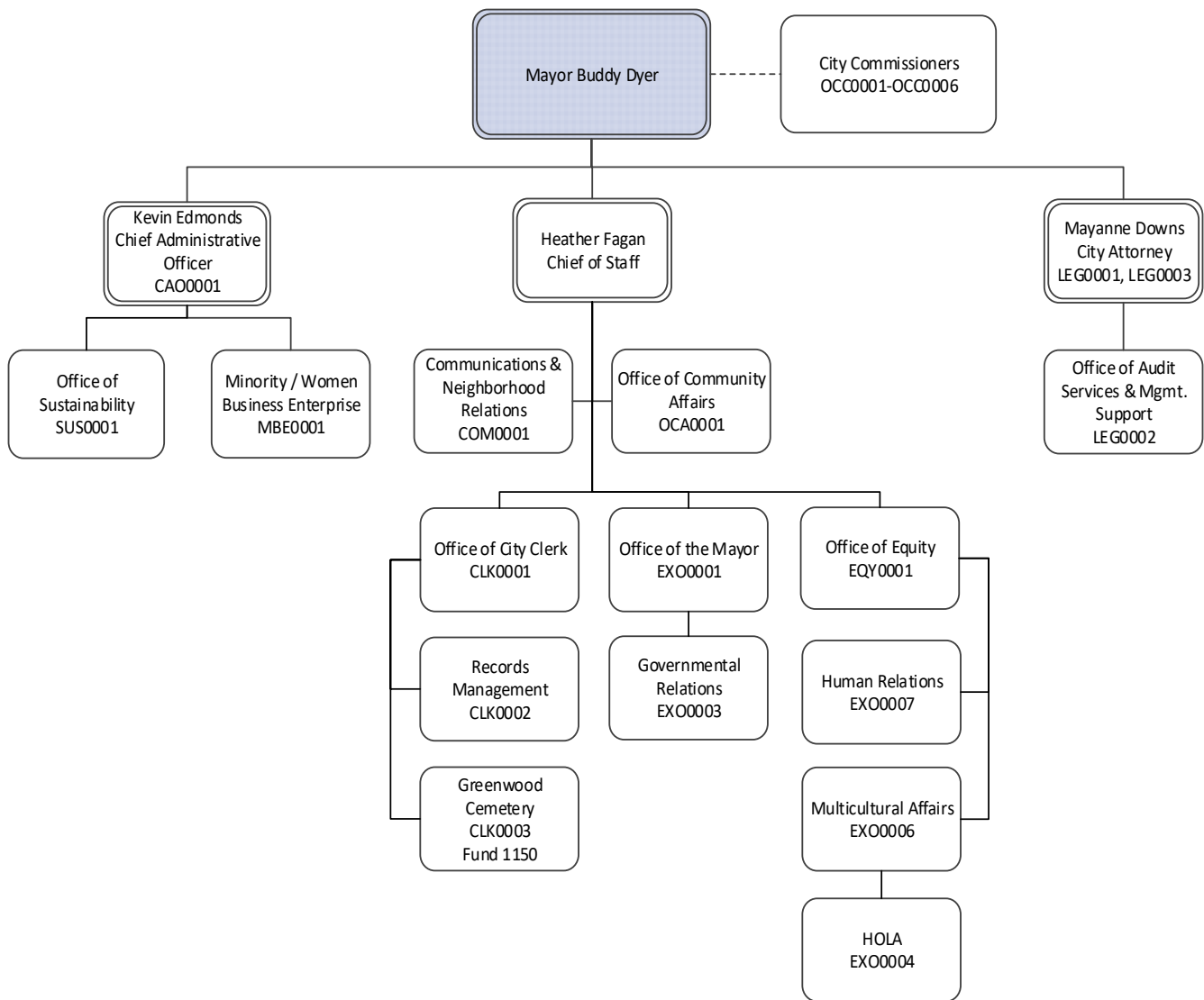
## EXECUTIVE OFFICES

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# EXECUTIVE OFFICES

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## 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.

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# EXECUTIVE OFFICES

## DEPARTMENT OPERATING EXPENDITURES

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 1,880,215	\$ 2,459,511	\$ 2,410,089	\$ (49,422)	(2.0%)
0002 Executive Offices Nondepartmental	-	(351,000)	(900,000)	(549,000)	156.4%
0003 Governmental Relations	1,037,950	1,166,449	1,201,926	35,477	3.0%
0006 Multicultural Affairs	3	-	-	-	N/A
0007 Human Relations	51	-	-	-	N/A
Office of Equity (EQY) <sup>1</sup>					
0001 Office of Equity	146,062	418,567	494,375	75,808	18.1%
0002 Human Relations	456,097	734,441	747,558	13,117	1.8%
0003 Multicultural Affairs	301,487	462,582	462,563	(19)	(0.0%)
0004 HOLA	236,622	251,612	311,544	59,932	23.8%
Office of Community Affairs (OCA)					
0001 Community Affairs	734,105	938,264	972,573	34,309	3.7%
0003 OCA Grants	3,830,325	4,261,433	4,261,433	-	0.0%
Office of Communications & Neighborhood Relations (COM)					
0001 Communications and Neighborhood Relations	2,557,761	2,853,659	3,173,675	320,016	11.2%
Office of the City Clerk (CLK)					
0001 City Clerk	974,358	1,094,406	1,107,644	13,238	1.2%
0002 Records Management	548,332	596,453	824,962	228,509	38.3%
0005 City Elections	9,110	598,022	26,000	(572,022)	(95.7%)
<b>TOTAL -- MAYOR</b>	<b>\$ 12,712,477</b>	<b>\$ 15,484,399</b>	<b>\$ 15,094,342</b>	<b>\$ (390,057)</b>	<b>(2.5%)</b>
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 436,807	\$ 469,583	\$ 485,777	\$ 16,194	3.4%
0002 City Commissioner District 2	365,667	461,314	466,891	5,577	1.2%
0003 City Commissioner District 3	398,889	471,430	487,280	15,850	3.4%
0004 City Commissioner District 4	388,486	481,777	496,050	14,273	3.0%
0005 City Commissioner District 5	418,544	448,365	460,808	12,443	2.8%
0006 City Commissioner District 6	436,935	450,831	465,194	14,363	3.2%
<b>TOTAL -- CITY COMMISSIONERS</b>	<b>\$ 2,445,328</b>	<b>\$ 2,783,300</b>	<b>\$ 2,862,000</b>	<b>\$ 78,700</b>	<b>2.8%</b>
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,257,828	\$ 1,514,069	\$ 1,732,845	\$ 218,776	14.4%
0002 Workplace Giving	31,456	39,000	39,000	-	0.0%
Minority / Women Business Enterprises (MBE)					
0001 MWBE	1,246,911	1,387,734	1,381,112	(6,622)	(0.5%)
0002 Community Employment	162,041	179,300	187,553	8,253	4.6%
Office of Sustainability (SUS) <sup>2</sup>					
0001 Office of Sustainability	867,203	1,535,942	1,502,734	(33,208)	(2.2%)
<b>TOTAL -- CHIEF ADMINISTRATIVE OFFICER</b>	<b>\$ 3,565,438</b>	<b>\$ 4,656,045</b>	<b>\$ 4,843,244</b>	<b>\$ 187,199</b>	<b>4.0%</b>

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

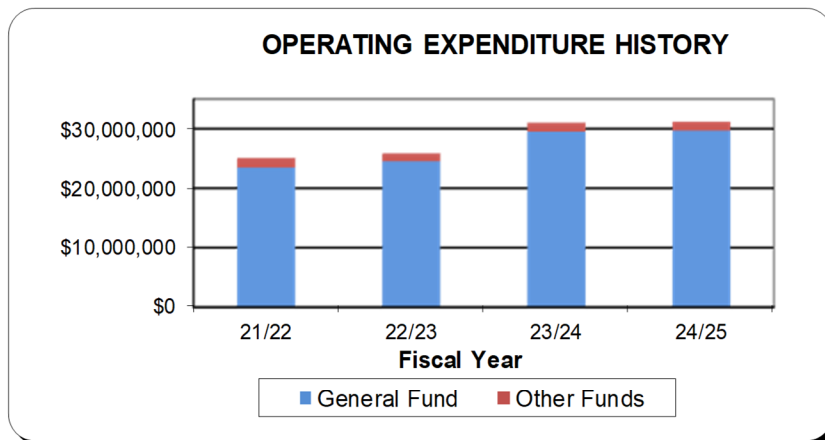
(2) For 2022/23, all Office of Sustainability budgets have been consolidated into one line on the General Fund.



# EXECUTIVE OFFICES

## DEPARTMENT OPERATING EXPENDITURES (continued)

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>City Attorney's Office (LEG)</b>					
0001 City Attorney	\$ 5,033,704	\$ 5,652,354	\$ 5,965,315	\$ 312,961	5.5%
0002 Audit Services and Management Support	771,302	925,405	927,309	1,904	0.2%
<b>TOTAL -- CITY ATTORNEY'S OFFICE</b>	<b>\$ 5,805,006</b>	<b>\$ 6,577,759</b>	<b>\$ 6,892,624</b>	<b>\$ 314,865</b>	<b>4.8%</b>
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 24,528,250</b>	<b>\$ 29,501,503</b>	<b>\$ 29,692,210</b>	<b>\$ 190,707</b>	<b>0.6%</b>
<b><u>RISK MANAGEMENT FUND #5015</u></b>					
<b>City Attorney's Office (LEG)</b>					
0003 Risk Management Legal Support	\$ 680,139	\$ 666,798	\$ 651,761	\$ (15,037)	(2.3%)
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 680,139</b>	<b>\$ 666,798</b>	<b>\$ 651,761</b>	<b>\$ (15,037)</b>	<b>(2.3%)</b>
<b><u>GREENWOOD CEMETERY FUND #1150</u></b>					
<b>Office of the City Clerk (CLK)</b>					
0003 Greenwood Cemetery	\$ 622,490	\$ 797,971	\$ 795,771	\$ (2,200)	(0.3%)
0004 Cemetery Trust Nondepartmental	24,600	34,954	56,491	21,537	61.6%
<b>TOTAL -- GREENWOOD CEMETERY FUND</b>	<b>\$ 647,090</b>	<b>\$ 832,925</b>	<b>\$ 852,262</b>	<b>\$ 19,337</b>	<b>2.3%</b>
<b><u>SOLID WASTE FUND #4150</u></b>					
<b>Office of Sustainability (SUS)<sup>2</sup></b>					
0002 Solid Waste Sustainability Support	\$ 275	\$ -	\$ -	\$ -	NA
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 275</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>NA</b>
<b>TOTAL -- EXECUTIVE OFFICES OPERATING</b>	<b>\$ 25,855,753</b>	<b>\$ 31,001,226</b>	<b>\$ 31,196,233</b>	<b>\$ 195,007</b>	<b>0.6%</b>

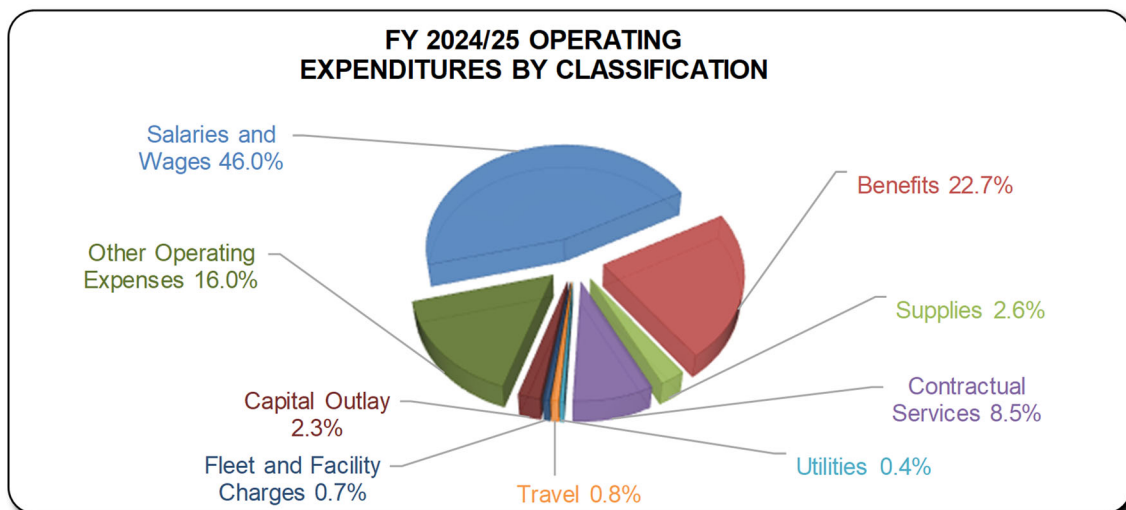


(2) For 2022/23, all Office of Sustainability budgets have been consolidated into one line on the General Fund.

# EXECUTIVE OFFICES

## DEPARTMENT OPERATING EXPENDITURES (continued)

Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 12,628,487	\$ 14,450,536	\$ 14,354,870	\$ (95,666)	(0.7%)
Benefits	5,256,215	6,477,494	7,072,222	594,728	9.2%
Supplies	603,393	779,192	822,684	43,492	5.6%
Contractual Services	2,058,793	3,198,455	2,637,213	(561,242)	(17.5%)
Utilities	96,532	120,942	128,177	7,235	6.0%
Travel	174,563	238,761	246,330	7,569	3.2%
Fleet and Facility Charges	237,898	213,101	209,854	(3,247)	(1.5%)
Capital Outlay	19,140	689,680	729,180	39,500	5.7%
Other Operating Expenses	4,386,934	4,833,065	4,995,703	162,638	3.4%
Transfer Out	393,798	-	-	-	N/A
<b>TOTAL -- EXECUTIVE OFFICES OPERATING</b>	<b>\$ 25,855,753</b>	<b>\$ 31,001,226</b>	<b>\$ 31,196,233</b>	<b>\$ 195,007</b>	<b>0.6%</b>

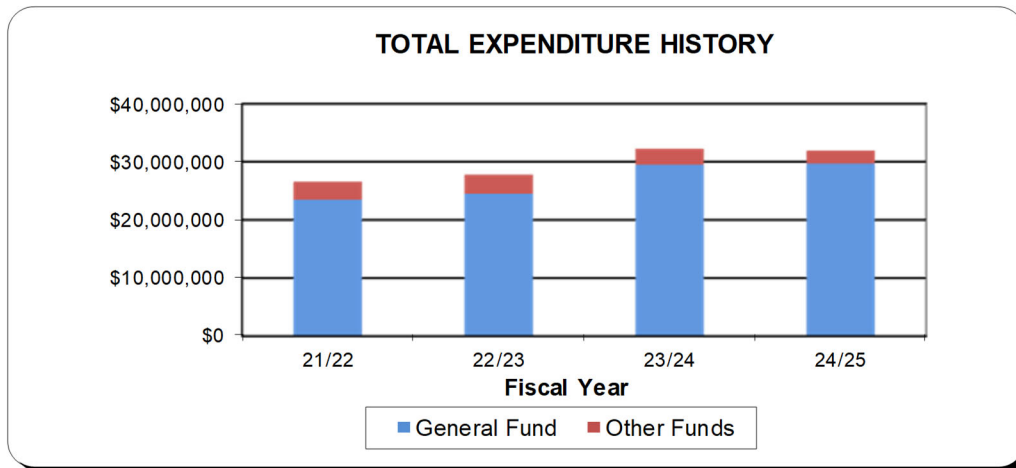


# EXECUTIVE OFFICES

## DEPARTMENT NON-OPERATING EXPENDITURES

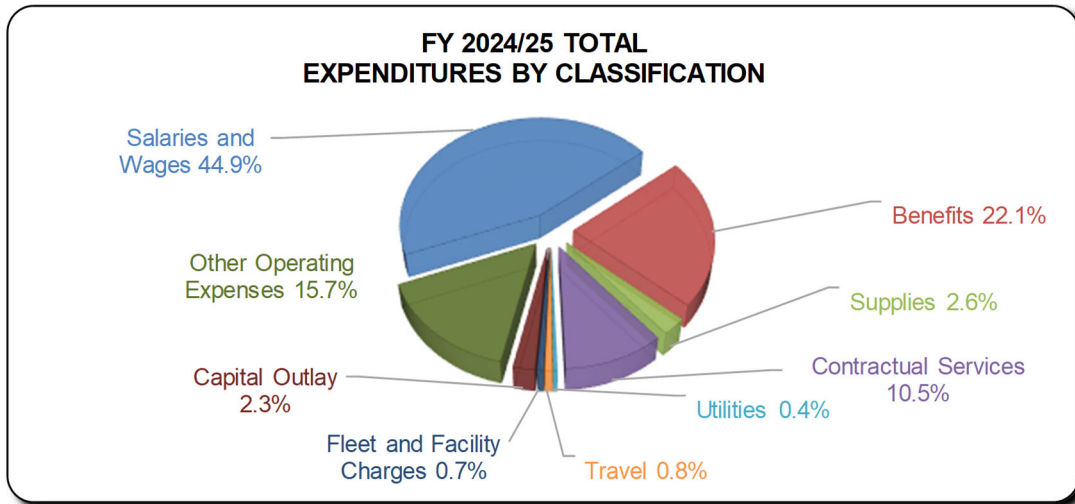
Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>CAPITAL IMPROVEMENTS FUND #3001</b>					
Office of the Mayor (EXO)					
Projects and Grants	\$ 541	\$ -	\$ -	\$ -	N/A
Office of Chief Administrative Officer (CAO)					
Projects and Grants	443,621	300,000	-	(300,000)	(100.0%)
Office of Communications & Neighborhood Relations (COM)					
Projects and Grants	78,087	-	-	-	N/A
Office of the City Clerk (CLK)					
Projects and Grants	109,472	350,000	125,000	(225,000)	(64.3%)
Office of City Commissioners (OCC)					
Projects and Grants	111,776	-	-	-	N/A
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ 743,496</b>	<b>\$ 650,000</b>	<b>\$ 125,000</b>	<b>\$ (525,000)</b>	<b>(80.8%)</b>
<b>OTHER FUNDS</b>					
Projects and Grants	\$ 1,219,758	\$ 600,000	\$ 600,000	\$ -	0.0%
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 1,219,758</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL -- PROJECTS AND GRANTS</b>	<b>\$ 1,963,254</b>	<b>\$ 1,250,000</b>	<b>\$ 725,000</b>	<b>\$ (525,000)</b>	<b>(42.0%)</b>
<b>TOTAL -- EXECUTIVE OFFICES</b>	<b>\$ 27,819,007</b>	<b>\$ 32,251,226</b>	<b>\$ 31,921,233</b>	<b>\$ (329,993)</b>	<b>(1.0%)</b>

## DEPARTMENT TOTAL EXPENDITURES



## EXECUTIVE OFFICES

Expenditure by Classification	2022/23	2023/24	2024/25	Change	% Change
	Actual Expenditures	Adopted Budget	Adopted Budget	Adopted to Adopted	
Salaries and Wages	\$ 12,924,069	\$ 14,450,536	\$ 14,354,870	\$ (95,666)	(0.7%)
Benefits	5,325,173	6,477,494	7,072,222	594,728	9.2%
Supplies	742,812	779,192	822,684	43,492	5.6%
Contractual Services	2,996,203	4,448,455	3,362,213	(1,086,242)	(24.4%)
Utilities	128,334	120,942	128,177	7,235	6.0%
Travel	184,520	238,761	246,330	7,569	3.2%
Fleet and Facility Charges	397,100	213,101	209,854	(3,247)	(1.5%)
Capital Outlay	34,140	689,680	729,180	39,500	5.7%
Other Operating Expenses	4,618,527	4,833,065	4,995,703	162,638	3.4%
Transfer Out	468,131	-	-	-	N/A
<b>TOTAL -- EXECUTIVE OFFICES</b>	<b>\$ 27,819,007</b>	<b>\$ 32,251,226</b>	<b>\$ 31,921,233</b>	<b>\$ (329,993)</b>	<b>(1.0%)</b>



# EXECUTIVE OFFICES

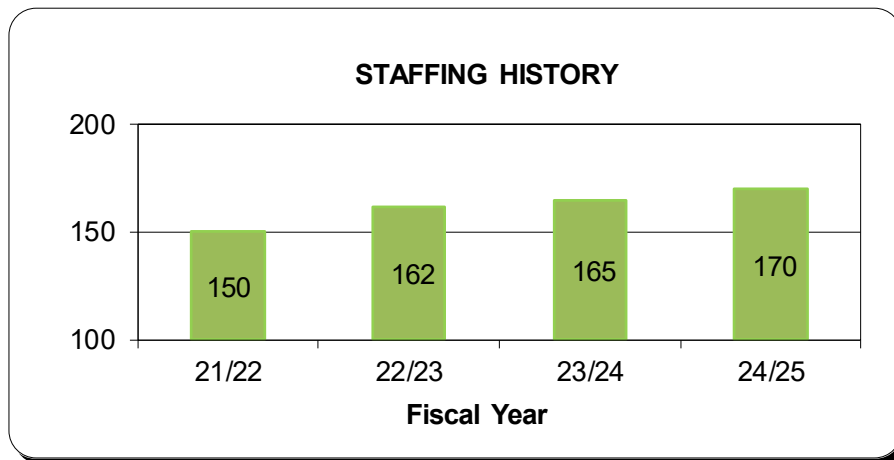
## DEPARTMENT STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Office of the Mayor (EXO)			
0001 Office of the Mayor	12	12	12
0003 Governmental Relations	3	3	3
Office of Equity (EQY)			
0001 Office of Equity	3	3	3
0002 Human Relations	6	6	6
0003 Multicultural Affairs	3	3	3
0004 HOLA	2	2	3
Office of Community Affairs (OCA)			
0001 Community Affairs	6	6	6
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	21	22	23
Office of the City Clerk (CLK)			
0001 City Clerk	9	9	9
0002 Records Management	5	5	7
TOTAL -- MAYOR	70	71	75
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	3	3	3
0002 City Commissioner District 2	3	3	3
0003 City Commissioner District 3	3	3	3
0004 City Commissioner District 4	3	3	3
0005 City Commissioner District 5	3	3	3
0006 City Commissioner District 6	3	3	3
TOTAL -- COMMISSIONERS	18	18	18
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	6	6	7
Minority / Women Business Enterprises (MBE)			
0001 MWBE	10	10	9
0002 Community Employment	5	5	5
Office of Sustainability (SUS)			
0001 Office of Sustainability	10	12	12
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	31	33	33
City Attorney's Office (LEG)			
0001 City Attorney	30	30	31
0002 Audit Services and Management Support	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	35	35	36
TOTAL -- GENERAL FUND	154	157	162

# EXECUTIVE OFFICES

## DEPARTMENT STAFFING SUMMARY (continued)

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 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	3	3	3
TOTAL -- GREENWOOD CEMETERY FUND	3	3	3
 TOTAL -- EXECUTIVE OFFICES	 162	 165	 170



## EXECUTIVE OFFICES

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### Office of the Mayor

#### Overview of Services/Programs

Staff in the Mayor's Office provides guidance and drives collaboration across City of Orlando departments and in the community to help ensure that Orlando remains a great place to live, work and visit.

#### 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 2024/25. The budget allows the City of Orlando to continue to provide critical municipal services, programs and amenities that residents, businesses and visitors rely on each day.
- Manage the investment of \$58 million in Accelerate Orlando funding to address two of the most complex challenges in Central Florida: homelessness and affordable housing. Completed investments include:
  - Transforming a blighted hotel on West Colonial Drive into the Palm Gardens Apartments, which have 150 affordable units, including some reserved for permanent supportive housing for homeless individuals
- Helped provide a safe environment for vulnerable individuals who face unique challenges during heatwaves by opening a cooling center during the summer months.
- Throughout the year, the City continued its efforts to create a more equitable Orlando for all by:
  - Investing in 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
  - Making Orlando an Age-Friendly City: adapting programs and services to be accessible and inclusive to residents of all ages and abilities
- Assisted in the coordination of major events, including the U.S. Olympic Team Trials – Marathon.

#### Future Goals and Objectives

##### Short Term

- Continue managing the investment of \$58 million in Accelerate Orlando funding. Future investments include:
  - Helping Orlando's trusted homeless service providers to modernize their campuses, offer more wrap-around services and grow daytime operations to help more unsheltered individuals get off the streets
  - Developing up to 80 apartment units for workforce housing and up to 10-single family homes in Parramore
- Explore options available to address the need for additional overnight shelter space for those experiencing homelessness and create regional partnerships to achieve this.
- Help the community envision the future of downtown Orlando to ensure that we are furthering the shared vision for its future as real neighborhood for everyone.
- Play a leading role in ensuring that Orlando remains a welcoming, inclusive community for all residents and visitors.

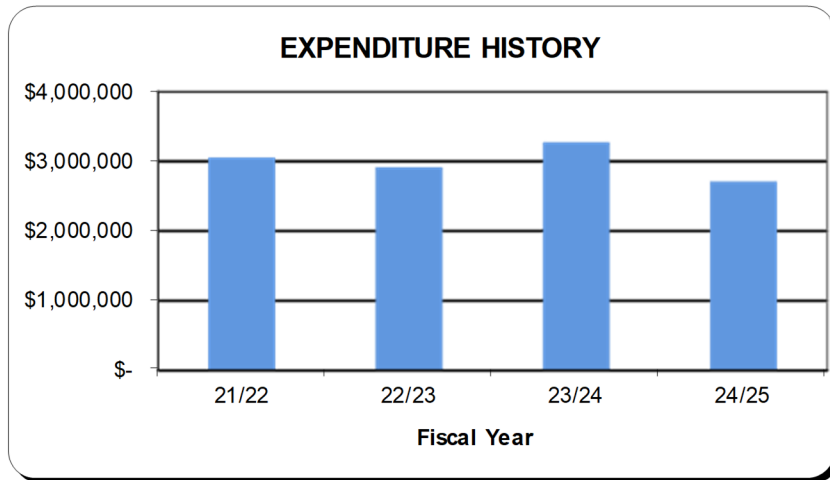
##### Long Term

- Deliver quality services and operate in a knowledgeable, responsive and financially responsible manner all while maintaining the City's financial stability.
- 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	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 1,880,215	\$ 2,459,511	\$ 2,410,089	\$ (49,422)	(2.0%)
0002 Executive Offices Nondepartmental	-	(351,000)	(900,000)	(549,000)	156.41%
0003 Governmental Relations	1,037,950	1,166,449	1,201,926	35,477	3.0%
0006 Multicultural Affairs	3	-	-	-	N/A
0007 Human Relations	51	-	-	-	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,918,219</b>	<b>\$ 3,274,960</b>	<b>\$ 2,712,015</b>	<b>\$ (562,945)</b>	<b>(17.2%)</b>
<b>TOTAL -- OFFICE OF THE MAYOR</b>	<b>\$ 2,918,219</b>	<b>\$ 3,274,960</b>	<b>\$ 2,712,015</b>	<b>\$ (562,945)</b>	<b>(17.2%)</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Office of the Mayor (EXO)			
0001 Office of the Mayor	12	12	12
0003 Governmental Relations	3	3	3
<b>TOTAL -- GENERAL FUND</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>TOTAL -- OFFICE OF THE MAYOR</b>	<b>15</b>	<b>15</b>	<b>15</b>



## EXECUTIVE OFFICES

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### Office of Equity

#### Overview of Services/Programs

The Office of Equity was created to help build the City of Orlando into a world class model of equity, diversity, and inclusion. 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. 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; 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.

#### Major Accomplishments:

- Through our partnership with the Second Harvest Food Banks' Benefits Connection Program, 255 food stamps applications were completed at HOLA, which is \$517,837.43 SNAP dollars for our community members.
- Human Relations obtained over \$77,000 in monetary relief through mediation and conciliation for Orlando community members who experienced discriminatory treatment.
- Human Relations screened over 1,041 inquiries and filed 73 official complaints.
- The Office of Multicultural Affairs (OMA) hosted and financially supported 36 events that embrace the cultural diversity, and traditional festivities that encourage our residents to gather to celebrate our differences and build relationships with the city, including Hispanic Heritage Month, MLK commemorative events, Black History Month, Juneteenth, Indian Diwali Celebration, African Continent Heritage Month celebration, Haitian Flag Day, Come Out With Pride parade, and others.
- The OMA supported the coordination of Pulse Remembrance events and Pulse Advisory Committee meetings with community outreach, promotions, media relations, translation of media alerts and information delivered through the OMA distribution list, Spanish Facebook page and city family.

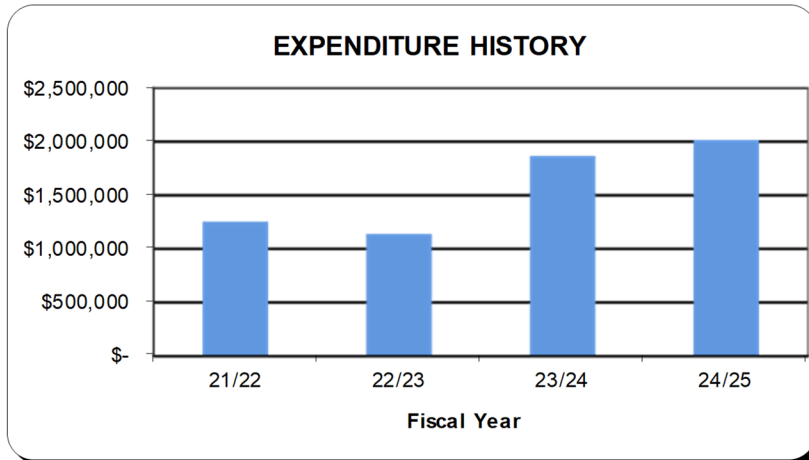
#### Future Goals and Objectives:

- To research and establish another key partnership that will provide direct services to our residents at the HOLA Office.
- The Office of Human Relations will implement an annual fair housing training series, featuring at least one training in every City District.
- Host multicultural events, such as the Iftar Dinner, Pride Shabad, Orlando Youth Empowerment Series, the Diwali Celebration, the Mayor's Breakfast with the Consuls, and any other multicultural events.
- Strengthen relationships with fast-growing minority communities with specific needs, such as Haitian and Asian communities.
- Build relationships with multicultural chambers of commerce and professional associations by keeping them aware of city services and programs and engaging them in helping our office promote city services and events for residents and businesses.
- Increase the visibility of our city investments in minority communities through outreach and communication outlets, such as HOLA, city grant programs for nonprofits, city boards, affordable housing, homeless initiatives, and economic development services and programs for minority and women-owned businesses.

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of Equity (EQY)					
0001 Office of Equity	\$ 146,062	\$ 418,567	\$ 494,375	\$ 75,808	18.1%
0002 Human Relations	456,097	734,441	747,558	13,117	1.79%
0003 Multicultural Affairs	301,487	462,582	462,563	(19)	(0.0%)
0004 HOLA	236,622	251,612	311,544	59,932	23.8%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,140,267</b>	<b>\$ 1,867,202</b>	<b>\$ 2,016,040</b>	<b>\$ 148,838</b>	<b>8.0%</b>
<b>TOTAL -- OFFICE OF EQUITY</b>	<b>\$ 1,140,267</b>	<b>\$ 1,867,202</b>	<b>\$ 2,016,040</b>	<b>\$ 148,838</b>	<b>8.0%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Office of Equity (EQY)			
0001 Office of Equity	3	3	3
0002 Human Relations	6	6	6
0003 Multicultural Affairs	3	3	3
0004 HOLA	2	2	3
<b>TOTAL -- GENERAL FUND</b>	<b>14</b>	<b>14</b>	<b>15</b>
<b>TOTAL -- OFFICE OF EQUITY</b>	<b>14</b>	<b>14</b>	<b>15</b>

## EXECUTIVE OFFICES

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### Office of Community Affairs

#### Overview of Services

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

#### Major Accomplishments

- Managed the Community Investment Program (CIP), which distributed \$3,067,687 in grants to 53 local human service organizations, providing vital services to Orlando residents. Additionally, awarded and managed \$1,012,463 in grants to arts and cultural organizations and \$214,560 to homeless service and animal service agencies that provide essential services to residents.
- Awarded \$226,900 to 36 schools, nonprofit organizations, and neighborhood associations, which implemented mentoring, educational and beautification projects with Mayor's Matching Grants (MMG).
- Recruited 1,943 volunteers through the Orlando Cares volunteer portal at [volunteer.orlando.gov](http://volunteer.orlando.gov).
- Engaged over 3000 citizen and employee volunteers in the MLK Day of Service and packed more than One Million Meals in partnership with U.S. Hunger.
- Recruited and managed 7 AmeriCorps VISTA members and who built program capacity for Mayor Buddy's Book Club, homelessness services, and the Office of Sustainability & Resiliency's Local Food and Livability initiatives.
- Engaged 177 youth in grades 2-6 in Mayor Buddy's Book Club in partnership with FPR and the Orange County Library System. Created an infographic to highlight the achievements and partnerships of the year.
- Managed all activities of the Mayor's MLK Commission, including major events at the Dr. Phillips Center; recruited and recognized 32 MLK Commission sponsors, who donated more than \$89,100 in sponsorships; and coordinated an awards dinner at SeaWorld for the 2024 MLK Youth Humanitarians, their families and principals. Produced a video highlighting the 3 MLK Commission members who met Dr. King in honor of the 60th Anniversary of his visit to Orlando.

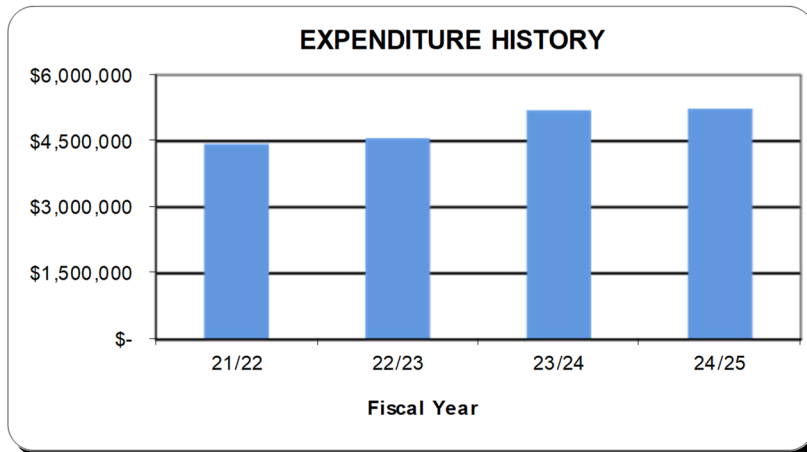
#### Future Goals and Objectives

- Recruit more than 2,000 volunteers utilizing the Orlando Cares volunteer portal at [volunteer.orlando.gov](http://volunteer.orlando.gov).
- Increase the number of youth participants in Mayor Buddy's Book Club by 10% by partnering with Orange County Public Schools and increasing volunteer support for City of Orlando neighborhood centers.
- Recruit AmeriCorps VISTA members to serve at new host sites: Edible Education Experience Inc., Orlando Wetlands, and the Early Learning Coalition of Orange County.
- Facilitate at least 60 hours of professional development workshops for AmeriCorps VISTA volunteers.
- Engage 100+ local AmeriCorps members and alumni in an AmeriCorps Week networking reception.
- Develop and host workshops for city-funded nonprofit organizations on topics such as, outcome measurements, budget development, reporting on grant impact and telling the agency's story.
- Increase citizen engagement in the Mayor's Dr. Martin Luther King, Jr. Commission's free public events.

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of Community Affairs (OCA)					
0001 Community Affairs	\$ 734,105	\$ 938,264	\$ 972,573	\$ 34,309	3.7%
0003 OCA Grants	3,830,325	4,261,433	4,261,433	-	0.0%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 4,564,430</b>	<b>\$ 5,199,697</b>	<b>\$ 5,234,006</b>	<b>\$ 34,309</b>	<b>0.7%</b>
<b>TOTAL -- OFFICE OF COMMUNITY AFFAIRS</b>	<b>\$ 4,564,430</b>	<b>\$ 5,199,697</b>	<b>\$ 5,234,006</b>	<b>\$ 34,309</b>	<b>0.7%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Office of Community Affairs (OCA)			
0001 Community Affairs	6	6	6
<b>TOTAL -- GENERAL FUND</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL -- OFFICE OF COMMUNITY AFFAIRS</b>	<b>6</b>	<b>6</b>	<b>6</b>

# EXECUTIVE OFFICES

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## Office of Communications & Neighborhood Relations

### Overview of Services/Programs

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

- |                           |                            |
|---------------------------|----------------------------|
| 1. Digital Communications | 4. Internal Communications |
| 2. Events/Marketing       | 5. Multimedia              |
| 3. Graphic Design         | 6. Neighborhood Relations  |

### Major Accomplishments

- Received Silver Tellys for the Marching Nutcrackers and OPD Fallen Officer Memorial videos.
- Total engagements and organic reach across social media platforms have increased; LinkedIn engagements increased 35% to 65,077; Facebook organic reach increased 21.8% to 616,708 accounts; Instagram total reach increased 13% to more than one million, and doubling content interactions.
- Added 3 Pulse signature events including: Community Rainbow Run, annual Pulse Remembrance Ceremony, 49 Bells, and Family and Survivor Dinner.
- Managed all city communications for the February 2024 Olympic Marathon Trials in downtown Orlando
- Launched phase 3 of the digital information Loop which will add approximately 78 external & internal LOOP TVs
- Produced digital and print graphics for all the city's FY 23/24 initiatives; including the 2024 Team USA Olympic Marathon Trials and the Pulse Memorial event.
- Created a TeamLink landing page with a calendar view where all HR employee trainings can be easily accessed and viewed.
- Engineered, built, and implemented a portable audio/streaming system to be used in the Pulse Memorial Advisory Committee (PMAC) meetings saving the city at least \$10,000 in equipment rental fees and reducing the number of staff required to operate the audio systems.
- Engaged and trained more than 350 neighborhood leaders and volunteers through various programs, including the Association Wellness Assessment, which garnered more than double the targeted number of participants in this new program, reaching its goal of expanding our outreach and developing new relationships in our neighborhoods.

### Future Goals & Objectives

#### Short-Term:

- Launch 2-3 new projects on Engage Orlando to increase community feedback in the digital realm.
- Begin using Cvent software to map out event logistics and layouts.
- Host Creative Mornings at City Hall
- Install Loop TVs across all OPD and OFD substations and other city facilities to complete the final phase consisting of 144 TVs citywide.
- Complete an audit on Wellness Loop slides for new look and information.
- Secure service agreement for the AV equipment in Council Chambers & the Broadcast Operations Control Room
- Utilize at least three focus groups to improve current events such as Community Connections, Summit, and iLead resulting in an increase in attendance and usage by 5%.

#### Mid-Term:

- Finalize and pass citywide social media and brand policy.
- Develop a new event to celebrate veterans for Veterans Day.
- Launch a new brand ambassador reward for city employees that brings branding issues to OCNr's attention.
- Reformat the Wellness Works page on TeamLink.
- Finalize installation of video server and develop a procedure for operation.

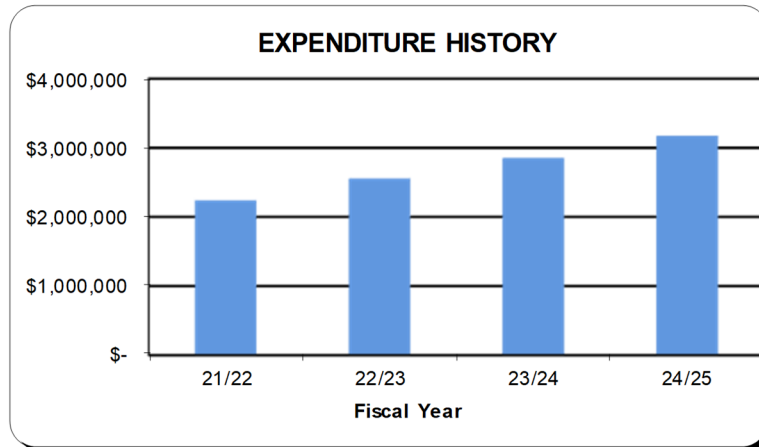
#### Long-Term:

- Complete an internal communications audit to identify how all departments are communicating to their teams.
- Create a landing page on TeamLink for new employees consisting of information and resources they need to know and that reinforces their New Employee Orientation conducted by Human Resources.
- Redesign Teamlink to improve readability and user engagement.

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of Communications (COM)					
0001 Communications and Neighborhood Relations	\$ 2,557,761	\$ 2,853,659	\$ 3,173,675	\$ 320,016	11.2%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,557,761</b>	<b>\$ 2,853,659</b>	<b>\$ 3,173,675</b>	<b>\$ 320,016</b>	<b>11.2%</b>
<b>TOTAL -- OFFICE OF COMMUNICATIONS &amp; NEIGHBORHOOD RELATIONS</b>					
	<b>\$ 2,557,761</b>	<b>\$ 2,853,659</b>	<b>\$ 3,173,675</b>	<b>\$ 320,016</b>	<b>11.2%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	21	22	23
<b>TOTAL -- GENERAL FUND</b>	<b>21</b>	<b>22</b>	<b>23</b>
<b>TOTAL -- OFFICE OF COMMUNICATIONS &amp; NEIGHBORHOOD RELATIONS</b>			
	<b>21</b>	<b>22</b>	<b>23</b>

# EXECUTIVE OFFICES

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## Office of the City Clerk

### Overview of Services

The Office of the City Clerk is responsible for the management of three core functions: Office of the City Clerk, Records and Archive Management & Greenwood Cemetery

### Major Accomplishments – City Clerk & Records Management

- Processed 17,326 public record requests, including 89 subpoenas, 239 email searches, police records, and permitting requests.
- Scheduled 473 meetings to ensure compliance with Sunshine Law.
- Processed 106 City Hall Facility Use Requests & Processed 232 Domestic Partnership Registries for FY23/24.
- Worked with the Orange County Supervisor of Elections to prepare for municipal special election in District 5 race held in May 2024 and June 2024.

### Major Accomplishments - Greenwood Cemetery

- Developed a self-guided tour to enhance visitor experiences.
- Honored Wreaths Across America and Memorial Day.
- Held a History Harvest at the Orange County Library to gather information on Greenwood Cemetery, Jonestown and Sunland Hospital.
- \$50,000 grant award from the Florida Department of State Historical Resources Division continues to be used to develop a digital search tool to allow for public access to cemetery records.

### Future Goals and Objectives

#### Short Term - City Clerk & Records Management

- Implement a new agenda management system.
- Continue to streamline the citywide centralized public records process & 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.
- Review all migrated records from the Document Management System and obtain a comprehensive listing of all outstanding Council records.

#### 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.

#### 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.
- Utilize archive interns to index historical records including Council folders migrated into the Document Management System.
- Digitize microfilm affected by vinegar syndrome and integrate microfilm records into the Document Management System.
- Develop Recording Secretary Training for Advisory Boards and other Sunshine meetings.

#### Medium Term – Greenwood Cemetery

- Develop ten-year plan for Greenwood Cemetery.
- Continue to update existing records for accuracy & streamline processes for efficiency.

#### Long Term – Greenwood Cemetery

- Preparing for the eventual transition to a historical cemetery.

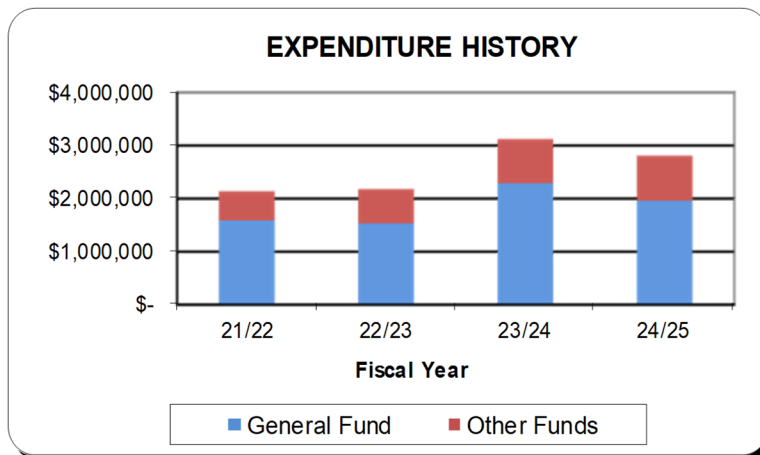
#### Long Term – City Clerk & Records Management

- Consolidate Records Transfer, Retrieval, & Disposition processes into the Document Management System.

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Office of the City Clerk (CLK)					
0001 City Clerk	\$ 974,358	\$ 1,094,406	\$ 1,107,644	\$ 13,238	1.2%
0002 Records Management	548,332	596,453	824,962	228,509	38.3%
0005 City Elections	9,110	598,022	26,000	(572,022)	(95.7%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,531,800</b>	<b>\$ 2,288,881</b>	<b>\$ 1,958,606</b>	<b>\$ (330,275)</b>	<b>(14.4%)</b>
<b>GREENWOOD CEMETERY FUND #1150</b>					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 622,490	\$ 797,971	\$ 795,771	\$ (2,200)	(0.3%)
0004 Cemetery Trust Nondepartmental	24,600	34,954	56,491	21,537	61.6%
<b>TOTAL -- GREENWOOD CEMETERY FUND</b>	<b>\$ 647,090</b>	<b>\$ 832,925</b>	<b>\$ 852,262</b>	<b>\$ 19,337</b>	<b>2.3%</b>
<b>TOTAL -- OFFICE OF CITY CLERK</b>	<b>\$ 2,178,891</b>	<b>\$ 3,121,806</b>	<b>\$ 2,810,868</b>	<b>\$ (310,938)</b>	<b>(10.0%)</b>



## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Office of the City Clerk (CLK)			
0001 City Clerk	9	9	9
0002 Records Management	5	5	7
<b>TOTAL -- GENERAL FUND</b>	<b>14</b>	<b>14</b>	<b>16</b>
<b>GREENWOOD CEMETERY FUND #1150</b>			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	3	3	3
<b>TOTAL -- GREENWOOD CEMETERY FUND</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>TOTAL -- OFFICE OF CITY CLERK</b>	<b>17</b>	<b>17</b>	<b>19</b>

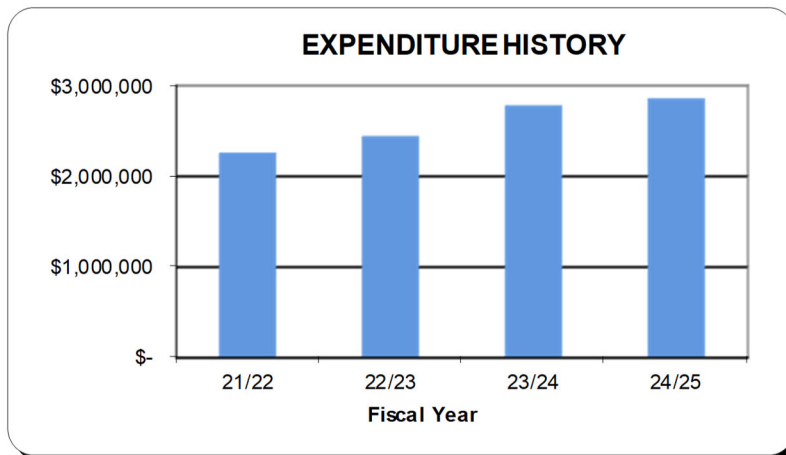


# EXECUTIVE OFFICES

## Office of City Commissioners

### EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 436,807	\$ 469,583	\$ 485,777	\$ 16,194	3.4%
0002 City Commissioner District 2	365,667	461,314	466,891	5,577	1.2%
0003 City Commissioner District 3	398,889	471,430	487,280	15,850	3.4%
0004 City Commissioner District 4	388,486	481,777	496,050	14,273	3.0%
0005 City Commissioner District 5	418,544	448,365	460,808	12,443	2.8%
0006 City Commissioner District 6	436,935	450,831	465,194	14,363	3.2%
TOTAL -- GENERAL FUND	\$ 2,445,328	\$ 2,783,300	\$ 2,862,000	\$ 78,700	2.8%
TOTAL -- CITY COMMISSIONERS	\$ 2,445,328	\$ 2,783,300	\$ 2,862,000	\$ 78,700	2.8%



### STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	3	3	3
0002 City Commissioner District 2	3	3	3
0003 City Commissioner District 3	3	3	3
0004 City Commissioner District 4	3	3	3
0005 City Commissioner District 5	3	3	3
0006 City Commissioner District 6	3	3	3
TOTAL -- COMMISSIONERS	18	18	18
TOTAL -- CITY COMMISSIONERS	18	18	18

## EXECUTIVE OFFICES

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### Office of Chief Administrative Officer

#### Overview of Services

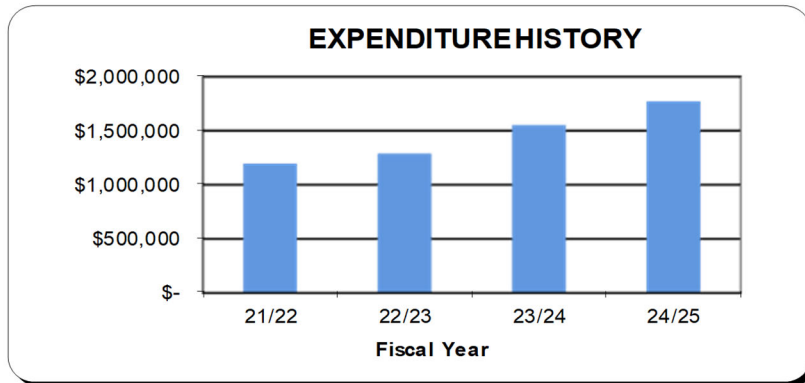
The Office of the Chief Administrative Officer is responsible for implementing the policy directives of the Mayor and City Council and managing the day-to-day operations and functions of City government.

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

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,257,828	\$ 1,514,069	\$ 1,732,845	\$ 218,776	14.4%
0002 Workplace Giving	31,456	39,000	39,000	-	0.0%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,289,284</b>	<b>\$ 1,553,069</b>	<b>\$ 1,771,845</b>	<b>\$ 218,776</b>	<b>14.1%</b>
<b>TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER</b>	<b>\$ 1,289,284</b>	<b>\$ 1,553,069</b>	<b>\$ 1,771,845</b>	<b>\$ 218,776</b>	<b>14.1%</b>



## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	6	6	7
<b>TOTAL -- GENERAL FUND</b>	<b>6</b>	<b>6</b>	<b>7</b>
<b>TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER</b>	<b>6</b>	<b>6</b>	<b>7</b>

## EXECUTIVE OFFICES

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### 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
- Coordinating with like organizations to maximize benefits to MWBEs

#### Major Accomplishments

- Celebrated 40 years of serving Minority and Women-Owned business through advocacy, contracting opportunities and training
- \$32M in MWBE payments to 586 MWBEs
- Conducted 12 Workshops – How to Become Certified
- Conducted and Sponsored 31 Outreach Events for MWBEs, including outreach for the BLUEPRINT Projects (Kia Center and Camping World Stadium)
- Held City and The National Association of Minority Contractors (NAMC) Networking Event
- Held Quarterly Certification Appeals Board Meeting
- Finalist for 2024 Bravatto Magnolia Award
- Attended Southern Region B2G Now Diversity System Training
- Attended American Contract Compliance Association Annual Training and Conference
- Served as MWBE Programs' Best Practices panelist at the AACCCF Business Empowerment Conference

#### 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

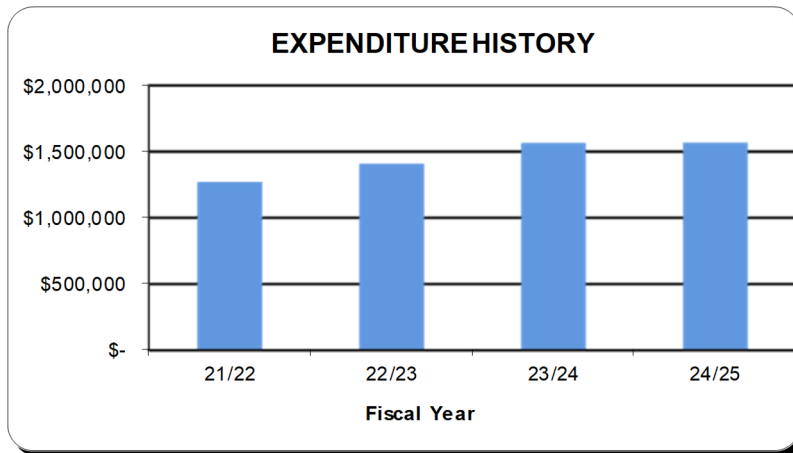
##### Long Term

- 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	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$ 1,246,911	\$ 1,387,734	\$ 1,381,112	\$ (6,622)	(0.5%)
0002 Community Employment	162,041	179,300	187,553	8,253	4.6%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,408,952</b>	<b>\$ 1,567,034</b>	<b>\$ 1,568,665</b>	<b>\$ 1,631</b>	<b>0.1%</b>
<b>TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE</b>	<b>\$ 1,408,952</b>	<b>\$ 1,567,034</b>	<b>\$ 1,568,665</b>	<b>\$ 1,631</b>	<b>0.1%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Minority / Women Business Enterprises (MBE)			
0001 MWBE	10	10	9
0002 Community Employment	5	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>15</b>	<b>15</b>	<b>14</b>
<b>TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE</b>	<b>15</b>	<b>15</b>	<b>14</b>

## EXECUTIVE OFFICES

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### City Attorney's Office

#### Overview of Services

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

The City Attorney is supported by one part-time Deputy City Attorney, four full-time Chief Assistant City Attorneys, 17 full-time Assistant City Attorneys (including the City Prosecutor), and a staff of paralegals and legal assistants. The office is organized into four sections: Planning/Zoning/Economic Development/Public Works/Transportation; Criminal Justice; Real Estate and Housing; and Labor/Employment/General Civil.

#### Major Accomplishments

- Implementation of Accelerate Orlando funding.
- Assist with expedited special election.
- Assist with implementation of ordinances and policies necessary to comply to Live Local Act.

#### Future Outlook

##### Short Term

- Support FEMA and Emergency Procurement related to the 2024 Hurricane Season
- Assist with agreements related to TDT funding of venues and subsequent construction.
- Assist with legal issues and documents related to annexation.

##### Medium Term

- Provide legal support for the City's Pulse Memorial Project.
- Creation of content for OPD Learning Management System to provide interactive training for law enforcement officers on legal issues.
- Negotiation and drafting of agreements with DOT and other local governments to implement the transition of SunRail from DOT to the SunRail Commission.

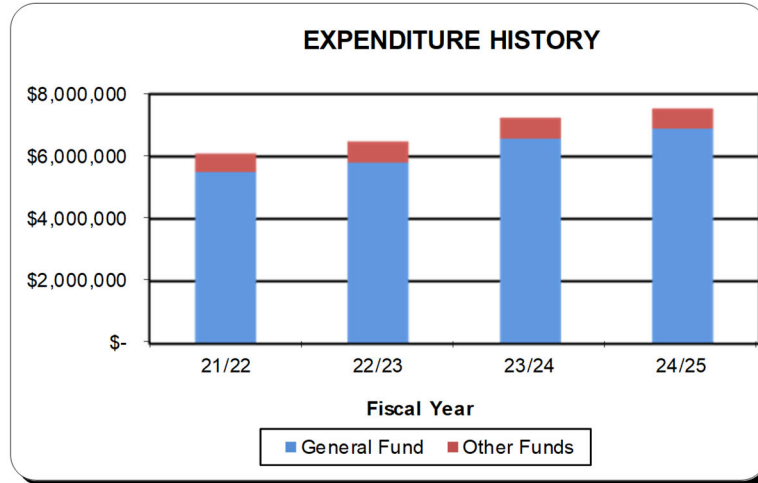
##### Long Term

- 18A amendments.
- Drafting documents and providing legal support to DTO initiatives.

# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
City Attorney's Office (LEG)					
0001 City Attorney	\$ 5,033,704	\$ 5,652,354	\$ 5,965,315	\$ 312,961	5.5%
0002 Audit Services and Management Support	771,302	925,405	927,309	1,904	0.2%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 5,805,006</b>	<b>\$ 6,577,759</b>	<b>\$ 6,892,624</b>	<b>\$ 314,865</b>	<b>4.8%</b>
<b>RISK MANAGEMENT FUND #5015</b>					
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	\$ 680,139	\$ 666,798	\$ 651,761	\$ (15,037)	(2.3%)
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 680,139</b>	<b>\$ 666,798</b>	<b>\$ 651,761</b>	<b>\$ (15,037)</b>	<b>(2.3%)</b>
<b>TOTAL -- CITY ATTORNEY'S OFFICE</b>	<b>\$ 6,485,144</b>	<b>\$ 7,244,557</b>	<b>\$ 7,544,385</b>	<b>\$ 299,828</b>	<b>4.1%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
City Attorney's Office (LEG)			
0001 City Attorney	30	30	31
0002 Audit Services and Management Support	5	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>35</b>	<b>35</b>	<b>36</b>
<b>RISK MANAGEMENT FUND #5015</b>			
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	5	5	5
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>TOTAL -- CITY ATTORNEY'S OFFICE</b>	<b>40</b>	<b>40</b>	<b>41</b>

# EXECUTIVE OFFICES

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## Office of Sustainability, Resilience, & Future-Ready

### Overview of Services

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

- Drive sustainability and climate action and enhance quality of life and wellbeing for all residents
- Generate diverse economic growth and job creation in the green economy and 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:

- Created the City's EV Readiness Guide for new construction and substantial enlargements, a core strategy of the E-Mobility Roadmap approved the year prior.
- Assisted UCF in winning a second phase of the National Science Foundation CIVIC grant, allowing UCF to design and now also create portable resilience hubs for the City of Orlando.
- Continued partnership with UCF to implement an air quality sensor network grant.
- Completed community workshops to assist in the development of our resilience plan.
- Developed a Sustainable Procurement Policy, including policy to eliminate single-use products, with the city's Procurement division. Worked with Permitting to launch the Green Events Guide and consulting services for public and private events.
- Recognized by US Department of Energy Better Building Challenge as goal achiever saving 23.4% across all City buildings, saving more than \$2 million in annual energy expenditures.

### Future Goals and Objectives

#### Short-Term Goals

- Complete updates to the Municipal Sustainability Operations Plan, our Resilience Plan and Zero Waste Roadmap.
- 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.

#### Mid-Term Goals

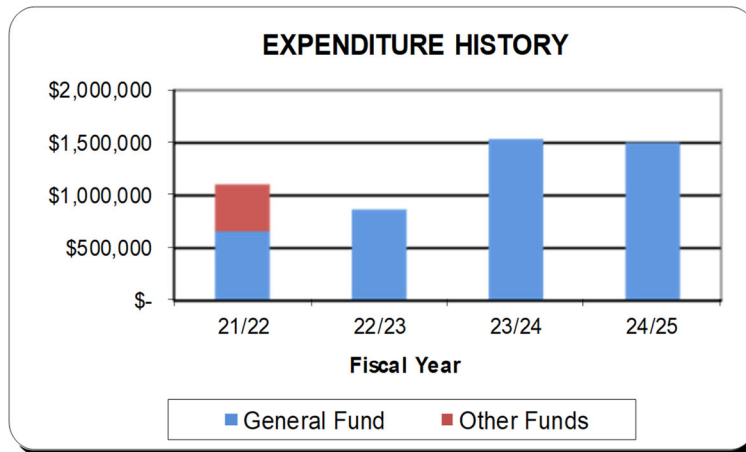
- Work with Ocean Conservancy's Shores Forward to complete a Circularity Assessment Protocol to address plastic and debris generated locally that makes its way to the ocean.
- Expand our entrepreneur engagement tested in the Rally program to include additional entrepreneurs in the UCF Incubator program.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



# EXECUTIVE OFFICES

## EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Office of Sustainability (SUS)					
0001 Office of Sustainability	\$ 867,203	\$ 1,535,942	\$ 1,502,734	\$ (33,208)	(2.2%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 867,203</b>	<b>\$ 1,535,942</b>	<b>\$ 1,502,734</b>	<b>\$ (33,208)</b>	<b>(2.2%)</b>
<b>SOLID WASTE FUND #4150</b>					
Office of Sustainability (SUS)					
0002 Solid Waste Sustainability Support	\$ 275	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 275</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL -- OFFICE OF SUSTAINABILITY</b>	<b>\$ 867,478</b>	<b>\$ 1,535,942</b>	<b>\$ 1,502,734</b>	<b>\$ (33,208)</b>	<b>(2.2%)</b>



## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Office of Sustainability (SUS)			
0001 Office of Sustainability	10	12	12
<b>TOTAL -- GENERAL FUND</b>	<b>10</b>	<b>12</b>	<b>12</b>
<b>TOTAL -- OFFICE OF SUSTAINABILITY</b>	<b>10</b>	<b>12</b>	<b>12</b>

## EXECUTIVE OFFICES

### Executive Offices Operational Performance

#### Balanced Scorecard Report

##### Customer

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Minority/Women Business Enterprise Division	Number of M/WBE community outreach events	28	30	33
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.	750	775	450 (No Mayor's summit)
Office of Communications and Neighborhood Relations	Number of resident-focused association and community meetings attended by staff annually.	136	145	190
Office of Community Affairs	Number of community events and special meetings with participation by OCA staff.	262	198	210
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	116%	113%	100%
Office of Community Affairs	Percentage of CIP/Arts awarded funds utilized to complete stated goals and objectives.	100%	100%	100%
Office of Sustainability & Resilience	Pounds of gleaned food that has been provided to residents in need (to-date)	25,325	62,882	102,882
Office of Sustainability & Resilience	Number of students who participated in Sustainability Adventure Program (to-date)	60	100	140

##### Fiscal

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Executive Offices	Executive Offices Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-3.2%	-1.1%	+/-5%

## EXECUTIVE OFFICES

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### Executive Offices Operational Performance

#### Balanced Scorecard Report (continued)

##### Internal Processes

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Minority/Women Business Enterprise Division	Percentage of accepted 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%	90%	100%
Office of the City Clerk	Median number of days to close a public records request	6	6	5
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	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Office of Sustainability & Resilience	Percentage of City divisions and offices involved in sustainability, resilience, or future-ready initiatives	85%	85%	85%
Office of Sustainability & Resilience	Percent of buildings in compliance with BEWES policy	47%	43%	48%
Office of Sustainability & Resilience	Percent of new City-owned buildings achieving LEED certification since 2012	100%	100%	100%
Office of Sustainability & Resilience	Percent of City-owned fleet vehicles using alternative fuels (e.g. CNG, electric, biofuels, etc)	90%	92%	92%
Office of Communications and Neighborhood Relations	Number of jobs requests processed by OCNR to keep citizens and employees informed, connected, and involved with the City of Orlando.	2,787	2,833	2,900

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**2023-2024 BY THE NUMBERS:**

**FLEET AND FACILITIES**



**2,792**  
total assets



**13,610**  
Facilities work requests



**2,327,736**  
gallons of fuel used



**\$6,217,468**  
total fuel cost

**FINANCE**



**\$28,350,485**  
in grant funding awarded  
to the City

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



**96,690**  
Accounts payable  
invoices processed



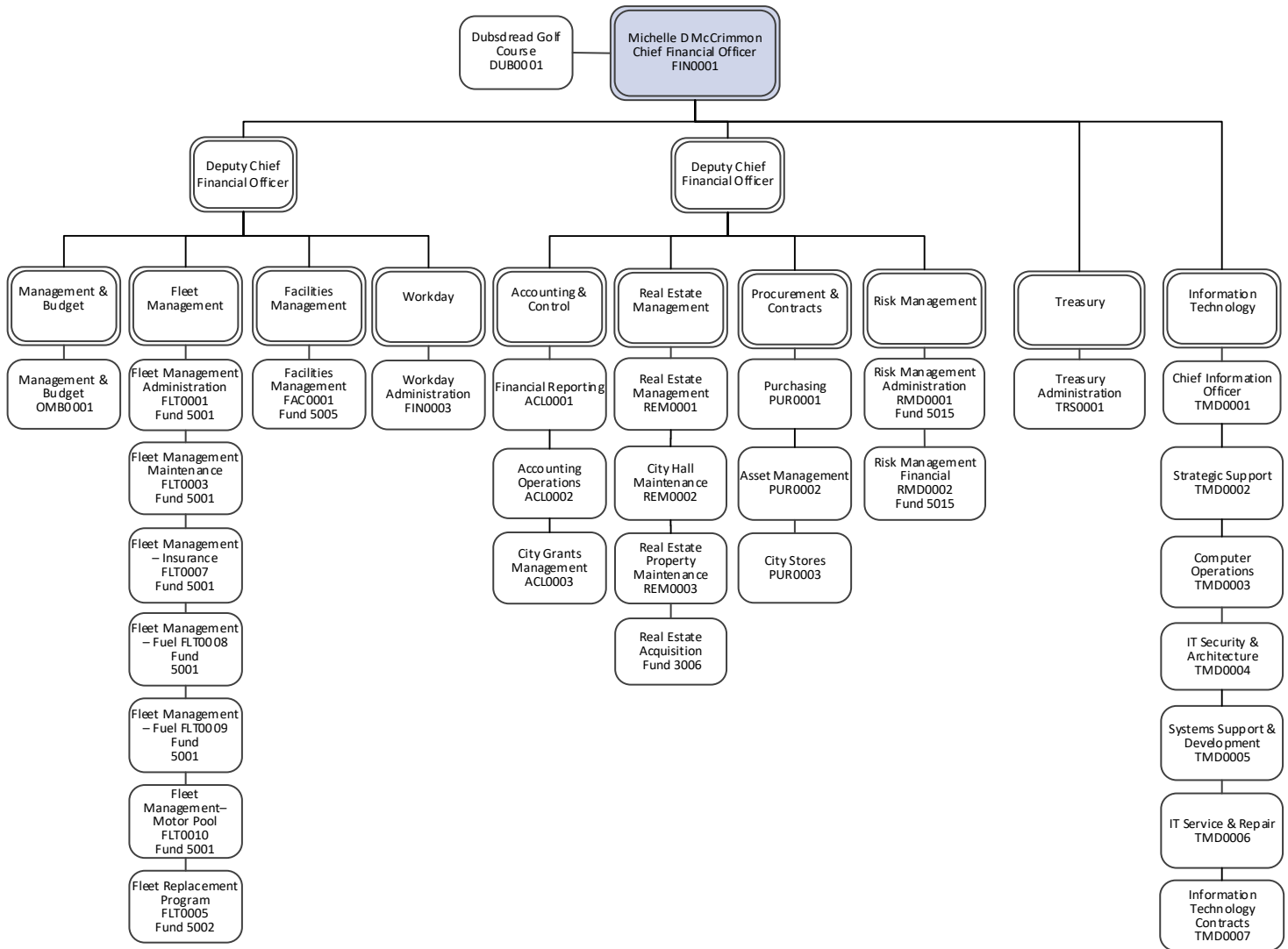
**50,556**  
procurement card transactions



**57,973**  
payments processed through  
City cashier's system totaling  
**\$69,632,167**

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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 OPERATING EXPENDITURES

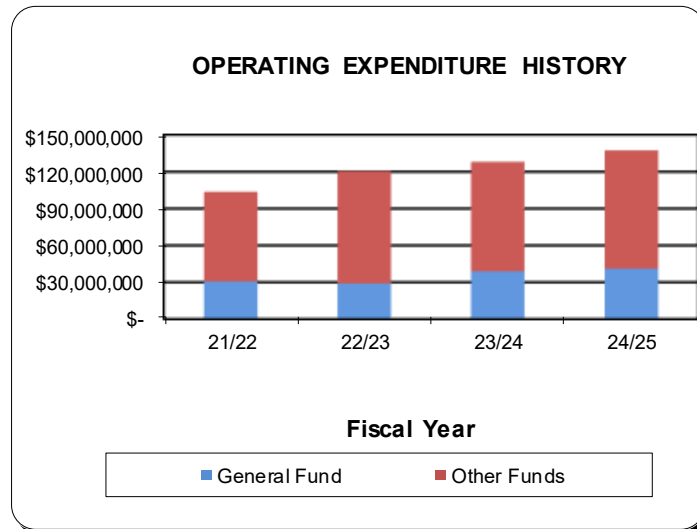
Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 1,113,798	\$ 1,203,018	\$ 1,038,697	\$ (164,321)	(13.7%)
0002 Nondepartmental - CFO	863,498	661,280	711,280	50,000	7.6%
0003 Workday Administration	468,526	724,304	757,729	33,425	4.6%
Accounting and Control Division (ACL)					
0001 Financial Reporting	1,135,168	1,269,680	1,119,224	(150,456)	(11.8%)
0002 Accounting Operations	1,538,034	1,867,191	1,948,101	80,910	4.3%
0003 City Grants Management	269,126	339,679	331,253	(8,426)	(2.5%)
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	63,194	356,283	333,643	(22,640)	(6.4%)
Management and Budget Division (OMB)					
0001 Management and Budget	637,939	818,919	863,624	44,705	5.5%
Procurement and Contracts Division (PUR)					
0001 Purchasing	1,695,427	1,873,071	1,938,891	65,820	3.5%
0002 Asset Management	314,552	337,045	336,956	(89)	(0.0%)
0003 City Stores	388,615	372,270	383,926	11,656	3.1%
0004 Purchasing Auctions	439	29,500	29,500	-	0.0%
Real Estate Management Division (REM)					
0001 Real Estate Management	710,371	929,716	889,148	(40,568)	(4.4%)
0002 City Hall Maintenance	2,883,541	3,107,435	3,104,877	(2,558)	(0.1%)
0003 Real Estate Property Management	416,195	573,755	633,155	59,400	10.4%
Information Technology Division (TMD)					
0001 Chief Information Officer	956,623	1,236,543	1,229,006	(7,537)	(0.6%)
0002 Strategic Support	2,136,433	2,751,306	2,886,271	134,965	4.9%
0003 Computer Operations	2,566,597	3,171,288	3,002,727	(168,561)	(5.3%)
0004 IT Security and Architecture	1,481,483	1,853,565	1,998,239	144,674	7.8%
0005 Systems Support and Development	2,664,259	2,939,318	3,188,923	249,605	8.5%
0006 IT Service and Repair	50,021	40,000	-	(40,000)	(100.0%)
0007 Information Technology Contracts	5,966,430	11,720,000	13,613,768	1,893,768	16.2%
Treasury Division (TRS)					
0001 Treasury Administration	622,768	702,155	724,690	22,535	3.2%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 28,943,039</b>	<b>\$ 38,877,321</b>	<b>\$ 41,063,628</b>	<b>\$ 2,186,307</b>	<b>5.6%</b>
<b>CITY STORES INVENTORY FUND #0006</b>					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,694,839	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- CITY STORES INVENTORY FUND</b>	<b>\$ 1,694,839</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DUBSDREAD GOLF COURSE FUND #0015</b>					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 3,947,177	\$ 3,490,187	\$ 3,557,410	\$ 67,223	1.9%
<b>TOTAL -- DUBSDREAD GOLF COURSE FUND</b>	<b>\$ 3,947,177</b>	<b>\$ 3,490,187</b>	<b>\$ 3,557,410</b>	<b>\$ 67,223</b>	<b>1.9%</b>



# BUSINESS AND FINANCIAL SERVICES

## DEPARTMENT OPERATING EXPENDITURES (continued)

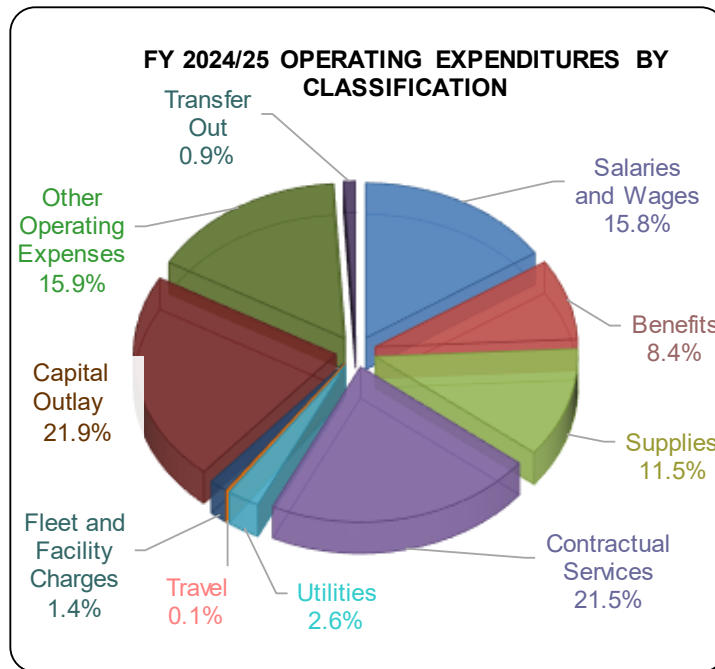
Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>FLEET MANAGEMENT FUND #5001</b>					
Fleet Management Division (FLT)					
0001 Fleet Management Administration	\$ 2,910,331	\$ 2,500,211	\$ 2,751,663	\$ 251,452	10.1%
0003 Fleet Management Maintenance	13,781,359	12,440,266	14,736,242	2,295,976	18.5%
0007 Fleet Maintenance - Insurance	1,296,000	1,411,522	1,125,000	(286,522)	(20.3%)
0008 Fleet Maintenance - Fuel	7,354,882	6,355,640	8,131,157	1,775,517	27.9%
0009 Fleet Maintenance - Car Wash	777,233	791,400	870,437	79,037	10.0%
0010 Fleet Management - Motor Pool	545,707	806,220	647,250	(158,970)	(19.7%)
<b>TOTAL -- FLEET MANAGEMENT FUND</b>	<b>\$ 26,665,512</b>	<b>\$ 24,305,259</b>	<b>\$ 28,261,749</b>	<b>\$ 3,956,490</b>	<b>16.3%</b>
<b>FLEET REPLACEMENT FUND #5002</b>					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 13,232,402	\$ 25,732,302	\$ 24,422,498	\$ (1,309,804)	(5.1%)
<b>TOTAL -- FLEET REPLACEMENT FUND</b>	<b>\$ 13,232,402</b>	<b>\$ 25,732,302</b>	<b>\$ 24,422,498</b>	<b>\$ (1,309,804)</b>	<b>(5.1%)</b>
<b>FACILITIES MANAGEMENT FUND #5005</b>					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 25,608,016	\$ 18,563,500	\$ 22,949,000	\$ 4,385,500	23.6%
<b>TOTAL -- FACILITIES MANAGEMENT FUND</b>	<b>\$ 25,608,016</b>	<b>\$ 18,563,500</b>	<b>\$ 22,949,000</b>	<b>\$ 4,385,500</b>	<b>23.6%</b>
<b>RISK MANAGEMENT FUND #5015</b>					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 729,720	\$ 979,908	\$ 1,015,039	\$ 35,131	3.6%
0002 Risk Management Financial	19,523,642	16,034,595	16,184,140	149,545	0.9%
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 20,253,363</b>	<b>\$ 17,014,503</b>	<b>\$ 17,199,179</b>	<b>\$ 184,676</b>	<b>1.1%</b>
<b>TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING</b>	<b>\$ 120,344,347</b>	<b>\$ 127,983,072</b>	<b>\$ 137,453,464</b>	<b>\$ 9,470,392</b>	<b>7.4%</b>



# BUSINESS AND FINANCIAL SERVICES

## DEPARTMENT OPERATING EXPENDITURES (continued)

Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 19,025,949	\$ 21,414,484	\$ 21,729,486	\$ 315,002	1.5%
Benefits	8,936,715	10,836,920	11,603,539	766,619	7.1%
Supplies	16,490,982	13,530,940	15,509,341	1,978,401	14.6%
Contractual Services	21,944,277	26,161,683	29,580,388	3,418,705	13.1%
Utilities	3,265,776	3,184,400	3,601,702	417,302	13.1%
Travel	59,268	192,100	169,600	(22,500)	(11.7%)
Fleet and Facility Charges	2,388,381	1,902,745	1,989,391	86,646	4.6%
Capital Outlay	22,310,161	27,045,328	30,092,521	3,047,193	11.3%
Other Operating Expenses	24,697,838	22,414,472	21,902,496	(511,976)	(2.3%)
Transfer Out	1,225,000	1,300,000	1,275,000	(25,000)	(1.9%)
<b>TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING</b>	<b>\$ 120,344,347</b>	<b>\$ 127,983,072</b>	<b>\$ 137,453,464</b>	<b>\$ 9,470,392</b>	<b>7.4%</b>



# BUSINESS AND FINANCIAL SERVICES

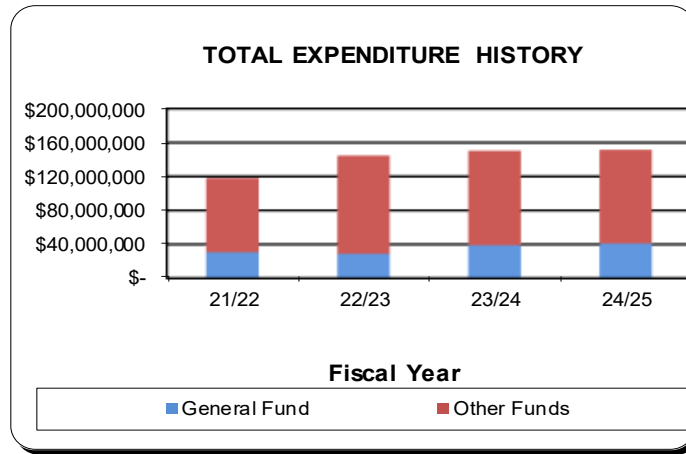
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## DEPARTMENT NON-OPERATING EXPENDITURES

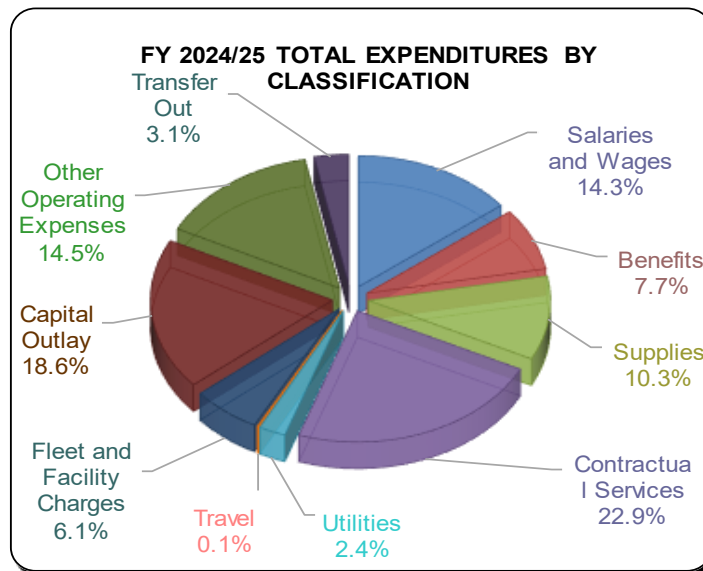
Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects	\$ 15,258,177	\$ 13,678,000	\$ 10,122,000	\$ (3,556,000)	(26.0%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 15,258,177	\$ 13,678,000	\$ 10,122,000	\$ (3,556,000)	(26.0%)
<u>REAL ESTATE ACQUISITION FUND #3006</u>					
Real Estate Management Division (REM)					
Projects	\$ 2,628,075	\$ 1,750,000	\$ 1,250,000	\$ (500,000)	(28.6%)
TOTAL -- REAL ESTATE ACQUISITION FUND	\$ 2,628,075	\$ 1,750,000	\$ 1,250,000	\$ (500,000)	(28.6%)
<u>FLEET REPLACEMENT FUND #5002</u>					
Fleet Management Division (FLT)					
Projects	\$ -	\$ -	\$ 250,000	\$ 250,000	N/A
TOTAL -- FLEET REPLACEMENT FUND	\$ -	\$ -	\$ 250,000	\$ 250,000	N/A
<u>DESIGNATED REVENUE FUND #0005</u>					
Projects	\$ 6,430,313	\$ 6,774,376	\$ 2,050,601	\$ (4,723,775)	(69.7%)
TOTAL -- DESIGNATED REVENUE FUND	\$ 6,430,313	\$ 6,774,376	\$ 2,050,601	\$ (4,723,775)	(69.7%)
<u>DUBSDREAD RENEWAL AND REPLACEMENT FUND #0016</u>					
Dubsdread Golf Course (DUB)					
Projects	\$ 64,610	\$ 215,000	\$ 190,000	\$ (25,000)	(11.6%)
TOTAL -- DUBSDREAD RENEWAL AND REPLACEMENT FUND	\$ 64,610	\$ 215,000	\$ 190,000	\$ (25,000)	(11.6%)
<u>OTHER FUNDS</u>					
Projects and Grants Other Funds	\$ 53,148	\$ -	\$ -	\$ -	N/A
TOTAL -- PROJECTS AND GRANTS	\$ 24,434,322	\$ 22,417,376	\$ 13,862,601	\$ (8,554,775)	(38.2%)
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 144,778,670	\$ 150,400,448	\$ 151,316,065	\$ 915,617	0.6%

# BUSINESS AND FINANCIAL SERVICES

## DEPARTMENT TOTAL EXPENDITURES



Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 19,025,949	\$ 21,414,484	\$ 21,729,486	\$ 315,002	1.5%
Benefits	8,936,715	10,836,920	11,603,539	766,619	7.1%
Supplies	18,061,563	13,530,940	15,509,341	1,978,401	14.6%
Contractual Services	27,622,695	32,011,059	34,640,989	2,629,930	8.2%
Utilities	3,266,350	3,184,400	3,601,702	417,302	13.1%
Travel	59,268	192,100	169,600	(22,500)	(11.7%)
Fleet and Facility Charges	3,901,618	2,827,745	9,291,391	6,463,646	228.6%
Capital Outlay	32,167,894	42,688,328	28,232,521	(14,455,807)	(33.9%)
Other Operating Expenses	26,811,888	22,414,472	21,902,496	(511,976)	(2.3%)
Transfer Out	4,924,730	1,300,000	4,635,000	3,335,000	256.5%
<b>TOTAL -- BUSINESS AND FINANCIAL SERVICES</b>	<b>\$ 144,778,670</b>	<b>\$ 150,400,448</b>	<b>\$ 151,316,065</b>	<b>\$ 915,617</b>	<b>0.6%</b>



# BUSINESS AND FINANCIAL SERVICES

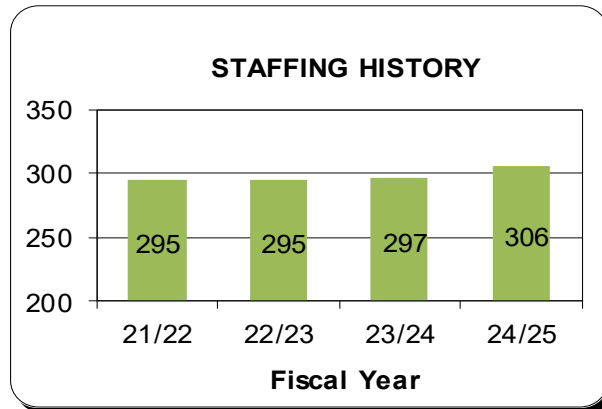
## DEPARTMENT STAFFING SUMMARY

Fund	2022/23	2023/24	2024/25
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	4
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	5
Information Technology Division (TMD)			
0001 Chief Information Officer	10	10	10
0002 Strategic Support	25	25	23
0003 Computer Operations	24	24	23
0004 IT Security and Architecture	16	16	15
0005 Systems Support and Development	25	25	30
Treasury Division (TRS)			
0001 Treasury Administration	4	4	4
TOTAL -- GENERAL FUND	178	178	179
<u>FACILITIES MANAGEMENT FUND #5005</u>			
Facilities Management Division (FAC)			
0001 Facilities Management	52	54	54
TOTAL -- FACILITIES MANAGEMENT FUND	52	54	54
<u>FLEET MANAGEMENT FUND #5001</u>			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	7	7	7
0003 Fleet Management Maintenance	46	46	53
0008 Fleet Management - Fuel	1	1	1
TOTAL -- FLEET MANAGEMENT FUND	54	54	61

# BUSINESS AND FINANCIAL SERVICES

## DEPARTMENT STAFFING SUMMARY (continued)

Fund	2022/23	2023/24	2024/25
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<b><u>FLEET REPLACEMENT FUND #5002</u></b>			
Fleet Management Division (FLT)			
0005_C Fleet Replacement Program	2	2	3
<b>TOTAL -- FLEET REPLACEMENT FUND</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b><u>RISK MANAGEMENT FUND #5015</u></b>			
Risk Management Division (RMD)			
0001 Risk Management Administration	8	8	8
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b><u>FIRE PENSION FUND #6501</u></b>			
Treasury Division (PEN)			
0010 Pension Management Support	1	1	1
<b>TOTAL -- FIRE PENSION FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- BUSINESS AND FINANCIAL SERVICES</b>	<b>295</b>	<b>297</b>	<b>306</b>



## BUSINESS AND FINANCIAL SERVICES

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### Chief Financial Officer

#### Overview of Services/Programs

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

#### Major Accomplishments

- Seamlessly transitioned to a new senior leadership team with a new Chief Financial Officer, two new Deputy Chief Financial Officers and Chief Information Officer.
- Reaffirmed with rating agencies our existing high-quality credit through our continued sound financial management practices.
- Continued review of additional functionality available in updates for the Workday system to ensure that City leadership is provided with the most accurate and relevant information for decision making.
- Provided extensive ongoing financial guidance along with direction for the issuance of Water Reclamation System Revenue bonds.
- Provided leadership, direction, and support to the Accounting and Control Division to enable the division to recover approximately \$11.6 million of Hurricane Ian Damages.
- Worked with Human Resources and City Departments to support the Workday Applicant Tracking system.
- Provided leadership and direction to the Budget Division and Accounting and Control Division to support their submission, evaluation, and subsequent award of the Triple Crown from the Government Finance Officers Association, ("GFOA").

#### Future Goals and Objectives

##### Short Term

- Provide financial expertise to City departments on major projects to be undertaken in the ensuing fiscal year, for major capital and infrastructure investments in Orlando including additional fire stations, parks, transportation system improvements and stormwater capital investments.
- Represent Orlando in discussions with Orange County on shared Tourist Development Tax (TDT) revenue that will support the issuance of TDT-backed bonds for the improvement of Camping World Stadium and the Kia Center.
- Support the implementation of Time Tracking in the Workday system for all employees currently recording their time in Kronos.
- Continue to work closely with the City's Transportation Department and the local government funding partners to ensure a smooth transition of the financial responsibility phase of SunRail, effective January 1, 2025.

##### Medium Term

- Produce a programmatic roadmap and testing plan to address the continued updates from Workday.
- Support the Fleet Management Division during implementation of new fleet management system and the Office of Management Budget during implementation of new Budget Book publishing software.
- Support the Accounting Operations and Control Division and other City Departments to plan, track, and monitor the expenditures related to Accelerate Orlando.
- Provide leadership and support to Facilities Division, Accounting and Control Division, and other City Departments to maximize the City's opportunity under the Elective ("Direct") Pay program.
- Support the Treasury Division and work closely with the City's Financial Advisors to continually evaluate and leverage any future refinancing opportunities.

##### Long Term

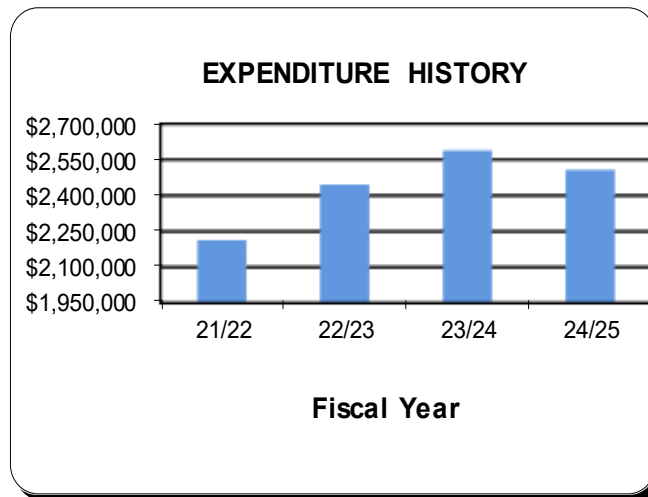
- To continue serving as the financial advisor to the Mayor in dealings with other governmental agencies operating in and around the City, such as Orange County, Orlando Utilities Commission, LYNX, Central Florida Expressway Authority, Central Florida Commuter Rail Commission, and the Greater Orlando 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.
- Continue to provide guidance and leadership to the Treasury Division, Accounting and Control Division, and Bond Counsel to ensure continued compliance with existing and new post issuance compliance requirements.

## BUSINESS AND FINANCIAL SERVICES

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### EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 1,113,798	\$ 1,203,018	\$ 1,038,697	\$ (164,321)	(13.7%)
0002 Nondepartmental - CFO	863,498	661,280	711,280	50,000	7.6%
0003 Workday Administration	468,526	724,304	757,729	\$ 33,425	4.6%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,445,822</b>	<b>\$ 2,588,602</b>	<b>\$ 2,507,706</b>	<b>\$ (80,896)</b>	<b>(3.1%)</b>
<b>TOTAL - CHIEF FINANCIAL OFFICER</b>	<b>\$ 2,445,822</b>	<b>\$ 2,588,602</b>	<b>\$ 2,507,706</b>	<b>\$ (80,896)</b>	<b>(3.1%)</b>



### STAFFING HISTORY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	5	5	4
0003 Workday Administration	4	4	4
<b>TOTAL -- GENERAL FUND</b>	<b>9</b>	<b>9</b>	<b>8</b>
<b>TOTAL - CHIEF FINANCIAL OFFICER</b>	<b>9</b>	<b>9</b>	<b>8</b>



## **BUSINESS AND FINANCIAL SERVICES**

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### **Accounting and Control Division**

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

Accounting and Control is responsible for managing the annual financial audit, compiling and issuing the Annual Comprehensive Financial Report, (“ACFR”), Federal and State Single Audit, the State Annual Financial Report, (“AFR”), and other required Federal, State of Florida and locally reports, as well as monitoring and tracking the issuance of other external reports, the receipt and disbursement of all City funds, bi-weekly payroll processing, monthly general and civil pension processing, coordinating and managing the financial disaster recovery process, financial reporting, grants oversight and monitoring, in accordance with established government requirements, and providing payroll and pension related customer service to employees and retirees, respectively.

#### **Major Accomplishments**

- Implemented Pension Gold and started processing monthly general and civil pension payments through Pension Gold. This streamlines the pension payment process as well as allows the City to process and print W-2s in Workday.
- Worked closely with FEMA and other City departments to submit a significant amount of the Hurricane Ian, Hurricane Nicole, and Hurricane Idalia related damages and successfully obligated approximately \$9.8 million of the associated expenses
- 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, 2022 Annual Comprehensive Financial Report (ACFR) our 45<sup>th</sup> consecutive year; Received Award for Outstanding Achievement in Popular Annual Financial Reporting, (“PAFR”), for fiscal year ended September 30, 2022.
- Successfully transitioned the expiring merchant services contract to a contract with low rates and financially beneficial to the City.
- Implemented an interactive grant dashboard to enhance grant monitoring and transparency.
- Implemented the new GASB 96 – Subscription Based Information Technology Agreements (SBITA) standard

#### **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.
- Continue to work with FEMA to seek reimbursement for hurricane costs incurred.
- Work closely with other city departments to maximize Inflation Reduction Act “IRA” allowable credits.
- Continue to provide efficient, professional, friendly, and high-quality customer service to its external and internal customers.
- Implement Workday Time Tracking.
- Implement Kofax/PCX Document Imaging to be used with the Pension Gold Pension Administration System.
- Update City’s Grants Policies and Procedures to align with changes to 2 CFR 200.
- Work closely with the operating departments, FEMA, and FDEM to maximize and expedite reimbursements related to Hurricane Milton.

##### **Medium Term**

- Continue to monitor new GASB pronouncements, Federal, and State of Florida requirements to ensure timely and effective implementation of the established guidance and requirements.
- Develop a subrecipient monitoring handbook for federal grants.
- Create a language access directory for compliance with LEP Access Plan.
- Update and revise the Accounts Receivable Policy.
- Update the Accounts Payable Policy, Financial Reporting Policy & Reserves Policy

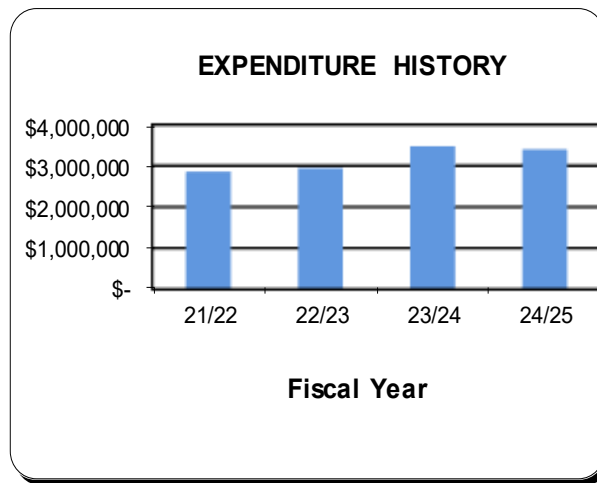
##### **Long Term**

- Centralize Accounts Payable and automate the supplier invoice process into Workday through software.
- Automate the Accounts Payable settlement run process.
- Implement enhanced pooled cash general ledger reporting.

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Accounting and Control Division (ACL)					
0001 Financial Reporting	\$ 1,135,168	\$ 1,269,680	\$ 1,119,224	\$ (150,456)	(11.8%)
0002 Accounting Operations	1,538,034	1,867,191	1,948,101	80,910	4.3%
0003 City Grants Management	269,126	339,679	331,253	(8,426)	(2.5%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,942,328</b>	<b>\$ 3,476,550</b>	<b>\$ 3,398,578</b>	<b>\$ (77,972)</b>	<b>(2.2%)</b>
<b>TOTAL - ACCOUNTING AND CONTROL DIVISION</b>	<b>\$ 2,942,328</b>	<b>\$ 3,476,550</b>	<b>\$ 3,398,578</b>	<b>\$ (77,972)</b>	<b>(2.2%)</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Accounting and Control Division (ACL)			
0001 Financial Reporting	10	10	10
0002 Accounting Operations	19	19	19
0003 City Grants Management	2	2	2
<b>TOTAL -- GENERAL FUND</b>	<b>31</b>	<b>31</b>	<b>31</b>
<b>TOTAL - ACCOUNTING AND CONTROL DIVISION</b>	<b>31</b>	<b>31</b>	<b>31</b>

## **BUSINESS AND FINANCIAL SERVICES**

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### **Facilities Management Division**

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

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, City's proprietary keyway system, security camera and proximity card systems, seawalls and dock structures, elevators, driveways and sidewalks, park structures and playgrounds, and a wide variety of fountains.

#### **Major Accomplishments**

- Continued focus on the preventative maintenance replacement program for roofs on City facilities, which has resulted in fewer failures of roof systems and reduced emergency call-outs.
- Development of a HVAC equipment replacement program similar to the City roof maintenance and replacement program.
- Completion of 6,525 facility work orders and 56 alteration and improvement requests.
- Solar installations:
  - 2 additional buildings up and running.
  - 6 more in design
- Replacement of the critical systems UPS, for the Orlando Emergency Operations Center.
- Installation of a new emergency generator for City Stores. Design recently completed for two new emergency generators for implementation FY25.
- Major HVAC replacements at Dr. Smith Neighborhood Center, Englewood Neighborhood Center
- Replacement of the Orlando Fire Museum roof and sealing of the building envelope
- Successful transition of 15% of the Facilities fleet vehicles to EV's.

#### **Future Goals and Objectives**

##### **Short Term**

- Continue efforts reviewing preventive maintenance programs shifting Division resources to meet increased service effectiveness and efficiency with a focus on HVAC systems.
- Continue expansion of HVAC energy efficiency upgrades to City facilities. Including the delivery of HVAC replacement equipment to Fire Station #1 and the OPD Training Facility.
- Continue expansion of lighting energy efficiency upgrades to City facilities.
- Continue replacement of roof system that have reached end of life.
- Expand off-grid functionality of public-facing City Facilities through the Resiliency Hub grant (\$2.85M) Six sites are currently funded.
- Delivery of two new natural gas-powered emergency generators for the Andes Ave and George DeSalvia Way campus.
- Complete Fleet solar array to create a net zero energy Fleet and Facilities compound.
- Modernization of the Computerized Maintenance Management System (CMMS) to track maintenance more effectively.
- Replacement of the City Hall main electrical distribution panel and motor control center.

##### **Medium Term**

- With the new CMMS, optimize maintenance intervals based on data analysis.
- Design and implementation of improved emergency power infrastructure for the Orlando Emergency Operations Center.

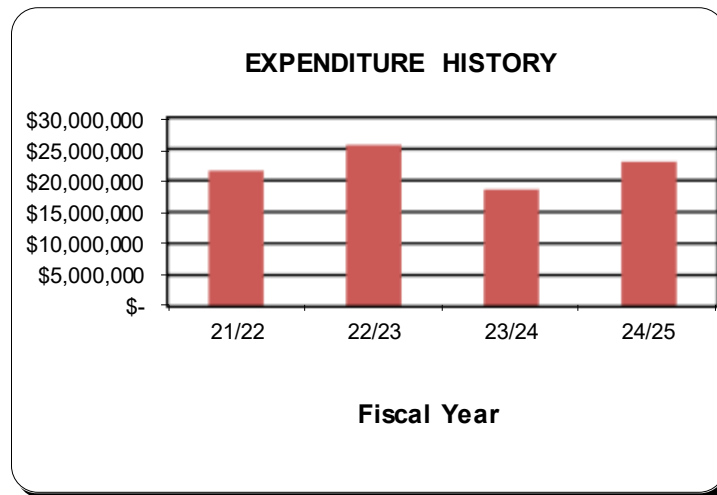
##### **Long Term**

- Expand the 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 15% Renewable including community solar subscription)

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>FACILITIES MANAGEMENT FUND #5005</b>					
Facilities Management Division (FAC)					
0001 Facilities Management	\$25,608,016	\$18,563,500	\$22,949,000	\$4,385,500	23.6%
<b>TOTAL -- FACILITIES MANAGEMENT FUND</b>	<b>\$25,608,016</b>	<b>\$18,563,500</b>	<b>\$22,949,000</b>	<b>\$4,385,500</b>	<b>23.6%</b>
<b>TOTAL -- FACILITIES MANAGEMENT DIVISION</b>	<b>\$25,608,016</b>	<b>\$18,563,500</b>	<b>\$22,949,000</b>	<b>\$4,385,500</b>	<b>23.6%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>FACILITIES MANAGEMENT FUND #5005</b>			
Facilities Management Division (FAC)			
0001 Facilities Management	52	54	54
<b>TOTAL -- FACILITIES MANAGEMENT FUND</b>	<b>52</b>	<b>54</b>	<b>54</b>
<b>TOTAL -- FACILITIES MANAGEMENT DIVISION</b>	<b>52</b>	<b>54</b>	<b>54</b>

## **BUSINESS AND FINANCIAL SERVICES**

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### **Fleet Management Division**

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

Fleet Management assists the City's various departments in selecting the proper/equipment for specific applications; maintains and repairs approximately 2,700 Fleet assets to achieve their maximum economical service life and lowest lifetime maintenance costs.

#### **Major Accomplishments**

- Re-certified as an in-house warranty provider for all major Original Equipment Manufacturers (OEM) such as Ford, General Motors, Chrysler, Autocar, and Sutphen LLC.
- Remodeled the Fleet Classroom, upgraded alignment machine to service medium-duty vehicles, motorized 54 overhead bay doors, and converted two bays to meet Compressed Natural Gas regulations; dedicated \$1.3M to enhance technician working/learning environment.
- Paved the parking lot to streamline, prioritize, and organize services (\$196K restructuring project.)
- Installed 18 L2 EV chargers to support 47 PHEV/EV vehicles & future procurement of 6 additional EVs this year.
- Recognized in Top 50 Fleets operating in North America (1<sup>st</sup> time ever) and as #63 of 100 public operating fleets internationally.

#### **Future Goal and Objectives**

##### **Short Term**

- Fleet will continue to work patiently with HR to fill the 12 vacant Heavy-equipment Tech positions in an effort to meet the growing demand of the city population and annexations.
- 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.
- Fleet will continue to maintain a safe, reliable, and economical fleet through preventative maintenance and enhanced education and training programs for Fleet mechanics.

##### **Medium Term**

- Our overhead lube system is severely outdated and needs to be upgraded to meet the new demands of operations and the city's network infrastructure.
- Fleet is working to add (13) new Compressed Natural Gas (CNG) pumps to expand fueling services to our CNG customers.

##### **Long Term**

- Fleet is pursuing an upgrade to our Fleet Maintenance Management Software in an effort to provide quality dependable services and informative reporting for all internal business units within the city.

## BUSINESS AND FINANCIAL SERVICES

Fund	2022/23	2023/24	2024/25	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	\$ 2,910,331	\$ 2,500,211	\$ 2,751,663	\$ 251,452	10.1%
0003 Fleet Management Maintenance	13,781,359	12,440,266	14,736,242	2,295,976	18.5%
0007 Fleet Maintenance - Insurance	1,296,000	1,411,522	1,125,000	(286,522)	(20.3%)
0008 Fleet Maintenance - Fuel	7,354,882	6,355,640	8,131,157	1,775,517	27.9%
0009 Fleet Maintenance - Car Wash	777,233	791,400	870,437	79,037	10.0%
0010 Fleet Management - Motor Pool	545,707	806,220	647,250	(158,970)	(19.7%)
<b>TOTAL -- FLEET MANAGEMENT FUND</b>	<b>\$26,665,512</b>	<b>\$24,305,259</b>	<b>\$28,261,749</b>	<b>\$ 3,956,490</b>	<b>16.3%</b>

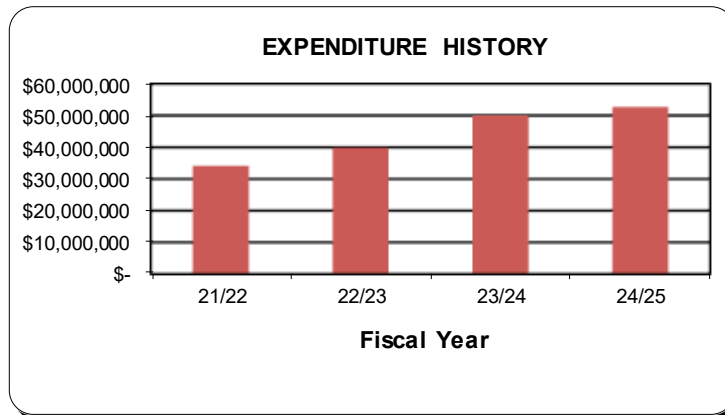
### FLEET REPLACEMENT FUND #5002

Fleet Management Division (FLT)

0005 Fleet Replacement Program	\$13,232,402	\$25,732,302	\$24,422,498	\$(1,309,804)	(5.1%)
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<b>TOTAL -- FLEET REPLACEMENT FUND</b>	<b>\$13,232,402</b>	<b>\$25,732,302</b>	<b>\$24,422,498</b>	<b>\$(1,309,804)</b>	<b>(5.1%)</b>
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<b>TOTAL -- FLEET MANAGEMENT DIVISION</b>	<b>\$39,897,913</b>	<b>\$50,037,561</b>	<b>\$52,684,247</b>	<b>\$ 2,646,686</b>	<b>5.3%</b>
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### STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>FLEET MANAGEMENT FUND #5001</b>			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	7	7	7
0003 Fleet Management Maintenance	46	46	53
0008 Fleet Management - Fuel	1	1	1
<b>TOTAL -- FLEET MANAGEMENT FUND</b>	<b>54</b>	<b>54</b>	<b>61</b>
<b>FLEET REPLACEMENT FUND #5002</b>			
Fleet Management Division (FLT)			
0005_C Fleet Replacement Program	2	2	3
<b>TOTAL -- FLEET REPLACEMENT FUND</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>TOTAL -- FLEET MANAGEMENT DIVISION</b>	<b>56</b>	<b>56</b>	<b>64</b>

# BUSINESS AND FINANCIAL SERVICES

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## Management and Budget Division

### Overview of Services/Programs

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 also 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 21<sup>st</sup> consecutive year.
- Utilized the newly implemented Adaptive Planning tool to successfully develop personnel budgets and load them into the City's financial system for the first time. Utilizing this tool improves the reliability of our personnel budgeting methodology, which is critical given that employee compensation is such a large component of the budget.
- Successfully implemented a balanced budget that fulfilled the City's commitments for debt, pensions, and other legal obligations, and then helped guide the City to ultimately end the year within budget.
- Continued to meet the Chief Financial Officer's goal of providing meaningful and timely financial information for decision makers, including through producing the Quarterly Fund Status Report, which details revenues and expenses across many of the City's key funds.

### Future Goals and Objectives

#### Short Term

- Division Manager to serve as a Functional Lead on projects pertaining to the City-wide human resource, payroll and financial system. Specific goals will be revisions to the reports used for monthly and/or quarterly financial reports, and to explore the possibility of further enhancements to salary and benefit budgeting.
- Expand our coordination with Departments by reviewing all year-end budget amendments and focusing on their impact Citywide.
- Continue to emphasize compliance with capital project budgets.
- Parallel test and implement a new budget book development tool.

#### 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.

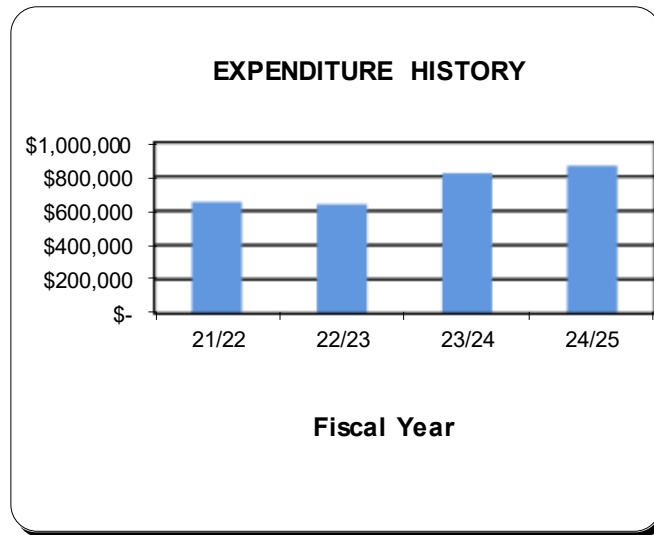
#### Long Term

- Continue to incorporate the best budgetary 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. More 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	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Management and Budget Division (OMB)					
0001 Management and Budget	\$ 637,939	\$818,919	\$863,624	\$ 44,705	5.5%
TOTAL -- GENERAL FUND	\$ 637,939	\$818,919	\$863,624	\$ 44,705	5.5%
TOTAL - MANAGEMENT AND BUDGET DIVISION	\$ 637,939	\$818,919	\$863,624	\$ 44,705	5.5%



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Management and Budget Division (OMB)			
0001 Management and Budget	7	7	7
TOTAL -- GENERAL FUND	7	7	7
TOTAL - MANAGEMENT AND BUDGET DIVISION	7	7	7



## **BUSINESS AND FINANCIAL SERVICES**

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### **Procurement and Contracts Management Division**

#### **Overview of Services/Program**

The Procurement and Contracts Division (Procurement) is dedicated to customer service and the timely acquisition of equipment, materials, services, construction, and professional services required by the City. 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**

- Inventory Management System – A new Inventory Management System was implemented in City Stores to improve and streamline the City Stores process for customer deliveries and supplier orders, and to improve the efficiency and accuracy of inventory transactions and accountability.
- Sustainability – 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 specific audiences of minority and women owned firms, NIGP Annual Reverse Trade Show, and FAPPO Annual Conference & Tradeshow. In addition, multiple training events were provided to City employees.
- Professional Development – 71% 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 emergency events.

#### **Future Goals and Objectives**

##### **Short Term**

- eProcurement System – Additional functionality and tasks will continue to be implemented to improve customer interactions, improve the supplier experience conducting business with the City, and shorten the procurement cycle timeframe.
- Identify opportunities to streamline business processes and add value. Directives and Desk Instructions are continually being revised/updated and training provided to Procurement staff as part of this initiative. Develop training documents and resources for customers.
- Participate in multiple supplier community outreach events to encourage participation in the City's procurement process, increase competition and to promote utilization of M/WBE, VBE and LGBTQ+ supplier diversity and local community-based suppliers.

##### **Medium Term**

- In cooperation with Accounting and Information Technology, continue to evaluate enhancements needed in the existing ERP system to improve the processing efficiencies, timeliness, and accuracy of procure-to-pay transactions.
- 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 OpenGov eProcurement system functionality including improved formatting abilities, document organization, scope of work development, and contract management workflow.

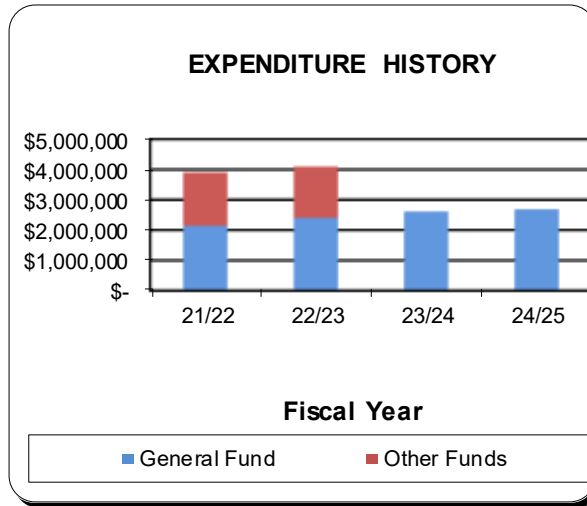
##### **Long Term**

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

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Procurement and Contracts Division (PUR)					
0001 Purchasing	\$ 1,695,427	\$1,873,071	\$1,938,891	\$ 65,820	3.5%
0002 Asset Management	314,552	337,045	336,956	(89)	(0.0%)
0003 City Stores	388,615	372,270	383,926	11,656	3.1%
0004 Purchasing Auctions	439	29,500	29,500	-	0.0%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,399,033</b>	<b>\$2,611,886</b>	<b>\$2,689,273</b>	<b>\$ 77,387</b>	<b>3.0%</b>
<b>CITY STORES INVENTORY FUND #0006</b>					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,694,839	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- CITY STORES INVENTORY FUND</b>	<b>\$ 1,694,839</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION</b>	<b>\$ 4,093,872</b>	<b>\$2,611,886</b>	<b>\$2,689,273</b>	<b>\$ 77,387</b>	<b>3.0%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Procurement and Contracts Division (PUR)			
0001 Purchasing	17	17	17
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
<b>TOTAL -- GENERAL FUND</b>	<b>23</b>	<b>23</b>	<b>23</b>
<b>TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION</b>	<b>23</b>	<b>23</b>	<b>23</b>

# BUSINESS AND FINANCIAL SERVICES

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## Real Estate Management Division

### Overview of Services/Programs

The Real Estate Management Division acquires real property at the best possible price and terms; identifies and sells surplus property in order to reduce maintenance costs and return properties to the tax roll; acquires access and easements for various public works and transportation 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 10 parcels (more than 21 acres of land) totaling \$12 Million including acquisition of the Pulse Nightclub property, sites for OFD, FPR, HCD, CRA, and Public Works.
- Amended contracts for disposition of 756 Bennett Rd and Creative Village Parcel L, X, X-1, and Y; Completed solicitations in preparation for disposition of Piedmont St and OBT/Jefferson St.
- Completed various management tasks including administration of more than 150 agreements on City-owned property, totaling more than \$1.4 Million in revenue, and managed more than 25 agreements on private property including processing more than \$864k in lease payments for office space and facilities for DDB-CRA/EDV, FPR, OFD and OPD.
- Completed projects at City Hall and other facilities including \$860k granite restoration project on City Commons Plaza and Centennial Celebration for Dubsdread Golf.
- Completed audit of TRIM notices, maintained records for all City-owned real property (more than 1,200 parcels), and processed \$665k Stormwater Utility fee payment; reviewed plats to ensure accurate conveyance of right of ways and other tracts, logged various new right of way acquisitions and sent updates to GIS map and Fixed Assets.

### Future Goals and Objectives

#### Short Term Goals

- Complete disposition of 756 Bennett Rd, remaining parcels in Creative Village, CRA infill & parcels for housing; Complete acquisition of Everbe & Starwood sites, complete property exchange/disposition for LS 55
- Acquire, dispose, exchange land and easements, and/or facilitate Public Works projects including Court St Solid Waste compactor, Sligh/Columbia St, McCoy Road drainage easements and upgrades.
- Acquire, dispose, exchange land and easements, and/or facilitate Transportation projects including McCullough Ave, Colonial Dr/Maguire Blvd signal improvements.
- Complete City Hall maintenance/operations RFP; Secure various communications facility leases and equipment modification approvals including AT&T at City Commons Garage; complete renovation of historic Maxey-Crooms House; and track Spellman remediation process.
- Investigate/facilitate various real estate acquisitions for Sustainability office, holiday decorations warehouse and properties of interest for DDB/CRA including several properties of interest in downtown and Parramore CRA areas; and complete ground lease for a temporary fire station in the newly annexed Sunbridge area.

#### Medium Goals

- Modify cell tower agreements to allow upgrades, lease space on existing towers to new providers to increase revenue and continue working with industry consultant to optimize management and income of cell towers.
- Assist departments with facilities on Gore/Westmoreland and Columbia/Westmoreland with space/use reallocation including Solid Waste, Public Works and Fleet/Facilities, and Acquire relocation site for fire station # 5; Negotiate acquisition of site for Fire Station 13 and other uses and Complete disposition of the McCoy transaction with Beazer homes.

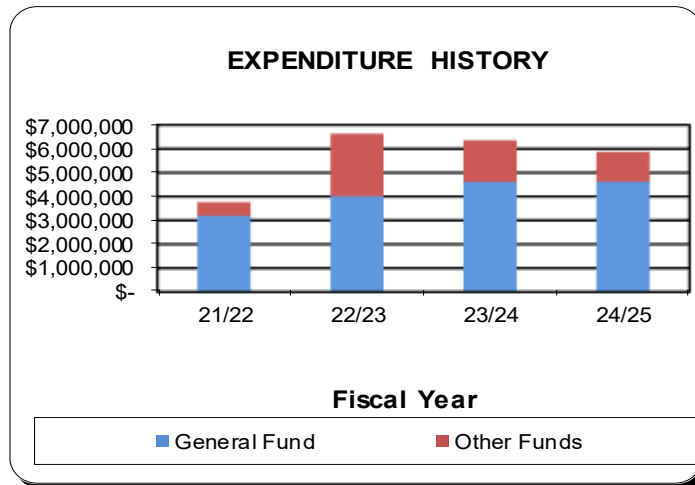
#### Long Term Goals

- 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; work with Navy to ensure deed and other restrictions are followed on former Naval Training Center properties.
- Continue to purchase property for extension of Pres Barack Obama Pkwy (Mission Rd), Hicks/Terry Ave, Innovation Way and Hazeltine Rd; and relocate Fire Station 13 in the McCoy/Southport area and negotiate agreement and site for the permanent fire station for Sunbridge.

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Real Estate Management Division (REM)					
0001 Real Estate Management	\$ 710,371	\$ 929,716	\$ 889,148	\$ (40,568)	(4.4%)
0002 City Hall Maintenance	2,883,541	3,107,435	3,104,877	(2,558)	(0.1%)
0003 Real Estate Property Management	416,195	573,755	633,155	59,400	10.4%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 4,010,108</b>	<b>\$4,610,906</b>	<b>\$4,627,180</b>	<b>\$ 16,274</b>	<b>0.4%</b>
<b>REAL ESTATE ACQUISITION FUND #3006</b>					
Real Estate Management Division (REM)					
Projects	\$ 2,628,075	\$1,750,000	\$1,250,000	\$ (500,000)	(28.6%)
<b>TOTAL -- REAL ESTATE ACQUISITION FUND</b>	<b>\$ 2,628,075</b>	<b>\$1,750,000</b>	<b>\$1,250,000</b>	<b>\$ (500,000)</b>	<b>(28.6%)</b>
<b>TOTAL -- REAL ESTATE MANAGEMENT DIVISION</b>	<b>\$ 6,638,182</b>	<b>\$6,360,906</b>	<b>\$5,877,180</b>	<b>\$ (483,726)</b>	<b>(7.6%)</b>



## STAFFING HISTORY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	5
<b>TOTAL -- GENERAL FUND</b>	<b>4</b>	<b>4</b>	<b>5</b>
<b>TOTAL -- REAL ESTATE MANAGEMENT</b>	<b>4</b>	<b>4</b>	<b>5</b>

# BUSINESS AND FINANCIAL SERVICES

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## Information Technology Department

### Overview of Services/Programs

The Information Technology Department, with the direction of the Chief Information Officer, 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

- 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 data center
- Expanded digital services and improved customer experience
- Strengthened the City's overall security posture
- Continuing to raise cyber security awareness
- Replacement of critical enterprise and departmental solutions
- Refreshed city standards
- Completed Public Safety systems upgrade
- Completed implementation of department cloud call centers
- Completed the Building Access Control Upgrade project
- Completed Phases II of Information Technology Service Management System (ITSM)

### Future Goals and Objectives

#### Short Term

- Complete Major enterprise and department system upgrade
- Update compliance, strategy, and security projects
- Continue to implement Lifecycle Management
- Complete Phase II of the pension system project
- Complete Phase III Information Technology Service Management System (ITSM)
- Public Safety systems upgrade
- Start Phase III Information Technology Service Management System (ITSM)

#### Medium Term

- Lifecycle Management
- Complete the Fire Station Alerting System project
- Implement API management solution
- Replacement of Internet and leased fiber solution-provider
- Replacement of the external Public WiFi solution
- Enhance the City's resilience and security posture
- Mobile device replacement

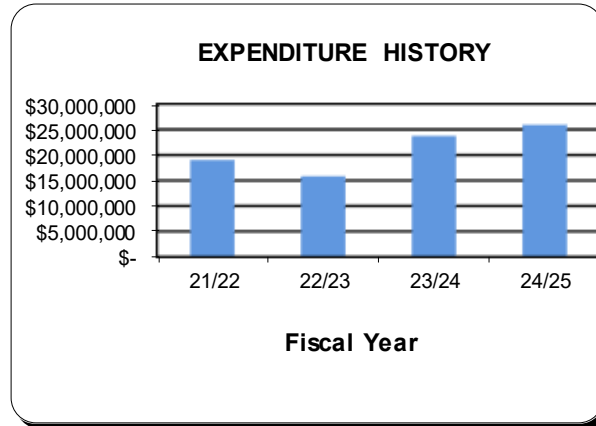
#### Long Term

- Hardware and software life cycle replacement
- Fire Department Records Management System - Phase I
- Complete Information Technology Service Management System (ITSM)
- Netcom Upgrade life cycle replacement
- Enhance the City's resilience and security posture

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Information Technology Division (TMD)					
0001 Chief Information Officer	\$ 956,623	\$ 1,236,543	\$ 1,229,006	\$ (7,537)	(0.6%)
0002 Strategic Support	2,136,433	2,751,306	2,886,271	134,965	4.9%
0003 Computer Operations	2,566,597	3,171,288	3,002,727	(168,561)	(5.3%)
0004 IT Security and Architecture	1,481,483	1,853,565	1,998,239	144,674	7.8%
0005 Systems Support and Development	2,664,259	2,939,318	3,188,923	249,605	8.5%
0006 IT Service and Repair	50,021	40,000	-	(40,000)	(100.0%)
0007 Information Technology Contracts	5,966,430	11,720,000	13,613,768	1,893,768	16.2%
<b>TOTAL -- GENERAL FUND</b>	<b>\$15,821,847</b>	<b>\$23,712,020</b>	<b>\$25,918,934</b>	<b>\$2,206,914</b>	<b>9.3%</b>
<b>TOTAL -- TECHNOLOGY MANAGEMENT DIVISION</b>	<b>\$15,821,847</b>	<b>\$23,712,020</b>	<b>\$25,918,934</b>	<b>\$2,206,914</b>	<b>9.3%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Information Technology Division (TMD)			
0001 Chief Information Officer	10	10	10
0002 Strategic Support	25	25	23
0003 Computer Operations	24	24	23
0004 IT Security and Architecture	16	16	15
0005 Systems Support and Development	25	25	30
<b>TOTAL -- GENERAL FUND</b>	<b>100</b>	<b>100</b>	<b>101</b>
<b>TOTAL -- TECHNOLOGY MANAGEMENT DIVISION</b>	<b>100</b>	<b>100</b>	<b>101</b>

# BUSINESS AND FINANCIAL SERVICES

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## Treasury Management Division

### Overview of Services/Programs

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

### Major Accomplishments

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

### Future Goals and Objectives

#### Short Term

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

#### Medium Term

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

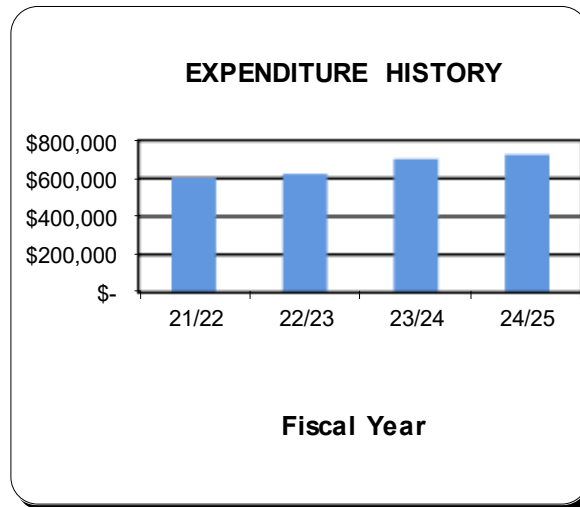
#### Long Term

- Debt Management and Capital Investment will focus on the refunding and issuance of new bonds to fund various City projects needed to service the community.

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Treasury Division (TRS)					
0001 Treasury Administration	\$ 622,768	\$702,155	\$724,690	\$ 22,535	3.2%
TOTAL -- GENERAL FUND	\$ 622,768	\$702,155	\$724,690	\$ 22,535	3.2%
TOTAL -- TREASURY DIVISION	\$ 622,768	\$702,155	\$724,690	\$ 22,535	3.2%



## STAFFING HISTORY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Treasury Division (TRS)			
0001 Treasury Administration	4	4	4
TOTAL -- GENERAL FUND	4	4	4
<b>FIRE PENSION FUND #6501</b>			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	5	5	5



# BUSINESS AND FINANCIAL SERVICES

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## Risk Management Division

### Overview of Services

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

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

The Risk Management Division is comprised of a staff of seven. The Division Manager, three Adjusters, and three employees in the Safety Section.

### Major Accomplishments

- Recovered \$1,105,772 in damages to City property/asset and worker's compensation.
- Expanded the use of the Samsara 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 at least 391 Safety/Training classes on over 22 different subjects with over 8,211 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

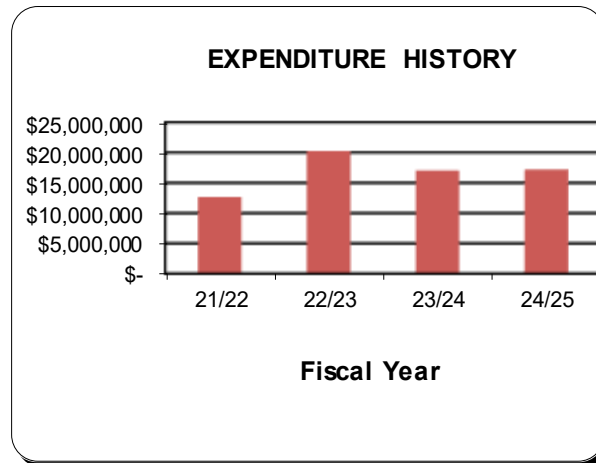
#### Long Term

- 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 Samsara driver improvement program to additional City vehicles.

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Office/Division	Actual	Adopted	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>RISK MANAGEMENT FUND #5015</b>					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 729,720	\$ 979,908	\$ 1,015,039	\$ 35,131	3.6%
0002 Risk Management Financial	19,523,642	16,034,595	16,184,140	149,545	0.9%
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$20,253,363</b>	<b>\$17,014,503</b>	<b>\$17,199,179</b>	<b>\$ 184,676</b>	<b>1.1%</b>
<b>TOTAL -- RISK MANAGEMENT DIVISION</b>	<b>\$20,253,363</b>	<b>\$17,014,503</b>	<b>\$17,199,179</b>	<b>\$ 184,676</b>	<b>1.1%</b>



## STAFFING HISTORY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>RISK MANAGEMENT FUND #5015</b>			
Risk Management Division (RMD)			
0001 Risk Management Administration	8	8	8
<b>TOTAL -- RISK MANAGEMENT DIVISION</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>TOTAL -- RISK MANAGEMENT DIVISION</b>	<b>8</b>	<b>8</b>	<b>8</b>

## BUSINESS AND FINANCIAL SERVICES

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### Dubsdread Golf Course

#### Overview of Services/Programs

Dubsdread Golf Course, located in the College Park neighborhood, has been Orlando's historic golf course since 1924, and features the oldest public layout in the area. The 100 Year Celebration began in January and ran throughout the fiscal year. The club will continue highlighting its impact on the city and community for the remainder of the calendar year. 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

- To celebrate Dubsdread's 100<sup>th</sup> year, the City of Orlando, The Tap Room at Dubsdread and Troon Golf hosted two fundraisers. One was a day of golf and games that brought golfers and sponsors from throughout the city. The other was a Celebration allowing patrons to meet, mingle and reminisce throughout the restaurant and clubhouse.
- For the fourth consecutive year, rounds and revenue finished at record highs with 68,099 total rounds and \$3,748,536 in total revenue.
- The Golf Learning Center increased student count and revenue for the year by more than 30% reaching a new high for Dubsdread. This is due in part to the two new instructors, one a master club fitter and instructor while the other a member of the LPGA and PGA.
- As part of our commitment to grow the game, the learning center introduced a new Future36ers Program. This allows a safe and fun experience for juniors starting at age 4 years old.
- We have used the new lithium battery golf carts for a full fiscal year. The estimated savings in electric consumption is approximately 44% when compared to the lead battery fleets.
- Dubsdread was also provided a historic marker showcasing some of the origin story for the club.
- Dubsdread was once again awarded #1 Public Golf Course by Orlando Weekly and Orlando Sentinel readers.
- The club reach new records for fundraising efforts for local schools, youth programs, and other 501C3 programs. Some of those include City of Orlando Family Parks and Recreation, The Christian Service Center, The Lyman School, 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 39th Annual City of Orlando Men's Golf Championship.

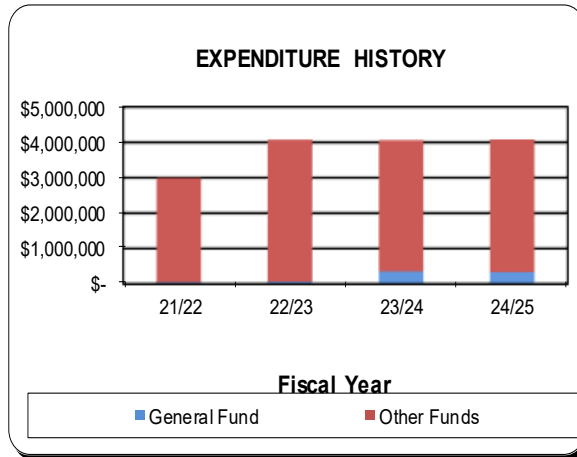
#### Future Goals and Objectives

- Continue efforts towards the renovated Driving Range including adding covered hitting bays, restrooms, and a new instruction building. A concession building will also be added at the entrance to the driving range. This will provide a designated area for guests to get snacks and beverages without waiting in the same line as golfers checking in for their reservations.
- We will continue to work with the City of Orlando and their partners to replace non-indigenous plant life with pollinator friendly options throughout the course and surrounding areas.
- Implement changes to the Orlando City Residents Discount Program to provide improved benefits to include better pricing on golf and memberships.
- Utilize donation funds generated during the Centennial Golf Tournament and Celebration. These funds will be used to equipped junior golfers with proper golf equipment and lesson programs to insure everyone has an opportunity to learn the game of golf.

# BUSINESS AND FINANCIAL SERVICES

## EXPENDITURE SUMMARY

Fund Office/Division Program Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	\$ 63,194	\$ 356,283	\$ 333,643	\$ (22,640)	(6.4%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 63,194</b>	<b>\$ 356,283</b>	<b>\$ 333,643</b>	<b>\$ (22,640)</b>	<b>(6.4%)</b>
<b>DUBSDREAD GOLF COURSE FUND #0015</b>					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 3,947,177	\$ 3,490,187	\$ 3,557,410	\$ 67,223	1.9%
<b>TOTAL -- DUBSDREAD GOLF COURSE FUND</b>	<b>\$ 3,947,177</b>	<b>\$ 3,490,187</b>	<b>\$ 3,557,410</b>	<b>\$ 67,223</b>	<b>1.9%</b>
<b>DUBSDREAD RENEWAL AND REPLACEMENT FUND #0016</b>					
Dubsdread Golf Course (DUB)					
Projects	\$ 64,610	\$ 215,000	\$ 190,000	\$ (25,000)	-11.6%
<b>TOTAL -- DUBSDREAD RENEWAL AND REPLACEMENT FUND</b>	<b>\$ 64,610</b>	<b>\$ 215,000</b>	<b>\$ 190,000</b>	<b>\$ (25,000)</b>	<b>-11.6%</b>
<b>TOTAL -- DUBSDREAD GOLF COURSE</b>	<b>\$ 4,074,981</b>	<b>\$ 4,061,470</b>	<b>\$ 4,081,053</b>	<b>\$ 19,583</b>	<b>0.5%</b>



## BUSINESS AND FINANCIAL SERVICES

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### Office of Business and Financial Services Operational Performance

#### Balanced Scorecard Report

##### Customer

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Real Estate Management Division	Percentage of Settlements Prior to Final Condemnation Hearing	100.0%	100.0%	95.0%

##### Fiscal

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Accounting and Control Division	Cost to Process one Accounts Receivable Transaction	\$26.36	\$19.35	\$20.01
Accounting and Control Division	Total Cost to Process one Accounts Payable Check	\$59.06	\$62.48	\$64.83
Accounting and Control Division	Cost to process one ProCard Transaction	\$2.71	\$2.83	\$2.93
Accounting and Control Division	Cost to process one Payroll Transaction	\$2.95	\$2.65	\$3.36
Accounting and Control Division	Cost to Process one Revenue Collection Transaction	\$0.71	\$0.76	\$0.78
Real Estate Management Division	Properties Acquired Within the Established Value	100.0%	95.0%	90.0%
Treasury Management Division	Aggregate Portfolio investment return over its respective benchmark	-0.47%	.50%	.50%
Treasury Management Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	-0.07%	.05%	.05%
Treasury Management Division	Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	0.50%	0.50%	0.50%
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	\$12,500,000	\$12,600,000	\$13,000,000
Fleet Management Division	Fleet Availability	90.0%	90.0%	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	-2%	+10.9%	+/-5%

## BUSINESS AND FINANCIAL SERVICES

### Internal Processes

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		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	99.18%	99.3%	99.3%
Accounting and Control Division	Average Percentage of Posting Accuracy	99.0%	99.0%	99.0%
Facilities Management Division	Completed scheduled PMs (%)	45.0%	47.0%	46.0%
Facilities Management Division	Work requests completed (%)	46.0%	48.0%	50.0%
Facilities Management Division	Number of work orders completed per day per trade	1.00	0.85	1.20
Procurement and Contracts Management Division	Percentage of City Store stock inventory reductions.	15%	30%	5%
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%	98%	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%	98%	98%
Information Technology Division	Percent of Compromised Account Incidents Responded To and Contained Within Two Hours	98%	99%	99%
Information Technology Division	Percent of City Annexations added to Production GIS within 3 days of second Council reading/approval	100%	100%	100%
Information Technology Division	Workday Integration Systems: Number of Unplanned Outages Exceeding One Business Day	≤ 3 per year	≤ 2 per year	≤ 1 per year
Information Technology Division	Percentage of IT Service Contracts Maintained with No Loss of Service	100%	100%	100%
Information Technology Division	Percent of Tactical Project Status Updates Completed Biweekly	98%	98%	99%
Information Technology Division	Percent of Operational/Strategic Project Status Updates Completed Weekly	98%	98%	98%
Information Technology Division	City Digital Services Delivery Satisfaction	90%	95%	98%
Fleet Management Division	Number of Alternatively Fueled Vehicles Percentage of Total Assets	91.0%	91.1%	90.0%
Fleet Management Division	Number of Electric Vehicles as a percent of total vehicles	4.1%	4.0%	4.5%

### Outcome and Mission

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Management and Budget Division	Receipt of GFOA Distinguished Budget Presentation Award (20 consecutive years)	Awarded	Awarded	Expected
Real Estate Management Division	Occupancy Rate for City Property Available for Rent	100%	100%	95.0%
Risk Management Division	Dollars (\$) per capita auto liability claims	\$8.26	\$12.31	\$8.50
Risk Management Division	Dollars (\$) per capita general liability claims	\$5.59	\$3.44	\$3.66
Risk Management Division	Workers' compensation claims per FTE	\$1,226.84	\$1,282.52	\$1,191.59

## 2023-2024 BY THE NUMBERS:



**36,746**  
permits issued



compliance for  
Code Enforcement  
Board cases



**110**  
Municipal Planning  
Board cases



**70,759**  
interactions by  
the Downtown  
Ambassadors



**\$18.8M**

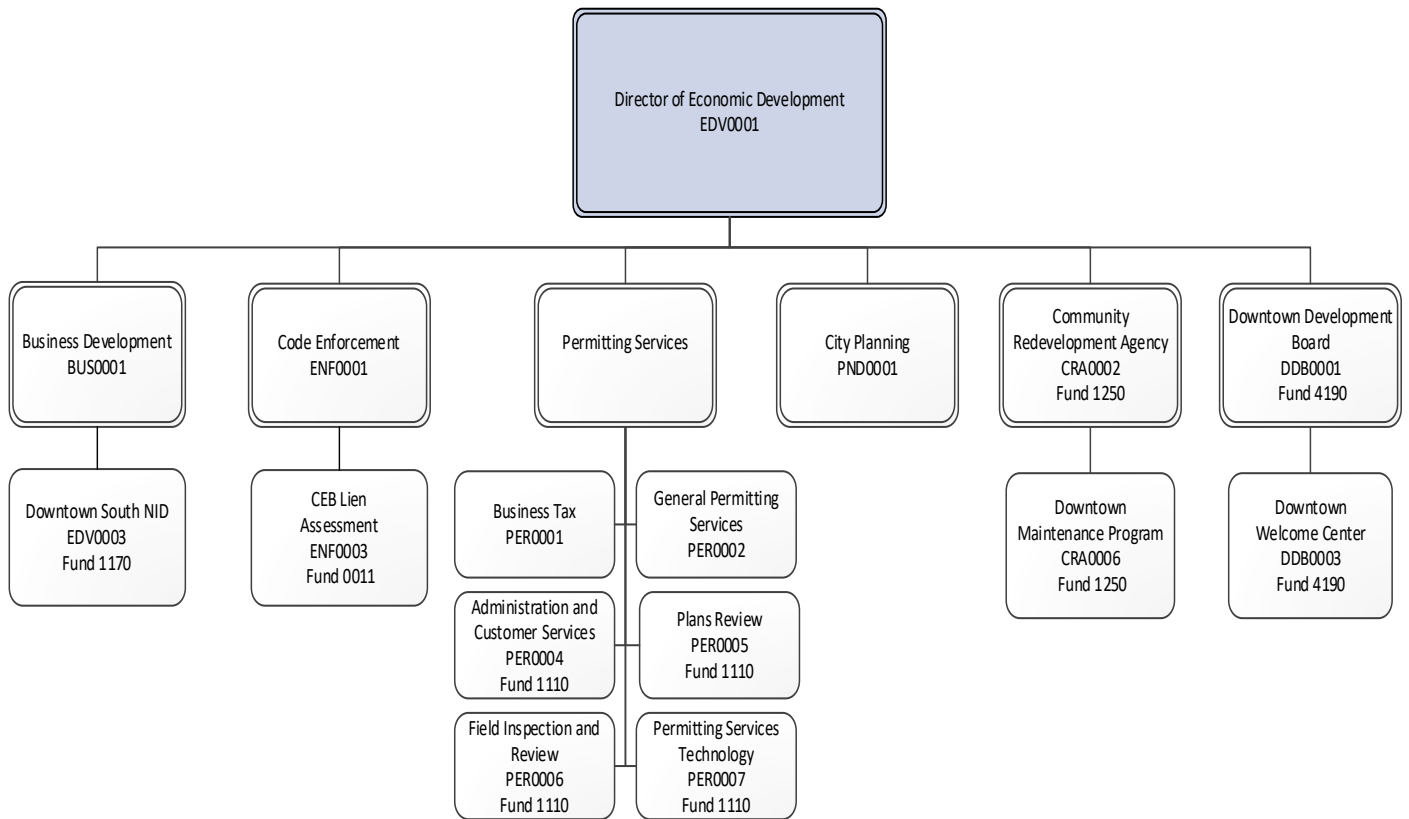
in capital investment of  
Business Development  
projects

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# ECONOMIC DEVELOPMENT

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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 290 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.

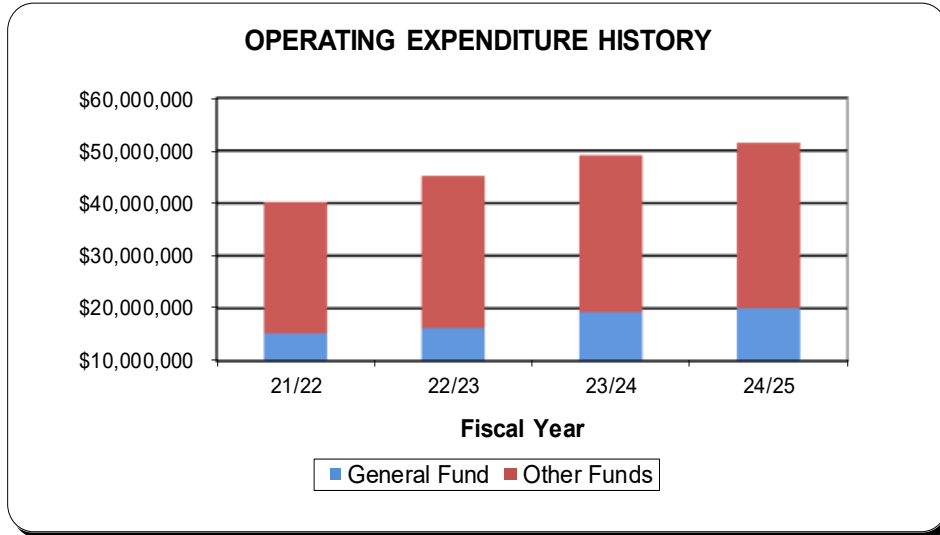
# ECONOMIC DEVELOPMENT

## DEPARTMENT EXPENDITURE SUMMARY

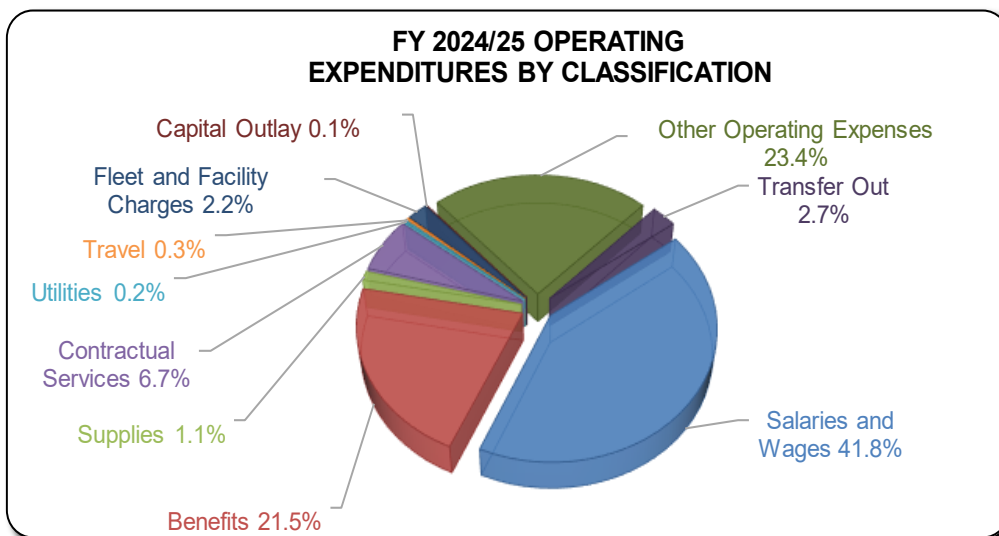
Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 940,140	\$ 1,031,283	\$ 1,109,949	\$ 78,666	7.6%
0002 Economic Development Nondepartmental Business Development Division (BUS)	3,562,711	4,886,122	4,775,131	(110,991)	(2.3%)
0001 Business Development	933,401	936,587	1,005,270	68,683	7.3%
Permitting Services Division (PER)					
0001 Business Tax	483,606	491,606	489,935	(1,671)	(0.3%)
0002 General Permitting Services	2,247,401	3,087,429	3,046,447	(40,982)	(1.3%)
0008 Impact Fee Administration	-	-	6,661	6,661	N/A
Code Enforcement Division (ENF)					
0001 Code Enforcement	5,013,434	5,375,872	5,936,287	560,415	10.4%
City Planning Division (PND)					
0001 City Planning	3,084,463	3,496,649	3,632,762	136,113	3.9%
<b>TOTAL -- GENERAL FUND</b>	<b>\$16,265,157</b>	<b>\$19,305,548</b>	<b>\$20,002,442</b>	<b>\$ 696,894</b>	<b>3.6%</b>
<b>CEB LIEN ASSESSMENT FUND #0011</b>					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 522,169	\$ 800,000	\$ 1,200,000	\$ 400,000	50.0%
<b>TOTAL -- CEB LIEN ASSESSMENT FUND</b>	<b>\$ 522,169</b>	<b>\$ 800,000</b>	<b>\$ 1,200,000</b>	<b>\$ 400,000</b>	<b>50.0%</b>
<b>BUILDING CODE ENFORCEMENT FUND #1110</b>					
Permitting Services Division (PER)					
0004 Administration and Customer Services	\$ 7,860,937	\$ 9,198,022	\$ 9,417,766	\$ 219,744	2.4%
0005 Plans Review	2,286,469	3,029,322	3,134,503	105,181	3.5%
0006 Field Inspection and Review	4,818,424	5,149,598	4,545,489	(604,109)	(11.7%)
0007 Permitting Services Technology	1,272,700	1,719,994	1,807,849	87,855	5.1%
<b>TOTAL -- BUILDING CODE ENFORCEMENT FUND</b>	<b>\$16,238,530</b>	<b>\$19,096,936</b>	<b>\$18,905,607</b>	<b>\$ (191,329)</b>	<b>(1.0%)</b>
<b>DOWNTOWN SOUTH NID FUND #1170</b>					
Director of Economic Development (EDV)					
0003 Downtown South Neighborhood Improvement District	\$ 49,283	\$ 359,434	\$ 393,743	\$ 34,309	9.5%
<b>TOTAL -- DOWNTOWN SOUTH NID FUND</b>	<b>\$ 49,283</b>	<b>\$ 359,434</b>	<b>\$ 393,743</b>	<b>\$ 34,309</b>	<b>9.5%</b>
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</b>					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,882,154	\$ 2,282,560	\$ 2,540,651	\$ 258,091	11.3%
0005 Community Redevelopment Agency Nondepartmental	3,117,087	2,534,017	3,075,100	541,083	21.4%
0006 Downtown Maintenance Program	2,131,233	2,629,879	2,794,391	164,512	6.3%
Code Enforcement Division (ENF)					
0004 Code Enforcement - CRA	195,409	358,596	372,339	13,743	3.8%
<b>TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>\$ 7,325,883</b>	<b>\$ 7,805,052</b>	<b>\$ 8,782,481</b>	<b>\$ 977,429</b>	<b>12.5%</b>
<b>DOWNTOWN DEVELOPMENT BOARD FUND #4190</b>					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 616,710	\$ 986,750	\$ 1,396,906	\$ 410,156	41.6%
0002 Downtown Development Board Nondepartmental	4,021,000	610,195	616,167	5,972	1.0%
0003 Downtown Welcome Center	110,964	114,000	139,000	25,000	21.9%
<b>TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND</b>	<b>\$ 4,748,674</b>	<b>\$ 1,710,945</b>	<b>\$ 2,152,073</b>	<b>\$ 441,128</b>	<b>25.8%</b>
<b>TOTAL -- ECONOMIC DEVELOPMENT OPERATING</b>	<b>\$45,149,696</b>	<b>\$49,077,915</b>	<b>\$51,436,346</b>	<b>\$ 2,358,431</b>	<b>4.8%</b>

# ECONOMIC DEVELOPMENT

## DEPARTMENT OPERATING EXPENDITURES (continued)



Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change to Adopted	% Change
Salaries and Wages	\$ 17,690,313	\$ 20,601,245	\$ 21,498,403	\$ 897,158	4.4%
Benefits	8,253,444	10,254,782	11,062,795	808,013	7.9%
Supplies	420,441	667,900	566,240	(101,660)	(15.2%)
Contractual Services	2,643,979	3,452,164	3,421,166	(30,998)	(0.9%)
Utilities	101,169	117,430	122,410	4,980	4.2%
Travel	55,662	150,300	166,500	16,200	10.8%
Fleet and Facility Charges	979,138	1,150,243	1,134,622	(15,621)	(1.4%)
Capital Outlay	109	500,050	30,000	(470,050)	(94.0%)
Other Operating Expenses	13,477,935	11,383,801	12,034,210	650,409	5.7%
Transfer Out	1,527,505	800,000	1,400,000	600,000	75.0%
<b>TOTAL -- ECONOMIC DEVELOPMENT OPERATING</b>	<b>\$ 45,149,696</b>	<b>\$ 49,077,915</b>	<b>\$ 51,436,346</b>	<b>\$ 2,358,431</b>	<b>4.8%</b>



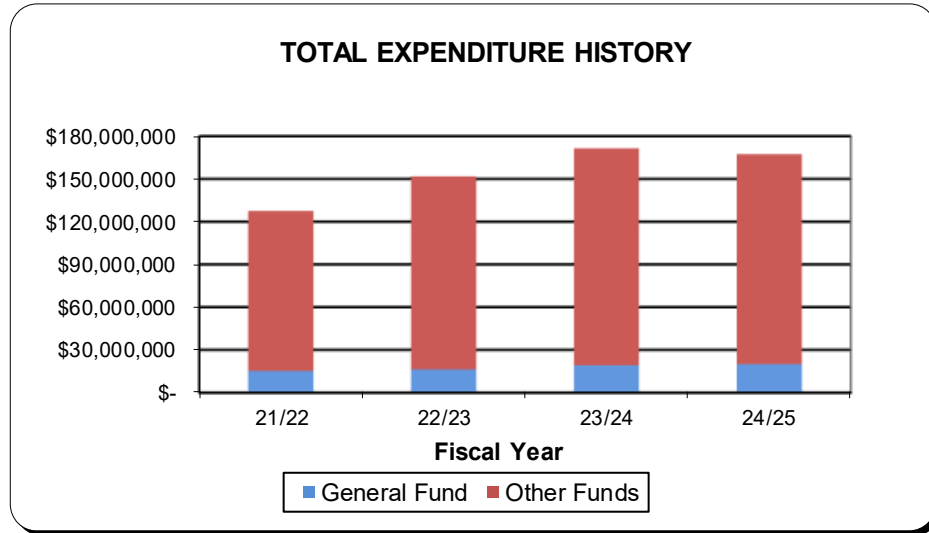
# ECONOMIC DEVELOPMENT

## DEPARTMENT NON-OPERATING EXPENDITURES

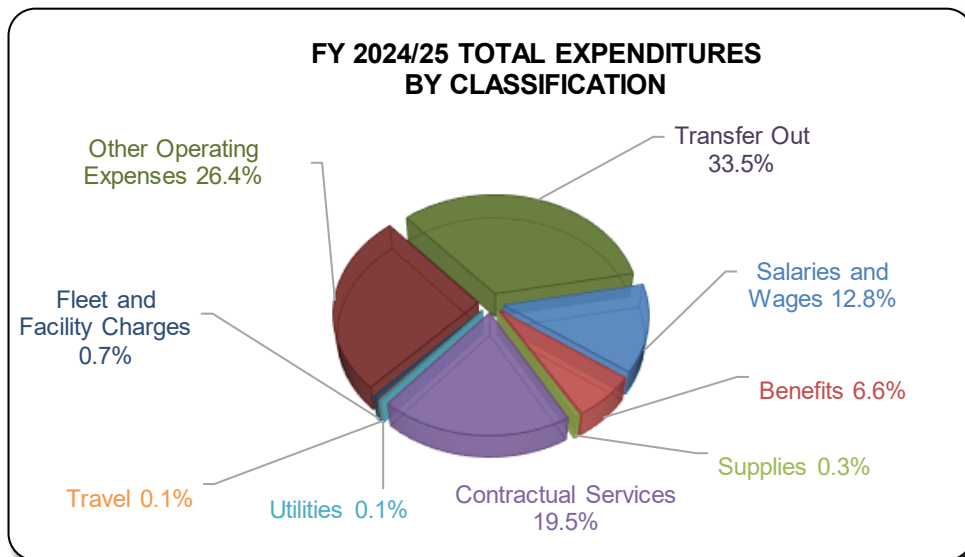
Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b><u>BUILDING CODE ENFORCEMENT FUND #1110</u></b>					
Permitting Services Division (PER)					
Projects and Grants	\$ 1,188,162	\$ -	\$ -	\$ -	N/A
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 1,188,162	\$ -	\$ -	\$ -	N/A
<b><u>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</u></b>					
Community Redevelopment Agency (CRA)					
Projects and Grants	\$ 19,212,392	\$ 31,707,237	\$ 28,230,117	\$ (3,477,120)	(11.0%)
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 19,212,392	\$ 31,707,237	\$ 28,230,117	\$ (3,477,120)	(11.0%)
<b><u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u></b>					
Downtown Development Board (DDB)					
Projects and Grants	\$ 1,229,249	\$ 3,066,678	\$ 2,348,807	\$ (717,871)	(23.4%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,229,249	\$ 3,066,678	\$ 2,348,807	\$ (717,871)	(23.4%)
<b><u>DOWNTOWN SOUTH NID FUND #1170</u></b>					
Director of Economic Development (EDV)					
Projects and Grants	\$ 1,875,791	\$ 470,710	\$ 550,000	\$ 79,290	16.8%
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 1,875,791	\$ 470,710	\$ 550,000	\$ 79,290	16.8%
<b><u>DESIGNATED REVENUE FUND #0005</u></b>					
Projects and Grants	\$ 926,405	\$ 500,000	\$ 500,000	\$ -	0.0%
TOTAL -- DESIGNATED REVENUE FUND	\$ 926,405	\$ 500,000	\$ 500,000	\$ -	0.0%
<b><u>CRA TRUST FUNDS #1251 - #1253</u></b>					
Community Redevelopment Agency (CRA)					
0001 CRA Downtown Trust	\$ 51,377,327	\$ 52,456,473	\$ 49,573,687	\$ (2,882,786)	(5.5%)
0003 CRA III Trust	10,585,426	11,362,656	10,523,641	(839,015)	(7.4%)
0004 CRA IV Republic Drive Trust	19,808,659	22,971,501	24,207,934	1,236,433	5.4%
TOTAL -- CRA TRUST FUNDS	\$ 81,771,413	\$ 86,790,630	\$ 84,305,262	\$ (2,485,368)	(2.9%)
<b><u>OTHER FUNDS</u></b>					
Projects and Grants	\$ 510,793	\$ -	\$ -	\$ -	N/A
TOTAL -- OTHER FUNDS	\$ 510,793	\$ -	\$ -	\$ -	N/A
TOTAL -- PROJECTS, GRANTS & NON-OPERATING	\$ 106,714,205	\$ 122,535,255	\$ 115,934,186	\$ (6,601,069)	(5.4%)
TOTAL -- ECONOMIC DEVELOPMENT	\$ 151,863,901	\$ 171,613,170	\$ 167,370,532	\$ (4,242,638)	(2.5%)

# ECONOMIC DEVELOPMENT

## DEPARTMENT TOTAL EXPENDITURES



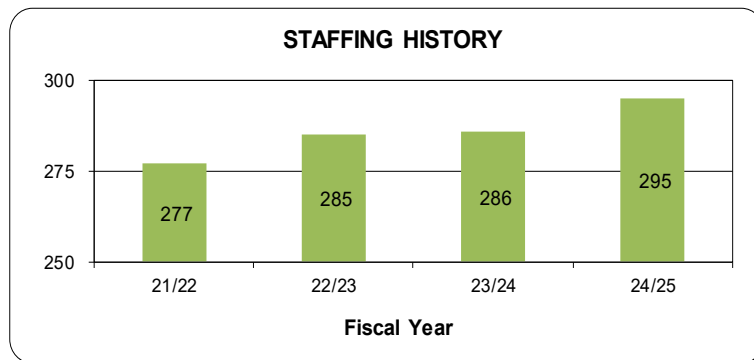
Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 19,683,509	\$ 20,601,245	\$ 21,498,403	\$ 897,158	4.4%
Benefits	8,253,444	10,254,782	11,062,795	808,013	7.9%
Supplies	1,150,963	667,900	566,240	(101,660)	(15.2%)
Contractual Services	11,203,441	36,391,276	32,715,159	(3,676,117)	(10.1%)
Utilities	194,891	117,841	122,949	5,108	4.3%
Travel	57,557	150,300	166,500	16,200	10.8%
Fleet and Facility Charges	1,424,364	1,150,243	1,134,622	(15,621)	(1.4%)
Capital Outlay	8,213,191	830,050	30,000	(800,050)	(96.4%)
Other Operating Expenses	40,406,926	40,161,917	44,161,817	3,999,900	10.0%
Transfer Out	61,275,614	61,287,616	55,912,047	(5,375,569)	(8.8%)
<b>TOTAL -- ECONOMIC DEVELOPMENT</b>	<b>\$ 151,863,901</b>	<b>\$ 171,613,170</b>	<b>\$ 167,370,532</b>	<b>\$ (4,242,638)</b>	<b>(2.5%)</b>



# ECONOMIC DEVELOPMENT

## DEPARTMENT STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Director of Economic Development (EDV)			
0001 Director of Economic Development	8	9	11
Business Development Division (BUS)			
0001 Business Development	8	8	8
Permitting Services Division (PER)			
0001 Business Tax	4	4	4
0002 General Permitting Services	17	20	20
0008 Impact Fee Administration	3	3	4
Code Enforcement Division (ENF)			
0001 Code Enforcement	40	40	41
City Planning Division (PND)			
0001 City Planning	26	26	26
<b>TOTAL GENERAL FUND</b>	<b>106</b>	<b>110</b>	<b>114</b>
<b>CEB LIEN ASSESSMENT FUND #0011</b>			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
<b>TOTAL -- CEB LIEN ASSESSMENT FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>BUILDING CODE ENFORCEMENT FUND #1110</b>			
Permitting Services Division (PER)			
0004 Administration and Customer Services	55	55	54
0005 Plans Review	28	25	25
0006 Field Inspection and Review	37	37	37
0007 Permitting Services Technology	4	5	7
<b>TOTAL BUILDING CODE ENFORCEMENT FUND</b>	<b>124</b>	<b>122</b>	<b>123</b>
<b>DOWNTOWN SOUTH NID FUND #1170</b>			
Director of Economic Development (EDV)			
0003 Downtown South Neighborhood Improvement District	1	-	-
<b>TOTAL -- DOWNTOWN SOUTH NID FUND</b>	<b>1</b>	<b>-</b>	<b>-</b>
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</b>			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	20	20	24
0006 Downtown Maintenance Program	29	29	29
Code Enforcement Division (ENF)			
0004 Code Enforcement - CRA	4	4	4
<b>TOTAL COMMUNITY REDEVELOPMENT AGENCY</b>	<b>53</b>	<b>53</b>	<b>57</b>
<b>TOTAL -- ECONOMIC DEVELOPMENT</b>	<b>285</b>	<b>286</b>	<b>295</b>



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# ECONOMIC DEVELOPMENT

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## Non-Departmental

### Overview of Services/Program

#### Major Accomplishments

- Managed \$103M in Impact Fee accounts, Transportation Impact Fee \$70.6M, Parks Impact Fee \$12.3M, Sewer Benefit Fee \$4.4M, and \$15.7M Orange County School Impact Fee.
- Successfully managed the collection of \$13.1M in impact fees, contributing significantly to our funding initiatives.
- Completed the FY24 Parks Impact Fee Study, new rates effective December 9, 2024.
- Completed the Downtown South Neighborhood Improvement District (DSNID) Orange Avenue Phase 1 landscaping project from Pineloch Avenue to Grant Street. This project was funded by the DSNID in the amount of \$230K and a Joint Participation Agreement landscaping for \$90K grant awarded by FDOT.
- Created an Affordable Housing digital workflow for tracking and management of related development activity. Includes details on Affordability and Unit Count commitments as defined in Developer Agreements.
- Created the After Midnight Alcohol Sales (AMS) Permit renewal process for downtown establishments to support code compliance efforts in the DEA.

#### Future Goals and Objectives

##### Short Term

- Complete the Sewer Impact Fee Study.
- Completion of Avolve/Project Dox migration to vendor managed cloud environment. This migration will introduce new and streamlined features to the Plans Review process for staff and customers. It will also reduce IT overhead and allow for more timely software release updates going forward.
- Complete After Midnight Alcohol Sales (AMS) Permit billing through Infor.

##### Medium Term

- Complete Street Rebuild of Orange Avenue.
- Coordinate the update of the School Impact fee Cost Report and associated agreement with Orange County. This report will deliver a comprehensive cost of service analysis concerning the City's expense for collecting and processing Orange County School Impact Fees.
- Rebuild of Columbia Street and Sligh Avenue.
- Completion of Selectron migration to vendor managed hosted environment. Includes existing IVR, Inspection Scheduling, Outbound messaging, Payment Processing, Permit Lookup, and Mobile Workforce solutions.
- Integration with Geographic Information System (GIS) Data Portal to increase publicly available metrics and data related to Economic Development.

##### Long Term

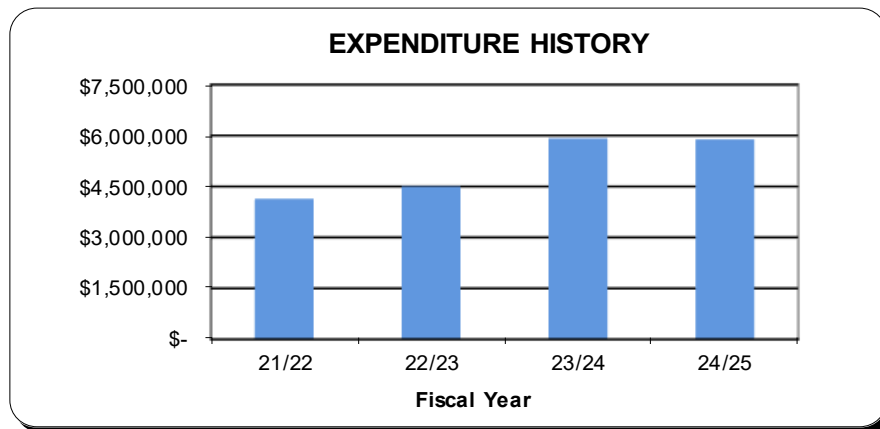
- Incorporate the Impact Fee credit accounts for all discipline into Infor to enhance financial management and improve operational efficiency.
- Complete the Transportation Impact Fee Study, along with initiation of the Parks Impact Fee Study.
- Engineer the O-Line Bike and Pedestrian Project.
- Deployment of web-based application process (Rhythm for Civics) to increase available options for customers and reduce staff handling time. Currently in testing.



# ECONOMIC DEVELOPMENT

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 940,140	\$ 1,031,283	\$ 1,109,949	\$ 78,666	7.6%
0002 Economic Development Nondepartmental	3,562,711	4,886,122	4,775,131	(110,991)	(2.3%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 4,502,852</b>	<b>\$ 5,917,405</b>	<b>\$ 5,885,080</b>	<b>\$ (32,325)</b>	<b>(0.5%)</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$ 4,502,852</b>	<b>\$ 5,917,405</b>	<b>\$ 5,885,080</b>	<b>\$ (32,325)</b>	<b>(0.5%)</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Director of Economic Development (EDV)			
0001 Director of Economic Development	8	9	11
<b>TOTAL GENERAL FUND</b>	<b>8</b>	<b>9</b>	<b>11</b>
<b>TOTAL -- DIRECTOR</b>	<b>8</b>	<b>9</b>	<b>11</b>

## ECONOMIC DEVELOPMENT

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### Business Development Division

#### Overview of Services/Program

#### Major Accomplishments

- Approved twenty-four (24) Business Assistance 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 \$10 million in capital investment.
- Coordinated thirty-one (31) Mayor business visits.
- Approved STRIVE agreement for SHOLA LLC which will create 50 new jobs in the City of Orlando over the next five (5) years, with a total capital investment of \$50 million.
- Successfully negotiated relocation of Travel + Leisure Company's international headquarters to Downtown Orlando, which will result in relocation of 908 existing jobs, creation of 102 new high wage jobs over a five (5) year period and a capital investment of \$29 million.
- Hosted 15-year Orlando Main Street Program anniversary celebration.

#### 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 and District Commissioners to visit unique small businesses.
- Assess, align, and amplify strategies for equitable entrepreneurial ecosystems in order to generate individual and shared prosperity.
- Cross train with DDB/CRA staff on all incentive programs.

##### Medium Term

- Generate awareness of the City's strengths within technology business sectors.
- 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 economic development organizations to heighten awareness of entrepreneurship resources and support.

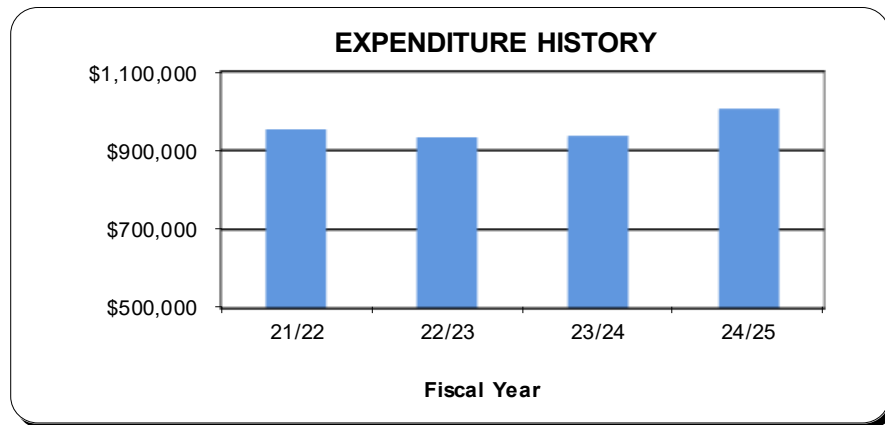
##### Long Term

- 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	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Business Development Division (BUS)					
0001 Business Development	\$ 933,401	\$ 936,587	\$ 1,005,270	\$ 68,683	7.3%
TOTAL -- GENERAL FUND	\$ 933,401	\$ 936,587	\$ 1,005,270	\$ 68,683	7.3%
TOTAL -- BUSINESS DEVELOPMENT DIVISION	\$ 933,401	\$ 936,587	\$ 1,005,270	\$ 68,683	7.3%



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Business Development Division (BUS)			
0001 Business Development	8	8	8
TOTAL GENERAL FUND	8	8	8
TOTAL -- BUSINESS DEVELOPMENT DIVISION	8	8	8

## ECONOMIC DEVELOPMENT

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### Permitting Services Division

#### Overview of Service/Program

#### Major Accomplishments

- Created a tracking system via Laserfiche for the routing of plats for sign offs which allows for greater transparency and a more efficient process.
- Improved internal processes and customer experiences with significant technology-related improvements.
- Created new reports in Power Business Intelligence (Power BI) for external and internal reporting.
- Managed \$1.4M in payments collected through the Permitting Services Escrow Accounts to better streamline projects.

#### Future Goals and Objectives

##### Short Term

- Finalize the SaaS migration project initiated with Avolve/PDOX. Upon completion (FY25), this migration will introduce new and streamlined features to the Plans Review process, reduce IT overhead, and allow for more timely software release updates.
- Create an inspection code document to support contractors and homeowners regarding sequence and intent of required inspections.

##### Medium Term

- Create a series of service pages that better outline the permitting process and the digital milestones embedded within permitting's digital permit issuance process.
- Develop an internship program focused on exposing student candidates to career opportunities within the construction industry.
- Continue to utilize data analytics to refine staffing deficiencies and improve overall performance.

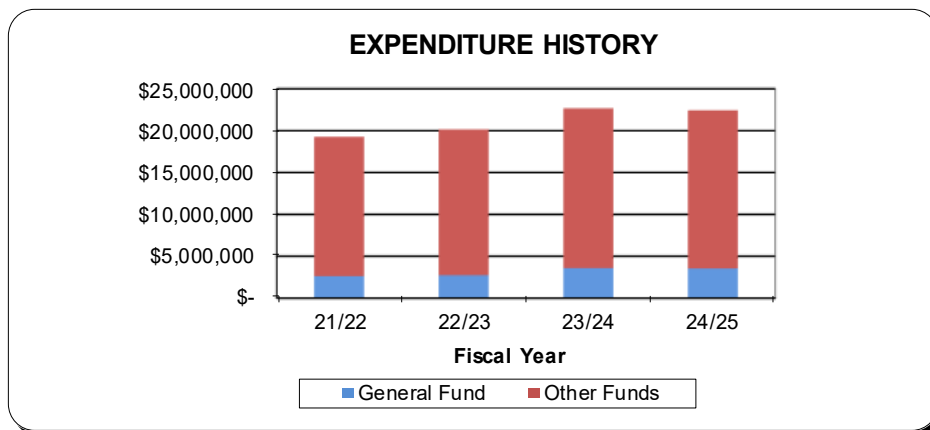
##### Long Term

- Explore integration of online applications with the permitting internal processing system which will reduce the number of errors and streamline the process.
- Expand the virtual inspection options and find creative ways to market to a broader audience.
- Create a database of frequent contractors which can benefit owners and developers.
- Further develop the Rhythm for Civics platform to allow expanding the auto-issuance of residential permits.

# ECONOMIC DEVELOPMENT

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Permitting Services Division (PER)					
0001 Business Tax	\$ 483,606	\$ 491,606	\$ 489,935	\$ (1,671)	(0.3%)
0002 General Permitting Services	2,247,401	3,087,429	3,046,447	(40,982)	(1.3%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 2,731,006</b>	<b>\$ 3,579,035</b>	<b>\$ 3,536,382</b>	<b>\$ (42,653)</b>	<b>(1.2%)</b>
<b>BUILDING CODE ENFORCEMENT FUND #1110</b>					
Permitting Services Division (PER)					
0004 Administration and Customer Services	\$ 7,860,937	\$ 9,198,022	\$ 9,417,766	\$ 219,744	2.4%
0005 Plans Review	2,286,469	3,029,322	3,134,503	105,181	3.5%
0006 Field Inspection and Review	4,818,424	5,149,598	4,545,489	(604,109)	(11.7%)
0007 Permitting Services Technology	1,272,700	1,719,994	1,807,849	87,855	5.1%
Projects and Grants	1,188,162	-	-	-	N/A
<b>TOTAL -- BUILDING CODE ENFORCEMENT FUND</b>	<b>\$ 17,426,692</b>	<b>\$ 19,096,936</b>	<b>\$ 18,905,607</b>	<b>\$ (191,329)</b>	<b>(1.0%)</b>
<b>TOTAL -- PERMITTING SERVICES DIVISION</b>	<b>\$ 20,157,698</b>	<b>\$ 22,675,971</b>	<b>\$ 22,441,989</b>	<b>\$ (233,982)</b>	<b>(1.0%)</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Permitting Services Division (PER)			
0001 Business Tax	4	4	4
0002 General Permitting Services	17	20	20
<b>TOTAL GENERAL FUND</b>	<b>21</b>	<b>24</b>	<b>24</b>
<b>BUILDING CODE ENFORCEMENT FUND #1110</b>			
Permitting Services Division (PER)			
0004 Administration and Customer Services	55	55	54
0005 Plans Review	28	25	25
0006 Field Inspection and Review	37	37	37
0007 Permitting Services Technology	4	5	7
<b>TOTAL BUILDING CODE ENFORCEMENT FUND</b>	<b>124</b>	<b>122</b>	<b>123</b>
<b>TOTAL -- PERMITTING SERVICES DIVISION</b>	<b>145</b>	<b>146</b>	<b>147</b>

## **ECONOMIC DEVELOPMENT**

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### **Code Enforcement Division**

#### **Overview of Services/Program FY23-24**

##### **Major Accomplishments**

- Overnight Staff completed 7,820 After Midnight Alcohol Sales Permit inspections.
- Code Enforcement Officers completed 50,086 inspections an 8.3% increase over FY22-23.
- Completed electronic code case file project for all code enforcement cases that have accrued liens.
- Assumed the administrative functions related to short-term rental and billboard permits.
- Assisted with training and development of WebOC mobile damage assessment application.
- Conducted 40 neighborhood meetings.
- Implemented and coordinated SafeKeeping storage pilot program with CRA, Ambassadors, Christian Service Center, and Orlando Police Department.
- Removed approximately 3,520 cubic yards of bulk items and debris removed from Parramore neighborhood (Jan 1-Aug 31).
- 560 cases created related to transient activities throughout the Parramore neighborhood.

##### **Future Goals and Objectives**

###### **Short term**

- Safety review of code enforcement field operations.
- Provide uniforms for code enforcement officers.
- Review Code Enforcement Division's organizational structure.
- Improve business tax receipt and certificate of use process enforcement process.

###### **Medium Term**

- Complete and finalize standard operating procedures.
- Continue improvements to the code enforcement website.

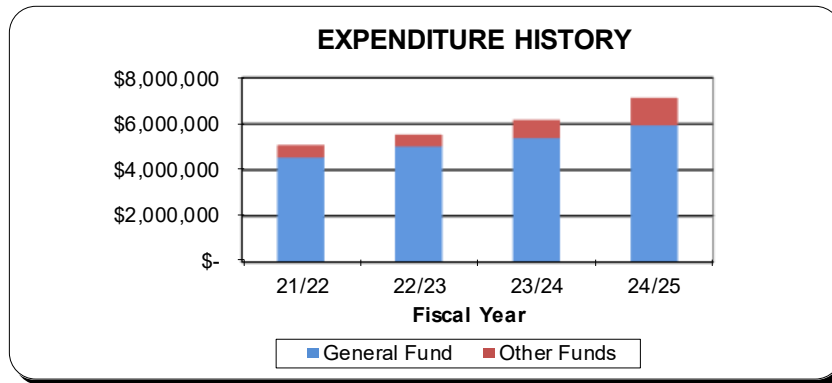
###### **Long Term**

- Develop reports to measure average response time, timeframe to achieve compliance, and officer performance.
- Explore utilizing mobile devices for code enforcement inspections.
- Investigate opportunities to initiate code enforcement community programs.

# ECONOMIC DEVELOPMENT

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Code Enforcement Division (ENF)					
0001 Code Enforcement	\$ 5,013,434	\$ 5,375,872	\$ 5,936,287	\$ 560,415	10.4%
TOTAL -- GENERAL FUND	\$ 5,013,434	\$ 5,375,872	\$ 5,936,287	\$ 560,415	10.4%
<b>CEB LIEN ASSESSMENT FUND #0011</b>					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 522,169	\$ 800,000	\$ 1,200,000	\$ 400,000	50.0%
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 522,169	\$ 800,000	\$ 1,200,000	\$ 400,000	50.0%
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 5,535,603	\$ 6,175,872	\$ 7,136,287	\$ 960,415	15.6%



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Code Enforcement Division (ENF)			
0001 Code Enforcement	40	40	41
TOTAL GENERAL FUND	40	40	41
<b>CEB LIEN ASSESSMENT FUND #0011</b>			
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	41	41	42

# ECONOMIC DEVELOPMENT

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## City Planning Division

### Overview of Services/Program

#### Major Accomplishments

- Prepared Evaluation & Appraisal Report (EAR) – Based GMP Amendments and transmitted to Florida Commerce Department 6 months ahead of statutory deadline of June 1, 2024.
- Analyzed, reviewed and offered professional staff recommendations to the Municipal Planning Board, Historic Preservation Board, Board Zoning Adjustment, Appearance Review Board, Development Review Committee, and City Council on numerous development projects
- With the City Attorney's Office, prepared changes to the Land Development Code (LDC) including Enlargement for Accessible Dwelling Unit's in Historic Districts, Sign Code, Intensity & Density Bonuses, Commercial Uses in Industrial Districts within the Parramore Heritage Overlay, Drive-Throughs, Maximum Floor Area Ratio in Historic Districts, Assembly Public Benefit Uses, Concurrency, Nightclubs, Backyard Chickens, and Mobile Vending & Services.

#### Future Goals and Objectives

##### Short Term

- Prepare GMP amendments and associated initial zoning for Sunbridge, International Corporate Park (ICP), and Camino and South annexation.
- Prepare amendments to the LDC, including Hospital/Clinics/Stand-Alone Emergency Rooms, Definition of Density, Public Benefit Uses in P Zoning District, Reasonable Accommodations, Townhomes, and Alcoholic Beverage Establishments Outside Downtown.
- Evaluate wetland, open space, and floodplain policies in coordination with state agencies and the City's Sustainability Office through EPA grant and prepare associated GMP and LDC amendments.

##### Medium Term

- Prepare major GMP Update to streamline the Plan document, to fully integrate Age-Friendly, Sustainability/Resiliency, and Future-Ready City concepts, and to make the GMP more user-friendly and web-based; the process will include community outreach using various social media platforms.
- Prepare Downtown Design Guidelines.
- Prepare amendments to the LDC as needed including Architectural Details, Transparency & CPTED Design Standards, Affordable Housing, and Plats.

##### Long Term

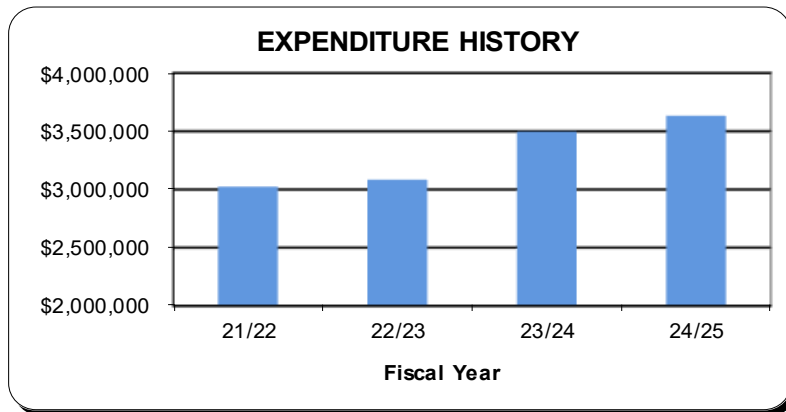
- Implement the Livable Orlando Age-Friendly Action Plan, Parramore Comprehensive Neighborhood Plan, and other previously approved Vision Plans.
- In partnership with the Office of Sustainability and Resilience, participate in a digital twin computer modeling initiative, to better visualize growth and development in the City.



# ECONOMIC DEVELOPMENT

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
City Planning Division (PND)					
0001 City Planning	\$ 3,084,463	\$ 3,496,649	\$ 3,632,762	\$ 136,113	3.9%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 3,084,463</b>	<b>\$ 3,496,649</b>	<b>\$ 3,632,762</b>	<b>\$ 136,113</b>	<b>3.9%</b>
<b>TOTAL -- CITY PLANNING DIVISION</b>	<b>\$ 3,084,463</b>	<b>\$ 3,496,649</b>	<b>\$ 3,632,762</b>	<b>\$ 136,113</b>	<b>3.9%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
City Planning Division (PND)			
0001 City Planning	26	26	26
<b>TOTAL GENERAL FUND</b>	<b>26</b>	<b>26</b>	<b>26</b>
<b>TOTAL -- CITY PLANNING DIVISION</b>	<b>26</b>	<b>26</b>	<b>26</b>

## ECONOMIC DEVELOPMENT

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### Downtown Development Board

#### Overview of Service/Program

#### Major Accomplishments

- Participated in the 2024 U.S. Olympic Team Trials-Marathon in downtown Orlando; the first Florida city to ever be awarded the event.
- Partnered with Florida Citrus Sports Events, Inc to bring the 2024 NFL Pro Bowl to downtown Orlando on February 4, 2024; and outpaced the 2023 venue, Las Vegas, in ticket sales.
- Teamed with Downtown Orlando Partnership to bring new signature events to downtown Orlando including Chow on Church at Exploria Stadium and the inaugural Employee Appreciation Week for downtown Orlando employees.
- Launched DTO Live! with United Arts, to bring 900 art installations to downtown throughout the year.
- Expanded the Lake Eola Holiday Market to include a sensory friendly evening, including vendor services for families and a quiet zone. Lake Eola was reported by Placier.ai to be the “4<sup>th</sup> most popular place to visit in December out of all the Nature and Landmarks in Florida”.

#### Future Goals and Objectives

##### Short Term

- Increase focus on business-to-business marketing efforts, with a renewed focus on public relations and advertorials, targeting ground level retail activation.
- Create more business centric special events that encourage increased participation and partnership among downtown businesses.

##### Medium Term

- Focus on placemaking efforts by creating unique experiences and spaces throughout downtown.
- Evolve downtown events to better suit target audiences and future objectives of the downtown experience.

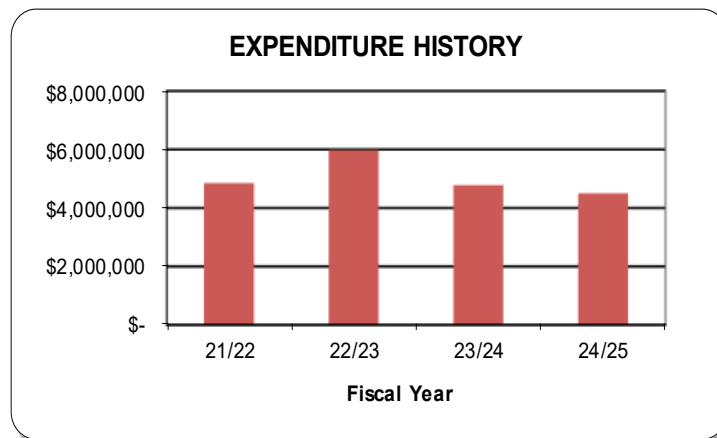
##### Long Term

- Assist in establishing a stronger downtown arts district and arts scene.

# ECONOMIC DEVELOPMENT

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>DOWNTOWN DEVELOPMENT BOARD FUND #4190</b>					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 616,710	\$ 986,750	\$ 1,396,906	\$ 410,156	41.6%
0002 Downtown Development Board Nondepartmental	4,021,000	610,195	616,167	5,972	1.0%
0003 Downtown Welcome Center	110,964	114,000	139,000	25,000	21.9%
Projects and Grants	1,229,249	3,066,678	2,348,807	(717,871)	(23.4%)
<b>TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND</b>	<b>\$ 5,977,924</b>	<b>\$ 4,777,623</b>	<b>\$ 4,500,880</b>	<b>\$ (276,743)</b>	<b>(5.8%)</b>
<b>TOTAL -- DOWNTOWN DEVELOPMENT BOARD</b>	<b>\$ 5,977,924</b>	<b>\$ 4,777,623</b>	<b>\$ 4,500,880</b>	<b>\$ (276,743)</b>	<b>(5.8%)</b>



## ECONOMIC DEVELOPMENT

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### Community Redevelopment Agency

#### Overview of Service/Program

##### Major Accomplishments

- Entered into a High Wage/High Value agreement with Travel & Leisure Co. to locate its global headquarters within the CRA area, bringing over 1,000 jobs to downtown
- Amended the Ambassador contract to provide additional ambassador services during major events, as well as extra cleaning and patrol services.
- Internally launched the Clean and Safe application to assist in tracking and scheduling of the Ambassadors and Clean Team based on services needed.
- Coordinated the design and approval of a temporary short-term public parking and rideshare location at the Under-I site, providing an additional 150 spots for the businesses and visitors of the surrounding area.
- Processed a record number of Façade, DTO Retail & DTO Restaurant Program applications for approval; 24 in total for the year, a 260% increase in funding over fiscal year 22/23.
- Started the first on-demand CRA specific rideshare program to encourage patrons to local businesses.

##### Future Goals and Objectives

###### Short Term

- Launch the Downtown Orlando Clean and Safe application to the public.
- Invest in upgraded pedestrian lighting in areas of downtown and the Parramore neighborhood deemed in high need.
- Complete the design process for The Canopy project and begin construction.
- Begin the design and RFP process for the 30S pocket park.
- Launch the Clean and Safe app to our external stakeholders.

###### Medium Term

- Finish the design process and begin construction of Church St DTO 2.0 festival street.
- Complete the design process for Magnolia Ave DTO 2.0 festival street.
- Begin the evaluation and design process for Bob Carr.

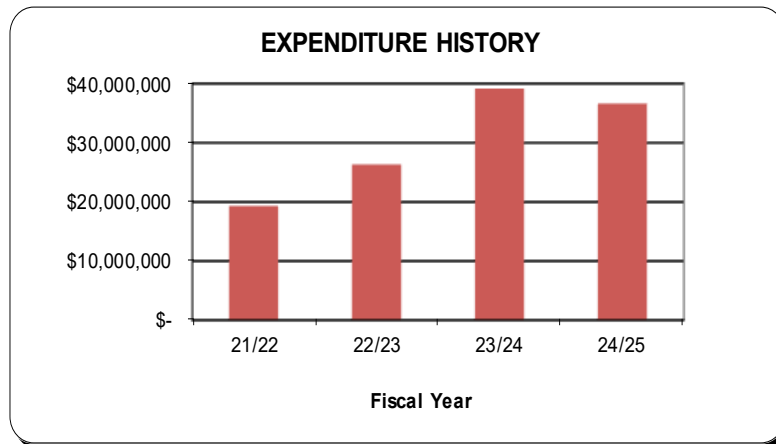
###### Long Term

- Start planning and design process for the Eola SW Gateway
- Begin the 2-way conversion of the downtown street network.

# ECONOMIC DEVELOPMENT

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</b>					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,882,154	\$ 2,282,560	\$ 2,540,651	\$ 258,091	11.3%
0005 Community Redevelopment Agency Nondepartmental	3,117,087	2,534,017	3,075,100	541,083	21.4%
0006 Downtown Maintenance Program	2,131,233	2,629,879	2,794,391	164,512	6.3%
Projects and Grants	19,212,392	31,707,237	28,230,117	(3,477,120)	(11.0%)
<b>TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>\$ 26,342,865</b>	<b>\$ 39,153,693</b>	<b>\$ 36,640,259</b>	<b>\$ (2,513,434)</b>	<b>(6.4%)</b>
<b>TOTAL -- COMMUNITY REDEVELOPMENT AGENCY</b>	<b>\$ 26,342,865</b>	<b>\$ 39,153,693</b>	<b>\$ 36,640,259</b>	<b>\$ (2,513,434)</b>	<b>(6.4%)</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</b>			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	20	20	24
0006 Downtown Maintenance Program	29	29	29
<b>TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND</b>	<b>49</b>	<b>49</b>	<b>53</b>
<b>TOTAL -- COMMUNITY REDEVELOPMENT AGENCY</b>	<b>49</b>	<b>49</b>	<b>53</b>

# ECONOMIC DEVELOPMENT

## Economic Development Operational Performance

### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
City Planning Division	Number of Municipal Planning Board Cases	110	107	136
City Planning Division	Number of Board of Zoning Adjustment Cases	29	49	51
Code Enforcement Division	Number of neighborhood meeting presentations	40	42	50
Code Enforcement Division	Number of Code Board cases	1,256	1,245	1,250
Permitting Services Division	Number of Residential Permits Issued	26,615	22,559	22,108
Permitting Services Division	Number of Commercial Permits Issued	10,131	9,843	9,548
Permitting Services Division	Number of Business Licenses (Open)	26,224	29,225	28,933
Permitting Services Division	Number of Inspections	189,150	178,841	163,177
Community Redevelopment Agency	Number of interactions by the downtown Ambassadors	70,759	90,000	110,000

#### Fiscal

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Permitting Services Division	Revenue collected for business tax receipts	\$10,026,783	\$10,600,000	\$9,590,000
Economic Development Department	Economic Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	5.8%	2.7%	+/-5%

#### Internal Processes

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	16	16	17
Code Enforcement Division	Average number of cases per inspector	1,153	1,186	1,180
Code Enforcement Division	Average number of inspections per inspector	1,756	1,855	1,772
Permitting Services Division	Number of training hours per inspector	50	50	52
Permitting Services Division	Number of training hours per plans examiner	24	24	26

# ECONOMIC DEVELOPMENT

## Economic Development Operational Performance

### Balanced Scorecard Report (continued)

#### Outcome & Mission

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Business Development Division	Number of new, full-time jobs created	1,480	2,500	1,800
Business Development Division	Amount of City incentive dollars leveraged	\$1 million	\$2.5 million	\$1 million
Business Development Division	Total capital investment of Business Development projects	\$18.8 million	\$89 million	\$20 million
Business Development Division	Number of program agreements approved	25	24	25
Code Enforcement Division	Ratio of compliance (%)	96%	96%	97%
Community Redevelopment Agency	Number of Downtown Orlando events	1,621	1,900	2,000
Community Redevelopment Agency	CRA dollars invested in Business Retention & Recruitment	\$324,976	\$1,200,000	\$1,350,000
City Planning Division	Number of Modifications of Standards issued	43	49	48
City Planning Division	Number of Land Development Code Determinations issued	161	238	183
City Planning Division	Number of Historic Preservation Board Certificates of Appropriateness	320	315	314

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**2023-2024 BY THE NUMBERS:**

**Kidz Zone Outcomes**



**86%**  
Reduction in  
Juvenile Arrests



**97%**  
Increase in  
Graduation Rates



**43%**  
Reduction in  
Shootings



**48%**  
Decrease in  
Teen Births



**9,923**  
Total Number of  
Kids Served by  
FPR Programming



**53,258**  
Visitors to  
Senior Centers



**4,800**  
Total Green Up  
Volunteer Hours



**60**  
Number of Participants  
in Inaugural Diversion  
Program



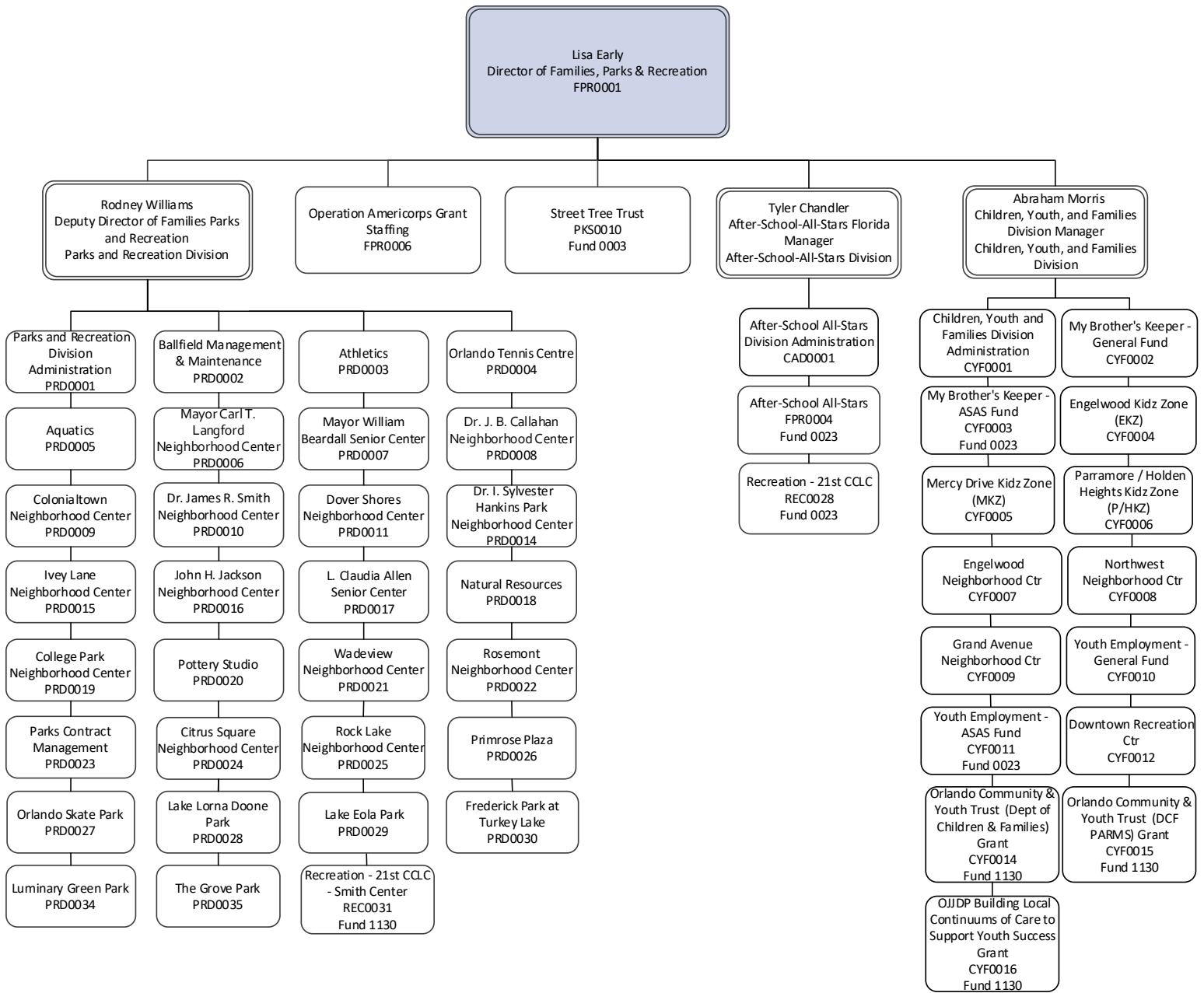
**226,548**  
Number of federally  
funded meals to children

**829**  
Youth Employment  
Participants



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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 OPERATING EXPENDITURES

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 2,351,122	\$ 2,975,958	\$ 3,148,828	\$ 172,870	5.8%
0002 Families Parks and Recreation Nondept	1,666,396	2,101,048	1,276,569	(824,479)	(39.2%)
0003 Children and Education	1,749,555	-	8,934	8,934	N/A
0006 Operation AmeriCorps Grant Staffing	333,897	290,044	307,859	17,815	6.1%
After-School-All-Stars Division (CAD)					
0001 Children Affairs Division Administration	639,748	646,658	211,996	(434,662)	(67.2%)
Parks Division (PKS) <sup>1</sup>					
0001 Parks Administration	3,300,424	4,304,438	-	(4,304,438)	(100.0%)
0002 Forestry	2,335,265	2,739,090	-	(2,739,090)	(100.0%)
0003 Production and Grounds Maintenance	1,949,589	2,268,404	-	(2,268,404)	(100.0%)
0004 Parks Contract Management	3,089,326	2,579,939	-	(2,579,939)	(100.0%)
0005 Environmental Horticulture	1,988,079	2,410,872	-	(2,410,872)	(100.0%)
0006 Green Up	410,816	425,403	-	(425,403)	(100.0%)
0007 Lake Eola Park	1,956,322	978,594	-	(978,594)	(100.0%)
0008 Frederick Park at Turkey Lake	1,476,040	1,417,018	-	(1,417,018)	(100.0%)
0009 Loch Haven Center	110	-	-	-	N/A
0011 Luminary Green Park	35,224	231,836	-	(231,836)	(100.0%)
0012 The Grove Park	-	266,946	-	(266,946)	(100.0%)
Recreation Division (REC) <sup>1</sup>					
0001 Recreation Administration	1,632,740	1,406,031	-	(1,406,031)	(100.0%)
0002 Recreation Maintenance	5,546,891	7,091,904	-	(7,091,904)	(100.0%)
0003 Athletics	903,562	944,100	-	(944,100)	(100.0%)
0004 Orlando Tennis Centre	377,992	612,860	-	(612,860)	(100.0%)
0005 Aquatics	2,183,852	1,743,168	-	(1,743,168)	(100.0%)
0006 Mayor Carl T. Langford Neighborhood Center	362,415	241,420	-	(241,420)	(100.0%)
0007 Mayor William Beardall Senior Center	743,854	659,247	-	(659,247)	(100.0%)
0008 Dr. J. B. Callahan Neighborhood Center	651,478	586,384	-	(586,384)	(100.0%)
0009 Colonialtown Neighborhood Center	166,735	154,413	-	(154,413)	(100.0%)
0010 Dr. James R. Smith Neighborhood Center	1,027,917	774,487	-	(774,487)	(100.0%)
0011 Dover Shores Neighborhood Center	987,649	795,028	-	(795,028)	(100.0%)
0012 Downtown Recreation Complex	1,267	-	-	-	N/A
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	147,623	106,966	-	(106,966)	(100.0%)
0015 Ivey Lane Neighborhood Center	261,861	184,773	-	(184,773)	(100.0%)
0016 John H. Jackson Neighborhood Center	603,011	626,689	-	(626,689)	(100.0%)
0017 L. Claudia Allen Senior Center	504,105	469,100	-	(469,100)	(100.0%)
0019 College Park Neighborhood Center	901,056	806,514	-	(806,514)	(100.0%)
0020 Pottery Studio	463,929	313,886	-	(313,886)	(100.0%)
0021 Wadeview Neighborhood Center	418,181	383,683	-	(383,683)	(100.0%)
0022 Rosemont Neighborhood Center	1,010,570	929,152	-	(929,152)	(100.0%)
0024 Citrus Square Neighborhood Center	176,289	165,950	-	(165,950)	(100.0%)
0025 Rock Lake Neighborhood Center	361,834	221,920	-	(221,920)	(100.0%)
0026 Primrose Plaza	275,058	253,707	-	(253,707)	(100.0%)
0027 Orlando Skate Park	216,487	230,468	-	(230,468)	(100.0%)
0029 Lake Lorna Doone Park	962,335	837,457	-	(837,457)	(100.0%)

(1) Parks Division and Recreation Division merged into new Parks and Recreation Division effective October 1, 2024.

# FAMILIES, PARKS AND RECREATION

## DEPARTMENT OPERATING EXPENDITURES (continued)

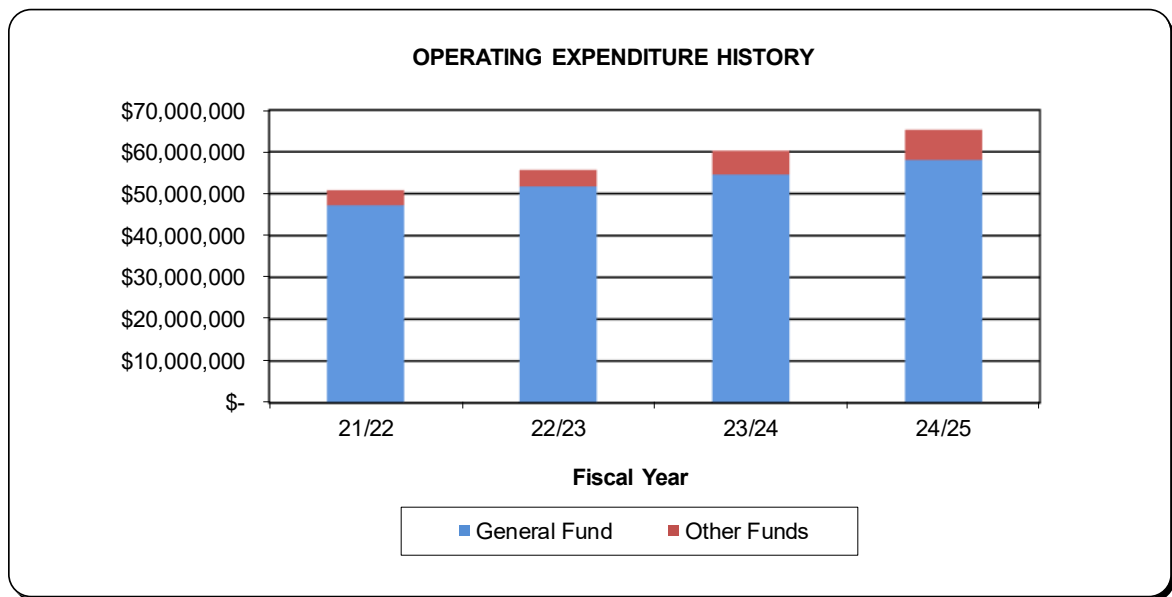
Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>Parks Recreation Division (PRD)<sup>1</sup></b>					
0001 Parks and Recreation Division Administration	-	-	9,967,961	9,967,961	N/A
0002 Ballfield Management & Maintenance	-	-	4,920,706	4,920,706	N/A
0003 Athletics	-	-	954,014	954,014	N/A
0004 Orlando Tennis Centre	-	-	627,667	627,667	N/A
0005 Aquatics	-	-	1,858,982	1,858,982	N/A
0006 Mayor Carl T. Langford Neighborhood Center	-	-	250,256	250,256	N/A
0007 Mayor William Beardall Senior Center	-	-	755,355	755,355	N/A
0008 Dr. J. B. Callahan Neighborhood Center	-	-	586,281	586,281	N/A
0009 Colonialtown Neighborhood Center	-	-	155,281	155,281	N/A
0010 Dr. James R. Smith Neighborhood Center	-	-	857,486	857,486	N/A
0011 Dover Shores Neighborhood Center	-	-	896,161	896,161	N/A
0013 Forestry	-	-	2,841,290	2,841,290	N/A
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	-	-	116,500	116,500	N/A
0015 Ivey Lane Neighborhood Center	-	-	276,566	276,566	N/A
0016 John H. Jackson Neighborhood Center	-	-	558,569	558,569	N/A
0017 L. Claudia Allen Senior Center	-	-	503,747	503,747	N/A
0018 Natural Resources	-	-	4,987,375	4,987,375	N/A
0019 College Park Neighborhood Center	-	-	912,562	912,562	N/A
0020 Pottery Studio	-	-	398,331	398,331	N/A
0021 Wadeview Neighborhood Center	-	-	392,668	392,668	N/A
0022 Rosemont Neighborhood Center	-	-	941,242	941,242	N/A
0023 Parks Contract Management	-	-	2,476,556	2,476,556	N/A
0024 Citrus Square Neighborhood Center	-	-	170,986	170,986	N/A
0025 Rock Lake Neighborhood Center	-	-	284,432	284,432	N/A
0026 Primrose Plaza	-	-	215,465	215,465	N/A
0027 Orlando Skate Park	-	-	235,405	235,405	N/A
0028 Lake Lorna Doone Park	-	-	874,940	874,940	N/A
0029 Lake Eola Park	-	-	1,148,329	1,148,329	N/A
0030 Frederick Park at Turkey Lake	-	-	1,344,068	1,344,068	N/A
0034 Luminary Green Park	-	-	241,681	241,681	N/A
0035 The Grove Park	-	-	300,685	300,685	N/A
<b>Children, Youth, and Families Division (CYF)</b>					
0001 Children, Youth and Families Division Administration	120,817	116,280	498,137	381,857	328.4%
0002 My Brother's Keeper - General Fund	1,062,293	1,790,364	1,002,553	(787,811)	(44.0%)
0004 Engelwood Kidz Zone	1,061,108	1,293,381	1,607,772	314,391	24.3%
0005 Mercy Drive Kidz Zone	902,589	1,001,299	1,602,810	601,511	60.1%
0006 Parramore / Holden Heights Kidz Zone	832,402	2,652,293	2,570,911	(81,382)	(3.1%)
0007 Engelwood Neighborhood Ctr	1,058,465	798,637	796,955	(1,682)	(0.2%)
0008 Northwest Neighborhood Ctr	940,068	980,838	888,052	(92,786)	(9.5%)
0009 Grand Avenue Neighborhood Ctr	1,289,443	973,784	991,429	17,645	1.8%
0010 Youth Employment - General Fund	75,868	255,373	260,020	4,647	1.8%
0012 Downtown Recreation Ctr	221,164	547,846	515,643	(32,203)	(5.9%)
0017_C Community Violence Intervention	-	-	1,320,000	1,320,000	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$51,734,819</b>	<b>\$54,585,650</b>	<b>\$58,060,015</b>	<b>\$3,474,365</b>	<b>6.4%</b>

(1) Parks Division and Recreation Division merged into new Parks and Recreation Division effective October 1, 2024.

# FAMILIES, PARKS AND RECREATION

## DEPARTMENT OPERATING EXPENDITURES (continued)

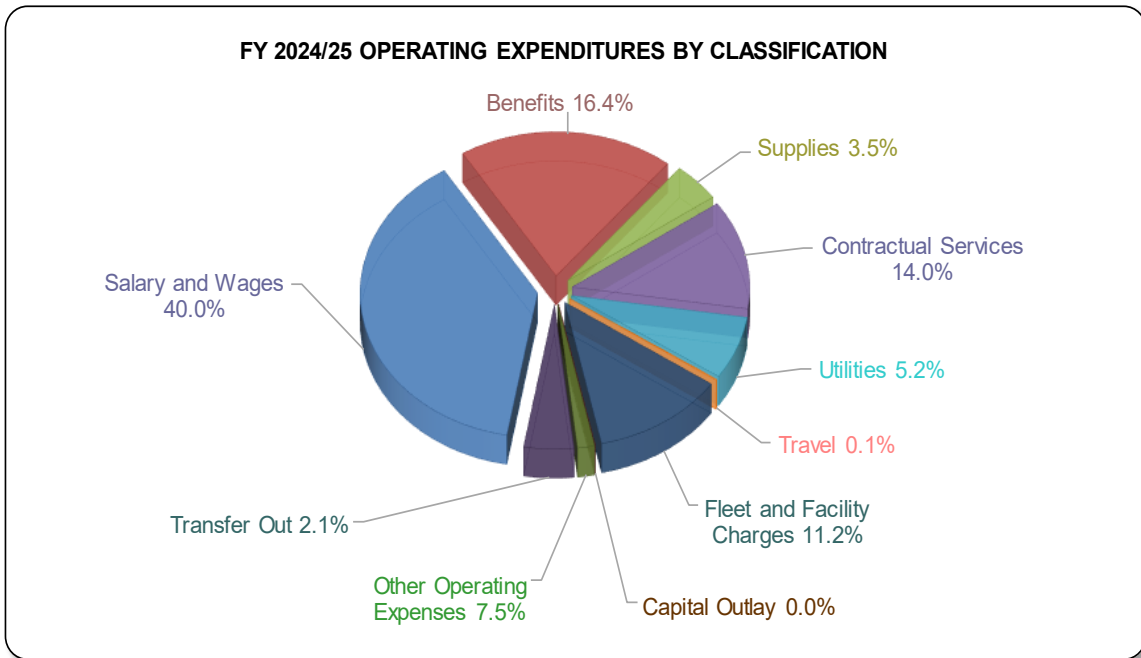
Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>AFTER SCHOOL ALL STARS FUND #0023</b>					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 3,032,786	\$ 4,372,464	\$ 3,963,189	\$ (409,275)	(9.4%)
Recreation Division (REC)					
0028 Recreation - 21st CCLC	4,586	-	-	-	N/A
Children, Youth, and Families Division (CYF)					
0003 My Brother's Keeper - ASAS Fund	106	-	-	-	N/A
0011 Youth Employment - ASAS Fund	102,583	184,967	-	(184,967)	(100.0%)
<b>TOTAL -- AFTER SCHOOLS ALL STARS FUND</b>	<b>\$ 3,140,061</b>	<b>\$ 4,557,431</b>	<b>\$ 3,963,189</b>	<b>\$ (594,242)</b>	<b>(13.0%)</b>
<b>STREET TREE TRUST FUND #0003</b>					
Parks Division (PKS)					
0010 Street Tree Trust	\$ 477,230	\$ 345,000	\$ 1,450,558	\$ 1,105,558	320.5%
<b>TOTAL -- STREET TREE TRUST FUND</b>	<b>\$ 477,230</b>	<b>\$ 345,000</b>	<b>\$ 1,450,558</b>	<b>\$ 1,105,558</b>	<b>320.5%</b>
<b>PARK IMPACT FEE FUNDS #1080 - #1082</b>					
Director of Families Parks and Recreation (FPR)					
0007 Park Impact Fee North	\$ 252,198	\$ 135,000	\$ 411,000	\$ 276,000	204.4%
0008 Park Impact Fee Southeast	47,336	201,000	993,000	792,000	394.0%
0009 Park Impact Fee Southwest	23,627	454,000	430,000	(24,000)	(5.3%)
<b>TOTAL -- PARK IMPACT FEE FUNDS</b>	<b>\$ 323,161</b>	<b>\$ 790,000</b>	<b>\$ 1,834,000</b>	<b>\$ 1,044,000</b>	<b>132.2%</b>
<b>GRANTS FUND #1130</b>					
Children, Youth, and Families Division (CYF)					
0013 Orlando Community & Youth Trust (Blue Meridian Partners) Grant	\$ (202,529)	\$ -	\$ -	\$ -	N/A
0014 Orlando Community & Youth Trust (Dept of Children & Families) Grant	(19,866)	-	-	-	N/A
<b>TOTAL -- GRANTS FUND</b>	<b>\$ (222,395)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL -- FAMILIES, PARKS AND RECREATION OPERATING</b>	<b>\$55,452,876</b>	<b>\$60,278,081</b>	<b>\$65,307,762</b>	<b>\$5,029,681</b>	<b>8.3%</b>



# FAMILIES, PARKS AND RECREATION

## DEPARTMENT OPERATING EXPENDITURES (continued)

Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$22,157,065	\$25,065,177	\$26,146,162	\$1,080,985	4.3%
Benefits	7,570,142	9,595,451	10,680,722	1,085,271	11.3%
Supplies	2,511,443	2,205,021	2,290,221	85,200	3.9%
Contractual Services	7,750,377	7,359,495	9,159,995	1,800,500	24.5%
Utilities	3,130,671	3,350,349	3,392,375	42,026	1.3%
Travel	63,543	62,884	83,804	20,920	33.3%
Fleet and Facility Charges	7,259,938	7,012,585	7,286,025	273,440	3.9%
Capital Outlay	15,242	-	-	-	N/A
Other Operating Expenses	3,174,143	3,812,098	4,868,969	1,056,871	27.7%
Transfer Out	1,820,312	1,815,021	1,399,489	(415,532)	(22.9%)
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>\$55,452,876</b>	<b>\$60,278,081</b>	<b>\$65,307,762</b>	<b>\$5,029,681</b>	<b>8.3%</b>



# FAMILIES, PARKS AND RECREATION

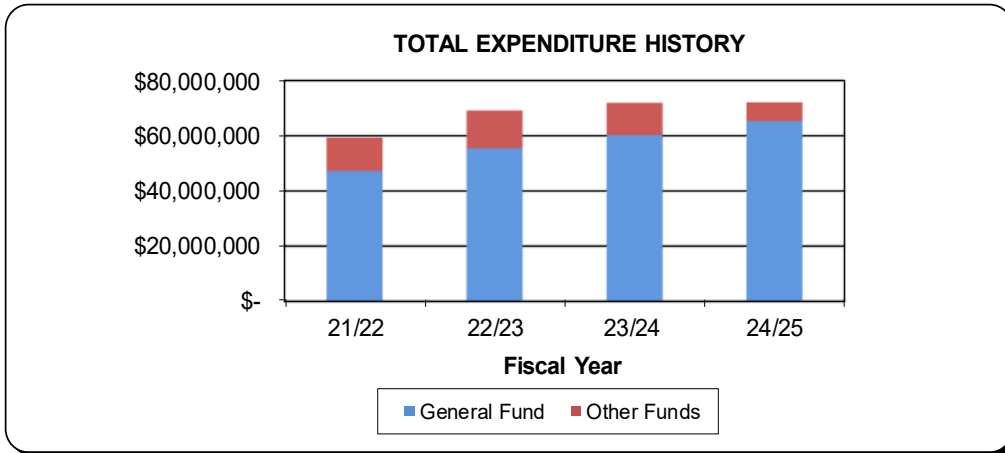
## DEPARTMENT TOTAL EXPENDITURES

Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects and Grants	\$ 5,821,433	\$ 4,841,000	\$ 6,809,000	\$ 1,968,000	40.7%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 5,821,433	\$ 4,841,000	\$ 6,809,000	\$ 1,968,000	40.7%
<u>INVESTING IN OUR NEIGHBORHOODS</u>					
<u>2018B CONSTRUCTION BOND FUND #3034</u>					
Projects and Grants	\$ 4,144,604	\$ -	\$ -	\$ -	N/A
TOTAL -- INVESTING IN OUR NEIGHBORHOODS	\$ 4,144,604	\$ -	\$ -	\$ -	N/A
<u>2018B CONSTRUCTION BOND FUND</u>					
<u>GRANTS FUND #1130</u>					
Projects and Grants	\$ 2,224,369	\$ -	\$ -	\$ -	N/A
TOTAL -- GRANTS FUND	\$ 2,224,369	\$ -	\$ -	\$ -	N/A
<u>PARK IMPACT FEE - NORTH #1080</u>					
Director of Families Parks and Recreation (FPR)					
0016 Lake Fairview Shoreline Renovations	\$ -	\$ 600,000	\$ -	\$ (600,000)	(100.0%)
0017 Lake Lorna Doone Office	-	500,000	-	(500,000)	(100.0%)
0018 Trotters Park Athletic Court Expansion	-	150,000	-	(150,000)	(100.0%)
0022 Dartmouth Park Expansion	-	400,000	-	(400,000)	(100.0%)
0023 The Grove Dog Park	-	520,000	-	(520,000)	(100.0%)
0024 Festival Park Buildout	-	850,000	-	(850,000)	(100.0%)
TOTAL -- PARK IMPACT FEE - NORTH	\$ -	\$ 3,020,000	\$ -	\$(3,020,000)	(100.0%)
<u>PARK IMPACT FEE - SOUTHEAST #1081</u>					
Director of Families Parks and Recreation (FPR)					
0012 Commander Drive Park	\$ 9,447	\$ -	\$ -	\$ -	N/A
0019 Beardall Pickleball Courts	-	745,000	-	(745,000)	(100.0%)
0020 Lake George Pickleball and Wallball Courts	-	1,000,000	-	(1,000,000)	(100.0%)
TOTAL -- PARK IMPACT FEE - SOUTHEAST	\$ 9,447	\$ 1,745,000	\$ -	\$(1,745,000)	(100.0%)
<u>PARK IMPACT FEE - SOUTHWEST #1082</u>					
Director of Families Parks and Recreation (FPR)					
0009 Prince Hall Park Playground Equipment	\$ 348,738	\$ -	\$ -	\$ -	N/A
0021 Willie Mays Park Playground	-	175,000	-	(175,000)	(100.0%)
0026 John Jackson Playground and Obstacle Course	-	850,000	-	(850,000)	(100.0%)
0027 Bill Frederick Park at Turkey Lake Enhancements	-	1,000,000	-	(1,000,000)	(100.0%)
TOTAL -- PARK IMPACT FEE - SOUTHWEST	\$ 348,738	\$ 2,025,000	\$ -	\$(2,025,000)	(100.0%)
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 1,190,070	\$ -	\$ -	\$ -	N/A
TOTAL -- OTHER FUNDS	\$ 1,190,070	\$ -	\$ -	\$ -	N/A
TOTAL - PROJECTS AND GRANTS	\$13,738,660	\$11,631,000	\$ 6,809,000	\$(4,822,000)	(41.5%)
TOTAL -- FAMILIES, PARKS AND RECREATION	\$69,191,537	\$71,909,081	\$72,116,762	\$ 207,681	0.3%

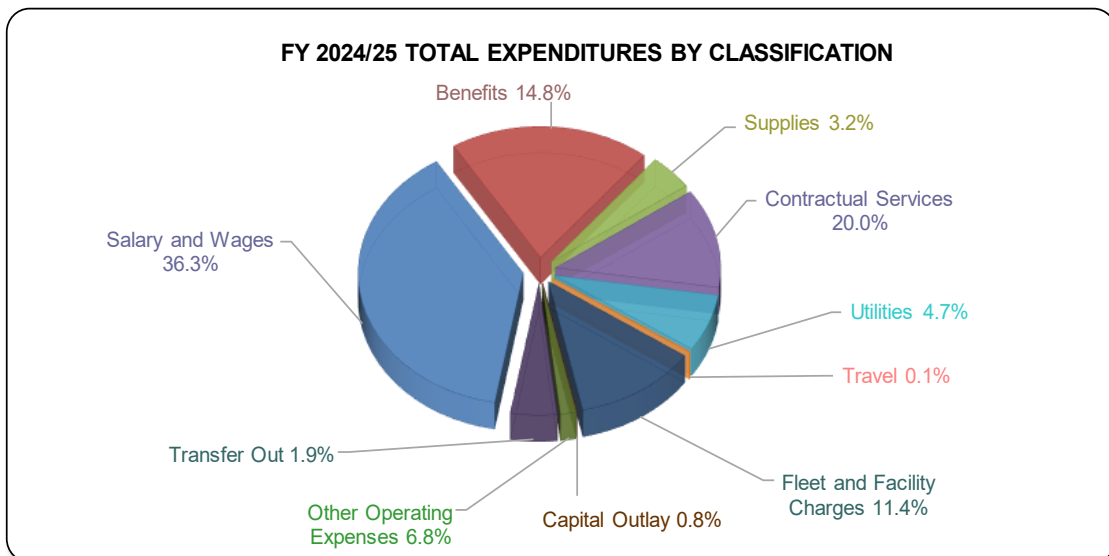


# FAMILIES, PARKS AND RECREATION

## DEPARTMENT TOTAL EXPENDITURES (continued)



Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$23,415,324	\$25,065,177	\$26,146,162	\$ 1,080,985	4.3%
Benefits	7,795,554	9,595,451	10,680,722	1,085,271	11.3%
Supplies	3,431,239	2,205,021	2,290,221	85,200	3.9%
Contractual Services	9,666,890	8,000,495	14,424,995	6,424,500	80.3%
Utilities	3,130,671	3,350,349	3,392,375	42,026	1.3%
Travel	64,327	62,884	83,804	20,920	33.3%
Fleet and Facility Charges	7,824,061	7,012,585	8,220,025	1,207,440	17.2%
Capital Outlay	8,519,851	10,990,000	610,000	(10,380,000)	(94.4%)
Other Expenses	3,237,608	3,812,098	4,868,969	1,056,871	27.7%
Transfer Out	2,106,013	1,815,021	1,399,489	(415,532)	(22.9%)
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>\$69,191,537</b>	<b>\$71,909,081</b>	<b>\$72,116,762</b>	<b>\$ 207,681</b>	<b>0.3%</b>



# FAMILIES, PARKS AND RECREATION

## DEPARTMENT STAFFING SUMMARY

Fund	2022/23	2023/24	2024/25	Fund	2022/23	2023/24	2024/25
Business Unit	Final	Adopted	Adopted	Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing	Cost Center Number and Name	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>				<b>GENERAL FUND #0001</b>			
Director of Families Parks and Recreation (FPR)				Parks and Recreation Division (PRD) <sup>1</sup>			
0001 Director of Families Parks and Rec	22	22	28	0001 PRD Administration	-	-	29
0006 Operation Americorp Grant Staffing	1	1	1	0002 Ballfield Management and Maintenance	-	-	12
After-School-All-Stars Division (CAD)				0003 Athletics			
0001 Children Affairs Division Admin	5	5	1	0004 Orlando Tennis Centre	-	-	6
Parks Division (PKS) <sup>1</sup>				0005 Aquatics			
0001 Parks Administration	9	9	-	0006 Mayor Carl T. Langford Neighborhood	-	-	4
0002 Forestry	19	19	-	0007 Mayor William Beardall Senior Center	-	-	1
0003 Production and Grounds Maintenance	22	22	-	0008 Dr. J. B. Callahan Neighborhood Center	-	-	7
0004 Parks Contract Management	3	3	-	0010 Dr. James R. Smith Neighborhood	-	-	4
0005 Environmental Horticulture	23	23	-	0011 Dover Shores Neighborhood Center	-	-	6
0006 Green Up	3	3	-	0011 Dover Shores Neighborhood Center	-	-	5
0007 Lake Eola Park	6	6	-	0013 Forestry	-	-	19
0008 Frederick Park at Turkey Lake	11	11	-	0015 Ivey Lane Neighborhood Center	-	-	2
0011 Luminary Green Park	-	-	-	0016 John H. Jackson Neighborhood Center	-	-	5
0012 The Grove Park	-	-	-	0017 L. Claudia Allen Senior Center	-	-	4
Recreation Division (REC) <sup>1</sup>				0018 Natural Resources			
0001 Recreation Administration	9	9	-	0019 College Park Neighborhood Center	-	-	47
0002 Recreation Maintenance	12	12	-	0019 College Park Neighborhood Center	-	-	6
0003 Athletics	4	4	-	0020 Pottery Studio	-	-	2
0004 Orlando Tennis Centre	6	6	-	0021 Wadeview Neighborhood Center	-	-	2
0005 Aquatics	4	4	-	0022 Rosemont Neighborhood Center	-	-	5
0006 Mayor Carl T. Langford Neighborhood	1	1	-	0023 Parks Contract Management	-	-	3
0007 Mayor William Beardall Senior Center	6	6	-	0024 Citrus Square Neighborhood Center	-	-	1
0008 Dr. J. B. Callahan Neighborhood	4	4	-	0025 Rock Lake Neighborhood Center	-	-	1
0010 Dr. James R. Smith Neighborhood	5	5	-	0026 Primrose Plaza	-	-	2
0011 Dover Shores Neighborhood Center	4	4	-	0027 Orlando Skate Park	-	-	1
0015 Ivey Lane Neighborhood Center	1	1	-	0028 Lake Lorna Doone Park	-	-	6
0016 John H. Jackson Neighborhood	5	5	-	0029 Lake Eola Park	-	-	7
0017 L. Claudia Allen Senior Center	4	4	-	0030 Frederick Park at Turkey Lake	-	-	11
0019 College Park Neighborhood Center	5	5	-	Children, Youth, and Families Division (CYF)			
0020 Pottery Studio	1	1	-	0001 Children, Youth, and Families Division	1	1	1
0021 Wadeview Neighborhood Center	2	2	-	0002 My Brother's Keeper - GF Fund	8	8	7
0022 Rosemont Neighborhood Center	5	5	-	0004 Engelwood Kidz Zone (EKZ)	5	5	5
0024 Citrus Square Neighborhood Center	1	1	-	0005 Mercy Drive Kidz Zone (MKZ)	4	4	4
0025 Rock Lake Neighborhood Center	1	1	-	0006 Parramore / Holden Heights Kidz Zone <sup>2</sup>	13	13	9
0026 Primrose Plaza	3	3	-	0007 Engelwood Neighborhood Ctr.	5	5	5
0027 Orlando Skate Park	1	1	-	0008 Northwest Neighborhood Ctr.	6	6	6
0029 Lake Lorna Doone Park	6	6	-	0009 Grand Avenue Neighborhood Ctr.	8	8	8
				0010 Youth Employment - GF Fund	3	3	3
				0012 Downtown Recreation Ctr.	3	3	3
				<b>TOTAL -- GENERAL FUND</b>	<b>270</b>	<b>270</b>	<b>282</b>

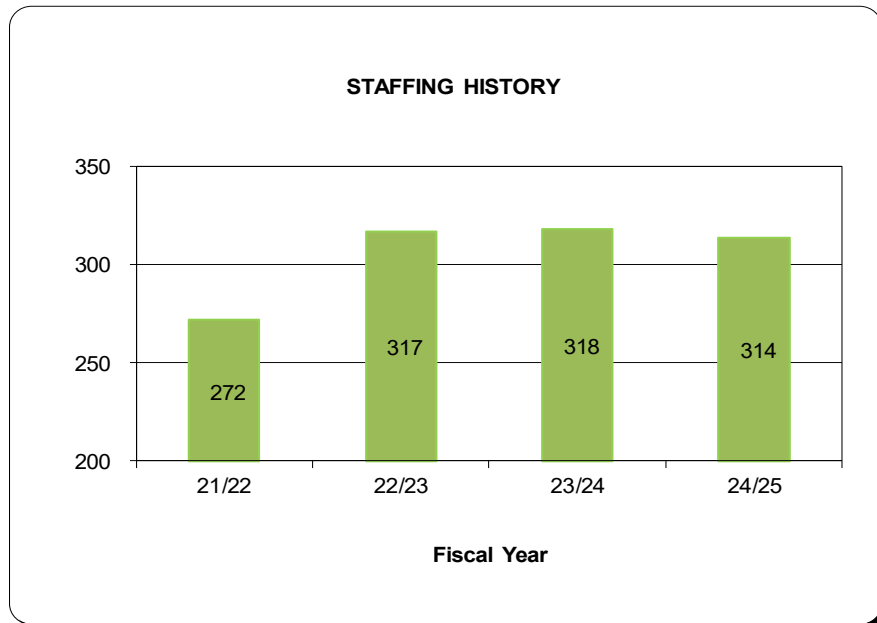
(1) Parks Division and Recreation Division merged into new Parks and Recreation Division effective October 1, 2024.

(2) As part of the new Parks Division and Recreation Division, there are four (4) positions whose duties are not Kidz Zone-specific and have been moved to under FPR Director.

# FAMILIES, PARKS AND RECREATION

## DEPARTMENT STAFFING SUMMARY (continued)

Fund	2022/23	2023/24	2024/25
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<b>AFTER SCHOOL ALL STARS FUND #0023</b>			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	20	20	20
Recreation Division (REC)			
0028 Recreation After School All Stars	1	1	1
Children, Youth, and Families (CYF)			
0003 My Brother's Keeper - ASAS Fund	1	1	-
0011 Youth Employment - ASAS Fund	2	2	2
<b>TOTAL -- AFTER SCHOOLS ALL STARS FUND</b>	<b>24</b>	<b>24</b>	<b>23</b>
<b>GRANTS FUND #1130</b>			
Children, Youth, and Families (CYF)			
0013 OCYT Contribution (BMP) Grant Support	19	19	-
0014 OCYT Contribution (DCF) Grant Support	3	3	3
0015 OCYT Contribution (DCF MPARMS) Grant	-	-	2
0016 OJJDP BLCC Support Youth Success Grant	-	-	2
Recreation Division (REC)			
0031 Recreation - 21st CCLC - Smith Center	1	1	1
<b>TOTAL -- GRANTS FUND</b>	<b>23</b>	<b>23</b>	<b>8</b>
<b>STREET TREE TRUST FUND #0003</b>			
Parks Division (PKS)			
0010 Street Tree Trust	-	1	1
<b>TOTAL -- STREET TREE TRUST FUND</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- FAMILIES, PARKS AND RECREATION</b>	<b>317</b>	<b>318</b>	<b>314</b>



- (1) Parks Division and Recreation Division merged into new Parks and Recreation Division effective October 1, 2024.
- (2) As part of the new Parks Division and Recreation Division, there are four (4) positions whose duties are not Kidz Zone-specific and have been moved to under FPR Director.

# FAMILIES, PARKS AND RECREATION

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## Director's Office

Fiscal Year 2023-2024 (October 1 – September 30)

## Major Accomplishments

The department made significant progress during FY23-24 to enhance its capacity to construct/renovate large capital projects. Three additional Park Project Planners were added to the department's staff, speeding up progress on numerous projects including renovations at Lake Fairview Park, Dickson-Azalea Park, Albert Park, Dartmouth Park, Festival Park, and the City's Parks and Recreation Master Plan, as well as design/development of new parks/park amenities, including The Grove Dog Park and Poitras Park.

To improve the department's fiscal performance, FPR began holding monthly meetings with the City's Facilities Maintenance (FM) Division and the Budget Office to review monthly charges. This initiative resulted in the department's FM budget being favorable for the first time in several years. FPR also worked with the Chief Administrator's Office, the Human Resources Division and the Office of Management and Budget to design and propose a restructuring of the Department to be implemented in FY24-25. The restructuring includes the merger of the Parks Division and Recreation Division into a single Division, the Parks and Recreation Division. Additionally, the restructure will enhance FPR's backbone administrative capacity by upgrading the Fiscal Manager position and bringing all administrative functions, including data management, program evaluation, contract management, human resources administration, grants management and fiscal management under a single chain of command.

The department successfully updated the City's Park Impact Fee in FY23-24 (which will go into effect during the first quarter of FY24-25). As a result, significant additional funds will be available for investment in expanding the City's portfolio of parks and recreation facilities in response to the City's growing population.

## Future Goals and Objectives

### Short Term

- Complete the Parks and Recreation Master Plan
- Fully implement the department's restructuring.
- Leverage increased grant funds and effectively manage grants to encourage continued funding from federal, state and local grant-makers and philanthropists.
- Build the capacity of the Orlando Community & Youth Trust in order to leverage funding from federal, state and local grants and philanthropy in support of FPR's mission.
- Continue to achieve/exceed revenue goals while controlling operating expenses to meet FY24/25 budget.
- Make substantial progress in carrying out/completing planned large capital construction/renovation projects.

### Medium Term

- 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.
- Complete large capital construction/renovation projects.

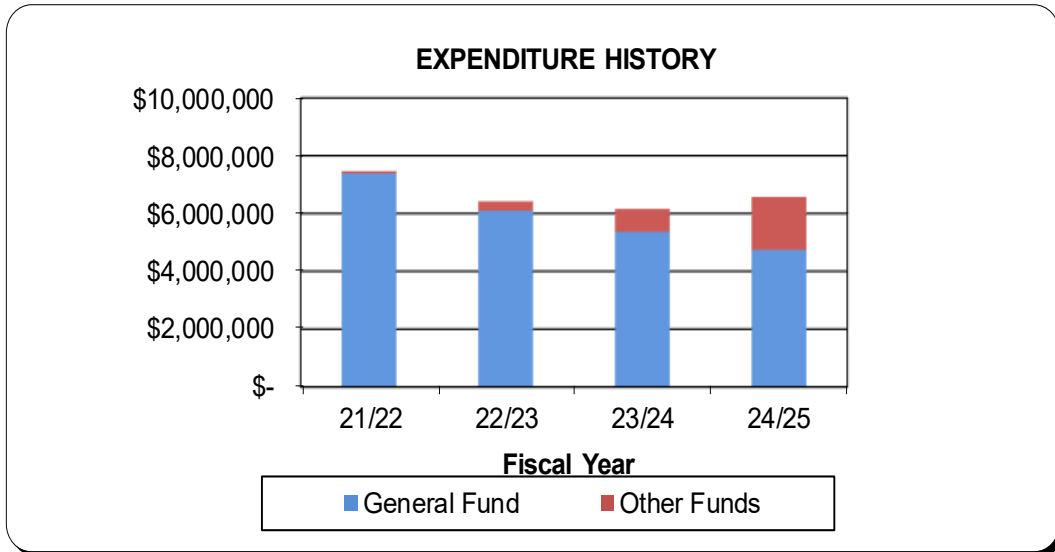
### Long Term

- 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	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 2,351,122	\$ 2,975,958	\$ 3,148,828	\$ 172,870	5.8%
0002 Families Parks and Recreation Nondept	1,666,396	2,101,048	1,276,569	(824,479)	(39.2%)
0003 Children and Education	1,749,555	-	8,934	8,934	N/A
0006 Operation AmeriCorps Grant Staffing	333,897	290,044	307,859	17,815	6.1%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 6,100,970</b>	<b>\$ 5,367,050</b>	<b>\$ 4,742,190</b>	<b>\$ (624,860)</b>	<b>(11.6%)</b>
<b>Park Impact Fee Funds (#1080 - #1082)</b>					
0007 Park Impact Fee North	\$ 252,198	\$ 135,000	\$ 411,000	\$ 276,000	204.4%
0008 Park Impact Fee Southeast	47,336	201,000	993,000	792,000	394.0%
0009 Park Impact Fee Southwest	23,627	454,000	430,000	(24,000)	(5.3%)
<b>TOTAL -- PARK IMPACT FEE FUNDS</b>	<b>\$ 323,161</b>	<b>\$ 790,000</b>	<b>\$ 1,834,000</b>	<b>\$ 1,044,000</b>	<b>132.2%</b>
<b>TOTAL -- DIRECTOR OF FAMILIES, PARKS, AND RECREATION</b>	<b>\$ 6,424,130</b>	<b>\$ 6,157,050</b>	<b>\$ 6,576,190</b>	<b>\$ 419,140</b>	<b>6.8%</b>



## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Director of Families Parks and Recreation (FPR)			
0001 Director of Families Parks and Recreation	22	22	28
0006 Operation Americorp Grant Staffing	1	1	1
<b>TOTAL -- GENERAL FUND</b>	<b>23</b>	<b>23</b>	<b>29</b>
<b>TOTAL -- DIRECTOR OF FAMILIES, PARKS, AND RECREATION</b>	<b>23</b>	<b>23</b>	<b>29</b>

# FAMILIES, PARKS AND RECREATION

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## **Parks Division (merged into new Parks and Recreation Division in FY25)**

Fiscal Year 2023-2024 (October 1 – September 30)

### **Major Accomplishments**

- Maintained 118 parks/green spaces, including mowing, irrigation, restroom maintenance, landscaping, flower beds, and amenity repairs.
- Installed 20 premium memorial benches and 15 memorial trees.
- Promoted tree planting and increased the City's tree canopy by planting 1,579 trees. This includes 201 as part of the Tree Equity program and 404 trees as part of the Street Tree program.
- Completion of Lake Eola Pocket Park.
- Installed 2 new restrooms at Bill Frederick Park.
- Complete all lift stations and dump station at Bill Frederick Park.
- Established new walking trails connecting the Hiawasse Trail to the paved path and field in Drone Zone to paved path at Bill Frederick Park.
- Orlando received the Tree City USA award for the 47th consecutive year and the Growth Award for the 32nd year.
- Logged 4,800 volunteer hours at over 50 Green Up events that augmented services, built community pride, and reduced invasive species and labor costs. Planted over 1,700 plants and shrubs, 479 trees, spread over 2,200 truckloads of recycled and pine bark mulch. Removed 24,150 pounds of invasive plants, vines and weeds along with 7,250 pounds of litter from City green spaces and Parks by hands of 1,537 volunteers.

### **Future Goals and Objectives**

#### **Short Term**

- Add an Environmental Education Program to allow local schools and residents to be more informed of the importance and purpose of the lake and its eco-system at Bill Frederick Park.
- Increase and document training hours.
- Complete gatehouse renovations at Bill Frederick Park.
- At Lake Eola Park: Complete the Grandmother's Legacy of Love installation adjacent to the Sperry Fountain; move forward with implementation of the Lake Eola Master Plan.
- Complete playground renovations at: Willie Mays Park; John H. Jackson Neighborhood Center; and Ivey Lane Park.
- Continue Dickson-Azalea Park repairs; Complete Fitness Equipment at John H. Jackson Neighborhood Center; Complete Lake Fairview Park shoreline renovation and playground.

#### **Medium Term**

- Complete Albert Park construction; Complete Dartmouth Park expansion; Complete The Grove dog park; Complete Cherry Tree Park playground.
- Create an internal work order system and invoicing process utilizing software that is available within the City of Orlando to monitor and control contractors.
- Construct Poitras Park; Renovate Festival Park; Renovate Lake Eola Park

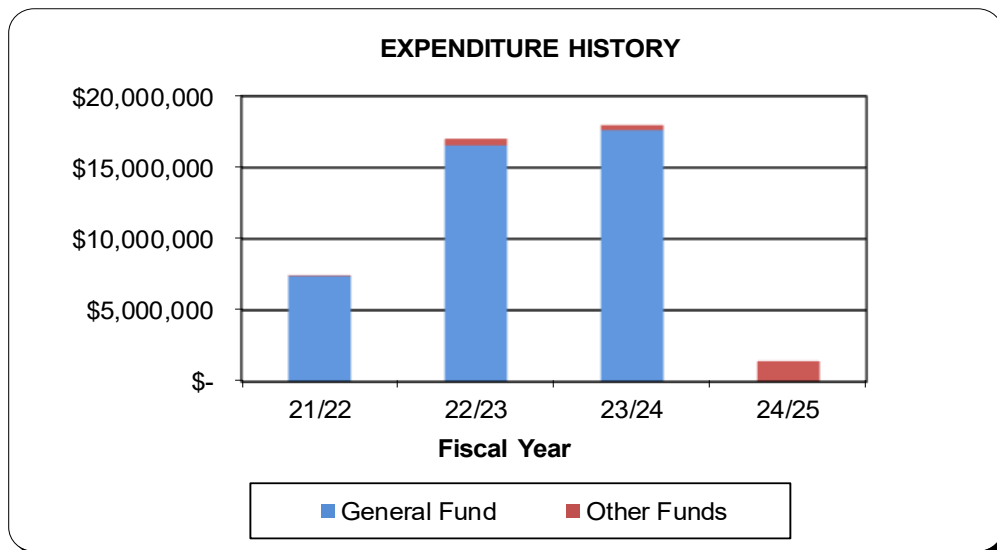
#### **Long Term**

- Complete playgrounds at: Dr I Sylvester Hankins Park and Signal Hill Park.
- Evaluate the permitting process for landscape, in particular trees, to ensure right tree, right place principles.
- Create walking paths in select areas of the old Woods course adjacent to Drone Zone to connect the fields path and the paved trail in order to create a Nature Trail that spans the entire park.

# FAMILIES, PARKS AND RECREATION

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Parks Division (PKS) <sup>1</sup>					
0001 Parks Administration	\$ 3,300,424	\$ 4,304,438	\$ -	\$ (4,304,438)	(100.0%)
0002 Forestry	2,335,265	2,739,090	-	(2,739,090)	(100.0%)
0003 Production and Grounds Maintenance	1,949,589	2,268,404	-	(2,268,404)	(100.0%)
0004 Parks Contract Management	3,089,326	2,579,939	-	(2,579,939)	(100.0%)
0005 Environmental Horticulture	1,988,079	2,410,872	-	(2,410,872)	(100.0%)
0006 Green Up	410,816	425,403	-	(425,403)	(100.0%)
0007 Lake Eola Park	1,956,322	978,594	-	(978,594)	(100.0%)
0008 Frederick Park at Turkey Lake	1,476,040	1,417,018	-	(1,417,018)	(100.0%)
0009 Loch Haven Center	110	-	-	-	N/A
0011 Luminary Green Park	35,224	231,836	-	(231,836)	(100.0%)
0012 The Grove Park	-	266,946	-	(266,946)	(100.0%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$16,541,194</b>	<b>\$17,622,540</b>	<b>\$ -</b>	<b>\$ (17,622,540)</b>	<b>(100.0%)</b>
<b>STREET TREE TRUST FUND #0003</b>					
Parks Division (PKS)					
0010 Street Tree Trust	\$ 477,230	\$ 345,000	\$1,450,558	\$ 1,105,558	320.5%
<b>TOTAL -- STREET TREE TRUST FUND</b>	<b>\$ 477,230</b>	<b>\$ 345,000</b>	<b>\$1,450,558</b>	<b>\$ 1,105,558</b>	<b>320.5%</b>
<b>TOTAL -- PARKS DIVISION</b>	<b>\$17,018,424</b>	<b>\$17,967,540</b>	<b>\$1,450,558</b>	<b>\$ (16,516,982)</b>	<b>(91.9%)</b>



(1) Parks Division and Recreation Division merged into new Parks and Recreation Division effective October 1, 2024.

# FAMILIES, PARKS AND RECREATION

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## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Parks Division (PKS) <sup>1</sup>			
0001 Parks Administration	9	9	-
0002 Forestry	19	19	-
0003 Production and Grounds Maintenance	22	22	-
0004 Parks Contract Management	3	3	-
0005 Environmental Horticulture	23	23	-
0006 Green Up	3	3	-
0007 Lake Eola Park	6	6	-
0008 Frederick Park at Turkey Lake	11	11	-
0011 Luminary Green Park	-	-	-
0012 The Grove Park	-	-	-
TOTAL -- GENERAL FUND	96	96	-
STREET TREE TRUST FUND #0003			
Parks Division (PKS)			
0010 Street Tree Trust	-	1	1
TOTAL -- STREET TREE TRUST FUND	-	1	1
TOTAL -- PARKS DIVISION	96	97	1

(1) Parks Division and Recreation Division merged into new Parks and Recreation Division effective October 1, 2024.



# FAMILIES, PARKS AND RECREATION

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## Recreation Division (merged into new Parks and Recreation Division in FY25)

Fiscal Year 2023-2024 (October 1 – September 30)

### Major Accomplishments

The Recreation Division manages the City's neighborhood centers, gymnasiums, pools, the Tennis Center, Pottery Studio, Skate Park, and ball fields, as well as a myriad of programs that operate at these sites. During FY 23/24, the Division managed the City's 61 ball fields and 40.5 basketball, 14 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 neighborhood centers and two senior centers accommodated 510,835 attendances last year. In addition, public and private groups rented the facilities 3,246 times (average 180 times/booked per site) bringing 166,184 attendees to meetings/events. Attendance at the Division's senior centers and senior programs reached 53,835 last year. Attendance at our 11 pools reached 19,841 visits; the Orlando Tennis Centre, with its 11 clay courts, 4 hard courts and 4 pickleball courts, achieved an attendance of 51,749, including adult, youth and teens clinic. Orlando Skate Park attendance 5,109 and Lake Lorna Doone attendance was 245,120.

### Future Goals and Objectives

#### Short Term

- Identify funding to convert seasonal positions to full-time employment.
- Address poor Wi-Fi-reception at all Neighborhood Centers, Pools, and Specialty Sites
- Skill Clinics and Mini-Competitions: Operate weekly sessions focusing on basic techniques (running, jumping, throwing), and organize friendly events to introduce competition and build confidence.
- Expand partnership with American Red Cross to offer free adult swim lessons.
- Begin renovation of "Boy Scout" building at Lake Lorna Doone Park (we are currently in the design stage).
- Secure State and Federal grants to offset cost or fund new program and services, including continuing to expand the Senior Connections program.

#### Medium Term

- Construct hard court facility at Trotters, including pickleball, futsal and basketball courts
- Open new parks and ballfields in District 1 (Starwood and Everbee).
- Continue to upgrade aging City recreation facilities.
- Continue to enhance athletic programs such as pickleball, girl's lacrosse, (all girl's youth basketball league JR.WNBA), youth development basketball program, adult sand/grass volleyball.
- Repair and upgrade outdoor courts at neighborhood centers.
- Develop Strength Training and Nutrition Education as part of our Athletics Program offerings.
- Renovate College Park Pool.
- Aquatics - Incorporate year-round lifeguard training certification.
- Improve drainage at Emery Hamilton Sports Complex.
- Build 4 new lighted multipurpose fields, and additional parking, at Trotters Park.

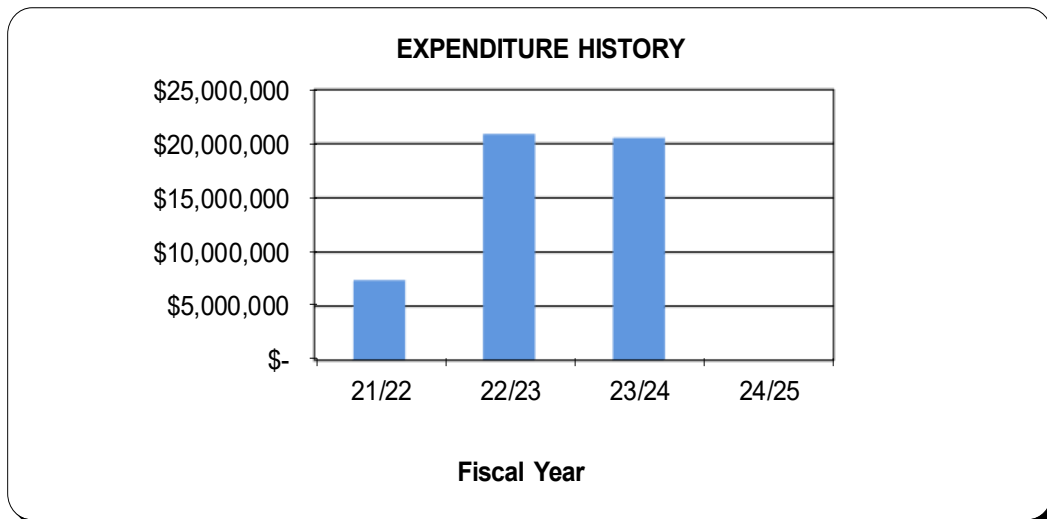
#### Long Term

- Expand the Orlando Skate Park by expanding the current amenities with a "Street Course".
- 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).
- Improve the power supply infrastructure throughout Lake Lorna Doone Park and expand and upgrade the restrooms there.
- Make improvements at Emery Hamilton Complex (sidewalks, restrooms).

# FAMILIES, PARKS AND RECREATION

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
<b>Recreation Division (REC)<sup>1</sup></b>					
0001 Recreation Administration	\$ 1,632,740	\$ 1,406,031	\$ -	\$ (1,406,031)	(100.0%)
0002 Recreation Maintenance	5,546,891	7,091,904	-	(7,091,904)	(100.0%)
0003 Athletics	903,562	944,100	-	(944,100)	(100.0%)
0004 Orlando Tennis Centre	377,992	612,860	-	(612,860)	(100.0%)
0005 Aquatics	2,183,852	1,743,168	-	(1,743,168)	(100.0%)
0006 Mayor Carl T. Langford Neighborhood Center	362,415	241,420	-	(241,420)	(100.0%)
0007 Mayor William Beardall Senior Center	743,854	659,247	-	(659,247)	(100.0%)
0008 Dr. J. B. Callahan Neighborhood Center	651,478	586,384	-	(586,384)	(100.0%)
0009 Colonialtown Neighborhood Center	166,735	154,413	-	(154,413)	(100.0%)
0010 Dr. James R. Smith Neighborhood Center	1,027,917	774,487	-	(774,487)	(100.0%)
0011 Dover Shores Neighborhood Center	987,649	795,028	-	(795,028)	(100.0%)
0012 Downtown Recreation Complex	1,267	-	-	-	N/A
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	147,623	106,966	-	(106,966)	(100.0%)
0015 Ivey Lane Neighborhood Center	261,861	184,773	-	(184,773)	(100.0%)
0016 John H. Jackson Neighborhood Center	603,011	626,689	-	(626,689)	(100.0%)
0017 L. Claudia Allen Senior Center	504,105	469,100	-	(469,100)	(100.0%)
0019 College Park Neighborhood Center	901,056	806,514	-	(806,514)	(100.0%)
0020 Pottery Studio	463,929	313,886	-	(313,886)	(100.0%)
0021 Wadeview Neighborhood Center	418,181	383,683	-	(383,683)	(100.0%)
0022 Rosemont Neighborhood Center	1,010,570	929,152	-	(929,152)	(100.0%)
0024 Citrus Square Neighborhood Center	176,289	165,950	-	(165,950)	(100.0%)
0025 Rock Lake Neighborhood Center	361,834	221,920	-	(221,920)	(100.0%)
0026 Primrose Plaza	275,058	253,707	-	(253,707)	(100.0%)
0027 Orlando Skate Park	216,487	230,468	-	(230,468)	(100.0%)
0029 Lake Lorna Doone Park	962,335	837,457	-	(837,457)	(100.0%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 20,888,690</b>	<b>\$ 20,539,307</b>	<b>\$ -</b>	<b>\$ (20,539,307)</b>	<b>(100.0%)</b>
<b>TOTAL -- RECREATION DIVISION</b>	<b>\$ 20,888,690</b>	<b>\$ 20,539,307</b>	<b>\$ -</b>	<b>\$ (20,539,307)</b>	<b>(100.0%)</b>



(1) Parks Division and Recreation Division merged into new Parks and Recreation Division effective October 1, 2024.

# FAMILIES, PARKS AND RECREATION

## STAFFING SUMMARY

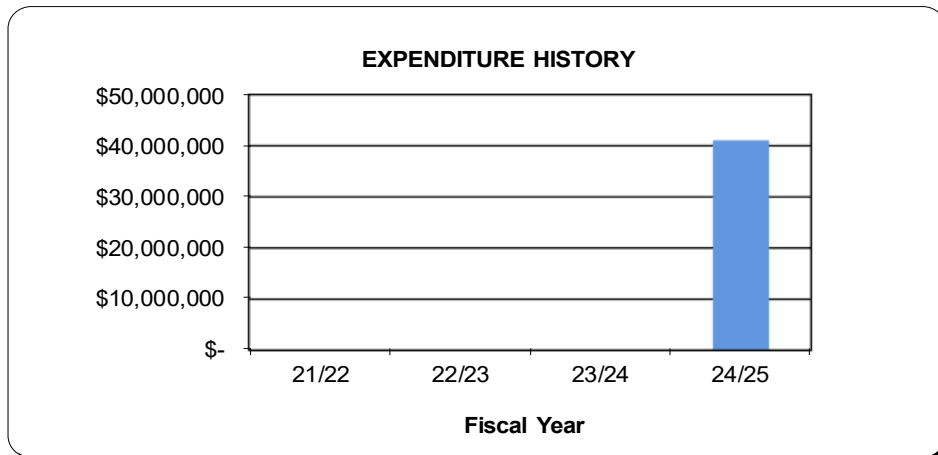
	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Recreation Division (REC) <sup>1</sup>			
0001 Recreation Administration	9	9	-
0002 Recreation Maintenance	12	12	-
0003 Athletics	4	4	-
0004 Orlando Tennis Centre	6	6	-
0005 Aquatics	4	4	-
0006 Mayor Carl T. Langford Neighborhood Center	1	1	-
0007 Mayor William Beardall Senior Center	6	6	-
0008 Dr. J. B. Callahan Neighborhood Center	4	4	-
0010 Dr. James R. Smith Neighborhood Center	5	5	-
0011 Dover Shores Neighborhood Center	4	4	-
0015 Ivey Lane Neighborhood Center	1	1	-
0016 John H. Jackson Neighborhood Center	5	5	-
0017 L. Claudia Allen Senior Center	4	4	-
0019 College Park Neighborhood Center	5	5	-
0020 Pottery Studio	1	1	-
0021 Wadeview Neighborhood Center	2	2	-
0022 Rosemont Neighborhood Center	5	5	-
0024 Citrus Square Neighborhood Center	1	1	-
0025 Rock Lake Neighborhood Center	1	1	-
0026 Primrose Plaza	3	3	-
0027 Orlando Skate Park	1	1	-
0029 Lake Lorna Doone Park	6	6	-
TOTAL -- GENERAL FUND	55	55	-
TOTAL -- RECREATION DIVISION	55	55	-

(1) Parks Division and Recreation Division merged into new Parks and Recreation Division effective October 1, 2024.

# FAMILIES, PARKS AND RECREATION

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Parks and Recreation Division (PRD)					
0001 Parks and Recreation Division Administration	\$ -	\$ -	\$ 9,967,961	\$ 9,967,961	N/A
0002 Ballfield Management & Maintenance	-	-	4,920,706	4,920,706	N/A
0003 Athletics	-	-	954,014	954,014	N/A
0004 Orlando Tennis Centre	-	-	627,667	627,667	N/A
0005 Aquatics	-	-	1,858,982	1,858,982	N/A
0006 Mayor Carl T. Langford Neighborhood Center	-	-	250,256	250,256	N/A
0007 Mayor William Beardall Senior Center	-	-	755,355	755,355	N/A
0008 Dr. J. B. Callahan Neighborhood Center	-	-	586,281	586,281	N/A
0009 Colonialtown Neighborhood Center	-	-	155,281	155,281	N/A
0010 Dr. James R. Smith Neighborhood Center	-	-	857,486	857,486	N/A
0011 Dover Shores Neighborhood Center	-	-	896,161	896,161	N/A
0013 Forestry	-	-	2,841,290	2,841,290	N/A
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	-	-	116,500	116,500	N/A
0015 Ivey Lane Neighborhood Center	-	-	276,566	276,566	N/A
0016 John H. Jackson Neighborhood Center	-	-	558,569	558,569	N/A
0017 L. Claudia Allen Senior Center	-	-	503,747	503,747	N/A
0018 Natural Resources	-	-	4,987,375	4,987,375	N/A
0019 College Park Neighborhood Center	-	-	912,562	912,562	N/A
0020 Pottery Studio	-	-	398,331	398,331	N/A
0021 Wadeview Neighborhood Center	-	-	392,668	392,668	N/A
0022 Rosemont Neighborhood Center	-	-	941,242	941,242	N/A
0023 Parks Contract Management	-	-	2,476,556	2,476,556	N/A
0024 Citrus Square Neighborhood Center	-	-	170,986	170,986	N/A
0025 Rock Lake Neighborhood Center	-	-	284,432	284,432	N/A
0026 Primrose Plaza	-	-	215,465	215,465	N/A
0027 Orlando Skate Park	-	-	235,405	235,405	N/A
0028 Lake Lorna Doone Park	-	-	874,940	874,940	N/A
0029 Lake Eola Park	-	-	1,148,329	1,148,329	N/A
0030 Frederick Park at Turkey Lake	-	-	1,344,068	1,344,068	N/A
0034 Luminary Green Park	-	-	241,681	241,681	N/A
0035 The Grove Park	-	-	300,685	300,685	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 41,051,547</b>	<b>41,051,547</b>	<b>N/A</b>
<b>TOTAL -- PARKS AND RECREATION DIVISION</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 41,051,547</b>	<b>\$ 41,051,547</b>	<b>N/A</b>



# FAMILIES, PARKS AND RECREATION

## STAFFING SUMMARY

Fund	2022/23	2023/24	2024/25
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Parks and Recreation Division (PRD)			
0001 PRD Administration	-	-	29
0002 Ballfield Management and Maintenance	-	-	12
0003 Athletics	-	-	3
0004 Orlando Tennis Centre	-	-	6
0005 Aquatics	-	-	4
0006 Mayor Carl T. Langford Neighborhood Center	-	-	1
0007 Mayor William Beardall Senior Center	-	-	7
0008 Dr. J. B. Callahan Neighborhood Center	-	-	4
0010 Dr. James R. Smith Neighborhood Center	-	-	6
0011 Dover Shores Neighborhood Center	-	-	5
0013 Forestry	-	-	19
0015 Ivey Lane Neighborhood Center	-	-	2
0016 John H. Jackson Neighborhood Center	-	-	5
0017 L. Claudia Allen Senior Center	-	-	4
0018 Natural Resources	-	-	47
0019 College Park Neighborhood Center	-	-	6
0020 Pottery Studio	-	-	2
0021 Wadeview Neighborhood Center	-	-	2
0022 Rosemont Neighborhood Center	-	-	5
0023 Parks Contract Management	-	-	3
0024 Citrus Square Neighborhood Center	-	-	1
0025 Rock Lake Neighborhood Center	-	-	1
0026 Primrose Plaza	-	-	2
0027 Orlando Skate Park	-	-	1
0028 Lake Lorna Doone Park	-	-	6
0029 Lake Eola Park	-	-	7
0030 Frederick Park at Turkey Lake	-	-	11
TOTAL -- GENERAL FUND	-	-	201
TOTAL -- PARKS AND RECREATION DIVISION	-	-	201

# FAMILIES, PARKS AND RECREATION

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## Children, Youth and Families Division

Fiscal Year 2023-2024 (October 1 – September 30)

### Major Accomplishments

**Orlando's Kidz Zones (OKZs)** served 2,409 youth in FY23-24, with 682 of them receiving support from a Student Advocate who focused on social determinates of health, academic performance, personal relationships, and meeting basic needs. OKZs achieved significant outcomes.

**My Brother's Keeper Orlando (MBK)**, a national initiative launched by President Obama in 2014, was adopted by the City of Orlando to address disparities affecting boys and young men of color. During the 2023-2024 school year, MBK delivered intensive mentoring to 135 boys at five middle schools—ACE, Carver, College Park, Memorial, and Roberto Clemente.

**Diversion** In Florida, all youth under 18 charged with a crime are referred to the Department of Juvenile Justice, which provides recommendations on sanctions and services to the State Attorney and the Court. The City of Orlando's Families, Parks, and Recreation Department is currently piloting an 18-month Diversion Program for 60 youth and young adults, ages 10 to 26, from Parramore/Holden Heights Kidz Zone and Mercy Drive Kidz Zone.

**Community Violence Intervention** In response to a rise in violent crimes, violence prevention experts have pushed for the expansion of Community Violence Intervention (CVI) programs, which have been shown to reduce gun violence by 30-60% when implemented effectively. The City of Orlando's Families, Parks, and Recreation (FPR) Department has partnered with Advance Peace for technical assistance and the Florida Rights Restoration Coalition (FRRRC) to deliver the program through street outreach workers known as Neighborhood Change Associates (NCAs).

**Youth Employment** employed 829 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.

### Future Goals and Objectives

#### Short Term

- Utilize a federal grant from the Department of Justice to hire key personnel responsible for mapping the juvenile justice system and identifying gaps in service delivery for individuals impacted by the criminal justice system.
- Enhance data collection efforts at the program level, community level, county level, and state level to compare program efforts to local, state, and federal trends.

#### Medium Term

- Expand service delivery efforts through the utilization of various grants, donations, and partnership opportunities.; Identify and/or enhance FPR's data system for all children's programs and services within the department.; Enhance data collection services for youth and families receiving services through partnering nonprofit organizations.

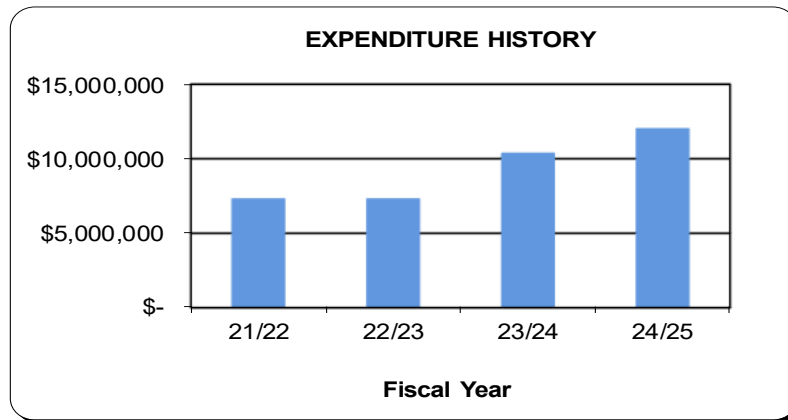
#### Long Term

- Year-over-year decreases in 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	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Children, Youth, and Families Division (CYF)					
0001 Children, Youth and Families Division Admin	\$ 120,817	\$ 116,280	\$ 498,137	\$ 381,857	328.4%
0002 My Brother's Keeper - General Fund	1,062,293	1,790,364	1,002,553	(787,811)	(44.0%)
0004 Engelwood Kidz Zone	1,061,108	1,293,381	1,607,772	314,391	24.3%
0005 Mercy Drive Kidz Zone	902,589	1,001,299	1,602,810	601,511	60.1%
0006 Parramore / Holden Heights Kidz Zone	832,402	2,652,293	2,570,911	(81,382)	(3.1%)
0007 Engelwood Neighborhood Ctr	1,058,465	798,637	796,955	(1,682)	(0.2%)
0008 Northwest Neighborhood Ctr	940,068	980,838	888,052	(92,786)	(9.5%)
0009 Grand Avenue Neighborhood Ctr	1,289,443	973,784	991,429	17,645	1.8%
0010 Youth Employment - General Fund	75,868	255,373	260,020	4,647	1.8%
0012 Downtown Recreation Ctr	221,164	547,846	515,643	(32,203)	(5.9%)
13 Downtown Recreation Ctr	-	-	1,320,000	1,320,000	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$7,564,218</b>	<b>\$10,410,095</b>	<b>\$12,054,282</b>	<b>\$1,644,187</b>	<b>15.8%</b>
<b>GRANTS FUND #1130</b>					
Children, Youth, and Families Division (CYF)					
0013 Orlando Community & Youth Trust (Blue Meridian)	\$ (202,529)	\$ -	\$ -	\$ -	N/A
0014 Orlando Community & Youth Trust (Dept of Children)	(19,866)	-	-	-	N/A
<b>TOTAL -- GRANTS FUND</b>	<b>\$ (222,395)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL -- CHILDREN, YOUTH, AND FAMILIES DIVISION</b>	<b>\$7,341,823</b>	<b>\$10,410,095</b>	<b>\$12,054,282</b>	<b>\$1,644,187</b>	<b>15.8%</b>



# FAMILIES, PARKS AND RECREATION

## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Children, Youth, and Families (CYF)			
0001 Children, Youth and Families Division Administration	1	1	1
0002 My Brother's Keeper - General Fund	8	8	7
0004 Engelwood Kidz Zone	5	5	5
0005 Mercy Drive Kidz Zone	4	4	4
0006 Parramore / Holden Heights Kidz Zone	13	13	9
0007 Engelwood Neighborhood Ctr	5	5	5
0008 Northwest Neighborhood Ctr	6	6	6
0009 Grand Avenue Neighborhood Ctr	8	8	8
0010 Youth Employment - General Fund	3	3	3
0012 Downtown Recreation Ctr	3	3	3
TOTAL -- GENERAL FUND	56	56	51
<u>GRANTS FUND #1130</u>			
Children, Youth, and Families (CYF)			
0013 OCYT Contribution (BMP) Grant Support	19	19	-
0014 OCYT Contribution (DCF) Grant Support	3	3	3
0015 OCYT Contribution (DCF MPARMS) Grant	-	-	2
0016 OJJDP BLCC Support Youth Success Grant	-	-	2
TOTAL -- GRANTS FUND	22	22	3
TOTAL -- CHILDREN, YOUTH, AND FAMILIES DIVISION	78	78	54



## FAMILIES, PARKS AND RECREATION

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### After-School All-Stars Division:

Fiscal Year 2023-2024 (October 1 – September 30)

In collaboration with the Orlando After-School All-Stars (ASAS) non-profit organization, the Families, Parks and Recreation Department operates comprehensive school-based youth development programs that keep children safe and help them succeed in school and life. ASAS provides out-of-school services at 9 middle school sites and Operation AmeriCorps provides in-school and out-of-school services at 3 high school sites. The evidence-based programming focuses on the core components of academic readiness, enrichment, health/wellness, civic leadership, and workforce development.

### Major Accomplishments

- **Total Students Served** – 4,809 unduplicated 6th – 12th graders
- **After School All Stars** – ASAS served 3,344 students in its before school, after school and summer programs. ASAS was recognized as a “model program” by the FL-DOE 21st CCLC annual review for a 13th consecutive year. 100% of ASAS middle school students met OCPS academic achievement standards and were promoted to the next grade level. Additionally, 84% of ASAS students increased their core ELA and Math grades by end of year or maintained an A/B average. Less than 1% of all ASAS students were involved in a district suspension or expulsion.
- **Operation AmeriCorps** – The program served 1,465 students. The AmeriCorps members work directly with students in OCPS’s credit recovery and college/career labs. Through their efforts, students recovered 2,084 core credits and 100% of the high school seniors (898) served successfully graduated and enrolled in either post-secondary education (59%), trade/technical school (19%), military service (5%) or employment (17%). 97% of juniors (567) served are designated as back on track to graduate by district. Members also assisted seniors in earning over \$2.7M in scholarships.
- **Development / Fundraising** – ASAS secures significant funding that enhances our various program models and services. This past year ASAS raised \$2.8M in additional revenues on top of its regular City budget. This includes state/federal grants (FL-Dept. of Education 21st CCLC, Dept. of Justice), corporate/foundation grants (Universal, Orlando Magic, Fifth Third Bank, Disney, etc.), and unrestricted event funds (Kids Classic Golf Tournament and Cows-n-Cabs). In addition, ASAS secured a \$1.5M state appropriation from the FL-Dept. of Education for high school programs and workforce development training.

### Future Goals and Objectives

#### Short Term

- Open new program site at Luminary Middle School (before school, after school, & summer).
- Open new program site at the Colonial High School 9th grade center.
- Implement new EZ Reports data system for all ASAS and AmeriCorps sites.

#### Medium Term

- Enhance high school workforce training through implementation of DOL grant (VR/simulation).
- Design and apply for new 21st CCLC grant proposals for participating high school sites.
- Increase “unrestricted” revenue by \$75K and corporate/foundation revenue by \$150K for FY25.

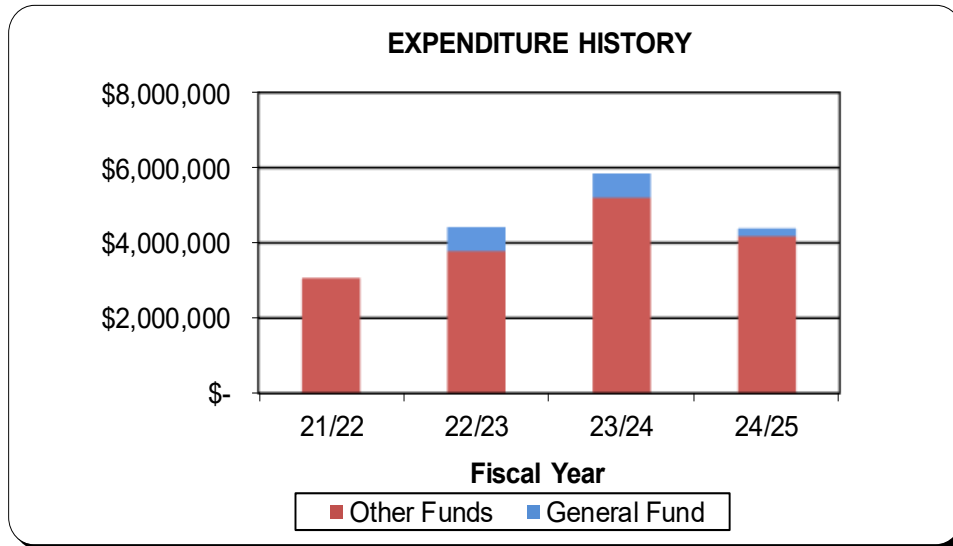
#### Long Term

- Implement new FL-Capitol Page Project for ASAS students to serve in state congressional offices.
- Expand high school workforce programs to 2-3 more sites and enhance certification programs.
- Secure long-term state level funding beyond the year-to-year appropriations dollars.

# FAMILIES, PARKS AND RECREATION

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
After-School-All-Stars Division (CAD)					
0001 Children Affairs Division Administration	\$ 639,748	\$ 646,658	\$ 211,996	\$ (434,662)	(67.2%)
<b>TOTAL --GENERAL FUND</b>	<b>\$ 639,748</b>	<b>\$ 646,658</b>	<b>\$ 211,996</b>	<b>\$ (434,662)</b>	<b>(67.2%)</b>
<b>AFTER SCHOOL ALL STARS FUND #0023</b>					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 3,032,786	\$ 4,372,464	\$ 3,963,189	\$ (409,275)	(9.4%)
Recreation Division (REC)					
0028 Recreation - 21st CCLC	4,586	-	-	-	N/A
Children, Youth, and Families Division (CYF)					
0003 My Brother's Keeper - ASAS Fund	106	-	-	-	N/A
0011 Youth Employment - ASAS Fund	102,583	184,967	-	(184,967)	(100.0%)
<b>TOTAL -- AFTER SCHOOLS ALL STARS FUND</b>	<b>\$ 3,140,061</b>	<b>\$ 4,557,431</b>	<b>\$ 3,963,189</b>	<b>\$ (594,242)</b>	<b>(13.0%)</b>
<b>TOTAL -- AFTER SCHOOL ALL-STARS</b>	<b>\$ 3,779,809</b>	<b>\$ 5,204,089</b>	<b>\$ 4,175,185</b>	<b>\$ (1,028,904)</b>	<b>(19.8%)</b>



# FAMILIES, PARKS AND RECREATION

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## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<u>GENERAL FUND #0001</u>			
After-School-All-Stars Division (CAD)			
0001 Children Affairs Division Administration	5	5	1
TOTAL -- GENERAL FUND	5	5	1
<u>AFTER SCHOOL ALL STARS FUND #0023</u>			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	20	20	20
Recreation Division (REC)			
0028 Recreation After School All Stars	1	1	1
Children, Youth, and Families (CYF)			
0003 My Brother's Keeper - ASAS Fund	1	1	-
0011 Youth Employment - ASAS Fund	2	2	2
TOTAL -- AFTER SCHOOL ALL-STARS FUND	24	24	23
TOTAL -- AFTER SCHOOL ALL-STARS DIVISION	29	29	24

# FAMILIES, PARKS AND RECREATION

## Families, Parks and Recreation Department Operational Performance

### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Parks Division	Percent of satisfied survey responses	98%	98%	98%
Recreation Division	Number of Hours Facilities Rented	41,123	42,000	42,000

#### Employee Learning & Growth

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Parks Division	Total number of training hours	1,145	1,500	1,500
Recreation Division	Total number of training hours	1,600	1,600	1,600

#### Fiscal

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Families, Parks and Recreation	Families, Parks and Recreation Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	+1.8%	+0.3%	+/-5%
Parks Division	Bill Frederick Park Admissions Revenue	\$163,210.48	\$235,199	\$245,000
Parks Division	Event Rental Revenue	\$1,302,494.78	\$1,943,975	\$2,000,000
Recreation Division	Rental Revenue	\$693,528	\$859,001	\$875,000

#### Internal Processes

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered per week	130	130	130
Parks Division	Total number of trees pruned	3782	4,200	4,200
Parks Division	Total number of trees removed	258	350	350
Parks Division	Total number of "green-up" events	50	55	55

#### Outcome & Mission

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Parks Division	Number of trees planted	1,579	1,000	1,000
Recreation Division	Total attendance	566,917	570,000	580,000
Recreation Division	Number of Rental Contracts	2,754	2,800	3,000
Recreation Division	Number of Booked Days	11,215	12,000	12,500

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# CITY OF ORLANDO

FIRE DEPARTMENT

## 2023-2024 BY THE NUMBERS:

# TOP 1%

In 2024, OFD achieved ISO Class 1 for the 16th year in a row. This rating places the Orlando Fire Department in the top 1% of fire departments in the United States and is one of few fire departments in the state to have ISO 1 classification, International Fire Accreditation, Emergency Management Accreditation Program (EMAP) certification and ACE accreditation (911/Communications Center).

Trained more than

★ **8,000** ★

people in CPR and AED classes

### AWARDED:

**\$14,000**

for smoke alarms

**\$120,000**

toward gear decontamination

**\$7,500**

in CERT funds



# 98%

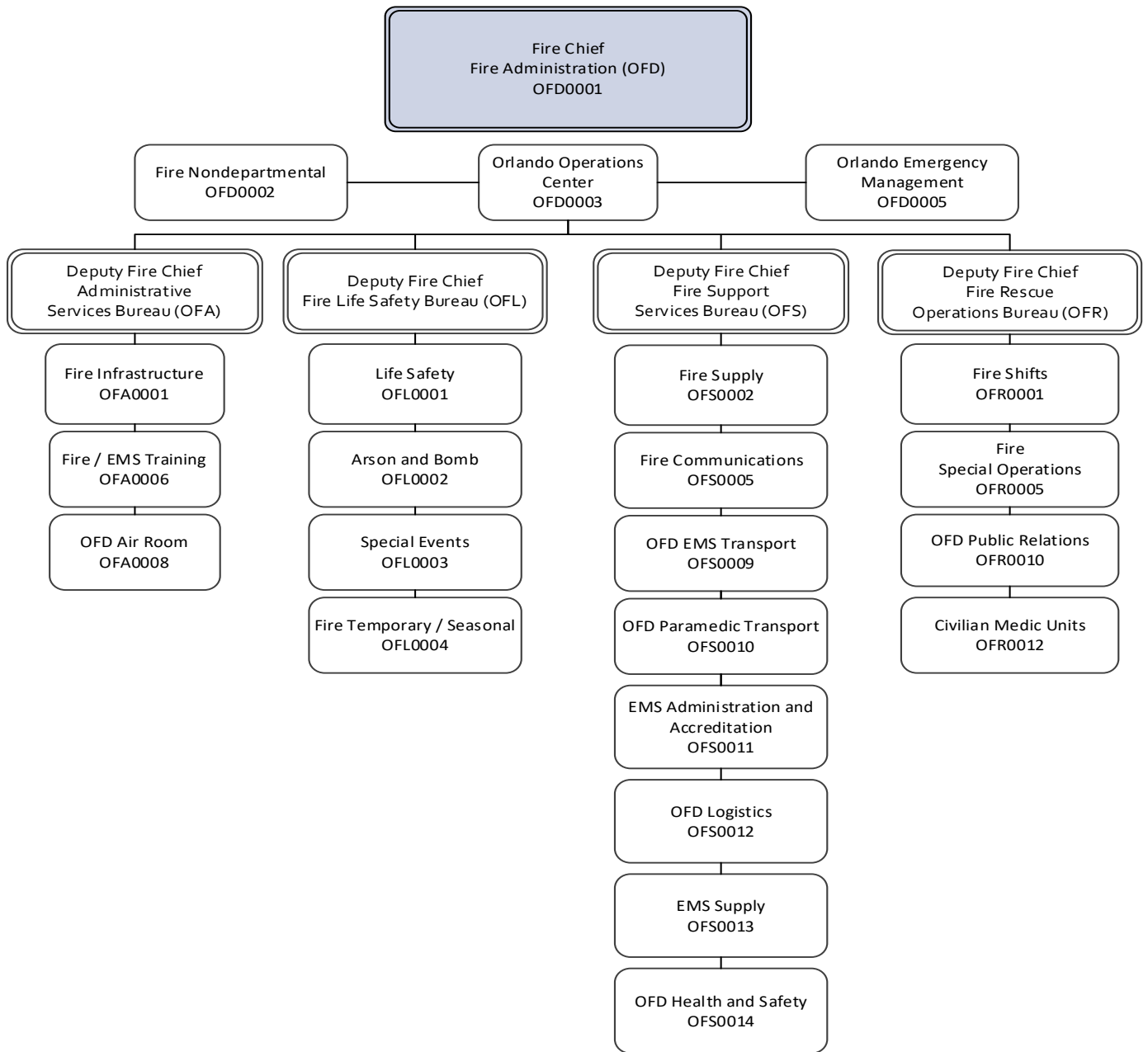
911 calls answered within 20 seconds



OFD installs hundreds of free smoke detectors and fire alarms each year to our residents to keep them safe.

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# FIRE



## Department Mission Statement

The Orlando Fire Department Mission Statement “protect lives and property” is a short, but pithy statement. It states the goal of a large metropolitan organization that utilizes many highly trained personnel, in multiple disciplines, all focused on the singular goal of providing stellar customer service. This portfolio of tightly orchestrated Fire Department Bureaus and creates a professional life and property protection ecosystem, each relying on the other’s dedicated and specific expertise to comprise The Orlando Fire Department.



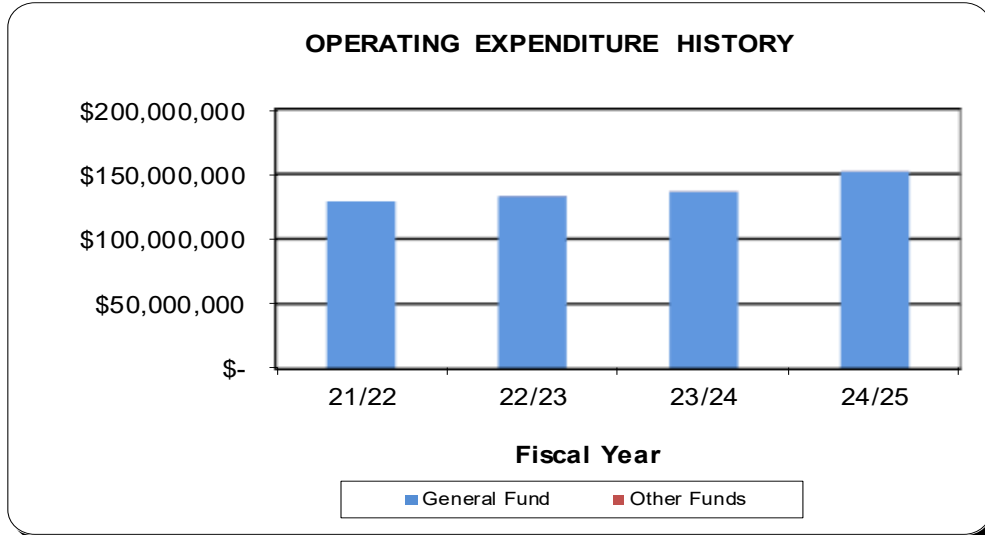
# FIRE

## DEPARTMENT OPERATING EXPENDITURES

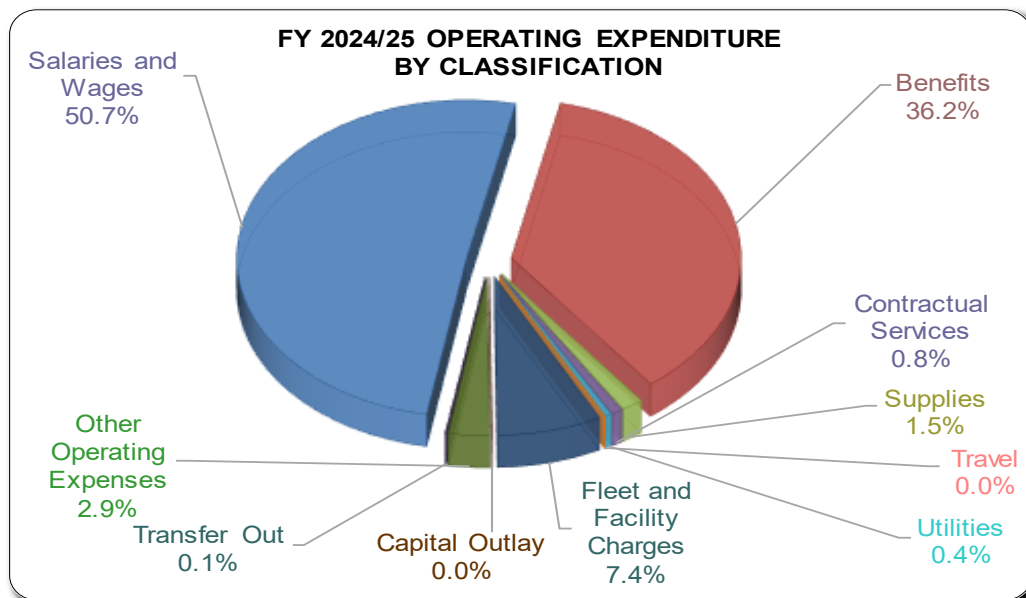
Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Fire Chiefs Office (OFD)					
0001 Fire Administration	\$ 4,461,006	\$ 5,056,294	\$ 4,467,354	\$ (588,940)	(11.6%)
0002 Fire Nondepartmental	792,702	2,681,896	977,002	(1,704,894)	(63.6%)
0003 Orlando Operations Center	256,228	302,957	267,227	(35,730)	(11.8%)
0004 Fire Off Duty	(370,246)	-	-	-	N/A
0005 Orlando Emergency Management	185,164	347,306	347,524	218	0.1%
0006 OFD Cadet and Transition	-	-	1,050,000	1,050,000	N/A
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Management	1,775,075	1,616,583	1,381,196	(235,387)	(14.6%)
0002 Fire Logistics	475,291	-	-	-	N/A
0004 Fire Special Investigative Services	554,558	-	-	-	N/A
0005 OFD Fire Safety Management	825,856	-	3,072	3,072	N/A
0006 OFD / EMS Training	1,908,586	1,936,949	1,777,630	(159,319)	(8.2%)
0008 OFD Air Room	60,538	53,000	64,300	11,300	21.3%
0009 OFD Fire Supply	703,591	-	-	-	N/A
Fire Life Safety Bureau (OFL)					
0001 Life Safety	1,085,459	1,960,978	2,432,720	471,742	24.1%
0002 Arson and Bomb	583,062	1,120,332	887,431	(232,901)	(20.8%)
0003 Special Events	(214,049)	720,164	654,970	(65,194)	(9.1%)
0004 Fire Temporary/ Seasonal	120,755	229,000	225,000	(4,000)	(1.7%)
Fire Support Services Bureau (OFS)					
0002 Fire Supply	90,471	760,011	708,258	(51,753)	(6.8%)
0005 Fire Communications	2,699,098	3,197,793	3,280,562	82,769	2.6%
0006 City Emergency Management	171,377	-	-	-	N/A
0009 OFD EMS Transport	3,505,072	360,000	1,958,048	1,598,048	443.9%
0010 OFD Paramedic Transport	1,740,630	35,000	-	(35,000)	(100.0%)
0011 EMS Administration and Accreditation	339,269	1,195,469	1,409,394	213,925	17.9%
0012 OFD Logistics	363,619	577,845	1,067,395	489,550	84.7%
0013 EMS Supply	1,164,879	1,416,090	1,508,914	92,824	6.6%
0014 OFD Health and Safety	51,414	50,000	320,652	270,652	541.3%
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	107,687,001	107,537,387	120,298,723	12,761,336	11.9%
0005 Fire Special Operations	659,777	556,678	725,246	168,568	30.3%
0008 Fire Wellness Center	8,189	-	-	-	N/A
0010 OFD Public Relations	323,258	434,859	453,494	18,635	4.3%
0012 Civilian Medic Units	863,857	4,190,980	5,614,849	1,423,869	34.0%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 132,871,486</b>	<b>\$ 136,337,571</b>	<b>\$ 151,880,961</b>	<b>\$ 15,543,390</b>	<b>11.4%</b>
<b>911 EMERGENCY PHONE SYSTEM FUND #0008</b>					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 95,850	\$ 100,000	\$ 153,000	\$ 53,000	53.0%
<b>TOTAL -- 911 EMERGENCY PHONE SYSTEM</b>	<b>\$ 95,850</b>	<b>\$ 100,000</b>	<b>\$ 153,000</b>	<b>\$ 53,000</b>	<b>53.0%</b>
<b>TOTAL -- FIRE DEPARTMENT OPERATING</b>	<b>\$ 132,967,336</b>	<b>\$ 136,437,571</b>	<b>\$ 152,033,961</b>	<b>\$ 15,596,390</b>	<b>11.4%</b>

# FIRE

## DEPARTMENT OPERATING EXPENDITURES (continued)



Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 68,553,322	\$ 69,189,737	\$ 77,017,750	\$ 7,828,013	11.3%
Benefits	46,674,881	49,946,721	55,065,595	5,118,874	10.2%
Supplies	2,009,683	1,856,100	2,290,300	434,200	23.4%
Contractual Services	2,283,588	1,064,972	1,206,300	141,328	13.3%
Utilities	772,146	675,297	682,237	6,940	1.0%
Travel	71,033	70,000	70,000	-	0.0%
Fleet and Facility Charges	11,032,139	10,140,984	11,174,702	1,033,718	10.2%
Capital Outlay	26,319	-	-	-	N/A
Other Operating Expenses	1,477,781	3,393,760	4,402,077	1,008,317	29.7%
Transfer Out	66,445	100,000	125,000	25,000	25.0%
<b>TOTAL -- FIRE DEPARTMENT OPERATING</b>	<b>\$ 132,967,336</b>	<b>\$ 136,437,571</b>	<b>\$ 152,033,961</b>	<b>\$ 15,596,390</b>	<b>11.4%</b>



# FIRE

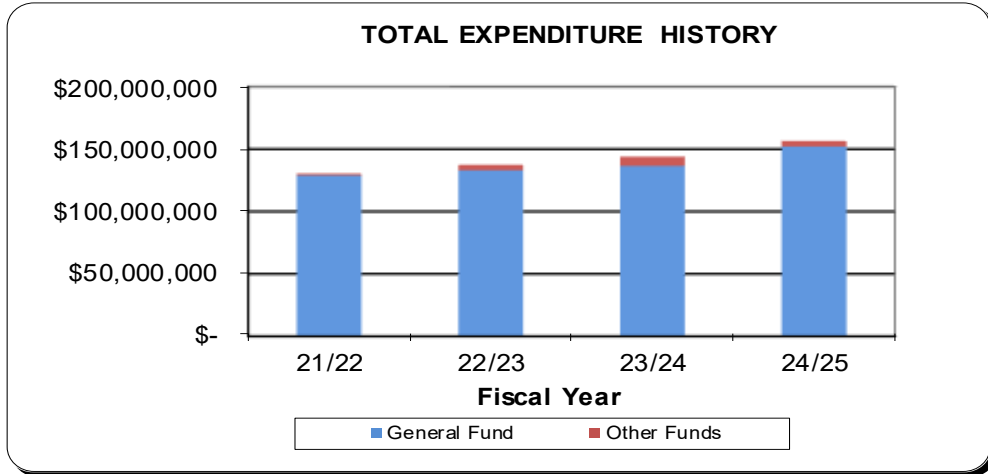
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## DEPARTMENT NON-OPERATING EXPENDITURES

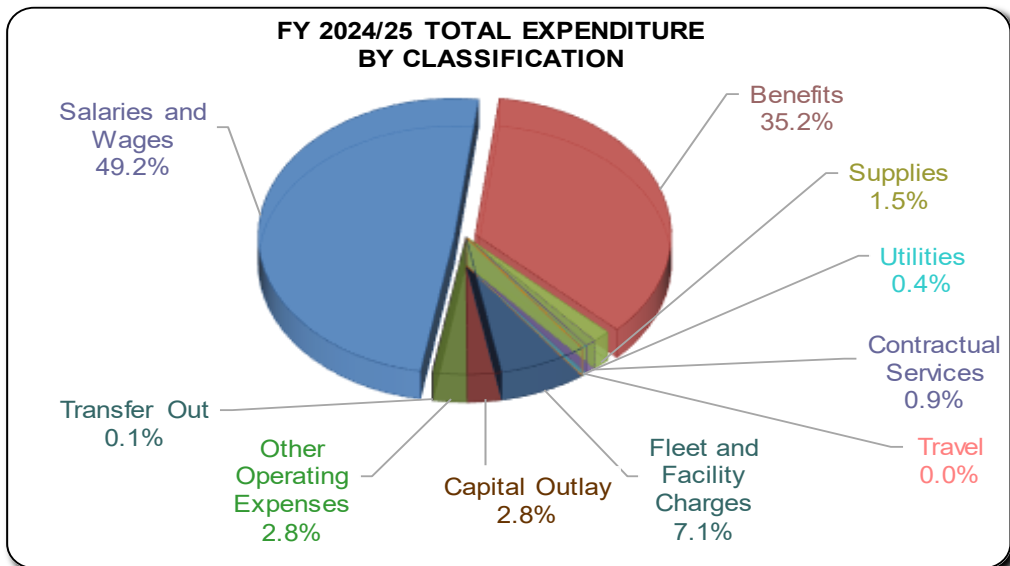
Fund Business Unit Project / Grant	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<u>GRANTS FUND #1130</u>					
Projects and Grants	\$ 209,428	\$ -	\$ -	\$ -	N/A
TOTAL -- GRANTS FUND	\$ 209,428	\$ -	\$ -	\$ -	N/A
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects	\$ 4,205,053	\$ 7,328,000	\$ 4,400,000	\$ (2,928,000)	(40.0%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 4,205,053	\$ 7,328,000	\$ 4,400,000	\$ (2,928,000)	(40.0%)
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 24,468	\$ 100,000	\$ 125,000	\$ 25,000	25.0%
TOTAL -- OTHER FUNDS	\$ 24,468	\$ 100,000	\$ 125,000	\$ 25,000	25.0%
TOTAL -- FIRE DEPARTMENT	\$ 137,406,285	\$ 143,865,571	\$ 156,558,961	\$ 12,693,390	8.8%

# FIRE

## DEPARTMENT TOTAL EXPENDITURES



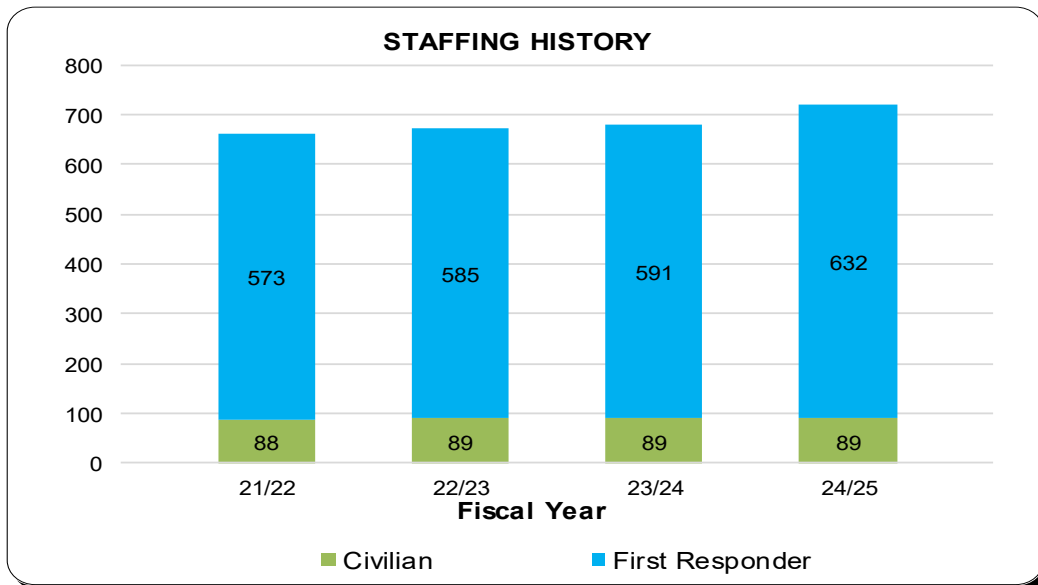
Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 68,553,322	\$ 69,189,737	\$ 77,017,750	\$ 7,828,013	11.3%
Benefits	46,674,881	49,946,721	55,065,595	5,118,874	10.2%
Supplies	5,112,843	1,856,100	2,290,300	434,200	23.4%
Contractual Services	2,312,211	1,164,972	1,331,300	166,328	14.3%
Utilities	772,146	675,297	682,237	6,940	1.0%
Travel	98,478	70,000	70,000	-	0.0%
Fleet and Facility Charges	11,032,139	10,140,984	11,174,702	1,033,718	10.2%
Capital Outlay	946,837	7,328,000	4,400,000	(2,928,000)	(40.0%)
Other Operating Expenses	1,477,781	3,393,760	4,402,077	1,008,317	29.7%
Transfer Out	425,648	100,000	125,000	25,000	25.0%
<b>TOTAL -- FIRE DEPARTMENT</b>	<b>\$ 137,406,285</b>	<b>\$ 143,865,571</b>	<b>\$ 156,558,961</b>	<b>\$ 12,693,390</b>	<b>8.8%</b>



# FIRE

## DEPARTMENT STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Fire Chief's Office (OFD)			
0001 Fire Administration	27	27	25
0005 Orlando Emergency Management	2	2	2
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning and Resource Management	6	6	4
0006 OFD Training	8	8	8
Fire Life Safety Bureau (OFL)			
0001 Life Safety	13	13	15
0002 Arson and Bomb	4	4	4
0003 Special Events	1	1	1
Fire Support Services Bureau (OFS)			
0002 Fire Supply	1	1	1
0005 Fire Communications	36	36	35
0011 EMS Administration and Accreditation	7	7	7
0012 OFD Logistics	3	3	3
0013 EMS Supply	3	3	3
0014 OFD Health and Safety	-	-	1
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	513	513	544
0005 Fire Special Operations	1	1	1
0010 OFD Public Relations	4	4	4
0012 Civilian Medic Units	45	51	63
<b>TOTAL -- GENERAL FUND</b>	<b>674</b>	<b>680</b>	<b>721</b>
<b>TOTAL -- FIRE DEPARTMENT</b>	<b>674</b>	<b>680</b>	<b>721</b>



# FIRE

## Fire Administration

The Fire Chief's Administration is the unit that makes sure that all the pieces of this public safety net are in the right place at the right time, with the right personnel. Other support divisions of the fire department provide the behind-the-scenes work required for critical resources to be available to those in need of it within minutes of calling 911.

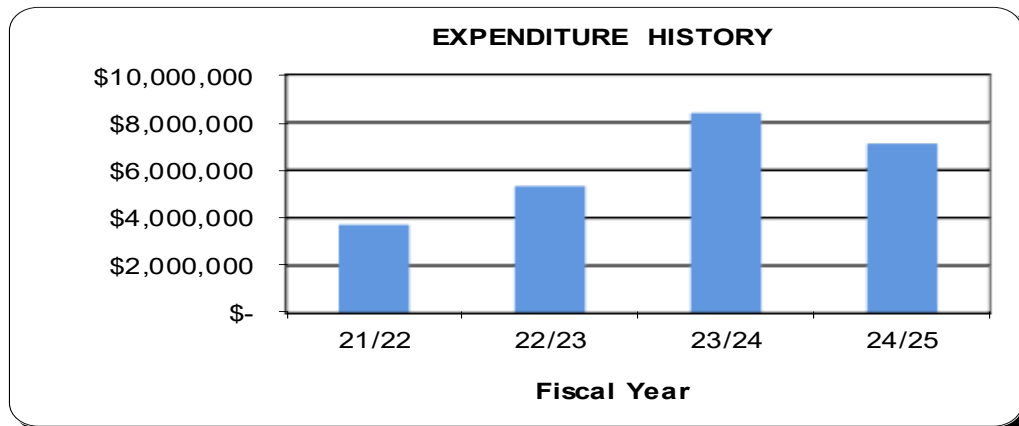
The **Office of Emergency Management (OEM)** assists in protecting the City by planning, coordinating and integrating all activities necessary to mitigate, respond to and recover from natural or manmade disasters.

### Major Accomplishments:

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

### EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	%
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 4,461,006	\$ 5,056,294	\$ 4,467,354	\$ (588,940)	(11.6%)
0002 Fire Nondepartmental	792,702	2,681,896	977,002	(1,704,894)	(63.6%)
0003 Orlando Operations Center	256,228	302,957	267,227	(35,730)	(11.8%)
0004 Fire Off Duty	(370,246)	-	-	-	N/A
0005 Orlando Emergency Management	185,164	347,306	347,524	218	0.1%
0006 OFD Cadet and Transition	-	-	1,050,000	1,050,000	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 5,324,854</b>	<b>\$ 8,388,453</b>	<b>\$ 7,109,107</b>	<b>\$ (1,279,346)</b>	<b>(15.3%)</b>
<b>TOTAL -- FIRE CHIEF'S OFFICE</b>	<b>\$ 5,324,854</b>	<b>\$ 8,388,453</b>	<b>\$ 7,109,107</b>	<b>\$ (1,279,346)</b>	<b>(15.3%)</b>



### STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Fire Chief's Office (OFD)			
0001 Fire Administration	27	27	25
0005 Orlando Emergency Management	2	2	2
<b>TOTAL -- GENERAL FUND</b>	<b>29</b>	<b>29</b>	<b>27</b>
<b>TOTAL -- FIRE CHIEF'S OFFICE</b>	<b>29</b>	<b>29</b>	<b>27</b>

## FIRE

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### **Administrative Services Bureau**

This 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 Civilian Paramedic/EMTs, as well as assisting in the execution of promotional exams. This bureau also works to ensure fire technology is working as needed and oversees upgrades of new software/hardware implementation as needed.

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.

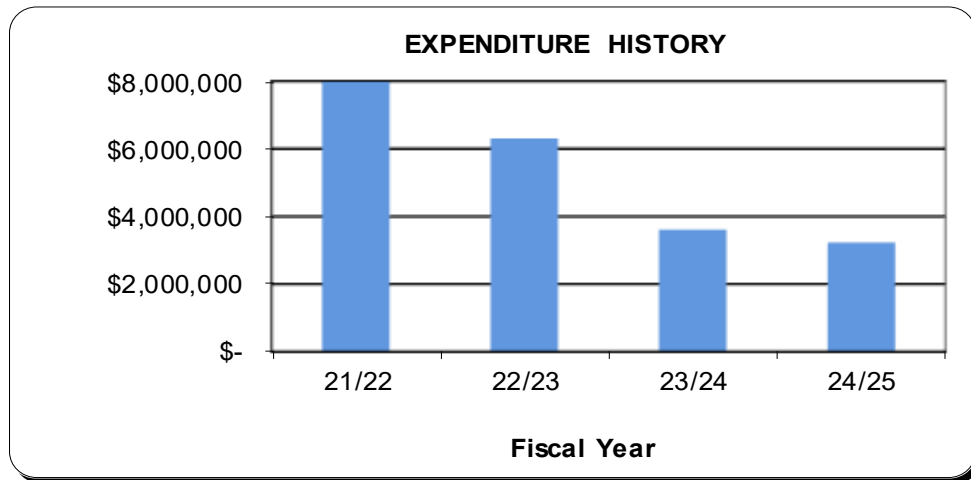
### **Major Accomplishments:**

- Continued to assist with transition to EMS learning management system (Vector Solutions)
- Conducted over 23,000 hours of continuing education for OFD EMS providers
- Improved EMS education by implementing high-fidelity medical simulation (ACLS, drive-in and drive-out training)
- Completed fitting and distribution of new bunker gear for new hire firefighters

# FIRE

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Management	\$ 1,775,075	\$ 1,616,583	\$ 1,381,196	\$ (235,387)	(14.6%)
0002 Fire Logistics	475,291	-	-	-	N/A
0004 Fire Special Investigative Services	554,558	-	-	-	N/A
0005 OFD Fire Safety Management	825,856	-	3,072	3,072	N/A
0006 OFD / EMS Training	1,908,586	1,936,949	1,777,630	(159,319)	(8.2%)
0008 OFD Air Room	60,538	53,000	64,300	11,300	21.3%
0009 OFD Fire Supply	703,591	-	-	-	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 6,303,494</b>	<b>\$ 3,606,532</b>	<b>\$ 3,226,198</b>	<b>\$ (380,334)</b>	<b>(10.5%)</b>
<b>TOTAL -- FIRE ADMINISTRATIVE SERVICES</b>	<b>\$ 6,303,494</b>	<b>\$ 3,606,532</b>	<b>\$ 3,226,198</b>	<b>\$ (380,334)</b>	<b>(10.5%)</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning and Resource Management	6	6	4
0006 OFD Training	8	8	8
<b>TOTAL -- GENERAL FUND</b>	<b>14</b>	<b>14</b>	<b>12</b>
<b>TOTAL -- FIRE ADMINISTRATIVE SERVICES</b>	<b>14</b>	<b>14</b>	<b>12</b>



## **FIRE**

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### **Support Services Bureau**

This Bureau oversees Emergency Medical Services (EMS) Administration/Quality Assurance and 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 biennial license renewal, as well as oversight of the various Department accreditations.

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
- Continued successful use of joint response Computer Aided Dispatch System for Fire and Police.

# FIRE

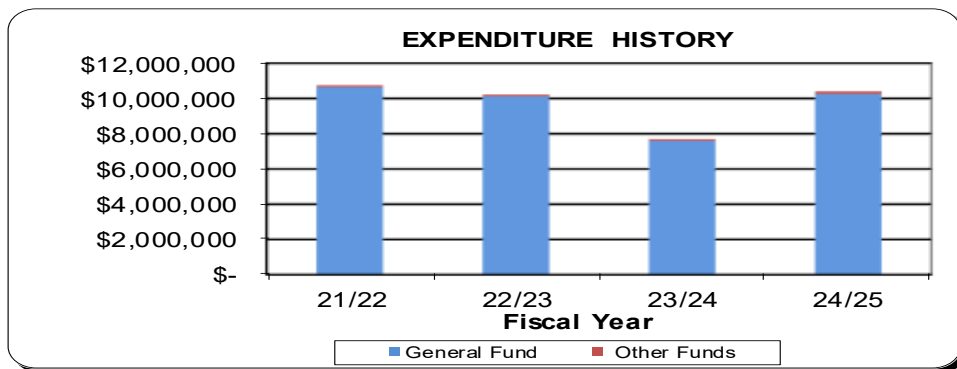
## EXPENDITURE SUMMARY

Fund Business Unit Cost Center and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Fire Support Services Bureau (OFS)					
0002 Fire Supply	\$90,471	\$760,011	\$708,258	\$ (51,753)	(6.8%)
0005 Fire Communications	\$2,699,098	\$3,197,793	\$3,280,562	\$ 82,769	2.6%
0006 City Emergency Management	171,377	-	-	-	N/A
0009 OFD EMS Transport	3,505,072	360,000	1,958,048	1,598,048	443.9%
0010 OFD Paramedic Transport	1,740,630	35,000	-	(35,000)	(100.0%)
0011 EMS Administration and Accreditation	339,269	1,195,469	1,409,394	213,925	17.9%
0012 OFD Logistics	363,619	577,845	1,067,395	489,550	84.7%
0013 EMS Supply	1,164,879	1,416,090	1,508,914	92,824	6.6%
0014 OFD Health and Safety	51,414	50,000	320,652	270,652	541.3%
<b>TOTAL -- GENERAL FUND</b>	<b>\$10,125,828</b>	<b>\$7,592,208</b>	<b>\$10,253,223</b>	<b>\$ 2,661,015</b>	<b>35.0%</b>

## 911 EMERGENCY PHONE SYSTEM FUND #0008

Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 95,850	\$ 100,000	\$ 153,000	\$ 53,000	53.0%
<b>TOTAL -- 911 EMERGENCY PHONE SYSTEM</b>	<b>\$ 95,850</b>	<b>\$ 100,000</b>	<b>\$ 153,000</b>	<b>\$ 53,000</b>	<b>53.0%</b>

**TOTAL -- FIRE SUPPORT SERVICES BUREAU** \$10,221,678 \$ 7,692,208 \$10,406,223 \$ 2,714,015 35.3%



## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
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## GENERAL FUND #0001

Fire Support Services Bureau (OFS)			
0002 Fire Supply	1	1	1
0005 Fire Communications	36	36	35
0011 EMS Administration and Accreditation	7	7	7
0012 OFD Logistics	3	3	3
0013 EMS Supply	3	3	3
0014 OFD Health and Safety	-	-	1
<b>TOTAL -- GENERAL FUND</b>	<b>50</b>	<b>50</b>	<b>50</b>
<b>TOTAL -- FIRE SUPPORT SERVICES BUREAU</b>	<b>50</b>	<b>50</b>	<b>50</b>

## FIRE

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### **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 513 sworn personnel. The Department operates 45-staffed frontline units including 18 fire engines, seven (7) tower trucks, 11 rescues/ambulances, 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.

**EMS Transport** is responsible for arriving to the patient's side, providing EMS and transport to local hospitals for definitive care. This operation creates and maintains a meticulous record of every patient encounter. All Personal Health Information (PHI) is guarded with stringent HIPAA compliance requirements. We staff 11 full time 24/7 rescues/ambulances, six (6) 12 hour high volume medic units and one (1) 24 hour medic unit.

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.

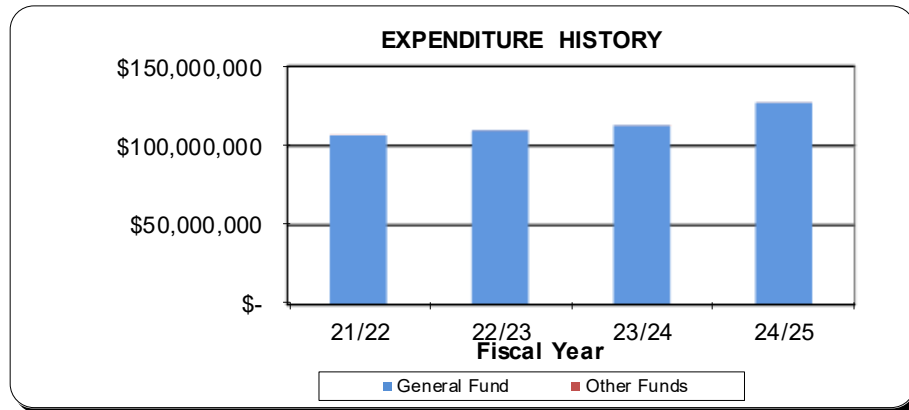
### **Major Accomplishments:**

- The Special Operations Section administered over 12K hours of training in various disciplines.
- Continued inventory control and supply distribution process through 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	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	\$ 107,687,001	\$ 107,537,387	\$ 120,298,723	\$ 12,761,336	11.9%
0005 Fire Special Operations	659,777	556,678	725,246	168,568	30.3%
0008 Fire Wellness Center	8,189	-	-	-	N/A
0010 OFD Public Relations	323,258	434,859	453,494	18,635	4.3%
0012 Civilian Medic Units	863,857	4,190,980	5,614,849	1,423,869	34.0%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 109,542,082</b>	<b>\$ 112,719,904</b>	<b>\$ 127,092,312</b>	<b>\$ 14,372,408</b>	<b>12.8%</b>
<b>GRANTS FUND #1130</b>					
Projects and Grants	\$ 209,428	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- GRANTS FUND</b>	<b>\$ 209,428</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>OTHER FUNDS</b>					
Projects and Grants	\$ 24,468	\$ 100,000	\$ 125,000	\$ 25,000	25.0%
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 24,468</b>	<b>\$ 100,000</b>	<b>\$ 125,000</b>	<b>\$ 25,000</b>	<b>25.0%</b>
<b>TOTAL -- FIRE RESCUE OPERATIONS BUREAU</b>	<b>\$ 109,775,978</b>	<b>\$ 112,819,904</b>	<b>\$ 127,217,312</b>	<b>\$ 14,450,408</b>	<b>12.8%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	513	513	544
0005 Fire Special Operations	1	1	1
0010 OFD Public Relations	4	4	4
0012 Civilian Medic Units	45	51	63
<b>TOTAL -- GENERAL FUND</b>	<b>563</b>	<b>569</b>	<b>612</b>
<b>TOTAL -- FIRE RESCUE OPERATIONS BUREAU</b>	<b>563</b>	<b>569</b>	<b>612</b>

# FIRE

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## **Life Safety Bureau**

The objective of the **Life Safety Bureau** is to maintain an acceptable level of fire and life safety within the City of Orlando through a comprehensive inspection program and robust Florida Fire Prevention Code enforcement. This customer service-based bureau continues to partner with the neighboring communities, citizens, and visitors to foster the feeling of a safe environment to work and play. The Life Safety Bureau is comprised of the Fire Marshals Office, Business Development and Technical Review Division, the Arson/Bomb Squad, Planning Administration, and Special Event coverage.

The **Fire Marshals Office** works to ensure buildings and businesses are operating within the established Florida Fire Prevention Code. Fire inspectors check for compliance in areas including hazardous chemicals, flammable or combustible liquids, and ensure safety guidelines are followed within fire lanes, places of assembly and various events held throughout the City.

The **Arson/Bomb Squad** has two 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:**

- The Life Safety Bureau reinstated code enforcement program thru utilization of citation and violation tools
- Total number of actual fire inspections completed annually averages 43K
- Successful oversight and investigation of fire related investigations, government assists and bomb calls
- Chief Plans Examiner 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
- After hours inspection program and additional Inspection Supervisor, as well as Project Facilities Coordinator, Planner and Data Analytics positions have added oversight to the Division

## **Future Goals and Objectives**

### **Short Term (0-6 months)**

- Identify software solution with staffing, payroll, and rostering function
- Continue work on advancement of online Departmental inventory and equipment maintenance system

### **Medium Term (6 months-2 years)**

- Rebuild and relocate Fire Station 6
- Build Fire Station 18 and 19
- Continued evaluation and expansion of Emergency Medical Transport model
- Evaluate resource deployment model for maximum effectiveness
- Complete design/build of fire training facility
- Continuous training to maintain ISO 1 rating and National Fire Accreditation
- Reduce number of fire code violations, false fire alarms, and repeat inspections by thorough customer education

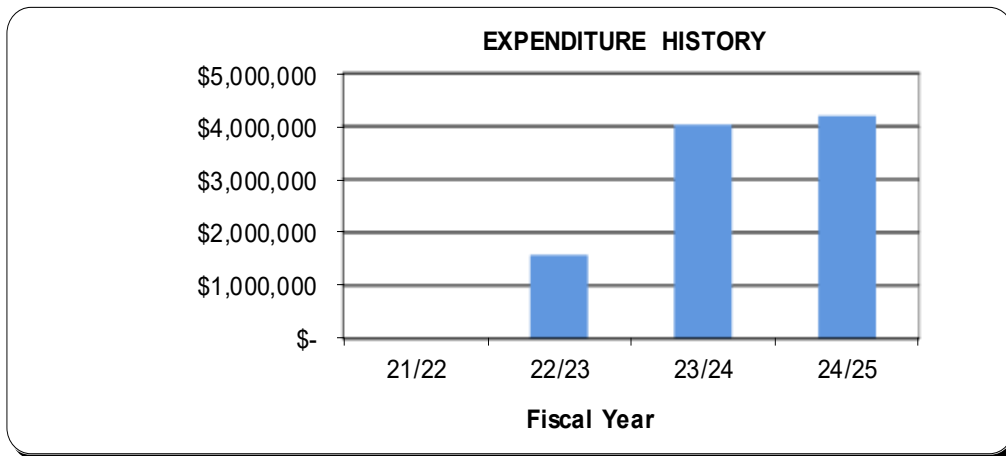
### **Long Term (2+ years)**

- Upgrade and more fully utilize Fire Simulation Room
- Continue Hands-only CPR initiative, training the City’s residents and businesses

# FIRE

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Fire Life Safety Bureau (OFL)					
0001 Life Safety	\$ 1,085,459	\$ 1,960,978	\$ 2,432,720	\$ 471,742	24.1%
0002 Arson and Bomb	583,062	1,120,332	887,431	(232,901)	(20.8%)
0003 Special Events	(214,049)	720,164	654,970	(65,194)	(9.1%)
0004 Fire Temporary / Seasonal	120,755	229,000	225,000	(4,000)	(1.7%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,575,227</b>	<b>\$ 4,030,474</b>	<b>\$ 4,200,121</b>	<b>\$ 169,647</b>	<b>4.2%</b>
<b>TOTAL -- FIRE LIFE SAFETY BUREAU</b>	<b>\$ 1,575,227</b>	<b>\$ 4,030,474</b>	<b>\$ 4,200,121</b>	<b>\$ 169,647</b>	<b>4.2%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Fire Life Safety Bureau (OFL)			
0001 Life Safety	13	13	15
0002 Arson and Bomb	4	4	4
0003 Special Events	1	1	1
<b>TOTAL -- GENERAL FUND</b>	<b>18</b>	<b>18</b>	<b>20</b>
<b>TOTAL -- FIRE LIFE SAFETY BUREAU</b>	<b>18</b>	<b>18</b>	<b>20</b>

# FIRE

## Fire Department Operational Performance

### Balanced Scorecard Report

#### Customer Service

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Fire-Support Services	Response time of 6 minutes or better.	100%	100%	100%

#### Employee Learning & Growth

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		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	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	+/-1%	+/-1%	+/-1%

#### Internal Processes

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Fire-Support Services	Overall Apparatus Reliability.	99%	100%	100%
Fire-Support Services	Percentage of 911 voice calls answered within 10 seconds within 10 seconds.	100%	100%	100%
Fire-Support Services	Call response time less than 60 seconds - priority 1 calls.	100%	100%	100%
Fire-Support Services	Percentage of units arriving within 4 minutes - priority 1 calls.	92%	97%	97%
Fire-Support Services	Percentage of units en-route within 1 minute - priority 1 calls.	99%	100%	100%
Fire-Support Services	Percentage of inspected occupancies	55%	55%	60%
Fire-Support Services	Total percentage of the building value saved from fire	100%	100%	100%



# CITY OF ORLANDO

HOUSING AND COMMUNITY DEVELOPMENT

## 2023-2024 BY THE NUMBERS:



# \$12.1 MILLION

in new grant awards for the upcoming year

## 39.5%

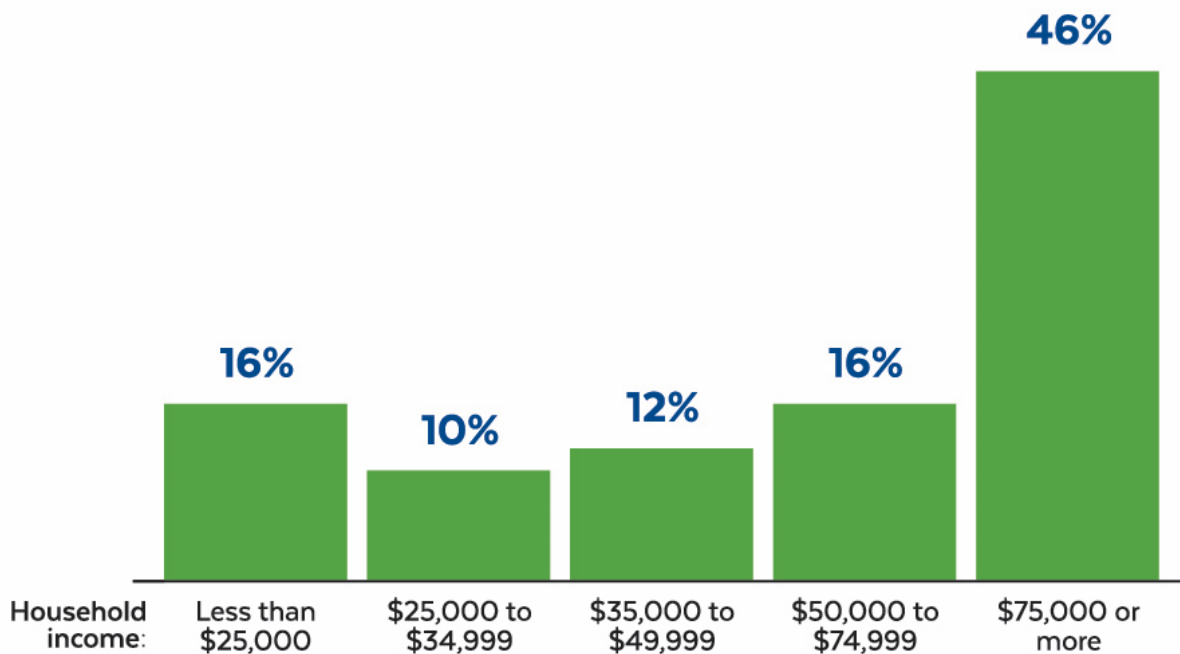
Owner occupied housing unit rates 2018-2022



## 2.90

average household size

## Household Income Distribution

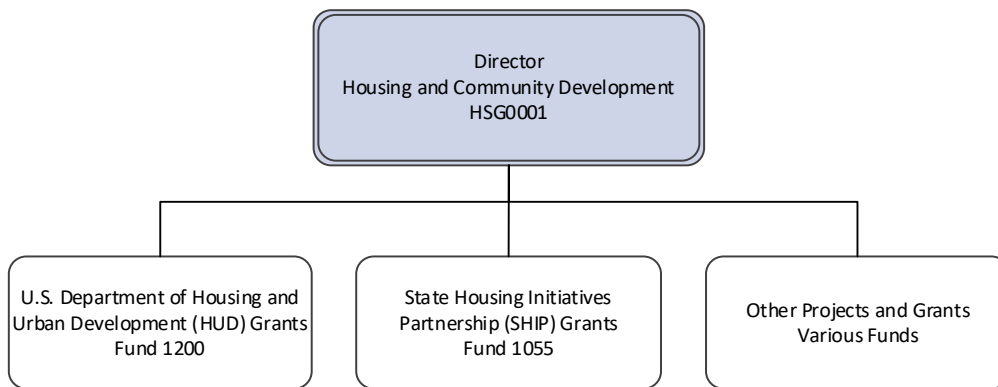




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# HOUSING AND COMMUNITY DEVELOPMENT

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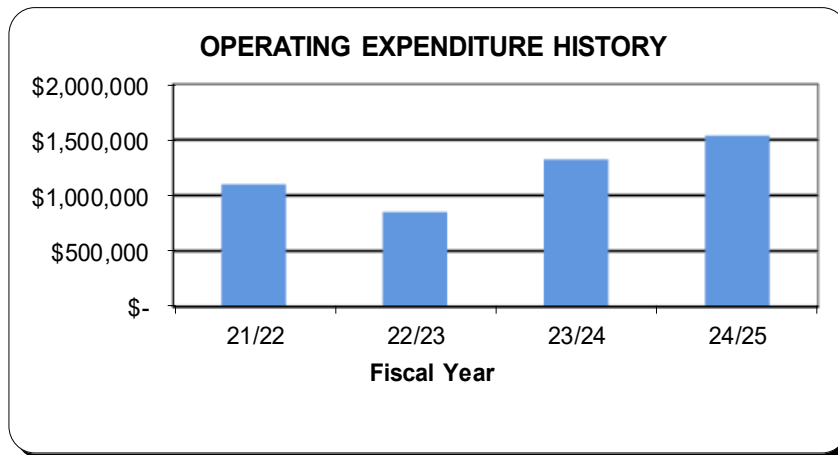
## Department Mission Statement

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

# HOUSING AND COMMUNITY DEVELOPMENT

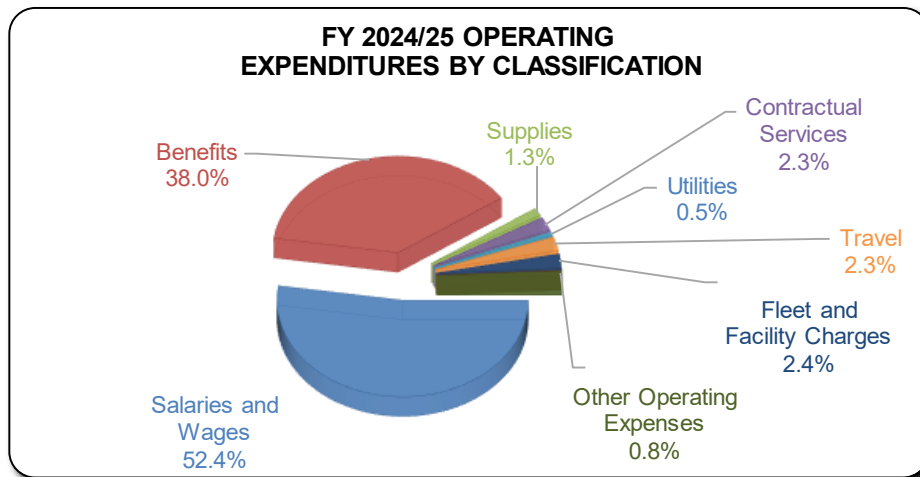
## DEPARTMENT OPERATING EXPENDITURES

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Housing and Community Development Division (HSG)					
0001 Housing and Community Development	\$ 850,511	\$ 1,323,692	\$ 1,538,068	\$ 214,376	16.2%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 850,511</b>	<b>\$ 1,323,692</b>	<b>\$ 1,538,068</b>	<b>\$ 214,376</b>	<b>16.2%</b>
<b>TOTAL - HOUSING DEPARTMENT OPERATING</b>	<b>\$ 850,511</b>	<b>\$ 1,323,692</b>	<b>\$ 1,538,068</b>	<b>\$ 214,376</b>	<b>16.2%</b>



# HOUSING AND COMMUNITY DEVELOPMENT

Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 404,422	\$ 713,538	\$ 805,865	\$ 92,327	12.9%
Benefits	333,332	482,132	583,767	101,635	21.1%
Supplies	28,863	8,000	20,000	12,000	150.0%
Contractual Services	32,015	44,890	35,890	(9,000)	(20.0%)
Utilities	1,994	6,427	7,831	1,404	21.8%
Travel	16,130	32,400	35,400	3,000	9.3%
Fleet and Facility Charges	21,055	20,305	36,315	16,010	78.8%
Capital Outlay	-	-	-	-	N/A
Other Operating Expenses	12,700	16,000	13,000	(3,000)	(18.8%)
Transfer Out	-	-	-	-	N/A
<b>TOTAL - HOUSING DEPARTMENT OPERATING</b>	<b>\$ 850,511</b>	<b>\$ 1,323,692</b>	<b>\$ 1,538,068</b>	<b>\$ 214,376</b>	<b>16.2%</b>



# HOUSING AND COMMUNITY DEVELOPMENT

## DEPARTMENT NON-OPERATING EXPENDITURES

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Grant and Name	Expenditures	Budget	Budget	to Adopted	% Change
<b>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200</b>					
Community Development Block Grant (CDBG)					
CDBG FY19/20	\$ 323,932	\$ -	\$ -	\$ -	N/A
CDBG FY19/20 - COVID Supplemental	658,159	-	-	-	N/A
CDBG FY20/21	932,684	-	-	-	N/A
CDBG FY21/22	292,175	-	-	-	N/A
CDBG FY22/23	911,917	-	-	-	N/A
CDBG FY23/24	-	2,424,636	-	(2,424,636)	(100.0%)
CDBG FY24/25	-	-	2,514,174	2,514,174	N/A
Emergency Shelter Grant (ESG)					
ESG FY19/20 - COVID Supplemental	447	-	-	-	N/A
ESG FY20/21 - COVID Supplemental	636,327	-	-	-	N/A
ESG FY22/23	202,592	-	-	-	N/A
ESG FY22/23 - COVID Supplemental	308,509	-	-	-	N/A
ESG FY23/24	-	206,553	-	(206,553)	(100.0%)
ESG FY24/25	-	-	213,100	213,100	N/A
HOME Investment Partnerships Program (HOME)					
HOME FY20/21	167,673	-	-	-	N/A
HOME FY21/22	32,308	-	-	-	N/A
HOME FY21/22 - COVID Supplemental	39,198	-	-	-	N/A
HOME FY22/23	868,228	-	-	-	N/A
HOME FY23/24	-	1,385,671	-	(1,385,671)	(100.0%)
HOME FY24/25	-	-	1,186,469	1,186,469	N/A
Housing Opportunities for People with Aids (HOPWA)					
HOPWA FY21/22	1,045,673	-	-	-	N/A
HOPWA FY22/23	3,371,838	-	-	-	N/A
HOPWA FY23/24	-	5,544,737	-	(5,544,737)	(100.0%)
HOPWA FY24/25	-	-	5,674,618	5,674,618	N/A
<b>TOTAL -- HOUSING AND URBAN DVLPMNT FUND</b>	<b>\$ 9,791,659</b>	<b>\$ 9,561,597</b>	<b>\$ 9,588,361</b>	<b>\$ 26,764</b>	<b>0.3%</b>

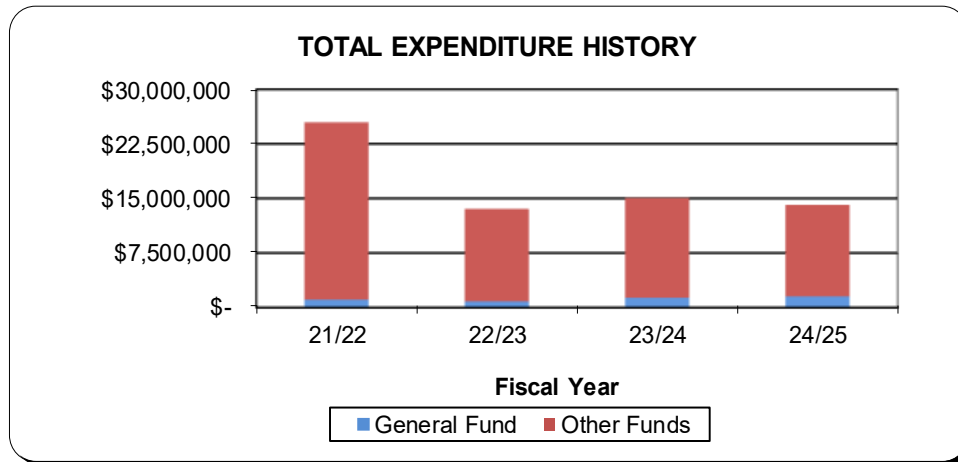
# HOUSING AND COMMUNITY DEVELOPMENT

## DEPARTMENT NON-OPERATING EXPENDITURES (continued)

Fund Business Unit Grant and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<u>STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) FUND #1055</u>					
State Housing Initiatives Partnership (SHIP)					
SHIP FY20/21	\$ 14,302	\$ -	\$ -	\$ -	N/A
SHIP FY21/22	1,232,506	-	-	-	N/A
SHIP FY22/23	1,177,175	-	-	-	N/A
SHIP FY23/24	118,761	3,681,894	-	(3,681,894)	(100.0%)
SHIP FY24/25	-	-	2,479,873	2,479,873	N/A
<b>TOTAL -- SHIP FUNDS</b>	<b>\$ 2,542,745</b>	<b>\$ 3,681,894</b>	<b>\$ 2,479,873</b>	<b>\$ (1,202,021)</b>	<b>(32.6%)</b>
<u>EMERGENCY RENTAL ASSISTANCE PROGRAM FUND #1133</u>					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ 6,658	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- ERAP FUND</b>	<b>\$ 6,658</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ 10,000	\$ 500,000	\$ 500,000	\$ -	0.0%
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ 10,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>0.0%</b>
<u>OTHER FUNDS</u>					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ 372,369	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 372,369</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL -- HOUSING DEPARTMENT</b>	<b>\$ 13,573,941</b>	<b>\$ 15,067,183</b>	<b>\$ 14,106,302</b>	<b>\$ (960,881)</b>	<b>(6.4%)</b>

# HOUSING AND COMMUNITY DEVELOPMENT

## DEPARTMENT TOTAL EXPENDITURES

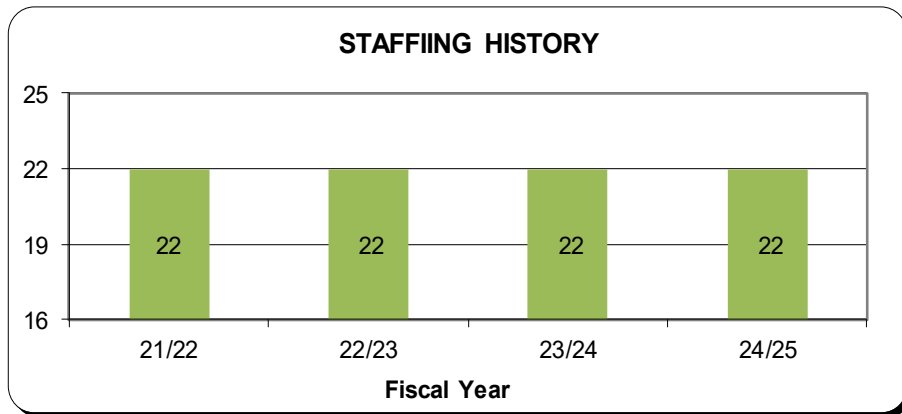


Expenditure by Classification	2022/23	2023/24	2024/25	Change to Adopted	% Change
	Actual Expenditures	Adopted Budget	Adopted Budget		
Salaries and Wages	\$ 1,344,531	\$ 1,492,185	\$ 1,488,772	\$ (3,413)	(0.2%)
Benefits	614,151	732,560	807,897	75,337	10.3%
Supplies	53,548	8,000	20,000	12,000	150.0%
Contractual Services	11,405,449	12,255,580	11,693,676	(561,904)	(4.6%)
Utilities	1,994	6,427	7,831	1,404	21.8%
Travel	27,077	32,400	35,400	3,000	9.3%
Fleet and Facility Charges	50,528	20,305	36,315	16,010	78.8%
Capital Outlay	49,502	500,000	-	(500,000)	(100.0%)
Other Operating Expenses	27,160	19,726	16,411	(3,315)	(16.8%)
Transfer Out	-	-	-	-	N/A
<b>TOTAL - HOUSING DEPARTMENT</b>	<b>\$ 13,573,941</b>	<b>\$ 15,067,183</b>	<b>\$ 14,106,302</b>	<b>\$ (960,881)</b>	<b>(6.4%)</b>

# HOUSING AND COMMUNITY DEVELOPMENT

## DEPARTMENT STAFFING SUMMARY

Fund	2022/23	2023/24	2024/25
Business Unit	Final	Adopted	Adopted
Cost Center and Name	Staffing	Staffing	Staffing
<u>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200</u>			
Housing and Community Development Division (HSG)			
0002 Housing Grants	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

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## Overview of Services/Program

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

## Major Accomplishments

- For Fiscal Year 2023-2024, the City funded local agencies to improve public facilities, improve housing stock, and provide public services as follows: HANDS to renovate kitchen cabinets/countertops, and bathroom vanities of 24 apartment units that benefit lower-income households; ONIC roof replacement of 142-unit multi-family affordable apartment complex that benefit lower-income households; and Seniors First walk-in freezer installation will allow them to continue serving over 866 low-income seniors annually through their Meals on Wheels program. 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, IDignity's identification program that assists low-income individuals in obtaining proper identification and Ability Housing to provide case management services to individuals experiencing homelessness.
- Utilizing the HOME and SHIP Programs, the City of Orlando has collaborated with several non-profit organizations in the preservation of 166 affordable housing rental units and 55 single-family owner-occupied units.

## Future Goals and Objectives

### Short Term

- Develop and advertise the 2023-2024 Consolidated Annual Performance and Evaluation Report (CAPER) by December 2024.
- 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...
- 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 2025.
- Develop grant award recommendations by June 2025.
- Prepare and submit the annual Affordable Housing Advisory Committee report of recommendations.
- 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	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Housing & Community Development	Housing & Community Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-13.3%	-7.7%	+/-5%

#### Outcome & Mission

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program.	11	16	2
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations.	14,466	5,303	6,000
Housing & Community Development	Number of multi-family units preserved for households with very low, low and moderate-income.	75	166	168
Housing & Community Development	Number of multi-family units constructed for households with very low, low and moderate-income.	116	138	0
Housing & Community Development	Number of single-family units significantly rehabilitated for very low, low and moderate-income households.	23	26	14
Housing & Community Development	Number of single-family units repaired for households with very low, low and moderate-income.	9	29	8
Housing & Community Development	Number of single-family units constructed for households with very low, low and moderate-income.	0	0	39
Housing & Community Development	Number of Multi-family unit conversions	111	91	58

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## 2023-2024 BY THE NUMBERS:



**37,000**  
applications screened



processed  
approximately **1,037** new hires

Processed approximately



**360**  
public records  
requests

and

**222**  
FMLA  
applications



Completed over

**181**  
job classification  
reviews

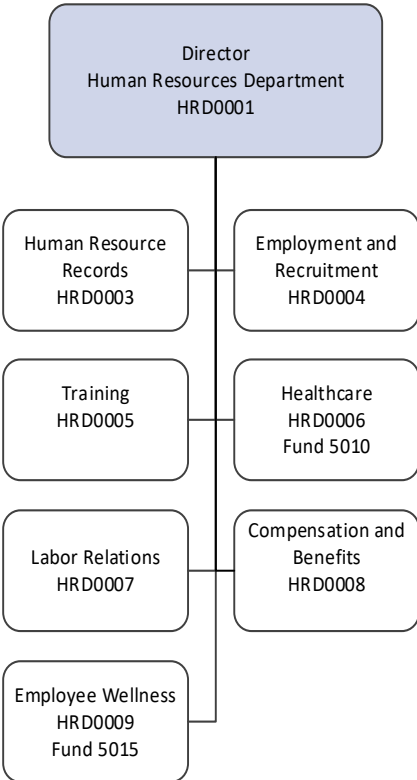
and

**1,746**  
working out of class  
requests

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# HUMAN RESOURCES

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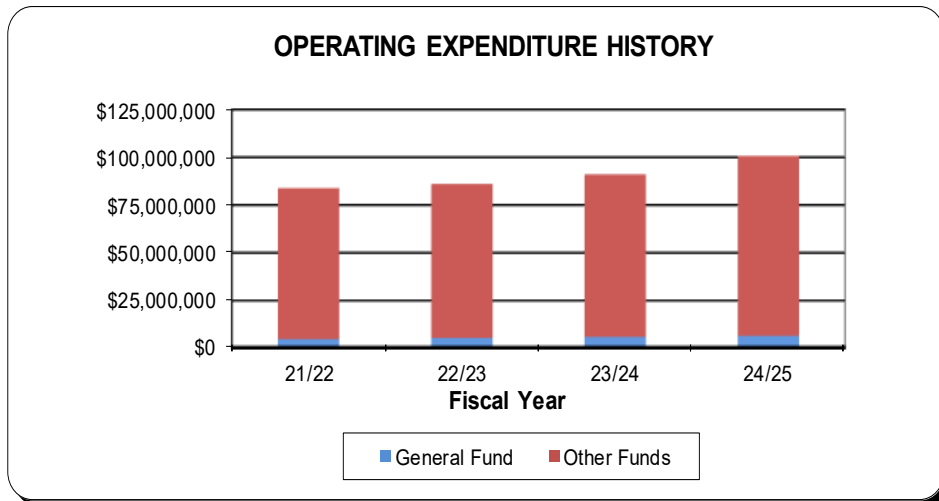
### Department Mission Statement

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

# HUMAN RESOURCES

## DEPARTMENT OPERATING EXPENDITURES

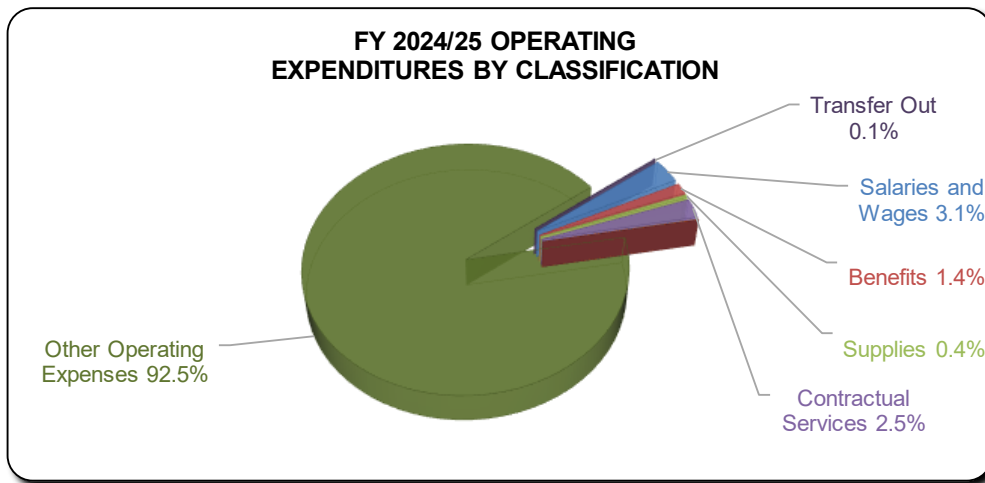
Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Human Resources Division (HRD)					
0001 Human Resources	\$ 943,563	\$ 855,250	\$ 907,716	\$ 52,466	6.1%
0002 Human Resources Nondepartmental	799,159	1,049,502	1,139,550	90,048	8.6%
0003 Human Resource Records	351,498	356,310	373,331	17,021	4.8%
0004 Employment and Recruitment	1,143,053	1,127,866	1,353,686	225,820	20.0%
0005 Human Resources Training	567,793	659,932	774,893	114,961	17.4%
0007 Labor Relations	493,223	629,030	637,743	8,713	1.4%
0008 Compensation and Benefits	1,217,378	1,329,462	1,362,960	33,498	2.5%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 5,515,666</b>	<b>\$ 6,007,352</b>	<b>\$ 6,549,879</b>	<b>\$ 542,527</b>	<b>9.0%</b>
<b>HEALTH CARE FUND #5010</b>					
Human Resources Division (HRD)					
0006 Healthcare	\$ 80,352,378	\$ 84,888,329	\$ 94,033,952	\$ 9,145,623	10.8%
<b>TOTAL -- HEALTH CARE FUND</b>	<b>\$ 80,352,378</b>	<b>\$ 84,888,329</b>	<b>\$ 94,033,952</b>	<b>\$ 9,145,623</b>	<b>10.8%</b>
<b>RISK MANAGEMENT FUND #5015</b>					
Human Resources Division (HRD)					
0009 Wellness	\$ 141,352	\$ 151,457	\$ 160,432	\$ 8,975	5.9%
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>\$ 141,352</b>	<b>\$ 151,457</b>	<b>\$ 160,432</b>	<b>\$ 8,975</b>	<b>5.9%</b>
<b>TOTAL -- HUMAN RESOURCES OPERATING</b>	<b>\$ 86,009,396</b>	<b>\$ 91,047,138</b>	<b>\$ 100,744,263</b>	<b>\$ 9,697,125</b>	<b>10.7%</b>



# HUMAN RESOURCES

## DEPARTMENT OPERATING EXPENDITURES (continued)

Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 2,935,923	\$ 3,029,186	\$ 3,114,390	\$ 85,204	2.8%
Benefits	1,234,825	1,363,613	1,418,614	55,001	4.0%
Supplies	268,510	354,420	361,920	7,500	2.1%
Contractual Services	1,769,868	2,039,732	2,482,630	442,898	21.7%
Utilities	2,494	4,025	4,025	-	0.0%
Travel	13,477	38,125	38,915	790	2.1%
Fleet and Facility Charges	348	-	120	120	N/A
Capital Outlay	-	2,500	2,500	-	0.0%
Other Operating Expenses	79,654,200	84,085,787	93,191,399	9,105,612	10.8%
Transfer Out	129,750	129,750	129,750	-	0.0%
<b>TOTAL -- HUMAN RESOURCES OPERATING</b>	<b>\$ 86,009,396</b>	<b>\$ 91,047,138</b>	<b>\$ 100,744,263</b>	<b>\$ 9,697,125</b>	<b>10.7%</b>



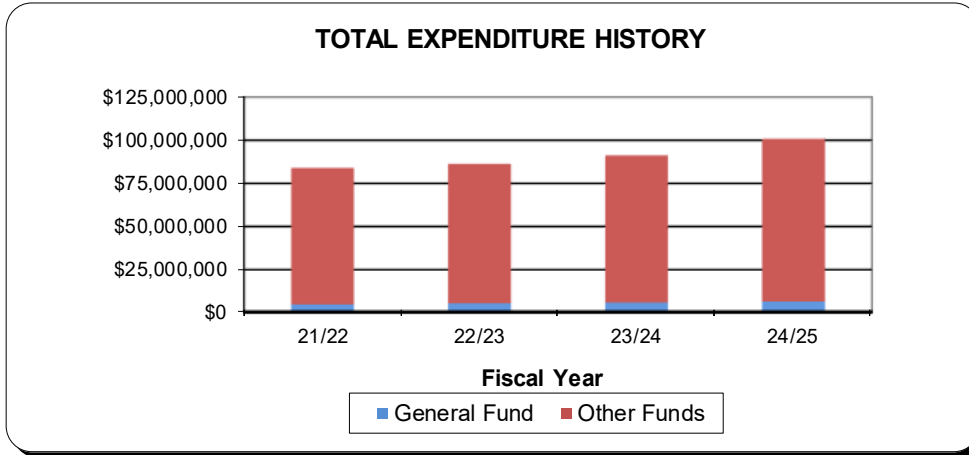
## DEPARTMENT NON-OPERATING EXPENDITURES

Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>OTHER FUNDS</b>					
Projects and Grants	\$ 280,061	\$ 129,750	\$ 129,750	\$ -	0.0%
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 280,061</b>	<b>\$ 129,750</b>	<b>\$ 129,750</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL -- PROJECTS AND GRANTS</b>	<b>\$ 280,061</b>	<b>\$ 129,750</b>	<b>\$ 129,750</b>	<b>\$ -</b>	<b>0.0%</b>
<b>TOTAL -- HUMAN RESOURCES</b>	<b>\$ 86,289,457</b>	<b>\$ 91,176,888</b>	<b>\$ 100,874,013</b>	<b>\$ 9,697,125</b>	<b>10.6%</b>

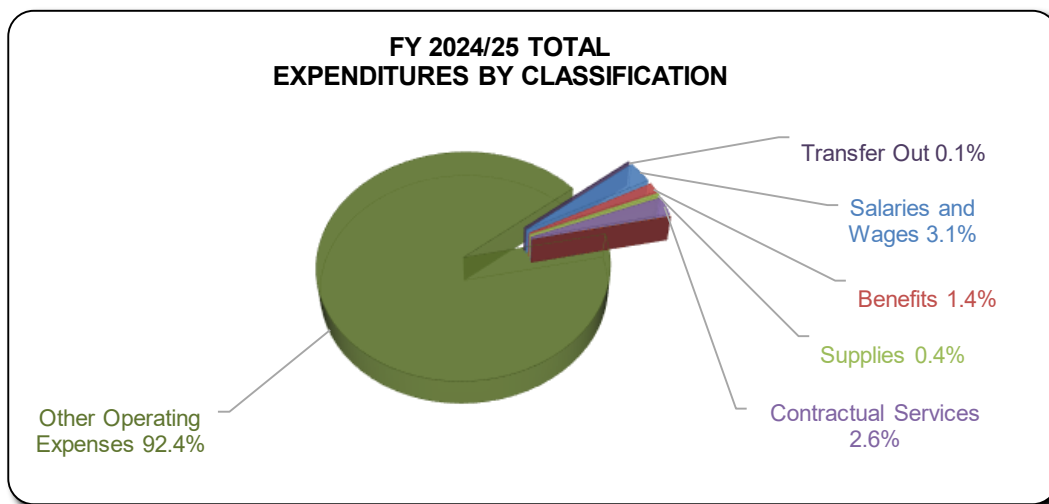


# HUMAN RESOURCES

## DEPARTMENT NON-OPERATING EXPENDITURES (continued)



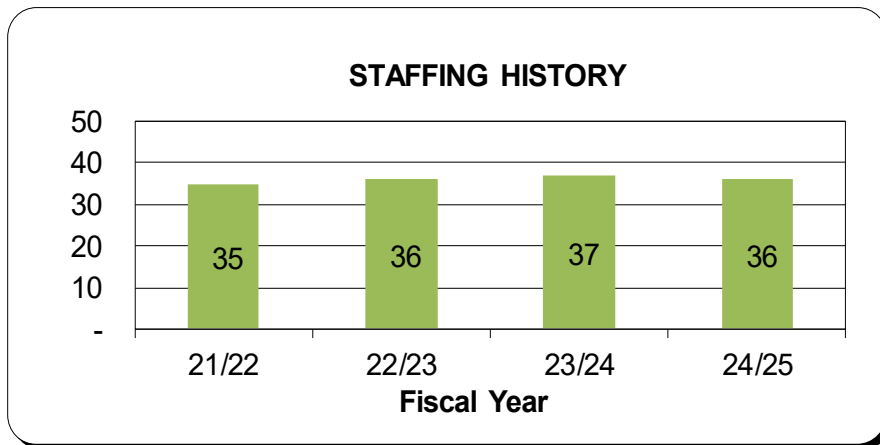
Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 2,935,923	\$ 3,029,186	\$ 3,114,390	\$ 85,204	2.8%
Benefits	1,234,825	1,363,613	1,418,614	55,001	4.0%
Supplies	286,623	354,420	361,920	7,500	2.1%
Contractual Services	2,001,559	2,169,482	2,612,380	442,898	20.4%
Utilities	2,494	4,025	4,025	-	0.0%
Travel	13,477	38,125	38,915	790	2.1%
Fleet and Facility Charges	26,802	-	120	120	N/A
Capital Outlay	-	2,500	2,500	-	0.0%
Other Operating Expenses	79,658,003	84,085,787	93,191,399	9,105,612	10.8%
Transfer Out	129,750	129,750	129,750	-	0.0%
<b>TOTAL -- HUMAN RESOURCES</b>	<b>\$ 86,289,457</b>	<b>\$ 91,176,888</b>	<b>\$ 100,874,013</b>	<b>\$ 9,697,125</b>	<b>10.6%</b>



# HUMAN RESOURCES

## DEPARTMENT STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Human Resources Division (HRD)			
0001 Human Resources	6	6	5
0003 Human Resource Records	4	4	4
0004 Employment and Recruitment	8	9	9
0005 Human Resources Training	2	2	2
0007 Labor Relations	4	4	4
0008 Compensation and Benefits	10	10	10
<b>TOTAL -- GENERAL FUND</b>	<b>34</b>	<b>35</b>	<b>34</b>
<u>HEALTH CARE FUND #5010</u>			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
<b>TOTAL -- HEALTH CARE FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>RISK MANAGEMENT FUND #5015</u>			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
<b>TOTAL -- RISK MANAGEMENT FUND</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL -- HUMAN RESOURCES</b>	<b>36</b>	<b>37</b>	<b>36</b>



# HUMAN RESOURCES

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## Human Resources Department

### Overview of Service/Program

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

### Major Accomplishments

- Minimized grievances filed through effective interpretation and application of collective bargaining agreements
- Successfully initiated and conducted city-wide leadership training on various labor concepts, including FMLA, employee relations, and difficult conversations.
- Successfully conducted all selection and promotional processes
- Successfully transitioned applicant tracking systems from Neogov to Workday Recruiting
- Participated in various hiring events focused on promoting and attracting talent.
- Developed and administered promotional exams for OPD and OFD
- Managed social media platforms specific to promoting the City's job openings
- Successfully completed audit of pharmacy claims for the City's health plan
- Processed across-the-board-increases for 3,600 employees and longevity payments for eligible employee groups
- Successfully conducted open enrollment for 3,600 employees and 2,600 retirees
- Successfully implemented an employee appreciation program for intradepartmental team building activities
- Successfully initiated a City-wide Job Classification Study, resulting in a 95% Job Assessment Tool (JAT) completion rate

### Future Goals and Objectives

- 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
- Begin preparation for collective bargaining agreement negotiations with unions representing City employees
- Finalize the job classification study for all benefits eligible non appointed City employees
- Complete audit of health plan medical claims
- Continue to ensure compliance with all ACA mandates
- Complete Human Resources policy updates
- Continue to evaluate and implement Workday releases

# HUMAN RESOURCES

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## Human Resources Operational Performance

### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Human Resources	Number of Employee Verifications Processed	1,176	911	1,200

#### Fiscal

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		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	8.1%	10.1%	+/-5%

#### Internal Processes

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Human Resources	COBRA Notices mailed	55	78	75
Human Resources	Job request opened in Neogov	721	733	733
Human Resources	Job classification reviews	173	181	220

#### Outcome

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Human Resources	New Hires Processed	1,142	1,037	1,100
Human Resources	Spend Authorizations approved and processed for Educational Reimbursement	256,000	212,000	234,000

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2023-2024 BY THE NUMBERS:

# ORLANDO VENUES ATTENDANCE

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**1,958,165** Kia Center

**375,471** Camping World Stadium

**277,460** Leu Gardens

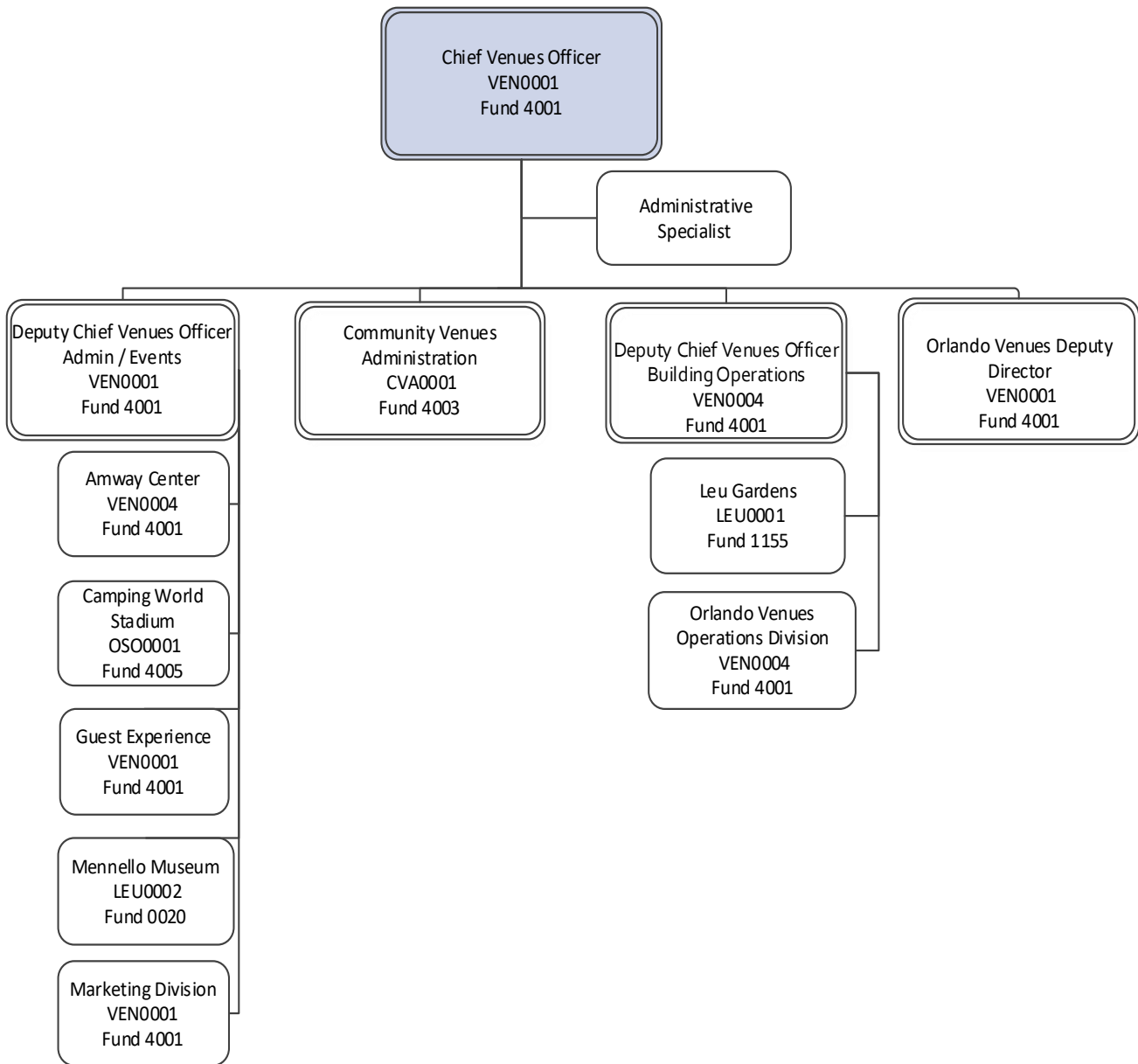
**256,108** Tinker Field



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# VENUES

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**Department Mission Statement**

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



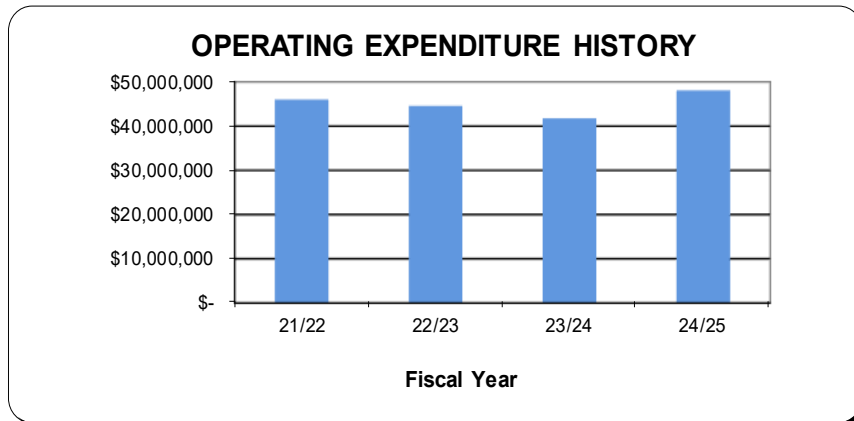
# VENUES

## DEPARTMENT OPERATING EXPENDITURES

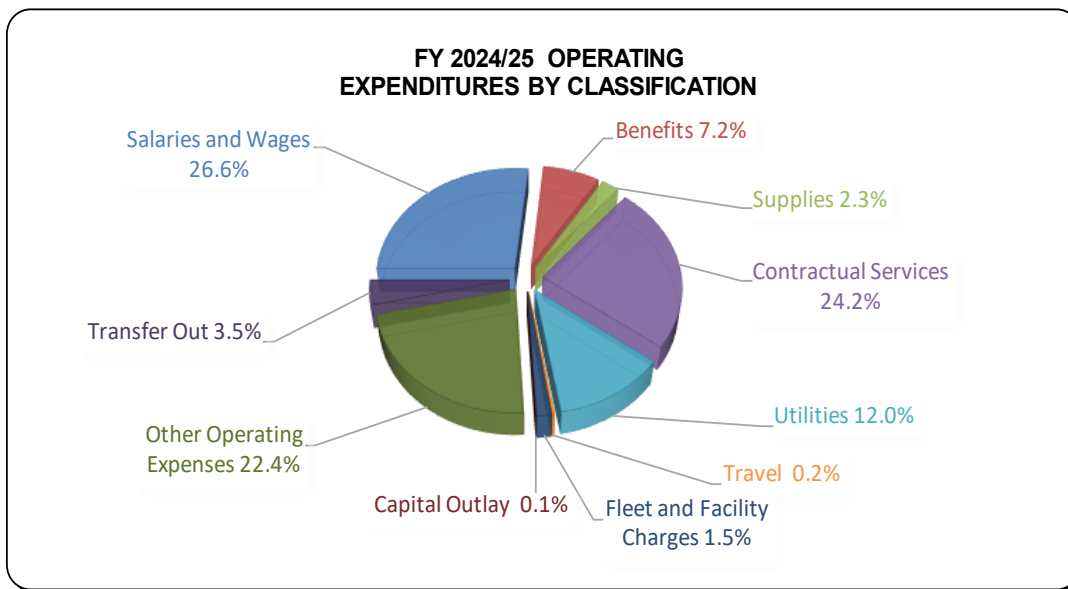
Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>ORLANDO VENUES FUND #4001</b>					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ -	\$ (10,428)	\$ 234,116	\$ 244,544	(2345.1%)
0002 Orlando Venues Nondepartmental	4,062,927	2,545,707	3,023,308	477,601	18.8%
0003 Venues Operational Resources	-	89,379	5,168	(84,211)	(94.2%)
0004 Kia Center	25,287,535	25,176,219	28,471,791	3,295,572	13.1%
0006 Venues Box Office	227,196	258,290	272,672	14,382	5.6%
0007 Venues Security Services	-	(4,535)	(9,292)	(4,757)	104.9%
<b>TOTAL -- ORLANDO VENUES FUND</b>	<b>\$ 29,577,658</b>	<b>\$ 28,054,632</b>	<b>\$ 31,997,763</b>	<b>\$ 3,943,131</b>	<b>14.1%</b>
<b>ORLANDO STADIUM OPERATIONS FUND #4005</b>					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 8,830,151	\$ 7,164,806	\$ 9,147,540	\$ 1,982,734	27.7%
0002 Camping World Stadium Nondepartmental	300,602	330,333	353,744	23,411	7.1%
0003 Conference Center	8,008	25,000	40,000	15,000	60.0%
0004 Varsity Club	2,826	-	-	-	N/A
0005 Tinker Field	948,083	1,144,513	1,333,913	189,400	16.5%
<b>TOTAL -- ORLANDO STADIUM OPERATIONS FUND</b>	<b>\$ 10,089,671</b>	<b>\$ 8,664,652</b>	<b>\$ 10,875,197</b>	<b>\$ 2,210,545</b>	<b>25.5%</b>
<b>HARRY P. LEU GARDENS FUND #1155</b>					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 4,127,979	\$ 4,235,404	\$ 4,265,404	\$ 30,000	0.7%
0003 Public Art	70,109	68,300	138,139	69,839	102.3%
0004 Leu Gift Shop	3,054	-	-	-	N/A
<b>TOTAL -- HARRY P. LEU GARDENS FUND</b>	<b>\$ 4,201,143</b>	<b>\$ 4,303,704</b>	<b>\$ 4,403,543</b>	<b>\$ 99,839</b>	<b>2.3%</b>
<b>MENNELLO MUSEUM FUND #0020</b>					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 728,082	\$ 747,483	\$ 805,308	\$ 57,825	7.7%
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>\$ 728,082</b>	<b>\$ 747,483</b>	<b>\$ 805,308</b>	<b>\$ 57,825</b>	<b>7.7%</b>
<b>TOTAL -- ORLANDO VENUES OPERATING</b>	<b>\$ 44,596,553</b>	<b>\$ 41,770,471</b>	<b>\$ 48,081,811</b>	<b>\$ 6,311,340</b>	<b>15.1%</b>

# VENUES

## DEPARTMENT OPERATING EXPENDITURES (continued)



Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change to Adopted	% Change
Salaries and Wages	\$ 10,245,239	\$ 11,214,349	\$ 12,785,201	\$ 1,570,852	14.0%
Benefits	2,810,441	3,211,133	3,480,157	269,024	8.4%
Supplies	1,093,429	1,095,256	1,084,470	(10,786)	(1.0%)
Contractual Services	11,448,293	10,763,948	11,627,395	863,447	8.0%
Utilities	5,862,196	5,859,205	5,792,039	(67,166)	(1.1%)
Travel	39,525	86,900	105,000	18,100	20.8%
Fleet and Facility Charges	681,562	1,069,620	743,312	(326,308)	(30.5%)
Capital Outlay	2,398	-	-	-	N/A
Other Operating Expenses	8,850,277	6,770,665	10,746,426	3,975,761	58.7%
Transfer Out	3,563,194	1,699,395	1,717,811	18,416	1.1%
<b>TOTAL -- ORLANDO VENUES OPERATING</b>	<b>\$ 44,596,553</b>	<b>\$ 41,770,471</b>	<b>\$ 48,081,811</b>	<b>\$ 6,311,340</b>	<b>15.1%</b>

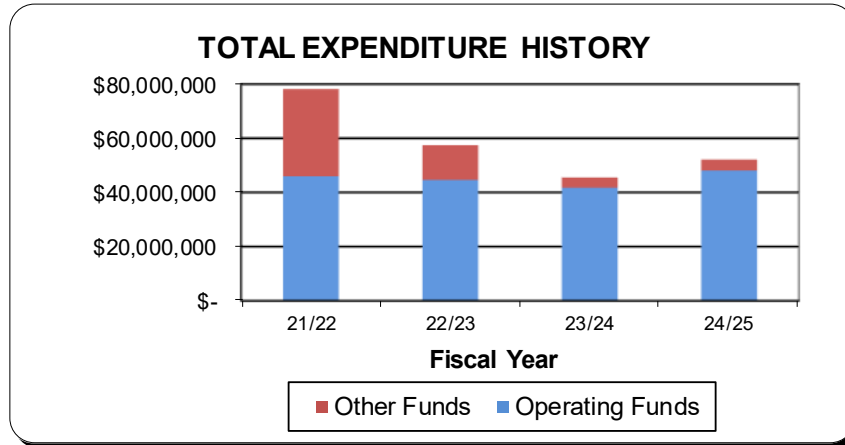


# VENUES

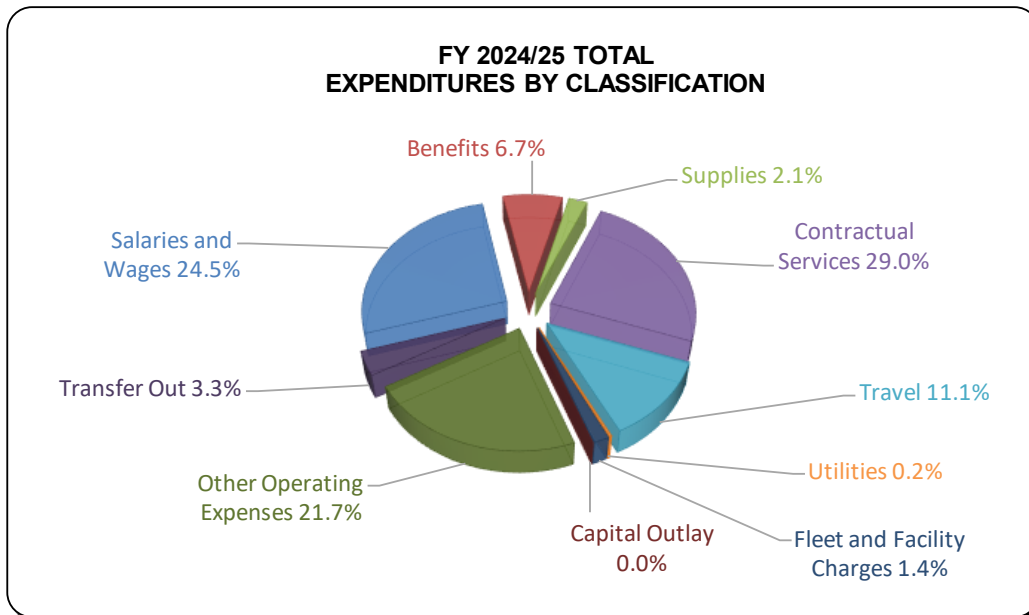
Fund Business Unit	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects and Grants	\$ 771,940	\$ 25,000	\$ 330,000	\$ 305,000	1220.0%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 771,940	\$ 25,000	\$ 330,000	\$ 305,000	1220.0%
<u>AMWAY CENTER CONSTRUCTION AND DEBT FUNDS #4022-4030</u>					
Events Center Construction Division (EVC)					
0003 Events Center Construction - Other	\$ 121,528	\$ 599,395	\$ 567,811	\$ (31,584)	(5.3%)
0005 Nondepartmental Events Center CP	700,227	-	-	-	N/A
Projects and Grants	162	-	-	-	N/A
TOTAL -- AMWAY CENTER CONST AND DEBT FUNDS	\$ 821,917	\$ 599,395	\$ 567,811	\$ (31,584)	(5.3%)
<u>AMWAY CENTER RENEWAL AND REPLACEMENT FUND #4002</u>					
Projects and Grants	\$ 1,519,583	\$ 1,000,000	\$ 1,000,000	\$ -	0.0%
TOTAL -- AMWAY CENTER RENEWAL AND REPLACEMENT FUND	\$ 1,519,583	\$ 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	\$ 184,079	\$ -	\$ -	\$ -	N/A
Projects and Grants	5,000,421	-	-	-	N/A
TOTAL -- PAC CONSTRUCTION AND DEBT FUNDS	\$ 5,184,500	\$ -	\$ -	\$ -	N/A
<u>CITRUS BOWL CONSTRUCTION AND DEBT FUNDS #4077, 4079-4083</u>					
Construction Citrus Bowl Division (CBR)					
0001 Citrus Bowl CP Debt Construction	\$ 102,138	\$ -	\$ -	\$ -	N/A
0004 CRA Citrus Bowl Construction	306,104	-	-	-	N/A
Projects and Grants	1,031,504	-	-	-	N/A
TOTAL -- CITRUS BOWL CONST AND DEBT FUNDS	\$ 1,439,746	\$ -	\$ -	\$ -	N/A
<u>DESIGNATED REVENUE FUND #0005 F</u>					
Projects and Grants	\$ 1,285,772	\$ 2,034,415	\$ 2,076,351	\$ 41,936	2.1%
TOTAL -- DESIGNATED REVENUE FUND	\$ 1,285,772	\$ 2,034,415	\$ 2,076,351	\$ 41,936	2.1%
<u>OTHER PROJECT AND GRANTS FUNDS #1130,1155,4001,4005,4006</u>					
Projects and Grants Funds	\$ 1,866,196	\$ 100,000	\$ 100,000	\$ -	0.0%
TOTAL -- OTHER PROJECT AND GRANTS FUNDS	\$ 1,866,196	\$ 100,000	\$ 100,000	\$ -	0.0%
TOTAL -- VENUES OTHER FUNDS	\$ 12,889,653	\$ 3,758,810	\$ 4,074,162	\$ 315,352	8.4%
TOTAL -- ORLANDO VENUES	\$ 57,486,206	\$ 45,529,281	\$ 52,155,973	\$ 6,626,692	14.6%

# VENUES

## DEPARTMENT TOTAL EXPENDITURES



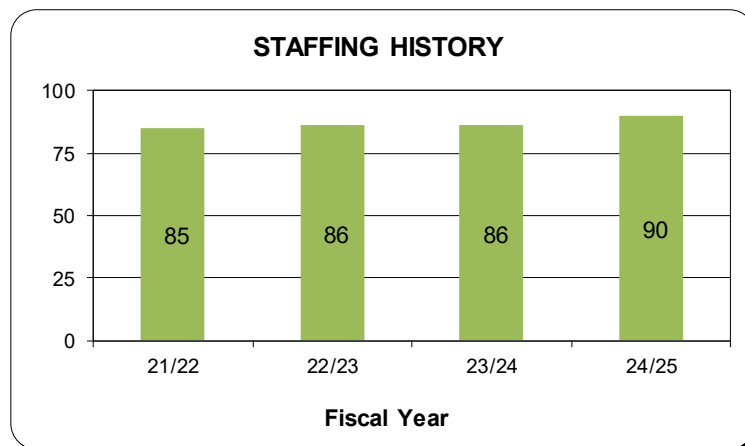
Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 10,245,239	\$ 11,214,349	\$ 12,785,201	\$ 1,570,852	14.0%
Benefits	2,810,441	3,211,133	3,480,157	269,024	8.4%
Supplies	1,470,506	1,095,256	1,084,470	(10,786)	(1.0%)
Contractual Services	13,910,637	13,923,363	15,133,746	1,210,383	8.7%
Utilities	5,862,196	5,859,205	5,792,039	(67,166)	(1.1%)
Travel	39,525	86,900	105,000	18,100	20.8%
Fleet and Facility Charges	763,560	1,069,620	743,312	(326,308)	(30.5%)
Capital Outlay	8,492,632	-	-	0	100.0%
Other Operating Expenses	10,328,277	7,370,060	11,314,237	3,944,177	53.5%
Transfer Out	3,563,194	1,699,395	1,717,811	18,416	1.1%
<b>TOTAL -- ORLANDO VENUES</b>	<b>\$57,486,206</b>	<b>\$45,529,281</b>	<b>\$52,155,973</b>	<b>\$ 6,626,692</b>	<b>14.6%</b>



# VENUES

## DEPARTMENT STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	18	18	20
0003 Venues Operational Resources	6	6	7
0004 Kia Center	17	17	17
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
<b>TOTAL -- ORLANDO VENUES FUND</b>	<b>55</b>	<b>55</b>	<b>58</b>
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>			
Orlando Stadium Operations Division (OSO)			
0001 Camping World Stadium	7	7	7
<b>TOTAL - ORLANDO STADIUM OPERATIONS FUND</b>	<b>7</b>	<b>7</b>	<b>7</b>
<u>HARRY P. LEU GARDENS FUND #1155</u>			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
0003 Public Art	-	-	1
<b>TOTAL -- HARRY P. LEU GARDENS FUND</b>	<b>20</b>	<b>20</b>	<b>21</b>
<u>MENNELLO MUSEUM FUND #0020</u>			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	4	4	4
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL -- ORLANDO VENUES</b>	<b>86</b>	<b>86</b>	<b>90</b>



# VENUES

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## Venues Operations

### Overview of Services/Programs

Orlando Venues manages and operates community venues including the Kia 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 and programming that will enhance the lives of residents and visitors alike while enriching our community. The variety of events stimulates the economic and cultural activity in the downtown area and throughout the Central Florida region.

### Major Accomplishments

#### Kia Center

- Kia became the new naming rights partner for the arena and in late December
- Kia Center had its busiest year ever with 70 shows, besting its previous record of 54
- Numerous sellout concerts including Travis Scott, Eagles, Nate Bargatze, Andrea Bocelli, Olivia Rodrigo, Fall Out Boy, Hozier, Bad Bunny, Melanie Martinez, Blink-182, Zach Bryan, Jelly Roll and Twenty One Pilots
- Ranked #39 on Pollstar's 2023 Year-End Worldwide Ticket Sales Top 200 Arena Venues
- Ranked #24 on Pollstar's Q1 2024 Worldwide Top 100 Arena Grosses
- Ranked #33 on Pollstar's 2024 Mid-Year Worldwide Top 200 Arena Grosses
- Ranked #24 on Pollstar's 2024 Q3 Worldwide Top 200 Arena Grosses

#### Camping World Stadium

- Hosted a sold-out Rolling Stones concert with over 43,000 fans in attendance
- Hosted a Def Leppard / Journey concert with over 36,000 fans in attendance
- Hosted a FC Series match between Barcelona and Manchester City (July 30, 2024) before a capacity crowd
- Hosted a USMNT vs. Brazil soccer match (June 12, 2024) before 40,000+ fans
- Ranked #92 on Pollstar's 2024 Q3 Worldwide Top 100 Stadium Ticket Sales
- Hosted Pop-Tarts Bowl between North Carolina State and Kansas State (December 28, 2023)
- Hosted Cheez-It Citrus Bowl between Iowa and Tennessee (January 1, 2024)

#### Tinker Field

- Hosted 12<sup>th</sup> annual Electric Daisy Carnival with a 3-day format (Friday-Sunday) and generated a local economic impact in excess of \$125 million (November 10-12, 2023)

### Future Goals and Objectives

#### Short Term

- Continue building awareness for Kia Center's eight local food & beverage partners within the Orlando Table platform
- Update CampiingWorldStadium.com website to improve the user experience and deliver responsive design
- Continue planning for allocation of TDT funding for Kia Center capital repairs over the next decade and for Camping World Stadium to add an all-new upper bowl
- Establish Tavern on Church, the recently reopened Kia Center restaurant, as a go-to destination for ticket holders

#### Medium Term

- Work with Orlando Magic to create a dual mode app that showcases both the arena and the NBA team
- 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
- Integrate more data analyzation to help drive ticket sales across venues

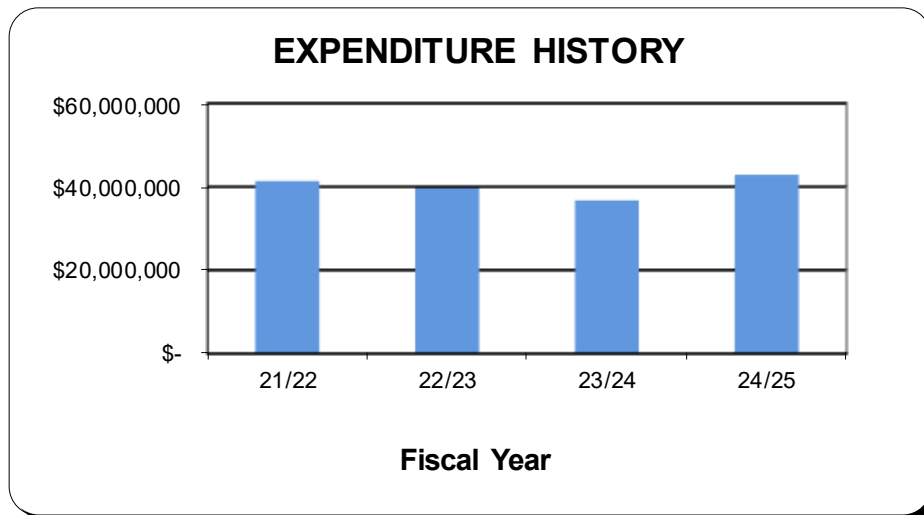
#### Long Term

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

# VENUES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>ORLANDO VENUES FUND #4001</b>					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ -	\$ (10,428)	\$ 234,116	\$ 244,544	(2345.07%)
0002 Orlando Venues Nondepartmental	4,062,927	2,545,707	3,023,308	477,601	18.76%
0003 Venues Operational Resources	-	89,379	5,168	(84,211)	(94.22%)
0004 Kia Center	25,287,535	25,176,219	28,471,791	3,295,572	13.09%
0006 Venues Box Office	227,196	258,290	272,672	14,382	5.57%
0007 Venues Security Services	-	(4,535)	(9,292)	(4,757)	104.90%
<b>TOTAL -- ORLANDO VENUES FUND</b>	<b>\$ 29,577,658</b>	<b>\$ 28,054,632</b>	<b>\$ 31,997,763</b>	<b>\$ 3,943,131</b>	<b>14.06%</b>
<b>ORLANDO STADIUM OPERATIONS FUND #4005</b>					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 8,830,151	\$ 7,164,806	\$ 9,147,540	\$ 1,982,734	27.67%
0002 Camping World Stadium Nondepartmental	300,602	330,333	353,744	23,411	7.09%
0003 Conference Center	8,008	25,000	40,000	15,000	60.00%
0005 Tinker Field	948,083	1,144,513	1,333,913	189,400	16.55%
<b>TOTAL -- ORLANDO STADIUM OPERATIONS FUND</b>	<b>\$ 10,086,845</b>	<b>\$ 8,664,652</b>	<b>\$ 10,875,197</b>	<b>\$ 2,210,545</b>	<b>25.51%</b>
<b>TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION</b>	<b>\$ 39,664,502</b>	<b>\$ 36,719,284</b>	<b>\$ 42,872,960</b>	<b>\$ 2,399,945</b>	<b>16.76%</b>



# VENUES

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## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	18	18	20
0003 Venues Operational Resources	6	6	7
0004 Kia Center	17	17	17
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	55	55	58
<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	62	62	65



## VENUES

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

#### Overview of Services

Harry P. Leu Gardens is a fifty-acre botanical garden and historic site dedicated to providing 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, and the site features the 1888 Historic Leu House Museum, which is listed on the National Register of Historic Places. Daily visitors are welcomed 363 days a year for educational programs, events, and exhibits, along with inspired rental and wedding venues for private occasions. For the past 63 years, the Gardens has steadily increased its programs and services for residents and visitors from around the world, hosting more than 10 million visitors to date.

#### 2023 – 2024 Highlights

- 277,460 VISITORS came to the Gardens, events, programs, and exhibits
- 11 FREE DAYS with 16,646 participants
- 35,000 PLANTS were grown and planted
- 6221 ACTIVE MEMBERS joined or renewed
- 116 VOLUNTEERS donated a total of 6852 hours
- 114 TOURS hosted 3,479 participants on adult and student trips
- 261 CLASSES hosted 3,535 participants
- 9 SPECIAL EVENTS with 23,053 attendees
- 35,365 E-NEWSLETTER subscribers
- 45,938 FACEBOOK and 34,400 INSTAGRAM followers
- 451 WEDDINGS & PRIVATE RENTALS hosted 22,360 people
- A new modern TICKET DESK was installed in the Welcome Center
- Foxtail Marketplace & Café opened

#### Grant Funding Received

Florida Department of State, Division of Arts and Culture Grant - \$ 91,420.00

#### Exhibits

Happy Frights, Haunting Nights was hosted September 29 – October 31, 2023

Holidays at Leu Gardens featuring Dazzling Nights was hosted November 24, 2023 – January 7, 2024

Glass In Flight was hosted February 3 – May 12, 2024

Summer of the Fairies was hosted June 8 – August 28, 2024

#### Friends of Harry P. Leu Gardens

Harry P. Leu Gardens is supported by the Friends of Harry P. Leu Gardens, which is a private 501(c)3 non-profit organization whose mission is to support the promotion and fund development for public programs and services. The Friends of Harry P. Leu Gardens undertakes fundraising efforts and promotional activities to support the Gardens public programming. Funding received includes: Orange County Cultural Tourism Grant - \$19,600, Duke Energy Foundation - \$10,000, Orlando Health - \$20,000, Gosnell Foundation - \$25,000, and Florida Humanities - \$5,000.

#### Future Goals and Objectives

A new strategic plan will be implemented for the Gardens, with the following mission, vision, values, and overarching goals for 2025-2029.

**Mission:** To create inspiring experiences about the natural world for all people.

**Vision:** A world where our diverse communities thrive.

**Values:** Stewardship - The Gardens believes in preserving, protecting, and celebrating the gifts of the garden and estate given by Harry P. and Mary Jane Leu; Discovery - The Gardens believes in the ability to learn and gain knowledge through inspiring experiences; Inclusivity - The Gardens believes all people are welcome and a valuable part of our community; Inspiration - The Gardens believes in creating beautiful, cultural, and moving experiences that inspire people's love of the natural world, the art of horticulture, and our cultural heritage; Sustainability - The Gardens believes in institutional, environmental, and human sustainability.

**Goals:** Engage - Deliver high quality experiences, exhibits, events, and programs that engage audiences of all ages and abilities and enhance the Gardens visitor experience; Promote - Increase the Gardens national presence through awareness and visibility as a cultural leader and tourism destination in Orlando; Grow - Strengthen and build the Gardens excellence, sustainability, and infrastructure; Preserve - Steward the cultural assets of the Gardens botanical collections, displays and historic context.

# VENUES

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

### Overview of Services

Mission: The Mennello Museum of American Art enriches the public through exhibitions, programs, and publications that celebrate the diversity of American Art. The museum cares for, presents, and interprets the Museum's outstanding permanent collection of paintings by folk modernists' artist Earl Cunningham, American Impressionism, Realism, Mid-Century, Fold, 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 (\*Internally Curated)

- Self-Taught Black Artist in the American South\*, Our Collection: Paintings of Poise\*, Viviparous Quadrupeds of North America, and Mark Messersmith\* & Sally Michel: Abstracting Tonalism\*
- Awarded \$142,153 in annual grants to include a first time Grant from South Arts, NEA, Atlanta and Avery Foundation, New York
- \$420,460 in total income for the Friends to include membership, exhibitions, major events, fundraising

#### Educational Programming:

- Free Family Funday – Second Sundays which supports 12 local artists & Workshop Wednesday with 12 local artists
- Docent Tours, Artists, Curators, Collector Lectures – Virtual and In-person
- Lakeside Flow: Yoga in the Garden on Sundays and Wednesdays
- Bank of America Museums on US Weekends funded by a \$3,500.00 grant
- Orange County Library System, Little Wanderer Program funded by a \$2,500.00 grant
- Community School for the Arts (CSA), Semester Long Programming
- On-line Art Kits, Safe Space Place: Museum and art activities are brought to schools at no cost
- Art Trunks on the Go and taught art lessons and hands on art projects at schools in Orange and Osceola counties

### Major Events

- Friends fundraiser: Evening with Fabulous Friends 2024, 2025
- Festival: Indie Folkfest – Oct 2024- 3,900 attendees - February 2025 with anticipated attendance of 3,500

### Future Goals and Objectives

#### Short Term Goals:

- Secure sustainable funding that includes implementing successful Development Plan
- Increase marketing and promotion of exhibitions and accompanying programs to drive attendance
- Improve facility care and routine maintenance
- Streamline part time staff and front desk
- Identify and secure more sponsorship and support

#### Medium-Term Goals:

- Secure event support staffing & professional development for all staff
- Revise & update Strategic Plan – 5-year plan
- Grow visibility with marketing and promotion campaign
- Increase membership to include Digital Membership that drives attendance

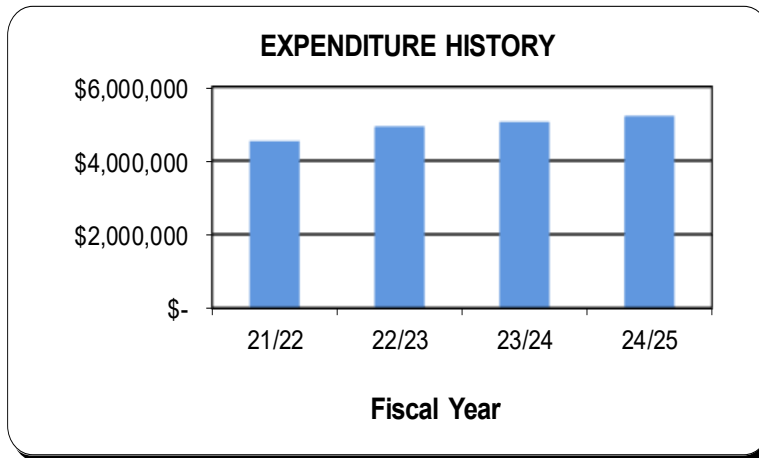
#### Long term Goals:

- Resume Mennello Museum Capital Campaign - work with the architects and leadership for museum expansion
- Reach sustainable sponsorships and program funding- plan for endowment

# VENUES

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>HARRY P. LEU GARDENS FUND #1155</b>					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 4,127,979	\$ 4,235,404	\$ 4,265,404	\$ 30,000	0.71%
0003 Public Art	70,109	68,300	138,139	69,839	102.25%
<b>TOTAL -- HARRY P. LEU GARDENS FUND</b>	<b>\$ 4,198,088</b>	<b>\$ 4,303,704</b>	<b>\$ 4,403,543</b>	<b>\$ 99,839</b>	<b>2.32%</b>
<b>MENNELLO MUSEUM - AMERICAN ART FUND #0020</b>					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 728,082	\$ 747,483	\$ 805,308	\$ 57,825	7.74%
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>\$ 728,082</b>	<b>\$ 747,483</b>	<b>\$ 805,308</b>	<b>\$ 57,825</b>	<b>7.74%</b>
<b>TOTAL -- GARDENS, GALLERIES &amp; MUSEUMS</b>	<b>\$ 4,926,171</b>	<b>\$ 5,051,187</b>	<b>\$ 5,208,851</b>	<b>\$ 157,664</b>	<b>3.12%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>HARRY P. LEU GARDENS FUND #1155</b>			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
0003 Public Art	-	-	1
<b>TOTAL -- HARRY P. LEU GARDENS FUND</b>	<b>20</b>	<b>20</b>	<b>21</b>
<b>MENNELLO MUSEUM FUND #0020</b>			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	4	4	4
<b>TOTAL -- MENNELLO MUSEUM FUND</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL -- GARDENS, GALLERIES &amp; MUSEUMS</b>	<b>24</b>	<b>24</b>	<b>25</b>

# VENUES

## Orlando Venues Operational Performance

### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2022/2023	2023/2024	2024/2025
		Actual	Estimated	Proposed
Orlando Venues	Kia Center - Total Attendance	1,492,680	1,958,165	1,412,128
Orlando Venues	Camping World Stadium - Total Attendance	406,611	375,471	422,950
Orlando Venues	Tinker Field – Total Attendance	254,531	256,108	258,118
Harry P. Leu Gardens	Number of visitors	271,060	277,460	283,000
Harry P. Leu Gardens	Number of outreach events participated	2	0	0
Harry P. Leu Gardens	Number of participants at outreach events	179	0	0
Mennello Museum of American Art	Annual Attendance	42,212	39,029	45,000
Mennello Museum of American Art	Number of General memberships	92	120	200
Mennello Museum of American Art	Number of Friends memberships	27	30	40
Mennello Museum of American Art	Number of Facebook Impressions	455,491	379,823	400,000
Mennello Museum of American Art	Number of Facebook Engagements	23,228	12,570	20,000
Mennello Museum of American Art	Number of Visits to Mennello Museum website	100,000	120,000	120,000
Public Art	Number of Visits to public arts website	8,124	9,000	20,000
Public Art	Attendance at art receptions	1,000	1,000	2,000

#### Fiscal

Organizational Unit	Performance Indicator	2022/2023	2023/2024	2024/2025
		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	18.9%	33.3%	+/-5%
Harry P. Leu Gardens	Revenue from user fees	\$2,751,957	\$2,704,670	\$2,750,000
Harry P. Leu Gardens	Number of Volunteer hours	5,947	6,852	6,500
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	\$645,303	\$638,825	\$640,000
Mennello Museum of American Art	Total funds raised by the Friends	\$382,799	\$420,460	\$350,000
Mennello Museum of American Art	Value of grants awarded	\$673,020	\$142,153	\$120,000

# VENUES

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## Orlando Venues Operational Performance

### Balanced Scorecard Report

#### Internal Processes

Organizational Unit	Performance Indicator	2022/2023	2023/2024	2024/2025
		Actual	Estimated	Proposed
Public Arts	Number pieces in collection	756	760	765
Public Arts	Number of large outdoor pieces of art maintained or repaired	11	2	2
Public Arts	Number of smaller pieces maintained or repaired	All maintained	All maintained	All maintained
Public Arts	Annual number of entries	50	50	50

#### Outcome & Mission

Organizational Unit	Performance Indicator	2022/2023	2023/2024	2024/2025
		Actual	Estimated	Proposed
Orlando Venues	Kia Center - Total Events	230	244	232
Orlando Venues	Camping World Stadium - Total Events	41	43	41
Orlando Venues	Tinker Field - Total Events	7	7	7
Public Arts	Percentage of collection "on view"	50%	50%	50%



CITY OF  
**ORLANDO**  
POLICE DEPARTMENT

**2023-2024 BY THE NUMBERS:**



**257,188**  
Calls for Service



**12,073**  
Arrests



Violent Crime Incidents  
Decreased by **13%**



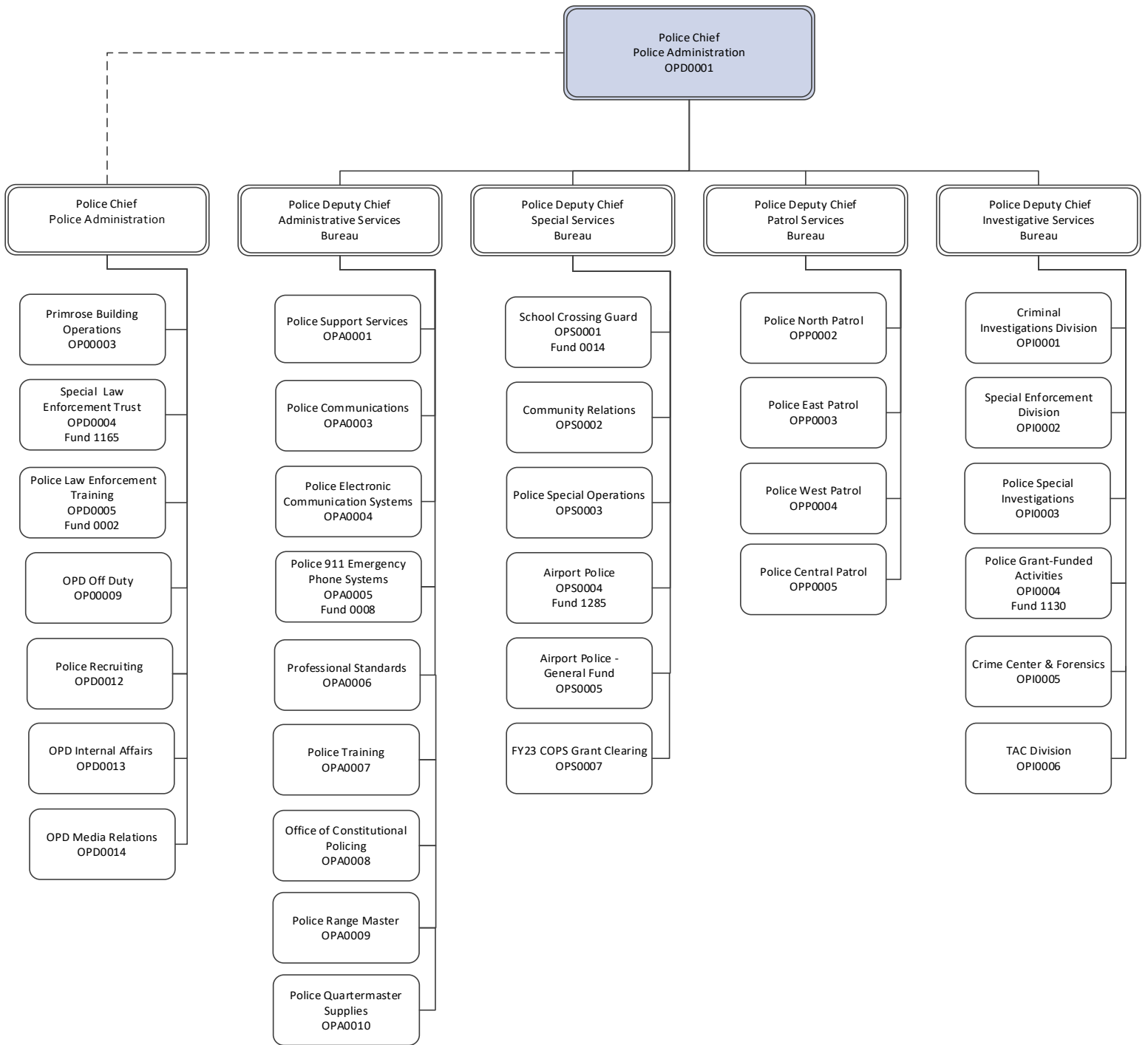
**159**  
Recruits Hired



**72**  
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

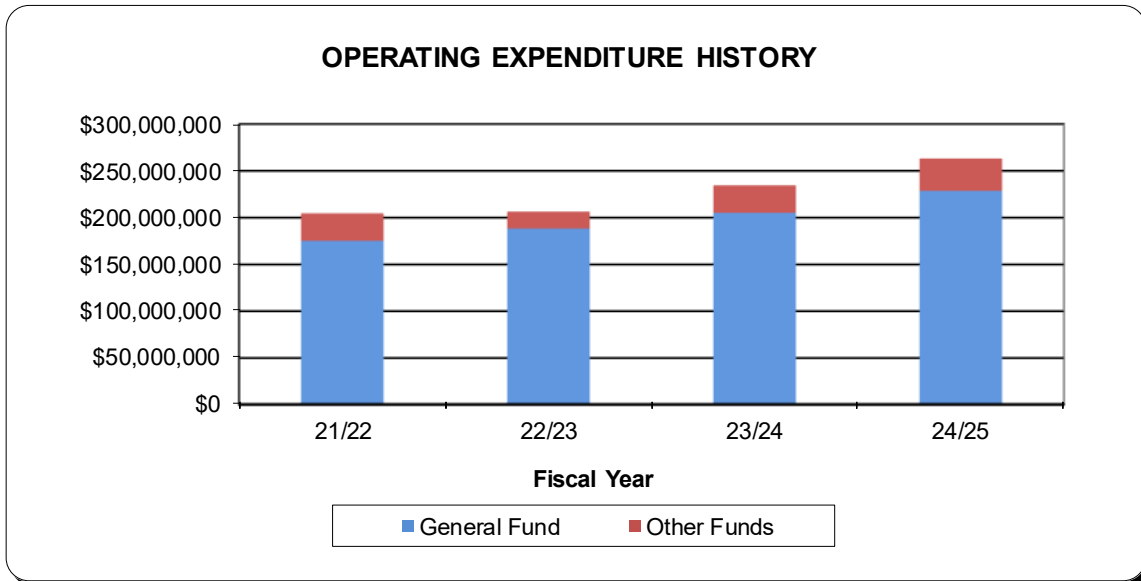
## DEPARTMENT OPERATING EXPENDITURES

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Police Administration (OPD)					
0001 Police Administration	\$ 6,724,797	\$ 5,596,589	\$ 9,133,536	\$ 3,536,947	63.2%
0002 Police Nondepartmental	3,379,191	7,789,171	8,745,732	956,561	12.3%
0003 Primrose Building Operations	41,088	154,680	94,680	(60,000)	(38.8%)
0009 OPD Off Duty	16,752,020	15,673,182	17,527,482	1,854,300	11.8%
0010 OPD - MOU Overtime	410,055	-	-	-	N/A
0012 Police Recruiting	1,739,468	1,653,365	2,133,609	480,244	29.0%
0013 OPD Internal Affairs	1,414	1,180,751	1,252,278	71,527	6.1%
0014 OPD Media Relations	7,421	538,842	694,162	155,320	28.8%
Police Administrative Services Bureau (OPA)					
0001 Police Support Services	4,056,536	4,358,433	4,613,043	254,610	5.8%
0003 Police Communications	9,277,449	10,642,254	10,687,021	44,767	0.4%
0004 Police Electronic Communication Systems	344,876	343,390	384,230	40,840	11.9%
0006 Professional Standards Division	2,631,547	2,268,665	2,323,403	54,738	2.4%
0007 Police Officer Training	6,625,553	2,894,638	3,664,103	769,465	26.6%
0008 Office of Constitutional Policing	901,889	1,668,720	793,257	(875,463)	(52.5%)
0009 Police Range Master	-	1,463,102	1,728,634	265,532	18.1%
0010 Police Quartermaster Supplies	-	-	1,145,000	1,145,000	N/A
Police Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	13,169,896	13,611,959	14,025,168	413,209	3.0%
0002 Special Enforcement Division	7,983,032	9,235,719	9,037,327	(198,392)	(2.1%)
0003 Police Special Investigations	2,524,740	2,473,765	2,623,028	149,263	6.0%
0004 Police Grant-funded Activities	486,022	75,331	75,331	-	0.0%
0005 Crime Center & Forensics Division	6,043,797	7,076,574	7,788,032	711,458	10.1%
0006 TAC Division	-	-	6,229,273	6,229,273	N/A
Police Special Services Bureau (OPS)					
0002 Community Relations Division	17,010,150	17,723,282	17,245,810	(477,472)	(2.7%)
0003 Police Special Operations	8,743,040	8,894,485	9,128,337	233,852	2.6%
0005 Airport Police-General Fund	3,279,001	2,461,510	2,850,506	388,996	15.8%
0006 FY20 COPS Grant Clearing	897,891	1,150,967	-	(1,150,967)	(100.0%)
0007 FY23 COPS Grant Clearing	-	-	1,899,115	1,899,115	N/A
Police Patrol Services Bureau (OPP)					
0002 Police North Patrol	17,799,481	18,787,888	20,030,013	1,242,125	6.6%
0003 Police East Patrol	18,947,935	22,371,550	26,614,463	4,242,913	19.0%
0004 Police West Patrol	19,464,243	21,066,804	23,077,405	2,010,601	9.5%
0005 Police Central Patrol	19,134,438	23,950,307	23,081,565	(868,742)	(3.6%)
TOTAL -- GENERAL FUND	\$ 188,376,973	\$ 205,105,923	\$ 228,625,543	\$ 23,519,620	11.5%
<b>LAW ENFORCEMENT TRAINING FUND #0002</b>					
Police Administration (OPD)					
0005 Police Law Enforcement Training	\$ 124,695	\$ 130,000	\$ 130,000	\$ -	0.0%
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 124,695	\$ 130,000	\$ 130,000	\$ -	0.0%
<b>GOAA POLICE FUND #1285</b>					
Police Special Services Bureau (OPS)					
0004 Airport Police	\$ 16,166,742	\$ 26,096,005	\$ 30,454,085	\$ 4,358,080	16.7%
TOTAL -- GOAA POLICE FUND	\$ 16,166,742	\$ 26,096,005	\$ 30,454,085	\$ 4,358,080	16.7%
<b>OCPS CROSSING GUARD FUND #0014</b>					
Police Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 1,155,617	\$ 2,067,705	\$ 2,063,000	\$ (4,705)	(0.2%)
TOTAL -- OCPS CROSSING GUARD FUND	\$ 1,155,617	\$ 2,067,705	\$ 2,063,000	\$ (4,705)	(0.2%)

# POLICE

## DEPARTMENT OPERATING EXPENDITURES (continued)

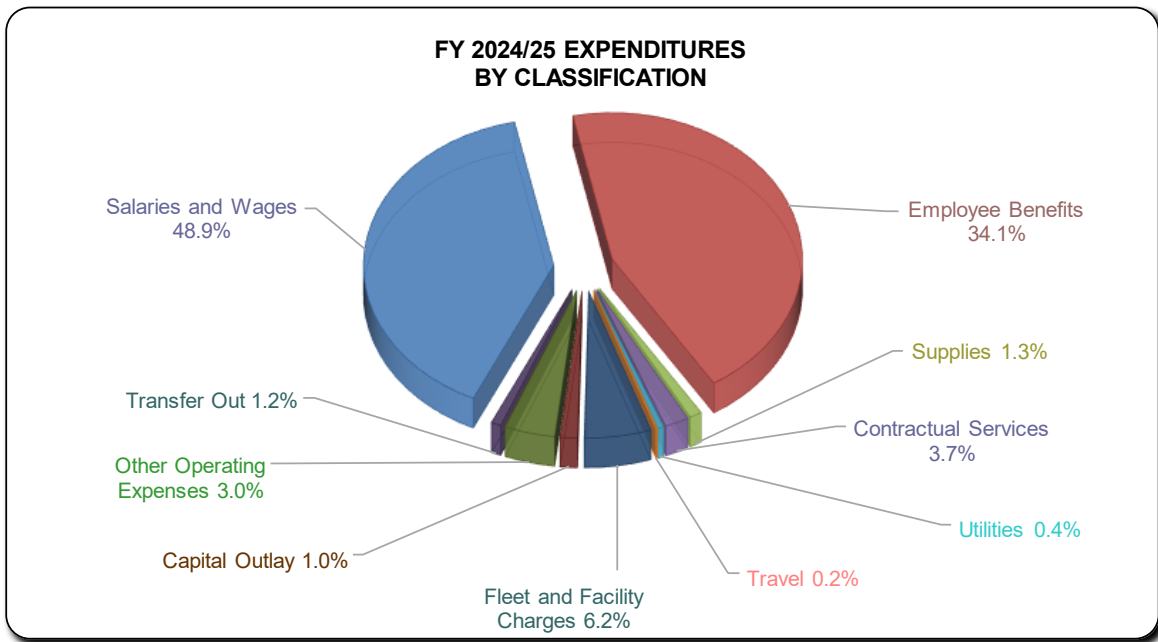
Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>CONTRABAND FORFEITURE TRUST FUND #1165</b>					
Police Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 216,420	\$ 404,846	\$ 408,436	\$ 3,590	0.9%
<b>TOTAL -- CONTRABAND FORFEITURE TRUST</b>	<b>\$ 216,420</b>	<b>\$ 404,846</b>	<b>\$ 408,436</b>	<b>\$ 3,590</b>	<b>0.9%</b>
<b>POLICE CAMP TRUST FUND #0021</b>					
Police Administration (OPD)					
0008 Police Camp Trust	\$ 900	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- POLICE CAMP TRUST FUND</b>	<b>\$ 900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #0008</b>					
Police Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 452,252	\$ 705,460	\$ 1,507,000	\$ 801,540	113.6%
<b>TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND</b>	<b>\$ 452,252</b>	<b>\$ 705,460</b>	<b>\$ 1,507,000</b>	<b>\$ 801,540</b>	<b>113.6%</b>
<b>TOTAL -- POLICE DEPARTMENT OPERATING</b>	<b>\$ 206,493,600</b>	<b>\$ 234,509,939</b>	<b>\$ 263,188,064</b>	<b>\$ 28,678,125</b>	<b>12.2%</b>



# POLICE

## DEPARTMENT OPERATING EXPENDITURES (continued)

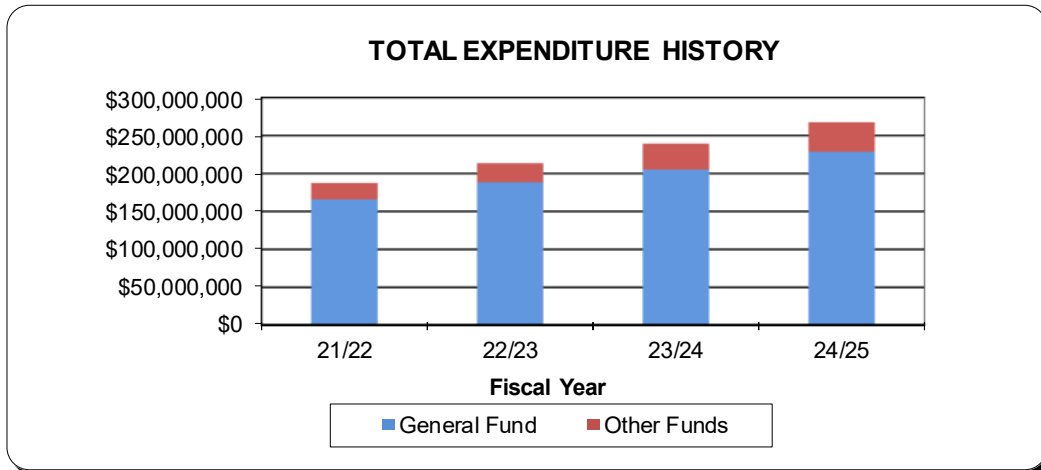
Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 104,647,808	\$ 113,829,969	\$ 128,795,179	\$ 14,965,210	13.1%
Employee Benefits	70,224,399	79,405,602	89,703,515	10,297,913	13.0%
Supplies	3,651,702	2,618,129	3,328,107	709,978	27.1%
Contractual Services	5,350,425	8,077,048	9,650,505	1,573,457	19.5%
Utilities	962,976	971,225	977,999	6,774	0.7%
Travel	302,547	354,000	537,000	183,000	51.7%
Fleet and Facility Charges	15,228,175	15,927,146	16,401,371	474,225	3.0%
Capital Outlay	385,262	4,304,464	2,593,584	(1,710,880)	(39.7%)
Other Operating Expenses	4,356,332	7,459,302	7,787,182	327,880	4.4%
Transfer Out	1,383,974	1,563,054	3,413,622	1,850,568	118.4%
<b>TOTAL -- POLICE DEPARTMENT</b>	<b>\$ 206,493,600</b>	<b>\$ 234,509,939</b>	<b>\$ 263,188,064</b>	<b>\$ 28,678,125</b>	<b>12.2%</b>



# POLICE

## DEPARTMENT TOTAL EXPENDITURES

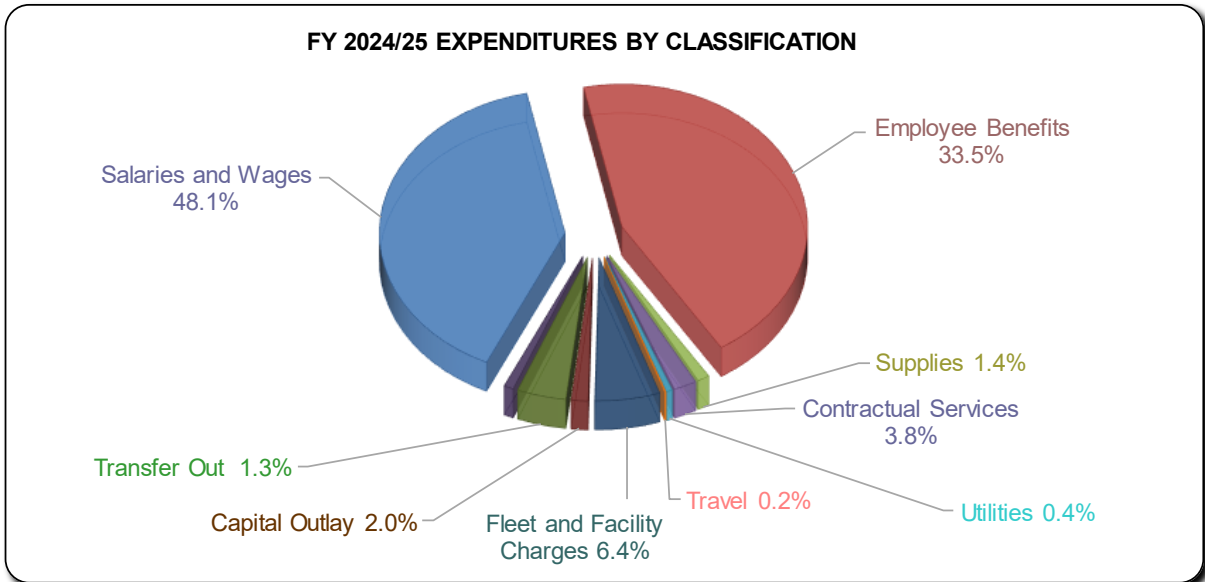
Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>DEPARTMENT OF JUSTICE FEDERAL EQUITABLE SHARING AGREEMENT FUND #1166</b>					
Police-Administration (OPD)					
0003 Federal Asset Sharing - Justice	\$ 345,545	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- DOJ FEDERAL ASSET SHARING</b>	<b>\$ 345,545</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>DEPARTMENT OF JUSTICE FEDERAL EQUITABLE SHARING AGREEMENT FUND #1167</b>					
Police-Administration (OPD)					
0006_G Federal Asset Sharing - Treasury	\$ 96,773	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- DOJ FEDERAL ASSET SHARING</b>	<b>\$ 96,773</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>GRANTS FUND #1130</b>					
Grants	\$ 2,640,376	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- GRANTS FUND</b>	<b>\$ 2,640,376</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>CAPITAL IMPROVEMENTS FUND #3001</b>					
Projects	\$ 3,166,938	\$ 4,600,000	\$ 4,400,000	\$ (200,000)	(4.3%)
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ 3,166,938</b>	<b>\$ 4,600,000</b>	<b>\$ 4,400,000</b>	<b>\$ (200,000)</b>	<b>(4.3%)</b>
<b>DESIGNATED REVENUE FUND #0005_F</b>					
Projects and Grants	\$ 684,515	\$ 193,054	\$ -	\$ (193,054)	(100.0%)
<b>TOTAL -- DESIGNATED REVENUE FUND</b>	<b>\$ 684,515</b>	<b>\$ 193,054</b>	<b>\$ -</b>	<b>\$ (193,054)</b>	<b>(100.0%)</b>
<b>TOTAL -- SPECIAL REVENUE AND OTHER FUNDS</b>	<b>\$ 6,934,147</b>	<b>\$ 4,793,054</b>	<b>\$ 4,400,000</b>	<b>\$ (393,054)</b>	<b>(8.2%)</b>
<b>TOTAL -- POLICE DEPARTMENT</b>	<b>\$ 213,427,747</b>	<b>\$ 239,302,993</b>	<b>\$ 267,588,064</b>	<b>\$ 28,285,071</b>	<b>11.8%</b>



# POLICE

## DEPARTMENT TOTAL EXPENDITURES (continued)

Expenditure by Classification	2022/23	2023/24	2024/25	Change	%
	Actual Expenditures	Adopted Budget	Adopted Budget	to Adopted	Change
Salaries and Wages	\$ 105,556,581	\$ 114,023,023	\$ 128,795,179	\$ 14,772,156	13.0%
Employee Benefits	70,743,262	79,405,602	89,703,515	10,297,913	13.0%
Supplies	6,752,942	2,618,129	3,803,107	1,184,978	45.3%
Contractual Services	6,654,158	8,277,048	10,100,505	1,823,457	22.0%
Utilities	962,976	971,225	977,999	6,774	0.7%
Travel	376,629	354,000	537,000	183,000	51.7%
Fleet and Facility Charges	15,245,401	15,927,146	17,176,371	1,249,225	7.8%
Capital Outlay	958,123	8,704,464	5,293,584	(3,410,880)	(39.2%)
Other Operating Expenses	4,361,482	7,459,302	7,787,182	327,880	4.4%
Transfer Out	1,816,192	1,563,054	3,413,622	1,850,568	118.4%
<b>TOTAL -- POLICE DEPARTMENT</b>	<b>\$ 213,427,747</b>	<b>\$ 239,302,993</b>	<b>\$ 267,588,064</b>	<b>\$ 28,285,071</b>	<b>11.8%</b>

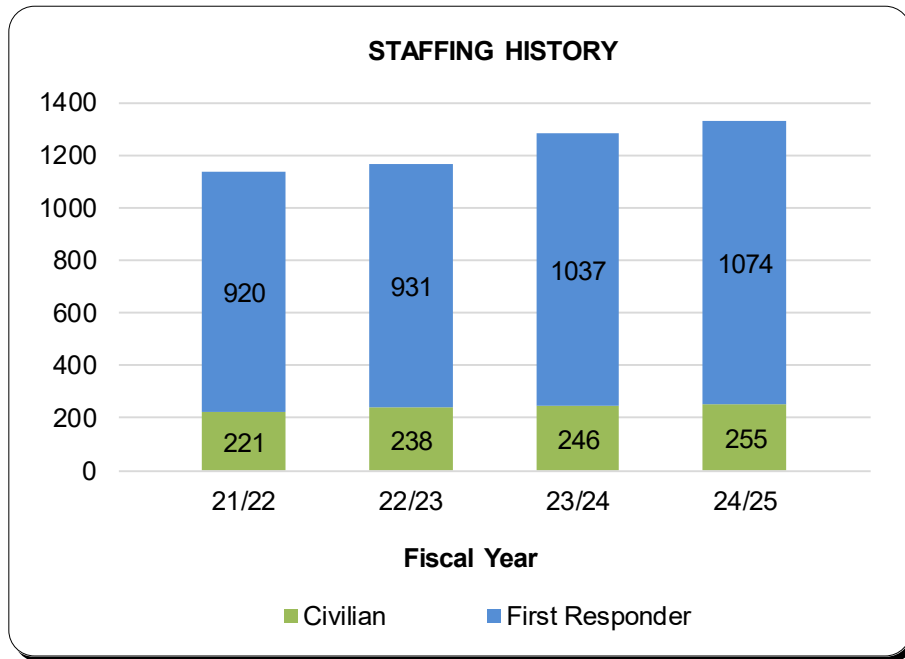


# POLICE

## DEPARTMENT STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Police Administration (OPD)			
0001 Police Administration	17	15	38
0009 OPD Off Duty	-	-	2
0012 Police Recruiting	10	10	11
0013_C OPD Internal Affairs	-	8	8
0014_C OPD Media Relations	-	4	5
Administrative Services Bureau (OPA)			
0001 Police Support Services	41	47	48
0003 Police Communications	95	101	101
0004 Police Electronic Communication Systems	1	2	2
0006 Professional Standards Division	27	15	16
0007 Police Officer Training	35	10	19
0008_C Office of Constitutional Policing	7	8	5
0009_C Police Range Master	-	5	5
Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	123	66	67
0002 Special Enforcement Division	54	54	50
0003 Police Special Investigations	13	13	13
0004 Police Grant-funded Activities	25	-	-
0005 Crime Center & Forensics	4	52	53
0006 TAC Division	-	-	38
Special Services Bureau (OPS)			
0002 Community Relations Division	68	93	88
0003 Police Special Operations	53	47	43
0006 FY20 COPS Grant Clearing	-	10	-
0007 FY23 COPS Grant Clearing	-	-	18
Patrol Services Bureau (OPP)			
0002 Police North Patrol	123	110	107
0003 Police East Patrol	135	149	165
0004 Police West Patrol	119	123	122
0005 Police Central Patrol	95	165	127
TOTAL -- GENERAL FUND	1,045	1,107	1,151
<u>GOAA POLICE FUND #1285</u>			
Police-Special Services Bureau (OPS)			
0004 Airport Police	123	176	178
TOTAL -- GOAA POLICE FUND	123	176	178
<u>OCPS CROSSING GUARD FUND #0014</u>			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	-	-
TOTAL -- OCPS CROSSING GUARD FUND	1	-	-
TOTAL -- POLICE	1,169	1,283	1,329

**DEPARTMENT STAFFING SUMMARY (continued)**



# POLICE

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## Police Administration

Police Administration is comprised of the Chief of Staff and the Criminal Justice Section. The Chief of Staff oversees the Administrative Operations, Media Relations, Fiscal Management, Internal Affairs, and the Recruiting Unit. 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 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.
- Internal Affairs created a new online complaint and complement portal that is citizen friendly and easy to use.
- The Recruiting Unit, with the new incentives and additional resources provided to the recruiting unit, were able to hire 159 new officers during Chief Smith's first year. Previous one year high was 133.

### Future Goals and Objectives

#### Short Term

- 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.
- The 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.
- Internal Affairs will integrate the Early Intervention Program and move our processes into IA Pro/Blue Team.
- OPD will continue to focus on leadership, supervision, and re-training of Officers when appropriate.
- The Recruiting Unit is building stronger ties with our in-state colleges to have a direct bridge for their student athletes and criminal justice students.
- The Fiscal Management Section will review the standard operating procedures describing the job duties assigned to each role for all the positions within the fiscal office.

#### Medium Term

- The Chief of Police will continue to work with the Mayor's Office to enhance the Community Response Team to bring it in-house and create a hybrid model that includes co-responder response.
- The Recruiting Unit will expand our recruiting travel locations to additional out of state military bases and focus on getting the Military's Skill Bridge program underway.
- 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.
- The Fiscal Management Section will re-allocate job duties and responsibilities more equitably among existing and new staff to manage workload increase more effectively.

#### Long Term

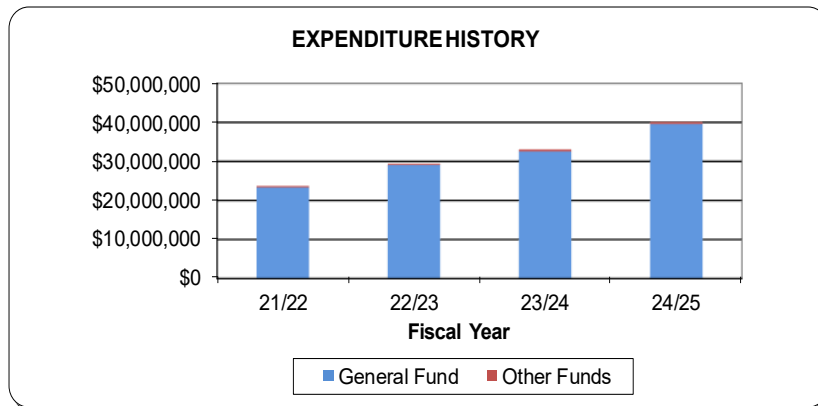
- Under the Chief of Police's direction, the Recruiting Unit will expand recruiting efforts to hire 30% women by the year 2030.
- The Chief of Police will continue to build the South Patrol Division as the city grows through annexations.



# POLICE

## EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Police Administration (OPD)					
0001 Police Administration	\$ 6,724,797	\$ 5,596,589	\$ 9,133,536	\$ 3,536,947	63.2%
0002 Police Nondepartmental	3,379,191	7,789,171	8,745,732	956,561	12.3%
0003 Primrose Building Operations	41,088	154,680	94,680	(60,000)	(38.8%)
0009 OPD Off Duty	16,752,020	15,673,182	17,527,482	1,854,300	11.8%
0010 OPD - MOU Overtime	410,055	-	-	-	N/A
0012 Police Recruiting	1,739,468	1,653,365	2,133,609	480,244	29.0%
0013 OPD Internal Affairs	1,414	1,180,751	1,252,278	71,527	6.1%
0014 OPD Media Relations	7,421	538,842	694,162	155,320	28.8%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 29,055,455</b>	<b>\$ 32,586,580</b>	<b>\$ 39,581,479</b>	<b>\$ 6,994,899</b>	<b>21.5%</b>
<b>LAW ENFORCEMENT TRAINING FUND #0002</b>					
Police Administration (OPD)					
0005 Police Law Enforcement Training	\$ 124,695	\$ 130,000	\$ 130,000	\$ -	0.0%
<b>TOTAL -- LAW ENFORCEMENT TRAINING FUND</b>	<b>\$ 124,695</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>POLICE CAMP TRUST FUND #0021</b>					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 900	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- POLICE CAMP TRUST FUND</b>	<b>\$ 900</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>CONTRABAND FORFEITURE TRUST FUND #1165</b>					
Police Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 216,420	\$ 404,846	\$ 408,436	\$ 3,590	0.9%
<b>TOTAL -- CONTRABAND FORFEITURE TRUST</b>	<b>\$ 216,420</b>	<b>\$ 404,846</b>	<b>\$ 408,436</b>	<b>\$ 3,590</b>	<b>0.9%</b>
<b>TOTAL -- POLICE ADMINISTRATION</b>	<b>\$ 29,397,470</b>	<b>\$ 33,121,426</b>	<b>\$ 40,119,915</b>	<b>\$ 6,998,489</b>	<b>21.1%</b>



## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<b>GENERAL FUND #0001</b>			
Police Administration (OPD)			
0001 Police Administration	17	15	38
0009 OPD Off Duty	-	-	2
0012 Police Recruiting	10	10	11
0013_C OPD Internal Affairs	-	8	8
0014_C OPD Media Relations	-	4	5
<b>TOTAL -- GENERAL FUND</b>	<b>27</b>	<b>37</b>	<b>64</b>
<b>TOTAL -- POLICE ADMINISTRATION</b>	<b>27</b>	<b>37</b>	<b>64</b>

# POLICE

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## **Administrative Services Bureau**

The Administrative Services Bureau includes the Communications Division, Professional Standards Division, and the Support Services Division. The Communications Division is comprised of the Operations Section, Technical Support Section, and the Administration Section. The Professional Standards Division consists of the Professional Standards Section (In-Service Training, Field Training, Accountability and Standards Compliance Unit, Policy & Data Collection and Firearms Training Units), the Strategic Planning/Grants Section (Accreditation, Planning Administration and Police Planning Units). 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**

- Orlando Police Department recently completed their reaccreditation and successfully earned a fifth Excelsior status. Excelsior is earned after three consecutive accreditations. The department has been professional accredited for 29 years.
- The Strategic Planning/Grants Section managed more than 25 grant awards valued at \$8.8 million, and has submitted ten additional applications, pending approval, worth \$1.1 million.
- The Communications Division processed 257,188 calls for service.

## **Future Goals and Objectives**

### **Short Term**

- The Strategic Planning/Grants Section will create an Accreditation Committee to ensure agency remains compliant with accreditation standards, identifies insufficiencies early, addresses these insufficiencies timely, and prepares for annual internal assessments and mock assessments.
- The Communications Division will upgrade to the new NextGen-911 Platform (text, Dara, video, and social media).
- The Criminal Intake Unit will coordinate an electronic submission with the Office of the State Attorney to submit juvenile and misdemeanor case packets. The goal is to reduce paper submissions in the next two years.

### **Medium Term**

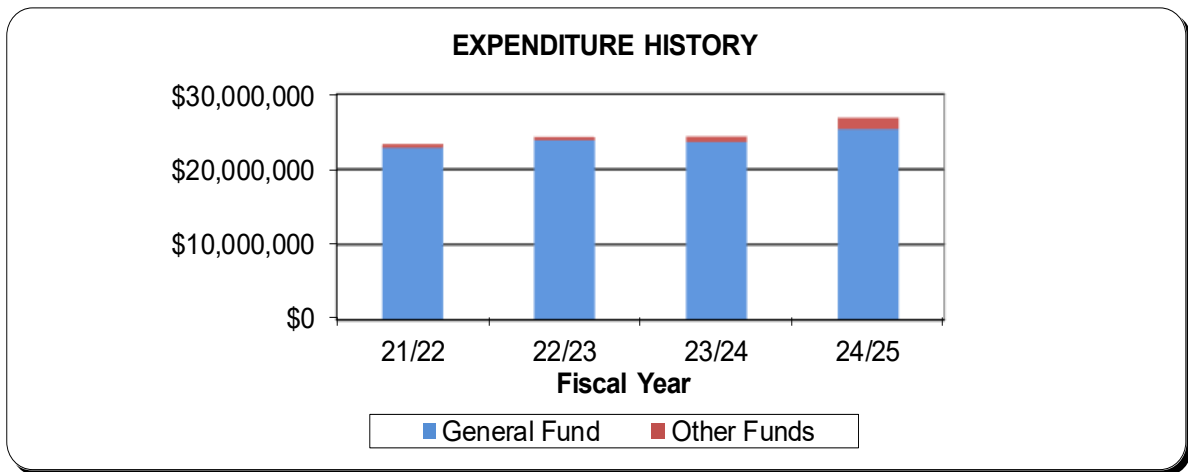
- The Communications Division will identify an improved solution to answer non-emergency calls that will alleviate long wait times and dropped calls.

### **Long Term**

- Support Services and Professional Standards division will coordinate with Information Technology and Tyler (vendor) to update the system architecture for compatibility and cloud migration. The goal is to modify the Records Management System (LERMS) to identify real-time error alerts to improve the system outcomes for various units and the annual FDLE crime report.
- The Communications Division, Technical Support Section, Radio Technicians will access and coordinate public safety radio communications needs for the newly annexed southeast property.

# POLICE

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Police Administrative Services Bureau (OPA)					
0001 Police Support Services	\$ 4,056,536	\$ 4,358,433	\$ 4,613,043	\$ 254,610	5.8%
0003 Police Communications	9,277,449	10,642,254	10,687,021	44,767	0.4%
0004 Police Electronic Communication Systems	344,876	343,390	384,230	40,840	11.9%
0006 Professional Standards Division	2,631,547	2,268,665	2,323,403	54,738	2.4%
0007 Police Officer Training	6,625,553	2,894,638	3,664,103	769,465	26.6%
0008 Office of Constitutional Policing	901,889	1,668,720	793,257	(875,463)	(52.5%)
0009 Police Range Master	-	1,463,102	1,728,634	265,532	18.1%
0010 Police Quartermaster Supplies	-	-	1,145,000	1,145,000	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 23,837,851</b>	<b>\$ 23,639,202</b>	<b>\$ 25,338,691</b>	<b>\$ 1,699,489</b>	<b>7.2%</b>
<b>911 EMERGENCY TELEPHONE SYSTEM FUND #0008</b>					
Police Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 452,252	\$ 705,460	\$ 1,507,000	\$ 801,540	113.6%
<b>TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND</b>	<b>\$ 452,252</b>	<b>\$ 705,460</b>	<b>\$ 1,507,000</b>	<b>\$ 801,540</b>	<b>113.6%</b>
<b>TOTAL -- ADMINISTRATIVE SERVICES BUREAU</b>	<b>\$ 24,290,103</b>	<b>\$ 24,344,662</b>	<b>\$ 26,845,691</b>	<b>\$ 2,501,029</b>	<b>10.3%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Administrative Services Bureau (OPA)			
0001 Police Support Services	41	47	48
0003 Police Communications	95	101	101
0004 Police Electronic Communication Systems	1	2	2
0006 Professional Standards Division	27	15	16
0007 Police Officer Training	35	10	19
0008_C Office of Constitutional Policing	7	8	5
0009_C Police Range Master	-	5	5
<b>TOTAL -- GENERAL FUND</b>	<b>206</b>	<b>188</b>	<b>196</b>
<b>TOTAL -- ADMINISTRATIVE SERVICES BUREAU</b>	<b>206</b>	<b>188</b>	<b>196</b>

# POLICE

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## 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 (SOD) is comprised of the Traffic Enforcement Section (Motors and Traffic Homicide Unit), and the Special Patrol Section (K9 Unit, Reserve Unit, and the Vehicle for Hire Unit). SOD also coordinates 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 Special Operations Division hired a second full-time Extra Duty Coordinator. SOD also hired a Temp/Seasonal Extra Duty Coordinator to assist with Extra Duty employment demands.
- The Airport Division accomplished each goal listed in the previous year's reports, except for the hiring of all 75 AOOs. We were able to hire approximately 50% of those positions and actively have another 40% accounted for in the hiring process.
- A new SRO Relief Squad, funded by a DOJ COPS grant, was created to enable flexibility in scheduling for the SROs and to provide supplemental staffing to address any potential threats at the schools.
- CRD organized the first 9-11 Memorial Ceremony at OPH. The memorial commemorated the law enforcement officers killed during the attack on the World Trade Center.

## Future Goals

### Short Term

- The Special Operations Division will attempt to resolve issues and create features involving our Extra Duty Software – RollKall, to better suit the needs of the agency.
- The Airport Division will hire two Vehicles for Hire officers. They will enforce Chapter 55 violations and work with IT and Procurement to make necessary changes/upgrades to the software for VFH Badges/Permits.
- The Community Relations Division liaisons will increase CPTED Assessments and Active Assailant Training. CRD liaisons will track crime trends and offer services to potentially vulnerable locations.

### Mid Term

- SOD will explore available options for our Extra Duty Software that better serves our agency and the officers' extra duty needs and will enhance officer accountability and improve the effectiveness of payment remittance.
- The Airport Division will expand our police office locations to include an additional office to be located between the east and west checkpoints.
- The Airport Division will continue to focus heavily on recruiting and filling the remaining AOO positions.

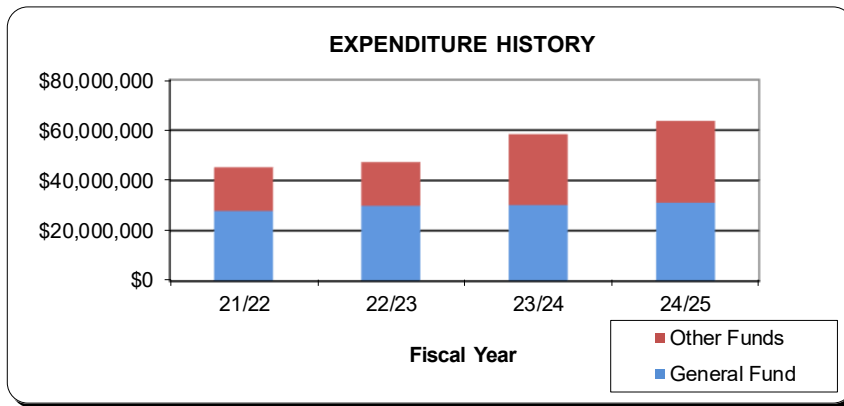
### Long Term

- SOD-Motors will field test BMW motorcycles procured this year for operational suitability and overall performance.

# POLICE

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Police Special Services Bureau (OPS)					
0002 Community Relations Division	\$ 17,010,150	\$ 17,723,282	\$ 17,245,810	\$ (477,472)	(2.7%)
0003 Police Special Operations	8,743,040	8,894,485	9,128,337	233,852	2.6%
0005 Airport Police-General Fund	3,279,001	2,461,510	2,850,506	388,996	15.8%
0006 FY20 COPS Grant Clearing	897,891	1,150,967	-	(1,150,967)	(100.0%)
0007 FY23 COPS Grant Clearing	-	-	1,899,115	\$ 1,899,115	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 29,930,084</b>	<b>\$ 30,230,244</b>	<b>\$ 31,123,768</b>	<b>\$ 893,524</b>	<b>3.0%</b>
<b>GOAA POLICE FUND #1285</b>					
Police Special Services Bureau (OPS)					
0004 Airport Police	\$ 16,166,742	\$ 26,096,005	\$ 30,454,085	\$ 4,358,080	16.7%
<b>TOTAL -- GOAA POLICE FUND</b>	<b>\$ 16,166,742</b>	<b>\$ 26,096,005</b>	<b>\$ 30,454,085</b>	<b>\$ 4,358,080</b>	<b>16.7%</b>
<b>OCPS CROSSING GUARD FUND #0014</b>					
Police Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 1,155,617	\$ 2,067,705	\$ 2,063,000	\$ (4,705)	(0.2%)
<b>TOTAL -- OCPS CROSSING GUARD FUND</b>	<b>\$ 1,155,617</b>	<b>\$ 2,067,705</b>	<b>\$ 2,063,000</b>	<b>\$ (4,705)</b>	<b>(0.2%)</b>
<b>TOTAL -- SPECIAL SERVICES BUREAU</b>	<b>\$ 47,252,443</b>	<b>\$ 58,393,954</b>	<b>\$ 63,640,853</b>	<b>\$ 5,246,899</b>	<b>9.0%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Special Services Bureau (OPS)			
0002 Community Relations Division	68	93	88
0003 Police Special Operations	53	47	43
0006 FY20 COPS Grant Clearing	-	10	-
0007 FY23 COPS Grant Clearing	-	-	18
<b>TOTAL -- GENERAL FUND</b>	<b>121</b>	<b>150</b>	<b>149</b>
<b>GOAA POLICE FUND #1285</b>			
Police-Special Services Bureau (OPS)			
0004 Airport Police	123	176	178
<b>TOTAL -- GOAA POLICE FUND</b>	<b>123</b>	<b>176</b>	<b>178</b>
<b>OCPS CROSSING GUARD FUND #0014</b>			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	-	-
<b>TOTAL -- OCPS CROSSING GUARD FUND</b>	<b>1</b>	<b>-</b>	<b>-</b>
<b>TOTAL -- SPECIAL SERVICES BUREAU</b>	<b>245</b>	<b>326</b>	<b>327</b>

# POLICE

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## Investigative Services Bureau

The Investigative Services Bureau consists of the Criminal Investigations Division, Drug Enforcement Division (DED), the Crime Center and Forensics Division, the Metropolitan Bureau of Investigations (MBI) and the Tactical Anti-Crime Division (TAC). The Criminal Investigations Division includes the Violent Crimes Section and the Special Crimes Section. The Drug Enforcement Division consists of the Overdose Investigative Unit, the Gang Unit, Undercover Drug Unit, Uniformed Drug Units, the Deputy Commander to the Central Florida Intelligence Exchange (CFIX) and Task Force Officers assigned to DEA, HIDTA, and MBI. The Crime Center and Forensics Division consists of the Forensics Section, and the Crime Center Section.

## Major Accomplishments

- The Criminal Investigations Division Homicide Unit has solved all 2024 homicide cases, demonstrating the team's effectiveness in delivering justice for victims and their families. Currently at 100% clearance rate.
- The Criminal Investigations Division Special Crimes Section had 714 cases charged thus far in 2024.
- The Crime Center and Forensics Division worked with other city departments to expand the Public Safety Network to include adding cameras to city parks, parking garages, and high crimes areas.
- The Drug Enforcement Division (DED) obtained two grants. One was for the renewal of the DNA processing of firearms related to gang offenders from a private lab. The second provides funding for the tracking of violent offenders.
- The Tactical Anti-Crime Division (TAC) was created which entailed the addition of a Captain, Lieutenant, Sergeant, and 10 officers.

## Future Goals and Objectives

### Short Term

- The Crime Center and Forensics Division, with the assistance of grant funding, will add 25 LPRS and public safety cameras to the area surrounding the Orlando International Airport.
- The Criminal Investigations Division will conduct short-term assessments of crime trends to identify patterns and allocate resources effectively for immediate intervention.
- The Tactical Anti-Crime Division will implement an evening shift for the newly formed fourth TAC squad.

### Medium Term

- The Crime Center and Forensics Division will invest in and expand the division's technological capabilities through enhanced forensic tools and digital evidence storage.
- The Crime Center and Forensics Division will work with Traffic Engineering to move traffic cameras onto FUSUS recording cores.

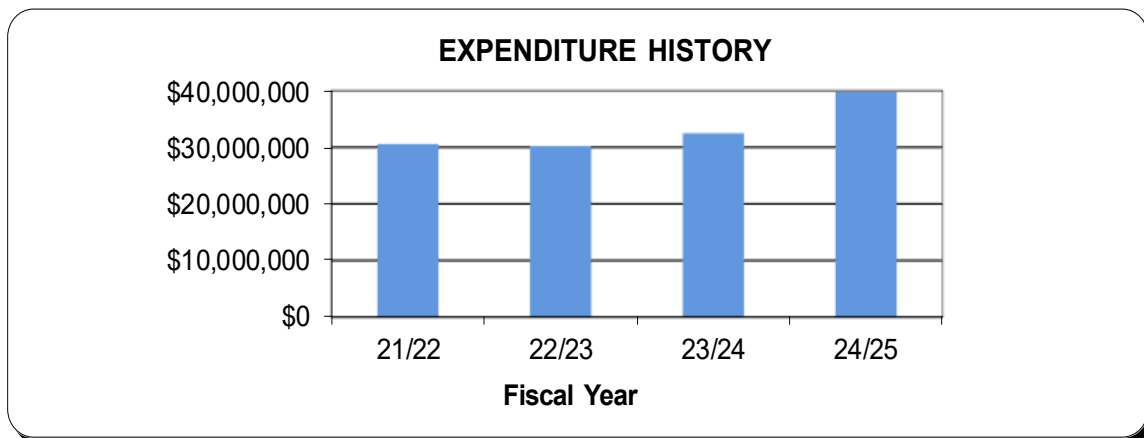
### Long Term

- The Drug Enforcement Division will work to locate a more suitable location for the entire division to be housed together.
- The Drug Enforcement Division will collaborate with The Metropolitan Bureau of Investigations to target violent habitual drug offenders with operations based inside the City of Orlando.
- The Crime Center and Forensics Division will install a NIBIN machine to enable ballistic evaluations and actionable investigative leads.
- The Criminal Investigative Division will work to achieve a significant and sustained reduction in the rates of violent crimes, homicides, sex offenses, and property crimes through long-term prevention strategies and law enforcement initiatives.

# POLICE

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Police Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	\$ 13,169,896	\$ 13,611,959	\$ 14,025,168	\$ 413,209	3.0%
0002 Special Enforcement Division	7,983,032	9,235,719	9,037,327	(198,392)	(2.1%)
0003 Police Special Investigations	2,524,740	2,473,765	2,623,028	149,263	6.0%
0004 Police Grant-funded Activities	486,022	75,331	75,331	-	0.0%
0005 Crime Center & Forensics Division	6,043,797	7,076,574	7,788,032	711,458	10.1%
0006 TAC Division	-	-	6,229,273	6,229,273	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 30,207,486</b>	<b>\$ 32,473,348</b>	<b>\$ 39,778,159</b>	<b>\$ 7,304,811</b>	<b>22.5%</b>
<b>TOTAL -- INVESTIGATIVE SERVICES BUREAU</b>	<b>\$ 30,207,486</b>	<b>\$ 32,473,348</b>	<b>\$ 39,778,159</b>	<b>\$ 7,304,811</b>	<b>22.5%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	123	66	67
0002 Special Enforcement Division	54	54	50
0003 Police Special Investigations	13	13	13
0004 Police Grant-funded Activities	25	-	-
0005 Crime Center & Forensics	4	52	53
0006 TAC Division	-	-	38
<b>TOTAL -- GENERAL FUND</b>	<b>219</b>	<b>185</b>	<b>221</b>
<b>TOTAL -- INVESTIGATIVE SERVICES BUREAU</b>	<b>219</b>	<b>185</b>	<b>221</b>

# POLICE

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## Patrol Services Bureau

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

### Major Accomplishments

- OPD established the Homeless Intervention Unit (HIU) to provide services to individuals in need and link people experiencing homelessness to permanent housing resources. The Community Crisis Support Specialists provide mobile crisis outreach to all and any individuals with mental, behavioral, or substance use disorders. Their primary duties include de-escalation and stabilization of those experiencing a mental health, substance crisis, or unsheltered living.
- 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. Nine additional officers were added to the weekend downtown detail. This has increased the number officers working the detail to 38.
- The 40-hour leadership class for newly promoted sergeants has demonstrated to be quite successful. To date we have hosted three classes. The curriculum has been well received by attendees to include senior supervisors who volunteered to attend the class.
- Patrol captains were directed to increase their presence within their areas of responsibilities. This has led to a noticeable drop in several crimes to include vehicle, residential and commercial burglaries. Commercial and persons robberies have also been reduced.
- To reduce officer response times to calls for service, and increase officer safety, four Lima Sector squads were created in the East Patrol Division. These squads provide coverage for both day and midnight squads.

### 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.
- Mandatory quarterly training for watch commanders will be implemented.

#### 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.
- Expand the Supervisor Development Training to patrol squad corporals.

#### Long Term

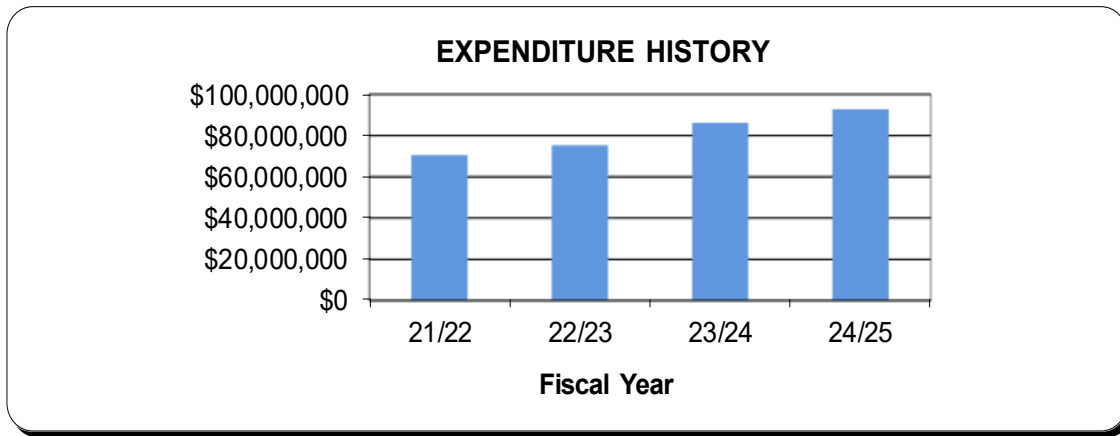
- The Patrol Services Bureau will continue to promote advanced training opportunities to our members that will enhance their professional working knowledge, safety, and leadership development.
- Members of the Patrol Services Bureau will make an increased effort to practice the utmost safe driving habits, even when responding to emergency calls, to significantly decrease vehicle accidents this upcoming year.
- The Patrol Services Bureau will 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	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Police Patrol Services Bureau (OPP)					
0002 Police North Patrol	\$ 17,799,481	\$ 18,787,888	\$ 20,030,013	\$ 1,242,125	6.61%
0003 Police East Patrol	18,947,935	22,371,550	26,614,463	4,242,913	18.97%
0004 Police West Patrol	19,464,243	21,066,804	23,077,405	2,010,601	9.54%
0005 Police Central Patrol	19,134,438	23,950,307	23,081,565	\$ (868,742)	(3.63%)
TOTAL -- GENERAL FUND	\$ 75,346,098	\$ 86,176,549	\$ 92,803,446	\$ 6,626,897	7.69%
TOTAL -- PATROL SERVICES BUREAU	\$ 75,346,098	\$ 86,176,549	\$ 92,803,446	\$ 6,626,897	7.69%



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Patrol Services Bureau (OPP)			
0002 Police North Patrol	123	110	107
0003 Police East Patrol	135	149	165
0004 Police West Patrol	119	123	122
0005 Police Central Patrol	95	165	127
TOTAL -- GENERAL FUND	472	547	521
TOTAL -- PATROL SERVICES BUREAU	472	547	521

# POLICE

## Police Department Operational Performance- Balanced Scorecard Report

### Customer

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Police Administrative Services Bureau	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport).	95.20%	97.13%	100%

### Fiscal

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	+0.5%	+1.1%	+/-5%

### Internal Processes

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 120 calendar days or less (reported YTD).	100%	100%	95%
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes).	20.21	20.00	20.00
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes).	35.38	32.18	29.28
Police Investigative Services Bureau	Percentage of cases cleared.	29%	28%	27%

### Outcome & Mission

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Police Department	Number of Violent Crimes	5,627	4,895	4,259
Police Department	Number of Property Crimes	12,082	9,666	7,733
Police Department	Number of Arrests	12,073	11,349	10,668

## 2023-2024 BY THE NUMBERS:

Solid Waste customers:

**62,770**  
residential



**7,205**  
commercial



**65,777**  
miles of streets  
cleaned



**12,876**  
feet of stormwater  
pipes repaired



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

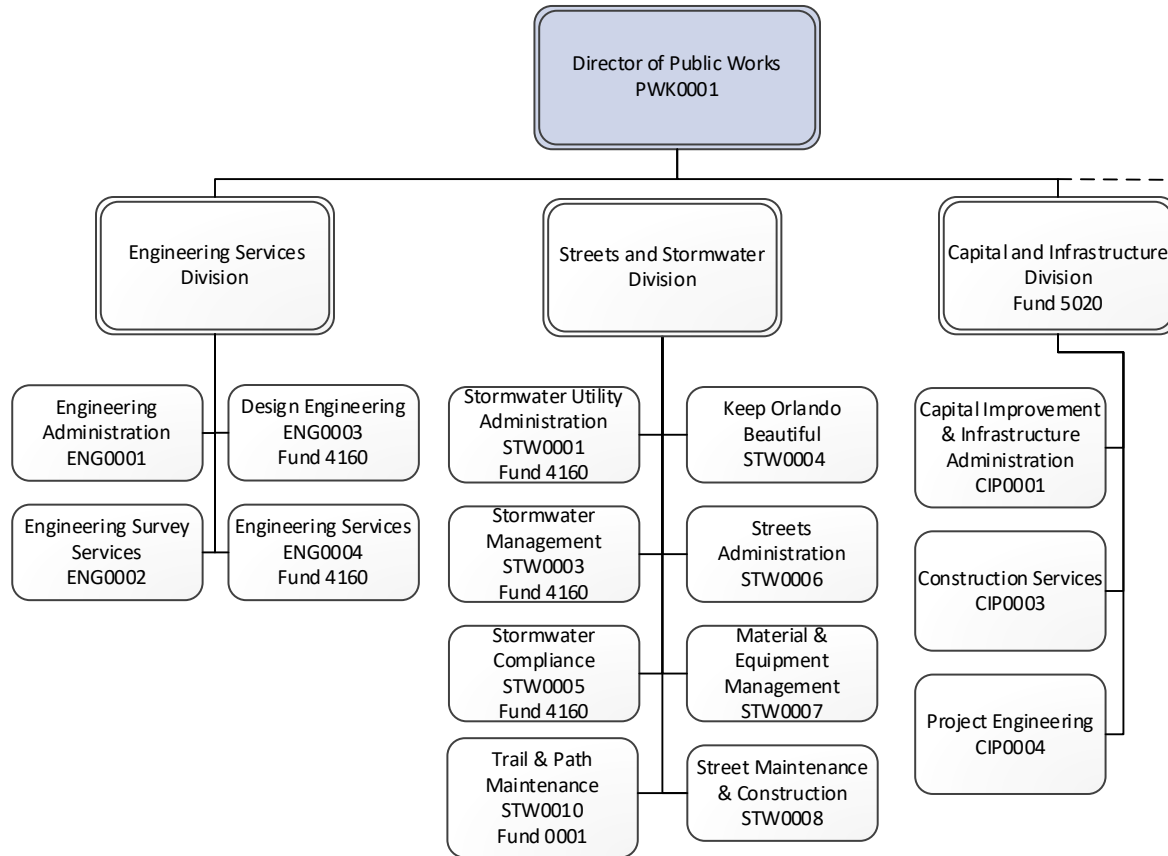


**18,668 TONS**  
in biosolids recycled from wastewater

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# PUBLIC WORKS

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## 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

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# PUBLIC WORKS

## DEPARTMENT OPERATING EXPENDITURES

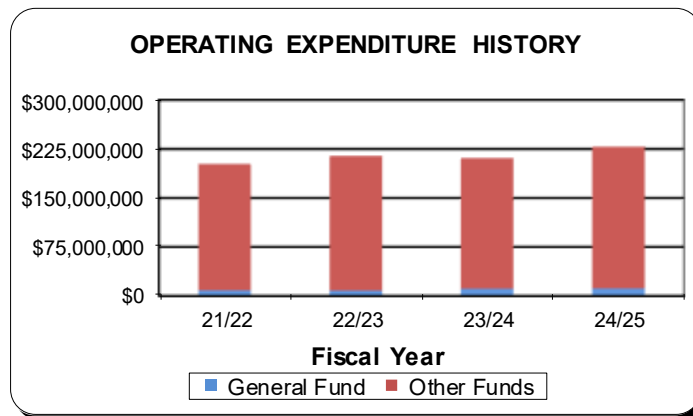
Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 1,047,699	\$ 1,007,198	\$ 1,294,752	\$ 287,554	28.5%
0002 Public Works Nondepartmental <sup>1</sup>	190,083	(387,131)	(583,077)	(195,946)	50.6%
Engineering Services Division (ENG)					
0001 Engineering Administration	171,142	397,834	568,792	170,958	43.0%
0002 Engineering Survey Services	142,723	1,030,255	1,040,564	10,309	1.0%
Streets and Stormwater Division (STW)					
0004 Keep Orlando Beautiful	12,718	150,373	65,397	(84,976)	(56.5%)
0006 Streets Administration	726,535	836,582	880,099	43,517	5.2%
0007 Material and Equipment Management	4,106,599	4,419,121	4,464,364	45,243	1.0%
0008 Street Maintenance and Construction	1,909,613	3,170,824	2,893,158	(277,666)	(8.8%)
0010 Trail & Path Maintenance	-	350,000	750,820	400,820	114.5%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 8,307,110</b>	<b>\$ 10,975,056</b>	<b>\$ 11,374,869</b>	<b>\$ 399,813</b>	<b>3.6%</b>
<b>SOLID WASTE FUND #4150</b>					
Solid Waste Division (SWM)					
0001 Solid Waste Administration	\$ 2,178,486	\$ 2,342,595	\$ 2,460,703	\$ 118,108	5.0%
0002 Solid Waste Nondepartmental	5,340,446	5,238,509	5,958,890	720,381	13.8%
0003 Commercial Collection	14,268,182	15,513,008	17,087,209	1,574,201	10.1%
0004 Residential & Recycling	22,179,078	18,199,178	19,216,853	1,017,675	5.6%
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 43,966,193</b>	<b>\$ 41,293,290</b>	<b>\$ 44,723,655</b>	<b>\$ 3,430,365</b>	<b>8.3%</b>
<b>STORMWATER UTILITY FUND #4160</b>					
Engineering Services Division (ENG)					
0003 Design Engineering	\$ 152,940	\$ 215,163	\$ 195,901	\$ (19,262)	(9.0%)
0004 Engineering Services	630,391	452,622	847,244	394,622	87.2%
Streets and Stormwater Division (STW)					
0001 Stormwater Utility Administration	968,208	1,477,839	1,540,807	62,968	4.3%
0002 Stormwater Nondepartmental	12,022,344	9,078,127	14,941,819	5,863,692	64.6%
0003 Stormwater Management	11,798,223	11,652,592	13,660,342	2,007,750	17.2%
0005 Stormwater Compliance	1,685,575	2,798,401	2,888,142	89,741	3.2%
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>\$ 27,257,681</b>	<b>\$ 25,674,744</b>	<b>\$ 34,074,255</b>	<b>\$ 8,399,511</b>	<b>32.7%</b>
<b>WATER RECLAMATION REVENUE FUND #4100</b>					
Water Reclamation Enterprises Division (WAS)					
0001 Water Reclamation Administration	\$ 4,662,893	\$ 3,846,219	\$ 3,888,527	\$ 42,308	1.1%
0002 Water Reclamation Nondepartmental	56,776,694	53,872,681	53,744,803	(127,878)	(0.2%)
0003 Industrial Automation Group	4,372,397	4,380,797	5,889,137	1,508,340	34.4%
0004 Environmental Laboratory Services	1,120,421	1,284,387	1,317,816	33,429	2.6%
0005 Easterly Wetlands	1,033,965	1,214,201	1,099,786	(114,415)	(9.4%)
0006 Water Reclamation Asset Management	914,012	1,248,125	1,368,306	120,181	9.6%
0007 System Evaluation and Maintenance	9,921,150	10,972,772	10,942,730	(30,042)	(0.3%)
0008 Water Conserv I	6,252,635	6,510,125	7,792,705	1,282,580	19.7%
0009 Water Conserv II	14,256,297	14,464,898	15,355,561	890,663	6.2%
0010 Iron Bridge	14,270,413	12,195,860	15,063,670	2,867,810	23.5%
0011 Lift Station Operations	7,370,367	8,627,586	7,301,325	(1,326,261)	(15.4%)
0012 Environmental Control	1,066,922	1,004,214	1,054,562	50,348	5.0%
0013 Compliance and Public Awareness	1,078,608	1,343,712	1,306,232	(37,480)	(2.8%)
0018 Engineering and Mapping	1,589,215	2,089,572	1,949,511	(140,061)	(6.7%)
0019 Reclaimed Water	805,827	2,840,894	1,091,601	(1,749,293)	(61.6%)
<b>TOTAL -- WATER RECLAMATION REVENUE FUND</b>	<b>\$ 125,491,817</b>	<b>\$ 125,896,043</b>	<b>\$ 129,166,272</b>	<b>\$ 3,270,229</b>	<b>2.6%</b>

(1) The Public Works Nondepartmental cost center includes the Attrition allocation for all Public Works General Fund areas. Attrition functions as a modest reduction in the department's budget for anticipated personnel vacancy savings, and may make that specific cost center appear negative.

# PUBLIC WORKS

## DEPARTMENT OPERATING EXPENDITURES (continued)

Fund	2022/23	2023/24	2024/25	Change	%
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>CONSTRUCTION MANAGEMENT FUND #5020</b>					
Capital Improvement and Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Admin.	\$ 985,715	\$ 1,506,955	\$ 1,577,707	\$ 70,752	4.7%
0002 Construction Management Nondepartmental	611,954	563,990	981,279	417,289	74.0%
0003 Project Engineering	1,508,507	1,978,258	2,023,968	45,710	2.3%
0004 Construction Services	2,324,772	2,772,797	3,049,669	276,872	10.0%
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>\$ 5,430,948</b>	<b>\$ 6,822,000</b>	<b>\$ 7,632,623</b>	<b>\$ 810,623</b>	<b>11.9%</b>
<b>OTHER FUNDS</b>					
All Cost Centers	\$ 3,876,603	\$ 309,042	\$ 1,354,784	\$ 1,045,742	338.4%
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 3,876,603</b>	<b>\$ 309,042</b>	<b>\$ 1,354,784</b>	<b>\$ 1,045,742</b>	<b>338.4%</b>
<b>TOTAL -- PUBLIC WORKS OPERATING</b>	<b>\$ 214,330,352</b>	<b>\$ 210,970,175</b>	<b>\$ 228,326,458</b>	<b>\$ 17,356,283</b>	<b>8.2%</b>

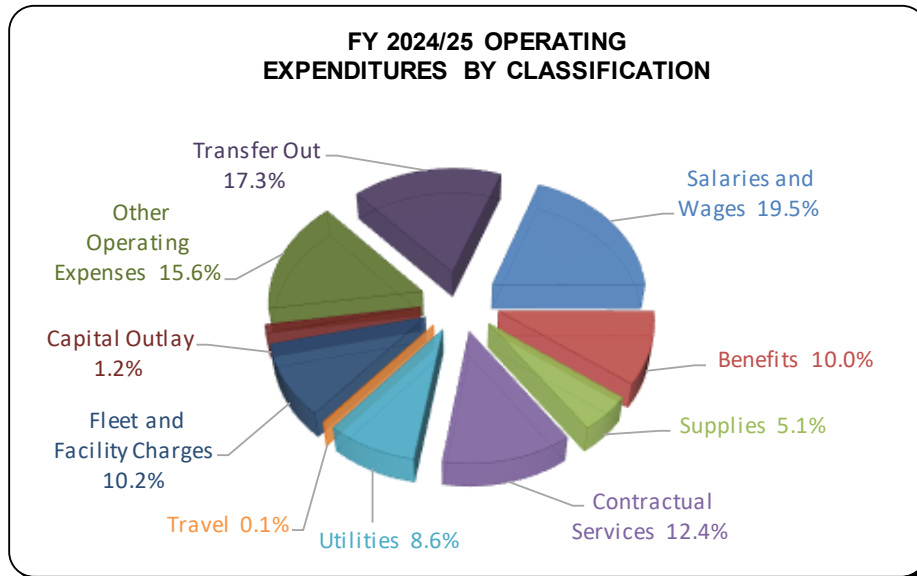




# PUBLIC WORKS

## DEPARTMENT OPERATING EXPENDITURES (continued)

Expenditure by Classification	2022/23	2023/24	2024/25	Change	%
	Actual Expenditures	Adopted Budget	Adopted Budget	Adopted to Adopted	Change
Salaries and Wages	\$ 37,636,186	\$ 42,024,666	\$ 44,487,087	\$ 2,462,421	5.9%
Benefits	18,008,109	21,322,958	22,855,480	1,532,522	7.2%
Supplies	12,374,043	11,218,216	11,739,140	520,924	4.6%
Contractual Services	28,566,173	27,485,131	28,318,936	833,805	3.0%
Utilities	18,271,434	18,070,192	19,639,651	1,569,459	8.7%
Travel	84,340	170,193	179,810	9,617	5.7%
Fleet and Facility Charges	23,123,183	20,933,012	23,217,993	2,284,981	10.9%
Capital Outlay	512,105	2,570,923	2,747,246	176,323	6.9%
Other Operating Expenses	25,253,714	25,263,556	35,637,595	10,374,039	41.1%
Transfer Out	50,501,067	41,911,328	39,503,520	(2,407,808)	(5.7%)
<b>TOTAL -- PUBLIC WORKS OPERATING</b>	<b>\$ 214,330,352</b>	<b>\$ 210,970,175</b>	<b>\$ 228,326,458</b>	<b>\$ 17,356,283</b>	<b>8.2%</b>



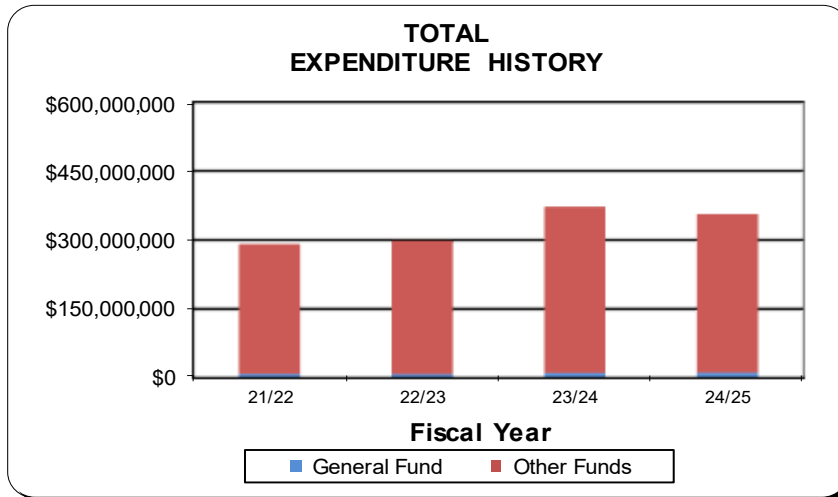
# PUBLIC WORKS

## DEPARTMENT NON-OPERATING EXPENDITURES

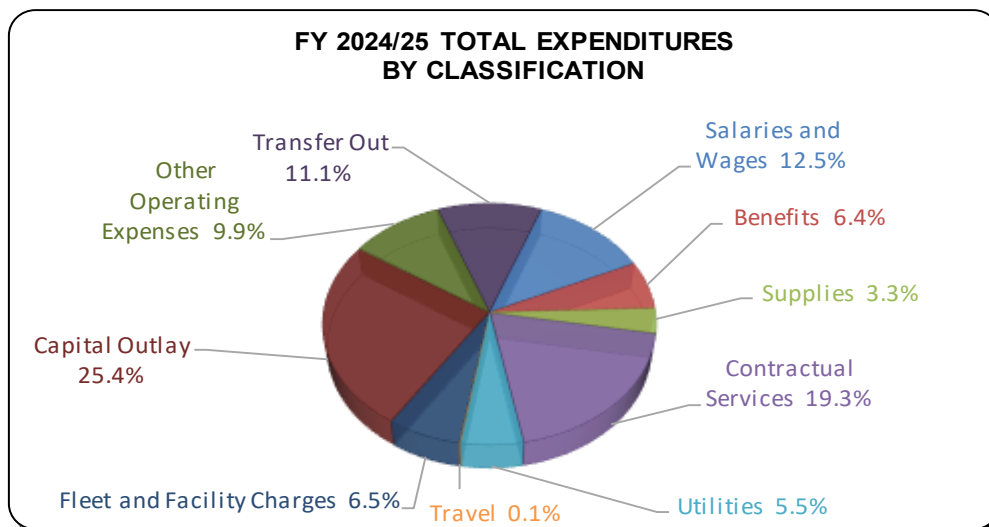
Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<u>STORMWATER CAPITAL FUND #4161</u>					
Streets and Stormwater Division (STW)					
Projects and Grants	\$ 9,534,860	\$ 22,480,000	\$ 3,900,000	\$ (18,580,000)	(82.7%)
TOTAL -- STORMWATER UTILITY FUND	\$ 9,534,860	\$ 22,480,000	\$ 3,900,000	\$ (18,580,000)	(82.7%)
<u>WATER RECLAMATION GENERAL CONSTRUCTION FUND #4106</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 44,673,226	\$ 42,713,000	\$ 26,137,270	\$ (16,575,730)	(38.8%)
TOTAL -- WATER RECLAMATION GENERAL CONSTRUCTION FUND	\$ 44,673,226	\$ 42,713,000	\$ 26,137,270	\$ (16,575,730)	(38.8%)
<u>WATER RECLAMATION RENEWAL AND REPLACEMENT FUND #4107</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 5,191,784	\$ 3,000,000	\$ 3,000,000	\$ -	0.0%
TOTAL -- WATER RECLAMATION R&R FUND	\$ 5,191,784	\$ 3,000,000	\$ 3,000,000	\$ -	0.0%
<u>WATER RECLAMATION SRF LOAN CONSTRUCTION FUND #4112</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 1,372,928	\$ -	\$ -	\$ -	N/A
TOTAL -- WATER RECLAMATION SRF LOAN CONSTRUCTION FUND	\$ 1,372,928	\$ -	\$ -	\$ -	N/A
<u>WATER RECLAMATION REVENUE BONDS 2024 CONSTRUCTION FUND #4113</u>					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants <sup>2</sup>	\$ -	\$ 56,546,000	\$ 83,454,000	\$ 26,908,000	47.6%
TOTAL -- WATER RECLAMATION REVENUE BONDS 2024 CONSTRUCTION FUND	\$ -	\$ 56,546,000	\$ 83,454,000	\$ 26,908,000	47.6%
<u>INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND #3034</u>					
Capital Improvement and Infrastructure Division (CIP)					
Projects and Grants	\$ 2,514,963	\$ -	\$ -	\$ -	N/A
Streets and Stormwater Division (STW)					
Projects and Grants	2,669,561	-	-	-	N/A
TOTAL -- INVESTING IN OUR NEIGHBORHOODS 2018B CONST BOND FUND	\$ 5,184,524	\$ -	\$ -	\$ -	N/A
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Capital Improvement and Infrastructure Division (CIP)					
Projects and Grants	\$ 2,812,457	\$ 1,250,000	\$ -	\$ (1,250,000)	(100.0%)
Streets and Stormwater Division (STW)					
Projects and Grants	4,101,886	5,775,000	7,500,000	1,725,000	29.9%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 6,914,343	\$ 7,025,000	\$ 7,500,000	\$ 475,000	6.8%
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 11,261,269	\$ 29,825,000	\$ 4,000,000	\$ (25,825,000)	(86.6%)
TOTAL -- OTHER FUNDS	\$ 11,261,269	\$ 29,825,000	\$ 4,000,000	\$ (25,825,000)	(86.6%)
TOTAL -- PROJECTS AND GRANTS	\$ 84,132,934	\$ 161,589,000	\$ 127,991,270	\$ (33,597,730)	(20.8%)
TOTAL -- PUBLIC WORKS	\$ 298,463,286	\$ 372,559,175	\$ 356,317,728	\$ (16,241,447)	(4.4%)

# PUBLIC WORKS

## DEPARTMENT TOTAL EXPENDITURES



Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 37,663,986	\$ 42,024,666	\$ 44,487,087	\$ 2,462,421	5.9%
Benefits	18,008,109	21,322,958	22,855,480	1,532,522	7.2%
Supplies	13,786,335	11,218,216	11,739,140	520,924	4.6%
Contractual Services	55,098,057	50,665,131	68,718,936	18,053,805	35.6%
Utilities	18,272,990	18,070,192	19,639,651	1,569,459	8.7%
Travel	84,340	170,193	179,810	9,617	5.7%
Fleet and Facility Charges	23,960,039	20,933,012	23,217,993	2,284,981	10.9%
Capital Outlay	55,251,764	140,979,923	90,338,516	(50,641,407)	(35.9%)
Other Operating Expenses	25,390,567	25,263,556	35,637,595	10,374,039	41.1%
Transfer Out	50,947,100	41,911,328	39,503,520	(2,407,808)	(5.7%)
<b>TOTAL -- PUBLIC WORKS</b>	<b>\$ 298,463,286</b>	<b>\$ 372,559,175</b>	<b>\$ 356,317,728</b>	<b>\$ (16,241,447)</b>	<b>(4.4%)</b>



# PUBLIC WORKS

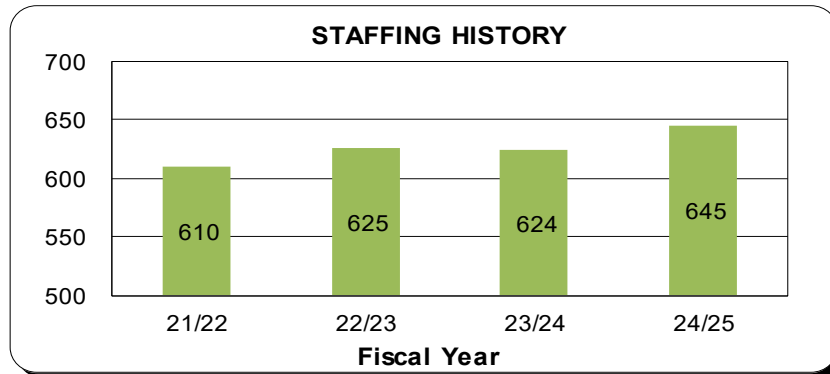
## DEPARTMENT STAFFING SUMMARY

Fund	2022/23	2023/24	2024/25
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	8
Engineering Services Division (ENG)			
0001 Engineering Administration	5	5	5
0002 Engineering Survey Services	22	22	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	91	92	94
<u>SOLID WASTE FUND #4150</u>			
Solid Waste Division (SWM)			
0001 Solid Waste Administration	21	19	20
0003 Commercial Collection	41	40	40
0004 Residential & Recycling	64	64	68
TOTAL -- SOLID WASTE FUND	126	123	128
<u>STORMWATER UTILITY FUND #4160</u>			
Streets and Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	8	8	9
0003 Stormwater Management	70	70	74
0005 Stormwater Compliance	9	9	10
Engineering Services Division (ENG)			
0003 Engineering Services	3	3	3
0004 Design Engineering	6	4	6
TOTAL -- STORMWATER UTILITY FUND	96	94	102
<u>WATER RECLAMATION REVENUE FUND #4100</u>			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	11	11	11
0003 Industrial Automation Group	21	21	22
0004 Environmental Laboratory Services	8	8	8
0005 Easterly Wetlands	6	6	7
0006 Water Reclamation Asset Management	13	13	14
0007 System Evaluation and Maintenance	61	61	61
0008 Water Conserv I	15	15	17
0009 Water Conserv II	29	29	29
0010 Iron Bridge	38	38	37
0011 Lift Station Operations	35	35	35
0012 Environmental Control	7	7	7
0013 Compliance and Public Awareness	9	9	9
0018 Engineering and Mapping	14	14	14
0019 Reclaimed Water	9	9	9
TOTAL -- WATER RECLAMATION REVENUE FUND	276	276	280

# PUBLIC WORKS

## DEPARTMENT STAFFING SUMMARY (continued)

Fund	2022/23	2023/24	2024/25
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<b>CONSTRUCTION MANAGEMENT FUND #5020</b>			
Capital Improvement and Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	8	7	8
0003 Project Engineering	9	12	12
0004 Construction Services	19	20	21
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>36</b>	<b>39</b>	<b>41</b>
<b>TOTAL -- PUBLIC WORKS</b>	<b>625</b>	<b>624</b>	<b>645</b>

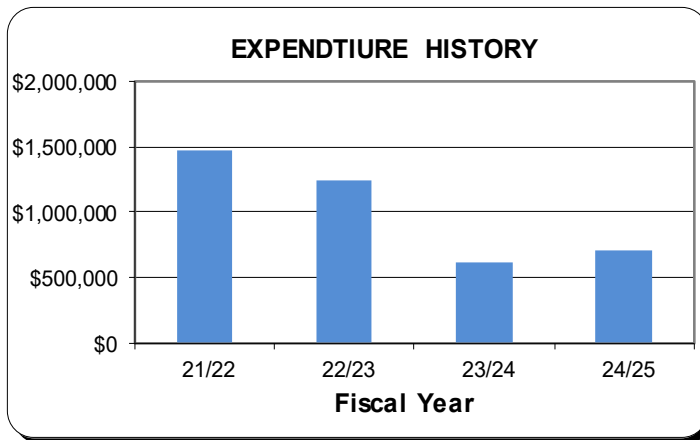


# PUBLIC WORKS

## Director of Public Works

### EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 1,047,699	\$ 1,007,198	\$ 1,294,752	\$ 287,554	28.5%
0002 Public Works Nondepartmental	190,083	(387,131)	(583,077)	(195,946)	50.6%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,237,782</b>	<b>\$ 620,067</b>	<b>\$ 711,675</b>	<b>\$ 91,608</b>	<b>14.8%</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$ 1,237,782</b>	<b>\$ 620,067</b>	<b>\$ 711,675</b>	<b>\$ 91,608</b>	<b>14.8%</b>



### STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Director of Public Works (PWK)			
0001 Director of Public Works	5	6	8
<b>TOTAL -- GENERAL FUND</b>	<b>5</b>	<b>6</b>	<b>8</b>
<b>TOTAL -- DIRECTOR</b>	<b>5</b>	<b>6</b>	<b>8</b>

# PUBLIC WORKS

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## Engineering Services Division

### Overview of Services/Programs

The **Engineering Services Division** ensures compliance with NPDES permit; manages the City's Community Rating System (CRS) program; administers and manages consultant engineering continuing contracts; reviews Site Engineering related permits to ensure that state and federal regulatory, City Code and the Engineering Standards Manual criteria are followed; reviews the City's Capital Improvement project plans to ensure standards are followed; provides engineering design services for all City Departments; reviews and approves address changes needed throughout the City. 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 and surveys for design, scopes of work and proposals for capital improvement, reviews and approves all new subdivision plats, replats and lot splits, reviews and approves all as-built surveys for private multi-family, 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

- Implemented a GIS application to keep records for elevation certificates & stormwater inventory
- Completed 9,522 permit reviews (Building, Engineering, Right of Way, Floodplain & Planning)
- Survey team moved into a new building to accommodate growth & Completed 174 Survey projects
- Reviewed 262 Private As-built Surveys & approved 62 Private As-Built Surveys for Final Closeout
- Received & reviewed 79 Subdivision Plats or Plat Waivers and their subsequent resubmittals

### Future Goals and Objectives

#### Short Term

- Procure a Continuing Service Consultant to assist with the Engineering Standards Manual (ESM)
- Evaluate the City's flood prone areas & provide a short-term plan to address localized flooding issues
- Hire a qualified Floodplain Manager to support site engineering operations.
- Expand new technologies within the Survey Section from use of drones and laser scanning data collection to increase production and safety within the section.
- Establish Public Works GIS within the Survey Section to map right-of-way limits and responsibilities, capture and display as-built survey data, and use analytical data for department response to critical issues & establish right-of-way procedures for conveyance and maintenance

#### Medium Term

- Coordinate on the update of the Engineering Standards Manual
- Continue to work closely with Community Rating System (CRS) to improve our Class 6 standing
- Evaluate potential areas for regional stormwater facilities to mitigate flooding & improve water quality
- Complete the city-wide vulnerability planning assessment and pursue project implementation
- Evaluate & improve the community's website to incorporate additional flood protection information
- Continue evaluating & updating stormwater GIS inventory & LiDAR data.
- Procure lidar scanners for 3D mapping & integrate the use of LiDAR based drones for use of project mapping, to increase the capability of services and expansion of complex project applications.
- Work on continual survey data management cycle for interacting with spatial data such as structure, fixed and variable data for use in real time project analysis and disaster response.
- Commence Mapping of right-of-way Encroachment Agreements and Brick Paver Agreements
- Coordinate with other Departments to support annexation, affordable housing and high-density development

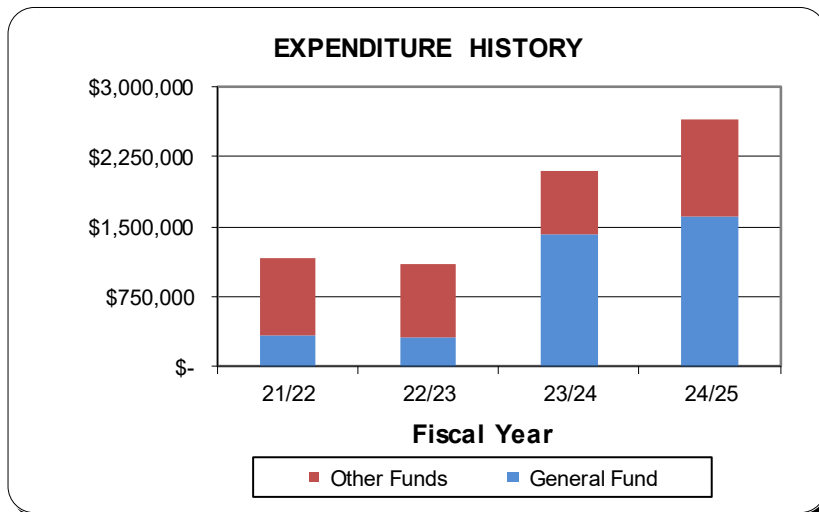
#### Long Term

- Begin project implementation of projects resulting from the Watershed Study
  - Complete the revision of the ESM which will be transformed into a Standards Specifications Manual
  - Review recommendations from the floodplain study for floodplains within the City, in conjunction with inventory data, to identify areas where capital projects could be implemented to reduce floodplain impacts.
  - Expand coordination with local, state, & federal agencies on managing engineering activities & their impacts
  - Work on implementation of GIS critical facility data onto critical facilities planning and flood warning and response for the Community Rating System.
  - Establish BIM (Building Information Modeling) process & purchase and expand digital storage space
-

# PUBLIC WORKS

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	\$ 171,142	\$ 397,834	\$ 568,792	\$ 170,958	43.0%
0002 Engineering Survey Services	142,723	1,030,255	1,040,564	10,309	1.0%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 313,864</b>	<b>\$ 1,428,089</b>	<b>\$ 1,609,356</b>	<b>\$ 181,267</b>	<b>12.7%</b>
<b>STORMWATER UTILITY FUND #4160</b>					
Engineering/Design Engineering (ENG)					
0003 Design Engineering	\$ 152,940	\$ 215,163	\$ 195,901	\$ (19,262)	(9.0%)
0004 Engineering Services	630,391	452,622	847,244	394,622	87.2%
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>\$ 783,331</b>	<b>\$ 667,785</b>	<b>\$ 1,043,145</b>	<b>\$ 375,360</b>	<b>56.2%</b>
<b>TOTAL -- ENGINEERING SERVICES</b>	<b>\$ 1,097,195</b>	<b>\$ 2,095,874</b>	<b>\$ 2,652,501</b>	<b>\$ 556,627</b>	<b>26.6%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Engineering Services Division (ENG)			
0001 Engineering Administration	5	5	5
0002 Engineering Survey Services	22	22	22
<b>TOTAL -- GENERAL FUND</b>	<b>27</b>	<b>27</b>	<b>27</b>
<b>STORMWATER UTILITY FUND #4160</b>			
Engineering Services Division (ENG)			
0003 Engineering Services	3	3	3
0004 Design Engineering	6	4	6
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>9</b>	<b>7</b>	<b>9</b>
<b>TOTAL -- ENGINEERING SERVICES</b>	<b>36</b>	<b>34</b>	<b>36</b>



# PUBLIC WORKS

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## Streets and Stormwater Services Division

### Overview of Services/Programs 24/25

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

### Major Accomplishments

- Maintained 110 lakes (over 5,750 acres) with over 19 miles of shoreline, 88 retention ponds, and 88 canals, ditch & 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 ten working days, commercial/industrial routes every ten working days, and the Downtown Entertainment District five times per week removing 950,076 cubic feet of materials, preventing 45,658 pounds of Nitrogen and 29,174 pounds of Phosphorous from entering City lakes and waterways.
- Purchased a mini sweeper to assist with trail maintenance & a Weedo boat to assist with lake vegetation maintenance.
- Repaired/replaced over 285,265 sqft of damaged sidewalk: 132,960 SF in-house & 152,305 SF with a contractor
- Paved 4,100,00 square feet of asphalt which equals 65 lane miles.
- In FY 23/24 the Orlando Beautiful program (KOB) amassed 7,158 hours of volunteer labor and collected 25,332 pounds of litter. KOB continues to facilitate the only public recycling receptacles for the City at 5 different City parks that collect an average of 106,000 gallons of recycled drink bottles annually. KOB collected 29,938 pounds of electronics and textiles during recycling events and collected 12,874 pounds of household hazardous waste during an inaugural HHW collection event. KOB's annual fundraiser, Trash2Trends, raised \$20,000 for the non-profit side of the program.

### Future Goals

#### Short Term 0-1 Years

- KOB will increase the number of events and attendance at events for indoor, heat-safe volunteer opportunities piloted in FY 23/24 including Plastic Free July and upcycled bag workshops.
- KOB- Transition the Trash2Trends annual event to a new venue with similar net profit as the 2024 event.
- Complete phase two of stormwater Rate Study & update and manage the Pavement Management System
- Compliance section to implement non-structural components for top two lakes identified within Lake Management Prioritization Plan.
- Continue to request citizen registration for Lake Alert program through new platform (Everbridge).

#### Medium Term 1-3 Years

- Work with Epic software to develop more tools for collecting data and manage assets.
- Update and manage drainwell inventory & repair inoperable wells, with a goal to replace 1-2 wells per year.
- Work with city Attorney to update City Code Chapter 31 and the Fertilizer Ordinance.
- Update private stormwater system inventory.
- Continue to Implement the latest version of the ADA Transition Plan.
- Continue to expand network of flow monitoring stations to assist with obtaining nutrient levels and load concentrations from (5) major basins.
- Create water quality components within all CIP projects to assist city with meeting our Basin Management Action Plan (BMAP) requirements for Nitrogen and Phosphorus reductions.
- Develop water quality project projects to assist city with meeting our Basin Management Action Plan (BMAP) requirements for Nitrogen and Phosphorus reductions.

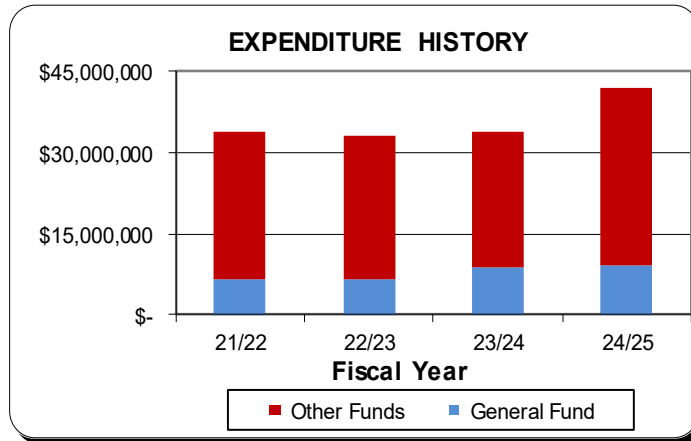
#### Long Term 3-10 Years

- The Division will be involved in evaluating implementation of the TMDL process to lakes within the City to ensure rules are not misapplied due to data errors specifically with the implementation of the Numeric Nutrient Criteria NPDES permit requirements.
  - The improve strategies to utilize limited funds to maintain paving networks average PCI scoring above 70.
  - The Division will continue to pursue Grants to assist with the cost of design and construction of future projects.
  - Create water quality components within all CIP projects to assist city with meeting our Basin Management Action Plan (BMAP) requirements for Nitrogen and Phosphorus reductions.
  - Develop water quality project projects to assist city with meeting our Basin Management Action Plan (BMAP) requirements for Nitrogen and Phosphorus reductions.
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# PUBLIC WORKS

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Engineering/Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	\$ 12,718	\$ 150,373	\$ 65,397	\$ (84,976)	(56.5%)
0006 Streets Administration	726,535	836,582	880,099	43,517	5.2%
0007 Material and Equipment Management	4,106,599	4,419,121	4,464,364	45,243	1.0%
0008 Street Maintenance and Construction	1,909,613	3,170,824	2,893,158	(277,666)	(8.8%)
0010 Trail & Path Maintenance	-	350,000	750,820	400,820	114.5%
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 6,755,464</b>	<b>\$ 8,926,900</b>	<b>\$ 9,053,838</b>	<b>\$ 126,938</b>	<b>1.4%</b>
<b>STORMWATER UTILITY FUND #4160</b>					
Engineering/Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	\$ 968,208	\$ 1,477,839	\$ 1,540,807	\$ 62,968	4.3%
0002 Stormwater Nondepartmental	12,022,344	9,078,127	14,941,819	5,863,692	64.6%
0003 Stormwater Management	11,798,223	11,652,592	13,660,342	2,007,750	17.2%
0005 Stormwater Compliance	1,685,575	2,798,401	2,888,142	89,741	3.2%
<b>TOTAL -- STORMWATER UTILITY FUND</b>	<b>\$26,474,350</b>	<b>\$25,006,959</b>	<b>\$33,031,110</b>	<b>\$ 8,024,151</b>	<b>32.1%</b>
<b>TOTAL -- STREETS &amp; STORMWATER SERVICES</b>	<b>\$33,229,814</b>	<b>\$33,933,859</b>	<b>\$42,084,948</b>	<b>\$ 8,151,089</b>	<b>24.0%</b>



# PUBLIC WORKS

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## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 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	9
0003 Stormwater Management	70	70	74
0004 Design Engineering	6	4	6
TOTAL -- STORMWATER UTILITY FUND	84	82	89
TOTAL -- STREETS & STORMWATER SERVICES	143	141	148

# PUBLIC WORKS

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## Solid Waste Management Division FY 2024/2025

### 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. Provide waste and recycling services for various city events.

### Major Accomplishments – General

- Provided more than 62,000, residential and over 7,560 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 further utilized Samara for asset management.
- Managed multifamily recycling improvement grant with The Recycling Partnership focusing on low to moderate income communities.
- Added several residential routes and commercial garbage routes to better accommodate demand in high growth areas.
- Developed Solid Waste Safety Program to include full suite of new/existing employee training materials, regular (twice monthly) pre-shift safety meetings with drivers and collectors, full conversion to digitized record keeping, budget development, and regular training schedules.

### Major Accomplishments – Prior Year Goals

- 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.
  - Grew Roll off pulls by approximately 30% since Jan 1
- Expanded after-hour call center software packages to increase overall customer service
- Implement “Rethink Your Waste” strategy and measure improvement in waste habits and awareness of waste diversion options.
- Implemented Box shop efficiencies to help us better track and maintain our inventory.

### Future Goals and Objectives

#### Short Term

- *Continue to implement the new commercial and multifamily recycling ordinance phase 3 and 4 using direct outreach to customers.*
- Implement an internal employee recognition program
- Develop post-trip inspection procedure

#### Medium Term

- *Work with Human Resources Department to redefine driver job profiles to include multi-equipment operators.*
- Develop and implement a full Customer Experience platform to include operational and administrative personal training
- Waste efficiency audit of downtown businesses to determine best disposal options.

#### Long Term

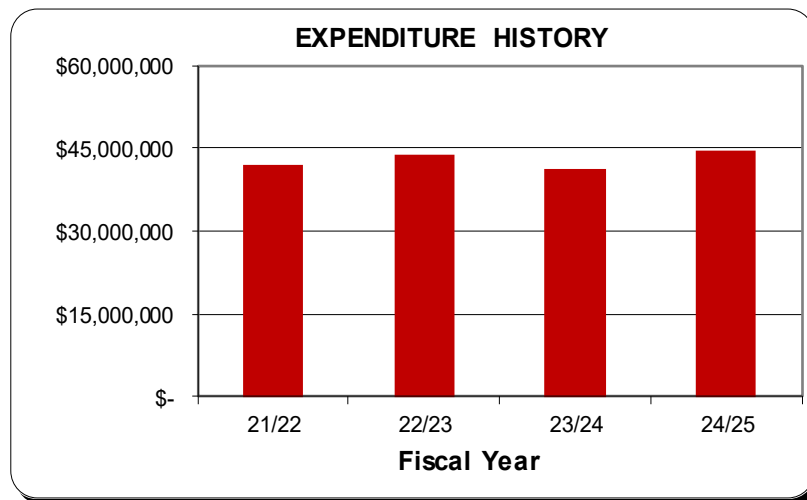
- *Continue to search for new location of Solid Waste operations and administrative offices.*
- *Continue to investigate alternative sustainable technologies for waste disposal.*
- *Complete conversion of heavy waste collection fleet to alternative fuel (CNG) vehicles.*
- *Continue to implement succession strategy as significant numbers of division management retire.*

Note: Lines in italics are continuing from prior year.

# PUBLIC WORKS

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>SOLID WASTE FUND #4150</b>					
Solid Waste Division (SWM)					
0001 Solid Waste Administration	\$ 2,178,486	\$ 2,342,595	\$ 2,460,703	\$ 118,108	5.04%
0003 Commercial Collection	5,340,446	5,238,509	5,958,890	720,381	13.75%
0004 Residential & Recycling	14,268,182	15,513,008	17,087,209	1,574,201	10.15%
0002 Solid Waste Nondepartmental	22,179,078	18,199,178	19,216,853	1,017,675	5.6%
<b>TOTAL -- SOLID WASTE FUND</b>	<b>\$ 43,966,193</b>	<b>\$ 41,293,290</b>	<b>\$ 44,723,655</b>	<b>\$ 3,430,365</b>	<b>8.31%</b>
<b>TOTAL -- SOLID WASTE MANAGEMENT</b>	<b>\$ 43,966,193</b>	<b>\$ 41,293,290</b>	<b>\$ 44,723,655</b>	<b>\$ 3,430,365</b>	<b>8.31%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>SOLID WASTE FUND #4150</b>			
Solid Waste Division (SWM)			
0001 Solid Waste Administration	21	19	20
0003 Commercial Collection	41	40	40
0004 Residential & Recycling	64	64	68
<b>TOTAL -- SOLID WASTE FUND</b>	<b>126</b>	<b>123</b>	<b>128</b>
<b>TOTAL -- SOLID WASTE MANAGEMENT</b>	<b>126</b>	<b>123</b>	<b>128</b>

# PUBLIC WORKS

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## Water Reclamation Division

### Overview of Services/Programs

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

**Engineering and Maintenance Services:** provides water reclamation capital facilities planning, operation and maintenance of 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

- Completed the rehabilitation of Lift Stations 37, 59, 61, 73, 83, 94, 118, 126, 129, 131, 163, 174, 178, and 233.
- The city took over 2 private Lift Stations (LS#235, and LS#236) and Booster Pump Station pumps rebuilt.
- Demucking Cell 1 at the Wetlands and completion of the Boardwalk
- Conserv I South Reclaim Water Main-The City of Orlando recently Constructed a 36-inch reclaimed water main project (approximately 3,000 feet) from the Water Conserv I Water Reclamation Facility (WCI WRF) to approximately the eastern edge of a new Brightline Trains Vehicle Maintenance Facility (VMF) site.
- Conserv II 54" Knife Gate Replacement and upgrade piping to thickener pump
- Iron Bridge Fire Alarm System Improvements, 36" drain valve replacement, NPW isolation valve replacement, repair effluent holding tank level indicator, structure painting, EQ dome painting, and MPS intake fan replacement

### Short Term

- The Conserv I WRF Rehab expansion project preconstruction phase work started in will continue during FY2025.
- Conserv I Solids Processing System Replacement and Upgrades, Environmental Control Storage Shed, Rib Piping Enhancements, Reclaimed Water Storage, and South Reclaimed Water Main.
- Conserv II Wash Station, Modification of Existing Digesters to provide needed waste sludge storage, Deep Bed Filters, Stationary Load Banks, RAS Piping Improvements, and 480V Electrical Upgrades
- Iron Bridge Internal Recycle (IR) Pump Evaluation, Diversion Box to the Hyacinth Ponds, Ventilation improvements for Biosolids Press Room, Conversion of Anaerobic Digesters into Flow EQ tanks, and Reclaim Pump Station Improvements (Industrial Automation Group) & Rehabilitation of Lift Stations 14, 31, 76, and 84.

### Medium Term

- Conserv II IPS Expansion & Upgrades, Automation of Slide Gates, and automation of automatic transfer switches.
- Iron Bridge Biosolids Disposal & Reclaimed Pump Station Improvements, and Hydraulic Throughput Evaluation.
- Conserv II Anaerobic Digester, Side Stream Treatment and BNR Flow Split Improvements.
- Area Collection System Improvements for Iron Bridge, Conserv I and Conserv II.
- Construction of Lift Stations in the city (LS2, LS85 and 248) & rehab of Lift Stations (103, 116, 121, 125, & 132)
- Evaluate the need for additional influent equalization volume at the Iron Bridge RWRF and Water Conserv II WRF.
- Seek cost effective solutions to reduce energy costs at WRFs through use of solar energy and alternative fuels

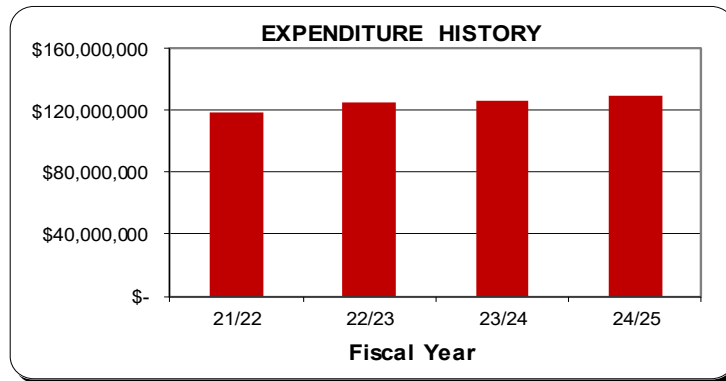
### Long Term

- Conserv II Modification of Internal Recycle Systems / Pumps and treatment Plant Improvements for Conserv I.
- Manage and perform renovation projects at the Easterly Wetlands to remove accumulated organic matter, thereby sustaining nutrient removal capabilities.

# PUBLIC WORKS

## EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>WATER RECLAMATION REVENUE FUND #4100</b>					
Water Reclamation Enterprise Division (WAS)					
0001 Water Reclamation Administration	\$ 4,662,893	\$ 3,846,219	\$ 3,888,527	\$ 42,308	1.10%
0002 Water Reclamation Nondepartmental	56,776,694	53,872,681	53,744,803	(127,878)	(0.24%)
0003 Industrial Automation Group	4,372,397	4,380,797	5,889,137	1,508,340	34.43%
0004 Environmental Laboratory Services	1,120,421	1,284,387	1,317,816	33,429	2.60%
0005 Easterly Wetlands	1,033,965	1,214,201	1,099,786	(114,415)	(9.42%)
0006 Water Reclamation Asset Management	914,012	1,248,125	1,368,306	120,181	9.63%
0007 System Evaluation and Maintenance	9,921,150	10,972,772	10,942,730	(30,042)	(0.27%)
0008 Water Conserv I	6,252,635	6,510,125	7,792,705	1,282,580	19.70%
0009 Water Conserv II	14,256,297	14,464,898	15,355,561	890,663	6.16%
0010 Iron Bridge	14,270,413	12,195,860	15,063,670	2,867,810	23.51%
0011 Lift Station Operations	7,370,367	8,627,586	7,301,325	(1,326,261)	(15.37%)
0012 Environmental Control	1,066,922	1,004,214	1,054,562	50,348	5.01%
0013 Compliance and Public Awareness	1,078,608	1,343,712	1,306,232	(37,480)	(2.79%)
0018 Engineering and Mapping	1,589,215	2,089,572	1,949,511	(140,061)	(6.70%)
0019 Reclaimed Water	805,827	2,840,894	1,091,601	(1,749,293)	(61.6%)
<b>TOTAL -- WATER RECLAMATION REVENUE FUND</b>	<b>\$125,491,817</b>	<b>\$125,896,043</b>	<b>\$129,166,272</b>	<b>\$ 3,270,229</b>	<b>2.60%</b>
<b>TOTAL -- WATER RECLAMATION ENTERPRISE</b>	<b>\$125,491,817</b>	<b>\$125,896,043</b>	<b>\$129,166,272</b>	<b>\$ 3,270,229</b>	<b>2.60%</b>



## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<b>WATER RECLAMATION REVENUE FUND #4100</b>			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	11	11	11
0003 Industrial Automation Group	21	21	22
0004 Environmental Laboratory Services	8	8	8
0005 Easterly Wetlands	6	6	7
0006 Water Reclamation Asset Management	13	13	14
0007 System Evaluation and Maintenance	61	61	61
0008 Water Conserv I	15	15	17
0009 Water Conserv II	29	29	29
0010 Iron Bridge	38	38	37
0011 Lift Station Operations	35	35	35
0012 Environmental Control	7	7	7
0013 Compliance and Public Awareness	9	9	9
0018 Engineering and Mapping	14	14	14
0019 Reclaimed Water	9	9	9
<b>TOTAL -- WATER RECLAMATION REVENUE FUND</b>	<b>276</b>	<b>276</b>	<b>280</b>

# PUBLIC WORKS

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## Capital Improvement Plan Division

### Overview of Services/Programs

The **Capital Improvement and Infrastructure Division (CIP)** provides in-house Project Management (PM), Construction Management (CM), and Construction Inspection Services to ensure city projects are completed within the prescribed time frame and within budget. This includes managing engineering design consultants and construction contracts as well as processing pay applications, invoices, amendments, and change orders. The Division manages emergency repair construction projects through our Rapid Response Contract. The Division also 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 construction of Fire Station #11 located at Curry Ford Road and Gaston Foster Road.
- Completed the Packing District Roadway improvements project located along OBT and Princeton St.
- Completed construction of the Hicks Avenue Extension Project from South Street to Anderson Street.
- Completed construction of the Gore St Sanitary Sewer Rehab Phase II project from Woods Ave to Tampa Ave
- Completed construction of the Iron Bridge Regional Water Reclamation Facility BioSolids Improvements project
- Completed the Lift Station Emergency Generators project that consisted of replacing the control panels and installing generators at 7 lift stations throughout the city service area. This is one of several projects to increase the resiliency of wastewater lift stations during power outage events.

### Future Goals and Objectives

#### Short Term

- Complete the construction of the Orlando Wetland Educational Center & complete construction of the Orange Ave Sanitary Sewer Replacement project from Highland Ave to NE Ivanhoe Blvd.
- Begin construction of the new Southeast Government Services Complex including the new Lake Nona Library
- Complete the design of the Storey Park Blvd project located from Storey Time Dr to Wewahootee Rd.
- Begin construction on the rehabilitation and expansion of the Conserv I Water Reclamation Facility.
- Complete the Grand National Drive Widening project from Oakridge Rd to Vanguard St.

#### Medium Term

- Complete the construction of the new Fire Station #6 located at the southeast corner of Herndon Ave. and E. Concord Street. It is a proposed new 4-bay station which will provide fire protection services to a portion of eastern Orlando near the Orlando Exec. Airport.
- Complete the design and begin construction on the new Fire Station #18 in the Lake Nona Area on Luminary Blvd and will be referred to as Poitras Park Fire Station No. 18.
- Complete the design and begin construction of the new Fire Station #19 in the Lake Nona Area on Dowden Road and will be referred to as Storey Park Fire Station No. 19.
- 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 design of the Lake Nona Reclaimed Water Storage and Repump Facility.

#### Long Term

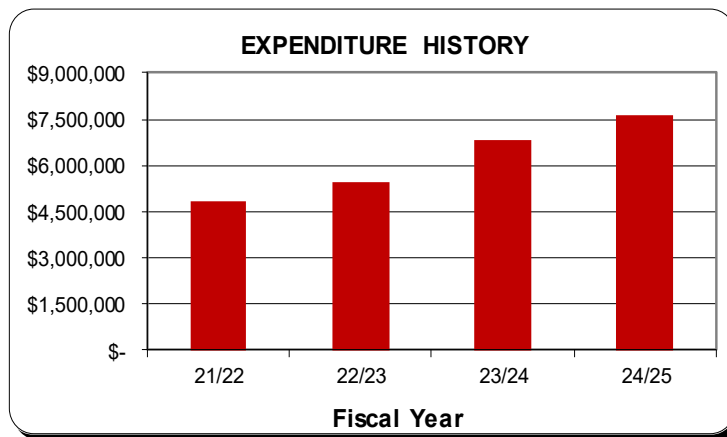
- Complete construction of the new Southeast Government Services Complex that includes the new Lake Nona Library building.
- Complete construction of the Summerlin Avenue Utility Improvements project located between Marks Street and South Street that is a joint project between the city and OUC. The project includes reconstruction of the roadway as well as improvements to the potable water, sanitary sewer, and stormwater systems in the corridor.
- Complete the construction of the Delaney Avenue Improvements project.
- Implement the vision of the DTO 2.0 project that includes reconstructing several of the roads downtown and changing several one-way streets to two-way streets as well as rebuilding multiple sections of downtown streets into Festival Streets.
- Continue to encourage the Project Managers to work with other divisions/departments to combine our efforts with the M/WBE Division to promote and increase the participation levels of our minority contractors.
- Implement the vision of the Lake Eola Master Plan.



# PUBLIC WORKS

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>CONSTRUCTION MANAGEMENT FUND #5020</b>					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administration	\$ 985,715	\$ 1,506,955	\$ 1,577,707	\$ 70,752	4.70%
0002 Construction Management Nondepartmental	611,954	563,990	981,279	417,289	73.99%
0003 Project Engineering	1,508,507	1,978,258	2,023,968	45,710	2.31%
0004 Construction Services	2,324,772	2,772,797	3,049,669	276,872	9.99%
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>\$ 5,430,948</b>	<b>\$ 6,822,000</b>	<b>\$ 7,632,623</b>	<b>\$ 810,623</b>	<b>11.88%</b>
<b>TOTAL -- CIP/INFRASTRUCTURE</b>	<b>\$ 5,430,948</b>	<b>\$ 6,822,000</b>	<b>\$ 7,632,623</b>	<b>\$ 810,623</b>	<b>11.88%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>CONSTRUCTION MANAGEMENT FUND #5020</b>			
Capital Improvement and Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	8	7	8
0003 Project Engineering	9	12	12
0004 Construction Services	19	20	21
<b>TOTAL -- CONSTRUCTION MANAGEMENT FUND</b>	<b>36</b>	<b>39</b>	<b>41</b>
<b>TOTAL -- CIP/INFRASTRUCTURE</b>	<b>36</b>	<b>39</b>	<b>41</b>

# PUBLIC WORKS

## Public Works Department Operational Performance

### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Solid Waste Management Division	Average Residential Skip Complaints per week	116	115	100

#### Fiscal

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Number of volunteer hours	3,801	5174	7,000
Streets & Stormwater Services Division	Avg cost per lb phosphorous/nitrogen removed per water body	N/A	\$1.71	\$2.00
Streets & Stormwater Services Division	Total volume (in cubic yards) of litter removed from the ROW	8,536	10,482	9,000
Streets & Stormwater Services Division	Average response time to repair potholes in work hours	57	54	55
Solid Waste Management Division	Revenues from residential collection	\$15,496,583	\$16,116,446	16,761,104
Solid Waste Management Division	Full Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Service	\$23.91	\$24.87	\$25.86
Solid Waste Management Division	Full Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$11.96	\$12.44	\$12.94
Solid Waste Management Division	Full Cost per Month per Household for Recycling Collection	\$7.97	\$8.29	\$8.62
Solid Waste Management Division	Revenue from commercial collection	\$25,278,719	\$26,289,868	\$27,341,463
Solid Waste Management Division	Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$8.63	\$8.98	\$9.33
Solid Waste Management Division	Average Revenue per Month from On-Call Claw Truck Service	\$4,000	\$5,000	\$5500.00
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated - CI	\$2.49	\$3.20	\$3.90
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated - CII	\$2.08	\$2.29	\$2.50
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated - IB	\$1.31	\$1.46	\$1.61
Public Works Department	Public Works Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	-6.4%	4.3%	+/-5%

# PUBLIC WORKS

## Public Works Department Operational Performance

### Balanced Scorecard Report (continued)

#### Internal Processes

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Volume (in cubic yards) of litter and debris collected from lakes and stormlines	49,101	53,161	45,000
Streets & Stormwater Services Division	Segments of sidewalk inspected	9,178	11,411	8,000
Streets & Stormwater Services Division	Miles of sidewalk inspected	374	39	50
Streets & Stormwater Services Division	Feet of Stormwater pipe inspected	381,483	633,270	500,000
Streets & Stormwater Services Division	Average number of business days to perform one residential street sweep	12	10	13
Streets & Stormwater Services Division	Total number of customer requests for pothole repairs	1,280	1,254	1200
Streets & Stormwater Services Division	Citywide average asphalt pavement condition index	72	71	67
Streets & Stormwater Services Division	Feet of Stormwater pipe rehabilitated (lined, etc)	26,533	11,166	20,000
Streets & Stormwater Services Division	Number of surface recharge wells rehabilitated (lined, abandon, and/or redrill, etc.)	9	3	2
Streets & Stormwater Services Division	Number of private stormwater facilities inspected	2,133	1,559	1,500
Solid Waste Management Division	Tons of Residential MSW collected	48,190	49,153	49,644
Solid Waste Management Division	Tons of recycled materials collected	13,740	14,015	14,500
Solid Waste Management Division	Tons of Commercial MSW collected	91,423	93,252	94,185
Water Reclamation Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	91%	91%	91%
Water Reclamation Division	Percent of damaged main lines restored to service within 24 hours	20%	16%	20%
Water Reclamation Division	Percent of failed force mains repaired to service within 24 hours	33%	33%	34%
Water Reclamation Division	Average footage of cleaned sewer lines per month	1,193,054	1,636,105	2,078,000
Engineering Division	Total Building permits reviewed	6,050	5,762	6,626
Engineering Division	Total Demolition permits reviewed	168	278	320
Engineering Division	Total Elevation Certificates reviewed	25	77	89
Engineering Division	Total Engineering permits reviewed	8,113	8,687	9,990
Engineering Division	Total Floodplain permits reviewed	141	205	236

#### Outcome & Mission

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality	5.6	11.7	10
Water Reclamation Division	Percent compliance with Federal & State permit standards for reclaimed water process performance	99.993%	99.995%	99.997%
Water Reclamation Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%

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## 2023-2024 BY THE NUMBERS:



# 2.9 MILLION

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



Ranked  
**8<sup>TH</sup>**

in the country by the league  
of American Bicyclists for  
the number of Bicycle  
Friendly Businesses

### TRAFFIC SAFETY

- 11** New or Upgraded Traffic Signals
- 2** Flashing Yellow Light Arrow Signals
- 2** Traffic Signals Rebuilt



# 939

traffic studies  
performed



# 4,238

traffic signs  
fabricated



# 26

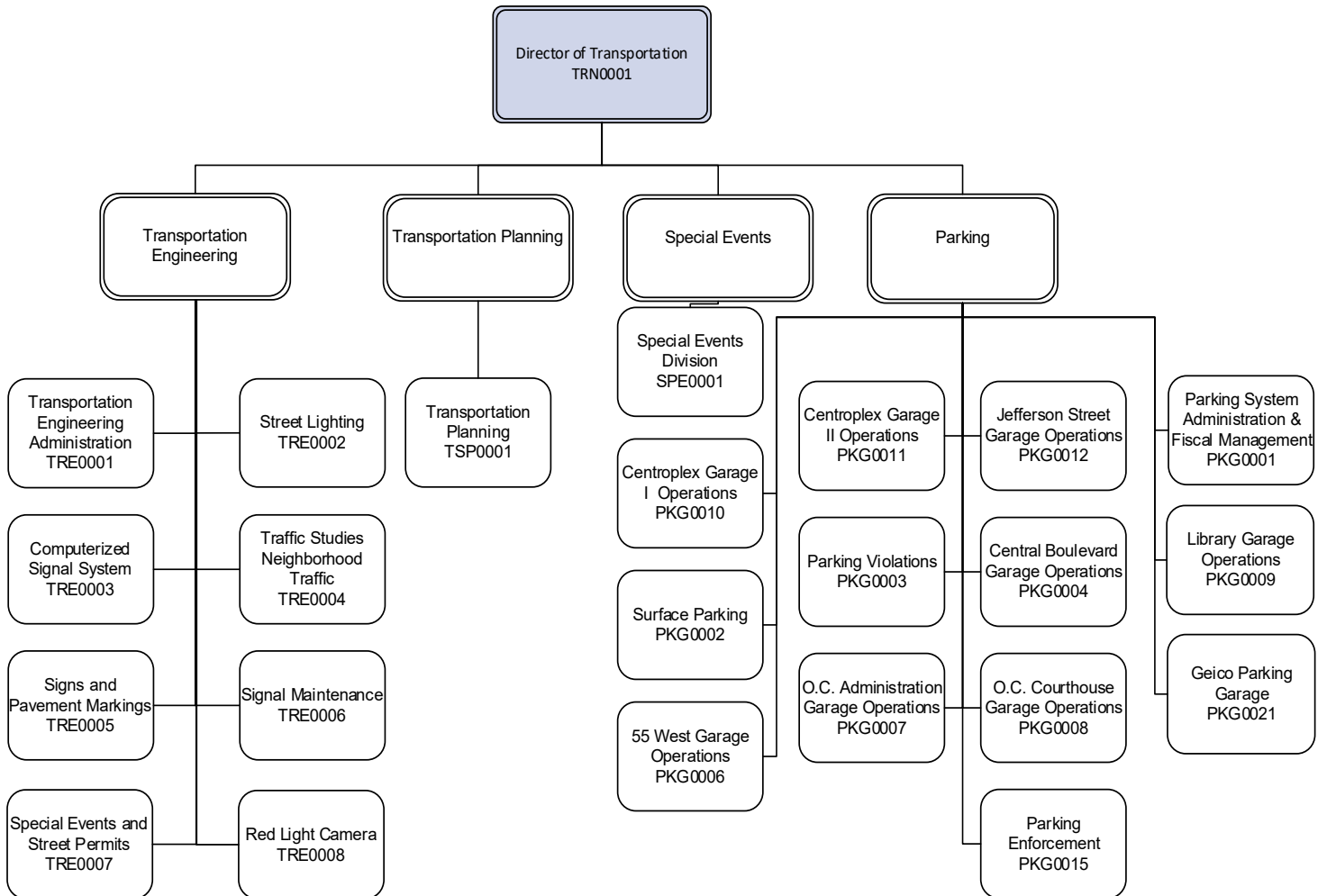
miles of pavement  
marking material  
installed or replaced

## TRANSPORTATION

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# TRANSPORTATION



## Department Mission Statement

To develop a safe and 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 OPERATING EXPENDITURES

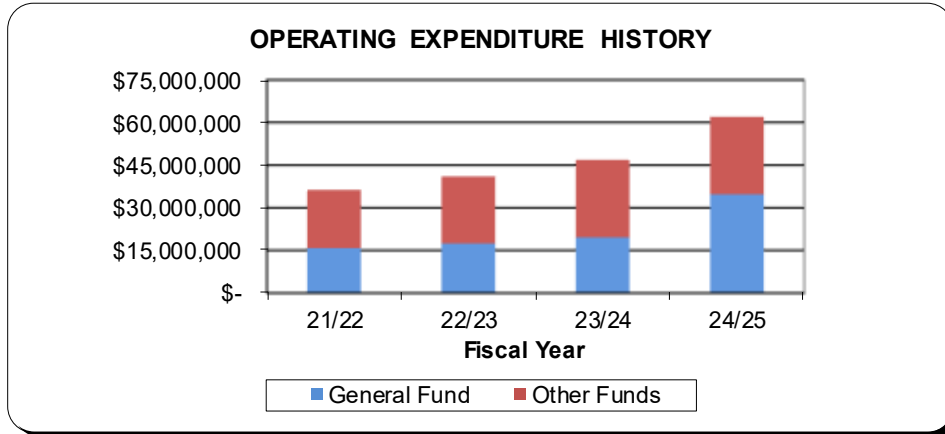
Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 1,019,727	\$ 1,586,385	\$ 1,398,535	\$ (187,850)	(11.8%)
0002 Transportation Nondepartmental <sup>1</sup>	379,558	34,504	(79,317)	(113,821)	(329.9%)
0003 SunRail Operations & Maintenance	-	-	14,200,000	14,200,000	N/A
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	666,121	759,101	767,533	8,432	1.1%
0002 Street Lighting	6,433,664	6,669,260	6,699,960	30,700	0.5%
0003 Computerized Signal System	961,240	1,082,684	1,183,118	100,434	9.3%
0004 Traffic Studies and Neighborhood Traffic	920,406	1,221,190	1,481,893	260,703	21.3%
0005 Sign and Pavement Markings	1,277,430	1,579,228	1,706,265	127,037	8.0%
0006 Signal Maintenance	1,836,711	2,012,428	2,106,227	93,799	4.7%
0007 Special Events and Street Permit	739,152	755,631	850,572	94,941	12.6%
0008 Red Light Camera	2,224,881	2,341,254	2,313,521	(27,733)	(1.2%)
Transportation Planning Division (TSP)					
0001 Transportation Planning	961,059	1,458,429	1,108,617	(349,812)	(24.0%)
Special Events Division (SPE)					
0001 Special Events Division	-	-	982,672	982,672	N/A
Parking Division (PKG)					
0017 City Commons Garage	41,000	53,053	43,691	(9,362)	(17.6%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 17,460,948</b>	<b>\$ 19,553,147</b>	<b>\$ 34,763,287</b>	<b>\$ 15,210,140</b>	<b>77.8%</b>
<b>CENTROPLEX GARAGES FUND #4130</b>					
Parking Division (PKG)					
0010 Centroplex I Garage	\$ 3,576	\$ 14,900	\$ 8,000	\$ (6,900)	(46.3%)
0011 Amelia Street Garage	427,145	500,315	516,854	16,539	3.3%
0018 Centroplex I and Amelia Nondepartmental	3,354,262	3,195,922	2,801,711	(394,211)	(12.3%)
<b>TOTAL -- CENTROPLEX GARAGES FUND</b>	<b>\$ 3,784,983</b>	<b>\$ 3,711,137</b>	<b>\$ 3,326,565</b>	<b>\$ (384,572)</b>	<b>(10.4%)</b>
<b>PARKING SYSTEM REVENUE FUND #4132</b>					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,316,761	\$ 1,652,272	\$ 1,669,300	\$ 17,028	1.0%
0002 On-Street Metered Parking	906,724	1,061,817	779,398	(282,419)	(26.6%)
0003 Parking Violations	522,711	587,144	626,356	39,212	6.7%
0004 Central Boulevard Garage Operations	1,986,522	1,761,796	1,885,984	124,188	7.0%
0006 55 West Garage Operations	1,202,601	1,397,244	1,558,664	161,420	11.6%
0007 O.C. Administration Garage Operations	780,583	1,002,037	1,033,104	31,067	3.1%
0008 O.C. Courthouse Garage Operations	1,392,295	1,548,340	1,652,120	103,780	6.7%
0009 Library Garage Operations	1,102,569	1,276,272	1,373,304	97,032	7.6%
0012 Jefferson Street Garage Operations	703,472	819,747	918,401	98,654	12.0%
0014 Parking Operations	307	-	-	-	N/A
0015 Parking Enforcement	873,306	1,179,601	1,178,677	(924)	(0.1%)
0019 Parking System Nondepartmental	6,364,477	7,358,871	6,422,272	(936,599)	(12.7%)
0021 GEICO Garage	2,632,687	3,960,014	4,256,479	296,465	7.5%
0022 Surface Parking Lots	-	-	521,139	521,139	N/A
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>\$ 19,785,014</b>	<b>\$ 23,605,155</b>	<b>\$ 23,875,198</b>	<b>\$ 270,043</b>	<b>1.1%</b>
<b>TOTAL -- TRANSPORTATION OPERATING</b>	<b>\$ 41,030,945</b>	<b>\$ 46,869,439</b>	<b>\$ 61,965,050</b>	<b>\$ 15,095,611</b>	<b>32.2%</b>

(1) The Transportation Nondepartmental cost center includes the Attrition allocation for all Transportation General Fund areas. Attrition functions as a modest reduction in the department's budget for anticipated personnel vacancy savings, and may make that specific cost center appear negative.

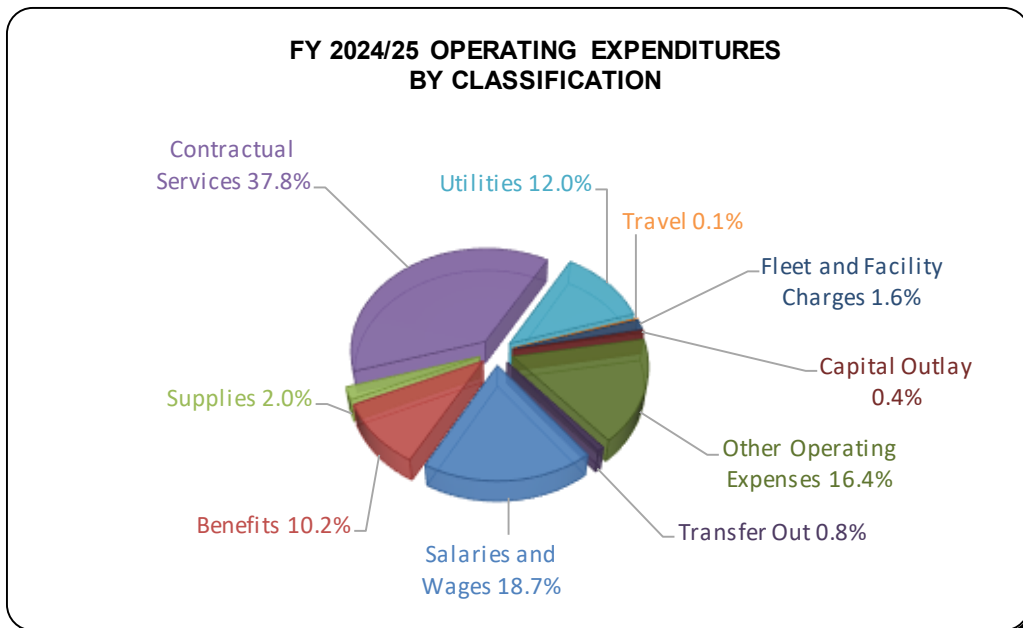


# TRANSPORTATION

## DEPARTMENT OPERATING EXPENDITURES (continued)



Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 9,394,152	\$ 10,598,923	\$ 11,583,184	\$ 984,261	9.3%
Benefits	4,971,645	5,782,199	6,346,954	564,755	9.8%
Supplies	1,048,761	1,053,200	1,234,300	181,100	17.2%
Contractual Services	8,591,175	8,889,513	23,468,793	14,579,280	164.0%
Utilities	6,995,154	7,302,641	7,395,781	93,140	1.3%
Travel	40,543	139,500	73,300	(66,200)	(47.5%)
Fleet and Facility Charges	975,116	925,962	1,001,124	75,162	8.1%
Capital Outlay	10,208	558,000	227,500	(330,500)	(59.2%)
Other Operating Expenses	5,676,941	8,447,026	10,151,639	1,704,613	20.2%
Transfer Out	3,327,250	3,172,475	482,475	(2,690,000)	(84.8%)
<b>TOTAL -- TRANSPORTATION OPERATING</b>	<b>\$ 41,030,945</b>	<b>\$ 46,869,439</b>	<b>\$ 61,965,050</b>	<b>\$15,095,611</b>	<b>32.2%</b>



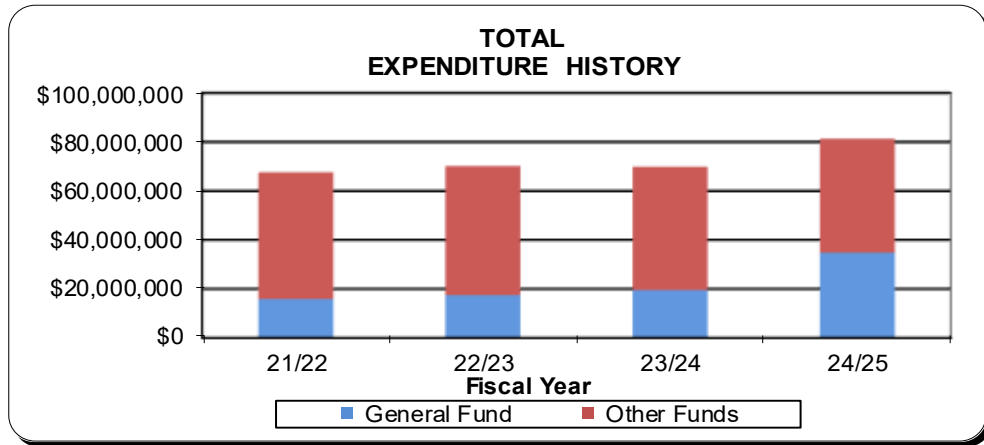
# TRANSPORTATION

## DEPARTMENT NON-OPERATING EXPENDITURES

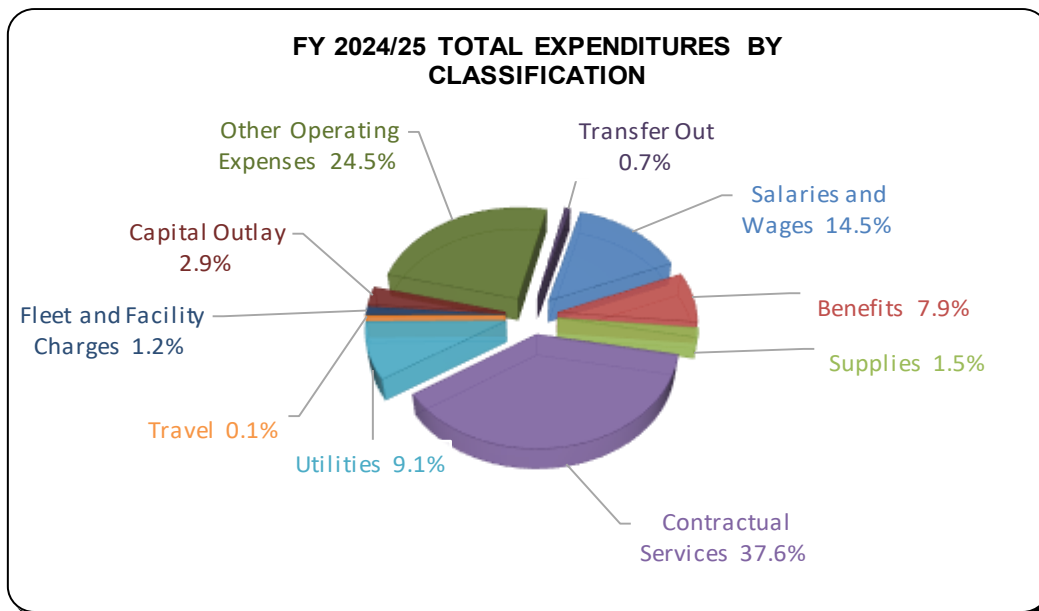
Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b><u>TRANSPORTATION IMPACT FEE FUNDS #1070 - #1072</u></b>					
Transportation Planning Division (TSP)					
0002 TIF North Collection Area	\$ 1,264,689	\$ 1,249,794	\$ 2,926,000	\$ 1,676,206	134.1%
0003 TIF Southeast Collection Area	1,335,541	4,391,200	5,485,000	1,093,800	24.9%
0004 TIF Southwest Collection Area	86,042	1,637,620	1,586,000	(51,620)	(3.2%)
Transportation Engineering Division (TRE)					
Projects and Grants	8,292,105	100,000	150,000	50,000	50.0%
Transportation Planning Division (TSP)					
Projects and Grants	5,541,311	7,500,000	1,500,000	(6,000,000)	(80.0%)
<b>TOTAL -- TRANSPORTATION IMPACT FEE FUNDS</b>	<b>\$ 16,519,688</b>	<b>\$ 14,878,614</b>	<b>\$ 11,647,000</b>	<b>\$ (3,231,614)</b>	<b>(21.7%)</b>
<b><u>GAS TAX FUND #1100 E</u></b>					
Director of Transportation (TRN)					
Projects and Grants	\$ 1,026	\$ -	\$ -	\$ 0	N/A
Transportation Engineering Division (TRE)					
Projects and Grants	1,145,660	1,812,000	1,990,000	178,000	9.8%
Transportation Planning Division (TSP)					
Projects and Grants	537,661	200,000	50,000	(150,000)	(75.0%)
<b>TOTAL -- GAS TAX FUND</b>	<b>\$ 1,684,347</b>	<b>\$ 2,012,000</b>	<b>\$ 2,040,000</b>	<b>\$ 28,000</b>	<b>1.4%</b>
<b><u>PARKING RENEWAL AND REPLACEMENT FUND #4133 F</u></b>					
Parking Division (PKG)					
Projects and Grants	\$ 883,347	\$ 2,750,000	\$ 3,900,000	\$ 1,150,000	41.8%
<b>TOTAL -- PARKING RENEWAL AND REPLACEMENT FUND</b>	<b>\$ 883,347</b>	<b>\$ 2,750,000</b>	<b>\$ 3,900,000</b>	<b>\$ 1,150,000</b>	<b>41.8%</b>
<b><u>OTHER FUNDS</u></b>					
Parking Division (PKG)					
Projects and Grants	\$ 106,212	\$ 300,000	\$ 430,000	\$ 130,000	43.3%
Director of Transportation (TRN)					
Projects and Grants	7,356,114	2,125,000	400,000	(1,725,000)	(81.2%)
Transportation Engineering Division (TRE)					
Projects and Grants	542,840	300,000	950,000	650,000	216.7%
Transportation Planning Division (TSP)					
Projects and Grants	2,033,255	625,000	-	(625,000)	(100.0%)
<b>TOTAL -- OTHER FUNDS</b>	<b>\$ 10,038,421</b>	<b>\$ 3,350,000</b>	<b>\$ 1,780,000</b>	<b>\$ (1,570,000)</b>	<b>(46.9%)</b>
<b>TOTAL -- TRANSPORTATION RELATED FUNDS</b>	<b>\$ 29,125,803</b>	<b>\$ 22,990,614</b>	<b>\$ 19,367,000</b>	<b>\$ (3,623,614)</b>	<b>(15.8%)</b>
<b>TOTAL -- TRANSPORTATION</b>	<b>\$ 70,156,748</b>	<b>\$ 69,860,053</b>	<b>\$ 81,332,050</b>	<b>\$ 11,471,997</b>	<b>16.4%</b>

# TRANSPORTATION

## DEPARTMENT TOTAL EXPENDITURES



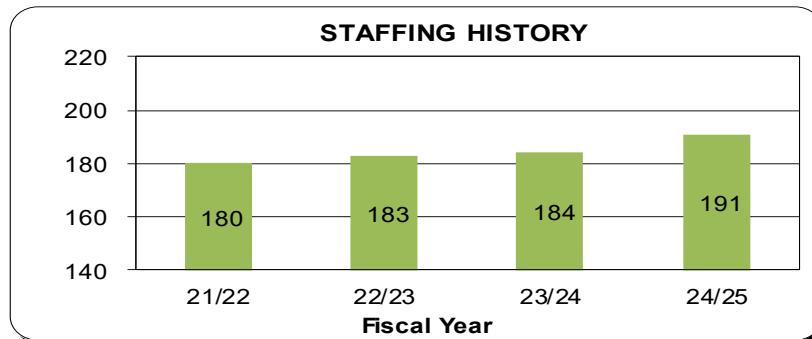
Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 9,671,778	\$ 10,798,464	\$ 11,773,061	\$ 974,597	9.0%
Benefits	4,971,645	5,782,199	6,411,202	629,003	10.9%
Supplies	1,291,622	1,053,200	1,234,300	181,100	17.2%
Contractual Services	11,962,925	14,396,513	30,688,793	16,292,280	113.2%
Utilities	6,995,154	7,302,641	7,395,781	93,140	1.3%
Travel	40,543	139,500	73,300	(66,200)	(47.5%)
Fleet and Facility Charges	982,843	925,962	1,001,124	75,162	8.1%
Capital Outlay	22,585,651	10,713,000	2,327,500	(8,385,500)	(78.3%)
Other Operating Expenses	8,277,338	15,526,099	19,894,514	4,368,415	28.1%
Transfer Out	3,377,250	3,222,475	532,475	(2,690,000)	(83.5%)
<b>TOTAL -- TRANSPORTATION</b>	<b>\$ 70,156,748</b>	<b>\$ 69,860,053</b>	<b>\$ 81,332,050</b>	<b>\$ 11,471,997</b>	<b>16.4%</b>



# TRANSPORTATION

## DEPARTMENT STAFFING SUMMARY

Fund	2022/23	2023/24	2024/25
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Director of Transportation (TRN)			
0001 Director of Transportation	9	10	8
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	4	4	4
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	9	9	11
0005 Sign and Pavement Markings	12	12	12
0006 Signal Maintenance	14	14	14
0007 Special Events and Street Permit	5	6	4
0008 Red Light Cameras	4	4	4
Transportation Planning Division (TSP)			
0001 Transportation Planning	8	7	7
Special Events Division (SPE)			
0001 Special Events Division	-	-	7
<b>TOTAL -- GENERAL FUND</b>	<b>75</b>	<b>76</b>	<b>81</b>
<b>GRANTS FUND #1130</b>			
Transportation Planning Division (TSP)			
0006 FY 24 FDOT RAISE: CROSS Planning Grant	-	-	2
<b>TOTAL -- GRANTS FUND</b>	<b>-</b>	<b>-</b>	<b>2</b>
<b>CENTROPLEX GARAGES FUND #4130</b>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	3	3	3
<b>TOTAL -- CENTROPLEX GARAGES FUND</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>PARKING SYSTEM REVENUE FUND #4132</b>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	14	14	14
0002 On-Street Metered Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	16	16	16
0006 55 West Garage Operations	12	12	12
0007 O.C. Administration Garage Operations	8	8	8
0008 O.C. Courthouse Garage Operations	16	16	16
0009 Library Garage Operations	12	12	12
0012 Jefferson Street Garage Operations	5	5	5
0015 Parking Enforcement	13	13	13
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>105</b>	<b>105</b>	<b>105</b>
<b>TOTAL -- TRANSPORTATION</b>	<b>183</b>	<b>184</b>	<b>191</b>



# TRANSPORTATION

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## 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 & STEER Orlando (awarded)
- Submitted for and awarded an SS4A grant (FORWARD)
- 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
- Execute the scooter program from pilot to full program ready for RFP
- Scooter Program Implementation
- Under-I design incorporating a mobility aspect completed
- Hicks Avenue extension from South Street to Anderson Street completed

### 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
- Completion in coordination with the DTO CRA/EDV a Masterplan with executable design & 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
- Complete Vision Zero streetlighting credentials
- Explore grant opportunities for transportation projects
- Target MPO project priority list
- Continue negotiation with FDOT for the transition and expansion of SunRail
- Evaluations of traffic impacts associated with major annexations
- Collaborate in the Project Development and Environment (PD&E) Sunshine Corridor
- Complete construction of Under-I mobility component

#### Medium Term (3-5 years)

- Transportation dedicated funding for transit
- Transition SunRail to local funding partners (including City of Orlando as the largest funding partner)
- Completion of the Bike Trail network in and around the City of Orlando
- Lymmo Fare Options/Implementation/future innovations
- Continue developing funding opportunities to cover LYMMO operations
- Electric Vehicle Bus full fleet
- Complete all phases of Grand National Drive
- Corrine Drive Improvements
- Complete the construction of Edgewater Drive
- Expand SE roadway network connections
- Re-locate the sign and signal shop

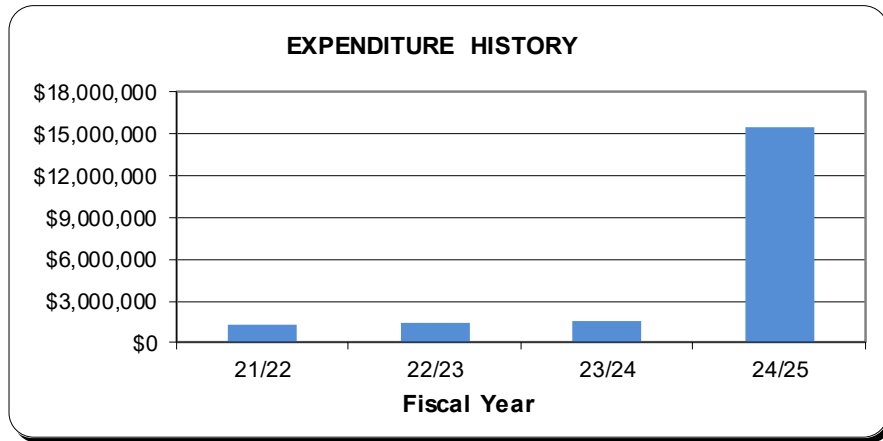
#### Long Term (5+ years)

- Complete construction of Econlockhatchee Trail
- 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
- 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 implementation
- Garland FDOT/City transit oriented development
- Infrastructure/State/Local grant opportunities when NOFO's are made available
- Continued work on the Downtown Master Plan
- Enhanced Neighborhood outreach and website presence for Transportation Department on all levels

# TRANSPORTATION

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 1,019,727	\$ 1,586,385	\$ 1,398,535	\$ (187,850)	(11.8%)
0002 Transportation Nondepartmental	379,558	34,504	(79,317)		(329.9%)
0003 SunRail Operations & Maintenance	-	-	14,200,000	14,200,000	N/A
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 1,399,285</b>	<b>\$ 1,620,889</b>	<b>\$ 15,519,218</b>	<b>\$ 14,012,150</b>	<b>\$ 9</b>
<b>TOTAL -- DIRECTOR</b>	<b>\$ 1,399,285</b>	<b>\$ 1,620,889</b>	<b>\$ 15,519,218</b>	<b>\$ 14,012,150</b>	<b>857.5%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Director of Transportation (TRN)			
0001 Director of Transportation	9	10	8
<b>TOTAL -- GENERAL FUND</b>	<b>9</b>	<b>10</b>	<b>8</b>
<b>TOTAL -- DIRECTOR</b>	<b>9</b>	<b>10</b>	<b>8</b>

# TRANSPORTATION

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## Transportation Engineering Division

### Overview of Services/Program

The Transportation Engineering Division manages the City's efforts to provide safe, efficient and balanced movement of people, vehicles, goods, pedestrians and bicyclists through the permitting, design, construction, operation and maintenance of the City's transportation infrastructure. The Transportation Engineering Division is committed to: continuous improvement in responsiveness to citizens, commuters and visitors; professional and innovative delivery of services; efficient use of technology; enhancing safety for all modes of travel; and maintaining a well-trained, highly motivated and diverse team of employees.

### Major Accomplishments

- Implemented Work Order System Software (Simplify3) to integrate all transportation engineering components into one system to improve efficiency. This fiscal year the Traffic Control team was launched.
- Oversaw closeout of Ultimate I-4 construction and coordinated operations and maintenance with FDOT
- Completed construction of new or upgraded traffic signals at the following intersections: Dowden Road at Founders Way, Dowden Road at Innovation Way, Hicks Ave and Gore Street, South St and Terry Ave, Narcoossee Rd & Fire Station, OBT & Princeton St, OBT & Rosemond Dr, South St. & Terry Ave, Anderson & Hicks Ave
- Implemented Flashing Yellow Arrows at signalized intersections: Boggy Creek at Land St & Mercy Dr. at W.D. Judge
- Completed signal retiming along: N Orange Ave from Ivanhoe Blvd to Clay; Narcoossee Rd from Dowden Rd to Moss Park Rd; Anderson St from Lake Underhill Rd to Bumby Ave; Garland Ave from W South St to W Colonial Dr.
- Completed signal warrant analysis at the intersection of Lee Vista Blvd and the SR 417 Ramps
- Upgraded fifteen (15) CCTV units from Standard Definition to High Definition
- Completed two major signal rebuild projects, which included replacement of signal heads and associated hardware at the intersections of Paw Ave. & Turkey Lake Road and at Hiwassee Road & Mardel Ave.

### Future Goals and Objectives

#### Short Term (1-3 years)

- Complete the Smart Orlando Downtown Advanced Traffic Operations Performance (SODA TOP) project to upgrade traffic signals within project limits of Downtown Orlando with various technologies
- Complete the UPS Project to add backup power to keep traffic signals running during a power outage
- Complete construction of SR-417 & Leevista Blvd traffic signals, pedestrian signals at South St & SR 408 ramps
- Work with FDOT to implement LPI's at all of its City-maintained intersection
- Upgrade traffic signals at the following intersections: N Orange Blossom Tr & Rosamond Dr, N Orange Blossom Tr & Colonial Dr, Mills Ave & Mt. Vernon St, Colonial Dr & Fern Creek Ave, Colonial Dr & Primrose Dr, etc.
- Complete signal retiming along: Hiwassee Road from Yacht Basin Ave/ Hunterdon Dr. to Raleigh St; Bennett Road from SR 50 to Bobolink Lane; Corrine Drive from Common Way Rd. to Mills Ave
- Inventory streetlight gaps and fill in gaps with available funding resources

#### Medium Term (3-5 years)

- Enhance public website for street closure announcements
- Complete the construction of Edgewater Drive, Econolockhatchee Trail; Curry Ford Road to Lee Vista Blvd
- Complete construction of Corrine Drive from North Mills Avenue to Bennett Road
- Complete construction of dual left-turn lanes on Leevista Blvd & Narcoossee Rd and Leevista Blvd & Chickasaw Trail/Vista Park Blvd
- 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

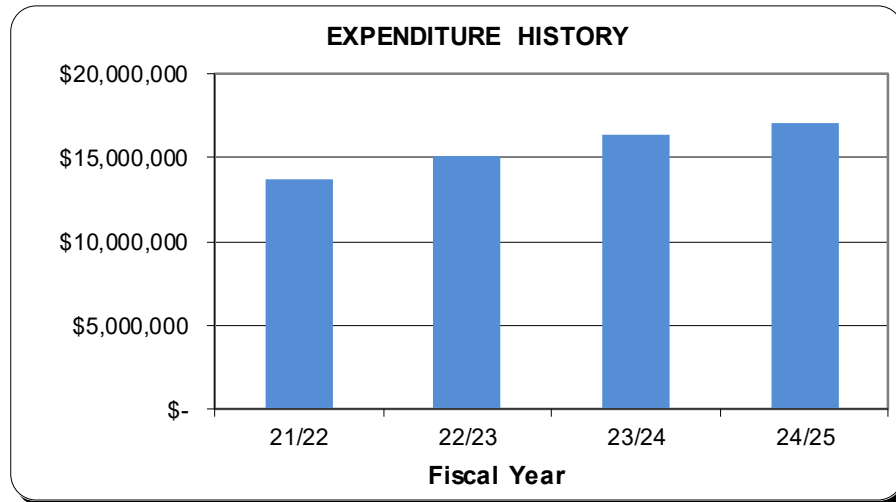
#### Long Term (5+ years)

- Enhance streetlight system with underground utility, where applicable
- Ongoing mapping documentation of communication infrastructure such as fiber optic cable (FOC), in MapWorks
- Expand Conditional TSP system & introduce Adaptive Traffic Signal Control for major arterial roads in 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	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	\$ 666,121	\$ 759,101	\$ 767,533	\$ 8,432	1.1%
0002 Street Lighting	6,433,664	6,669,260	6,699,960	30,700	0.5%
0003 Computerized Signal System	961,240	1,082,684	1,183,118	100,434	9.3%
0004 Traffic Studies and Neighborhood Traffic	920,406	1,221,190	1,481,893	260,703	21.3%
0005 Sign and Pavement Markings	1,277,430	1,579,228	1,706,265	127,037	8.0%
0006 Signal Maintenance	1,836,711	2,012,428	2,106,227	93,799	4.7%
0007 Special Events and Street Permit	739,152	755,631	850,572	94,941	12.6%
0008 Red Light Camera	2,224,881	2,341,254	2,313,521	(27,733)	(1.2%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$ 15,059,604</b>	<b>\$ 16,420,776</b>	<b>\$ 17,109,089</b>	<b>\$ 688,313</b>	<b>4.2%</b>
<b>TOTAL -- TRANSPORTATION ENGINEERING</b>	<b>\$ 15,059,604</b>	<b>\$ 16,420,776</b>	<b>\$ 17,109,089</b>	<b>\$ 688,313</b>	<b>4.2%</b>



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final Staffing	Adopted Staffing	Adopted Staffing
<b>GENERAL FUND #0001</b>			
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	4	4	4
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	9	9	11
0005 Sign and Pavement Markings	12	12	12
0006 Signal Maintenance	14	14	14
0007 Special Events and Street Permit	5	6	4
0008 Red Light Cameras	-	6	6
<b>TOTAL -- GENERAL FUND</b>	<b>54</b>	<b>61</b>	<b>61</b>
<b>TOTAL -- TRANSPORTATION ENGINEERING</b>	<b>54</b>	<b>61</b>	<b>61</b>



# TRANSPORTATION

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## Transportation Planning Division

### Overview of Services/Programs

The Transportation Planning Division develops the City's plan for the roadway, transit, bicycle, and pedestrian systems to ensure that needed facilities are in place as development occurs. The Division monitors transportation system performance; develops financially feasible implementation strategies for access and mobility; assists with master planning in developing areas; provides assistance to neighborhoods and business centers seeking to manage adverse traffic conditions and improve mobility for residents, employees, and visitors; and coordinates with FDOT, LYNX, MetroPlan Orlando, the Central Florida Expressway Authority, GOAA & surrounding local governments on regional transportation and development issues.

### Major Accomplishments

- Continued pedestrian safety campaigns through Bike/Walk Central Florida's Best Foot Forward program and alternative modes of travel campaigns through ReThink Your Commute
- Completed execution of motorized scooter share services from pilot to full program with first year of 2-yr permit term
- Completed construction of Hicks Ave from Anderson St to South St & Grand National Dr improvements (Phase 1)
- Held public events to promote alternative modes of travel (Bike to Work Day, Bike 5 Cities, FDOT Mobility Week)
- Submitted the City of Orlando's Bicycle Friendly Community Application to the League of American Bicyclists
- Completed scoping of the design for the Kirkman Road Multi-Use Path from Raleigh Street to Old Winter Garden
- Selected design consultant for the Corrine Dr/ Forest Ave/ Virginia Dr Complete Street Project
- Completed Autonomous Vehicle pilot in Creative Village in coordination with LYNX, Beep, & Office of Sustainability
- Completed traffic analyses for the Downtown Action Plan & construction of Packing District Roadway Improvements

### Future Goals and Objectives

#### Short Term (1-3 years)

- Complete the construction of the Washington Street portion of the Downtown Gap
- Complete funding plan for City's portions of Southeast Orlando roadway network connections
- Replace and expand the City's bike counter program to continue tracking ridership trends on opened trails
- Complete the design of the next phase of President Barack Obama Pwy (Metrowest Blvd to Raleigh St)
- Plan for all emerging transportation modes and technologies including Advanced Air Mobility (AAM) and drone deliveries including the drafting of specific code updates to accommodate vertiports
- Collaborate with FDOT during construction of the Robinson Street complete streets project
- Complete the land transfers for the public right of way of Storey Park Blvd to Orange County line
- Continue supporting LYNX on the SR 436 Transit-Oriented Development planning project, which includes creating plans for Bus Rapid Transit (BRT) station areas with improved bicycle and pedestrian infrastructure
- Complete Transportation-related updates as part of the City's major updates to the Growth Management Plan, Land Development Code, and Engineering Standards Manual
- Transition SunRail management to local funding partners (including City of Orlando)
- Complete the construction of speed management, pedestrian crossing & on-street parking in Sligh/Columbia project
- Perform an update to current Multi-Modal Transportation Impact Fees through a new rate study
- Update traffic impact analysis methodology for new development, with focus on safety and multimodality

#### Medium Term (3-5 years)

- Develop funding opportunities to cover LYMMO
- Complete the design of Grand National Drive Phase 2
- Open the new southbound Church Street SunRail platform, north of South Street
- Identify full construction funding for President Barack Obama Pwy Phase II (Metrowest to Raleigh St.)
- Work with GOAA to improve transportation connectivity options in Lake Nona area & Tradeport Dr corridor
- Complete construction of Edgewater Dr Complete Street Segment A & design of Edgewater Dr Segment B
- Complete the design and construction of remaining portions of the Downtown Gap

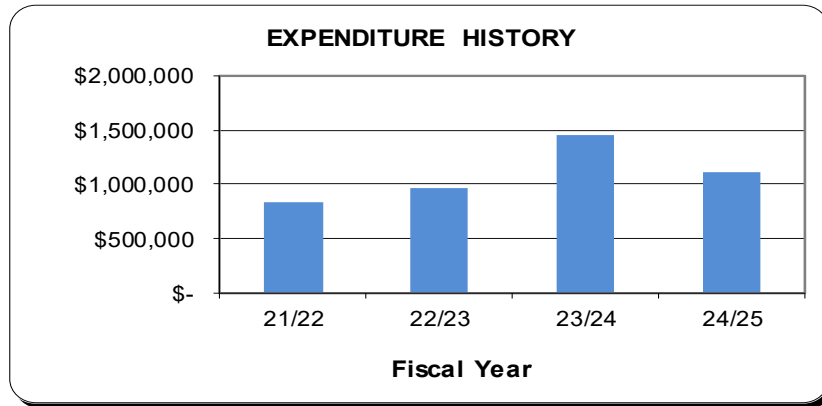
#### Long Term (5+ years)

- Complete the construction of Grand National Dr Phase 2 & Edgewater Dr Complete Street Project Segment B
- Complete the design and construction of the Edgewater Drive Complete Street Project Segments C and D
- Work with FDOT to complete the design and construction of the North Quarter Two Way Conversion Project
- Complete the design and construction of the Division Avenue Complete Streets Project
- Start new conversations with Florida Central Railroad about the Terry Avenue/Robinson Street railroad crossing
- Amtrak Station Maintenance & Rehab in conjunction with FDOT & identifying funding sources for the improvements
- Complete the design of Curry Ford Rd from Cloverlawn Ave to Conway Rd
- Complete the construction of the Corrine Dr/ Forrest Ave/ Virginia Dr Complete St Project

# TRANSPORTATION

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Transportation Planning Division (TSP)					
0001 Transportation Planning	\$ 961,059	\$ 1,458,429	\$ 1,108,617	\$ (349,812)	(24.0%)
TOTAL -- GENERAL FUND	\$ 961,059	\$ 1,458,429	\$ 1,108,617	\$ (349,812)	(24.0%)
TOTAL -- TRANSPORTATION PLANNING	\$ 961,059	\$ 1,458,429	\$ 1,108,617	\$ (349,812)	(24.0%)



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Transportation Planning Division (TSP)			
0001 Transportation Planning	8	7	7
TOTAL -- GENERAL FUND	8	7	7
<b>GRANTS FUND #1130</b>			
Transportation Planning Division (TSP)			
0006 FY 24 FDOT RAISE: CROSS Planning Grant	-	-	2
TOTAL -- GRANTS FUND	-	-	2

# TRANSPORTATION

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## Parking Division

### Overview of Services/Programs

The Parking Division is a self-supporting enterprise fund that operates, maintains, and repairs parking facilities in the City. Operating ten (10) parking garages with 8,525 parking spaces, 748 surface lot spaces (3 lots), 1,066 metered on-street spaces and over 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

- Elevator Modernization at the Library Garage & Jefferson Garage fire/stairwell doors replacement completed.
- Central Garage fire panel and alarm system have been replaced/upgraded.
- Library Garage new A/C unit was installed at the Pine St side elevator room.
- Purchased three new electric golf cart fleet vehicles
- Completed the GEICO Garage elevator modernization and repair project
- Completed an internal audit of the Parking System cash controls
- GEICO Garage 1<sup>st</sup> & 5<sup>th</sup> floor re-striping & relocation of the ADA spaces to allow for Kia Center security overflow
- Added Flowbird text-to-pay option at the Garland and Livingston Lots
- Awarded Allied Universal Security a 5-year contract for unarmed and armed security services.
- Worked with IPS group to complete an amendment for on-street parking meter warranty to the contract S19-0442.
- Received approvals from Council to start Courthouse Garage and Washington Garage elevator modernizations.

### Future Goals and Objectives

#### Short Term (1-3 years)

- Evaluate opportunities to utilize Parking funds to enhance the Transportation Department and Parking Division.
- Discuss and evaluate Grove Park parking lot redevelopment opportunities.
- Elevator Modernization at the Jefferson, Central, Courthouse & Washington Garages
- Lighting Modernization upgrade at Admin & Courthouse Garages to LED 30-watt lamps to cut power consumption
- Complete the Structural Engineering Condition Assessment recommendations with a focus on priority repairs.
- Implement Smart Parking initiative, pursuant to the Future Ready Masterplan, involving new digital, dynamic messaging signs to improve wayfinding to parking facilities, improve traffic flow, and reduce congestion.
- 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.
- Library Garage staircase repairs & improvements
- Replace Emergency Generators at Central & Administration Garages
- Upgrade lighting controls to a programmable system & seal, and replace expansion joints at the GEICO Garage
- Waterproof exterior walls and replace vertical joints at the Amelia and Jefferson Garages.

#### Medium Term (3-5 years)

- Waterproof interior surfaces and floors on all levels at the GEICO Garage
- Elevator Modernization at the 55W Garage
- Replace barrier cables and control joints at the Jefferson Garage
- Expand digital curb inventory to entire Parking Division District.
- Evaluate License Plate Recognition (LPR) technology for enforcement, vehicle inventory, and payment option.
- Continue to search for opportunities for Public Private Partnerships in areas with low parking supply
- Complete the 5 year Condition Assessment 2026 base repairs recommendations.

#### Long Term (5+ years)

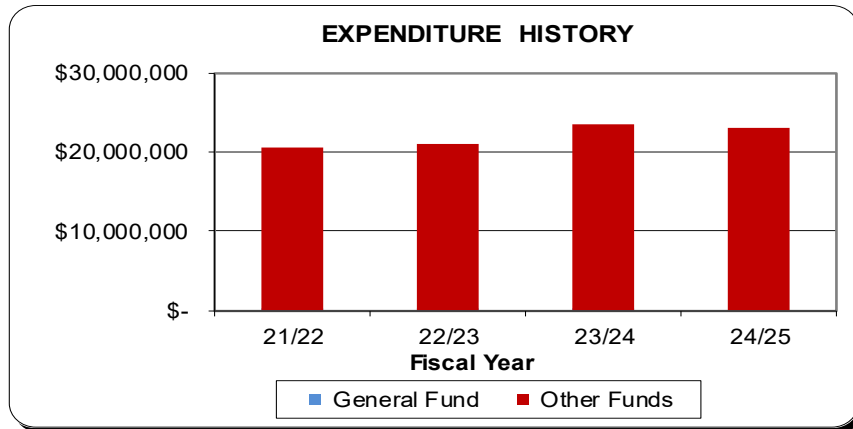
- Focus on structural preservation of facilities, life cycle of critical mechanical equipment and max energy efficiency
- Look for opportunities to acquire property on the periphery of the central business district that could be used for public parking until future development (public or private) is 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	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Parking Division (PKG)					
0017 City Commons Garage	\$ 41,000	\$ 53,053	\$ 43,691	\$ (9,362)	(17.6%)
TOTAL -- GENERAL FUND	\$ 41,000	\$ 53,053	\$ 43,691	\$ (9,362)	(17.6%)
<b>CENTROPLEX GARAGES FUND #4130</b>					
Parking Division (PKG)					
0010 Centroplex I Garage	\$ 3,576	\$ 14,900	\$ 8,000	\$ (6,900)	(46.3%)
0011 Amelia Street Garage	427,145	500,315	516,854	16,539	3.3%
0018 Centroplex I and Amelia Nondepartmental	3,354,262	3,195,922	2,801,711	(394,211)	(12.3%)
TOTAL -- CENTROPLEX GARAGES FUND	\$ 3,784,983	\$ 3,711,137	\$ 3,326,565	\$ (384,572)	(10.4%)
<b>PARKING SYSTEM REVENUE FUND #4132</b>					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,316,761	\$ 1,652,272	\$ 1,669,300	\$ 17,028	1.0%
0002 On-Street Metered Parking	906,724	1,061,817	779,398	(282,419)	(26.6%)
0003 Parking Violations	522,711	587,144	626,356	39,212	6.7%
0004 Central Boulevard Garage Operations	1,986,522	1,761,796	1,885,984	124,188	7.0%
0006 55 West Garage Operations	1,202,601	1,397,244	1,558,664	161,420	11.6%
0007 O.C. Administration Garage Operations	780,583	1,002,037	1,033,104	31,067	3.1%
0008 O.C. Courthouse Garage Operations	1,392,295	1,548,340	1,652,120	103,780	6.7%
0009 Library Garage Operations	1,102,569	1,276,272	1,373,304	97,032	7.6%
0012 Jefferson Street Garage Operations	703,472	819,747	918,401	98,654	12.0%
0014 Parking Operations	307	-	-	-	N/A
0015 Parking Enforcement	873,306	1,179,601	1,178,677	(924)	(0.1%)
0019 Parking System Nondepartmental	6,364,477	7,358,871	6,422,272	(936,599)	(12.7%)
0022 Surface Parking Lots	-	-	521,139	521,139	N/A
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 17,152,327	\$ 19,645,141	\$ 19,618,719	\$ (26,422)	(0.1%)
TOTAL -- PARKING DIVISION	\$ 20,978,310	\$ 23,409,331	\$ 22,988,975	\$ 212,547	(1.8%)

# TRANSPORTATION



## STAFFING SUMMARY

	2022/23 Final Staffing	2023/24 Adopted Staffing	2024/25 Adopted Staffing
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	3	3	3
<b>TOTAL -- CENTROPLEX GARAGES FUND</b>	<b>3</b>	<b>3</b>	<b>3</b>
<u>PARKING SYSTEM REVENUE FUND #4132</u>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	14	14	14
0002 On-Street Metered Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	16	16	16
0006 55 West Garage Operations	12	12	12
0007 O.C. Administration Garage Operations	8	8	8
0008 O.C. Courthouse Garage Operations	16	16	16
0009 Library Garage Operations	12	12	12
0012 Jefferson Street Garage Operations	5	5	5
0015 Parking Enforcement	13	13	13
<b>TOTAL -- PARKING SYSTEM REVENUE FUND</b>	<b>105</b>	<b>105</b>	<b>105</b>
<b>TOTAL -- PARKING DIVISION</b>	<b>108</b>	<b>108</b>	<b>108</b>

# TRANSPORTATION

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## Special Events Division

### Overview of Services/Programs

- Our mission is to enhance and promote Special Events by delivering exceptional service while focusing on best practices and effective planning. Our goal is to ensure every event is safe and successful.
- The Special Events Division is a one-stop-shop as the central point of contact for all special events. OSE provides exceptional customer service and assists groups with site mapping, road closures, and other operational details. It ensures anyone who wants to hold a special event within the City of Orlando has the right permits, licenses, and insurance.
- OSE works in conjunction with other city departments, venues, and organizations who host special events. OSE also assists in the preparation of and response to requests for special event proposals on behalf of the City.

The Special Events Division operates and guided by city code chapters of 18A, 42, and 33. Events that are processed also must meet the requirements stated by each department within the process.

Types of permits processed thru the Special Events Division are Large Outdoor Events (18A), Free Speech Permits, Loudspeaker or Outdoor sound permits for single use, Block Party Permits, Fireworks Permits, and Aeronautical Permits.

### Major Accomplishments

- Processed over 600 permits in FY 2024.
- In 2024, Orlando was named Top Sports Event City in the United States for attracting and hosting sporting events.
- In 2024, Orlando is ranked at or near the top of every published list or article of "Top US Cities for Events and Festivals".
- Hosted the Olympics Marathon Trials.
- Re-organized to create the Division.
- Successfully completed budget requests.
- Reviewed traffic and parking plans for special events, now requiring permits to have better site plans, and overall transportation plans.

### Future Goals and Objectives

#### Short Term (1-3 years)

- Evaluate opportunities to utilize funds from event permits to enhance the Transportation Department and Special Events Division.
- Improve code and fee structures.
- Assume full operation of special event permits.
- Implement a new processing software program called Eproval specifically designed to Event Permitting and improve the process of event permit flow.
- Work in coordination with TRN Dept. to implement the mayor's vision to maintain and enhance the city as a world class special event city
- Medium Term (3-5 years)
- Evaluate events both permitted and unpermitted to ensure that all are properly permitted.
- Continue to search for opportunities for event partnerships in areas with designated as Main Streets
- Increase the number of permitted events in the city.

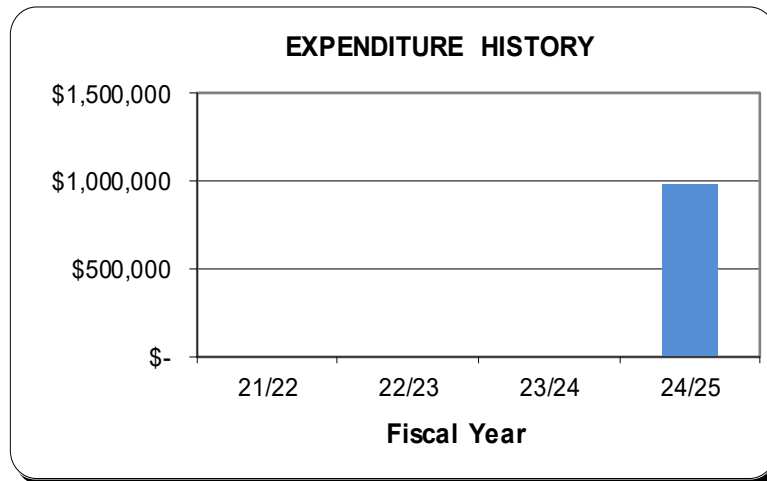
#### Long Term (5+ years)

- Seek opportunities to utilize other property that could be used for public event space where parking and transportation plans can best be optimized during future development (public or private) where desired and feasible.
- Evaluate alternative technology or other methods of providing detailed and potentially engineered event plans, to help increase safety and accountability.

# TRANSPORTATION

## EXPENDITURE SUMMARY

Fund	2022/23	2023/24	2024/25	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<b>GENERAL FUND #0001</b>					
Special Events Division (SPE)					
0001 Special Events Division	\$ -	\$ -	\$ 982,672	\$ 982,672	N/A
TOTAL -- GENERAL FUND	\$ -	\$ -	\$ 982,672	\$ 982,672	N/A
TOTAL -- SPECIAL EVENTS	\$ -	\$ -	\$ 982,672	\$ 982,672	N/A



## STAFFING SUMMARY

	2022/23	2023/24	2024/25
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
<b>GENERAL FUND #0001</b>			
Special Events Division (SPE)			
0001 Special Events Division	-	-	7
TOTAL -- GENERAL FUND	-	-	7
TOTAL -- SPECIAL EVENTS	-	-	7

# TRANSPORTATION

## Transportation Department Operational Performance

### Balanced Scorecard Report

#### Customer

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Parking Division	Percent of Tickets Contested	0.02%	0.09%	0.09%

#### Fiscal

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		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	5.2%	8.9%	+/-5%
Transportation Planning Division	Revenues collected from Impact Fee Transportation districts (North, Southeast, Southwest)	\$15,913,64	\$14,878,614	\$11,647,000

#### Internal Processes

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Transportation Engineering Division	Number of traffic investigation requests received	800	800	1050
Transportation Engineering Division	Total number of traffic studies performed	720	750	950
Transportation Engineering Division	Total number of signs fabricated	3,500	3,800	4,450
Transportation Engineering Division	Total miles of pavement marking material installed or replaced	57	60	65
Transportation Engineering Division	Percentage of locate requests requiring field investigation completed within 48 hours	100%	100%	95%
Transportation Engineering Division	Percentage of emergency call-out requests cleared within two hours	90.5%	100%	94%
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	100%	100%	100%

#### Outcome & Mission

Organizational Unit	Performance Indicator	2022/23	2023/24	2024/25
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	351	366	376
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	5	5
Transportation Planning Division	Total ridership number for LYMMO	569,768	447,884	500,00





## NONDEPARTMENTAL AND DEBT SERVICE

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# NONDEPARTMENTAL AND DEBT SERVICE

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## 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	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>GENERAL FUND #0001</b>					
Debt Service (DSD)					
0020 General Fund Debt Service	\$ 21,205,169	\$ 19,703,820	\$ 19,542,520	\$ (161,300)	(0.82%)
Nondepartmental General Fund (NDG)					
0001 Nondepartmental - General Fund	137,309,635	118,523,667	105,479,121	(13,044,546)	(11.01%)
<b>TOTAL -- GENERAL FUND</b>	<b>\$158,514,804</b>	<b>\$ 138,227,487</b>	<b>\$125,021,641</b>	<b>\$ (13,205,846)</b>	<b>(9.55%)</b>
<b>DESIGNATED REVENUE FUND #0005</b>					
Nondepartmental (NON)					
0019 Designated Revenue	\$ 51,535	\$ 465,044	\$ 1,945,342	\$ 1,480,298	318.31%
<b>TOTAL -- DESIGNATED REVENUE FUND</b>	<b>\$ 51,535</b>	<b>\$ 465,044</b>	<b>\$ 1,945,342</b>	<b>\$ 1,480,298</b>	<b>318.31%</b>
<b>HURRICANE DISASTER FUND #0007</b>					
Nondepartmental (NON)					
0021 Disaster Non-Storm	\$ (32,567)	\$ -	\$ -	-	N/A
0024 Natural Disaster	241,072	-	-	-	N/A
Project and Grants	447,184	-	-	-	N/A
<b>TOTAL -- HURRICANE DISASTER FUND</b>	<b>\$ 655,690</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>SPELLMAN SITE FUND #0013</b>					
Debt Service (DSD)					
0023 Spellman Site	\$ 846,652	\$ 681,465	\$ 528,504	\$ (152,961)	(22.45%)
<b>TOTAL -- SPELLMAN SITE FUND</b>	<b>\$ 846,652</b>	<b>\$ 681,465</b>	<b>\$ 528,504</b>	<b>\$ (152,961)</b>	<b>(22.45%)</b>
<b>ENGINEERING STORES FUND #0026</b>					
Nondepartmental (NON)					
0007 Engineering Stores	\$ (2,605)	\$ -	\$ -	-	N/A
<b>TOTAL -- ENGINEERING STORES FUND</b>	<b>\$ (2,605)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>ACCELERATE ORLANDO FUND #0028</b>					
Nondepartmental General Fund (NDG)					
Project and Grants	\$ 24,026	\$ -	\$ 404,000	\$ 404,000	N/A
<b>TOTAL -- ACCELERATE ORLANDO FUND</b>	<b>\$ 24,026</b>	<b>\$ -</b>	<b>\$ 404,000</b>	<b>\$ 404,000</b>	<b>N/A</b>
<b>SPECIAL ASSESSMENTS FUNDS #1001-1007</b>					
Debt Service (DSD)					
0031 Special Assessments	\$ 98,734,336	\$ 299,319	\$ 234,512	\$ (64,807)	(21.65%)
0027 Special Assessment The Plaza	171,591	196,196	-	(196,196)	(100.00%)
<b>TOTAL -- SPECIAL ASSESSMENTS FUNDS</b>	<b>\$ 98,905,927</b>	<b>\$ 495,515</b>	<b>\$ 234,512</b>	<b>\$ (261,003)</b>	<b>(52.67%)</b>
<b>UTILITIES SERVICES TAX FUND #1160</b>					
Nondepartmental (NON)					
0012 Special - Utilities Tax	\$ 36,584,517	\$ 37,111,000	\$ 39,757,000	\$ 2,646,000	7.13%
<b>TOTAL -- UTILITIES SERVICES TAX FUND</b>	<b>\$ 36,584,517</b>	<b>\$ 37,111,000</b>	<b>\$ 39,757,000</b>	<b>\$ 2,646,000</b>	<b>7.13%</b>
<b>CRA BOND RESERVE FUNDS #1255-1271</b>					
Debt Service (DSD)					
0012 CRA Debt - Conroy Road	\$ 996,206	\$ 1,903,000	\$ 1,946,000	\$ 43,000	2.26%
0014 CRA Internal Loan Debt Service	4,458,086	1,093,487	997,016	(96,471)	(8.82%)
0035 CRA Debt Service 2019 A	4,459,520	4,458,173	4,457,914	(259)	(0.01%)
0039 CRA Debt Service 2020 A	1,941,750	4,459,620	4,459,095	(525)	(0.01%)
<b>TOTAL -- CRA BOND RESERVE FUNDS</b>	<b>\$ 11,855,562</b>	<b>\$ 11,914,280</b>	<b>\$ 11,860,025</b>	<b>\$ (54,255)</b>	<b>(0.46%)</b>
<b>CRA DEBT - REPUBLIC DRIVE FUND #1275</b>					
Debt Service (DSD)					
0021 CRA Debt - Republic Drive	\$ 3,881,242	\$ 3,793,751	\$ 3,873,742	\$ 79,991	2.11%
<b>TOTAL -- CRA DEBT - REPUBLIC DRIVE FUND</b>	<b>\$ 3,881,242</b>	<b>\$ 3,793,751</b>	<b>\$ 3,873,742</b>	<b>\$ 79,991</b>	<b>2.11%</b>
<b>AMWAY CENTER INTERLOCAL INFRASTRUCTURE FUND #4020</b>					
Debt Service (DSD)					
0017 Kia Center Internal Loan Infrastructure	\$ 276,680	\$ 356,021	\$ 243,125	\$ (112,896)	(31.71%)
<b>TOTAL -- AMWAY CENTER INTERLOCAL INFRASTRUCTURE FUND</b>	<b>\$ 276,680</b>	<b>\$ 356,021</b>	<b>\$ 243,125</b>	<b>\$ (112,896)</b>	<b>(31.71%)</b>
<b>AMWAY CENTER 6TH CENT TDT DEBT SERVICE FUNDS #4026-4028</b>					
Debt Service (DSD)					
0016 6th Cent TDT A Debt Service	\$ 6,409,908	\$ 15,048,500	\$ 15,033,000	\$ (15,500)	(0.10%)
0018 6th Cent TDT B Debt Service	947,141	2,120,750	2,108,750	(12,000)	(0.57%)
0019 6th Cent TDT C Debt Service	424,336	2,933,750	-	(2,933,750)	(100.00%)
<b>TOTAL -- AMWAY CENTER 6TH CENT TDT DEBT SERVICE FUNDS</b>	<b>\$ 7,781,385</b>	<b>\$ 20,103,000</b>	<b>\$ 17,141,750</b>	<b>\$ (2,961,250)</b>	<b>(14.73%)</b>

# NONDEPARTMENTAL AND DEBT SERVICE

## NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>AMWAY CENTER SALES TAX REBATE DS FUND #4029</b>					
Debt Service (DSD)					
0004 Amway Center Sales Tax Rebate Debt Service	\$ 787,816	\$ 2,000,004	\$ 2,000,004	\$ -	0.00%
<b>TOTAL – AMWAY CENTER SALES TAX REBATE DS FUND</b>	<b>\$ 787,816</b>	<b>\$ 2,000,004</b>	<b>\$ 2,000,004</b>	<b>\$ -</b>	<b>0.00%</b>
<b>SSGFC VENUES REFINANCING SERIES 2023A #4095</b>					
Debt Service (DSD)					
0041_C CISRB - SSGFC 4 and 6 Refunding	\$ 1,835,682	\$ 3,146,883	\$ 6,387,939	\$ 3,241,056	102.99%
<b>TOTAL – SSGFC VENUES REFINANCING SERIES 2023A FUND</b>	<b>\$ 1,835,682</b>	<b>\$ 3,146,883</b>	<b>\$ 6,387,939</b>	<b>\$ 3,241,056</b>	<b>102.99%</b>
<b>WATER RECLAMATION STATE REVOLVING LOAN FUND #4102</b>					
Debt Construction (DCD)					
0002 Loan Water Reclamation 480420	\$ 29,188	\$ 156,421	\$ 156,421	\$ -	0.00%
0004 Loan Water Reclamation 650040	96,614	487,276	487,275	(1)	(0.00%)
0005 Loan Water Reclamation 650060	143,703	1,106,141	1,106,141	-	0.00%
0006 Loan Water Reclamation 480400	171,994	773,311	773,311	-	0.00%
0007 Loan Water Reclamation 480410	52,926	284,028	286,028	2,000	0.70%
0009 Loan Water Reclamation 65001S	181,946	1,871,320	1,871,320	-	0.00%
0010 Loan Water Reclamation 65002P	14,125	102,288	102,287	(1)	(0.00%)
0011 Loan Water Reclamation 65003P	15,149	75,645	75,644	(1)	(0.00%)
0015 Loan Water Reclamation 480430	28,064	150,363	150,362	(1)	(0.00%)
0018 Loan Water Reclamation 480460	16,409	386,824	386,825	1	0.00%
0021 Loan Water Reclamation 480440	-	386,222	772,444	386,222	100.00%
0023 Loan Water Reclamation 480470	159,624	882,437	882,437	-	0.00%
0024 Loan Water Reclamation 480480	33,975	418,967	418,967	-	0.00%
0025 Loan Water Reclamation 480490	52,665	384,026	384,026	-	0.00%
<b>TOTAL – WATER RECLAMATION STATE REVOLVING LOAN FUND</b>	<b>\$ 996,381</b>	<b>\$ 7,465,269</b>	<b>\$ 7,853,488</b>	<b>\$ 388,219</b>	<b>5.20%</b>
<b>WATER RECLAMATION NORTHERLY ENTITY CONSTRUCTION FUND #4108</b>					
Citywide Construction Activities (CCA)					
0004 Northerly Entity Construction	\$ 63,883	\$ -	\$ -	\$ -	N/A
<b>TOTAL – WATER RECLAMATION NORTHERLY ENTITY CONSTRUCTION FUND</b>	<b>\$ 63,883</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>WATER RECLAMATION IMPACT FEE RESERVES FUND #4109</b>					
Nondepartmental (NON)					
0009 Impact Fee Reserve	\$ 56,480	\$ 78,331	\$ 6,353,000	\$ 6,274,669	8010.45%
<b>TOTAL – WATER RECLAMATION IMPACT FEE RESERVES FUND</b>	<b>\$ 56,480</b>	<b>\$ 78,331</b>	<b>\$ 6,353,000</b>	<b>\$ 6,274,669</b>	<b>8010.45%</b>
<b>WATER RECLAMATION REVENUE BONDS 2013 DS FUND #4111</b>					
Debt Construction (DCD)					
0003 Wastewater Revenue Bonds 2013 Debt Service	\$ 1,040,150	\$ 2,897,400	\$ 2,898,400	\$ 1,000	0.03%
<b>TOTAL – WATER RECLAMATION REVENUE BONDS 2013 DS FUND</b>	<b>\$ 1,040,150</b>	<b>\$ 2,897,400</b>	<b>\$ 2,898,400</b>	<b>\$ 1,000</b>	<b>0.03%</b>
<b>INTERNAL LOAN BANK FUND #5030</b>					
Debt Service (DSD)					
0030 Internal Loan	\$ 1,533,367	\$ 11,722,313	\$ 9,027,869	\$ (2,694,444)	(22.99%)
<b>TOTAL – INTERNAL LOAN BANK FUND</b>	<b>\$ 1,533,367</b>	<b>\$ 11,722,313</b>	<b>\$ 9,027,869</b>	<b>\$ (2,694,444)</b>	<b>(22.99%)</b>
<b>INTERNAL LOAN - CIP BONDS 2007 SERIES B FUND #5031</b>					
Debt Construction (DCD)					
0001 Capital Improvement Bonds 2007 Series B	\$ 1,270,728	\$ 2,971,891	\$ 2,968,891	\$ (3,000)	(0.10%)
<b>TOTAL – INTERNAL LOAN - CIP BONDS 2007 SERIES B FUND</b>	<b>\$ 1,270,728</b>	<b>\$ 2,971,891</b>	<b>\$ 2,968,891</b>	<b>\$ (3,000)</b>	<b>(0.10%)</b>
<b>INTERNAL LOAN - JEFFERSON STREET GARAGE FUND #5032</b>					
Debt Construction (DCD)					
0008 Jefferson Garage Construction	\$ 123,172	\$ 1,450,750	\$ 1,447,000	\$ (3,750)	(0.26%)
<b>TOTAL – INTERNAL LOAN - JEFFERSON STREET GARAGE FUND</b>	<b>\$ 123,172</b>	<b>\$ 1,450,750</b>	<b>\$ 1,447,000</b>	<b>\$ (3,750)</b>	<b>(0.26%)</b>
<b>NEW PUBLIC SAFETY AND ENERGY EFFICIENCY DEBT BOND FUND SERIES 2014B #5035</b>					
Debt Service (DSD)					
0033 OPD Headquarters Debt Bond	\$ 2,100,489	\$ 4,443,000	\$ 4,442,250	\$ (750)	-0.02%
<b>TOTAL - NEW PUBLIC SAFETY AND ENERGY EFFICIENCY DEBT BOND FUND SERIES 2014</b>	<b>\$ 2,100,489</b>	<b>\$ 4,443,000</b>	<b>\$ 4,442,250</b>	<b>\$ (750)</b>	<b>-0.02%</b>
<b>PUBLIC SAFETY DEBT BOND FUND 2016C #5036</b>					
Debt Service (DSD)					
0032 Public Safety Debt Bond	\$ 673,079	\$ 1,984,400	\$ 1,982,150	\$ (2,250)	(0.11%)
<b>TOTAL - PUBLIC SAFETY DEBT BOND FUND 2016C</b>	<b>\$ 673,079</b>	<b>\$ 1,984,400</b>	<b>\$ 1,982,150</b>	<b>\$ (2,250)</b>	<b>(0.11%)</b>

# NONDEPARTMENTAL AND DEBT SERVICE

## NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

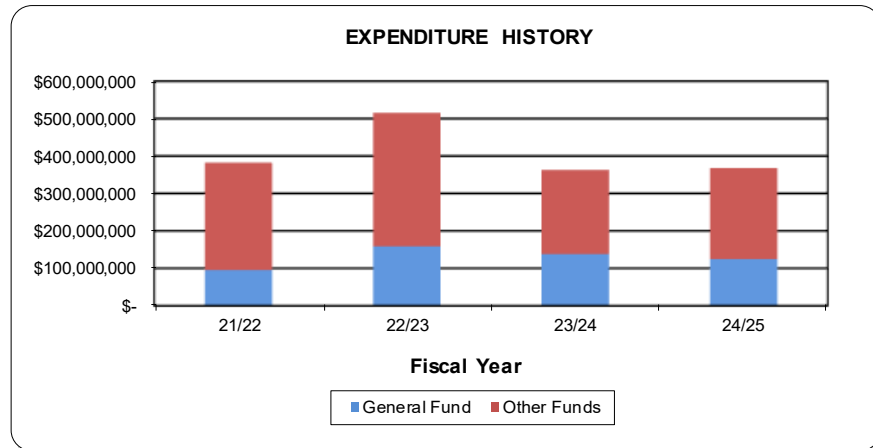
Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b><u>INVESTING IN OUR NEIGHBORHOODS DEBT BOND FUND SERIES 2018B #5037</u></b>					
Debt Service (DSD)					
0036 Investing In Our Neighborhoods Bond Series 2018B	\$ 4,262,343	\$ 6,647,850	\$ 6,645,600	\$ (2,250)	(0.03%)
<b>TOTAL - INVESTING IN OUR NEIGHBORHOODS DEBT BOND FUND SERIES 2018B</b>	<b>\$ 4,262,343</b>	<b>\$ 6,647,850</b>	<b>\$ 6,645,600</b>	<b>\$ (2,250)</b>	<b>(0.03%)</b>
<b><u>CNL RENEWAL AND REPLACEMENT FUND #0012</u></b>					
Citywide Construction Activities (CCA)					
0011 CNL Garage Renewal and Replacement	\$ -	\$ 91,429	\$ 91,429	\$ -	0.00%
<b>TOTAL -- CNL RENEWAL AND REPLACEMENT FUND</b>	<b>\$ -</b>	<b>\$ 91,429</b>	<b>\$ 91,429</b>	<b>\$ -</b>	<b>0.00%</b>
<b><u>GAS TAX FUND #1100</u></b>					
Citywide Construction Activities (CCA)					
0014 Gas Tax Program	\$ 4,056,564	\$ 4,077,000	\$ 4,027,590	\$ (49,410)	(1.21%)
<b>TOTAL -- GAS TAX FUND</b>	<b>\$ 4,056,564</b>	<b>\$ 4,077,000</b>	<b>\$ 4,027,590</b>	<b>\$ (49,410)</b>	<b>(1.21%)</b>
<b><u>CAPITAL IMPROVEMENTS FUND #3001</u></b>					
Citywide Construction Activities (CCA)					
0017 Capital Improvements Program	\$ 306,709	\$ 492,000	\$ 791,000	\$ 299,000	60.77%
Project and Grants	5,034,028	5,000,000	1,750,000	(3,250,000)	(65.00%)
<b>TOTAL -- CAPITAL IMPROVEMENTS FUND</b>	<b>\$ 5,340,737</b>	<b>\$ 5,492,000</b>	<b>\$ 2,541,000</b>	<b>\$ (2,951,000)</b>	<b>(53.73%)</b>
<b><u>REAL ESTATE ACQUISITION FUND #3006</u></b>					
Citywide Construction Activities (CCA)					
0001 Real Estate Acquisition	\$ 66,524	\$ 12,000	\$ 27,000	\$ 15,000	125.00%
<b>TOTAL - REAL ESTATE ACQUISITION FUND</b>	<b>\$ 66,524</b>	<b>\$ 12,000</b>	<b>\$ 27,000</b>	<b>\$ 15,000</b>	<b>125.00%</b>
<b><u>ORANGE COUNTY SCHOOL IMPACT FEES FUND #6001</u></b>					
Nondepartmental (NON)					
0016_C Orange County School Impact Fee	\$ 1,051,090	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- ORANGE COUNTY SCHOOL IMPACT FEES FUND</b>	<b>\$ 1,051,090</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b><u>FIREFIGHTER PENSION FUNDS #6501-6503</u></b>					
Pension (PEN)					
0005 Firefighter Pension	\$ 41,702,394	\$ 25,166,553	\$ 28,824,891	\$ 3,658,338	14.54%
0010 Pension Management Support	137,258	133,156	157,459	24,303	18.25%
0011 Fire Pension Share	2,865,491	30,000	30,000	-	0.00%
<b>TOTAL -- FIREFIGHTER PENSION FUNDS</b>	<b>\$ 44,705,143</b>	<b>\$ 25,329,709</b>	<b>\$ 29,012,350</b>	<b>\$ 3,682,641</b>	<b>14.54%</b>
<b><u>POLICE PENSION FUNDS #6510-6512</u></b>					
Pension (PEN)					
0014 Special Police Pension	\$ 56,494,562	\$ 37,440,359	\$ 42,347,547	\$ 4,907,188	13.11%
0001 Police Pension Excess Over State / Share Plan Fund	291,585	-	-	-	N/A
<b>TOTAL -- POLICE PENSION FUNDS</b>	<b>\$ 56,786,146</b>	<b>\$ 37,440,359</b>	<b>\$ 42,347,547</b>	<b>\$ 4,907,188</b>	<b>13.11%</b>
<b><u>GENERAL EMPLOYEE DEFINED BENEFIT PENSION FUND #6520</u></b>					
Pension (PEN)					
0013 City Employee Pension	\$ 21,493,892	\$ 9,999,538	\$ 12,567,678	\$ 2,568,140	25.68%
<b>TOTAL -- GENERAL EMPLOYEE DEFINED BENEFIT PENSION FUND</b>	<b>\$ 21,493,892</b>	<b>\$ 9,999,538</b>	<b>\$ 12,567,678</b>	<b>\$ 2,568,140</b>	<b>25.68%</b>
<b><u>DEFINED CONTRIBUTION PLAN FUND #6525</u></b>					
Pension (PEN)					
0004 Defined Contribution Plan Program	\$ 17,622,895	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- DEFINED CONTRIBUTION PLAN FUND</b>	<b>\$ 17,622,895</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b><u>RETIREE HEALTH SAVINGS PLAN FUND #6530</u></b>					
Pension (PEN)					
0002_C Retiree Health Savings - Fire	\$ 16,484	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- RETIREE HEALTH SAVINGS PLAN FUND</b>	<b>\$ 16,484</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

# NONDEPARTMENTAL AND DEBT SERVICE

## NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
<b>OTHER POST EMPLOYMENT BENEFIT TRUST FUND #6540</b>					
Pension (PEN)					
0012 Other Post-Employment Benefits Trust	\$ 22,818,622	\$ 22,547,856	\$ 24,456,085	\$ 1,908,229	8.46%
<b>TOTAL -- OTHER POST EMPLOYMENT BENEFIT TRUST FUND</b>	<b>\$ 22,818,622</b>	<b>\$ 22,547,856</b>	<b>\$ 24,456,085</b>	<b>\$ 1,908,229</b>	<b>8.46%</b>
<b>GENERAL LONG-TERM DEBT FUND #9500</b>					
Debt Service (DSD)					
0003 General Long Term Debt	\$ (20,417,583)	\$ -	\$ -	\$ -	N/A
<b>TOTAL -- GENERAL LONG-TERM DEBT FUND</b>	<b>\$ (20,417,583)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>GOVERNMENTAL LONG TERM LIABILITIES FUND #9505</b>					
Debt Service (DSD)					
0037 Governmental Long Term Liabilities	\$ 26,641,339	\$ -	\$ -	\$ -	N/A
<b>TOTAL - GOVERNMENTAL LONG TERM LIABILITIES FUND</b>	<b>\$ 26,641,339</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>GOVERNMENTAL LONG TERM RECEIVABLES FUND #9550</b>					
Debt Service (DSD)					
0038_C Governmental Long Term Receivables	\$ 848,773	\$ -	\$ -	\$ -	N/A
<b>TOTAL - GOVERNMENTAL LONG TERM RECEIVABLES FUND</b>	<b>\$ 848,773</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>TOTAL -- DEBT AND NONDEPARTMENTAL</b>	<b>\$515,149,609</b>	<b>\$ 362,945,545</b>	<b>\$368,086,911</b>	<b>\$ 5,141,366</b>	<b>1.42%</b>

Expenditure by Classification	2022/23 Actual Expenditures	2023/24 Adopted Budget	2024/25 Adopted Budget	Change Adopted to Adopted	% Change
Salaries	\$ 137,611	\$ 1,594,030	\$ 1,687,487	\$ 93,457	5.86%
Benefits	26,262,641	(464,868)	(437,607)	27,261	(5.86%)
Supplies	94,177	140,142	203,850	63,708	45.46%
Contractual Services	106,345,166	8,049,000	9,172,649	1,123,649	13.96%
Utilities	456,554	161	161	-	0.00%
Travel and Training	5,045	34,000	34,000	-	0.00%
Fleet and Facilities	1,182,420	2,140,000	1,404,000	(736,000)	(34.39%)
Capital	5,623,603	5,150,121	154,666	(4,995,455)	(97.00%)
Other Expenses	231,451,267	245,764,615	264,805,929	19,041,314	7.75%
Transfers Out	143,591,125	100,538,344	91,061,776	(9,476,568)	(9.43%)
<b>TOTAL -- DEBT AND NONDEPARTMENTAL</b>	<b>\$515,149,609</b>	<b>\$ 362,945,545</b>	<b>\$368,086,911</b>	<b>\$ 5,141,366</b>	<b>1.42%</b>



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## CAPITAL IMPROVEMENTS AND DEBT

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# CAPITAL IMPROVEMENTS AND DEBT

## CAPITAL IMPROVEMENT PLAN INTRODUCTION



Picture caption: Orlando Mayor Buddy Dyer, as well as other City, 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 and 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

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## **CIP DEVELOPMENT PROCESS AND 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 CIP 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. Economic Development prepares the CIE component each summer, and the CIP data available at that time plays a role in presenting City-funded projects.

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

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## 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 Plan 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 document is shown below:

TYPE OF SERVICE: Recreation & Culture		PROJECT NUMBER: 18-DUB-001	PROJECT NAME: Dubsdread Clubhouse Improvements	FINANCIAL PROJECT #	PAGE				
DEPARTMENT: BUSINESS & FINANCIAL SVCS.		PRIORITY: Repair / Replacement		DUB0004_P	0				
DIVISION: DUBSDREAD GOLF COURSE				PROJECT RANKING					
PROBLEM IDENTIFICATION OR NEED: There are several areas of the Clubhouse and surrounding areas that need improvements. Clubhouse improvements plans should be viewed in tandem with Course/Grounds Maintenance (18-DUB-003, DUB0002_P) and Dubsdread Equipment (18-DUB-0002, DUB003_P). In order to maintain the club, on-going maintenance and capital investments need to be made.				Department Rating 3. CIE Requirement N					
RECOMMENDED SOLUTION (PROJECT DESCRIPTION): On-going capital repairs may include carpet replacement, repairs to storm / water damage, installation of a water softener in the cart barn, addition of doors on the grounds maintenance facility storage barns.				CONTACT: Rodney Reifsnider 4075065948					
				REMARKS					
				RECURRING? Yes					
				SERVICE AREA					
				COLLEGE PARK					
				LOCATION					
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR									
FUND	2024/25	2025/26	2026/27	2027/28	2028/29	FIVE YR	LATER	PRIOR	Total
0016	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	\$0	\$221,000	\$421,000
ALL	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	\$0	\$221,000	\$421,000
PROJECT COST BY PHASE					IMPACT ON OPERATING COST (+/-)				
Project Phasing		Estimated Time		Estimated Cost					
Description		From	To			Salaries, Wages, Benefits			
						Operating Costs			
						Other Capital Costs			
						Total Annual Operating Costs:			
						SOURCE:			
						Total Annual Income			



# CAPITAL IMPROVEMENTS AND DEBT

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## 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

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## FY 2024/25 CIP CALENDAR

March 1	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 29	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 capital budget 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 9	First public hearing to adopt the proposed millage rate and budget, which includes the capital budget.
September 23	Second 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

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## DESCRIPTIONS OF FUNDING SOURCES FOR CAPITAL PROJECTS

In order to implement the Capital Improvement Plan, funding must be identified and programmed to achieve the desired urban environment envisioned for the City of Orlando. After all, the plan 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 their nature and authority. For instance, Grant and Loan funding may vary drastically from year to year, either due to changes in eligibility or availability, 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 traditionally had 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 would later add to what is available. For FY 2024/25, the City Council set aside \$35.3 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 as well as the 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.

# CAPITAL IMPROVEMENTS AND DEBT

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## DESCRIPTIONS OF FUNDING SOURCES FOR CAPITAL PROJECTS (continued)

### Gas Taxes

The six cents local option gas tax is anticipated to generate \$46.4 million in revenue throughout Orange County during FY 2024/25, according to a August 2024 state projection. 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.

### Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989, and this fee will generate approximately \$34.0 million in FY 2024/25. 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

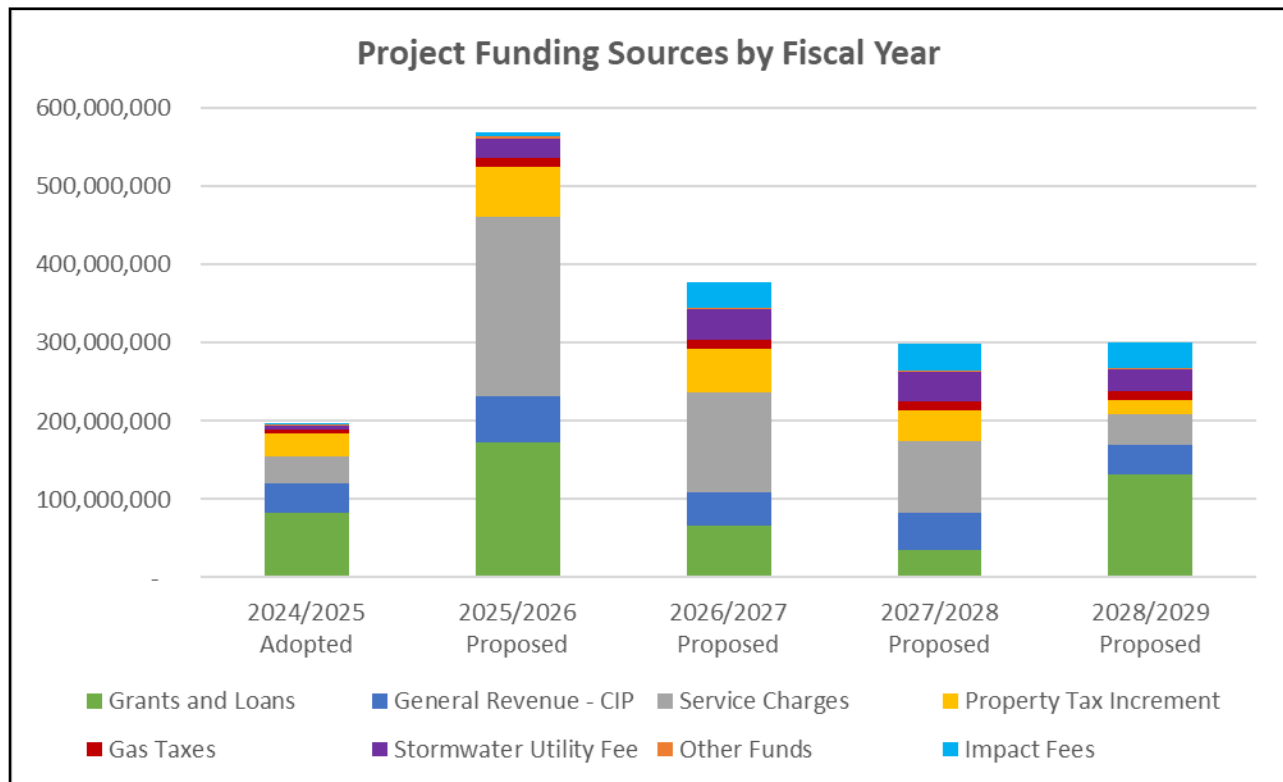
The table and chart below shows the sources of funding for all the approved FY25 capital projects, as well as the estimated funding needed to fulfill project estimates for the subsequent four years. The six largest sources of funding are shown separately, while all other funding sources are consolidated in the Other Funds grouping. Note that for FY26 through FY29, 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

2025 - 2029

#### Project Funding Sources

Funding Source	2024/2025 Adopted	2025/2026 Proposed	2026/2027 Proposed	2027/2028 Proposed	2028/2029 Proposed	Total
Grants and Loans	83,454,000	172,208,388	65,676,000	35,450,000	132,500,000	489,288,388
General Revenue - CIP	37,286,000	59,358,300	43,275,050	47,857,088	37,294,797	225,071,235
Service Charges	34,567,270	228,823,300	126,797,200	90,350,000	38,800,000	519,337,770
Property Tax Increment	28,230,117	64,150,000	55,850,000	39,600,000	17,500,000	205,330,117
Gas Taxes	6,040,000	11,995,000	11,790,000	11,885,000	11,580,000	53,290,000
Stormwater Utility Fee	3,900,000	24,850,000	39,600,000	37,050,000	27,900,000	133,300,000
Other Funds	2,240,000	2,025,000	2,000,000	2,000,000	2,000,000	10,265,000
Impact Fees	1,650,000	4,900,000	33,155,000	33,848,000	32,750,000	106,303,000
<b>Total</b>	<b>197,367,387</b>	<b>568,309,988</b>	<b>378,143,250</b>	<b>298,040,088</b>	<b>300,324,797</b>	<b>1,742,185,510</b>



# 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 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 five-year capital plan is presented on subsequent pages by funding source and by service type.

The General Fund’s contribution to capital improvements serves as the main funding mechanism for the Capital Improvement Fund, which makes it one of the most competitive project funds. These unrestricted dollars serve can support a wide variety of projects throughout the City. Other funding sources are generally restricted in their use by function and/or geographic location.

For FY 2024/25, dedicated Public Works funds account for 59% of the total project budgets. This is spread across the Stormwater and Water Reclamation enterprises, which generate revenue through service fees or assessments for their operations and capital needs, and may also borrow for longer term system investments. Additionally, Public Works makes use of other shared funding sources for efforts that fall outside of the enterprises, such as certain street and right-of-way projects.

The chart below presents the total capital plan by fund. Both the current year approved budget and the subsequent proposed four years are displayed. More detailed project information is provided in later pages.

**CAPITAL IMPROVEMENT PLAN  
2024 - 2029  
Project Totals By Fund**

Fund	2024/2025 Adopted	2025/2026 Proposed	2026/2027 Proposed	2027/2028 Proposed	2028/2029 Proposed	Total
55 West Garage R&R Fund	330,000	-	250,000	650,000	-	1,230,000
Amway Center R&R Fund	1,000,000	1,000,000	1,000,000	1,000,000	-	4,000,000
Bond or Loan Financing	-	130,950,049	42,166,000	11,450,000	132,500,000	317,066,049
Capital Improvement Fund	37,286,000	59,358,300	43,275,050	47,857,088	37,294,797	225,071,235
Centroplex Garages Fund	100,000	250,000	600,000	-	-	950,000
Community Redevelopment Agency	28,230,117	64,150,000	55,850,000	39,600,000	17,500,000	205,330,117
DSNID Fund	550,000	150,000	150,000	150,000	150,000	1,150,000
Dubsdread R&R Fund	190,000	175,000	150,000	150,000	150,000	815,000
Fleet Replacement Fund	250,000	600,000	600,000	600,000	600,000	2,650,000
Florida SRF Loan Funds	-	20,000,000	20,000,000	20,000,000	-	60,000,000
Gas Tax Fund	6,040,000	11,995,000	11,790,000	11,885,000	11,580,000	53,290,000
Grants Fund	-	21,258,339	3,510,000	4,000,000	-	28,768,339
IFT - North	-	500,000	5,250,000	750,000	750,000	7,250,000
IFT - Southeast	500,000	500,000	500,000	3,800,000	1,500,000	6,800,000
IFT - Southwest	1,150,000	2,600,000	1,750,000	2,350,000	15,500,000	23,350,000
Orlando Stadiums Operations R&R Fund	100,000	100,000	100,000	100,000	-	400,000
Parking R&R Fund	3,900,000	7,080,000	1,800,000	1,300,000	2,300,000	16,380,000
PIF - North	-	1,300,000	24,850,000	11,948,000	-	38,098,000
PIF - Southeast	-	-	805,000	15,000,000	15,000,000	30,805,000
Real Estate Acquisition Fund	1,250,000	1,100,000	1,100,000	1,100,000	1,100,000	5,650,000
Stormwater Capital Fund	3,900,000	24,850,000	39,600,000	37,050,000	27,900,000	133,300,000
Water Reclamation Bonds 2024 Construction Fund	83,454,000	-	-	-	-	83,454,000
Water Reclamation General Construction Fund	26,137,270	217,393,300	120,047,200	84,300,000	33,500,000	481,377,770
Water Reclamation R&R Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
<b>Total</b>	<b>\$ 197,367,387</b>	<b>\$ 568,309,988</b>	<b>\$ 378,143,250</b>	<b>\$ 298,040,088</b>	<b>\$ 300,324,797</b>	<b>\$ 1,742,185,510</b>

## CAPITAL IMPROVEMENTS AND DEBT

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### 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

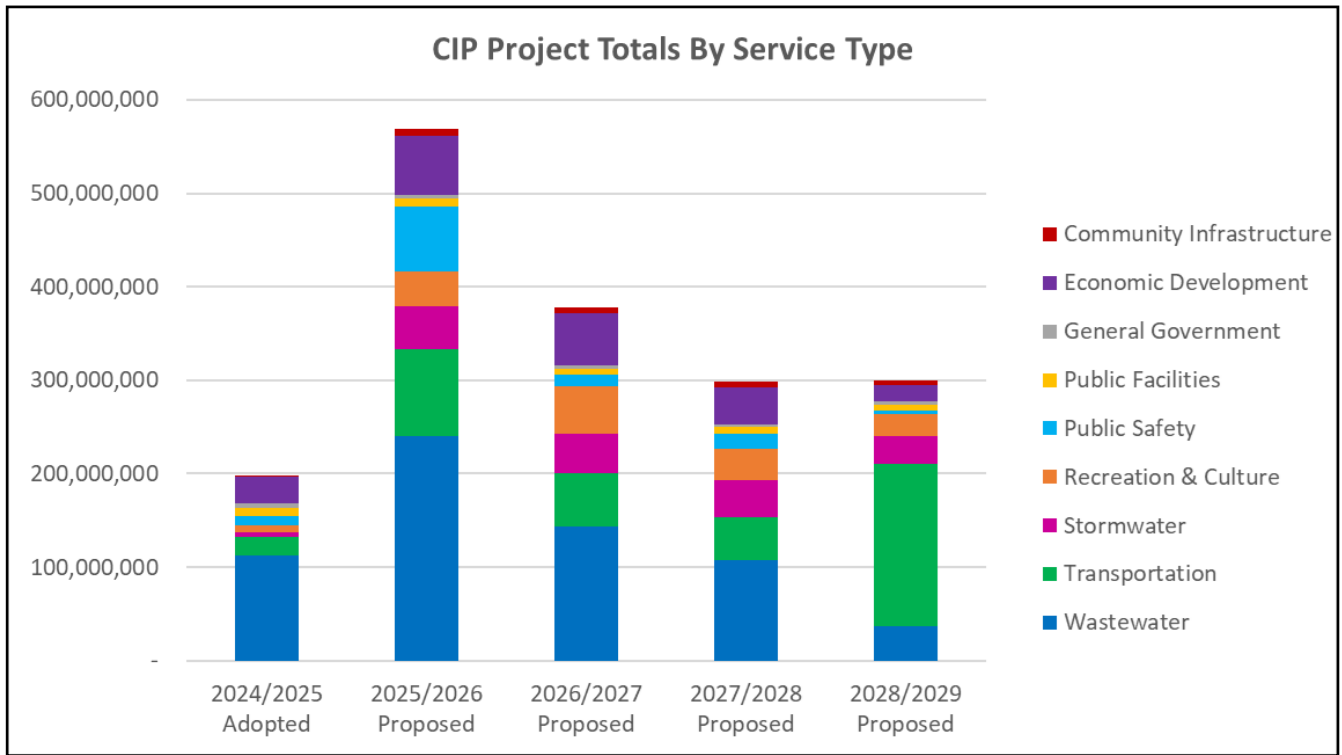
The chart below presents the total capital plan by service type. It displays the current year approved budget and the subsequent proposed four years. When we look at the Capital Improvement Program by the type of service, Wastewater, Transportation, and Economic Development are largest service types 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

### CAPITAL IMPROVEMENT PLAN 2025 - 2029

#### Project Totals By Service Type

Service Type	2024/2025 Adopted	2025/2026 Proposed	2026/2027 Proposed	2027/2028 Proposed	2028/2029 Proposed	Total
Community Infrastructure	1,050,000	6,300,000	6,300,000	5,300,000	5,150,000	24,100,000
Economic Development	28,230,117	64,150,000	55,850,000	39,600,000	17,500,000	205,330,117
General Government	5,085,000	3,685,000	3,475,000	3,490,000	4,150,000	19,885,000
Public Facilities	8,092,000	8,100,000	7,100,000	7,100,000	6,000,000	36,392,000
Public Safety	10,550,000	70,040,300	11,487,300	15,418,900	4,100,000	111,596,500
Recreation & Culture	6,999,000	37,169,000	51,772,750	34,569,188	22,834,797	153,344,735
Stormwater	5,600,000	45,525,000	41,300,000	38,750,000	29,600,000	160,775,000
Transportation	19,170,000	92,947,388	57,811,000	46,512,000	174,490,000	390,930,388
Wastewater	112,591,270	240,393,300	143,047,200	107,300,000	36,500,000	639,831,770
<b>Total</b>	<b>\$ 197,367,387</b>	<b>\$ 568,309,988</b>	<b>\$ 378,143,250</b>	<b>\$ 298,040,088</b>	<b>\$ 300,324,797</b>	<b>\$ 1,742,185,510</b>



# 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

2025 - 2029

Capital Improvements - Project List by Service Type

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total
<b>Community Infrastructure</b>						
Affordable Housing	500,000	5,000,000	5,000,000	5,000,000	5,000,000	20,500,000
DSNID Projects	550,000	150,000	150,000	150,000	150,000	1,150,000
Smart Cities Capital Project	-	150,000	150,000	150,000	-	450,000
Vehicle Downtown Digital Wayfinding	-	1,000,000	1,000,000	-	-	2,000,000
<b>Community Infrastructure Total</b>	<b>1,050,000</b>	<b>6,300,000</b>	<b>6,300,000</b>	<b>5,300,000</b>	<b>5,150,000</b>	<b>24,100,000</b>
<b>Economic Development</b>						
Arts & Culture	2,000,000	2,000,000	2,000,000	2,000,000	-	8,000,000
Business Recruitment & Retention	1,000,000	2,000,000	2,000,000	1,000,000	1,000,000	7,000,000
Community Outreach	-	4,000,000	4,000,000	3,000,000	3,000,000	14,000,000
Community Policing Innovations	2,200,000	1,000,000	500,000	500,000	500,000	4,700,000
Downtown Capital Maintenance & Safety	4,000,000	5,000,000	5,000,000	5,000,000	-	19,000,000
Downtown Lighting	-	2,000,000	2,000,000	1,500,000	1,000,000	6,500,000
DTO Implementation	2,250,000	8,000,000	8,000,000	5,000,000	5,000,000	28,250,000
Façade Grant Program	-	1,500,000	2,000,000	1,500,000	2,000,000	7,000,000
Lake Eola CRA - Capital Maintenance	-	200,000	200,000	-	-	400,000
Lake Eola Master Plan	3,500,000	10,000,000	10,000,000	15,000,000	-	38,500,000
Minority/Women Entrepreneur Business Assistance	100,000	-	-	-	-	100,000
Parramore Housing Initiatives/CRA Affordable Housi	250,000	2,000,000	2,000,000	-	-	4,250,000
Parramore Task Force	-	200,000	150,000	100,000	-	450,000
Real Estate - CRA	1,000,539	5,000,000	5,000,000	-	-	11,000,539
Streetscape Matching	-	250,000	-	-	-	250,000
Streetscapes, Plazas & Corridors	729,578	5,000,000	5,000,000	2,000,000	2,000,000	14,729,578
Transportation	4,300,000	3,000,000	3,000,000	3,000,000	3,000,000	16,300,000
Under I Design	3,900,000	8,000,000	-	-	-	11,900,000
Venues & Open Spaces	3,000,000	5,000,000	5,000,000	-	-	13,000,000
<b>Economic Development Total</b>	<b>28,230,117</b>	<b>64,150,000</b>	<b>55,850,000</b>	<b>39,600,000</b>	<b>17,500,000</b>	<b>205,330,117</b>
<b>General Government</b>						
Alternative Fuel Fleet Subsidy	250,000	600,000	600,000	600,000	600,000	2,650,000
Fleet and Facilities Multi-Space Renovations	450,000	-	-	-	-	450,000
Fleet Managment Software Change	250,000	110,000	125,000	140,000	150,000	775,000
Greenwood Cemetery Maintenance Project	125,000	125,000	-	-	-	250,000
Information Technology Hardware & Software Updates	2,260,000	1,550,000	1,550,000	1,550,000	2,300,000	9,210,000
Information Technology Security Measures	500,000	200,000	100,000	100,000	-	900,000
Real Estate Acquisition and Remediation	1,250,000	1,100,000	1,100,000	1,100,000	1,100,000	5,650,000
<b>General Government Total</b>	<b>5,085,000</b>	<b>3,685,000</b>	<b>3,475,000</b>	<b>3,490,000</b>	<b>4,150,000</b>	<b>19,885,000</b>
<b>Public Facilities</b>						
Building Envelope Maintenance	1,867,000	1,200,000	1,200,000	1,200,000	1,200,000	6,667,000
Camping World Stadium R&R	100,000	100,000	100,000	100,000	-	400,000
Emergency Generators at Critical Facilities	755,000	1,000,000	-	-	-	1,755,000
Facility Evaluation, Repairs, and Rehabilitation	1,000,000	1,250,000	1,250,000	1,250,000	1,250,000	6,000,000
HVAC Replacement Program	2,540,000	1,500,000	1,500,000	1,500,000	1,500,000	8,540,000
Kia Center Repair & Replacement	1,000,000	1,000,000	1,000,000	1,000,000	-	4,000,000
Leu Garden's Facility Improvements	330,000	50,000	50,000	50,000	50,000	530,000
Renewable Energy for City Facilities	500,000	2,000,000	2,000,000	2,000,000	2,000,000	8,500,000
<b>Public Facilities Total</b>	<b>8,092,000</b>	<b>8,100,000</b>	<b>7,100,000</b>	<b>7,100,000</b>	<b>6,000,000</b>	<b>36,392,000</b>

## CAPITAL IMPROVEMENTS AND DEBT

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total
<b>Public Safety</b>						
Central Patrol Substation Build-Out	450,000	-	-	-	-	450,000
Citywide Radio Replacement	1,750,000	1,530,300	1,337,300	9,668,900	-	14,286,500
Communication Systems Upgrade	600,000	600,000	600,000	600,000	600,000	3,000,000
Fire Apparatus - New & Replacement CIP25	1,400,000	1,300,000	-	-	-	2,700,000
Fire Capital Investments	-	100,000	100,000	100,000	100,000	400,000
Fire Equipment Replacement - FY25 CIP PROJECT	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Fire Training and Admin Facility-PHASE II FY25 #3	-	30,000,000	-	-	-	30,000,000
FS 18/19 and future station needs FY25 #4	-	31,660,000	6,400,000	-	-	38,060,000
Iris Camera Project	500,000	150,000	150,000	150,000	150,000	1,100,000
K-9 Training Facility	275,000	-	-	-	-	275,000
OPD Equipment Replacement	1,600,000	1,650,000	1,650,000	1,850,000	2,000,000	8,750,000
OPD Facility Renovations	500,000	-	-	-	-	500,000
Police Capital Investments	475,000	-	-	-	-	475,000
Retrofitting Fire Stations - FY24 CIP REQUEST 4	-	1,800,000	-	1,800,000	-	3,600,000
Sunbridge Temporary Fire Station	1,750,000	-	-	-	-	1,750,000
<b>Public Safety Total</b>	<b>10,550,000</b>	<b>70,040,300</b>	<b>11,487,300</b>	<b>15,418,900</b>	<b>4,100,000</b>	<b>111,596,500</b>
<b>Recreation &amp; Culture</b>						
Albert Park Renovation - CIP Fund	280,000	-	-	-	-	280,000
Athletic Field Maintenance	665,000	665,000	665,000	665,000	665,000	3,325,000
Azalea Park Ballfields	-	1,300,000	11,700,000	-	-	13,000,000
Beardall Pickleball Courts	-	-	805,000	-	-	805,000
Boat Dock and Pier Renovations	514,000	514,000	514,000	514,000	514,000	2,570,000
Dubsdread Clubhouse Improvements	-	50,000	50,000	50,000	50,000	200,000
Dubsdread Course/Grounds Maintenance	190,000	-	50,000	50,000	50,000	340,000
Dubsdread Equipment	-	125,000	50,000	50,000	50,000	275,000
EverBe Park	-	16,500,000	13,500,000	-	-	30,000,000
Lake Druid Upgrades	-	-	3,150,000	-	-	3,150,000
Lake Fairview Phase II	-	-	3,250,000	-	-	3,250,000
Lake Lorna Doone Office	-	500,000	1,950,000	-	-	2,450,000
Lorna Doone Art Garden	-	220,000	-	-	-	220,000
Outdoor Court Resurfacing, Ongoing	420,000	420,000	420,000	420,000	420,000	2,100,000
Parks and Playground Reno Project	1,500,000	2,300,000	2,415,000	2,535,750	2,662,538	11,413,288
Parks Sidewalks Main. & Improvements	100,000	100,000	100,000	100,000	100,000	500,000
Poitras Park	-	10,000,000	-	-	-	10,000,000
Pool Maintenance and Repairs	500,000	500,000	500,000	500,000	500,000	2,500,000
Recreation Facility Renovations	450,000	1,575,000	1,653,750	1,736,438	1,823,259	7,238,447
Recreation Facility Renovations (Dover Shores)	1,050,000	-	-	-	-	1,050,000
Sand Volley Ball at Blue Jacket Park	-	-	-	788,000	-	788,000
Signature Park Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Skate Park Design and Buildout	-	1,400,000	-	-	-	1,400,000
Starwood Park	-	-	-	15,000,000	15,000,000	30,000,000
The Grove Dog Park - CIP Fund	330,000	-	-	-	-	330,000
Trotters Park Phase II	-	-	10,000,000	11,160,000	-	21,160,000
<b>Recreation &amp; Culture Total</b>	<b>6,999,000</b>	<b>37,169,000</b>	<b>51,772,750</b>	<b>34,569,188</b>	<b>22,834,797</b>	<b>153,344,735</b>



## CAPITAL IMPROVEMENTS AND DEBT

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total
<b>Stormwater</b>						
Baffle Box Repair and Replacement	-	350,000	100,000	100,000	100,000	650,000
Bridge Maintenance and Repair	200,000	200,000	200,000	200,000	200,000	1,000,000
Colonialetown Phase 2 - Oregon St (Fern Creek to Sh	-	4,740,000	-	-	-	4,740,000
Colonialetown Phase 3 - Shine (Oregon to Marks)	-	6,000,000	-	-	-	6,000,000
Colonialetown Phase 4 - Shine (Marks to Colonial)	-	200,000	2,700,000	-	-	2,900,000
County Club of Orlando Drainage Well Replacement	-	200,000	-	-	-	200,000
CRS Improvement	-	-	100,000	100,000	100,000	300,000
Delaney Drainage and Roadway Improvements	-	155,000	-	-	-	155,000
Drainage Well Enhancements	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Eagles Property Agreement	-	750,000	-	-	-	750,000
FL Resilience Vulnerability Project Implementation	-	-	4,000,000	4,000,000	4,000,000	12,000,000
Flood Plain Remediation Projects	-	700,000	300,000	300,000	300,000	1,600,000
Flow and Pollutant Load Monitoring	-	700,000	350,000	-	-	1,050,000
Howell Branch Study/Construction	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Lake Adair TMDL- Phase II - Study/Construction	-	600,000	4,000,000	4,000,000	4,000,000	12,600,000
Lake Fran Alum Treatment Facility (PBO PKWY)	-	2,500,000	2,500,000	-	-	5,000,000
Lake Lawne Property Acquisition & Treatment	-	2,000,000	-	-	-	2,000,000
Lake Notasulga/Haralson Estates - STW	-	480,000	-	-	-	480,000
Lake Notasulga/Haralson Estates Phase II - S&P	-	2,300,000	4,000,000	-	-	6,300,000
Lake Notasulga/Haralson Estates Phase III - D&C	-	-	300,000	5,000,000	-	5,300,000
Lake Orlando 4e	-	2,300,000	2,000,000	2,000,000	-	6,300,000
LiDAR and Digital Elevation Data Update	-	-	200,000	200,000	200,000	600,000
Mccoy Road Reconstruction Project	-	4,000,000	-	-	-	4,000,000
Mills & Jackson at Lake Lawsona Drainage Impr	100,000	-	-	-	-	100,000
Rapid Response Construction STW	2,300,000	1,000,000	1,000,000	1,000,000	1,000,000	6,300,000
Regional Stormwater Facility Assessment	-	-	150,000	150,000	-	300,000
Richmond Heights and Washington Shores	-	-	2,000,000	2,000,000	-	4,000,000
SEL: Basin Study Phase II - Construction	-	4,000,000	2,000,000	4,000,000	4,000,000	14,000,000
SEL: Lake of the Woods Diversion Weir	-	100,000	700,000	-	-	800,000
Shingle Creek Basin Study - Phase 2	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Sidewalk Remediation Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
South Parramore Ave Drainage Improvements	-	50,000	-	-	-	50,000
Stormwater Inventory GIS Update	-	-	200,000	200,000	200,000	600,000
Stormwater Water Quality Studies Project	-	1,000,000	500,000	500,000	500,000	2,500,000
Summerlin Av Stormwater Impr & Roadway Restoration	-	200,000	-	-	-	200,000
System Repair and Rehabilitation	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Texas Avenue Drainage Well Replacement	-	2,000,000	-	-	-	2,000,000
Water Quality Projects - After Studies from WQS	-	-	2,000,000	3,000,000	3,000,000	8,000,000
Watershed Master Plan Implementation	-	-	3,000,000	3,000,000	3,000,000	9,000,000
<b>Stormwater Total</b>	<b>5,600,000</b>	<b>45,525,000</b>	<b>41,300,000</b>	<b>38,750,000</b>	<b>29,600,000</b>	<b>160,775,000</b>

# CAPITAL IMPROVEMENTS AND DEBT

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total
<b>Transportation</b>						
55 West Maintenance and Repairs	330,000	-	250,000	650,000	-	1,230,000
ADA Transition Plan	700,000	500,000	500,000	500,000	500,000	2,700,000
Administration Center Garage Repair/Maintenance	350,000	230,000	350,000	300,000	300,000	1,530,000
Amelia St Garage Repair and Maintenance	100,000	250,000	600,000	-	-	950,000
Augusta National/Commander Drive	-	-	-	-	500,000	500,000
Bicycle Plan Implementation	50,000	200,000	200,000	200,000	200,000	850,000
Brick Street Restoration	100,000	500,000	500,000	500,000	500,000	2,100,000
Central Blvd Garage Repair and Maintenance	800,000	300,000	300,000	600,000	400,000	2,400,000
Corrine/Virginia Complete Streets	-	-	8,760,000	9,250,000	-	18,010,000
Courthouse Garage Repair and Maintenance	400,000	350,000	300,000	-	300,000	1,350,000
Curb Ramp Construction and Curb Repair	100,000	-	150,000	-	150,000	400,000
Curry Ford Complete Streets - West	-	-	250,000	500,000	-	750,000
Digital Wayfinding - Parking	500,000	500,000	-	-	-	1,000,000
Division Avenue Complete Streets	-	750,000	-	1,300,000	-	2,050,000
Dowden Road East (Southeast Roadway Network)	-	7,500,000	-	-	-	7,500,000
Econ Trail E1: City Limits to Lee Vista	-	-	-	-	16,800,000	16,800,000
Econ Trail E2-E5: Vista Park	-	9,815,049	6,200,000	6,200,000	6,200,000	28,415,049
Edgewater Drive Complete Streets	-	7,925,000	-	-	-	7,925,000
FDOT Traffic Signal Commitments	200,000	200,000	200,000	200,000	200,000	1,000,000
GEICO Garage Repairs and Maintenance	100,000	200,000	300,000	400,000	600,000	1,600,000
Grand National Drive Phase 3	-	-	-	-	15,000,000	15,000,000
Hazeltine National to Narcoossee Connection	-	-	7,691,000	-	-	7,691,000
Intersection Safety Improvements	205,000	420,000	430,000	440,000	450,000	1,945,000
Jefferson Garage Capital Repairs	900,000	300,000	200,000	-	400,000	1,800,000
Kirkman Trail Design: Raleigh to OWG	-	-	550,000	550,000	-	1,100,000
Lake Nona Blvd Overpass (SR417)	-	-	-	3,300,000	-	3,300,000
Left Flashing Yellow Arrow	200,000	205,000	210,000	215,000	221,000	1,051,000
Library Garage Repair and Maintenance	350,000	200,000	350,000	-	300,000	1,200,000
Mast-Arm Structural Inspection	-	145,000	150,000	155,000	160,000	610,000
Meridian Parks Development	-	-	-	-	8,500,000	8,500,000
Milk District Bicycle & Pedestrian	-	250,000	-	-	-	250,000
Millenia Plaza Way Extension	-	500,000	-	-	-	500,000
Mills 50 Bicycle & Pedestrian Recommendations	-	250,000	-	-	-	250,000
New Traffic Signal Locations	300,000	300,000	100,000	-	-	700,000
North Quarter Two Way Conversion	-	-	4,500,000	-	-	4,500,000
Oak Ridge Rd Median Improvements	-	750,000	750,000	-	-	1,500,000
Orange and Livingston Signal Rebuild	-	600,000	-	-	-	600,000
Pavement Marking Maintenance	550,000	550,000	550,000	550,000	550,000	2,750,000
Pavement Rehabilitation	6,500,000	12,000,000	12,000,000	14,000,000	14,000,000	58,500,000
Pole and Mast Arm Repair & Replacement	300,000	310,000	320,000	330,000	340,000	1,600,000
Portable Changeable Message Signs	-	450,000	-	-	-	450,000
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	100,000	100,000	100,000	500,000
Regional Computerized Signal System	100,000	100,000	100,000	100,000	100,000	500,000
Robinson Street Complete Streets	-	1,625,000	-	-	-	1,625,000
School Zone Traffic Improvements	150,000	400,000	400,000	-	-	950,000
Sidewalk Repair	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Sign/Signal Shop	-	12,810,000	-	-	-	12,810,000
Signal Cabinet Upgrade	-	649,000	665,000	682,000	699,000	2,695,000
Signal Communication System Project	275,000	300,000	310,000	320,000	330,000	1,535,000
Sligh Boulevard & Columbia Street	-	17,733,339	-	-	-	17,733,339
Southwest Bike Study Implementation	500,000	500,000	500,000	-	-	1,500,000
Storey Park Blvd Extension	-	2,100,000	-	-	-	2,100,000
Sunbridge Development	-	-	-	-	1,000,000	1,000,000
SunRail Airport Expansion	-	-	3,125,000	-	100,000,000	103,125,000
SunRail Corridor Quiet Zone	-	400,000	400,000	-	-	800,000
Surface Parking Lot Capital Repairs	500,000	5,000,000	-	-	-	5,500,000
Terry Ave - Amelia to Colonial	-	-	750,000	750,000	750,000	2,250,000
Traffic Calming Maintenance	-	150,000	150,000	150,000	150,000	600,000
Traffic Counts and Travel Time Studies	100,000	100,000	100,000	100,000	100,000	500,000
Traffic Signal Refurbishing Program	210,000	220,000	230,000	240,000	250,000	1,150,000
Transportation Projects - Transportation Eng	-	110,000	120,000	130,000	140,000	500,000
Transportation Safety Projects	400,000	400,000	400,000	-	-	1,200,000
Transportation System Equipment and Maintenance	300,000	300,000	300,000	300,000	300,000	1,500,000
West Dowden Road Extension	500,000	500,000	500,000	500,000	1,000,000	3,000,000
<b>Transportation Total</b>	<b>19,170,000</b>	<b>92,947,388</b>	<b>57,811,000</b>	<b>46,512,000</b>	<b>174,490,000</b>	<b>390,930,388</b>

# CAPITAL IMPROVEMENTS AND DEBT

Project Name	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total
<b>Wastewater</b>						
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	-	9,000,000	1,320,000	-	-	10,320,000
Conserv I Electrical Improvements	2,000,000	42,200,000	-	-	-	44,200,000
Conserv I Reclaimed Water Storage	4,046,000	-	-	-	-	4,046,000
Conserv I RIB Sand Replacement	100,000	1,500,000	-	-	-	1,600,000
Conserv I Solids Processing System Replacement	800,000	1,700,000	-	-	-	2,500,000
Conserv I Treatment Plant Improvements	-	7,100,000	70,000,000	70,000,000	-	147,100,000
Conserv II 480V Electrical Upgrades	500,000	25,000,000	-	-	-	25,500,000
Conserv II Anaerobic Digester #1 & Sludge Storage	142,800	532,300	4,727,200	-	-	5,402,300
Conserv II Area Collection System Improvements	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Conserv II Automated Switch Gear to Ring Topology	300,000	2,500,000	300,000	300,000	-	3,400,000
Conserv II Blowers Replacement	2,000,000	-	-	-	-	2,000,000
Conserv II BNR Flow Split Improvements	800,000	7,000,000	-	-	-	7,800,000
Conserv II Deep Bed Filters	19,500,000	-	-	-	-	19,500,000
Conserv II Equalization Pumping Station Rehab	-	8,000,000	-	-	-	8,000,000
Conserv II Internal Recycle Pump Replacement	500,000	1,500,000	1,500,000	1,500,000	-	5,000,000
Conserv II IPS Expansion & upgrades	-	300,000	2,500,000	-	-	2,800,000
Conserv II Nutrient Removal and Treatment	-	7,141,000	-	-	-	7,141,000
Conserv II Plant Water System Evaluation	200,000	-	-	-	-	200,000
Conserv II Rapid Infiltration Basin Sites 1 and 10	-	4,000,000	-	-	-	4,000,000
Conserv II RAS Piping Improvements	-	1,738,000	-	-	-	1,738,000
Conserv II Sidestream Treatment Improvements	524,300	4,496,800	-	-	-	5,021,100
Conserv II Wash Station	35,000	500,000	-	-	-	535,000
Easterly Wetlands Education Office Building	300,000	-	-	-	-	300,000
Easterly Wetlands Restoration	500,000	-	-	-	-	500,000
Gravity Sewer Design: Appleton, Muriel & Ellwood	-	4,500,000	-	-	-	4,500,000
Inflow & Infiltration Reduction Project	-	2,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Iron Bridge Area Collection System Improvements	-	5,000,000	3,000,000	3,000,000	3,000,000	14,000,000
Iron Bridge Biosolids Disposal Improvements	-	-	15,000,000	-	-	15,000,000
Iron Bridge Clarifier Expansion Study	-	-	200,000	-	-	200,000
Iron Bridge Clarifier Improvements	4,000,000	-	-	-	-	4,000,000
Iron Bridge Diversion Box to Hyacinth Ponds	100,000	1,000,000	-	-	-	1,100,000
Iron Bridge Flow EQ System Improvements	1,200,000	15,000,000	-	-	-	16,200,000
Iron Bridge Grit System Replacement	3,963,995	-	-	-	-	3,963,995
Iron Bridge Hydraulic Throughput Evaluation	-	325,000	-	-	-	325,000
Iron Bridge Power Generation Improvements	300,000	-	-	-	-	300,000
Iron Bridge Reclaim Pump Station Improvements	-	800,000	-	-	-	800,000
Lake Notasulga / Haralson Estates - WAS	2,018,975	-	-	-	-	2,018,975
Lift Station 115 Rehabilitation	-	6,000,000	-	-	-	6,000,000
Lift Station 139 Rehabilitation	500,000	10,000,000	-	-	-	10,500,000
Lift Station 19, 20, 21, 22, 34 & 136	1,000,000	8,860,200	-	-	-	9,860,200
Lift Station 2 Force Main Phase 1A	-	5,700,000	-	-	-	5,700,000
Lift Station 2 Replacement	5,000,000	-	-	-	-	5,000,000
Lift Station 248 Replacement	15,000,000	-	-	-	-	15,000,000
Lift Station 249 Rehabilitation	-	1,500,000	8,000,000	-	-	9,500,000
Lift Station 55 Replacement	750,000	-	-	-	-	750,000
Lift Station 85 Replacement	10,000,000	-	-	-	-	10,000,000
Lift Station Electrical Safety / Generator Improv	-	6,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Lift Station Rehabilitation Phase I	-	6,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Lift Station Telemetry Replacement	500,000	-	-	-	-	500,000
Lift Station Underground Rehabilitation	-	5,000,000	4,000,000	4,000,000	4,000,000	17,000,000
Line Sewers	-	5,000,000	3,000,000	2,000,000	3,000,000	13,000,000
LS 1,2,3 and 4 Force Main Evaluation Phase 3	27,860,200	-	-	-	-	27,860,200
MetroWest Lift Station	150,000	-	-	-	-	150,000
Minor Plant Upgrades and Installations	-	7,000,000	3,500,000	3,500,000	3,500,000	17,500,000
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	-	2,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Sanitary Service Lateral Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Sanitary System Corrosion Abatement	-	4,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Sanitary upgrades with other projects	-	8,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Sewage Air Release Valve Replacement	-	2,500,000	3,000,000	-	-	5,500,000
South Parramore Avenue Improvements - WAS	1,000,000	-	-	-	-	1,000,000
<b>Wastewater Total</b>	<b>112,591,270</b>	<b>240,393,300</b>	<b>143,047,200</b>	<b>107,300,000</b>	<b>36,500,000</b>	<b>639,831,770</b>
<b>CIP Report Totals</b>	<b>\$ 197,367,387</b>	<b>\$ 568,309,988</b>	<b>\$ 378,143,250</b>	<b>\$ 298,040,088</b>	<b>\$ 300,324,797</b>	<b>\$ 1,742,185,510</b>

## CAPITAL IMPROVEMENTS AND DEBT

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### **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 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

City of Orlando  
FY 2024/25  
Capital Improvements - Project List by Service Type - Non-Recurring

Service Type	Project Name	2024/2025
Economic Development	Arts & Culture	2,000,000
Economic Development	DTO Implementation	2,250,000
Economic Development	Lake Eola Master Plan	3,500,000
Economic Development	Minority/Women Entrepreneur Business Assistance	100,000
Economic Development	Real Estate - CRA	1,000,539
Economic Development	Transportation	4,300,000
Economic Development	Under I Design	3,900,000
Economic Development	Venues & Open Spaces	3,000,000
General Government	Alternative Fuel Fleet Subsidy	250,000
General Government	Fleet and Facilities Multi-Space Renovations	450,000
General Government	Fleet Managment Software Change	250,000
General Government	Greenwood Cemetery Maintenance Project	125,000
General Government	Real Estate Acquisition and Remediation	1,250,000
Public Facilities	Building Envelope Maintenance	1,867,000
Public Facilities	Emergency Generators at Critical Facilities	755,000
Public Facilities	HVAC Replacement Program	2,540,000
Public Facilities	Leu Garden's Facility Improvements	330,000
Public Facilities	Renewable Energy for City Facilities	500,000
Public Safety	Central Patrol Substation Build-Out	450,000
Public Safety	Communication Systems Upgrade	600,000
Public Safety	Fire Apparatus - New & Replacement CIP25 REQUEST 2	1,400,000
Public Safety	K-9 Training Facility	275,000
Public Safety	OPD Facility Renovations	500,000
Public Safety	Police Capital Investments	475,000

## CAPITAL IMPROVEMENTS AND DEBT

Service Type	Project Name	2024/2025
Public Safety	Sunbridge Temporary Fire Station	1,750,000
Recreation & Culture	Albert Park Renovation - CIP Fund	280,000
Recreation & Culture	Boat Dock and Pier Renovations	514,000
Recreation & Culture	Recreation Facility Renovations (Dover Shores)	1,050,000
Recreation & Culture	The Grove Dog Park - CIP Fund	330,000
Stormwater	Mills & Jackson at Lake Lawsons Drainage Impr	100,000
Transportation	Bicycle Plan Implementation	50,000
Transportation	Digital Wayfinding - Parking	500,000
Transportation	Left Flashing Yellow Arrow	200,000
Transportation	New Traffic Signal Locations	300,000
Transportation	Pole and Mast Arm Repair & Replacement	300,000
Transportation	Pres. Barack Obama Parkway Phase 2	500,000
Transportation	Regional Computerized Signal System	100,000
Transportation	School Zone Traffic Improvements	150,000
Transportation	Signal Communication System Project	275,000
Transportation	Southwest Bike Study Implementation	500,000
Transportation	West Dowden Road Extension	500,000
Wastewater	Conserv I Electrical Improvements	2,000,000
Wastewater	Conserv I Reclaimed Water Storage	4,046,000
Wastewater	Conserv I RIB Sand Replacement	100,000
Wastewater	Conserv I Solids Processing System Replacement	800,000
Wastewater	Conserv II 480V Electrical Upgrades	500,000
Wastewater	Conserv II Anaerobic Digester #1 & Sludge Storage	142,800
Wastewater	Conserv II Automated Switch Gear to Ring Topology	300,000
Wastewater	Conserv II Blowers Replacement	2,000,000
Wastewater	Conserv II BNR Flow Split Improvements	800,000

## CAPITAL IMPROVEMENTS AND DEBT

Service Type	Project Name	2024/2025
Wastewater	Conserv II Deep Bed Filters	19,500,000
Wastewater	Conserv II Internal Recycle Pump Replacement	500,000
Wastewater	Conserv II Plant Water System Evaluation	200,000
Wastewater	Conserv II Sidestream Treatment Improvements	524,300
Wastewater	Conserv II Wash Station	35,000
Wastewater	Easterly Wetlands Education Office Building	300,000
Wastewater	Easterly Wetlands Restoration	500,000
Wastewater	Iron Bridge Clarifier Improvements	4,000,000
Wastewater	Iron Bridge Diversion Box to Hyacinth Ponds	100,000
Wastewater	Iron Bridge Flow EQ System Improvements	1,200,000
Wastewater	Iron Bridge Grit System Replacement	3,963,995
Wastewater	Iron Bridge Power Generation Improvements	300,000
Wastewater	Lake Notasulga / Haralson Estates - WAS	2,018,975
Wastewater	Lift Station 139 Rehabilitation	500,000
Wastewater	Lift Station 19, 20, 21, 22, 34 & 136	1,000,000
Wastewater	Lift Station 2 Replacement	5,000,000
Wastewater	Lift Station 248 Replacement	15,000,000
Wastewater	Lift Station 55 Replacement	750,000
Wastewater	Lift Station 85 Replacement	10,000,000
Wastewater	Lift Station Telemetry Replacement	500,000
Wastewater	LS 1,2,3 and 4 Force Main Evaluation Phase 3	27,860,200
Wastewater	MetroWest Lift Station	150,000
Wastewater	South Parramore Avenue Improvements - WAS	1,000,000
<b>CIP Report - Non-Recurring Totals</b>		<b>\$ 145,057,809</b>

# CAPITAL IMPROVEMENTS AND DEBT

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## IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

The Capital Improvement Plan 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, and may also provide the opportunity to increase capacity. Much like with Transportation and Stormwater though, this does not necessarily translate to higher operating costs.

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
Emergency Generators at Critical Facilities	N/A	\$79,567	\$79,567

Several City facilities currently operate without emergency back-up power. Installing gas generators increases the likelihood that the facilities in question can continue to assist residents during disasters or other power outages, but also results in increased maintenance costs. Monthly testing, including fuel, is anticipated to cost roughly \$2,900 annually for the 595 N Primrose Dr site that this year's funding is focused on. Additionally, funds need to be set aside for generator replacement after their 15 year lifespan at an estimated cost of \$1.15M (\$76,667 saved annually).

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Renewable Energy for City Facilities	N/A	<\$69,100>	<\$69,100>

Solar panels are anticipated to be installed at the Callahan Neighborhood Center and Primrose Plaza, with several other locations in waiting depending on other interconnected projects moving forward. This will reduce grid electricity usage from these two facilities. The estimated savings from reduced electricity charges is difficult to estimate but can be extrapolated as a portion of current variable costs, anticipated to be roughly 75% for Primrose (\$56,300) and 58% for Callahan (\$12,800).

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Central Patrol Substation Build-Out	TBD	\$187,300	TBD

Due to the increase in size of the Police Department, the city has outgrown its current space and needs to relocate. This new 8,087 square foot location will accommodate fifty officers. The lease term (\$160,290 per year plus an estimated \$27,010 in property taxes) will be for ten years and the city will be responsible for utilities and day-to-day maintenance, such as caring for the landscaping, HVAC, electrical and plumbing.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Fire Apparatus – New & Replacement CIP REQUEST 2	N/A	\$215,000	\$215,000

This is a multifaceted project involving upgrading existing Fire Department apparatuses, as well as buying additional apparatus in preparation for the completion of new fire stations. While staffing needs will be addressed as part of new station construction projects, adding additional vehicles, such as a pumper (\$133k), a transport (\$82k) and the retrofit of an existing Heavy Rescue, will necessitate increased operating costs for maintenance regardless. The estimated annual maintenance costs for the two true additional vehicles funded this year is \$215,000.

## CAPITAL IMPROVEMENTS AND DEBT

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

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Sunbridge Temporary Fire Station	\$3,700,000	N/A	\$3,700,000

The recent annexation of the land for the Sunbridge development on the east side of the City of Orlando have resulted in the need to take over fire services for an area previously covered by Orange County. Initially, the City is establishing a temporary fire station while a more permanent station is constructed. With the opening of the temporary station, an additional 29 sworn firefighters and 10 civilian paramedics are needed to fulfill staffing requirements (salaries and benefits are estimated at \$3.7M plus an additional \$306k for outfitting). These staff members would then later shift over to the permanent station once completed.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Grove Dog Park	N/A	\$40,000	\$40,000

This project proposal involves adding a dog park to The Grove in College Park. After completion the park area will require periodic cleaning and maintenance at an estimated annual cost of \$40,000. This includes tasks such as mowing, trash pick-up, doggie bags, insecticide/fertilizer treatments, as well as grass and surface repairs as needed.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Bicycle Plan Implementation	TBD	TBD	TBD

Over time, the continued expansion of our Bike Trail network in pursuit of the plan will result in increased cleaning and maintenance costs in order to keep the network in the condition desired for our residents. The Public Works' Streets team is continuing to make efforts during FY25 to evaluate our trail system and determine what is needed to maintain it.

# 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.

	Target	9/30/2019	9/30/2020	9/30/2021	9/30/2022	9/30/2023
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures						
Debt Limit (within the covenant program limitation)	20% max	9.90%	11.40%	11.30%	13.30%	11.00%
Goal / Target	10% max					
Weighted Average Maturity of Debt Program(s):						
Self Supporting Proprietary Operations	15 yr max	9.6	9.1	8.6	9.4	8.0
Self Supporting Other Governmental	25 yr max	9.7	9.1	8.7	8.3	8.0
Non-Self Supporting	20 yr max	11.7	11.1	10.5	9.4	10.1
General Government Direct Debt per Capita	\$1,375 max	\$984	\$1,302	\$1,197	\$1,076	\$1,027
Net Direct Debt as a Percentage of Ad Valorem Property Values						
General Government	2.5% max	0.9%	1.1%	1.0%	0.9%	0.8%
Total Tax Supported	3.5% max	1.5%	1.6%	1.4%	1.2%	1.0%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	27.70%	29.80%	25.90%	25.20%	23.20%

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	Aa1	AA+	AAA
Capital Improvement Special Revenue Bonds, Series 2016B	Aa1	AA+	AAA
Capital Improvement Special Revenue Bonds, Series 2016C	Aa1	AA+	AAA
Capital Improvement Special Revenue Bonds, Series 2014B	Aa1	AA+	AAA
Capital Improvement Special Revenue Bonds, Series 2014C	Aa1	AA+	AAA
Capital Improvement Special Revenue Bonds, Series 2014D	Aa1	AA+	AAA

## CAPITAL IMPROVEMENTS AND DEBT

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The following is a description of the City's debt obligations and commitments as of September 30, 2022.

### DESCRIPTION OF DEBT OUTSTANDING

#### **PRIMARY GOVERNMENT:**

#### **PROPRIETARY FUNDS:**

#### **Water Reclamation 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 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 2023.

# CAPITAL IMPROVEMENTS AND DEBT

## DESCRIPTION OF DEBT OUTSTANDING (continued)

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

<u>Fiscal Year</u>	
2023	\$ 7,079,045
2024	7,079,045
2025	7,851,489
2026-2030	42,525,425
2031-2035	35,136,276
2036-2040	28,434,298
2041-2046	<u>23,336,372</u>
	\$ 151,441,949

### 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 14 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, 2022 the City had total loans outstanding of \$75,601,704 payable to the State. The net revenues of the water reclamation funds will be used to make the debt service payments.

	<u>Interest Rate</u>	<u>Balance 10/1/2021</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance 9/30/22</u>	<u>Due Within One Year</u>
<b>Loans Payable:</b>						
State Revolving Loan 65001S	2.60%	\$ 7,898,310	\$ -	\$ 1,676,648	\$ 6,221,662	\$ 1,720,555
State Revolving Loan 65002P	2.66%	563,803	-	87,871	475,932	90,224
State Revolving Loan 65003P	2.66%	601,904	-	60,080	541,874	61,638
State Revolving Loan 65004O	2.56%	3,882,445	-	387,687	3,494,758	397,950
State Revolving Loan 65006O	2.49%	6,129,563	-	959,451	5,170,112	983,490
State Revolving Loan 48040O	2.30%	7,436,571	-	598,327	6,838,244	612,765
State Revolving Loan 48041O	1.72%	3,182,378	-	230,277	2,952,101	234,254
State Revolving Loan 48042O	1.59%	1,893,685	-	126,813	1,766,872	128,838
State Revolving Loan 48043O	1.72%	1,684,737	-	121,907	1,562,830	124,013
State Revolving Loan 48044O	0.18%	7,462,845	4,775,097	-	12,237,942	-
State Revolving Loan 48046O	0.30%	5,669,593	-	370,093	5,299,500	371,204
State Revolving Loan 48047O	0.29%	15,647,733	-	474,948	15,172,785	807,724
State Revolving Loan 48048O	0.44%	7,820,340	-	384,922	7,435,418	386,620
State Revolving Loan 48049O	0.40%	6,762,926	-	331,252	6,431,674	333,874
<b>Total Loans Payable</b>		<u>\$ 76,636,833</u>	<u>\$ 4,775,097</u>	<u>\$ 5,810,226</u>	<u>\$ 75,601,704</u>	<u>\$ 6,253,149</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 2023.

## CAPITAL IMPROVEMENTS AND DEBT

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### DESCRIPTION OF DEBT OUTSTANDING (continued)

#### Orlando Venues Revenue Bonds:

In August 2017, the City issued its Senior Tourist Development Tax Refunding Revenue Bonds (6th Cent Contract Payments), Series 2017A, and its Second Lien Subordinate Tourist Development Tax Refunding Revenue Bonds (6th Cent Contract Payments), Series 2017B, in the combined amount of \$224,350,000. The Series 2017A and Series 2017B Bonds were issued for the purpose of fully refunding the City's Tourist Development Tax Revenue Bonds, (6th Cent Contract Payments), Series 2008A, and Second Lien Subordinate Tourist Development Tax Revenue Bonds (6th Cent Contract Payments), Series 2008B, and partially refunding the Third Lien Subordinate Tourist Development Tax Revenue Bonds (6th Cent Contract Payments), Series 2008C. These bonds are limited obligations of the City payable from the pledged TDT revenues noted below.

In the Interlocal Agreement between the City of Orlando and Orange County, the County agreed to contribute a portion of the 6th Cent TDT revenues monthly to the City for the payment of the debt service on these bonds. These TDT revenues are collected countywide and remitted to a trustee who allocates these pledged funds according to a flow of funds. On the second business day of each month, the Orange County Comptroller's Office publishes a TDT press release on their website summarizing the most recent monthly tax collections.

Legal provisions of these revenue bonds require the City to maintain liquidity and debt service reserves based on the maximum annual debt service in accordance with the Flow of Funds described in the bond documents. If the debt service reserves are depleted, the bond insurer would then make the required debt service payments, and this would qualify as a technical default.

For the fiscal year ended September 30, 2023, the total principal and interest paid was \$20.0 million, and 6th Cent TDT revenue distributions received totaled \$30 million. Total principal and interest remaining (including payment of targeted annual principal payments), on the Series 2017A, Series 2017B, and Series 2008C bonds as of September 30, 2022 is \$282.7 million, (assuming resumption of target principal payments in fiscal year 2024), with annual requirements ranging from \$17.1 million in fiscal year 2039, to \$23.8 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 \$17.7 million. Management cannot predict the sufficiency of future TDT revenues to pay the annual debt service. While some use of reserves may be needed to meet future debt service payments, management does not anticipate that the City will deplete its debt service reserves within the 12 months following the end of fiscal year 2023.

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, 2023, 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, 2023 is \$28.9 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

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## DESCRIPTION OF DEBT OUTSTANDING (continued)

### ***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, 2023, the outstanding balance on the bonds is \$64,132,000.

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, 2023, the outstanding balance on the bonds is \$48,488,000.

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, 2023, the outstanding balance on the bonds is \$5,660,000.

#### **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, 2023, the outstanding balance on the bonds is \$1,675,259.

### ***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, 2023, the outstanding balance on the bonds is \$5,300,000.

### **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

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### DESCRIPTION OF DEBT OUTSTANDING (continued)

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

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

#### **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.

#### **Neighborhood Improvement Projects 2018**

In November 2018, the City issued \$115,000,000 in covenant bonds to finance various neighborhood improvement projects. These included, among others, the new Tennis Center and park in the Packing District, renovations to Lake Lorna Doone Park, and Grand Avenue Community Center improvements.

#### **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.

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# 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

**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. On March 22, 2022, the SSGFC Board of Directors approved a resolution to develop a plan of dissolution, with expected dissolution by April of 2023. Therefore, on March 1, 2023, the City refinanced its outstanding SSGFC Loans #4 and 6, through a direct purchase agreement with TD Bank, NA, for the Capital Improvement Refunding Special Revenue Bond, Series 2023A. The loan was issued in the amount of \$88,895,000 with a fixed interest rate of 3.54%. The loan agreement includes an option to prepay the loan without penalty after 10 years.

Internal loans receivable as of September 30, 2023 totaled \$274,405,866 as reported on page 192. Of this amount, \$55,014,666 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 \$219,391,200.

**k. Variable Rate Debt** - The City had no exposure to variable rate debt as of September 30, 2023.

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	\$ 3,702	N/A	CP
SSGFC	2007	40,000	N/A	CP
SSGFC	2008	50,000	N/A	CP
		<u>\$ 93,702</u>		

Prior to October 3, 2022, 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, 2023

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, 2023:

	Purpose of Issue	Amount Issued	Amount Outstanding	Coupon Interest Rate	Maximum Annual Debt Service
<b>PRIMARY GOVERNMENT:</b>					
<b>Governmental Activities</b>					
Community Redevelopment Agency--					
Republic Dr. (Universal Blvd) Series 2012	Refunding	29,430,000	5,660,000	3.75-5.00%	3,008,750
Republic Dr. (Universal Blvd) Series 2013 (1)	Capital Improvements	9,000,000	1,675,259	2.17%	864,993
Conroy Road Series 2012	Refunding	19,225,000	5,300,000	5.00%	1,947,750
Downtown CRA Series 2019A (1)	Refunding	57,351,000	48,488,000	3.56%	4,458,213
Downtown CRA Series 2020A (1)	Refunding	70,545,000	64,132,000	3.50%	8,917,560
<b>Total</b>		<u>185,551,000</u>	<u>125,255,259</u>		
Internal Loan Fund --					
Capital Improvement Special Revenue Bonds:					
Series 2014B	Public Safety projects	62,205,000	52,475,000	5.00%	4,492,625
Series 2014C	Refunding	10,355,000	2,520,000	5.00%	1,325,250
Series 2014D	Refunding	12,450,000	4,125,000	5.00%	1,483,500
Series 2015A (1)	Refunding	5,705,000	3,705,000	1.82%	3,738,716
Series 2016A (1)	Refunding	6,995,000	4,995,000	1.90%	5,042,453
Series 2016B	Refunding	54,850,000	44,330,000	3.13-5.00%	1,004,446
Series 2016C	Public Safety projects	26,425,000	20,890,000	4.00-5.00%	2,011,650
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	98,445,000	4.00-5.00%	6,696,725
<b>Total Internal Loan Fund</b>		<u>301,343,000</u>	<u>248,708,000</u>		
<b>Total Governmental Activities</b>		<u>\$ 486,894,000</u>	<u>\$ 373,963,259</u>		
<b>Business-Type Activities</b>					
Wastewater Revenue Bonds	Water Reclamation Treatment and Refunding				
Series 2013		\$ 36,170,000	\$ 22,735,000	2.00-5.00%	2,877,900
State Revolving Fund Loans	Water Reclamation projects	143,506,183	75,601,704	0.00-2.66%	7,700,789
<b>Total Water Reclamation</b>		<u>\$ 179,676,183</u>	<u>\$ 98,336,704</u>		
State Sales Tax Ref. Bonds, Series 2016	Refunding	28,090,000	21,440,000	4.00-5.00%	1,998,425
Senior Tourist Dev. Tax Bonds, Series 2008C	Events Center projects	87,270,000	6,250,000	5.50%	1,767,300
Contract Tourist Dev. Tax Ref. Bonds, Series 2017A	Refunding	196,590,000	166,925,000	5.00%	15,224,875
Contract Tourist Dev. Tax Ref. Bonds, Series 2017B	Refunding	27,760,000	23,415,000	4.00-5.00%	2,140,750
Capital Improvement Bonds					
Series 2019A	Refunding	37,237,000	36,480,000	3.47%	2,848,905
Series 2023A - SSGFC 4 & 6 Refunding (1)	Refunding	88,895,000	88,895,000	3.54%	6,506,939
<b>Total Business-Type Activities</b>		<u>\$ 645,518,183</u>	<u>\$ 441,741,704</u>		

(1) Bonds from direct borrowings and direct placements.

(2) During fiscal year 2022, the SSGFC Board of Directors approved a resolution to dissolve the Commission in fiscal year 2023. The SSGFC Tax-exempt Series H loan in the Internal Loan Fund was paid in full on 10/03/2022, and the Orlando Venues SSGFC Loans were refinanced with issuance of Capital Improvement Refunding Special Revenue Bond Series 2023A on 3/1/2023.

# CAPITAL IMPROVEMENTS AND DEBT

CITY OF ORLANDO, FLORIDA  
SUMMARY OF DEBT SERVICE REQUIREMENTS TO MATURITY  
ALL SERIES  
2023-2049

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	
2024	8,917,792	1,945,000	3,871,743	30,558,743	2,848,775	28,928,733	2,848,905	79,919,691
2025	8,917,009	1,946,000	3,873,742	23,855,864	2,877,900	25,796,161	2,848,032	70,114,708
2026	8,917,076	1,947,750	-	24,345,343	2,848,650	25,780,611	2,846,197	66,685,627
2027	8,917,748	-	-	23,466,156	2,846,650	25,763,452	2,845,334	63,839,340
2028	8,917,777	-	-	23,956,523	2,844,525	25,756,693	2,844,354	64,319,872
2029	8,916,953	-	-	17,975,741	2,842,025	25,738,100	2,843,187	58,316,006
2030	8,917,060	-	-	16,174,666	2,838,900	25,721,621	2,842,747	56,494,994
2031	8,917,818	-	-	16,140,617	2,853,950	25,709,346	2,840,967	56,462,698
2032	8,916,941	-	-	16,145,142	2,833,750	25,685,699	2,839,772	56,421,304
2033	8,917,226	-	-	14,647,767	2,829,000	25,671,359	2,839,064	54,904,416
2034	8,917,346	-	-	14,654,917	-	25,653,350	2,837,751	52,063,364
2035	8,917,020	-	-	14,640,617	-	25,630,220	2,835,769	52,023,626
2036	8,916,968	-	-	14,623,167	-	25,611,930	2,835,009	51,987,074
2037	8,916,868	-	-	14,628,176	-	25,594,395	2,833,369	51,972,808
2038	8,917,406	-	-	12,624,005	-	24,577,351	2,831,763	48,950,525
2039	8,916,900	-	-	9,619,225	-	23,553,119	2,830,086	44,919,330
2040	8,917,560	-	-	9,613,475	-	6,406,011	2,828,233	27,765,279
2041	-	-	-	9,609,800	-	6,403,053	-	16,012,853
2042	-	-	-	9,602,050	-	6,398,875	-	16,000,925
2043	-	-	-	9,599,500	-	6,395,227	-	15,994,727
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>\$ 151,593,468</u>	<u>\$ 5,838,750</u>	<u>\$ 7,745,485</u>	<u>\$ 377,921,194</u>	<u>\$ 28,464,125</u>	<u>\$ 436,775,306</u>	<u>\$ 48,270,539</u>	<u>\$ 1,056,608,867</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.

For information regarding the SSGFC loans, the SIB Loan, and the State Revolving Fund loans,



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# SUPPLEMENTAL INFORMATION

## APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2024/25

	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel	Page Subtotal
General Fund	\$260,638,532	\$172,259,565	\$11,539,519	\$62,943,171	\$15,282,154	\$1,143,499	\$523,806,440
<b>SPECIAL REVENUE</b>							
911 Emergency Phone System Fund	1,055,000	-	-	-	-	-	1,055,000
Accelerate Orlando Fund	-	-	-	404,000	-	-	404,000
After School All Stars Fund	2,543,467	675,451	45,000	380,085	9,480	2,500	3,655,983
Building Code Enforcement Fund	9,466,243	4,620,716	155,000	520,000	47,000	43,000	14,851,959
Capital Improvements Fund	-	-	475,000	19,880,000	-	-	20,355,000
Code Enforcement Board Lien Assessment Fund	63,186	30,819	61,900	63,747	-	-	219,652
Cemetery Trust Fund	201,765	98,058	11,000	278,095	75,382	-	664,300
Centroplex Garages Fund	115,743	80,434	25,100	3,091,896	24,531	-	3,337,704
Contraband Forfeiture Trust Fund	-	-	-	100,000	-	-	100,000
CRA Operating Fund	3,118,807	1,988,722	85,000	26,005,186	25,539	55,000	31,278,254
CRA Trust Funds	-	-	-	-	-	-	-
Designated Revenue Fund	-	-	-	3,231,702	-	-	3,231,702
Dubsdread Golf Course Funds	-	-	334,264	1,047,418	-	-	1,381,682
State Housing Initiatives Partnership (SHIP) Program Fund	183,694	64,293	-	2,231,886	-	-	2,479,873
Gas Tax Fund	-	-	-	5,690,000	-	-	5,690,000
Grants Fund	(64,370)	62,721	-	-	-	-	(1,649)
GOAA Police Fund	15,227,340	8,613,037	209,752	519,450	36,550	15,000	24,621,129
Harry P. Leu Gardens Fund	1,740,108	727,319	327,534	433,080	185,327	-	3,413,368
Law Enforcement Training Fund	-	-	-	-	-	130,000	130,000
Mennello Museum Fund	393,801	147,548	19,000	85,000	27,741	-	673,090
Orange County Schools Crossing Guard Fund	-	-	-	1,995,199	-	-	1,995,199
Park Impact Fee Funds	59,558	-	-	-	-	-	59,558
Real Estate Acquisition Fund	-	-	-	-	-	-	-
Special Assessment Funds	-	-	-	-	-	-	-
Spellman Site Fund	-	-	-	-	-	-	-
Street Tree Trust Fund	226,479	37,723	130,000	1,050,000	-	-	1,444,202
Transportation Impact Fee Funds	254,247	-	-	1,000,000	-	-	1,254,247
U.S. Dept of Housing and Urban Dev. Grants Fund	499,213	159,837	-	8,925,900	-	-	9,584,950
Utility Services Tax Fund	-	-	-	-	-	-	-
<b>DEBT SERVICE</b>							
6th Cent TDT Debt	-	-	-	-	-	-	-
Amway Center Sales Tax Rebate Debt Service 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	-	-	-	-	-	-	-
Investing In Our Neighborhoods Debt Bond Fund Series 2018B	-	-	-	-	-	-	-
New Public Safety and Energy Efficiency Debt Bond Fund	-	-	-	-	-	-	-
Public Safety Debt Bond Fund 2016C	-	-	-	-	-	-	-
SSGFC Venues Refinancing Series 2023A	-	-	-	-	-	-	-
Water Reclamation Revenue Bonds 2024 Construction Fund	-	-	-	19,500,000	-	-	19,500,000
Water Reclamation Revenue Bond Funds	-	-	-	-	-	-	-
<b>ENTERPRISE</b>							
55 West Garage Renewal and Replacement Fund	-	-	-	330,000	-	-	330,000
Amway Center Renewal and Replacement Fund	-	-	-	1,000,000	-	-	1,000,000
CNL Renewal and Replacement Fund	-	-	-	-	-	-	-
Orlando Stadiums Operations Fund	1,731,133	267,288	177,800	1,805,644	1,198,836	-	5,180,701
Orlando Stadiums Operations Renewal and Replacement Fund	-	-	-	100,000	-	-	100,000
Orlando Venues Fund	8,920,159	2,338,002	560,136	9,303,671	4,380,135	105,000	25,607,103
Parking System Revenue Fund	5,416,949	3,222,393	602,200	3,689,557	556,610	21,300	13,509,009
Parking Renewal and Replacement Fund	-	-	-	3,050,000	-	-	3,050,000
Solid Waste Fund	9,251,274	4,234,199	925,000	1,605,000	10,050,276	20,000	26,085,749
Stormwater Capital Fund	-	-	-	1,500,000	-	-	1,500,000
Stormwater Utility Fund	9,387,679	3,416,914	615,252	4,529,813	417,976	20,000	18,387,634
Water Reclamation Construction Funds	133,178	-	-	5,000,000	-	-	5,133,178
Water Reclamation Renewal and Replacement Fund	-	-	-	3,000,000	-	-	3,000,000
Water Reclamation Revenue Fund	20,244,780	10,102,192	9,729,244	17,420,528	8,935,526	77,610	66,509,880
<b>INTERNAL SERVICE</b>							
Construction Management Fund	4,187,090	1,819,436	37,000	358,700	24,485	25,000	6,451,711
Facilities Management Fund	3,528,745	2,019,898	1,200,000	7,000,000	205,000	10,000	13,963,643
Fleet Management Funds	3,690,575	2,128,594	12,531,522	6,691,817	255,693	25,000	25,323,201
Health Care Fund	98,750	38,101	3,000	700,000	-	5,250	845,101
Internal Loan Bank Fund	-	-	-	-	-	-	-
Risk Management Fund	1,262,036	533,478	16,000	415,000	3,325	4,500	2,234,339
<b>COMPONENT UNIT</b>							
Downtown Development Board Fund	1,123,048	-	103,000	2,623,521	2,000	-	3,851,569
Downtown South NID Fund	111,369	-	3,500	766,275	1,200	3,000	885,344
<b>PENSION TRUST</b>							
City Pension Funds	68,270	37,393	3,850	4,330,000	161	34,000	4,473,674
OPEB Trust Fund	-	-	-	-	-	-	-
<b>TOTAL CITY OF ORLANDO</b>	<b>\$364,877,848</b>	<b>\$219,724,131</b>	<b>\$39,925,573</b>	<b>\$234,595,341</b>	<b>\$41,744,927</b>	<b>\$1,739,659</b>	<b>\$902,607,479</b>

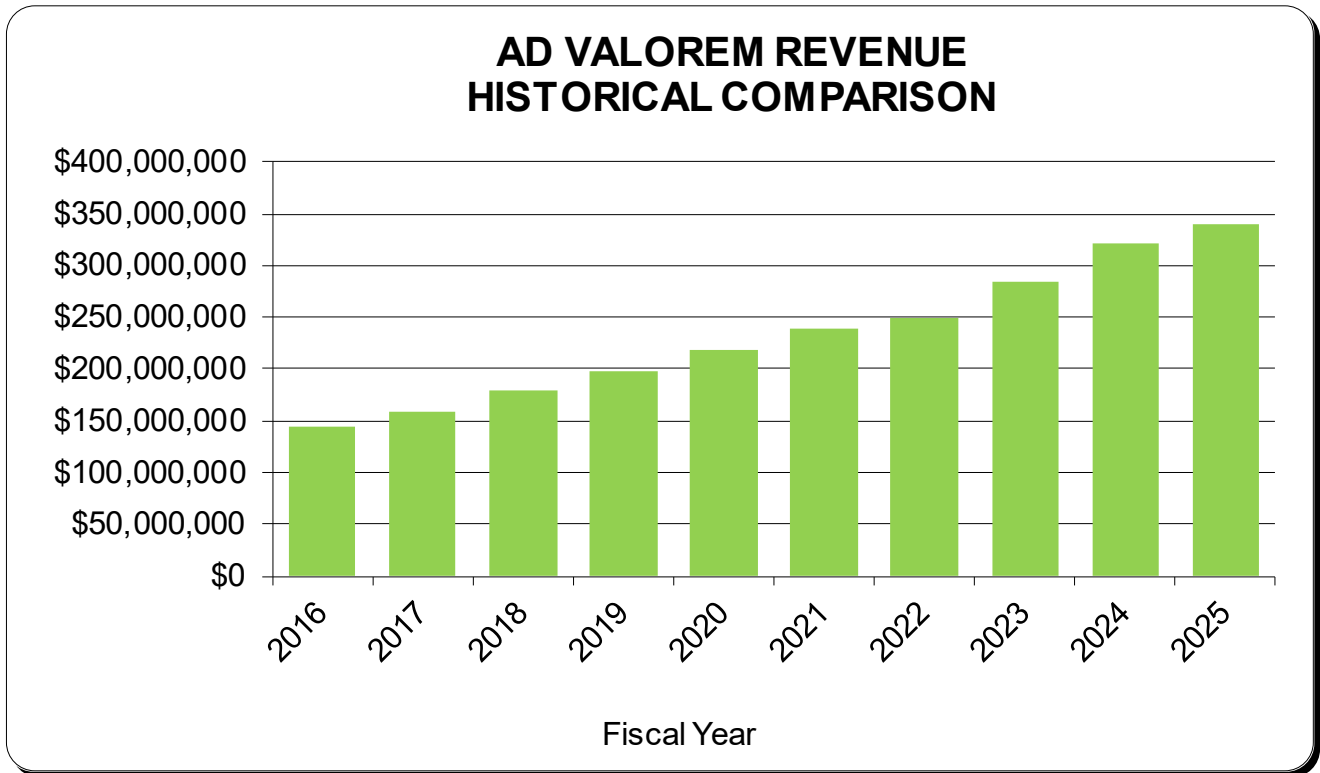
# SUPPLEMENTAL INFORMATION

## APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2024/25

Fleet and Facility Charges	Capital Outlay	Debt Service	Other Expenses	Transfers Out	Total	
\$39,347,990	\$2,806,877	\$21,366,028	\$67,504,321	\$53,740,887	\$708,572,543	General Fund
						<u>SPECIAL REVENUE</u>
-	-	-	5,000	600,000	1,660,000	911 Emergency Phone System Fund
-	-	-	-	-	404,000	Accelerate Orlando Fund
9,525	-	-	297,681	-	3,963,189	After School All Stars Fund
473,098	-	-	3,580,550	-	18,905,607	Building Code Enforcement Fund
8,821,000	8,060,000	-	541,000	300,000	38,077,000	Capital Improvements Fund
-	15,000	-	65,348	900,000	1,200,000	Code Enforcement Board Lien Assessment Fund
68,257	28,000	-	91,705	-	852,262	Cemetery Trust Fund
28,000	-	-	60,861	-	3,426,565	Centroplex Garages Fund
-	150,000	-	158,436	-	408,436	Contraband Forfeiture Trust Fund
193,901	-	-	2,706,051	2,834,392	37,012,598	CRA Operating Fund
-	-	-	32,127,607	52,177,655	84,305,262	CRA Trust Funds
-	-	-	1,945,342	2,250,000	7,427,044	Designated Revenue Fund
195,389	-	112,187	2,058,152	-	3,747,410	Dubsdread Golf Course Funds
-	-	-	-	-	2,479,873	State Housing Initiatives Partnership (SHIP) Program Fund
-	350,000	-	4,027,590	-	10,067,590	Gas Tax Fund
-	-	-	1,649	-	-	Grants Fund
102,176	673,987	-	5,056,793	-	30,454,085	GOAA Police Fund
429,364	-	-	510,811	50,000	4,403,543	Harry P. Leu Gardens Fund
-	-	-	-	-	130,000	Law Enforcement Training Fund
65,000	-	-	67,218	-	805,308	Mennello Museum Fund
-	-	-	67,801	-	2,063,000	Orange County Schools Crossing Guard Fund
-	-	-	1,774,442	-	1,834,000	Park Impact Fee Funds
-	(2,110,000)	-	27,000	3,360,000	1,277,000	Real Estate Acquisition Fund
-	-	-	234,512	-	234,512	Special Assessment Funds
-	-	528,504	-	-	528,504	Spellman Site Fund
-	-	-	6,356	-	1,450,558	Street Tree Trust Fund
-	650,000	2,386,002	7,356,751	-	11,647,000	Transportation Impact Fee Funds
-	-	-	3,411	-	9,588,361	U.S. Dept of Housing and Urban Dev. Grants Fund
-	-	-	232,000	39,525,000	39,757,000	Utility Services Tax Fund
						<u>DEBT SERVICE</u>
-	-	17,141,750	-	-	17,141,750	6th Cent TDT Debt
-	-	1,995,750	4,254	-	2,000,004	Amway Center Sales Tax Rebate Debt Service Fund
-	-	4,457,914	-	-	4,457,914	CRA Debt Service - 2019A
-	-	4,459,095	-	-	4,459,095	CRA Debt Service - 2020A
-	-	997,016	-	-	997,016	CRA Debt Service - Internal Loan
-	-	1,946,000	-	-	1,946,000	CRA Debt Service - Conroy Road
-	-	3,873,742	-	-	3,873,742	CRA Debt Service - Republic Drive
-	-	810,936	-	-	810,936	Events Center Debt Other
-	-	2,968,891	-	-	2,968,891	Internal Loan - Capital Improvement Bonds 2007 Series B Fund
-	-	1,447,000	-	-	1,447,000	Internal Loan - Jefferson Street Garage Fund
-	-	6,645,600	-	-	6,645,600	Investing In Our Neighborhoods Debt Bond Fund Series 2018B
-	-	4,442,250	-	-	4,442,250	New Public Safety and Energy Efficiency Debt Bond Fund
-	-	1,982,150	-	-	1,982,150	Public Safety Debt Bond Fund 2016C
-	-	6,387,939	-	-	6,387,939	SSGFC Venues Refinancing Series 2023A
-	63,954,000	-	-	-	83,454,000	Water Reclamation Revenue Bonds 2024 Construction Fund
-	-	10,711,888	40,000	-	10,751,888	Water Reclamation Revenue Bond Funds
						<u>ENTERPRISE</u>
-	-	-	-	-	330,000	55 West Garage Renewal and Replacement Fund
-	-	-	-	-	1,000,000	Amway Center Renewal and Replacement Fund
-	-	-	91,429	-	91,429	CNL Renewal and Replacement Fund
159,257	-	-	5,435,239	100,000	10,875,197	Orlando Stadiums Operations Fund
-	-	-	-	-	100,000	Orlando Stadiums Operations Renewal and Replacement Fund
89,691	-	-	4,733,158	1,567,811	31,997,763	Orlando Venues Fund
324,933	80,000	4,266,109	5,253,672	441,475	23,875,198	Parking System Revenue Fund
-	850,000	-	-	-	3,900,000	Parking Renewal and Replacement Fund
12,576,603	100,000	-	5,615,824	345,479	44,723,655	Solid Waste Fund
-	2,400,000	-	84,058	-	3,984,058	Stormwater Capital Fund
2,862,915	779,000	2,817,098	3,583,847	5,643,761	34,074,255	Stormwater Utility Fund
-	21,137,270	-	7,490,548	-	33,760,996	Water Reclamation Construction Funds
-	-	-	-	-	3,000,000	Water Reclamation Renewal and Replacement Fund
6,252,745	1,718,246	5,880,000	15,291,121	33,514,280	129,166,272	Water Reclamation Revenue Fund
						<u>INTERNAL SERVICE</u>
164,253	-	-	1,016,659	-	7,632,623	Construction Management Fund
595,826	7,060,000	-	1,329,531	-	22,949,000	Facilities Management Fund
839,956	23,261,421	-	3,509,669	-	52,934,247	Fleet Management Funds
-	-	-	93,059,101	129,750	94,033,952	Health Care Fund
-	-	5,302,110	3,725,759	-	9,027,869	Internal Loan Bank Fund
1,806	-	-	14,825,227	950,000	18,011,372	Risk Management Fund
						<u>COMPONENT UNIT</u>
8,144	-	-	641,167	-	4,500,880	Downtown Development Board Fund
-	-	-	58,399	-	943,743	Downtown South NID Fund
						<u>PENSION TRUST</u>
-	154,666	-	79,299,235	-	83,927,575	City Pension Funds
-	-	-	24,456,085	-	24,456,085	OPEB Trust Fund
\$73,609,829	\$132,118,467	\$112,925,959	\$400,052,370	\$198,430,490	\$1,819,744,594	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)	
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
2024	6.6500	4.4347	6.4210	1.0000	0.3748	0.1793	19.0598
2025	6.6500	4.4347	6.4640	1.0000	0.3748	0.1793	19.1028

**Source:** Orange County Property Appraiser

**Note:** (1) The rate for the Downtown Development Board (DDB) and Downtown South Neighborhood Improvement District (DSNID) does not apply to all City of Orlando property owners. The rate applies only to non-homestead property owners whose property is located within the DDB and DSNID's respective geographic boundaries.

(2) Rates are for the St. Johns River Water Management District. Some residents are located in the South Florida Water Management District.

(3) All Millage rates are for operating purposes, except for the Orange County School Board. The 7.2990 millage rate consists of 5.7900 mills for operating purposes and 1.5000 mills for local capital improvement purposes.

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

## SUPPLEMENTAL INFORMATION

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

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy (1)		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
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	4,078,648	250,204,135	100.54
2022	259,017,636	253,883,612	98.02	-	253,883,612	98.02
2023	295,057,562	289,315,038	98.05	-	289,315,038	98.05

**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	2023			2014		
		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	\$2,845,961,202	1	6.44 %	\$1,007,294,204	1	5.39 %
Highwoods Realty Limited Partnership	Developer	322,384,675	2	0.73 %			
Camden USA Inc	Developer	290,521,895	3	0.66 %			
Universal Studios Florida	Entertainment	253,181,670	4	0.57 %			
Forbes Taubman Orlando LLC	Developer	242,328,001	5	0.55 %	102,186,355	3	0.55 %
Liberty AIPO LP	Developer	207,833,602	6	0.47 %			
City of Orlando / GOAA	Government	203,698,138	7	0.46 %			
PBP Apartments LLC	Developer	194,673,376	8	0.44 %	51,549,639	10	0.28 %
SWVP Orlando Office LLP	Commercial	193,849,055	9	0.44 %			
Orlando Outlet Owner LLC	Commercial	170,100,670	10	0.38 %	69,346,405	5	0.37 %
Colonial Realty Limited Partnership	Developer						
Prologis LP	Developer						
HIW-KC Orlando LLC	Developer				149,826,944	2	0.80 %
F6OSTC LLC	Commercial				90,127,922	4	0.48 %
Realty Assoc Fund IXLP	Developer				62,322,362	6	0.33 %
PKY Fund Fund II Orlando I LLC	Developer				55,342,502	8	0.30 %
USO Norge Paramount Note LLC	Developer				57,714,813	7	0.31 %
MGI Baldwin Park LP	Developer				54,356,823	9	0.29 %
Other Taxpayers		<u>39,296,677,318</u>		<u>88.86 %</u>	<u>16,978,475,122</u>		<u>90.90 %</u>
	<b>Total</b>	<u><b>\$44,221,209,602</b></u>		<u><b>100.00 %</b></u>	<u><b>\$18,678,543,091</b></u>		<u><b>100.00 %</b></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	
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 (4)	34,737,764	10.98
2021	283,281,190	36,395,910 (3)	319,677,100	21,039,981	14,948,667	35,988,648	11.26
2022	296,997,557	38,598,917 (3)	335,596,474	26,132,000	14,584,664	40,716,664	12.13
2023	400,370,807	38,408,006 (3)	438,850,813	24,160,000	13,841,118	38,001,118	8.66

(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 2020, interest expense was netted with amortizations for bond premiums, discounts, deferred expense or deferred gain.

## SUPPLEMENTAL INFORMATION

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### 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	
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
2022	42,013,475	-	4,618,000	4,299,088	8,917,088	4.71
2023	51,362,871	-	4,778,000	4,139,606	8,917,606	5.76

- (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. As of September 30, 2020 both the Series 2009C and 2010B Bonds have been refunded.

## SUPPLEMENTAL INFORMATION

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

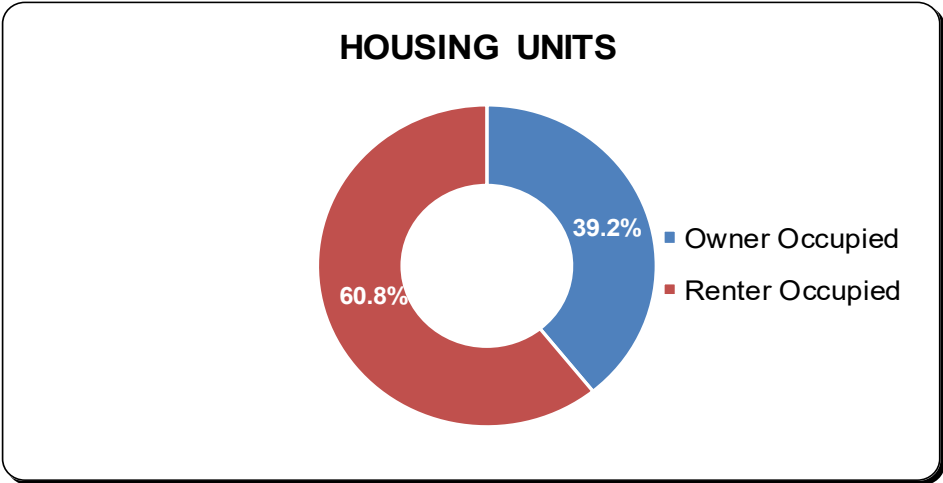
Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2014	7,627,492	2,445,744	1,338,817	3,784,561	2.02
2015	9,152,762	2,568,053	1,249,852	3,817,905	2.40
2016	12,579,214	2,677,876	1,148,192	3,826,068	3.29
2017	13,678,736	2,773,019	1,040,989	3,814,008	3.59
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
2022	17,621,752	3,298,813	287,208	3,586,021	4.91
2023	19,912,264	3,441,039	432,203	3,873,242	5.14

(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

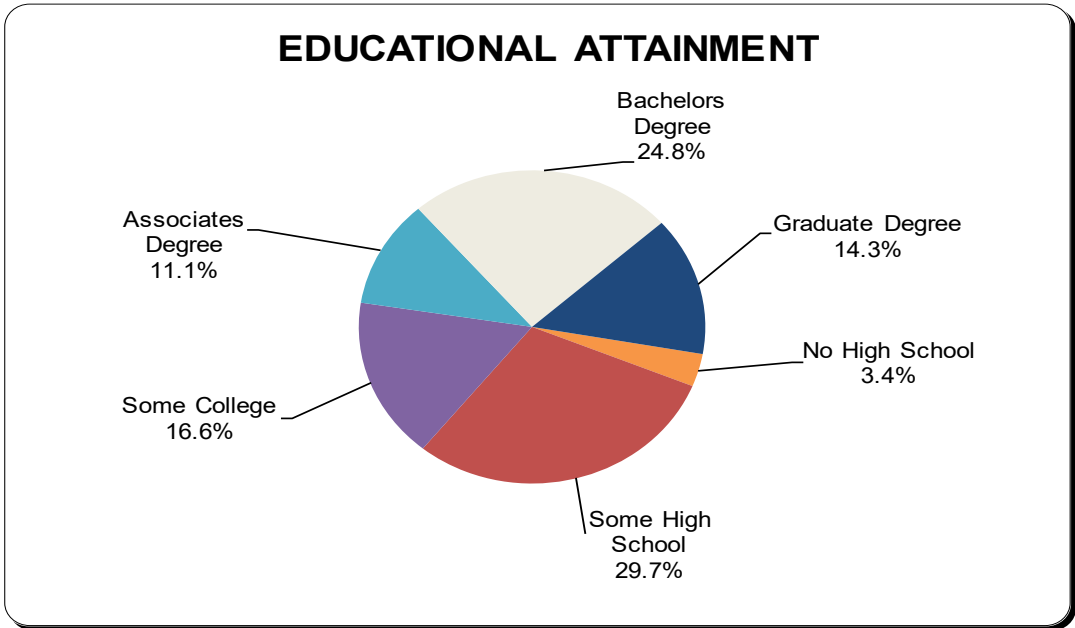
## CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$ 66,292
Per Capita Income	\$ 40,253
Median Age	34.7
Housing Units	144,377
Owner Occupied	39.2%
Renter Occupied	60.8%



Educational Attainment:

No High School	3.4%
Some High School	29.7%
Some College	16.6%
Associates Degree	11.1%
Bachelors Degree	24.8%
Graduate Degree	14.3%
<b>Total</b>	<b>100.0%</b>



Source: U.S Census Bureau



## SUPPLEMENTAL INFORMATION

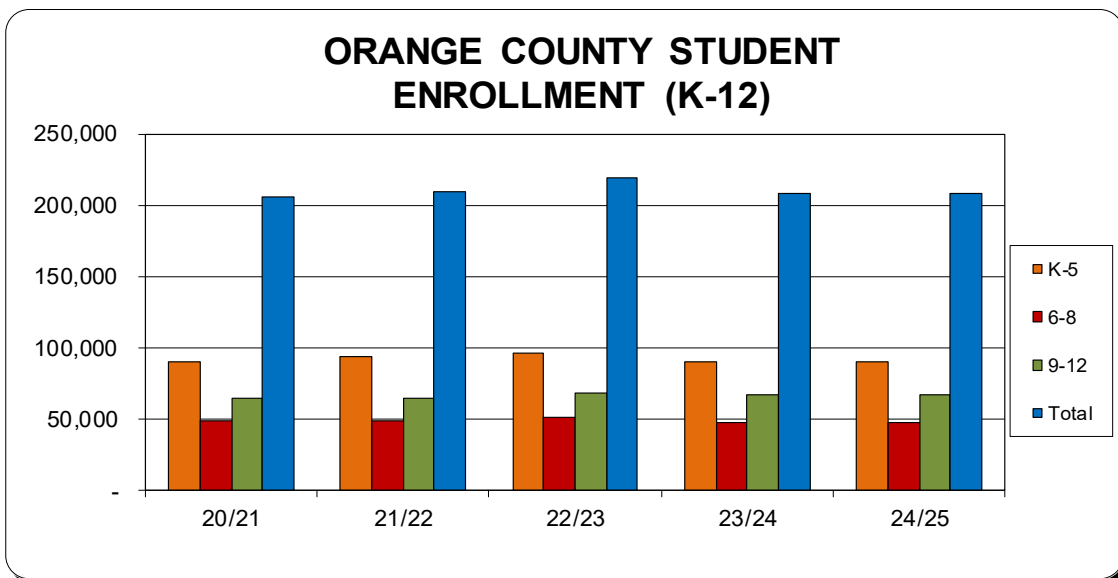
### Number of Schools in Orange County and City of Orlando

	<u>Elementary</u>	<u>Middle</u>	<u>High</u>	<u>Total</u>
City of Orlando	33	10	6	49

Source: Orange County school count from 2023-24 OCSB website; Schools within the City of Orlando determined from 2024-27 Orlando SRO Agreement. (K-8 schools and ESE schools counted as Elementary)

### ORANGE COUNTY ENROLLMENT BY GRADE

<u>Grade</u>	<u>Students</u>
Pre-K	3,882
K	13,651
1	14,451
2	14,712
3	16,065
4	15,025
5	16,092
6	14,916
7	15,501
8	16,667
9	16,125
10	16,612
11	16,868
12	17,122
<u>Total</u>	<u>207,689</u>



Data obtained from the Orange County School Board Website. School districts in Florida follow county borders. School-age children in the City of Orlando attend Orange County schools. 2024/25 enrollment based on OCSB projections as of 11/1/2024.

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)

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

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**ACCOUNT GROUP** – A defined group of related accounts. Expenditures are budgeted at this level, while actual expenses are charged at the line item level. See Line Item.

**ACCRUAL** – The City of Orlando utilizes a modified accrual system of accounting whereas obligations are classified as expenditures if the goods or services are expected to be received during the fiscal year whether or not a cash payment is expected to be made within that fiscal year.

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

**ACTIVITY** – A significant element of a department's programmatic responsibilities performed for the purpose of accomplishing a function for which a department is responsible.

**AD VALOREM TAX** – A tax levied on the assessed value of real property (also known as "property tax").

**ADOPTED BUDGET** – The original budget as approved by the City Council at the beginning of the fiscal year.

**AGENDA ITEM (COUNCIL)** – Any item scheduled to be reviewed/approved by the City Council at a scheduled meeting.

**AMENDED BUDGET** – The current or revised budget, resulting from changes to the Adopted Budget during the fiscal year as modified by the City Council action.

**AMORTIZATION** – The schedule of debt principal to be paid over a period of time.

**APPROPRIATION** – An amount of money set apart by City Council for a specific purpose; authority to incur obligations or make expenditures.

**AS-BUILTS** – Drawings, plans, surveys, etc. done after construction is complete indicating items as they were actually constructed, which may have differed from original plans.

**ASSESSED VALUE** – A valuation placed real estate or other property by the County Property Appraiser as a basis for levying taxes.

**ATTRITION ALLOWANCE** – Salaries and benefits budgeted at a fraction of the projected personnel cost.

**AUDIT** – An official inspection of the City of Orlando's financial accounts by an independent body.

**BALANCED BUDGET** – A budget in which estimated revenues equal estimated appropriations.

**BASE BUDGET** – Projected cost of continuing the existing levels of service in the current budget year.

**BASIC FINANCIAL STATEMENTS** – Financial Statements, including notes, which are necessary for a fair presentation of the financial position and the results of operations, of any entity in conformity with Generally Accepted Accounting Principles.

**BOND** – A written promise to pay a specified sum of money, (face value or principal), at a specified date in the future, (maturity date), together with interest at a specified rate.

**BOND DISCLOSURE SUPPLEMENT** – The City's annual report which provides market disclosure relating to the City's debt offerings.

**BOND REFINANCING** – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**BUDGET** – A comprehensive financial plan of operations that attempts to rationalize the allocation of limited revenues among competing expenditure requirements for a given time period. Most local governments have two types of budgets: 1) the Operating budget and 2) 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.

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## GLOSSARY

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**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.

**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 \$5,000 and an expected life of more than one year, such as automobiles.

**CAPITAL IMPROVEMENT BUDGET** – A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** – A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

**CAPITAL IMPROVEMENTS** – Physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years.

**CAPITAL IMPROVEMENTS ELEMENT (CIE)** – That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

**CAPITAL OUTLAY** – Expenditures which result in the acquisition of or addition to, short-lived general fixed assets.

**CAPITAL PROJECT FUND** – A type of governmental fund used to account for financial resources allocated for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds).

**CASH BASIS** – A basis of accounting that recognizes transactions only when cash is increased or decreased.

**CASH FLOW** – The net cash balance at any given point and how that cash balance changes.

**CASH-CARRY FORWARDS** – Fund balance, which is transferred to the next fiscal year.

**CHARGE(S) FOR SERVICES** – Fees collected by a City Department for performing a service. Charges for Services (or Service Charges) are used to pay for operating expenses, maintenance, construction, and debt service.

**CHART OF ACCOUNTS** – A systematic structure for classifying similar financial transactions of the City.

**COLLECTIVE BARGAINING AGREEMENT** – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)** – A flexible Federal entitlement program used to provide communities with resources to address a wide range of unique community development needs.

**COMMUNITY REDEVELOPMENT AGENCY** – A redevelopment agency created by the City under Chapter 163 of the Florida Statutes.

**COMPONENT UNIT** – A legally separate organization for which the elected officials of the primary government are financially accountable.

**CONSUMER PRICE INDEX (CPI)** – Measures the prices of consumer goods and is a measure of U.S. inflation. The U.S. Department of Labor publishes the Consumer Price Index every month.

**CONTINGENCY** – Funds accumulated for future purposes, or unplanned expenditures.

**CONTRACT ORDER SYSTEM** – A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

**CONTRACTUAL SERVICES** – Services rendered to a government by private firms, individuals, or other governmental agencies.

**COST CENTER** – A set of related work activities within a division or bureau of a department that are directed toward a common purpose or goal, and represent a well-defined use of City resources.

**COST CENTER BUDGET** – A budget that structures choices and information in terms of programs and their related work activities, e.g., repairing roads, treating water, etc. A cost center budget provides information on what each program is committed to accomplish in the long run (goals) and in the short run (objectives), and measures the degree of achievement of program objectives (performance indicators).

**DEBT SERVICE** – Annual or periodic principal and interest payments on debt.

## GLOSSARY

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**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.

**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.



## GLOSSARY

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**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** – The conventions, rules & 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.

**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 & 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.

## GLOSSARY

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**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's not directly attributable to providing a service. An example is interest on cash in banks/investments.

**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/item within an account group. An example would be the use of an Object Code to differentiate between postage & 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.

## GLOSSARY

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**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.

**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.

## GLOSSARY

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**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 re-development of a property.

**TRUST AND AGENCY FUND** – A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

**UNRESERVED FUND BALANCE** – The portion of a fund's balance that is not legally restricted for a specific purpose.

**USER CHARGES** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**UTILITY TAX** – A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0% of the sales price of such utility service or commodity.

**VARIABLE RATE DEBT** – Debt obligations entered into that use a variable, auction reset, adjustable, convertible or other similar interest rate which is not fixed in percentage at the date of issue.

# GLOSSARY

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## ACRONYMS

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

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# GLOSSARY

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## ACRONYMS

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

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## GLOSSARY

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### ACRONYMS

**R and R** – Repair and Replacement  
**REC** – Recreation  
**REM** – Real Estate Management  
**RFQ/RFP** – Request for Qualifications/Request for Proposal  
**RMD** – Risk Management  
**R-O-W** – Right-of-way  
**SAFER** – Staffing for Adequate Fire and Emergency Response Grant  
**SBA** – State Board of Administration  
**SHIP** – State Housing Initiatives Partnership  
**SOC** – Construction Soccer Stadium  
**SPE**—Special Events Division  
**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