



ORLANDO
TENNIS CENTRE

ANNUAL BUDGET

2023 / 2024



CITY OF
ORLANDO

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Acknowledgements

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CITY OF ORLANDO

ELECTED OFFICIALS



BUDDY DYER
Mayor



JIM GRAY
District 1 Commissioner



TONY ORTIZ
District 2 Commissioner



ROBERT F. STUART
District 3 Commissioner



PATTY SHEEHAN
District 4 Commissioner



REGINA I. HILL
District 5 Commissioner



BAKARI F. BURNS
District 6 Commissioner

Guide to Readers

About the Budget

The Fiscal Year 2023/24 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, 2023 through September 30, 2024. The department budget sections provide mission statements, major accomplishments, future outlook (goals) and performance indicators for each department.

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

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

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

**CITY OF ORLANDO
ANNUAL BUDGET
FY 2023/24**

TABLE OF CONTENTS

1

MAYOR TRANSMITTAL LETTER

3

MAYOR'S KEY PRIORITIES

5

CHIEF FINANCIAL OFFICER
LETTER

10

CITY OF ORLANDO
Historical Milestones
Orlando MSA/Demographics
Historical Annexations Map
Employment Data
City Organization Chart
Government
Map of City Commissioner Districts
City Profile
Budget Process and FY 2023/24 Calendar
Accounting Structure and Organizational Mission
Fund Structure
Select Fund Descriptors

34

BUDGET IN BRIEF
All Funds Comparison
General Fund - Revenues by Source
General Fund - Expenses by Department
General Fund - Expenses by Use
General Fund Comparison of Sources and Uses
All Funds - Revenues by Source
All Funds - Expenses by Department
All Funds - Expenses by Use
All Funds Comparison of Sources and Uses
Citywide Staffing Summary
Staffing Data and Charts
Funding for Capital Improvement Projects
Community Service Organization Funding by Area Focus
Community Service Organization Recommendations



**CITY OF ORLANDO
ANNUAL BUDGET
FY 2023/24**

TABLE OF CONTENTS

58

REVENUE DETAIL

Major Funds
Major Funds Revenue History
General Fund Revenues by Department
Major Revenue Sources - General Fund
Major Revenue Sources - Non General
Funds
Fund Balance
Changes in Fund Balance
Long Range Forecast

90

EXECUTIVE OFFICES

Department Overview
Office of the Mayor
Office of Equity
Office of Community Affairs
Office of Communications and Neighborhood
Relations
Office of City Clerk
Office of City Commissioners
Office of Chief Administrative Officer
Minority/Women Business Enterprise
City Attorney's Office
Office of Sustainability, Resilience, and Future
Ready
Balanced Scorecard

122

BUSINESS AND FINANCIAL SERVICES

Department Overview
Chief Financial Officer
Accounting and Control Division
Facilities Management Division
Fleet Management Division
Management and Budget Division
Procurement and Contracts Management Division
Real Estate Management Division
Information Technology Division
Treasury Management Division
Risk Management Division
Dubsdread Golf Course
Balanced Scorecard



**CITY OF ORLANDO
ANNUAL BUDGET
FY 2023/24**

TABLE OF CONTENTS

156

ECONOMIC DEVELOPMENT

Department Overview
Business Development Division
Permitting Services Division
Code Enforcement Division
City Planning Division
Downtown Development Board
Community Redevelopment Agency
Balanced Scorecard

180

FAMILIES, PARKS AND RECREATION

Department Overview
Director's Office
Parks Division
Recreation Division
Children Youth, and Families Division
Balanced Scorecard

204

FIRE

Department Overview
Fire Chief's Administration
Fire Administration Services Bureau
Fire Support Services Bureau
Fire Operations Bureau
Fire Life Safety Bureau
Balanced Scorecard

222

HOUSING AND COMMUNITY DEVELOPMENT

Department Overview
Balanced Scorecard

234

HUMAN RESOURCES

Department Overview
Balanced Scorecard



**CITY OF ORLANDO
ANNUAL BUDGET
FY 2023/24**

TABLE OF CONTENTS

244

VENUES

Department Overview
Venue Operations
Gardens, Galleries and Museums Division
 Harry P. Leu Gardens
 Mennello Museum of American Art
Balanced Scorecard

260

POLICE

Department Overview
Police Administration
Administrative Services Bureau
Special Services Bureau
Investigative Services Bureau
Patrol Services Bureau
Balanced Scorecard

280

PUBLIC WORKS

Department Overview
Engineering Services Division
Streets and Stormwater Services Division
Solid Waste Management Division
Water Reclamation Division
Capital Improvement Plan Division
Balanced Scorecard

306

TRANSPORTATION

Department Overview
Transportation Director's Office
Transportation Engineering Division
Transportation Planning Division
Parking Division
Balanced Scorecard

324

NONDEPARTMENTAL AND DEBT SERVICE

Department Overview



**CITY OF ORLANDO
ANNUAL BUDGET
FY 2023/24**

TABLE OF CONTENTS

332

**CAPITAL IMPROVEMENTS AND
DEBT**

Capital Improvement Program (CIP)
Introduction
CIP Development Process and Sources
Capital Budget and Plan Overview
Description of Funding Sources
Project Detail Pages
Non-Recurring Projects and Operating
Impact
City Debt and Credit Ratings Summary

368

SUPPLEMENTAL INFORMATION

Appropriation by Category
Ad Valorem Revenue Historical Comparison
Direct and Overlapping Property Tax Rates
Property Tax Levies and Collections
Principal Property Tax Payers
Schedule of Internal Loan Fund Revenue
Dilution Test
CRA - Downtown District Tax Increment
Revenue Bond Coverage
CRA - Republic Drive (Universal Blvd) Tax
Increment Revenue Bond Coverage
Demographic Statistics

External Links:

Capital Improvement Policy
Growth Management Plan
Management and Budget Policies
Reserve Policy
City Contracts

384

GLOSSARY

Acronyms





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Orlando
Florida**

For the Fiscal Year Beginning

October 01, 2022

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, 2022. The City of Orlando has received the award for 20 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.

MAYOR TRANSMITTAL LETTER

Dear Residents:

I am pleased to share the City of Orlando Fiscal Year 2024 (FY24) budget.

Budget development for FY24 was in contrast with last year when we were still navigating through the remnants of a post-pandemic economy. Despite remaining uncertainty about variables, like inflation and the global reach of international conflicts, 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 FY24 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 62 new police positions, including 53 sworn officers, 25 airport officers and 11 civilian support positions, in addition to six new paramedics within the fire department. We are also funding substantial investments in public safety equipment and facilities.
- Expanded funding for expansion of our successful Kidz Zone program. Leveraging grant funding, we are adding funding for 23 positions to support our youth programs in the Englewood, Mercy Drive and Parramore/Holden Heights neighborhoods.
- Contributing over \$2M to community partners to foster entrepreneurship, grow employment opportunities and strengthen our neighborhood commercial districts.
- A \$12M increase to capital projects funding: This increase will be used to fund a variety of projects, including the renovation of Dr. James R. Smith Neighborhood Center and John Long Pool; continued expansion of energy efficiency efforts and the water conservation pilot program; additional funding for street paving; investments in technology and affordable housing.
- Funding for the second year of the three-year collective bargaining agreements: Most employees will receive a 5% increase and one additional holiday. We also 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. 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 the City and how it provides a benefit. I am proud of the work we have done and believe the City is well positioned for a truly prosperous future. I invite you to examine this document and the wealth of information it provides and look forward to working together as we make Orlando the best place anywhere to live, work and raise a family.

Sincerely,



Buddy Dyer
Mayor

MAYOR'S KEY PRIORITIES

The Mayor's Key Priorities were established to achieve the City of Orlando's mission to "Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible manner." Below explains the significance of each priority.

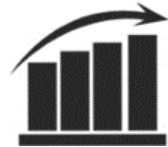
Create a City for Everyone



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

Create High Quality Jobs

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



End Homelessness



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

Become One of the Most Sustainable Cities in America

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



Keep Our Community Safe



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

Provide Mobility and Transportation Options

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



MAYOR'S KEY PRIORITIES

FY 2023/2024

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

Create a City for Everyone



- \$500K+ support non-profit community partners to support our senior citizens; over \$200,000 provided to our community partners to help improve the availability of healthy foods to our youth and adults in need and over \$450,000 to address in domestic violence
- Nearly \$2M in Park Impact Fee funding dedicated to building new pickleball courts at Beardall Senior Center, Lake George Park, and Trotters Park.
- Full-year funding for twenty three (23) grant-funded positions to expand Kidz Zone youth programs.

Create High Quality Jobs

- An increase of \$130,000 in funding for our Main Streets partners which support local, small businesses.
- Over \$1.2M in funding for grants to business incubators, minority business funds and the Orlando Economic Partnership.
- \$750K allocated to assist transitioning tenured part-time, non-benefitted employees into full-time benefitted positions.



End Homelessness



- Rental Assistance funding (\$600,000), Mayor's Housing First Initiative funding (\$500,000) and Downtown Relocation Assistance Program funding (\$500,000)
- Annual contribution for affordable housing efforts.
- An additional \$1.3M in state and federal grant funding for housing efforts

Become One of the Most Sustainable Cities in America

- \$500,000 to study and plan for the infrastructure needed to transition our fleet to alternative fuels.
- \$500,000 to continue the expansion of solar panels on City facilities.
- Installation of an energy efficient HVAC and air filtration system at 50 yard tactical Police gun range, which is part of \$2.5M renovation.



Keep Our Community Safe



- Sixty two (62) new Police positions, including fifty-three (53) sworn officers for the rapidly growing southeast region, enhanced patrol of the downtown corridor, special events, and additional coverage for new and existing schools. And an additional fifty (50) Airport Operations Officers have been authorized for Orlando International Airport, specifically new Terminal C.
- Six (6) new civilian paramedics and a purchase of one (1) additional rescue unit.

Provide Mobility and Transportation Options

- Pavement rehabilitation further increased to \$6M. Responding to residents' concerns, we are allocating more than ever before to maintain our roadways.
- Allocated \$250,000 for electric vehicle charging stations and \$500,000 for transportation safety projects.



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CHIEF FINANCIAL OFFICER LETTER

October 1, 2023

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) 2023/24, totaling \$1,766,480,614. 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 14.6%. 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 FY2023/24 budget began in the spring of 2023. During the initial months of budget development, we remained pessimistic about the strength of the economy. By the summer of 2023, it was clear that our local economy was returning to the pre-pandemic rates of growth. However, inflation, supply chain challenges and collective bargaining compensation agreements conspired to put pressure on the budget. This changing environment made for challenging forecasting. The City's conservative approach to budgeting has served us well in the past and we reaffirm our commitment to this approach with the FY2023/24 budget. Our confidence in a return to pre-pandemic growth in property tax revenue growth has increased. The year-over-year strength of multiple sources of revenue mean that the City has recurring revenue sufficient to commit to on-going costs to not just maintain service levels but improve them.

The total General Fund budget for FY 2023/24 totals \$659,800,250. This is an increase of \$58,229,010 when compared to the adopted budget for the prior fiscal year. With this 9.7% 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; and (3) invest in a robust capital investment program. We have again been able to balance the budget without the use of any reserves thus keeping the General Fund reserve at the maximum level recommended as a best practice by the Government Finance Officers Association (GFOA) and by the City's Reserve Policy.

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

Citywide Staffing / Salaries and Benefits

Labor costs comprise two-thirds of our General Fund budget and therefore any additions to staffing are carefully considered. In the FY 2023/24 budget we have added 104 new General Fund positions. These new positions included 64 new police positions (54 first responders and 10 civilians), 19 new fire positions including 17 new paramedics, 5 new positions to work with youth programs and 4 new positions to help manage the many special events taking place in our community. While there is growth in our number of positions, per capita staffing remained relatively unchanged at 11.9 employees per thousand residents, below the 10-year average of 12.3, reflecting City staff working smarter and harder.

Included in this budget is funding for wage increases for our employees. There are variations but generally most employees will receive a 5% wage increase. FY2023/24 is the second year of new three-year contracts with all bargaining units. The agreements call for a 4% raises in FY2024/25.

Health care benefits are a significant cost for any organization and the City is no different. That being said, since the City became self-insured in 2012, City-managed health care costs have remained stable. This continues in FY23 when, based on the recommendations of our third-party health care consultants, we have assumed a health care premium increase of 7%.

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 \$105M in FY 2023/24, an increase of \$7.5M from the prior year.

Economic Development

Stimulating the local economy and focusing on job creation and economic diversification remain a large part of the Economic Development Department's mission. The Department budget totals \$171,613,170 with a General Fund portion of

CHIEF FINANCIAL OFFICER LETTER

Department leads the City's efforts to Create High Quality Jobs. The Façade Grant Program, (funded at \$75,000 per commission district) and the Business Assistance Program (funded at \$150,000) are all receiving the same funding as the prior year. The Main Street Program (funded at \$814,550) has been increased by \$130,000. We are maintaining the \$50,000 for impact fee assistance for non-profits added during the pandemic. The Building Code Enforcement Fund is a non-General Fund operation that falls under the Economic Development Department and its budget is \$19,096,936 for FY 2023/24. 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 FY23/24. To truly have A City for Everyone we are increasing the resources to support the expansion of our successful Parramore Kidz Zone program. We are also providing funding for additional staffing. The Department budget totals \$71,909,081 with a General Fund portion of \$54,585,650. The After School All Stars (ASAS) Fund is a non-General Fund operation that falls under the FPR Department with a budget for FY 2023/24 of \$4,557,431. Although a non-General Fund operation, ASAS still gets a substantial portion of its revenue, almost \$1.5 million, via a transfer from the General Fund.

Fire

The Orlando Fire Department (OFD) is critical as we strive to Keep Our Community Safe. The OFD budget totals \$143,865,571 with a General Fund portion of \$136,337,571. 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 FY23/24 operating budget includes funding for 17 additional paramedics and \$7.3M in capital funding for new technology, new fire apparatus and facility improvements.

Housing and Community Development

The Department's total FY 2023/24 budget is \$15,067,183. 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 increases again in FY2023/24 to \$3.7M. The City has increased the General Fund operating budget to \$1,323,692 in FY2023/24. This significant investment is evidence of the City's dedication to End Homelessness and Create a Community for Everyone.

Orlando Venues

The budget for the Orlando Venues Funds for FY 2023/24 is \$45,529,281. This budget includes the Amway Center, home of the National Basketball Association's Orlando Magic, East Coast Hockey League Orlando Solar Bears, and Camping World Stadium. The budget includes revenues and expenditures associated with the various events to be held at the two venues. The Amway Center's budget is \$28,054,632 and Camping World Stadium's budget is \$8,664,652 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 \$4,303,704 and the budget for the Mennello Museum is \$747,483. Both are heavily dependent on the General Fund for operational and capital support. Leu Gardens receives \$1.4 million, or 36%, of its revenues and the Mennello Museum receives \$605,108, or 81%, 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 \$239,302,993 with a General Fund portion of \$205,105,923. The FY2023/24 budget includes a significant increase in police staffing: 54 new sworn positions and 10 new civilian positions. We fund Community Response Teams, behavioral health experts that respond to certain non-violent calls. Police pension costs increased \$3.4M to \$37.5M. OPD provides 176 officers to provide public safety services at the Orlando International Airport. The budget for the Aviation Authority Police Fund is \$26,096,005.

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 \$69,860,053. The General Fund makes up \$19,553,147 of this amount. The combined Parking System budget is \$30,066,292. 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 \$14,878,614.

Human Resources

The Department's total FY 2023/24 budget is \$91,176,888. The largest part of this is the Health Care Fund which accounts for \$84,888,329. The Health Care Fund budget is \$2.4M more (or 2.9%) than the prior year. This modest increase is further evidence of the efficacy of our self-insurance approach. The General Fund portion is a relatively modest \$6,007,352.

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 \$372,559,175 with a General Fund portion of \$10,975,056. The FY 2023/24 total staffing is 624 or 16% of the City total. The vast majority of the positions (532 or 85% of all Public Works positions) are outside the General Fund. The Department's General Fund footprint is much smaller by comparison, funding 92 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 \$48,231,037. The Solid Waste Fund's total budget is \$41,293,290 and while this includes a 4% rate increase for all customers, the budget is actually \$239,943 less than the prior year budget. The Water Reclamation Revenue Fund has a total operating budget of \$125,896,043, which includes \$26,500,000 for capital improvement initiatives keeping in line with the City's renewed focus on infrastructure maintenance. Water Reclamation revenue includes a 5% rate increase for most customers. The Water Reclamation General Construction Fund includes funding for the rehabilitation of the lift stations, lining and replacing collection system pipes and treatment plant improvements.

Debt Service

The General Fund budget for debt service is \$16.6M, a decrease of \$4M from the prior year. The decrease is primarily due to the fact that the FY23 budget included \$4.1M for the possible early pay-off of two internal loans. The debt service supports purchases for a significant expansion of our parks space in the early 2000s, the FY 2012/13 expansion of our signature Lake Eola Park, and land acquired for future use. Debt service for land acquisition totals almost \$2.7M in FY23/24. Demonstrating the City's commitment to public safety, debt service of \$9.4 million has been budgeted for the expansion of public safety facilities and the acquisition of equipment. The debt service for some of these new or upgraded facilities comes from energy savings from the facilities themselves. Also, included in the FY 2023/24 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.

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

Capital Improvement Program

The total allocation of the FY 2023/24 Capital Improvement Program (CIP) is \$255,955,947, more than double the prior year capital program. The FY 2023/24 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 \$128,759,000. Included in those Water Reclamation numbers is \$40.5M for the lift stations replacements and upgrades, \$18.3M and \$9.7M for plant upgrades at the Conserv II and Conserv I treatment plants, respectively and \$23.3M at the Iron Bridge treatment plant. Stormwater will include \$22.5M for stormwater quality improvements, drainage well enhancements and system repair and rehabilitation. Transportation-related projects total \$12.4M with funding from Gas Tax (\$2M), the Parking Fund (\$2.8M) and Transportation Impact Fees (\$7.6M). Economic Development projects funded through the Community Redevelopment Agency (CRA) total more than \$31.7M. 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. With the possible exception of the Water Reclamation and Stormwater projects, all of these projects are cash funded and not tied to additional debt liability.

The Capital Improvement Fund budget for FY 2023/24 is \$47.2 million, an increase of \$12M 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 \$5M for fire radio replacement, \$3.4M for the purchase of fire apparatus, \$2M for new and renovated fire stations, \$3.9M for police equipment replacement and facilities and \$1.9M for fire station alerting. We continue to invest in our technology infrastructure with \$4.9M allocated to information technology upgrades. Core infrastructure projects include \$6M for pavement rehabilitation and \$2.6M for the repair and construction of new sidewalks to provide a safe route for children going to school. We continue to make necessary improvements and upgrades to our recreation and park facilities including playground equipment with \$6.2M in capital funds. Finally, we have set aside \$2.4M for power supply projects (including renewable energy) and \$3.2M to address other facility needs across the City.

CHIEF FINANCIAL OFFICER LETTER

The annual Dr. Phillips Center for the Performing Arts Renewal & Replacement payment is also budgeted in the amount of \$2M.

Non-Departmental/Non-Operating

The Non-Departmental budget increased \$20 million. The increase is substantially the result of greater transfers to the Capital Improvement Fund (discussed above). The budget for General Fund tax increment payments to the Community Redevelopment Agency will increase by \$3M for FY 2023/24. We doubled our General Fund contingency to \$13M. As noted above, there were increases to debt service to reduce future debt service costs.

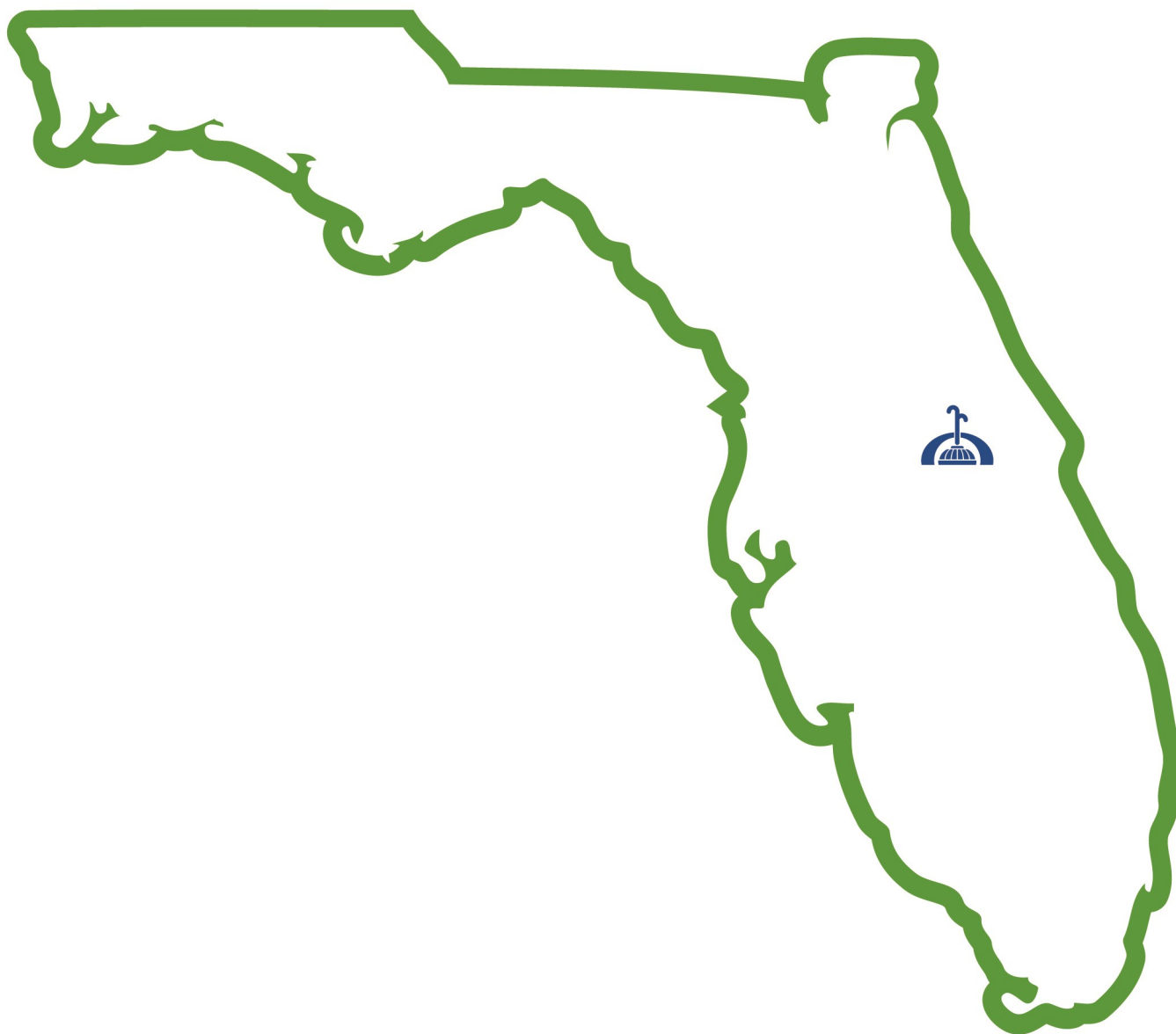
Closing

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



Christopher P. McCullion
Chief Financial Officer

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

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

Source: orlandoinfo.com/weather

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CITY OF ORLANDO

Orlando History

Orlando started as a small cattle farming community outside of Fort Gatlin in the 1840s. Over the next thirty years, the community's population grew and in 1875 the town of Orlando was established with 85 inhabitants, 22 of whom were qualified voters. During the mid-1880s, Orlando measured approximately four square miles and was officially incorporated as a City.

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

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

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

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

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

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

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

HISTORIC MILESTONES

1800S - FOUNDING OF ORLANDO

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

EARLY 1900S - BASIS FOR GROWTH

- As the City's population crossed 10,000, Orlando's main streets are paved with bricks.
- Construction of Tinker Field, which hosted spring baseball from 1914 to 1990.
- The Great Depression ends the Florida "land boom."
- The Orlando Public Library opened in 1923, and the Municipal Auditorium (Bob Carr Theater) opened in 1926.
- The City of Orlando purchases Orlando Water & Light Co. and issues \$1.5+ million in bonds to convert the company to Orlando Utilities Commission.

MID 1900S - MILITARY & EDUCATION

- Upgrades made to the Municipal Airport, or known today as Orlando Executive Airport.
- Lockheed Martin moves to Central Florida as the United States military and NASA follow.
- The University of Central Florida and Valencia College are established.
- The Angebilt Hotel is constructed in downtown Orlando and becomes a premier hotel with a rooftop lounge.
- Minute Maid Juice opens their headquarters in Orlando.

LATE 1900S - TOURISM & ENTERTAINMENT

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

EARLY 2000S - DIVERSIFICATION

- Florida A&M University College of Law opens in downtown Orlando.
- Tavistock Development Company invests in Orlando through the development of Lake Nona and Medical City.
- City approves agreements with Florida Department of Transportation for SunRail commuter rail project.
- 18,500 seat Amway Center opens, which is home to the Orlando Magic.
- Metro Orlando welcomes more than 51 million visitors, making it the most visited destination in the U.S. and the first city to pass 50 million visitors.

CURRENT - POISED FOR TOMORROW

- Orlando City Soccer builds new 25,500 seat stadium.
- 698,000 sq. ft. Dr. Phillips Center for the Performing Arts opens.
- City creates urban infill projects like Downtown Creative Village and The Packing District.
- Orlando serves as first city in Florida to host United States Olympic Team Trials Marathon in 2024.

CITY OF ORLANDO

Orlando MSA

The City of Orlando is recognized as the core of a four county Metropolitan Statistical Area (MSA) named the "Orlando MSA." The four county Orlando MSA includes Orlando's home county of Orange, as well as three adjacent counties: Lake, Osceola, and Seminole Counties. The United States Office of Management and Budget (OMB) defines metropolitan statistical areas according to published standards that are applied to Census Bureau data. The general concept of a metropolitan statistical area is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core. At over 300,000 persons, Orlando is the largest city in both Orange County and the larger four-county MSA. Orange County has a population of roughly nearly 1,500,000 persons and the four-county MSA has a population of nearly 2,700,000 persons.

Population

<u>Year</u>	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>
1950	52,367	114,950	Not available
1960	88,135	263,540	Not available
1970	99,006	344,311	423,610
1980	128,291	470,365	676,634
1990	164,693	677,491	1,224,852
2000	185,951	896,344	1,644,561
2010	236,788	1,145,956	2,133,940
FY 2014/15	256,012	1,227,995	2,270,370
FY 2015/16	262,100	1,252,396	2,320,195
FY 2016/17	267,842	1,280,387	2,376,358
FY 2017/18	279,133	1,307,724	2,516,690
FY 2018/19	283,476	1,386,080	2,585,614
FY 2019/20	291,177	1,393,452	2,608,147
FY 2020/21	307,573	1,415,260	2,639,274
FY 2021/22	313,975	1,427,290	2,654,784
FY 2022/23	321,282	1,486,698	2,691,925
FY 2023/24	326,396	1,492,951	2,764,182

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

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

CITY OF ORLANDO

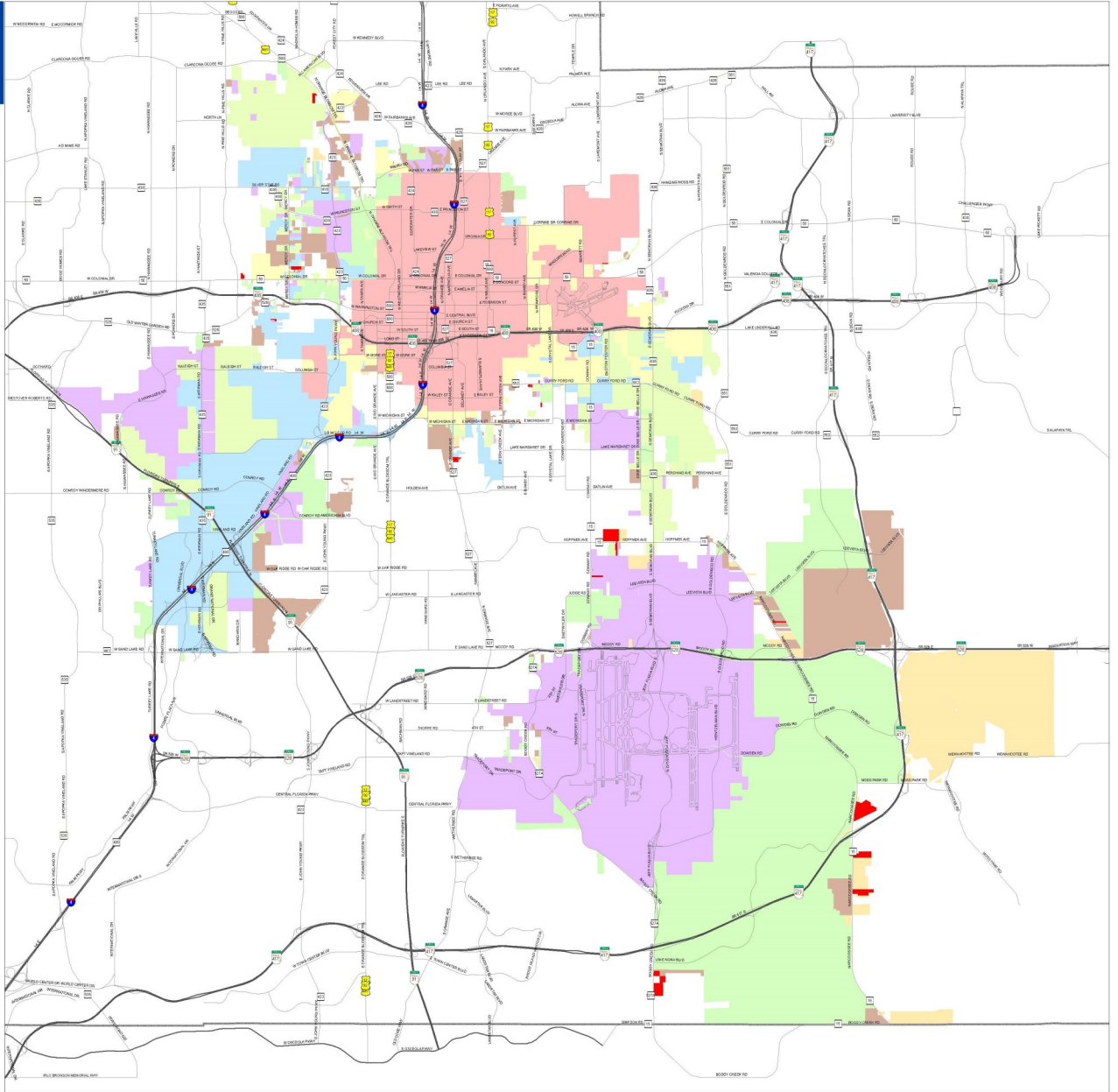
Annexations Map

Annexation By Decade

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



City GIS
Standard Map
October 2023

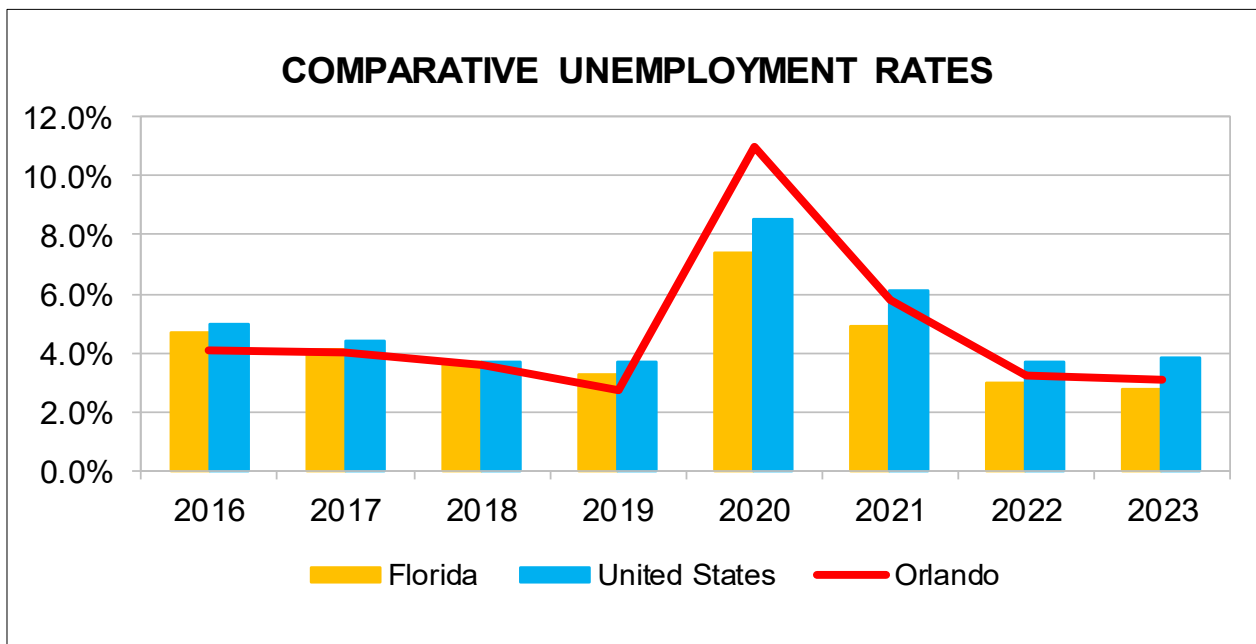


CITY OF ORLANDO

Average Annual Unemployment Rate

	<u>City of Orlando</u>	<u>Orange County</u>	<u>Orlando MSA</u>	<u>State of Florida</u>	<u>United States</u>
2015	4.6%	5.0%	5.1%	5.5%	5.5%
2016	4.1%	4.3%	4.4%	4.7%	5.0%
2017	4.0%	3.8%	3.9%	4.1%	4.4%
2018	3.6%	3.5%	3.7%	3.7%	3.7%
2019	2.7%	3.1%	3.2%	3.3%	3.7%
2020	11.0%	11.6%	11.0%	7.4%	8.5%
2021	5.8%	5.5%	6.0%	4.9%	6.1%
2022	3.2%	3.1%	3.1%	3.0%	3.7%
2023	3.1%	3.0%	3.1%	2.8%	3.8%

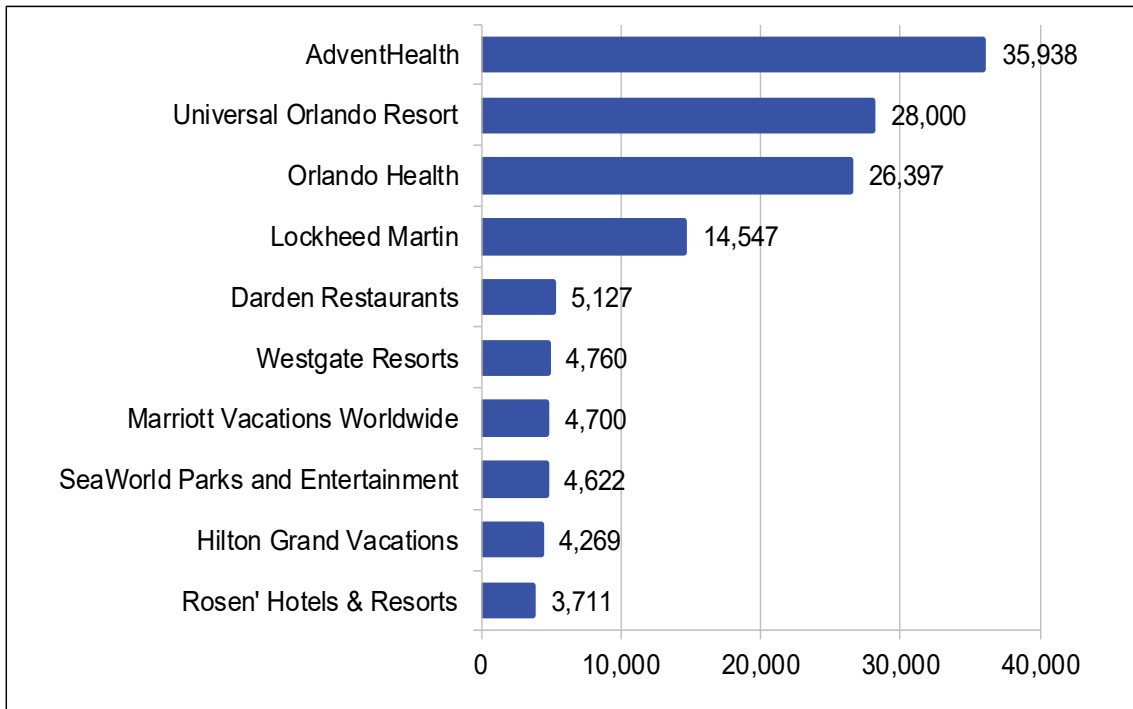
Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program.
Average for 2023 as of September.



Sources: Bureau of Labor Statistics, Florida Agency for Workforce Innovation, Labor Market Statistics, Local Area Unemployment Statistics Program.
Average for 2023 as of September.

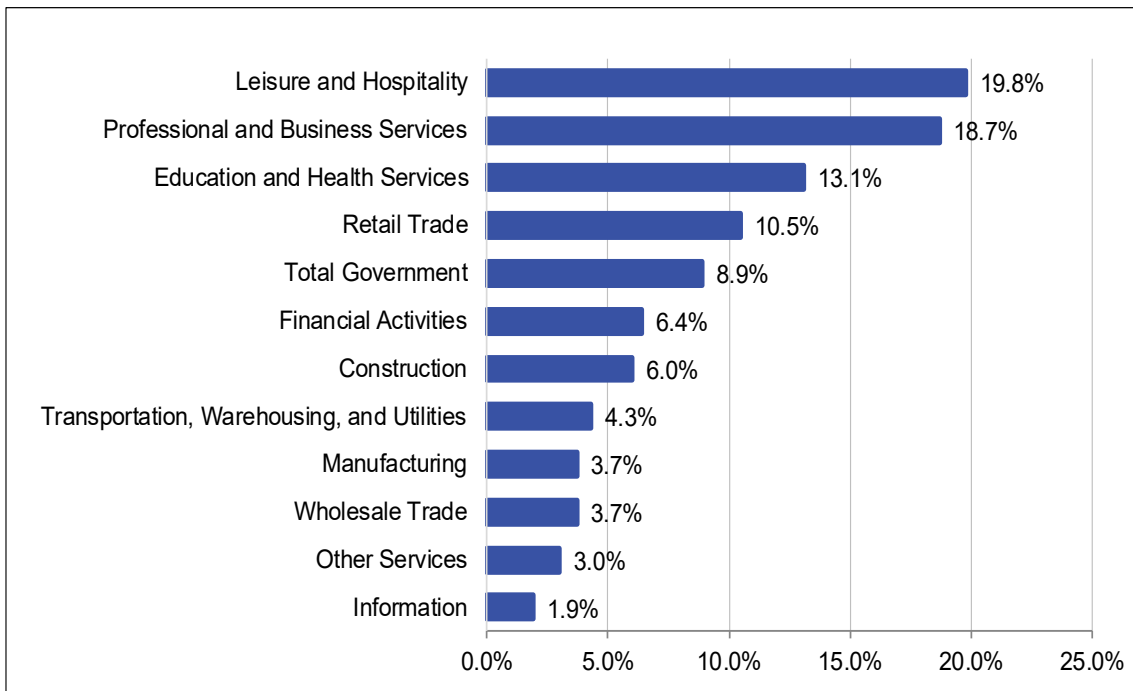
CITY OF ORLANDO

MAJOR ORLANDO EMPLOYERS



Source: Metro Orlando Economic Development Commission. Employers with headquarters or substantial operations within City limits - September 2023.

PERCENTAGE OF EMPLOYMENT BY INDUSTRY IN ORLANDO MSA



Source: Orlando Economic Partnership - September 2023.

CITY OF ORLANDO

City Organization Chart



CITY OF ORLANDO

City of Orlando Government

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

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

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

Other activities and functions in the City include:

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

CITY OF ORLANDO

City of Orlando Government

Employee/Population Ratio Comparison Select Florida Municipalities

Municipality	Population Estimate	Total City Employees	City Employees Per 1,000 Population
Boca Raton	100,491	1,670	16.6
Clearwater	118,904	1,892	15.9
Fort Lauderdale	189,118	2,934	15.5
Gainesville	147,865	1,496	10.1
Hollywood	154,875	1,386	8.9
Orlando	326,396	3,981	12.2
St. Petersburg	165,782	3,354	20.2
Tampa	406,294	4,923	12.1

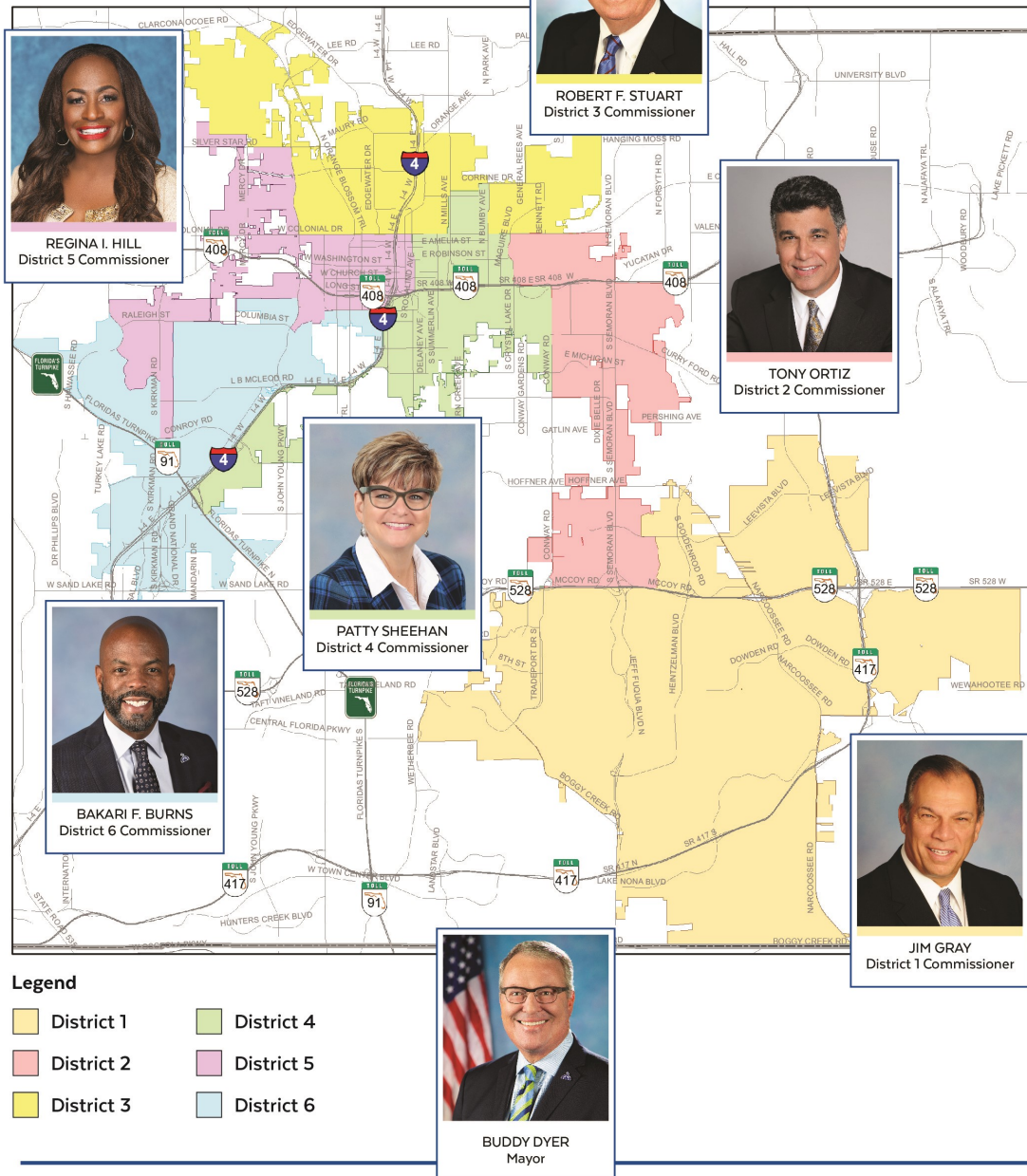
Source: Obtained from most recent information -- Commission Agendas and Budget Documents -- located on municipal websites and data provided by the Bureau of Economic and Business Research as of October 31, 2023.

Employee/Population Ratio Comparison Counties within the Orlando MSA

County	Population Estimate	Total County Employees	County Employees Per 1,000 Population
Lake	414,749	2,239	5.4
Orange	1,492,951	11,550	7.7
Osceola	439,225	1,761	4.0
Seminole	486,839	3,084	6.3

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, 2023.

CITY OF ORLANDO
COMMISSIONER DISTRICTS



FISCAL YEAR 2023 - 2024

CITY OF ORLANDO

City Profile (as of September 30, 2023)

Date of Incorporation	July 31, 1875
City Charter Adopted	February 4, 1885
Form of Government	Mayor/Council
Area of City	119.1 square miles
Population	326,396
Families, Parks and Recreation:	
Baseball, Softball and Soccer/Rugby Fields	61
Basketball Courts (Exterior)	36.5
Boat Ramps	5
Futsal Courts	4
Golf Greens	12
Gymnasiums	10
Lakes	90
Nature Parks	1
Neighborhood Recreation Centers, Special Facilities & Senior Centers	30
Parks	126
Pickleball Courts	11
Playgrounds	56
Pottery Studio	1
Swimming Pools	11
Tennis Courts	36.5
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	19
Vehicular Patrol Units	
- Bicycles	279
- Leased	186
- Motorcycles	37
- Other vehicles	63
- Patrol cars	649
- Unmarked cars	155
Streets, Sidewalks and Bicycle Facilities	
Local Street Bike Routes	44 miles
Off Road Bicycle Facilities	84 miles
On Street Bicycle Lanes	288 miles
Sidewalks	985.0 miles
Streets - brick	55.0 miles
Streets - paved	973.0 miles
Streets - private	59.0 miles

CITY OF ORLANDO

OVERVIEW OF THE BUDGET PROCESS

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

A. BUDGET GUIDES

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

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

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

CITY OF ORLANDO

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

B. BUDGET PREPARATION

The budget calendar used to prepare the FY 2023/24 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 2023/24 Budget Calendar

JAN

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

FEB

Revenue Estimates and Justifications/Revenue Manual Revisions

MAR

Capital Improvement Program Requests

APR

Reorganization Requests, Expenditure Requests and Justifications

**MAY
JUN**

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

JUL 1

Certification of property values by Orange County Property Appraiser

JUL 17

Budget Workshop and City Council vote on proposed millage rate

SEP 11

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

SEP 25

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

OCT 1

Implementation of adopted budget

CITY OF ORLANDO

D. BUDGET ADOPTION

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

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

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

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

E. FY 2022/23 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 2023.

Therefore, all financial information in this document that is identified as "FY2022/23 Revised Budget" is as of November 2023. The final revised budget will be published in the Annual Comprehensive Financial Report which can be found on the City's webpage (www.orlando.gov).

F. BUDGET IMPLEMENTATION

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

CITY OF ORLANDO

METHOD OF BUDGETING

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

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

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

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

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

DEPARTMENTAL ORGANIZATIONAL STRUCTURE

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

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

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

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

CITY OF ORLANDO

BUDGETARY CHANGES

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

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

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

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

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

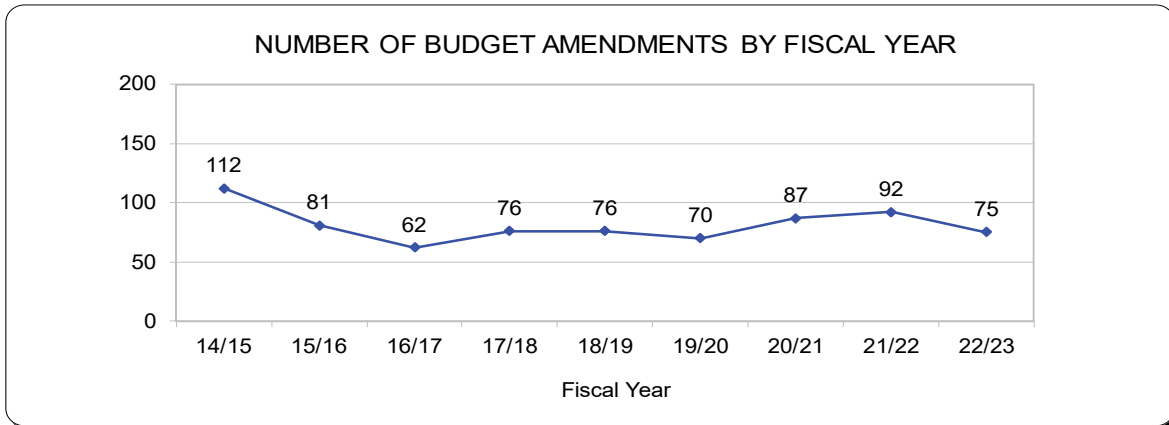
The **BUDGET REVIEW COMMITTEE** (BRC) is established and chaired by the Chief Administrative Officer (CAO) for the purpose of maintaining centralized control and oversight of changes to the budget after adoption. The BRC consists of four (4) permanently assigned voting members, one (1) additional voting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

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

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

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

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



ACCOUNTING STRUCTURE

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

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

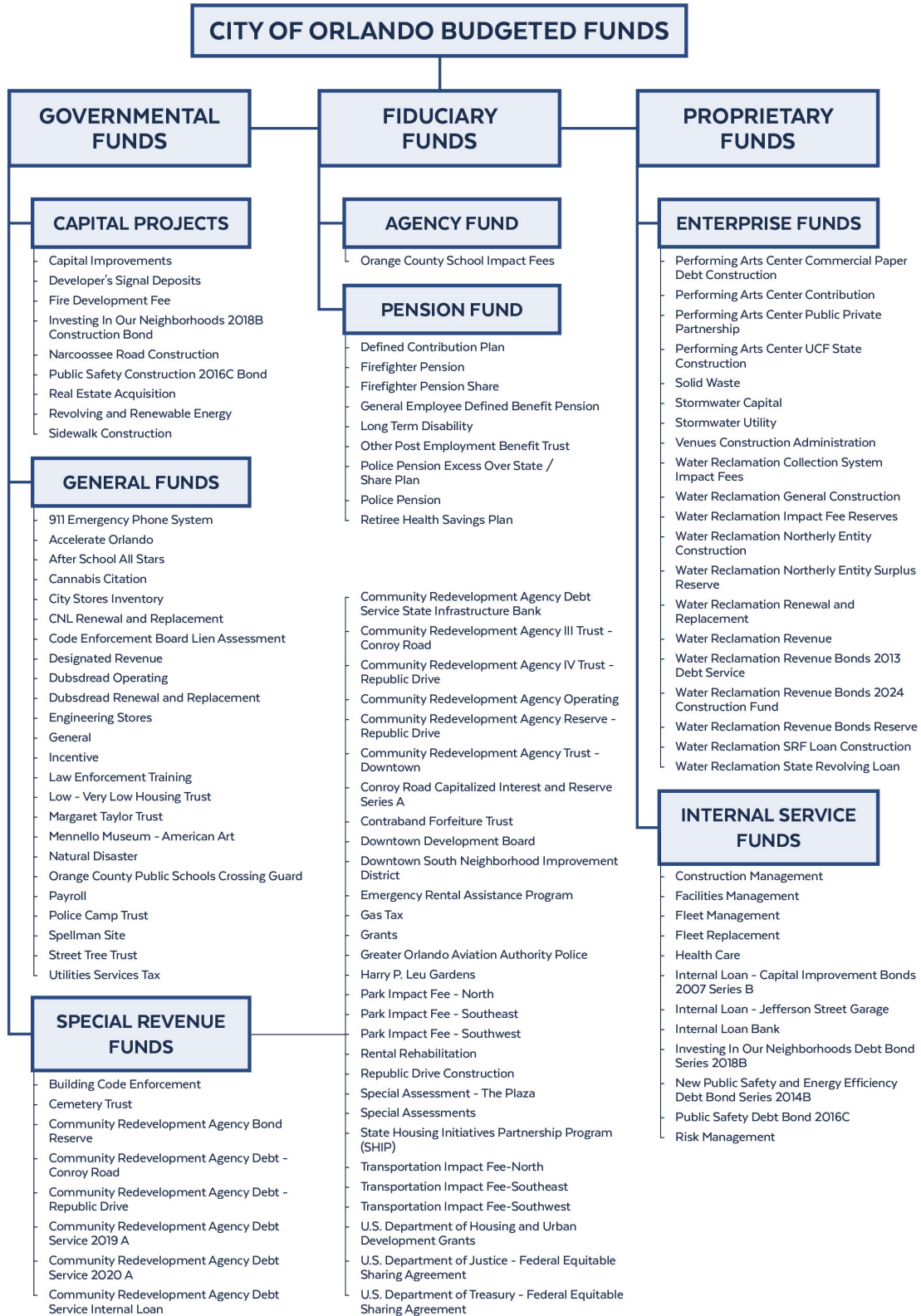
Proprietary, fiduciary, and component unit funds are accounted for under the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

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

ORGANIZATIONAL MISSION, OBJECTIVES AND GOALS

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

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



CITY OF ORLANDO

Select Fund Descriptors

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

Fund Type	Fund Subtype	Fund Name	Fund Definition	Fund Sources
Governmental	Capital Projects	Capital Improvement Project	Accounts for capital projects not accounted for elsewhere.	Capital grants and operating transfers from other funds.
Governmental	Capital Projects	Real Estate Acquisition	For the receipt of proceeds from the sale of City-owned real estate and to fund future real estate purchases.	Contribution from the General Fund and proceeds from sales.
Governmental	General Fund	General	Used to account for all financial resources except those required to be accounted for in another fund.	Ad Valorem taxes, enterprise fund dividends, licenses and permits, utility taxes, state taxes and contributions such as revenue sharing and service charges.
Governmental	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)
Governmental	Special Revenue	911 Emergency Phone System	Provides funding to offset some expenses of Police and Fire emergency communications.	911 fee imposed on telephone bills.
Governmental	Special Revenue	After School All Stars	Accounts for the partnership between the City and Orlando After-School All-Stars, a 501 C3 charitable organization, to offer before and after school programs at nine City middle school sites.	Contribution from the General Fund, contribution from Orlando After-School All-Stars and charges for services.
Governmental	Special Revenue	Building Code Enforcement	Used to segregate funds associated with the enforcement of the building code.	Permitting and inspection fees.
Governmental	Special Revenue	CEB Lien Assessment	Results from Code Enforcement Board liens placed on property and primarily funds housing rehabilitation.	Fines assessed for non-compliance with City codes and ordinances.
Governmental	Special Revenue	Cemetery Trust	Accounts for Greenwood Cemetery operations.	Cemetery plot sales, interment fees, and contribution from General Fund.
Governmental	Special Revenue	Centroplex Garages	For the operation of the two parking garage facilities near the old Amway Arena site constructed using grant funding.	Parking fees.
Governmental	Special Revenue	Community Redevelopment Agency	Reflects the activity within the Downtown District. Tax increment financing.	Taxes collected.
Governmental	Special Revenue	CRA Revenue Bond	Used for principal and interest payments on bonds used to fund capital improvements in the redevelopment areas.	Tax increment financing collected in the five districts.
Governmental	Special Revenue	CRA Trust	Account for debt service and operating obligations for the City's five Community Redevelopment Areas (CRA).	Tax increment financing collected in the five districts.
Governmental	Special Revenue	Designated Revenue	Accounts for the receipt of money related to various programs such as The Cop Shop, Police memorial, etc.	Donations and other receipts designated for a specific purpose.
Governmental	Special Revenue	Downtown Development Board	Promotes development and redevelopment in the downtown area.	One mill tax levy collected within the established downtown area.
Governmental	Special Revenue	Dubsread Golf Course	Accounts for the operations of the golf course. A private contractor manages the course.	Golf course fees and contribution from the General Fund.
Governmental	Special Revenue	Gas Tax	For receipt of State gas tax revenues and disbursement for transportation improvements. Gas Tax is six cents per gallon of gasoline sold.	The City will receive a proportional percentage of the revenues collected in Orange County.
Governmental	Special Revenue	GOAA Police	Used to provide police services to Greater Orlando Aviation Authority facilities. This includes Orlando International Airport and Orlando Executive Airport.	Reimbursement for services charged to GOAA by the City of Orlando.
Governmental	Special Revenue	Grants	Used to monitor the activities of grants that have been received by the City.	Federal, State, and other grants.
Governmental	Special Revenue	H.P. Leu Gardens	Accounts for garden operations.	Contribution from the General Fund and charges for services.
Governmental	Special Revenue	Mennello Museum	Accounts for the operations of the Mennello Museum of American Art	Contribution from the General Fund and charges for services.
Governmental	Special Revenue	OCPS - Crossing Guard	Provides funding for the agreement between the City and the Orange County Sheriff for the School Crossing Guard Program for schools within the City limits.	Parking fine surcharge.
Governmental	Special Revenue	Park Impact Fee	Will be used to help the City implement its Parks Vision Plan that outlined potential new parks and the kinds of amenities that are in demand from our residents city-wide.	Impact fees collected from new development related to impact on the parks space.
Governmental	Special Revenue	Special Assessment	For the receipt of payments from citizens/developers for specially approved items such as special street lighting, streetscape, etc.	Assessment payments.
Governmental	Special Revenue	Spellman Site	Accounts for the cost of the Internal Loan related to pollution remediation activities for the Lake Highland site (former Spellman Engineering Company property).	Contribution from the General Fund.

CITY OF ORLANDO

Select Fund Descriptors

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

Fund Type	Fund Subtype	Fund Name	Fund Definition	Fund Sources
Governmental	Special Revenue	Street Tree Trust	Used to plant trees throughout the City.	Permitting fees designated for new tree plantings.
Governmental	Special Revenue	The State Housing Initiatives Partnership (SHIP) and the US Housing & Urban Development (HUD) Grant	Provide funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.	SHIP program funds received from the Florida Housing Finance Corporation. HUD program funds received from the US Department of Housing and Urban Development.
Governmental	Special Revenue	Transportation Impact Fee	Provides for capital projects in respective collection districts (N, SE and SW).	Impact fees collected from new development related to impact on the transportation system.
Governmental	Special Revenue	Utility Services Tax	For receipt of utilities services taxes and subsequent contribution to the General Fund.	Taxes paid on electricity, natural gas, LP gas, and water.
Fiduciary	Pension Trust	Fire, Police and General Employees Pension	Account for retirement benefits and related administrative expenditures.	Employer and employee contributions.
Fiduciary	Pension Trust	Other Post-Employment Benefits (OPEB)	Accounts for postemployment benefits other than pensions, primarily healthcare.	Employer and retiree contributions.
Proprietary	Enterprise	55 West Garage R&R	Provides for the City's contribution to the repair and rehabilitation fund established by the City and 55 West for the shared garage located within the 55 West building (Church Street).	Contribution from the Parking System Fund.
Proprietary	Enterprise	Amway Center R&R	Accounts for the required contribution per the City agreement.	Contribution from the Events Center Construction Fund.
Proprietary	Enterprise	CNL R&R	Accounts for the City contribution to the repair and rehabilitation fund established for the shared garage located behind City Hall. Contribution is per the agreement with CNL.	Contribution from the General Fund and lease revenues received from CNL I and CNL II.
Proprietary	Enterprise	Orlando Stadium Operations	For the operation of Camping World Stadium.	Charges for the use of the facilities, including ticket sales, service charges and a portion of concessionaire sales.
Proprietary	Enterprise	Orlando Venues	For the operation of the Amway Center	Charges for the use of the facilities, including ticket sales, service charges and a portion of concessionaire sales.
Proprietary	Enterprise	Parking System	For operation of the City's on-street and parking garage facilities, including enforcement.	Parking fees.
Proprietary	Enterprise	Solid Waste	For collection and disposal of commercial and residential garbage which is disposed of at County and private landfills.	Service charges.
Proprietary	Enterprise	Stormwater Utility	For the operation, maintenance and improvement of the storm drainage system; enhancement of water quality, plans review and inspection of private drainage facilities.	Utility fees.
Proprietary	Enterprise	Water Reclamation Construction	Used to account for capital projects associated with the municipal sanitary sewer system.	Water Reclamation System user fees. Debt Service is funded through: impact fees (capacity charges), and commodity charges (service charges).
Proprietary	Enterprise	Water Reclamation Impact Fee Reserve	Used to account for the sewerage benefit fee (impact fee) charged for those requesting capacity in the City sewer system.	Water Reclamation System user fees. Debt Service is funded through: impact fees (capacity charges), and commodity charges (service charges).
Proprietary	Enterprise	Water Reclamation R&R	Provides for the repair/replacement of water reclamation infrastructure and equipment.	Water Reclamation System user fees. Debt Service is funded through: impact fees (capacity charges), commodity charges (service charges), and contribution from the Water Reclamation Revenue Fund.
Proprietary	Enterprise	Water Reclamation Revenue	For operation of water reclamation collection and treatment plants including construction.	Water Reclamation System user fees. Debt Service is funded through: impact fees (capacity charges), and commodity charges (service charges).
Proprietary	Internal Service	Construction Management	Provides project management, construction inspection, and design service for the City's construction projects.	Fees assessed to other funds that have assigned capital projects.
Proprietary	Internal Service	Facilities Management	Performs maintenance on all City-owned properties, whether General Fund or non-General Fund.	Reimbursement from other funds that occupy City-owned facilities.
Proprietary	Internal Service	Fleet Management	Operates and maintains all City owned vehicles. The Fleet Replacement Fund provides for the replacement of all City owned vehicles and related equipment.	Fees assessed to other funds that have assigned vehicles.
Proprietary	Internal Service	Health Care	Accounts for health insurance payments.	Fees assessed to other funds (employer contribution), contributions from employees and retirees.
Proprietary	Internal Service	Internal Loan	Redistributes loans received from the Sunshine State Governmental Financing Commission and bond proceeds to other funds to finance Capital Projects.	Loans from the Sunshine State Governmental Financing Commission, other bond issues, contribution from General Fund, and debt repayment revenues.
Proprietary	Internal Service	Risk Management	Oversees the administration of insurance for worker's compensation, auto liability, property and contents and general liability.	Fees assessed to other funds that have assigned staff or vehicles.

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BUDGET IN BRIEF

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BUDGET IN BRIEF

All Funds Comparison

Fund Name	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget
General Fund	\$ 601,571,240	\$ 659,800,250
Special Revenue Funds		
911 Emergency Phone System Fund	\$ 692,213	\$ 805,460
After School All Stars Fund	3,971,369	4,557,431
Building Code Enforcement Fund	19,709,283	19,096,936
Capital Improvements Fund	35,194,800	47,189,000
Cemetery Trust Fund	712,244	832,925
Centroplex Garages Fund	3,386,372	3,711,137
Code Enforcement Board Lien Assessment Fund	754,573	800,000
Contraband Forfeiture Trust Funds	425,262	404,846
CRA Operating Fund	38,823,590	39,512,289
CRA Trust Funds	81,953,124	86,790,630
Designated Revenue Fund	10,761,879	10,796,639
Dubsdread Golf Course Funds	3,440,926	3,705,187
Gas Tax Fund	9,283,000	9,414,000
Greater Orlando Aviation Authority Police Fund	19,066,620	26,096,005
Harry P. Leu Gardens Fund	3,669,375	4,303,704
Law Enforcement Training Fund	130,000	130,000
Mennello Museum - American Art Fund	709,076	747,483
Orange County Public Schools Crossing Guard Fund	1,212,479	2,067,705
Park Impact Fee Funds	1,792,000	7,580,000
Real Estate Acquisition Fund	1,492,000	1,762,000
Special Assessment Funds	360,815	495,515
Spellman Site Fund	3,195,510	681,465
State Housing Initiatives Partnership Program Fund (SHIP)	3,010,187	3,681,894
Street Tree Trust Fund	375,000	345,000
Transportation Impact Fee Funds	13,016,000	14,878,614
U.S. Department of Housing and Urban Development Grants Fund	8,944,908	9,561,597
Orange County School Impact Fees Fund	149,038	-
Utilities Services Tax Fund	36,959,000	37,111,000
Special Revenue Funds Total	\$ 303,190,643	\$ 337,058,462
Enterprise Funds		
55 West Garage Renewal and Replacement Fund	\$ 116,250	\$ 300,000
Amway Center Renewal and Replacement Fund	1,000,000	1,000,000
CNL Renewal and Replacement Fund	91,429	91,429
Orlando Stadiums Operations Fund	8,048,662	8,764,652
Orlando Venues Enterprise Fund	25,291,582	28,054,632
Parking System Funds	24,586,862	26,355,155
Solid Waste Fund	41,533,233	41,293,290
Stormwater Utility Funds	30,666,376	48,231,037
Water Reclamation Construction Funds	30,459,228	99,483,308
Water Reclamation Impact Fee Funds	5,577,630	26,586,772
Water Reclamation Renewal and Replacement Fund	3,000,000	3,000,000
Water Reclamation Revenue Fund	116,760,743	125,896,043
Enterprise Funds Total	\$ 287,131,995	\$ 409,056,318
Page Subtotal	\$ 1,191,893,878	\$ 1,405,915,030

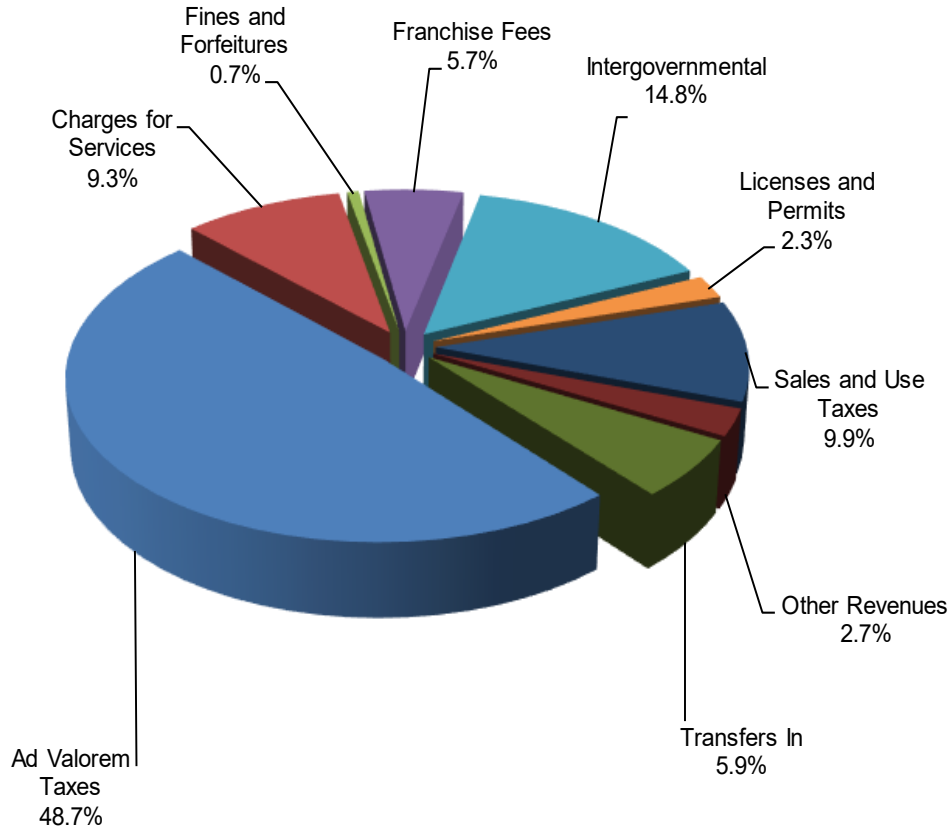
BUDGET IN BRIEF

All Funds Comparison (continued)

Fund Name	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget
Debt Service Funds		
6th Cent TDT Debt	\$ 17,675,775	\$ 20,103,000
Amway Center Commercial Paper Fund	1,818,750	-
Amway Center Sales Tax Rebate Debt Service Fund	2,000,004	2,000,004
Citrus Bowl Commercial Paper Debt Construction Fund	314,700	-
CRA Debt - Conroy Road Fund	1,899,875	1,903,000
CRA Debt - Republic Drive Fund	3,798,692	3,793,751
CRA Debt Service 2019 A Fund	4,458,086	4,458,173
CRA Debt Service 2020 A Fund	4,459,520	4,459,620
CRA Debt Service Internal Loan Fund	1,100,331	1,093,487
Events Center Debt Other	971,234	955,416
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	9,625,991	2,971,891
Internal Loan - Jefferson Street Garage Fund	1,451,250	1,450,750
Investing In Our Neighborhoods Debt Bond Fund Series 2018B	-	6,647,850
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	4,448,750	4,443,000
Performing Arts Center Commercial Paper Debt Construction Fund	566,550	-
Public Safety Debt Bond Fund 2016C	1,988,900	1,984,400
SSGFC Venues Refinancing Series 2023A	-	3,146,883
Water Reclamation Debt Service and Loan Funds	10,720,712	10,362,669
Debt Service Funds Total	\$ 67,299,120	\$ 69,773,894
Internal Service Funds		
Construction Management Fund	\$ 5,325,000	\$ 6,822,000
Facilities Management Fund	17,027,000	18,563,500
Fleet Management Funds	47,396,358	50,037,561
Health Care Fund	82,472,305	84,888,329
Internal Loan Bank Fund	16,996,991	11,722,313
Risk Management Fund	16,738,638	17,832,758
Internal Service Funds Total	\$ 185,956,292	\$ 189,866,461
Component Unit Funds		
Downtown Development Board Fund	\$ 5,535,981	\$ 4,777,623
Downtown South Neighborhood Improvement District Fund	914,695	830,144
Component Unit Funds Total	\$ 6,450,676	\$ 5,607,767
Pension Trust Funds		
City Pension Funds	\$ 66,796,837	\$ 72,769,606
Other Post Employment Benefit Trust Fund	23,200,316	22,547,856
Pension Trust Funds Total	\$ 89,997,153	\$ 95,317,462
Page Subtotal	\$ 349,703,241	\$ 360,565,584
All Funds Total	\$ 1,541,597,119	\$ 1,766,480,614

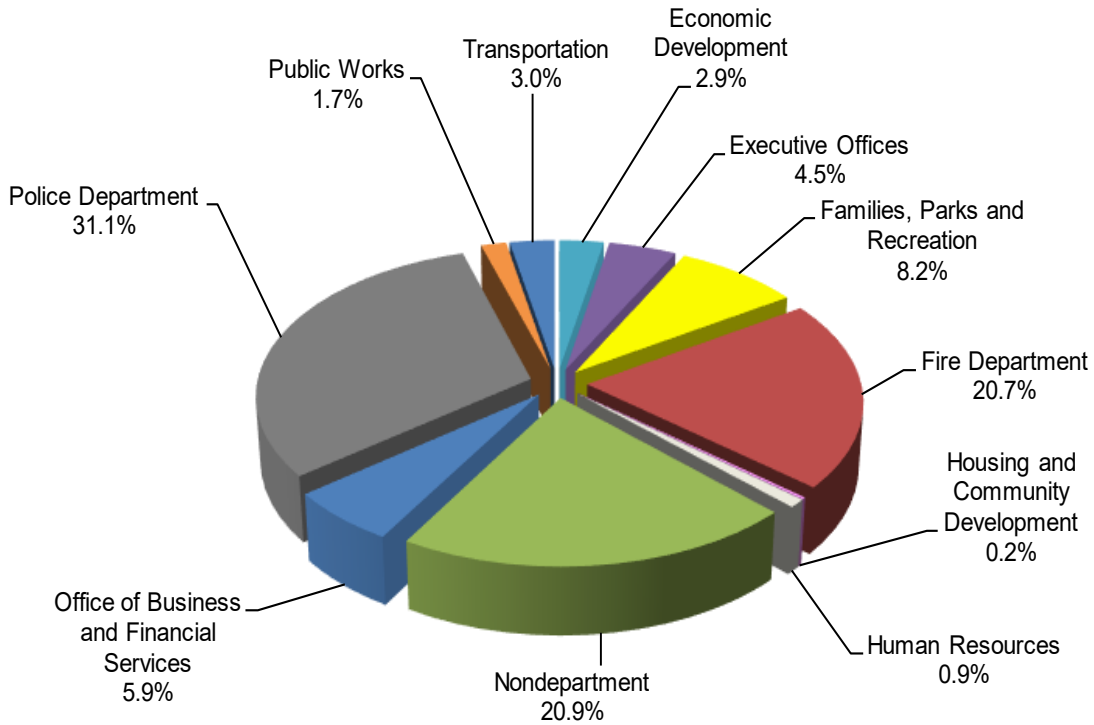
BUDGET IN BRIEF

**GENERAL FUND - REVENUES BY SOURCE
FY 2023/24**



Source of General Revenue	FY 2023/24 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 321,630,164	48.7%
Charges for Services	61,480,525	9.3%
Fines and Forfeitures	4,450,000	0.7%
Franchise Fees	37,844,500	5.7%
Intergovernmental	97,089,134	14.8%
Licenses and Permits	15,103,250	2.3%
Sales and Use Taxes	65,552,550	9.9%
Other Revenues	17,801,468	2.7%
Transfers In	38,848,659	5.9%
Total	\$ 659,800,250	100.0%

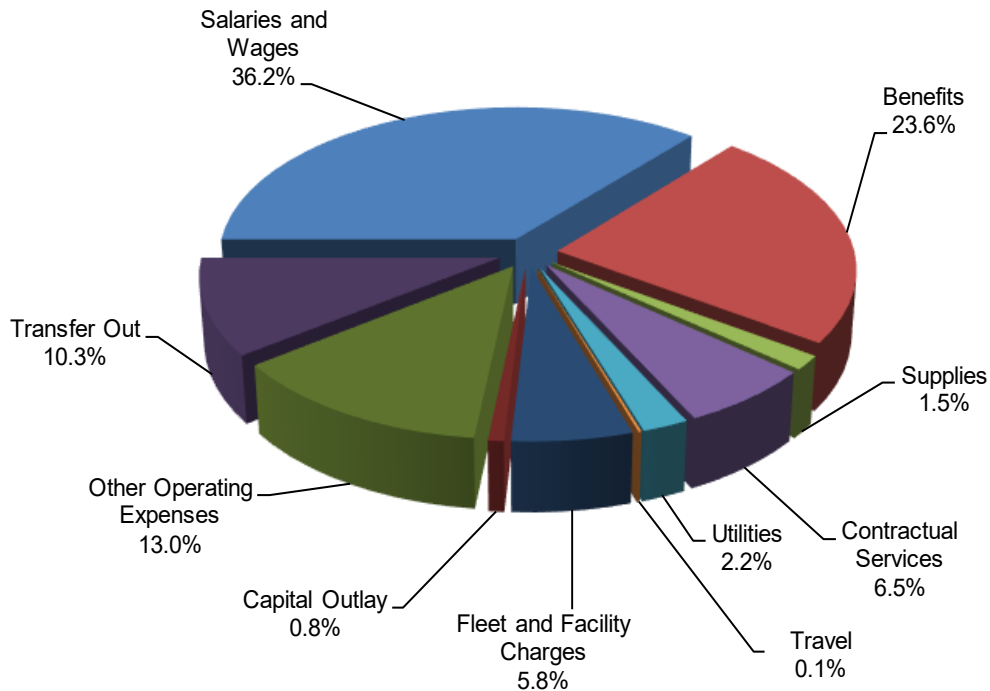
**GENERAL FUND - EXPENSES BY DEPARTMENT
FY 2023/24**



General Fund Departments	FY 2023/24 Adopted Budget	% of Total
Economic Development	\$ 19,305,548	2.9%
Executive Offices	29,501,503	4.5%
Families, Parks and Recreation	54,585,650	8.2%
Fire Department	136,337,571	20.7%
Housing and Community Development	1,323,692	0.2%
Human Resources	6,007,352	0.9%
Nondepartment	138,227,487	20.9%
Office of Business and Financial Services	38,877,321	5.9%
Police Department	205,105,923	31.1%
Public Works	10,975,056	1.7%
Transportation	19,553,147	3.0%
Total	\$ 659,800,250	100.0%

BUDGET IN BRIEF

GENERAL FUND - EXPENSES BY USE FY 2023/24



General Fund Uses	FY 2023/24 Adopted Budget	% of Total
Salaries and Wages	\$ 238,702,810	36.2%
Benefits	155,517,460	23.6%
Supplies	10,185,954	1.5%
Contractual Services	42,986,976	6.5%
Utilities	14,757,666	2.2%
Travel	922,020	0.1%
Fleet and Facility Charges	38,318,858	5.8%
Capital Outlay	5,023,424	0.8%
Other Operating Expenses	85,477,663	13.0%
Transfer Out	67,907,419	10.3%
Total	\$ 659,800,250	100.0%

BUDGET IN BRIEF

GENERAL FUND Comparison of Sources and Uses by Fiscal Year

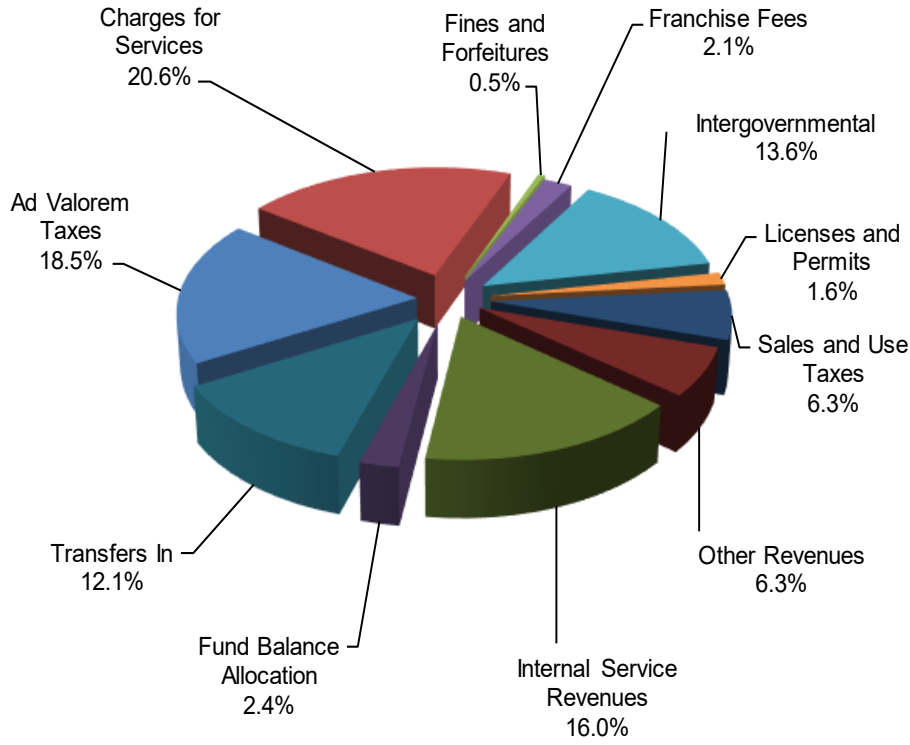
REVENUES	ACTUALS FY 2021/22	ADOPTED FY 2022/23	ADOPTED FY 2023/24	2023/24 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 248,915,051	\$ 282,078,343	\$ 321,630,164	48.7%	\$ 39,551,821	14.0%
Charges for Services	60,700,025	59,213,656	61,480,525	9.3%	2,266,869	3.8%
Fines and Forfeitures	4,427,550	4,074,000	4,450,000	0.7%	376,000	9.2%
Franchise Fees	34,455,644	40,180,000	37,844,500	5.7%	(2,335,500)	(5.8%)
Intergovernmental	90,038,232	87,494,874	97,089,134	14.8%	9,594,260	11.0%
Licenses and Permits	15,597,352	14,827,500	15,103,250	2.3%	275,750	1.9%
Sales and Use Taxes	70,762,157	58,552,500	65,552,550	9.9%	7,000,050	12.0%
Other Revenues	13,666,124	16,214,977	17,801,468	2.7%	1,586,491	9.8%
Transfers In	36,363,370	38,935,390	38,848,659	5.9%	(86,731)	(0.2%)
	\$ 574,925,505	\$ 601,571,240	\$ 659,800,250	100.0%	\$ 58,229,010	9.7%

APPROPRIATIONS By Department	ACTUALS FY 2021/22	ADOPTED FY 2022/23	ADOPTED FY 2023/24	2023/24 % TOTAL	NET CHANGE	% CHANGE
Economic Development	\$ 15,274,608	\$ 17,504,232	\$ 19,305,548	2.9%	\$ 1,801,316	10.3%
Executive Offices	23,471,318	26,852,581	29,501,503	4.5%	2,648,922	9.9%
Families, Parks and Recreation	47,237,796	49,972,840	54,585,650	8.2%	4,612,810	9.2%
Fire Department	128,854,745	126,976,785	136,337,571	20.7%	9,360,786	7.4%
Housing and Community Development	1,100,183	1,298,234	1,323,692	0.2%	25,458	2.0%
Human Resources	4,818,888	5,500,360	6,007,352	0.9%	506,992	9.2%
Nondepartment	115,879,981	125,255,911	138,227,487	20.9%	12,971,576	10.4%
Office of Business and Financial Services	30,711,518	36,921,073	38,877,321	5.9%	1,956,248	5.3%
Police Department	175,295,020	183,490,281	205,105,923	31.1%	21,615,642	11.8%
Public Works	8,615,625	10,386,234	10,975,056	1.7%	588,822	5.7%
Transportation	15,837,944	17,412,709	19,553,147	3.0%	2,140,438	12.3%
	\$ 567,097,626	\$ 601,571,240	\$ 659,800,250	100.0%	\$ 58,229,010	9.7%

By Major Category	ACTUALS FY 2021/22	ADOPTED FY 2022/23	ADOPTED FY 2023/24	2023/24 % TOTAL	NET CHANGE	% CHANGE
Salaries and Wages	\$ 153,791,058	\$ 219,943,398	\$ 238,702,810	36.2%	\$ 18,759,412	8.5%
Benefits	133,004,388	144,019,297	155,517,460	23.6%	11,498,163	8.0%
Supplies	8,646,728	8,327,151	10,185,954	1.5%	1,858,803	22.3%
Contractual Services	33,489,905	40,254,365	42,986,976	6.5%	2,732,611	6.8%
Utilities	12,845,259	14,225,881	14,757,666	2.2%	531,785	3.7%
Travel	436,643	759,269	922,020	0.1%	162,751	21.4%
Fleet and Facility Charges	34,168,812	34,486,724	38,318,858	5.8%	3,832,134	11.1%
Capital Outlay	288,432	3,326,116	5,023,424	0.8%	1,697,308	51.0%
Other Operating Expenses	59,840,263	77,908,318	85,477,663	13.0%	7,569,345	9.7%
Transfer Out	130,586,138	58,320,721	67,907,419	10.3%	9,586,698	16.4%
	\$ 567,097,626	\$ 601,571,240	\$ 659,800,250	100.0%	\$ 58,229,010	9.7%

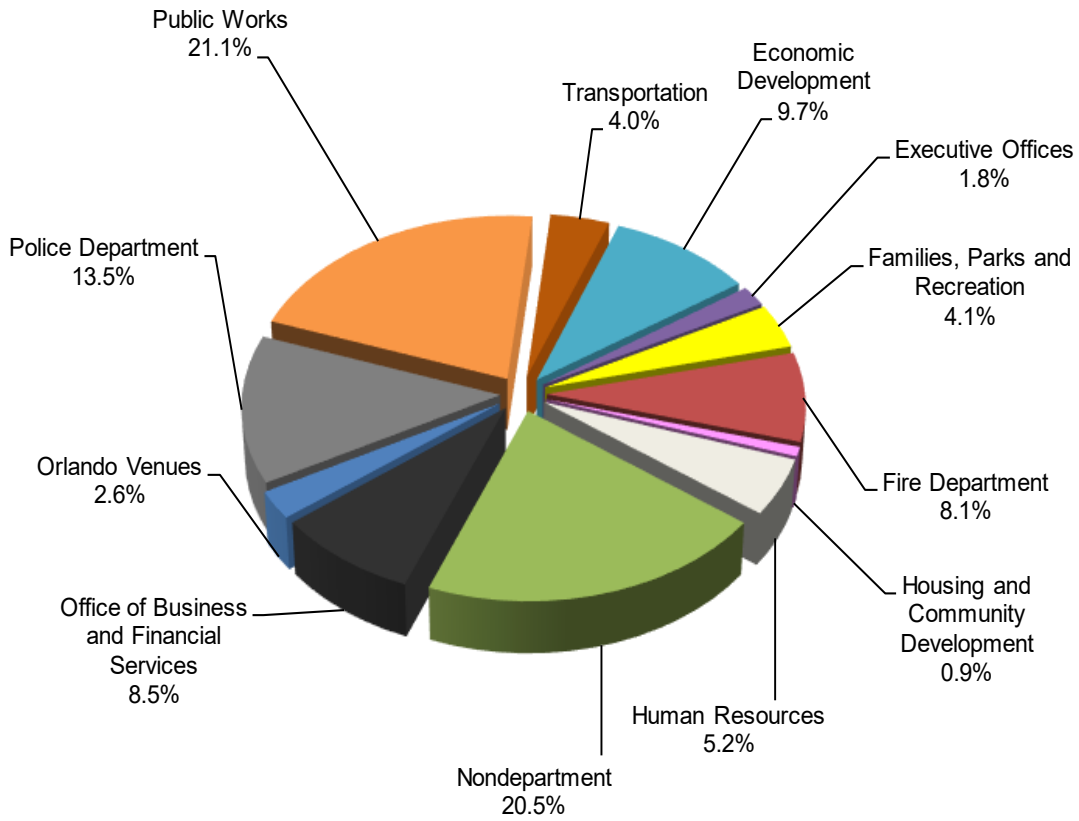
BUDGET IN BRIEF

**ALL FUNDS - REVENUES BY SOURCE
FY 2023/24**



Source of All Fund Revenue	FY 2023/24 Adopted Budget	% of Total
Ad Valorem Taxes	\$ 326,916,264	18.5%
Charges for Services	362,467,262	20.6%
Fines and Forfeitures	8,837,705	0.5%
Franchise Fees	37,954,435	2.1%
Intergovernmental	240,136,250	13.6%
Licenses and Permits	28,459,250	1.6%
Sales and Use Taxes	111,827,550	6.3%
Other Revenues	111,572,001	6.3%
Internal Service Revenues	282,862,946	16.0%
Fund Balance Allocation	41,879,968	2.4%
Transfers In	213,566,983	12.1%
Total	\$ 1,766,480,614	100.0%

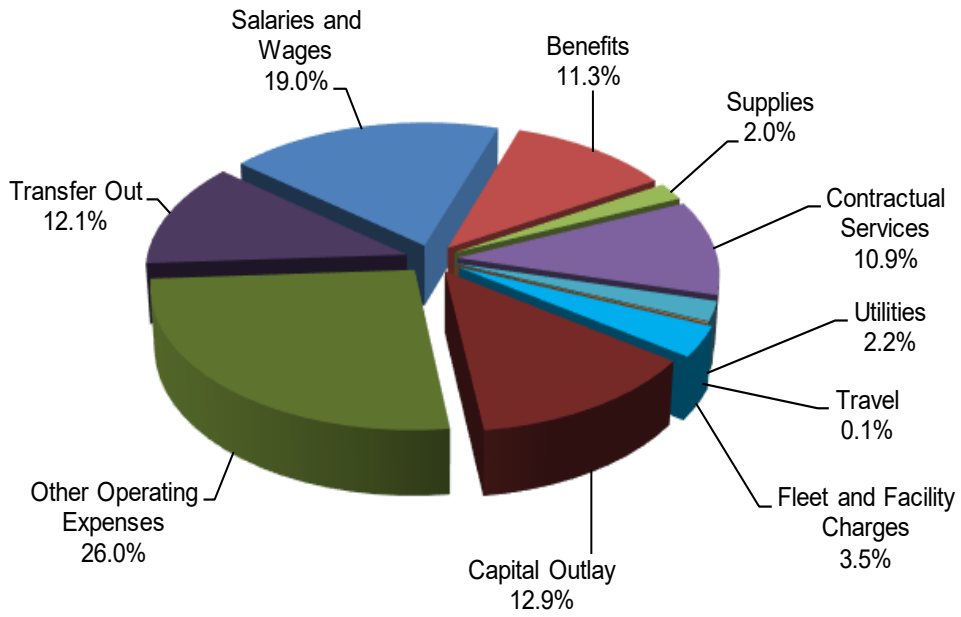
**ALL FUNDS - EXPENSES BY DEPARTMENT
FY 2023/24**



All Funds Department	FY 2023/24 Adopted Budget	% of Total
Economic Development	\$ 171,613,170	9.7%
Executive Offices	32,251,226	1.8%
Families, Parks and Recreation	71,909,081	4.1%
Fire Department	143,865,571	8.1%
Housing and Community Development	15,067,183	0.9%
Human Resources	91,176,888	5.2%
Nondepartment	362,945,545	20.5%
Office of Business and Financial Services	150,400,448	8.5%
Orlando Venues	45,529,281	2.6%
Police Department	239,302,993	13.5%
Public Works	372,559,175	21.1%
Transportation	69,860,053	4.0%
Total	\$ 1,766,480,614	100.0%

BUDGET IN BRIEF

**ALL FUNDS - EXPENSES BY USE
FY 2023/24**



All Funds Uses	FY 2023/24 Adopted Budget	% of Total
Salaries and Wages	\$ 334,897,082	19.0%
Benefits	198,464,565	11.3%
Supplies	35,526,516	2.0%
Contractual Services	191,752,374	10.9%
Utilities	39,662,705	2.2%
Travel	1,569,163	0.1%
Fleet and Facility Charges	62,360,703	3.5%
Capital Outlay	228,576,066	12.9%
Other Operating Expenses	460,104,457	26.0%
Transfer Out	213,566,983	12.1%
Total	\$ 1,766,480,614	100.0%

BUDGET IN BRIEF

ALL FUNDS

Comparison of Sources and Uses by Fiscal Year

REVENUES	ACTUAL FY 2021/22	ADOPTED FY2022/23	ADOPTED FY2023/24	2023/24 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 253,039,088	\$ 286,954,019	\$ 326,916,264	18.5%	\$ 39,962,245	13.9%
Charges for Services	365,300,035	332,349,761	362,467,262	20.6%	30,117,501	9.1%
Fines and Forfeitures	9,289,691	8,373,573	8,837,705	0.5%	464,132	5.5%
Franchise Fees	34,455,644	40,279,685	37,954,435	2.1%	(2,325,250)	(5.8%)
Intergovernmental	289,741,792	205,640,196	240,136,250	13.6%	34,496,054	16.8%
Licenses and Permits	30,564,133	28,183,500	28,459,250	1.6%	275,750	1.0%
Sales and Use Taxes	118,786,604	104,557,500	111,827,550	6.3%	7,270,050	7.0%
Other Revenues	(188,147,655)	34,321,821	111,572,001	6.3%	77,250,180	225.1%
Internal Service Revenues	285,305,119	268,817,936	282,862,946	16.0%	14,045,010	5.2%
Fund Balance Allocation	-	27,073,824	41,879,968	2.4%	14,806,144	54.7%
Transfers In	281,210,780	205,045,304	213,566,983	12.1%	8,521,679	4.2%
	\$ 1,479,545,231	\$ 1,541,597,119	\$ 1,766,480,614	100.0%	\$ 224,883,495	14.6%

APPROPRIATIONS By Department	ACTUAL FY 2021/22	ADOPTED FY2022/23	ADOPTED FY2023/24	2023/24 % TOTAL	NET CHANGE	% CHANGE
Economic Development	\$ 127,508,914	\$ 165,195,478	\$ 171,613,170	9.7%	\$ 6,417,692	3.9%
Executive Offices	26,569,186	29,774,332	32,251,226	1.8%	2,476,894	8.3%
Families, Parks and Recreation	60,312,194	60,177,209	71,909,081	4.1%	11,731,872	19.5%
Fire Department	130,269,006	131,218,452	143,865,571	8.1%	12,647,119	9.6%
Housing and Community Development	25,471,932	14,253,329	15,067,183	0.9%	813,854	5.7%
Human Resources	83,945,708	88,250,174	91,176,888	5.2%	2,926,714	3.3%
Nondepartment	501,679,233	342,720,306	362,945,545	20.5%	20,225,239	5.9%
Office of Business and Financial Services	118,159,033	138,336,383	150,400,448	8.5%	12,064,065	8.7%
Orlando Venues	78,150,167	44,159,521	45,529,281	2.6%	1,369,760	3.1%
Police Department	204,580,356	210,342,178	239,302,993	13.5%	28,960,815	13.8%
Public Works	291,199,580	253,539,814	372,559,175	21.1%	119,019,361	46.9%
Transportation	67,583,795	63,629,943	69,860,053	4.0%	6,230,110	9.8%
	\$ 1,715,429,104	\$ 1,541,597,119	\$ 1,766,480,614	100.0%	\$ 224,883,495	14.6%

By Major Category	ACTUAL FY 2021/22	ADOPTED FY2022/23	ADOPTED FY2023/24	2023/24 % TOTAL	NET CHANGE	% CHANGE
Salaries and Wages	\$ 284,909,507	\$ 308,807,932	\$ 334,897,082	19.0%	\$ 26,089,150	8.4%
Benefits	153,976,633	182,470,352	198,464,565	11.3%	15,994,213	8.8%
Supplies	40,536,491	30,772,379	35,526,516	2.0%	4,754,137	15.4%
Contractual Services	283,701,955	152,437,503	191,752,374	10.9%	39,314,871	25.8%
Utilities	36,037,187	36,064,861	39,662,705	2.2%	3,597,844	10.0%
Travel	792,841	1,265,790	1,569,163	0.1%	303,373	24.0%
Fleet and Facility Charges	63,335,138	62,977,462	62,360,703	3.5%	(616,759)	(1.0%)
Capital Outlay	158,700,523	109,499,962	228,576,066	12.9%	119,076,104	108.7%
Other Operating Expenses	412,228,049	452,255,574	460,104,457	26.0%	7,848,883	1.7%
Transfer Out	281,210,780	205,045,304	213,566,983	12.1%	8,521,679	4.2%
	\$ 1,715,429,104	\$ 1,541,597,119	\$ 1,766,480,614	100.0%	\$ 224,883,495	14.6%

BUDGET IN BRIEF

CITYWIDE STAFFING SUMMARY CITY OF ORLANDO FY 2023/24

SUMMARY BY DEPARTMENT	FY 2021/22	FY 2022/23	FY 2022/23	FY 2023/24	FY 2023/24	FY 2023/24	FY 2023/24	Percent of Total
	Final	Adopted	Revised	Adopted New	Adopted Deletions	Adopted Transfers	Adopted	
Economic Development	277	281	4	1	-	-	286	7.2%
Executive Offices	150	161	1	2	-	-	164	4.1%
Families, Parks and Recreation	276	289	28	1	-	-	318	8.0%
Fire Department	661	661	13	6	-	-	680	17.1%
Housing and Community Development	22	22	-	-	-	-	22	0.6%
Human Resources	35	35	1	1	-	-	37	0.9%
Office of Business and Financial Services	295	295	-	2	-	-	297	7.5%
Orlando Venues	85	85	1	-	-	-	86	2.2%
Police Department	1,141	1,167	2	115	(1)	-	1,283	32.2%
Public Works	610	616	9	2	(3)	-	624	15.7%
Transportation	180	180	3	2	(1)	-	184	4.6%
TOTAL CITY OF ORLANDO	3,732	3,792	62	132	(5)	-	3,981	100.0%

SUMMARY BY FUND

General	2,551	2,599	28	73	(1)	5	2,704	67.9%
Water Reclamation Revenue	272	276	-	-	-	-	276	6.9%
GOAA Police	121	123	-	53	-	-	176	4.4%
Solid Waste	122	119	7	-	(3)	-	123	3.1%
Building Code Enforcement	122	124	-	1	-	(3)	122	3.1%
Parking System Revenue	104	104	1	-	-	-	105	2.6%
Stormwater Utility	95	95	1	-	-	(2)	94	2.4%
Orlando Venues	54	54	1	-	-	-	55	1.4%
Fleet Management	54	54	-	-	-	-	54	1.4%
Facilities Management	52	52	-	2	-	-	54	1.4%
Community Redevelopment Agency	51	52	1	-	-	-	53	1.3%
Construction Management	36	36	-	2	-	1	39	1.0%
After School All Stars	18	24	-	-	-	-	24	0.6%
Grants	-	-	23	-	-	-	23	0.6%
Housing Grants	22	22	-	-	-	-	22	0.6%
Leu Gardens	20	20	-	-	-	-	20	0.5%
Risk Management	14	14	-	-	-	-	14	0.4%
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	-	-	-	-	2	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	1	-	-	(1)	-	-	0.0%
Downtown South District	1	1	-	-	-	(1)	-	0.0%
TOTAL CITY OF ORLANDO	3,732	3,792	62	132	(5)	-	3,981	100.0%

BUDGET IN BRIEF

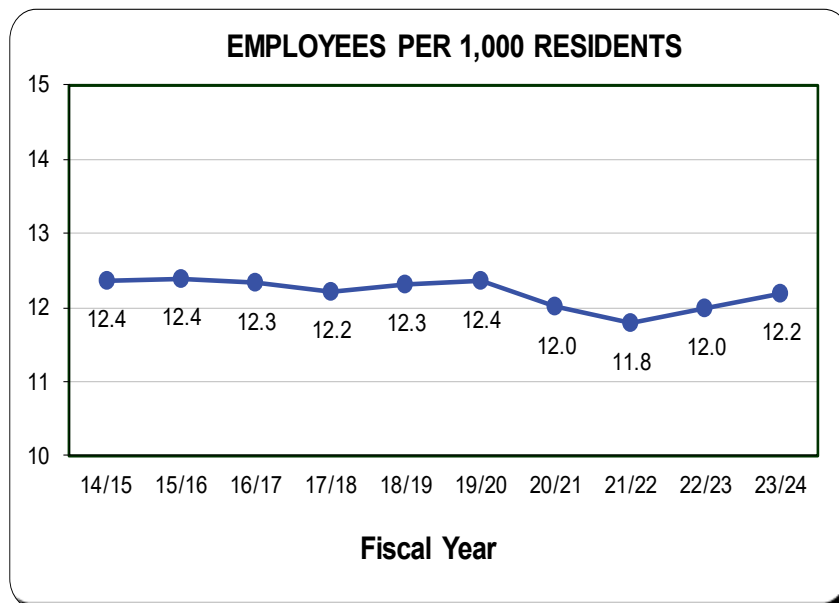
CITY WIDE STAFFING DATA AND CHARTS

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

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

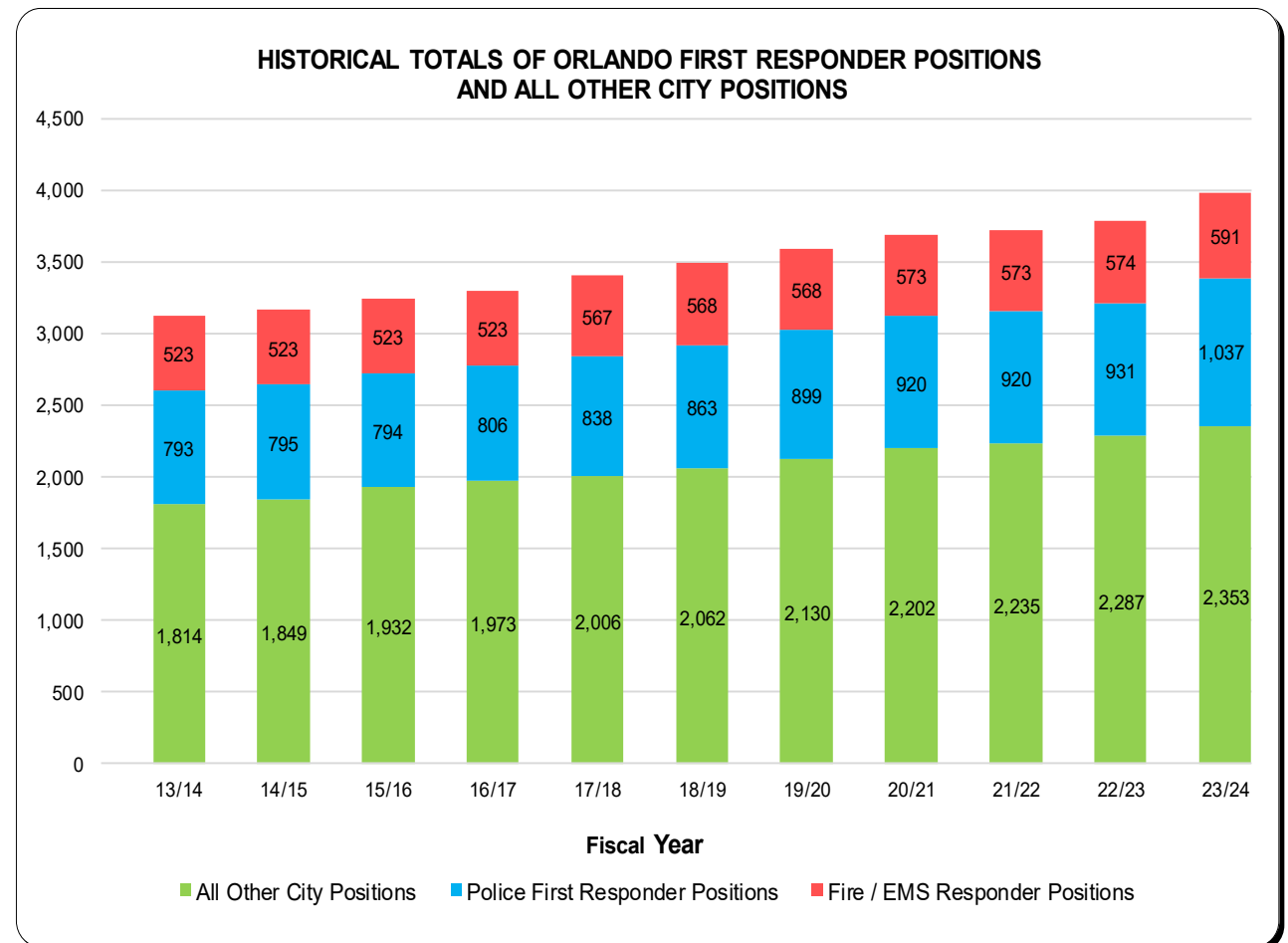
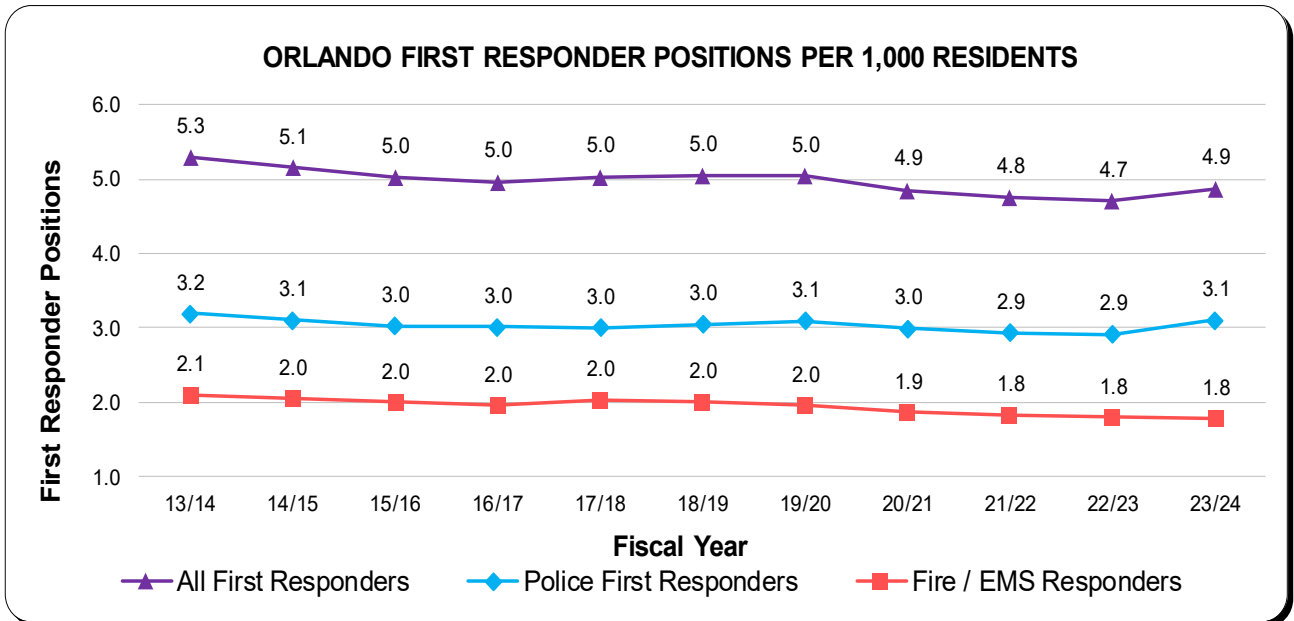
	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	<u>23/24</u>
City Population	256,012	262,100	267,842	279,133	283,476	291,117	307,573	313,975	321,282	326,396
Employees (Revised)	3,167	3,249	3,302	3,411	3,493	3,597	3,695	3,701	3,854	3,981
Fire Sworn	523	523	523	538	539	539	539	539	540	540
Fire Civilian Transport	-	-	-	29	29	29	34	34	45	51
Total Fire First Responders	523	523	523	567	568	568	573	573	585	591
Police Sworn	760	760	772	804	829	862	883	883	883	986
Community Service Officers	35	34	34	34	34	37	37	37	48	51
Total Police First Responders	795	794	806	838	863	899	920	920	931	1037

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



BUDGET IN BRIEF

CITY WIDE STAFFING DATA AND CHARTS (continued)



BUDGET IN BRIEF

Capital Improvement Projects

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

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

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

Funding for Capital Improvement Projects by Fund 2023/24

	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget
Capital Improvements Fund	\$ 34,817,800	\$ 46,697,000
55 West Garage Renewal and Replacement Fund	-	300,000
Amway Center Renewal and Replacement Fund	1,000,000	1,000,000
Building Code Enforcement Fund	1,670,000	-
Community Redevelopment Fund	30,747,041	31,707,237
Downtown South Neighborhood Improvement District	700,000	470,710
Dubsread Renewal and Replacement Fund	260,000	215,000
Gas Tax Fund	5,225,000	5,337,000
Orlando Stadiums Operations Renewal and Replacement Fund	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	1,530,000	2,750,000
Real Estate Acquisition Fund	1,100,000	1,750,000
Stormwater Capital Fund	3,000,000	22,480,000
Transportation Impact Fee-North Fund	3,550,000	4,200,000
Transportation Impact Fee-Southeast Fund	2,500,000	1,550,000
Transportation Impact Fee-Southwest Fund	1,250,000	1,850,000
Water Reclamation Bonds 2024 Construction Fund	-	56,546,000
Water Reclamation Collection System Impact Fees Fund	-	2,500,000
Water Reclamation General Construction Fund	30,229,779	42,713,000
Water Reclamation Impact Fees Fund	5,000,000	24,000,000
Water Reclamation Renewal and Replacement Fund	3,000,000	3,000,000
Capital Improvement Plan Total	\$ 125,679,620	\$ 255,955,947

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2023/24 Detail by Fund

FY 2023/24
Adopted
Budget

Funding Source

Capital Improvements Fund

Affordable Housing	\$ 500,000
Alternate Fuel Vehicles Support	750,000
Athletic Field Maintenance	641,000
Bridge Maintenance and Repair	125,000
City Hall Motor Control Center Replacement	1,900,000
City Hall Virtual Meeting Technology Upgrade	250,000
Communications Systems Upgrade	125,000
Dover Shores Neighborhood Ctr Kalwall Replacement	1,400,000
Emergency Generators at Critical Facilities	925,000
Facility Evaluation, Repairs, and Rehabilitation	1,260,000
Fire Apparatus - New and Replacement	3,428,000
Fire Equipment Replacement	1,200,000
Fire Station 11 Supplemental Funding	1,250,000
Fire Station Alerting	1,900,000
Information Technology Enhancements	1,450,000
Information Technology Hardware & Software Updates	2,390,000
Information Technology Security Measures	750,000
Iris Camera Project	350,000
Leu Gardens Facility Improvements	25,000
McCoy Road Extension	625,000
Miscellaneous Sidewalk Repair	500,000
OPD Equipment Replacement	1,425,000
Operational Efficiency Project (IT)	1,000,000
Parks and Playground Renovation Project	1,750,000
Parks Sidewalks Maintenance & Improvements	100,000
Pavement Rehabilitation	3,500,000
Radio Replacement	5,000,000
Record Management and Preservation	100,000
Recreation Facility Renovations & Maintenance (Northwest Neighborhood Center)	1,500,000
Recreation Pools & Courts	850,000
Renewable Energy for City Facilities	500,000
Retrofitting Fire Stations	800,000
Robinson Street "Complete Streets"	1,625,000
Roof Replacement Program	1,053,000
School Safety Sidewalk Program	800,000
Sidewalk Remediation Program	850,000
Smart Cities Capital Project	300,000
SWAT Rifle Replacement	200,000
Tactical Range Upgrade	2,500,000
Time Clock Replacement	100,000
Transportation Safety Projects	500,000
Transportation System Equipment and Maintenance	300,000
Workday Projects	200,000
Capital Improvements Fund Total	\$ 46,697,000

55 West Garage Renewal and Replacement Fund

55 West Repairs and Maintenance	\$ 300,000
55 West Garage Renewal and Replacement Fund Total	\$ 300,000
Page Subtotal	\$ 46,997,000

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2023/24 Detail by Fund

Funding Source	FY 2023/24 Adopted Budget
Amway Center Renewal & Replacement Fund	
Amway Center Repair and Replacement	\$ 1,000,000
Amway Center Renewal & Replacement Fund Total	\$ 1,000,000
Community Redevelopment Agency Fund	
Business Recruitment & Retention	\$ 500,000
DTO Implementation	7,000,000
Façade Grant Program	1,900,000
Lake Eola Master Plan	6,400,000
Parramore Task Force	200,000
Real Estate - CRA	7,134,774
Streetscape, Plazas & Corridors	1,572,463
Under I Design	5,000,000
Venues & Open Spaces	2,000,000
Community Redevelopment Agency Fund Total	\$ 31,707,237
Downtown South Neighborhood Improvement District Fund (DSNID)	
DSNID Projects	\$ 470,710
Downtown South Neighborhood Improvement District Fund (DSNID) Total	\$ 470,710
Dubsdread Renewal & Replacement Fund	
Dubsdread Course/Grounds Maintenance	\$ 215,000
Dubsdread Renewal & Replacement Fund Total	\$ 215,000
Orlando Stadiums Operations Renewal and Replacement Fund	
Camping World Stadium R&R	\$ 100,000
Orlando Stadiums Operations Renewal and Replacement Fund Total	\$ 100,000
Gas Tax Fund	
Bicycle Plan Implementation	\$ 200,000
Brick Street Restoration	250,000
Bridge Maintenance and Repair	125,000
Intersection Safety Improvements	400,000
Lee Vista Blvd & TPC Dr	180,000
Miscellaneous Sidewalk Repair	250,000
Pavement Marking Maintenance	450,000
Pavement Rehabilitation	2,500,000
Railroad Crossing Maintenance	100,000
Regional Computerized Signal System	100,000
School Safety Sidewalk Program	200,000
Signal Communication System Project	282,000
Traffic Counts and Travel Time Studies	100,000
Traffic Signal Refurbishing Program	200,000
Gas Tax Fund Total	\$ 5,337,000
Park Impact Fee - North	
Dartmouth Park Expansion	\$ 400,000
Festival Park Buildout	850,000
Grove Dog Park	520,000
Lake Fairview Shoreline Renovations	600,000
Lake Lorna Doone Office	500,000
Trotters Park Athletic Court Expansion	150,000
Park Impact Fee - North Total	\$ 3,020,000
Park Impact Fee - Southeast	
Beardall Pickleball Courts	\$ 745,000
Lake George Pickleball and Wallball Courts	1,000,000
Park Impact Fee - Southeast Total	\$ 1,745,000
Park Impact Fee - Southwest	
Bill Frederick Park at Turkey Lake Enhancements	\$ 1,000,000
John Jackson Playground and Obstacle Course	850,000
Willie Mays Park Playground	175,000
Park Impact Fee - Southwest Total	\$ 2,025,000
Page Subtotal	\$ 45,619,947

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2023/24 Detail by Fund

FY 2023/24
Adopted
Budget

Funding Source

Parking Renewal & Replacement Fund

Administration Center Garage Repair/Maintenance	\$ 175,000
Central Blvd Garage Repair and Maintenance	225,000
Courthouse Garage Repair and Maintenance	900,000
GEICO Garage Repairs and Maintenance	500,000
Jefferson Garage Capital Repairs	750,000
Library Garage Repair and Maintenance	200,000
Parking Renewal & Replacement Fund Total	\$ 2,750,000

Real Estate Acquisition Fund

Land Acquisition and Remediation	\$ 1,750,000
Real Estate Acquisition Fund Total	\$ 1,750,000

Stormwater Capital Fund

CT Phase 4 - Shine (Marks to Colonial)	\$ 200,000
Delaney Drainage and Roadway Improvements	5,000,000
Drainage Well Enhancements	2,000,000
Flood Plain Remediation Projects	300,000
Lake Arnold Pervious Pavement Pilot Program	1,000,000
Lake Fran Alum Treatment Facility (PBO PKWY)	730,000
Lake Notasulga/Haralson Estates	8,300,000
Lake Orlando 4e	200,000
Rapid Response Construction	2,000,000
S Parramore Ave Drainage Improvements	550,000
Summerlin Av Stormwater Impr & Roadway Restoration	700,000
System Repair and Rehabilitation	1,500,000
Stormwater Capital Fund Total	\$ 22,480,000

Transportation Impact Fee - North Fund

Church Street SunRail Platform	\$ 600,000
Hicks Avenue Extension (Anderson St to South St)	3,100,000
Terry Ave - Amelia to Colonial	500,000
Transportation Impact Fee - North Fund Total	\$ 4,200,000

Transportation Impact Fee - Southeast Fund

Storey Park Blvd Extension	1,050,000
West Dowden Road Extension	500,000
Transportation Impact Fee - Southeast Fund Total	\$ 1,550,000

Transportation Impact Fee - Southwest Fund

Division Avenue Complete Streets	\$ 500,000
Kirkman Trail Design: Raleigh to OWG	250,000
Oak Ridge Rd Median Improvements	100,000
Pres. Barack Obama Parkway Phase 2	500,000
Southwest Bike Study Implementation	500,000
Transportation Impact Fee - Southwest Fund Total	\$ 1,850,000

Water Reclamation Bonds 2024 Construction Fund

Conserv I Reclaimed Water Storage	\$ 4,046,000
Conserv I South Reclaimed Water Main	2,000,000
Conserv II Deep Bed Filters	1,500,000
Iron Bridge Grit System Replacement	15,000,000
Lift Station 2 Replacement	11,000,000
Lift Station 85 Replacement	1,000,000
LS 1,2,3 and 4 Force Main Evaluation Phase 2	20,000,000
LS 1,2,3 and 4 Force Main Evaluation Phase 3	2,000,000
Water Reclamation Bonds 2024 Construction Fund Total	\$ 56,546,000

Page Subtotal \$ 91,126,000

BUDGET IN BRIEF

Funding for Capital Improvement Projects 2023/24 Detail by Fund

FY 2023/24
Adopted
Budget

Funding Source

Water Reclamation Collection System Impact Fees Fund

Lift Station Rehabilitation - Collection System Impact Fees \$ 2,500,000

Water Reclamation Collection System Impact Fees Fund Total \$ 2,500,000

Water Reclamation General Construction Fund

Conserv I Area Collection System Improvements \$ 3,300,000

Conserv I Biosolids Upgrades 1,000,000

Conserv I Effluent Sand Filters 1,500,000

Conserv I Electrical Improvements 2,000,000

Conserv I Reclaimed Water Storage 4,454,000

Conserv II 480V Electrical Upgrades 1,600,000

Conserv II Area Collection System Improvements 750,000

Conserv II BNR Flow Split Improvements 150,000

Conserv II Equalization Pumping Station Rehab 950,000

Conserv II Mixer Improvements Basin 7-10 3,300,000

Conserv II RAS Piping Improvements 277,000

Conserv II Sidestream Treatment Improvements 132,000

Conserv II Stationary Load Banks 1,000,000

Inflow & Infiltration Reduction Project 1,000,000

Iron Bridge Area Collection System Improvements 1,250,000

Iron Bridge Bardenpho Blower Electrical Upgrades 150,000

Iron Bridge EQ Basin Mixing and Clarifier Improv 4,000,000

Iron Bridge Post Aeration Electrical Updates 100,000

Iron Bridge Ventilation for Biosolids Press Room 2,800,000

Lift Station Rehabilitation 500,000

Lift Station Telemetry Replacement 1,000,000

Lift Station Underground Rehabilitation 1,000,000

Lift Stations Electrical Safety Generator Improv 1,500,000

Line Sewers 500,000

Miscellaneous Plant Maintenance Work 3,500,000

Rapid Response Construction 1,000,000

Reclaimed Water System Valve Replacements 500,000

Sanitary Service Lateral Rehabilitation 500,000

Sanitary System Corrosion Abatement 750,000

Sanitary upgrades with other projects 2,000,000

Sewage Air Release Valve Replacement 250,000

Water Reclamation General Construction Fund Total \$ 42,713,000

Water Reclamation Impact Fees Fund

Conserv I Treatment Plant Improvements \$ 24,000,000

Water Reclamation Impact Fees Fund Total \$ 24,000,000

Water Reclamation Renewal & Replacement Fund

Miscellaneous Renewal and Replacement \$ 3,000,000

Water Reclamation Renewal & Replacement Fund Total \$ 3,000,000

Page Subtotal \$ 72,213,000

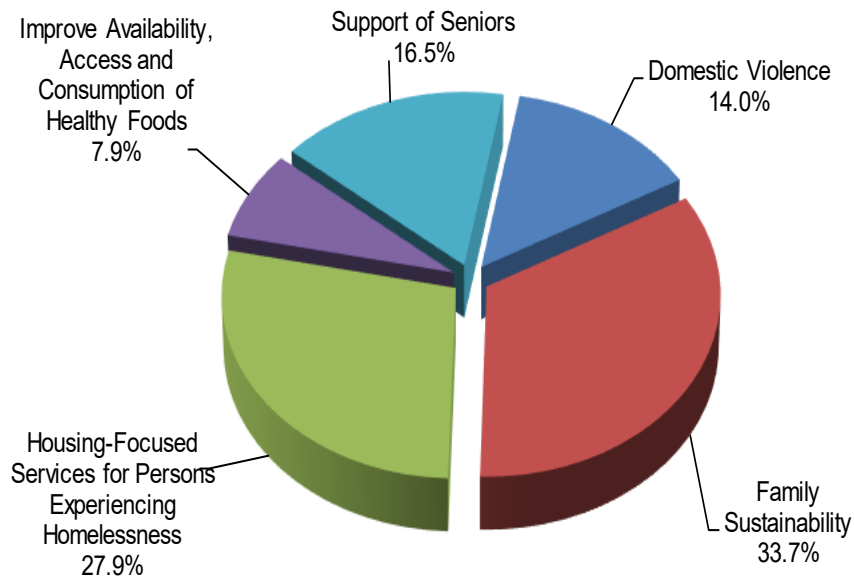
CIP Total \$ 255,955,947

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 2023/24**



Focus Care Area	City Funding	% of Total
Domestic Violence	\$ 430,000	14.0%
Family Sustainability	1,033,000	33.7%
Housing-Focused Services for Persons Experiencing Homelessness	854,687	27.9%
Improve Availability, Access and Consumption of Healthy Foods	242,000	7.9%
Support of Seniors	508,000	16.5%
Total	\$ 3,067,687	100.0%

BUDGET IN BRIEF

COMMUNITY ORGANIZATION FUNDING RECOMMENDATIONS COMMUNITY INVESTMENT PROGRAM

	Planned FY 2022/23	Planned FY 2023/24
Ability Housing, Inc.	\$ 52,000	\$ 55,000
Adult Literacy League, Inc.	22,000	24,000
Aspire Heath Partners, Inc.	35,000	-
Boys & Girls Clubs of Central Florida, Inc.	50,000	60,000
Center For Multicultural Wellness and Prevention, Inc.	28,000	-
Central Florida Community Arts, Inc.	35,000	38,000
Central Florida Regional Workforce Development Board/CSCF	-	50,000
Central Florida Urban League	-	-
Christian Service Center for Central Florida, Inc.	35,000	35,000
Coalition for the Homeless of Central Florida	200,000	234,487
Community Coordinated Care for Children, Inc.	317,000	317,000
Community Legal Services of Mid-Florida	20,000	30,000
Cornerstone Hospice Foundation	-	45,000
Covenant House Florida	30,000	35,000
Easter Seals Florida, Inc.	15,000	15,000
Embrace Families, Inc.	12,000	12,500
EmployU/Employment Transition Services for Young Adults	-	25,000
Family Promise of Greater Orlando	12,500	12,500
Feeding Children Everywhere	70,000	-
Foundation for Foster Children	48,000	55,000
Grand Avenue ECDC	25,000	25,200
Habitat for Humanity	15,000	23,000
Harbor House of Central Florida	200,000	200,000
Health Care Center for the Homeless, Inc.	120,000	125,000
Heart of Florida United Way	79,000	80,000
Hebni Nutrition Consultants, Inc.	25,000	25,000
IDignity	32,000	35,000
IMPOWER, Inc.	12,000	10,000
JFS Orlando	25,000	20,000
Legal Aid Society of the Orange County Bar Association/SOLID	-	20,000
Life Concepts, Inc.	20,000	35,000
Lighthouse Central Florida, Inc.	28,000	30,000
Muslim Women's Organization Corp./Violence Against Women Task	-	15,000
Nuevo Sendero, Inc./Mujeres Forjadoras	-	25,000
One Heart for Women and Children	48,000	70,000
Orlando Ballet	10,000	10,000
Orlando Center for Justice	40,000	55,000
Orlando Day Nursery Association, Inc.	-	25,000
Orlando Health, Inc.	80,000	85,000
Pathway Homes, Inc.	60,000	-
Poverty Solutions Group/Circles Orlando	-	20,000
Prince of Peace Lutheran Church Centro de Paz para la Vida	-	25,000
Rebuilding Together Tampa Bay, Inc./Disaster Readiness and Recovery	-	75,000
SALT Outreach Inc./Mobile Drop-in Center Case Management	-	100,000
Samaritan Village/Transitional Care for Survivors of Sex Trafficking	-	50,000
Second Harvest Food Bank of Central Florida, Inc.	44,250	50,000
Seniors First, Inc.	230,000	245,000
Servant's Heart International Ministry, Inc.	8,000	12,000
Share the Care, Inc	29,000	30,000
Simeon Resource and Development Center for Men, Inc.	15,000	-
The 4R Foundation, Inc., DBA 4Roots/Feed the Need	-	40,000
The Mental Health Association of Central Florida, Inc.	25,000	35,000
The Mustard Seed of Central Florida	20,000	30,000
The Salvation Army	45,000	55,000
United Against Poverty Orlando	34,000	34,000
University of Central Florida Foundation	40,000	50,000
Valencia College Foundation Inc.	72,000	75,000
Victim Service Center of Central Florida, Inc.	54,000	55,000
Zebra Coalition	115,000	130,000
Subtotal - Community Investment Program	\$ 2,531,750	\$ 3,067,687

BUDGET IN BRIEF

OTHER FUNDING

	Planned FY 2022/23	Planned FY 2023/24
Black Business Investment Fund	\$ 150,000	\$ 150,000
Central Florida Commission on Homelessness	82,280	82,280
Central Florida Social Enterprise Accelerator	7,500	7,500
Central Florida Sports Commission (1)	146,724	146,724
Coalition's Men's Service Center (2)	250,000	300,000
Community Foundation of Central Florida	2,300,000	2,300,000
Downtown Arts District / City Arts Factory (2)	25,000	186,632
Downtown Orlando Partnership (2)	75,000	75,000
Florida Citrus Sports	50,000	50,000
Florida High Tech Corridor for Cenfluence		100,000
Health Care Center for the Homeless (2)	67,200	67,200
Hispanic Business Initiative Fund	150,000	150,000
Homeless Services Network of Central Florida	82,280	82,280
Lake Nona Institute	10,000	10,000
Mayor's Matching Grants	200,000	200,000
MetroPlan	157,253	160,952
National Center for Simulation	35,000	35,000
Orlando Economic Partnership	659,588	659,588
Orlando Science Center	493,680	518,364
Pet Alliance of Greater Orlando	50,000	50,000
Seniors First, Inc. (2)	61,414	61,414
Stand Up Orlando	50,000	50,000
Starter Studio (2)	125,000	125,000
UCF Research Foundation	1,020,000	1,020,000
United Arts of Central Florida	470,570	494,099
Subtotal - Other Funding	\$ 6,718,489	\$ 7,082,033

Funding provided by the General Fund unless otherwise noted.

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

(2) Funded by the Community Redevelopment Agency

BUDGET IN BRIEF

HOUSING GRANT SUBGRANTEES

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

	Planned FY2022/23	Planned FY2023/24
<u>Community Development Block Grant</u>		
Ability Housing	\$ -	\$30,000
Catholic Charities	200,442	-
Christian Service Center	-	25,000
Coalition for the Homeless	144,163	40,000
Family Promise	30,000	30,000
Harbor House	35,000	30,000
Heart of Florida United Way	35,000	-
Housing and Neighborhood Development Services of Central Florida	57,522	50,000
IDignity	35,000	30,000
Jewish Family Services	35,000	30,000
Lifeboat Project	30,000	30,000
Maxwell Terrace	406,875	-
Palm Grove Apartments	514,096	-
Primrose Center	548,460	-
Rebuilding Together Orlando	300,000	-
SALT Outreach	-	30,000
True Health	100,000	-
United Cerebral Palsy	210,600	-
West Lakes Partnership	260,000	-
Subtotal - Community Development Block Grant	\$ 2,982,158	\$ 363,000
<u>Emergency Solutions Grant</u>		
Christian Service Center	\$ 51,398	\$ 55,064
Coalition for the Homeless	30,000	30,000
Harbor House	30,000	30,000
Homeless Services Network	16,000	16,000
SALT Outreach	30,000	30,000
The Salvation Army	30,000	30,000
Subtotal - Emergency Solutions Grant	\$ 187,398	\$ 191,064
<u>Housing Opportunities for Persons With Aids (HOPWA) Grant</u>		
Aspire	\$ 853,920	\$ 1,048,406
Catholic Charities	296,499	324,997
Center for Multicultural Wellness and Prevention	1,169,528	1,343,151
HMIS	35,000	-
Homeless Services Network	524,891	-
Hope & Help	-	589,025
Miracle of Love	1,711,786	1,860,101
St. Francis	87,847	74,787
Xtending Hands	120,809	112,928
Subtotal - HOPWA Grant	\$ 4,800,280	\$ 5,353,395
Total Housing Grant Funding	\$ 7,969,836	\$ 5,907,459
TOTAL - ALL FUNDING	\$ 17,220,075	\$ 16,057,179



REVENUE DETAIL

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REVENUE DETAIL

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

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

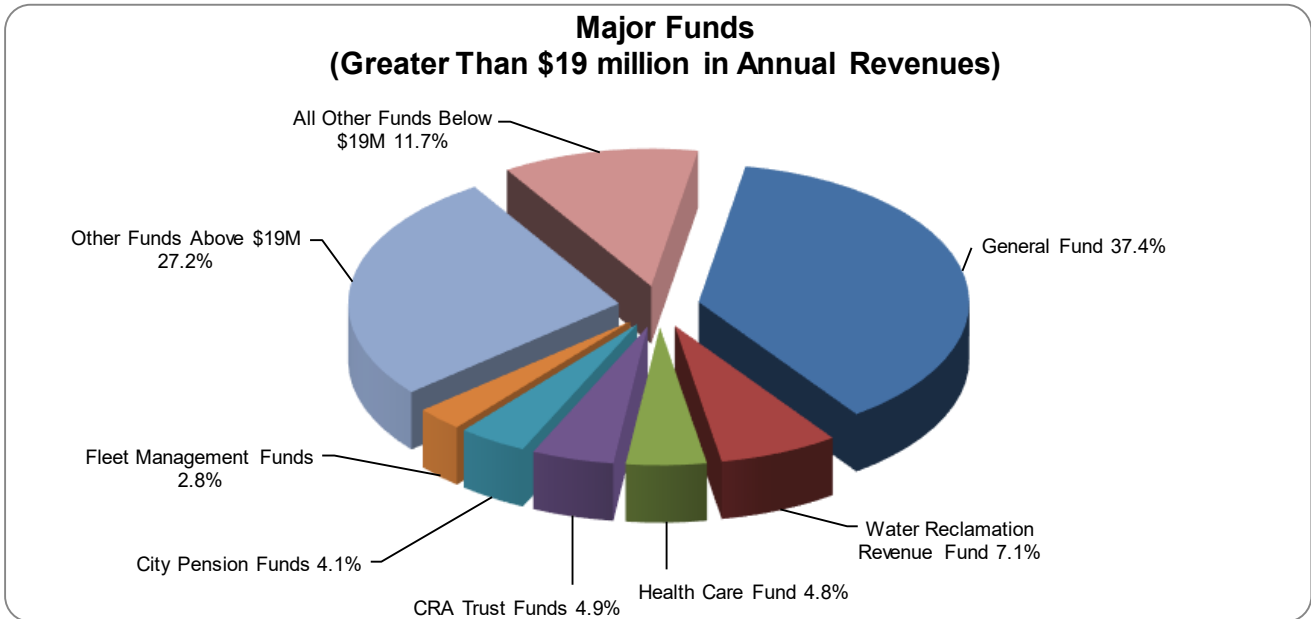
Government and not-for-profit accounting focuses on the sources, uses and balances of funds through Fund Accounting. Fund Accounting segregates revenues, expenditures and debt for specific purposes into separate funds to assure accounting control and legal compliance. Inter-fund transactions, if permitted,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

Enterprise funds 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.

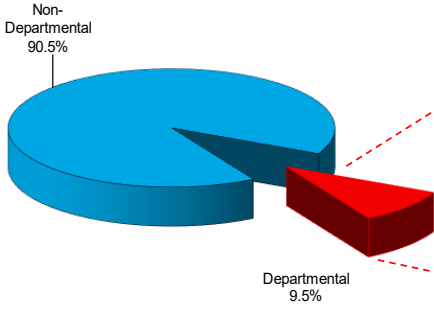
REVENUE DETAIL



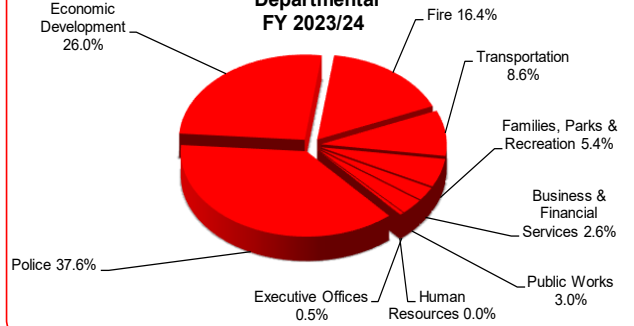
Fund Description	Actual		Adopted Budget		Adopted Budget	
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	
General Fund Revenue	\$ 519,272,195	\$ 541,378,257	\$ 574,925,506	\$ 601,571,240	\$ 659,800,250	
Water Reclamation Revenue Fund	114,235,747	111,248,673	116,515,786	116,760,743	125,896,043	
Health Care Revenue Fund	73,162,508	67,496,204	75,215,940	82,472,305	84,888,329	
CRA Trust Revenue Funds	67,777,744	73,327,923	68,104,954	81,953,124	86,790,630	
City Pension Revenue Funds	175,504,428	316,447,198	(160,643,089)	66,796,837	72,769,606	
Fleet Management Revenue Funds	50,775,807	48,151,523	50,814,058	47,396,358	50,037,561	
Solid Waste Revenue Fund	35,461,161	34,699,193	37,173,752	41,533,233	41,293,290	
CRA Operating Revenue Fund	24,387,634	32,708,476	27,585,349	38,823,590	39,512,289	
Utilities Services Tax Revenue Fund	35,518,773	36,402,903	38,211,408	36,959,000	37,111,000	
Water Reclamation Construction Revenue Fund	40,799,483	43,463,823	34,933,604	31,018,228	45,445,749	
Stormwater Utility Revenue Fund	30,274,293	24,647,762	24,123,266	27,638,615	25,674,744	
Orlando Venues Enterprise Revenue Fund	21,571,149	20,172,746	36,925,684	25,291,582	28,054,632	
Other Post Employment Benefit Trust Revenue Fund	39,047,087	55,875,541	(777,175)	23,200,316	22,547,856	
Building Code Enforcement Revenue Fund	17,213,858	15,270,078	16,020,680	19,709,283	19,096,936	
Greater Orlando Aviation Authority Police Revenue Fun	15,640,238	16,780,030	16,424,174	19,066,620	26,096,005	
All Other Funds	479,516,602	846,980,969	523,991,334	281,406,045	401,465,694	
Total	\$ 1,740,158,709	\$ 2,285,051,298	\$ 1,479,545,231	\$ 1,541,597,119	\$ 1,766,480,614	

REVENUE DETAIL

**General Fund Revenues
Non-Departmental vs. Departmental
FY 2023/24**



**General Fund Revenues
Departmental
FY 2023/24**



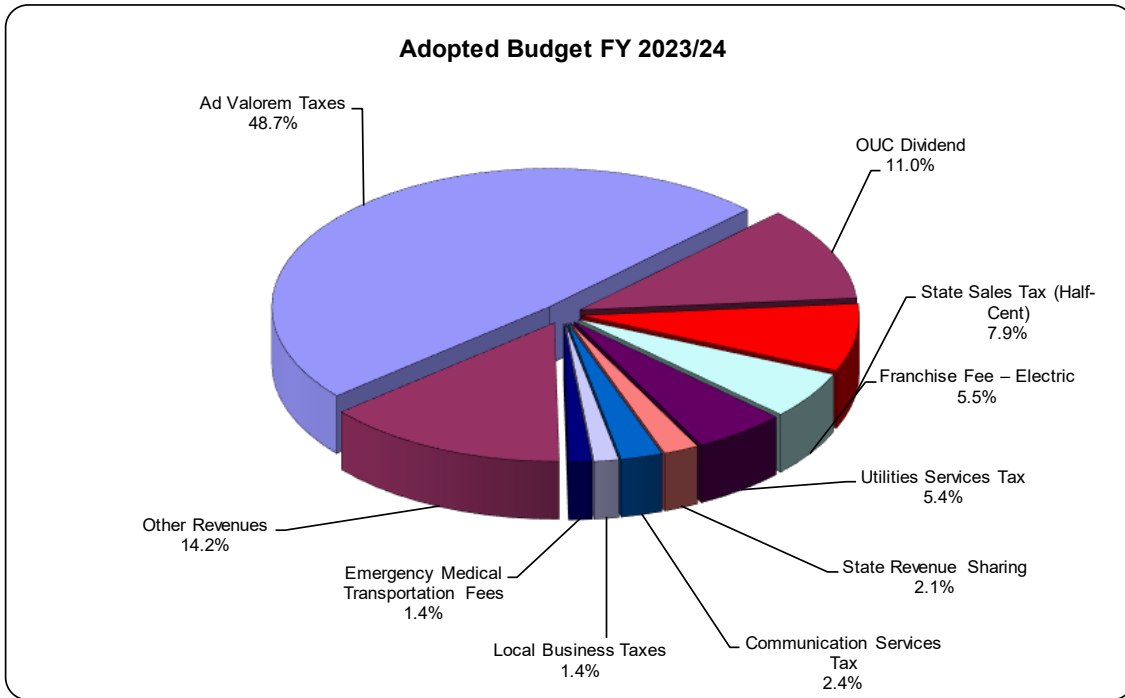
Department	Adopted Budget FY 2022/23	Adopted Budget FY 2023/24	% of Total
Non-Departmental	\$ 542,614,959	\$ 597,185,456	90.5%
Departmental	58,956,281	62,614,794	9.5%
Total	\$ 601,571,240	\$ 659,800,250	100.0%

Departmental	Adopted Budget FY 2022/23	Adopted Budget FY 2023/24	% of Total
Police	\$ 20,863,118	\$ 23,517,624	37.6%
Economic Development	16,181,000	16,281,000	26.0%
Fire	10,179,500	10,260,000	16.4%
Transportation	5,071,014	5,415,431	8.6%
Families, Parks & Recreation	2,779,367	3,370,000	5.4%
Business & Financial Services	1,548,332	1,611,043	2.6%
Public Works	2,060,280	1,848,439	3.0%
Executive Offices	268,670	306,257	0.5%
Human Resources	5,000	5,000	0.0%
Total	\$ 58,956,281	\$ 62,614,794	100.0%

REVENUE DETAIL

MAJOR REVENUE SOURCES GENERAL FUND

The City of Orlando's accounting system tracks more than 300 distinct revenue streams which flow into the General Fund. The largest of the independently budgeted revenue streams for FY 2023/24 are shown in the table below.



<u>Revenue Description</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>
	<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>	<u>Budget</u>	<u>Budget</u>
				<u>FY 2022/23</u>	<u>FY 2023/24</u>
Ad Valorem Taxes	\$ 217,048,961	\$ 237,792,338	\$ 248,915,051	\$ 282,078,343	\$ 321,630,164
OUC Dividend	65,727,924	61,830,528	63,497,868	65,300,000	72,568,000
State Sales Tax (Half-Cent)	37,195,412	42,690,592	57,109,937	45,000,000	52,000,000
Franchise Fee - Electric	31,204,630	30,734,826	34,600,000	36,400,000	36,500,000
Utilities Services Tax	33,500,000	34,250,000	31,772,160	38,000,000	35,532,000
State Revenue Sharing	13,570,014	15,356,927	13,652,220	13,552,500	13,552,550
Communication Services Tax	13,876,550	13,686,674	17,587,885	13,878,000	16,051,260
Local Business Taxes	10,448,288	9,788,210	9,863,724	9,410,000	9,510,000
Emergency Medical Transportation Fees	7,770,269	8,361,267	11,225,550	9,000,000	9,000,000
Other Revenues	96,700,416	85,573,231	86,701,110	90,401,099	93,456,276
Total	\$ 527,042,465	\$ 540,064,594	\$ 574,925,506	\$ 603,019,942	\$ 659,800,250

REVENUE DETAIL

MAJOR REVENUE SOURCES GENERAL FUND

Ad Valorem Property Taxes

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

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

Revenue Description	Actual		Actual		Adopted	
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	
Real Property Taxes	\$ 204,296,531	\$ 224,174,640	\$ 234,775,635	\$ 267,269,230	\$ 306,821,775	
Less: Discount for Real Taxes	(7,436,913)	(8,111,771)	(9,391,025)	(10,690,769)	(12,272,871)	
Bus. Pers. Property Taxes	20,620,325	22,297,545	24,874,481	26,562,377	28,209,646	
Less: Discount Bus. Pers. Taxes	(761,608)	(818,761)	(994,979)	(1,062,495)	(1,128,386)	
Interest-Delinquent Taxes	330,625	250,685	-	-	-	
TOTAL Property Tax Revenue	\$ 217,048,961	\$ 237,792,338	\$ 249,264,112	\$ 282,078,343	\$ 321,630,164	

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
2014	24,154,374,015	4,586,231,797	4,629,753	9,924,686,112	18,820,549,453
2015	25,651,931,308	4,645,979,060	4,735,156	10,225,715,639	20,076,929,885
2016	28,491,608,827	4,963,496,780	4,154,251	10,568,108,041	22,891,151,817
2017	31,897,749,099	4,769,282,530	1,668,400	11,713,926,589	24,954,773,440
2018	35,289,831,510	5,062,289,127	4,399,743	12,410,304,034	27,946,216,346
2019	39,011,369,442	5,403,248,608	4,718,546	13,370,572,678	31,048,763,918
2020	43,864,459,538	5,740,672,793	4,579,468	15,601,773,417	34,007,938,382
2021	48,428,022,583	5,834,370,807	5,109,447	16,754,571,493	37,512,931,344
2022	50,358,935,769	5,825,298,685	11,203,346	17,150,307,476	39,045,130,324
2023	56,929,318,916	5,756,100,869	10,388,446	18,510,604,043	44,185,204,188

Source: Orange County Property Appraiser

REVENUE DETAIL

Millage Rate Property Tax Reform Guidelines

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

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

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

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

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

In the face of declining revenue due to property tax reform and rising personnel costs, the Orlando City Council unanimously made the decision to increase the millage rate by 1.0000 mill to help balance the 2014/15 fiscal year budget. Even though the City could have increased taxes up to the roll back rate throughout the recession, the millage rate hadn't changed in nine (9) years. This millage increase was utilized instead of drawing fund balance below recommended governmental levels for debt and operating reserve balances. This use of prior year unspent revenues has been done in the past but only to the amount available above those reserve policy levels. Drawing fund balance down again would risk the downgrade of current debt as well as increased borrowing costs in the future. For FY 2023/24, the millage rate remained constant, as adopted in FY 2022/23.

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

<u>Fiscal Year</u>	<u>Operations</u>	<u>Debt</u>	<u>Total</u>
2015	6.6500	-	6.6500
2016	6.6500	-	6.6500
2017	6.6500	-	6.6500
2018	6.6500	-	6.6500
2019	6.6500	-	6.6500
2020	6.6500	-	6.6500
2021	6.6500	-	6.6500
2022	6.6500	-	6.6500
2023	6.6500	-	6.6500
2024	6.6500	-	6.6500

REVENUE DETAIL

Operating Millage Rate Comparison

Select Florida Municipalities

Municipality	Operating Millage FY2023/24	Debt Service Millage FY2023/24	Total Millage FY2023/24	General Fund Budget FY2023/24
Boca Raton	3.6580	0.0203	3.6783	\$ 222,819,000
Tallahassee	4.4500	0.0000	4.4500	201,455,557
Fort Lauderdale	4.1193	0.2737	4.3930	458,076,532
Gainesville	6.4297	0.0000	6.4297	156,419,483
Daytona Beach	5.4572	0.1749	5.6321	138,918,316
Clearwater	5.8850	0.0000	5.8850	199,458,520
Tampa	7.2076	0.0000	7.2076	612,241,311
Orlando	6.6500	0.0000	6.6500	659,800,250
St. Petersburg	6.4675	0.0000	6.4675	364,466,889
Hollywood	7.4665	0.6192	8.0857	358,407,692
West Palm Beach	8.1308	0.0000	8.1308	242,908,856

Select Orange County Municipalities

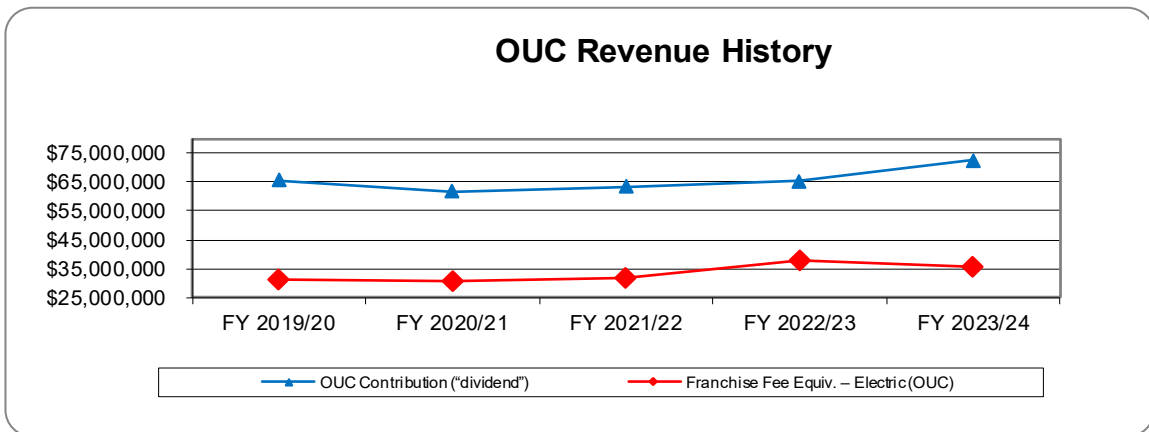
Municipality	Operating Millage FY2023/24	Debt Service Millage FY2023/24	Total Millage FY2023/24	General Fund Budget FY2023/24
Windermere	3.7425	0.0000	3.7425	\$ 16,018,140
Apopka	4.1876	0.0000	4.1876	85,462,534
Belle Isle	4.4018	0.0000	4.4018	11,384,101
Winter Garden	4.5000	0.0000	4.5000	90,463,948
Winter Park	4.0923	0.2647	4.3570	77,191,371
Maitland	5.2400	0.0000	5.2400	42,855,000
Ocoee	4.9500	0.0000	5.1500	67,633,171
Edgewood	5.2500	0.0000	5.2500	4,502,598
Oakland	6.3000	0.0000	6.3000	8,574,987
Orlando	6.6500	0.0000	6.6500	659,800,250

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>		Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>
OUC Contribution ("dividend")	\$	65,727,924	\$ 61,830,528	\$ 63,497,868	\$ 65,300,000	\$ 72,568,000
Percent Change		3.73%	-5.93%	2.70%	2.84%	11.13%
Franchise Fee Equiv. – Electric (OUC)	\$	31,204,630	\$ 30,734,826	\$ 31,772,160	\$ 38,000,000	\$ 35,532,000
Percent Change		0.89%	-1.51%	3.38%	19.60%	-6.49%



REVENUE DETAIL

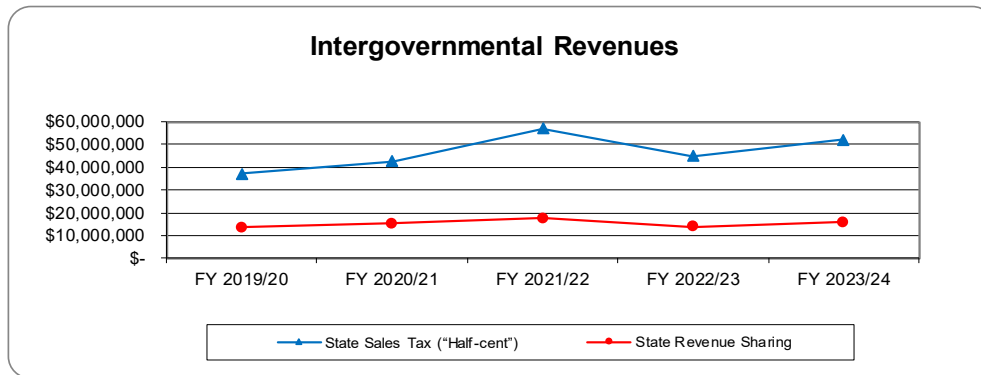
Intergovernmental Revenues – State Sales Tax – “Half-Cent Sales Tax Clearing Trust Fund”

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 2019/20</u>		Actual <u>FY 2020/21</u>		Actual <u>FY 2021/22</u>		Adopted <u>FY 2022/23</u>		Adopted <u>FY 2023/24</u>
State Sales Tax (“Half-cent”)	\$	37,195,412	\$	42,690,592	\$	57,109,937	\$	45,000,000	\$	52,000,000
Percent Change				14.77%		33.78%		-21.20%		15.56%
State Revenue Sharing	\$	13,570,014	\$	15,356,927	\$	17,587,885	\$	13,878,000	\$	16,051,260
Percent Change				13.17%		14.53%		-21.09%		15.66%

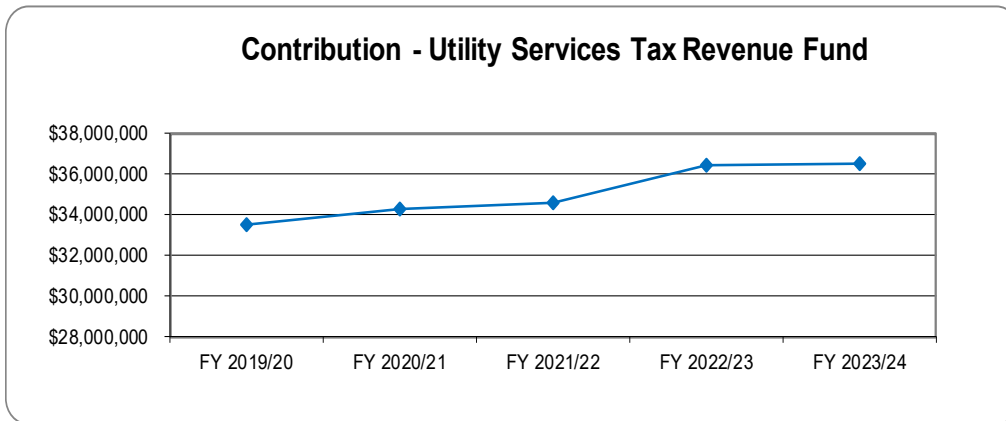


REVENUE DETAIL

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.

Revenue Description	Actual FY 2019/20	Actual FY 2020/21	Actual FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Contribution-Utilities Srvc.					
Tax Fund	\$ 33,500,000	\$ 34,250,000	\$ 34,600,000	\$ 36,400,000	\$ 36,500,000
Percent Change		2.24%	1.02%	5.20%	0.27%



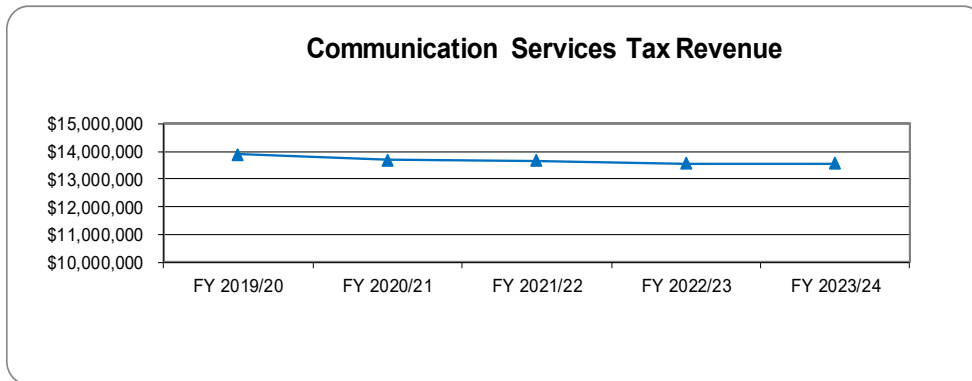
Utility Tax Collections	Actual FY 2019/20	Actual FY 2020/21	Actual FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Electric & Water	\$ 33,687,944	\$ 34,796,438	\$ 36,800,352	\$ 35,415,000	\$ 35,500,000
Natural Gas & Propane	\$ 1,145,530	\$ 1,428,799	\$ 1,565,905	\$ 1,425,000	\$ 1,475,000
Total	\$ 34,833,474	\$ 36,225,238	\$ 38,366,257	\$ 36,840,000	\$ 36,975,000

REVENUE DETAIL

Communication Services Tax

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

<u>Revenue Description</u>		Actual <u>FY 2019/20</u>		Actual <u>FY 2020/21</u>		Actual <u>FY 2021/22</u>		Adopted <u>FY 2022/23</u>		Adopted <u>FY 2023/24</u>
Communication Services Tax	\$	13,876,550	\$	13,686,674	\$	13,652,220	\$	13,552,500	\$	13,552,550
Percent Change				-1.37%		-0.25%		-0.73%		0.00%

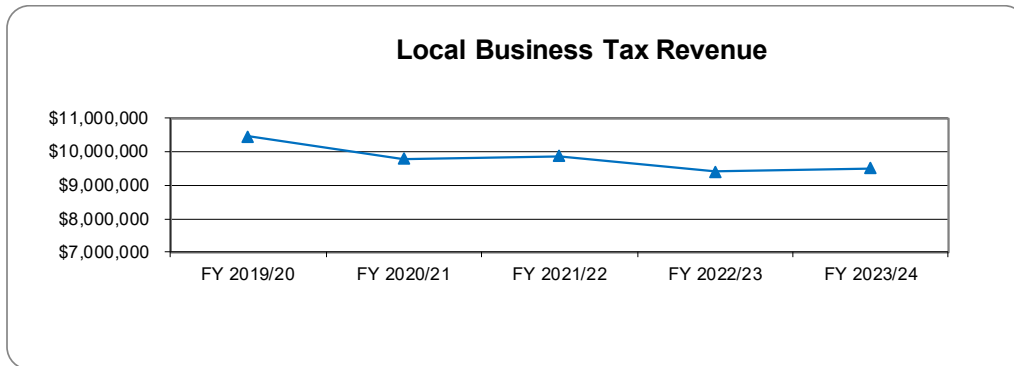


REVENUE DETAIL

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>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>
Local Business Taxes	\$ 10,448,288	\$ 9,788,210	\$ 9,863,724	\$ 9,410,000	\$ 9,510,000
Percent Change		-6.32%	0.77%	-4.60%	1.06%



<u>Description</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>
# of Local Business Tax Receipts issued	23,885	26,257	25,484	26,330	26,067

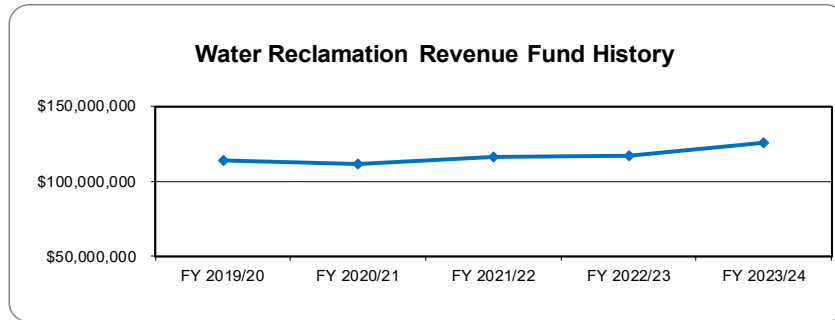
REVENUE DETAIL

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 2019/20</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>
Water Reclamation Revenue Fund	\$ 114,235,747	\$ 111,248,673	\$ 116,515,786	\$ 116,760,743	\$ 125,896,043
Percent Change		-2.61%	4.73%	0.21%	7.82%



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.

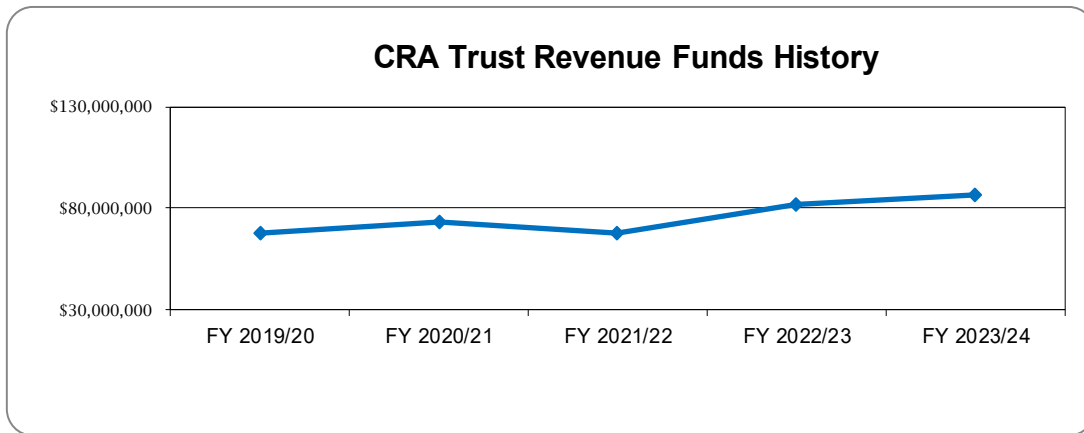
<u>Description</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>
Millions of gallons treated	16,069	15,792	16,184	17,264	17,609
# of customers	81,654	82,262	82,612	83,201	83,555
<u>Commodity Charge</u>					
Residential	\$ 11,384,000	\$ 16,310,467	\$ 15,899,400	\$ 16,946,035	\$ 17,062,566
Commercial	\$ 29,900,000	\$ 34,702,109	\$ 38,298,858	\$ 41,701,134	\$ 43,044,166

REVENUE DETAIL

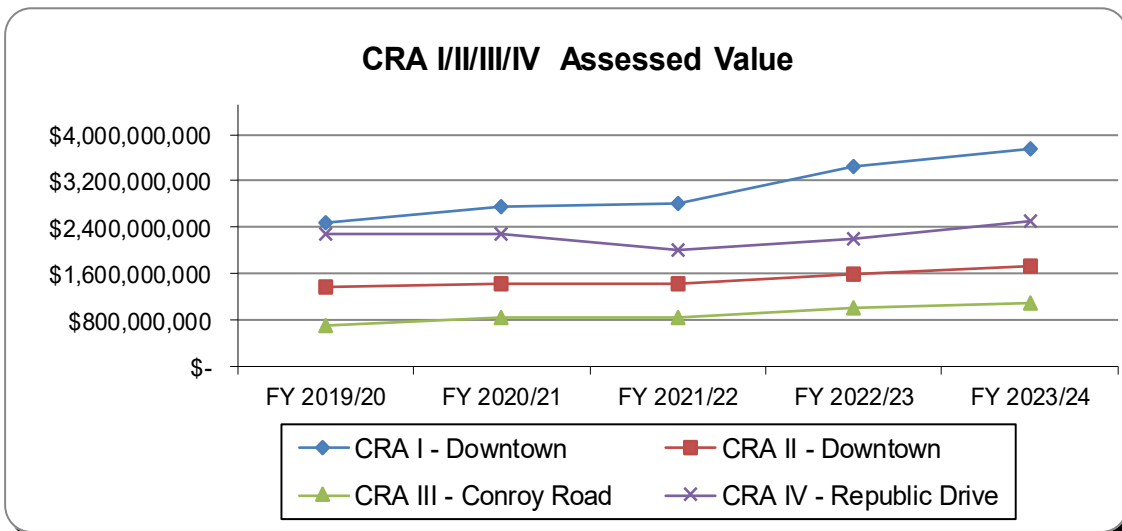
CRA Trust Funds

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

Fund Description	Actual FY 2019/20	Actual FY 2020/21	Actual FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CRA Trust Revenue Funds	\$ 67,777,744	\$ 73,327,923	\$ 68,104,954	\$ 81,953,124	\$ 86,790,630
Percent Change		8.19%	-7.12%	20.33%	5.90%



District/Assessed Value	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
CRA I - Downtown	\$ 2,487,130,657	\$ 2,746,126,467	\$ 2,799,378,016	\$ 3,446,807,480	\$ 3,753,260,402
CRA II - Downtown	\$ 1,371,851,117	\$ 1,437,790,778	\$ 1,425,880,997	\$ 1,595,019,248	\$ 1,725,758,473
CRA III - Conroy Road	\$ 707,772,276	\$ 837,222,382	\$ 854,268,211	\$ 1,014,865,684	\$ 1,085,529,228
CRA IV - Republic Drive	\$ 2,298,865,515	\$ 2,299,462,304	\$ 1,997,869,381	\$ 2,215,382,087	\$ 2,505,895,163

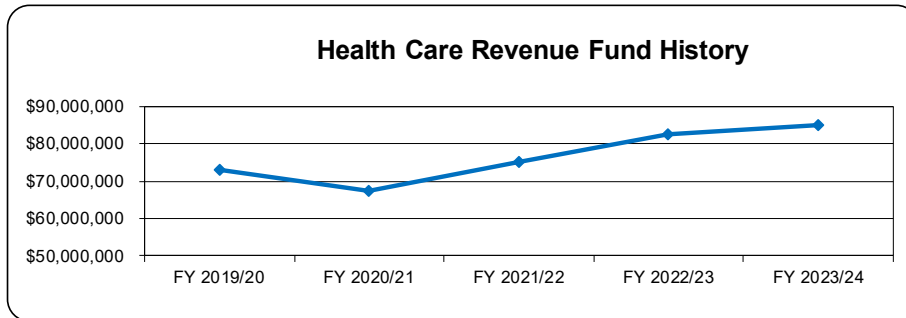


REVENUE DETAIL

Health Care Fund

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

<u>Fund Description</u>	<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Actual</u> <u>FY 2021/22</u>	<u>Adopted</u> <u>FY 2022/23</u>	<u>Adopted</u> <u>FY 2023/24</u>
Health Care Revenue Fund	\$ 73,162,508	\$ 67,496,204	\$ 75,215,940	\$ 82,472,305	\$ 84,888,329
Percent Change		-7.74%	11.44%	9.65%	2.93%



REVENUE DETAIL

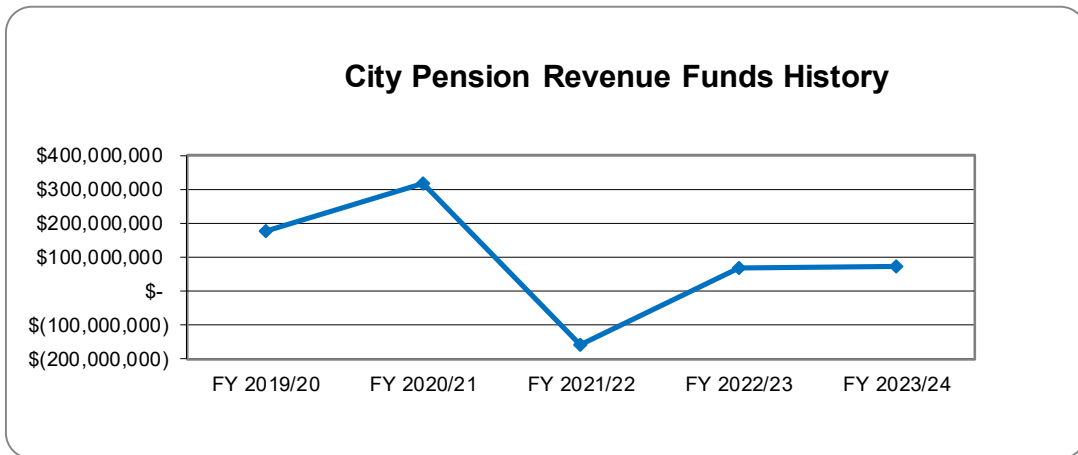
City Pension Funds

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 department's cost centers.

Fund Description	Actual	Actual	Actual	Adopted	Adopted
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
City Pension Revenue Funds	\$ 175,504,428	\$ 316,447,198	\$ (160,643,089)	\$ 66,796,837	\$ 72,769,606
Percent Change		80.31%	-150.76%	-141.58%	8.94%

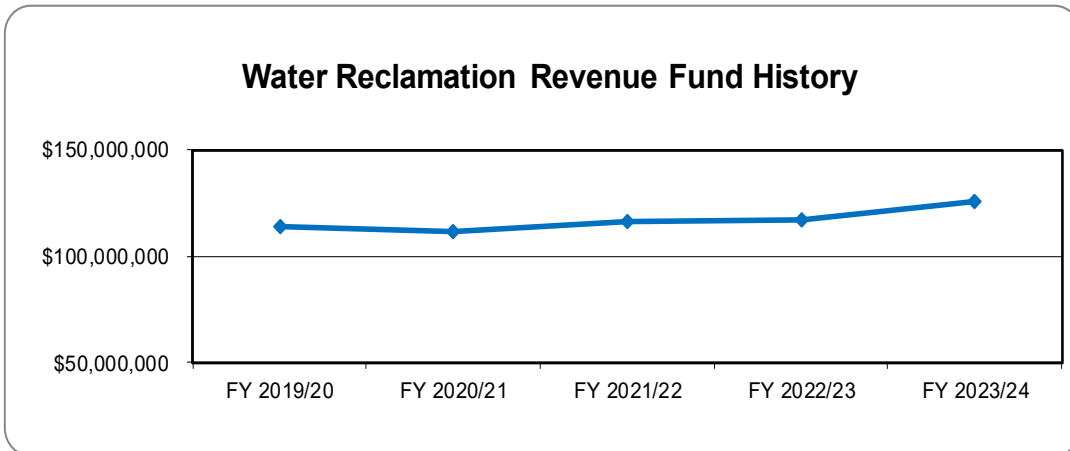


REVENUE DETAIL

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 2019/20</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>
Water Reclamation Revenue Fund	\$ 114,235,747	\$ 111,248,673	\$ 116,515,786	\$ 116,760,743	\$ 125,896,043
Percent Change		-2.61%	4.73%	0.21%	7.82%

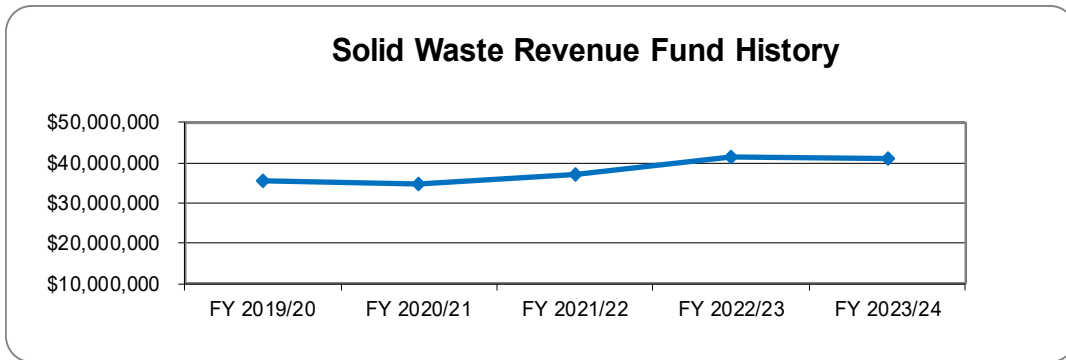


REVENUE DETAIL

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		Actual		Adopted	
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2023/24
Solid Waste Revenue Fund	\$ 35,461,161	\$ 34,699,193	\$ 37,173,752	\$ 41,533,233	\$ 41,293,290	
Percent Change		-2.15%	7.13%	11.73%	-0.58%	

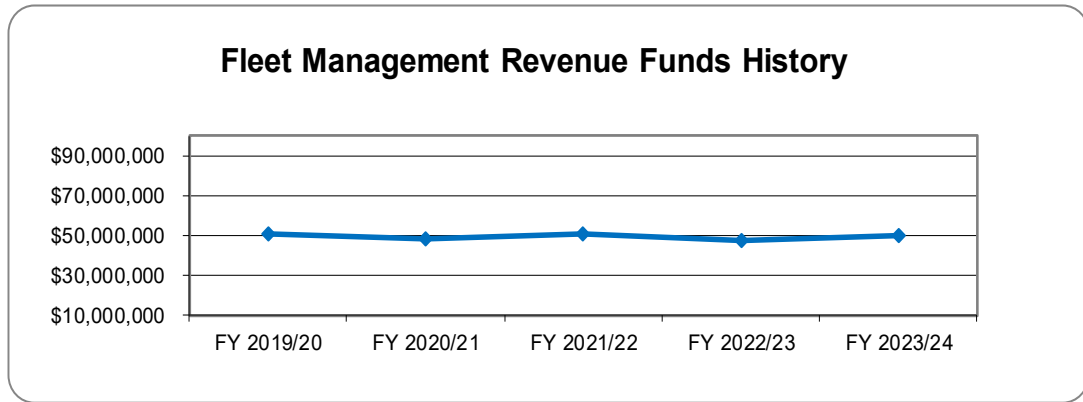


REVENUE DETAIL

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.

Fund Description	Actual		Actual		Adopted	
	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Percent Change
Fleet Management Revenue Funds	\$ 50,775,807	\$ 48,151,523	\$ 50,814,058	\$ 47,396,358	\$ 50,037,561	
Percent Change		-5.17%	5.53%	-6.73%	5.57%	



Vehicle Type	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Police vehicles and equipment	1,095	1,112	1,122	1,143
Fire vehicles and equipment	152	161	182	193
Public Works vehicles and equipment	630	677	709	491
Other vehicles and equipment	663	769	683	876
Total	2,540	2,719	2,696	2,703

FY 2022/23 Fuel Usage by Department

Department	Cost
Business and Financial Services	\$ 155,045
Economic Development	205,861
Executive Offices	3,087
Families, Parks & Recreation	256,505
Fire	919,308
Housing	2,040
Orlando Venues	16,358
Police	3,504,117
Public Works	2,253,106
Transportation	98,130
Total	\$ 7,413,558

REVENUE DETAIL

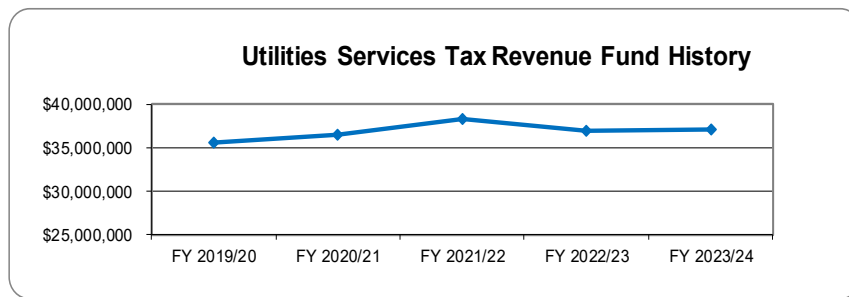
Utilities Services Tax Fund

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 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	
Utilities Services Tax Revenue Fund	\$ 35,518,773	\$ 36,402,903	\$ 38,211,408	\$ 36,959,000	\$ 37,111,000	
Percent Change		2.49%	4.97%	-3.28%	0.41%	

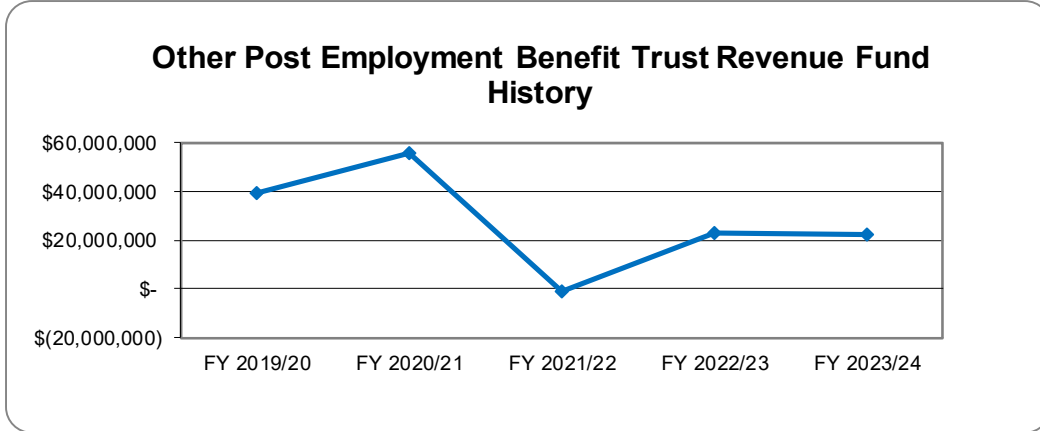


REVENUE DETAIL

Other Post Employment Benefit (OPEB) Trust Fund

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

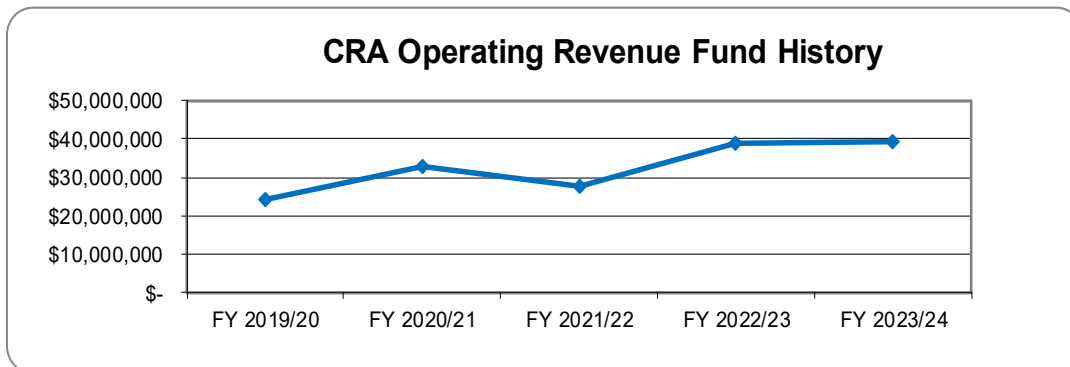
Fund Description	Actual FY 2019/20	Actual FY 2020/21	Actual FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
Other Post Employment Benefit Trust Revenue \$	39,047,087	\$ 55,875,541	\$ (777,175)	\$ 23,200,316	\$ 22,547,856
Percent Change		43.10%	-101.39%	-3085.21%	-2.81%



CRA Operating Fund

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

Fund Description	Actual FY 2019/20	Actual FY 2020/21	Actual FY 2021/22	Adopted FY 2022/23	Adopted FY 2023/24
CRA Operating Revenue Fund	\$ 24,387,634	\$ 32,708,476	\$ 27,585,349	\$ 38,823,590	\$ 39,512,289
Percent Change		34.12%	-15.66%	40.74%	1.77%

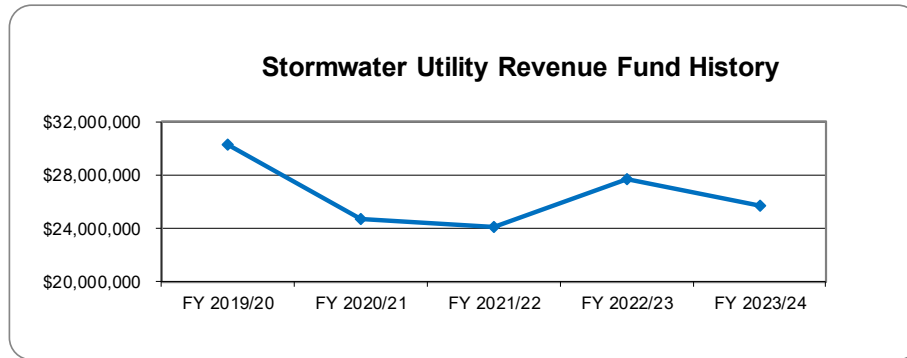


REVENUE DETAIL

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 2019/20</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>
Stormwater Utility Revenue Fund	\$ 30,274,293	\$ 24,647,762	\$ 24,123,266	\$ 27,638,615	\$ 25,674,744
Percent Change		-18.59%	-2.13%	14.57%	-7.11%



<u>Description</u>	Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>
# of parcels (customers)	95,078	96,652	97,757	99,393	100,682
annual rate per ERU	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88	\$ 119.88

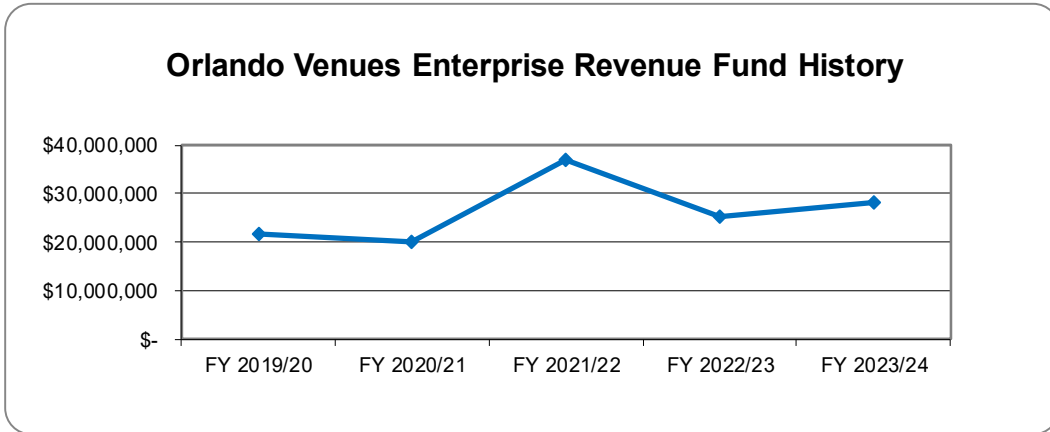
ERU (equivalent residential unit) provides a basis for comparing the run-off generated by one parcel with that generated by another. An ERU is determined to be an impervious area of 2,000 square feet. To compute ERUs for any parcel, divide the parcel's impervious area by 2,000. The ERU is used as the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

REVENUE DETAIL

Orlando Venues Enterprise Fund

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

<u>Fund Description</u>		<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Actual</u> <u>FY 2021/22</u>	<u>Adopted</u> <u>FY 2022/23</u>	<u>Adopted</u> <u>FY 2023/24</u>
Orlando Venues Enterprise Revenue Fund	\$	21,571,149	\$ 20,172,746	\$ 36,925,684	\$ 25,291,582	\$ 28,054,632
Percent Change			-6.48%	83.05%	-31.51%	10.92%



	<u>Actual</u> <u>FY 2019/20</u>	<u>Actual</u> <u>FY 2020/21</u>	<u>Actual</u> <u>FY 2021/22</u>	<u>Adopted</u> <u>FY 2022/23</u>	<u>Adopted</u> <u>FY 2023/24</u>
<u>Amway Center</u>					
Total events	169	212	233	230	245
Total attendance	831,759	318,905	1,331,576	1,492,680	1,400,000

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

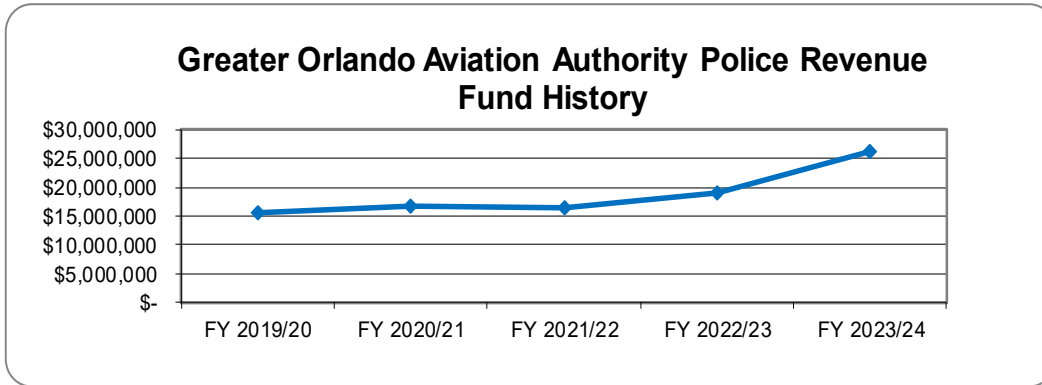
Events previously held at the Bob Carr Performing Arts Centre include Broadway Across America events, ballet, opera, symphony, community/school events and concerts.

REVENUE DETAIL

Greater Orlando Aviation Authority Police Fund

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

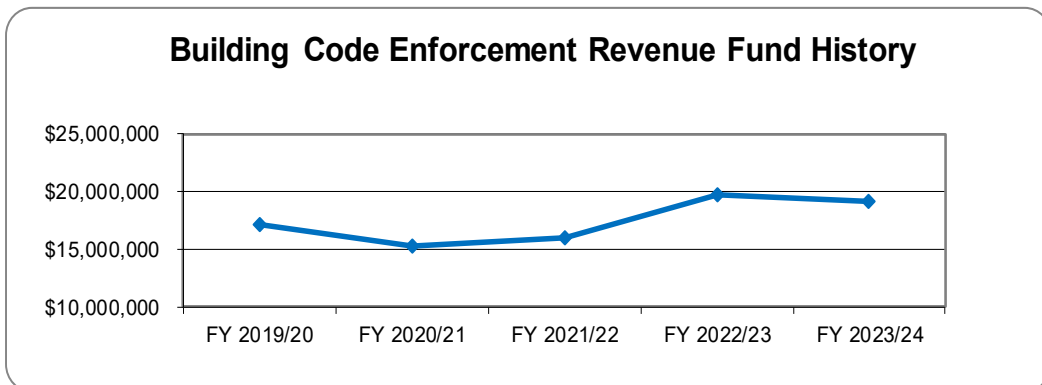
<u>Fund Description</u>		Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>
Greater Orlando Aviation Authority Police Reve	\$	15,640,238	\$ 16,780,030	\$ 16,424,174	\$ 19,066,620	\$ 26,096,005
Percent Change			7.29%	-2.12%	16.09%	36.87%



Building Code Enforcement Fund

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

<u>Fund Description</u>		Actual <u>FY 2019/20</u>	Actual <u>FY 2020/21</u>	Actual <u>FY 2021/22</u>	Adopted <u>FY 2022/23</u>	Adopted <u>FY 2023/24</u>
Building Code Enforcement Revenue Fund	\$	17,213,858	\$ 15,270,078	\$ 16,020,680	\$ 19,709,283	\$ 19,096,936
Percent Change			-11.29%	4.92%	23.02%	-3.11%



REVENUE DETAIL

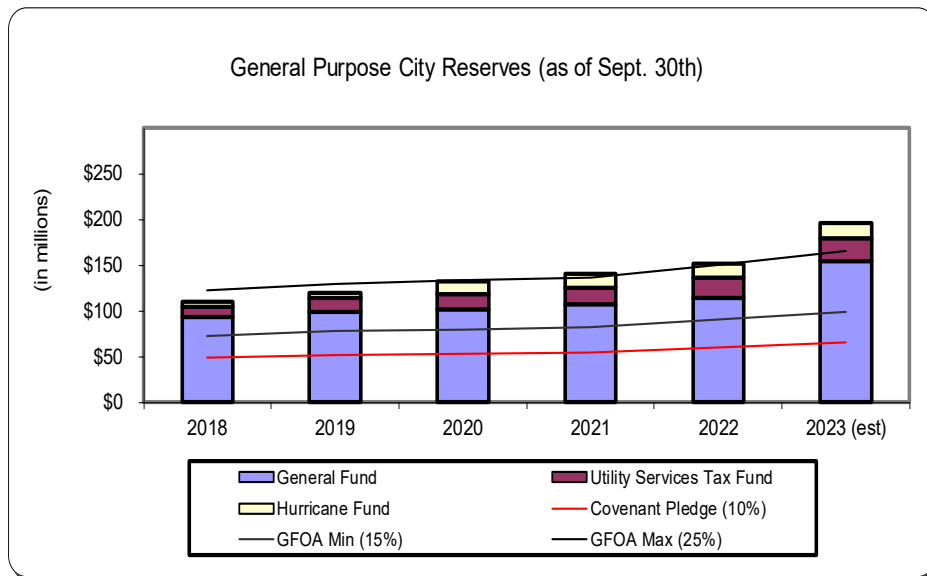
Fund Balance

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

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

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

A major indicator of the City's fiscal health is the reserve balance maintained in the General Fund. The Government Finance Officers Association (GFOA) recommends maintaining an unreserved fund balance in the General Fund of no less than five to fifteen percent of regular operating revenues, or of no less than one to two months of regular operating expenditures, for all general-purpose governments, regardless of size. Current City Council policy sets the overall General Fund reserve at twenty-five percent. This reserve is based on the combination of the General Fund, Utility Service Tax Fund and Hurricane Fund (established in response to three hurricanes in the summer of 2004 to account for FEMA and State revenues and related recovery work; since 2006 a reserve has been maintained for possible future disasters). The twenty-five percent target consists of a ten percent covenant pledge for debt plus conformity to GFOA guidance, which the City currently sets at fifteen percent. The chart below reflects reserve levels since 2017 compared to the GFOA recommendation. Note that the Unreserved 2023 figures are an estimate only.



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

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

REVENUE DETAIL

Fund Balance Status

Fund	Fund Balance 09/30/2022	Budgeted Change FY22/23 (1)	Estimated Balance 09/30/2023	Budgeted Change FY23/24 (1)	Projected Balance 09/30/2024	Percent Change FY23/24
General Fund	\$ 117,069,966	\$ -	\$ 117,069,966	\$ -	\$ 117,069,966	-
Building Code Enforcement	\$ 23,256,416	\$ (4,793,283)	\$ 18,463,133	\$ (4,185,936)	\$ 14,277,197	(22.67%)
Capital Improvement Fund	\$ 138,238,335	\$ (713,054)	\$ 137,525,281	\$ -	\$ 137,525,281	-
CEB Lien Assessment	\$ 4,475,237	\$ -	\$ 4,475,237	\$ -	\$ 4,475,237	-
Cemetery Trust Fund	\$ 2,170,091	\$ (353,146)	\$ 1,816,945	\$ (263,893)	\$ 1,553,052	(14.52%)
Community Redevelopment Agency	\$ 67,218,277	\$ (800,000)	\$ 66,418,277	\$ -	\$ 66,418,277	-
Contraband Forfeiture Trust	\$ 3,372,989	\$ (483,262)	\$ 2,889,727	\$ (404,846)	\$ 2,484,881	(14.01%)
Designated Revenue	\$ 27,187,410	\$ (25,000)	\$ 27,162,410	\$ -	\$ 27,162,410	-
Fleet Management Funds	\$ 132,850,290	\$ -	\$ 132,850,290	\$ -	\$ 132,850,290	-
Gas Tax Fund	\$ 16,089,720	\$ -	\$ 16,089,720	\$ -	\$ 16,089,720	-
Health Care Fund	\$ 21,944,414	\$ (3,635,426)	\$ 18,308,988	\$ (1,301,020)	\$ 17,007,968	(7.11%)
Housing & Urban Dev. Grants	\$ 350,805	\$ -	\$ 350,805	\$ -	\$ 350,805	-
Internal Loan Fund	\$ 29,309,792	\$ (2,118,604)	\$ 27,191,188	\$ (2,440,336)	\$ 24,750,852	(8.97%)
Law Enforcement Training	\$ 303,744	\$ -	\$ 303,744	\$ (90,000)	\$ 213,744	(29.63%)
Natural Disaster Fund	\$ 15,125,815	\$ -	\$ 15,125,815	\$ -	\$ 15,125,815	-
Park Impact Fee Funds	\$ 11,638,367	\$ (2,000,000)	\$ 9,638,367	\$ (3,620,000)	\$ 6,018,367	(37.56%)
Risk Management	\$ 12,477,181	\$ (5,700,314)	\$ 6,776,867	\$ (4,250,000)	\$ 2,526,867	(62.71%)
Special Assessment Funds	\$ -	\$ (167,203)	\$ (167,203)	\$ (291,228)	\$ (458,431)	174.18%
Spellman Site Fund	\$ 515,501	\$ (385,000)	\$ 130,501	\$ -	\$ 130,501	-
Street Tree Trust Fund	\$ 3,201,182	\$ -	\$ 3,201,182	\$ -	\$ 3,201,182	-
Transportation Impact Fee	\$ 68,944,713	\$ (2,490,000)	\$ 66,454,713	\$ (1,675,394)	\$ 64,779,319	(2.52%)
Utility Services Tax	\$ 22,158,853	\$ -	\$ 22,158,853	\$ -	\$ 22,158,853	-
Total All Funds	\$ 717,899,099	\$ (23,664,292)	\$ 694,234,807	\$ (18,522,653)	\$ 675,712,154	(2.67%)

Notes:

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

REVENUE DETAIL

Changes in Fund Balance

Building Code Enforcement Fund (Non-Recurring)

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

Cemetery Trust Fund (Recurring)

The Cemetery Trust Fund encompasses the operation of the Greenwood Cemetery. Revenue from the sale of spaces and other burial services are collected and utilized to perform interments and otherwise operate the cemetery. As the number of available spaces dwindle, revenue from sales has declined accordingly. As a result, the focus of the operation is shifting as the business adapts to reaching full utilization and we anticipate needing to utilize fund balance to cover costs during this transition.

Contraband Forfeiture Trust Funds (Recurring)

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

Healthcare Fund (Non-Recurring)

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

Risk Management Fund (Recurring)

The amount shown on the Fund Balance Status table as Fund Balance is a portion of the net assets above reserves for actual claims and the actuarial determined reserve for incurred, but not reported claims. As a result of prudent management of liabilities, the City has been able to undertake a rebate or premium holiday for each of the last 15 years. The City has provided for a rebate or premium holiday and this is evaluated annually.

Special Assessment Funds (Non-Recurring)

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

Transportation Impact Fee Funds (Non-Recurring)

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

Internal Loan Fund (Non-Recurring)

The City collects and distributes funds each year. Depending on the loan schedule the City maintains, sometimes leads to a larger distribution than what was actually collected.

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.

Park Impact Fee Funds (Non-Recurring)

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

REVENUE DETAIL

LONG RANGE FORECAST GENERAL FUND REVENUE PROJECTIONS

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

Our projections look at a five year time horizon for General Fund revenues (excluding transfers). We prepare two projections: a Likely Projection and a Conservative Projection. The City is always conservative in its revenue projections and therefore does not prepare an 'aggressive projection'. Based on a number of factors, we generally have a fair degree of confidence in the near term of our projection. However, while the economic impact of the COVID-19 pandemic has waned as we have recovered over the past three years, recent inflationary trends and the efforts to address them has created some newfound uncertainty.

Our Conservative Projection assumes that inflation and efforts to tame it will hinder revenue growth in the near term. Under this scenario, revenue growth, which has been averaging near 8% over the past three years but exceeded 13% for 2023, is assumed to fall to 8% for 2024 before dropping further to 4% for 2025. 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 closer to the average 8% level, and this has resumed after a brief hiatus due to the pandemic. While we recognize that inflation and higher interest rates could significantly impact revenue growth, we have not seen this thus far. We believe that a slight moderation in growth rates overall after the recent recovery is more likely, though certain revenue sources and properties could of course be more susceptible to inflationary conditions than others.

Three revenue groups account for 76% of the General Fund revenue. Those groups and our assumptions regarding them are as follows:

A key to future General Fund revenue growth is changes in property tax collections. Property tax revenue accounts for 46% of the General Fund revenue. Property values have averaged annual growth of roughly 9% over the last three years. Throughout the projection period we believe similar growth of the resulting revenues will continue, particularly due to property tax bill caps. While property values have grown at a rate exceeding 10% in certain years, property tax bills are capped at 10% growth. Therefore, even if values grow more slowly for several years, that will be mitigated for some time by the 'catch up' of property tax bills to the assessed values. Our Likely Projection assumes continued growth of property tax revenue at a rate that would not significantly change overall revenue growth rates, which is further supported by the fact that we continue to see development activity.

Intergovernmental revenue is the second largest General Fund revenue group. It makes up nearly 16% 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.

At roughly 12% of General Fund revenue, sales & use taxes are another significant revenue group, made up primarily of the state-derived sales tax. The City's practice has been to set the next year's budget for sales tax near the prior year's actual collection level, though sales tax revenues were severely impacted by COVID-19. While we have seen a rebound in these revenues recently, it is difficult to predict how they will perform during FY24 given that they are so sensitive to the length and severity of any economic downturn. That said, both our projections start from the lower collection levels of FY23, and revenues growing from that level to at least some degree remains likely.

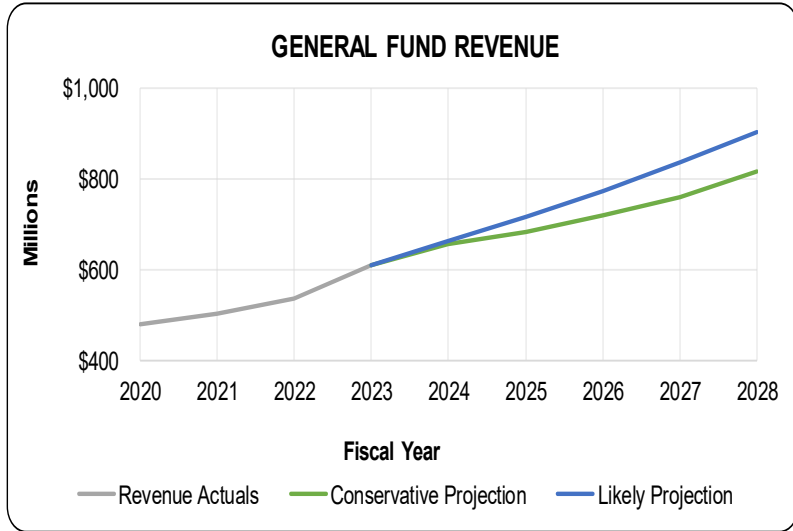
Given the above, our Likely Projection assumes continued growth in revenue, but at a moderating pace. This model projects 9% growth in 2024 before leveling off at a growth rate around 8% for the remainder of the projection period. This recognizes that recent growth exceeding 8% may be exaggerated due to pandemic recovery, but does not factor in a significant impact from inflationary conditions and efforts to address them. It's worth noting that our adopted revenue budget for 2024 is slightly below the Conservative revenue projection for 2024. This suggests we will end FY 2024 with a modest surplus, as we have in each of the last several years, which evidences the soundness of our approach.

As noted above the City's projections are always conservative. Our Likely revenue projection suggests that actual FY24 revenues will exceed \$660M. The General Fund expenditure budget for FY24 presented in this Budget Book totals \$592M (excluding transfers). If one applied the same methodology to expenditures that we have to revenues, one would forecast balanced budgets throughout the forecast period. While the uneven nature of the recovery from the pandemic and recent inflationary trends

REVENUE DETAIL

GENERAL FUND REVENUE PROJECTIONS (continued)

	Actual 2020	Actual 2021	Actual 2022	Actual (Unaudited) 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Conservative Projection	N/A	N/A	N/A	N/A	\$ 658,537,847	\$ 684,879,361	\$ 719,123,329	\$ 762,270,729	\$ 815,629,680
Actuals	\$ 480,973,727	\$ 503,422,988	\$ 538,562,136	\$ 609,757,266	N/A	N/A	N/A	N/A	N/A
Likely Projection	N/A	N/A	N/A	N/A	\$ 664,635,420	\$ 717,806,254	\$ 775,230,754	\$ 837,249,214	\$ 904,229,151



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2022-2023 BY THE NUMBERS:

15,814,477



impressions across Facebook, X, Instagram, and LinkedIn

4,477,346



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

161.5% total increase in video views across Facebook, Twitter, Instagram, and LinkedIn

3% total increase in engagement across Facebook, X, Instagram, and LinkedIn



7,077,678

page views for orlando.gov



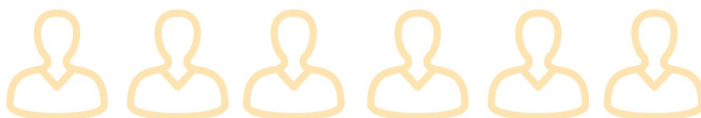
Over

11,000

pounds of gleaned food was provided to residents in need

544

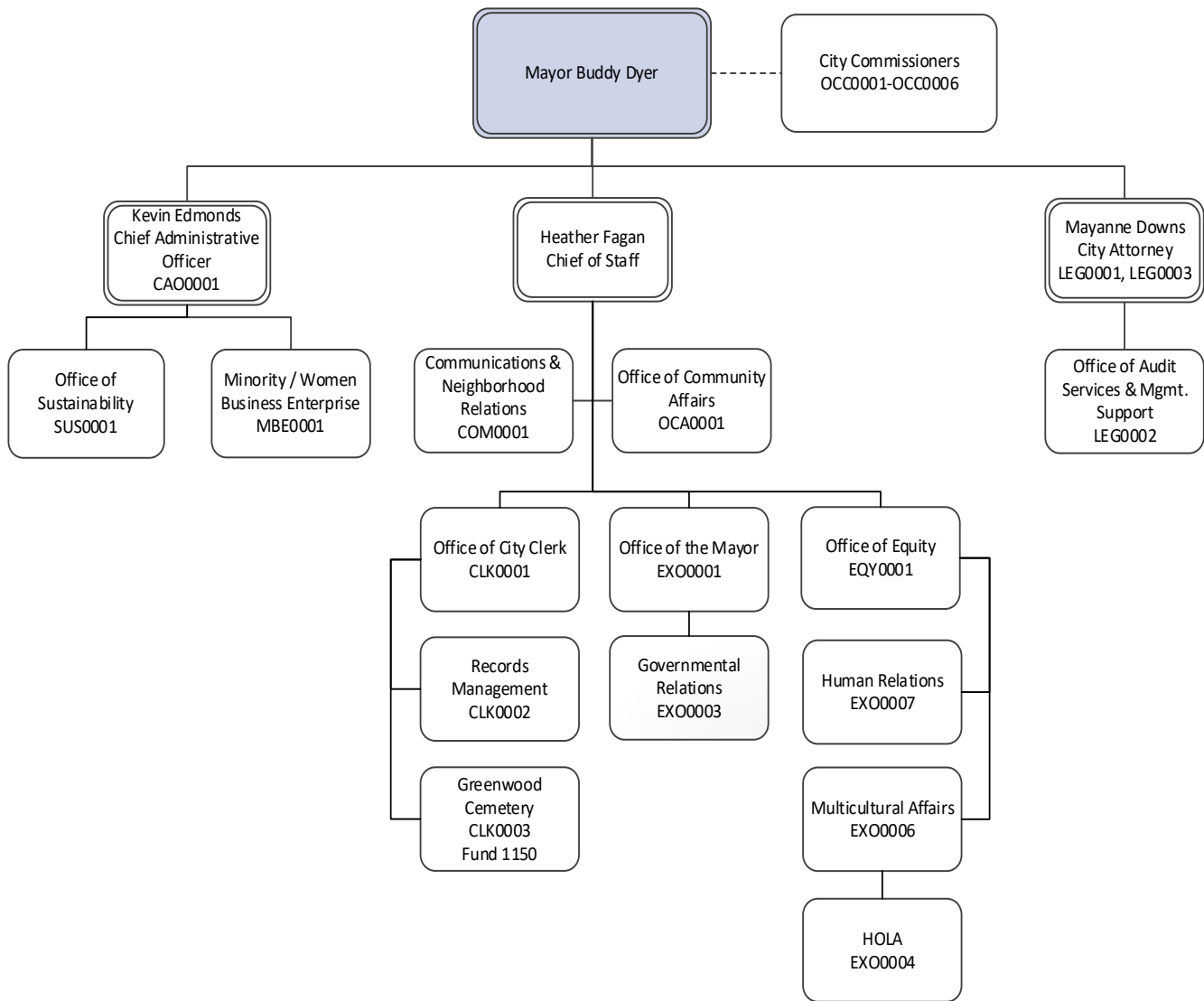
Certified Minority or Women-Owned Enterprise (M/WBE) firms



EXECUTIVE OFFICES

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EXECUTIVE OFFICES



Executive Offices Department Mission Statement

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

EXECUTIVE OFFICES

DEPARTMENT OPERATING EXPENDITURES

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 2,019,250	\$ 2,592,837	\$ 2,459,511	\$ (133,326)	(5.1%)
0002 Executive Offices Nondepartmental	-	(348,000)	(351,000)	(3,000)	0.9%
0003 Governmental Relations	1,036,513	1,135,396	1,166,449	31,053	2.7%
0004 HOLA	454	-	-	-	N/A
0006 Multicultural Affairs	1,099	-	-	-	N/A
0007 Human Relations	440	-	-	-	N/A
Office of Equity (EQY) ¹					
0001 Office of Equity	182,005	427,936	418,567	(9,369)	(2.2%)
0002 Human Relations	516,517	690,069	734,441	44,372	6.4%
0003 Multicultural Affairs	340,574	451,615	462,582	10,967	2.4%
0004 HOLA	214,543	233,247	251,612	18,365	7.9%
Office of Community Affairs (OCA)					
0001 Community Affairs	676,168	783,110	938,264	155,154	19.8%
0003 OCA Grants	3,763,528	4,078,600	4,261,433	182,833	4.5%
Office of Communications & Neighborhood Relations (COM)					
0001 Communications and Neighborhood Relations	2,241,411	2,626,052	2,853,659	227,607	8.7%
Office of the City Clerk (CLK)					
0001 City Clerk	958,071	1,049,447	1,094,406	44,959	4.3%
0002 Records Management	471,815	556,712	596,453	39,741	7.1%
0005 City Elections	158,245	10,300	598,022	587,722	5706.0%
TOTAL -- MAYOR	\$ 12,580,634	\$ 14,287,321	\$ 15,484,399	\$ 1,197,078	8.4%
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 369,253	\$ 447,688	\$ 469,583	\$ 21,895	4.9%
0002 City Commissioner District 2	354,707	428,666	461,314	32,648	7.6%
0003 City Commissioner District 3	392,537	438,214	471,430	33,216	7.6%
0004 City Commissioner District 4	375,496	448,016	481,777	33,761	7.5%
0005 City Commissioner District 5	365,963	438,000	448,365	10,365	2.4%
0006 City Commissioner District 6	403,962	434,619	450,831	16,212	3.7%
TOTAL -- CITY COMMISSIONERS	\$ 2,261,917	\$ 2,635,203	\$ 2,783,300	\$ 148,097	5.6%
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,166,185	\$ 1,418,169	\$ 1,514,069	\$ 95,900	6.8%
0002 Workplace Giving	29,979	40,000	39,000	(1,000)	(2.5%)
Minority / Women Business Enterprises (MBE)					
0001 M/WBE	1,037,981	1,315,078	1,387,734	72,656	5.5%
0002 Community Employment	232,568	180,716	179,300	(1,416)	(0.8%)
Office of Sustainability (SUS) ²					
0001 Office of Sustainability	658,321	1,001,617	1,535,942	534,325	53.3%
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	\$ 3,125,035	\$ 3,955,580	\$ 4,656,045	\$ 700,465	17.7%

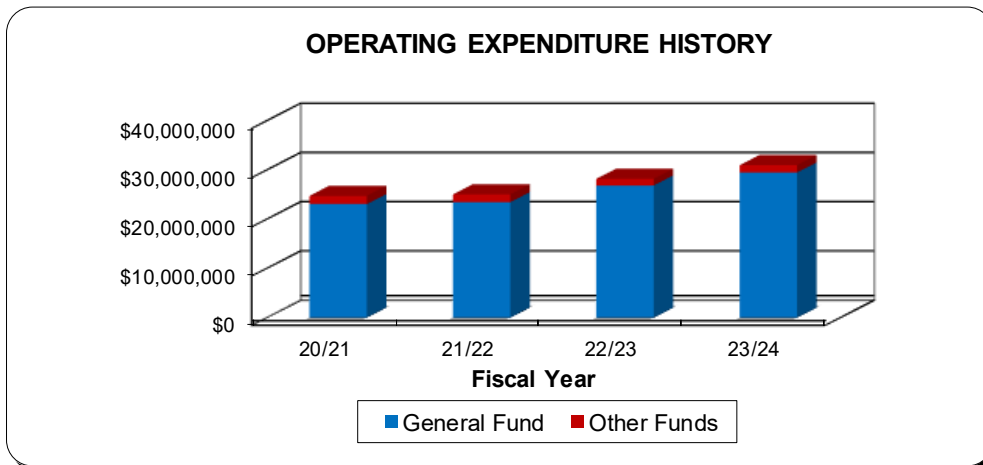
(1) For 2021/22 a new Office of Equity was created; HOLA, Multicultural Affairs, and Human Relations were transferred under it throughout the year.

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

EXECUTIVE OFFICES

DEPARTMENT OPERATING EXPENDITURES (continued)

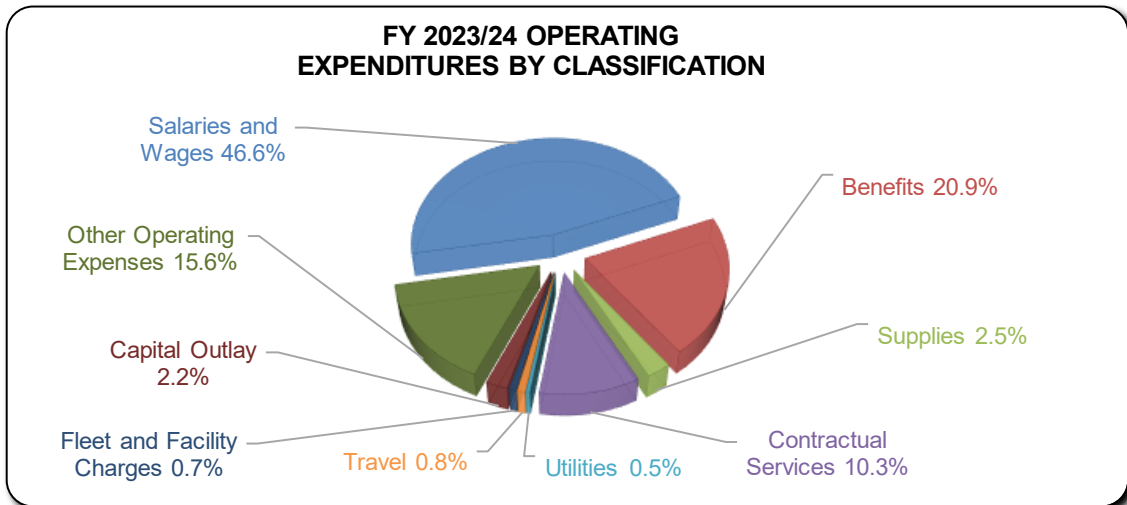
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,757,888	\$ 5,103,322	\$ 5,652,354	\$ 549,032	10.8%
0002 Audit Services and Management Support	745,843	871,155	925,405	54,250	6.2%
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 5,503,731	\$ 5,974,477	\$ 6,577,759	\$ 603,282	10.1%
TOTAL -- GENERAL FUND	\$ 23,471,318	\$ 26,852,581	\$ 29,501,503	\$ 2,648,922	9.9%
RISK MANAGEMENT FUND #5015					
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	\$ 593,935	\$ 659,507	\$ 666,798	\$ 7,291	1.1%
TOTAL -- RISK MANAGEMENT FUND	\$ 593,935	\$ 659,507	\$ 666,798	\$ 7,291	1.1%
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 521,371	\$ 687,644	\$ 797,971	\$ 110,327	16.0%
0004 Cemetery Trust Nondepartmental	27,182	24,600	34,954	10,354	42.1%
TOTAL -- GREENWOOD CEMETERY FUND	\$ 548,553	\$ 712,244	\$ 832,925	\$ 120,681	16.9%
SOLID WASTE FUND #4150					
Office of Sustainability (SUS)²					
0002 Solid Waste Sustainability Support	\$ 445,635	\$ -	\$ -	\$ -	NA
TOTAL -- SOLID WASTE FUND	\$ 445,635	\$ -	\$ -	\$ -	NA
TOTAL -- EXECUTIVE OFFICES OPERATING	\$ 25,059,442	\$ 28,224,332	\$ 31,001,226	\$ 2,776,894	9.8%



EXECUTIVE OFFICES

DEPARTMENT OPERATING EXPENDITURES (continued)

Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 12,291,576	\$ 13,627,726	\$ 14,450,536	\$ 822,810	6.0%
Benefits	5,249,069	5,890,621	6,477,494	586,873	10.0%
Supplies	651,447	786,726	779,192	(7,534)	(1.0%)
Contractual Services	2,004,750	2,153,865	3,198,455	1,044,590	48.5%
Utilities	95,575	113,391	120,942	7,551	6.7%
Travel	101,528	207,566	238,761	31,195	15.0%
Fleet and Facility Charges	124,645	152,591	213,101	60,510	39.7%
Capital Outlay	30,705	703,300	689,680	(13,620)	(1.9%)
Other Operating Expenses	4,119,211	4,588,546	4,833,065	244,519	5.3%
Transfer Out	390,936	-	-	-	N/A
TOTAL -- EXECUTIVE OFFICES OPERATING	\$ 25,059,442	\$ 28,224,332	\$ 31,001,226	\$ 2,776,894	9.8%

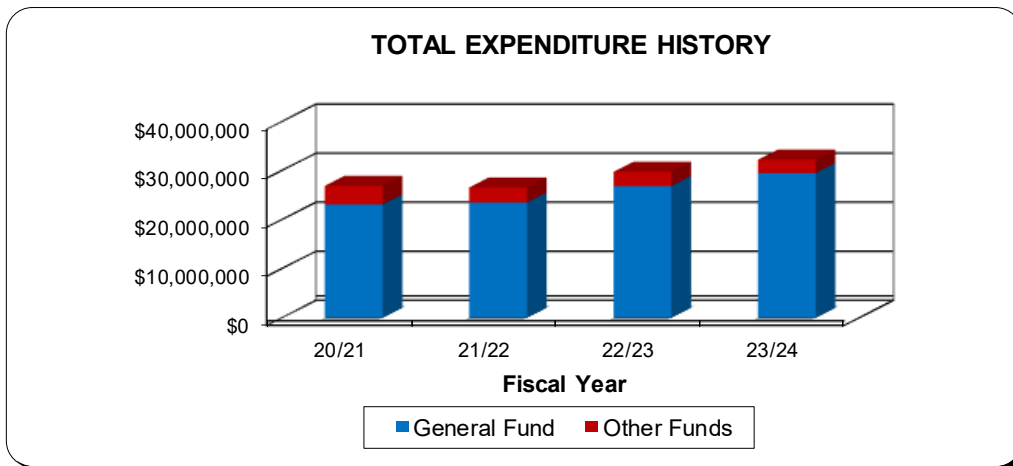


EXECUTIVE OFFICES

DEPARTMENT NON-OPERATING EXPENDITURES

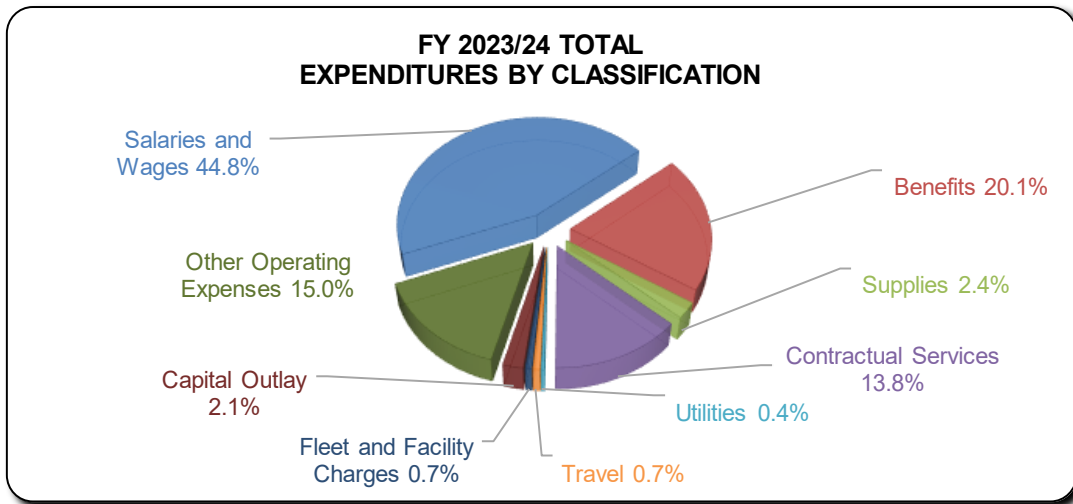
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CAPITAL IMPROVEMENTS FUND #3001					
Office of the Mayor (EXO)					
Projects and Grants	\$ 23,617	\$ -	\$ -	\$ -	N/A
Office of Chief Administrative Officer (CAO)					
Projects and Grants	440,594	750,000	300,000	(450,000)	(60.0%)
Office of Communications & Neighborhood Relations (COM)					
Projects and Grants	91,903	-	-	-	N/A
Office of the City Clerk (CLK)					
Projects and Grants	3,345	200,000	350,000	150,000	75.0%
Office of City Commissioners (OCC)					
Projects and Grants	120,579	-	-	-	N/A
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 680,038	\$ 950,000	\$ 650,000	\$ (300,000)	(31.6%)
OTHER FUNDS					
Projects and Grants	\$ 829,707	\$ 600,000	\$ 600,000	\$ -	0.0%
TOTAL -- OTHER FUNDS	\$ 829,707	\$ 600,000	\$ 600,000	\$ -	0.0%
TOTAL -- PROJECTS AND GRANTS	\$ 1,509,745	\$ 1,550,000	\$ 1,250,000	\$ (300,000)	(19.4%)
TOTAL -- EXECUTIVE OFFICES	\$ 26,569,186	\$ 29,774,332	\$ 32,251,226	\$ 2,476,894	8.3%

DEPARTMENT TOTAL EXPENDITURES



EXECUTIVE OFFICES

Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 12,309,735	\$ 13,627,726	\$ 14,450,536	\$ 822,810	6.0%
Benefits	5,249,069	5,890,621	6,477,494	586,873	10.0%
Supplies	853,271	786,726	779,192	(7,534)	(1.0%)
Contractual Services	2,977,255	2,953,865	4,448,455	1,494,590	50.6%
Utilities	95,939	113,391	120,942	7,551	6.7%
Travel	101,528	207,566	238,761	31,195	15.0%
Fleet and Facility Charges	173,134	152,591	213,101	60,510	39.7%
Capital Outlay	30,705	1,453,300	689,680	(763,620)	(52.5%)
Other Operating Expenses	4,322,592	4,588,546	4,833,065	244,519	5.3%
Transfer Out	455,958	-	-	-	N/A
TOTAL -- EXECUTIVE OFFICES	\$ 26,569,186	\$ 29,774,332	\$ 32,251,226	\$ 2,476,894	8.3%



EXECUTIVE OFFICES

DEPARTMENT STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Office of the Mayor (EXO)			
0001 Office of the Mayor	13	12	12
0003 Governmental Relations	3	3	3
Office of Equity (EQY) ¹			
0001 Office of Equity	2	3	3
0002 Human Relations	6	6	6
0003 Multicultural Affairs	3	3	3
0004 HOLA	2	2	2
Office of Community Affairs (OCA)			
0001 Community Affairs	5	5	6
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	20	21	22
Office of the City Clerk (CLK)			
0001 City Clerk	9	9	9
0002 Records Management	5	5	5
TOTAL -- MAYOR	68	69	71
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	3	3
0002 City Commissioner District 2	2	3	3
0003 City Commissioner District 3	2	3	3
0004 City Commissioner District 4	2	3	3
0005 City Commissioner District 5	2	3	3
0006 City Commissioner District 6	2	3	3
TOTAL -- COMMISSIONERS	12	18	18
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	5	6	6
Minority / Women Business Enterprises (MBE)			
0001 M/WBE	10	10	10
0002 Community Employment	5	5	5
Office of Sustainability (SUS) ²			
0001 Office of Sustainability	4	10	11
TOTAL -- CHIEF ADMINISTRATIVE OFFICER	24	31	32
City Attorney's Office (LEG)			
0001 City Attorney	30	30	30
0002 Audit Services and Management Support	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	35	35	35
TOTAL -- GENERAL FUND	139	153	156

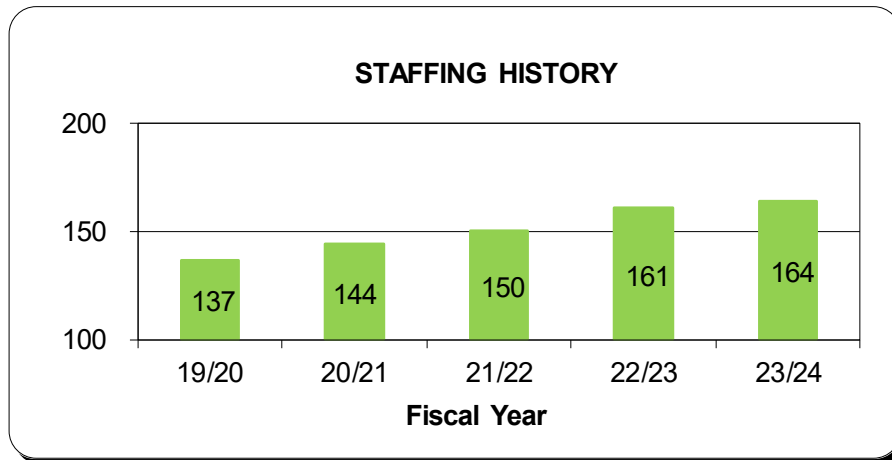
(1) For 2021/22 a new Office of Equity was created; HOLA, Multicultural Affairs, and Human Relations were transferred under it throughout the year.

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

EXECUTIVE OFFICES

DEPARTMENT STAFFING SUMMARY (continued)

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 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
<u>SOLID WASTE FUND #4150</u>			
Office of Sustainability (SUS) ²			
0002 Solid Waste Sustainability Support	3	-	-
TOTAL -- SOLID WASTE FUND	3	-	-
TOTAL -- EXECUTIVE OFFICES	150	161	164



EXECUTIVE OFFICES

Office of the Mayor

Overview of Services/Programs

Mayor's Office staff assists the Mayor in helping to ensure that Orlando remains a great place to live, work, learn and visit. Staff provides guidance and drives collaboration across many groups, both internally and in the community.

Major Accomplishments

- The Mayor's Office helped again guide the City of Orlando through the process of crafting of a balanced budget for fiscal year 2023/24. The budget allows the City of Orlando to continue to provide critical municipal services, programs and amenities to residents, businesses and visitors.
- During the year, the City continued its efforts to create a more equitable Orlando for all by:
 - Growing the Community Response Team pilot program: through a partnership with Aspire Health Partners, trained behavioral health professionals are responding to some non-violent 911 calls for service instead of police officers, focusing on de-escalation and connecting those in need to treatment and support
 - Expanding its Summer Youth Employment Program: more than 1,110 young residents gained valuable career experience through paid internships
 - 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.

Future Goals and Objectives

Short Term

- Manage the investment of \$58 million in Accelerate Orlando funding to address two of the most complex challenges in the region: homelessness and affordable housing. Investments include:
 - Helping Orlando's trusted homeless service providers to modernize their campuses, offer more wrap-around services and grow daytime operations to get more unsheltered individuals get off the streets
 - Converting the Ambassador Hotel into 150 affordable apartments, including some units reserved for permanent supportive housing for homeless individuals
 - Developing up to 80 apartment units for workforce housing and up to 10-single family homes in Parramore
 - Expanding down payment support, housing counseling and access to repairs for low-income residents
- Help the community envision the future of downtown Orlando to ensure that we are furthering the shared vision for its future as real neighborhood for everyone.
- Play a role in ensuring that Orlando remains a welcoming, inclusive community for all residents and visitors.

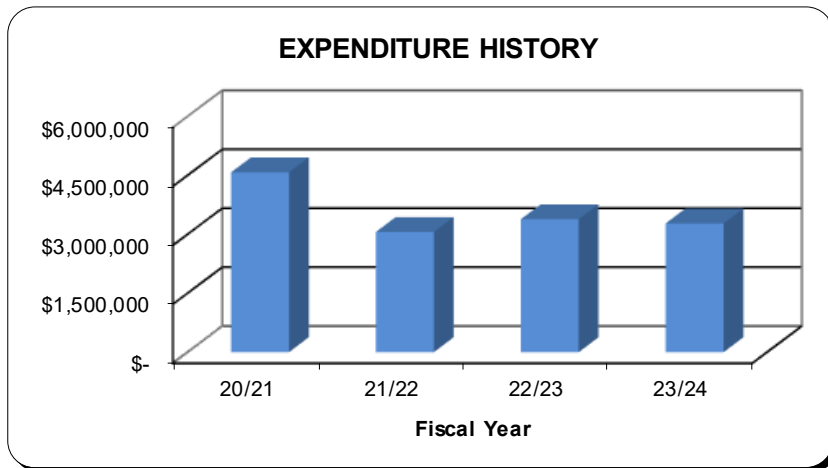
Long Term

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

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of the Mayor (EXO)					
0001 Office of the Mayor	\$ 2,019,250	\$ 2,592,837	\$ 2,459,511	\$ (133,326)	(5.1%)
0002 Executive Offices Nondepartmental	-	(348,000)	(351,000)	(3,000)	0.86%
0003 Governmental Relations	1,036,513	1,135,396	1,166,449	31,053	2.7%
0004 HOLA	454	-	-	-	N/A
0006 Multicultural Affairs	1,099	-	-	-	N/A
0007 Human Relations	440	-	-	-	N/A
TOTAL -- GENERAL FUND	\$ 3,057,756	\$ 3,380,233	\$ 3,274,960	\$ (105,273)	(3.1%)
TOTAL -- OFFICE OF THE MAYOR	\$ 3,057,756	\$ 3,380,233	\$ 3,274,960	\$ (105,273)	(3.1%)



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of the Mayor (EXO)			
0001 Office of the Mayor	13	12	12
0003 Governmental Relations	3	3	3
TOTAL -- GENERAL FUND	16	15	15
TOTAL -- OFFICE OF THE MAYOR	16	15	15

EXECUTIVE OFFICES

Office of Equity

Overview of Services/Programs

The Office of Equity includes the following offices:

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

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

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

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

Major Accomplishments

- The Human Relations Office hosted three (3) fair housing trainings in partnership with HUD (the United States Department of Housing and Urban Development) in FY 2022/23. The Human Relations Office hosted a community Fair Housing Fair in February of 2023, connecting residents with the fair housing professionals in the Orlando community.
- Through our partnership with the Second Harvest Food Banks' Benefits Connection Program, 207 food stamps applications were completed at HOLA, which is roughly about \$329,112 SNAP dollars (over 87,000 meals) for our community members.
- HOLA collaborated with the Hispanic Federation and the Orlando Center for Justice to launch the "hello Project" in our community—an initiative that provided free orientation and legal assistance for immigrants. Over 150 immigrants received free assistance this year at the HOLA Office.
- Partnered with Orlando Mayor Buddy Dyer, District 5 City Commissioner Regina I. Hill, and District 6 City Commissioner Bakari F. Burns to host the annual Juneteenth Festival celebrating the end of slavery in the United States.
- Encouraged and supported the Economic Development Department and M/WBE Office to partner with local multiethnic chambers of commerce to offer bilingual workshops on city business assistance programs and minority business certifications to our local multicultural business community.

Future Goals and Objectives

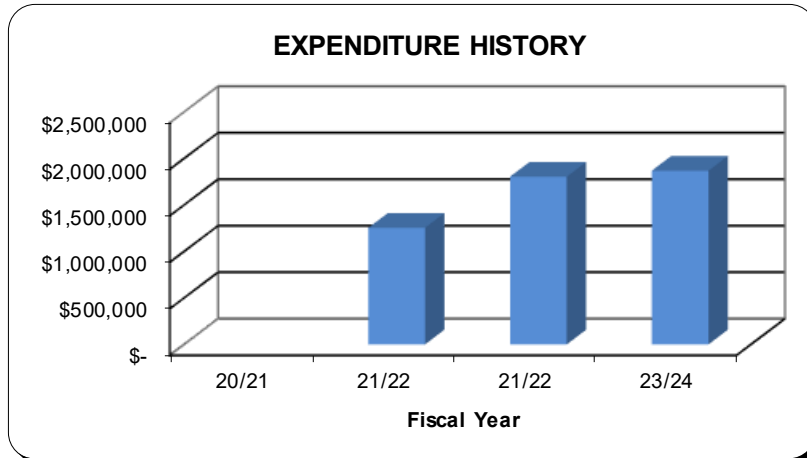
1. Grow and expand offering of preemptive anti-discrimination training for employers and housing providers.
2. Update Human Relations Office practices, procedures, and services to provide maximum accessibility for all residents, employees, and providers.
3. To research and establish another key partnership that will provide direct services to our residents at the HOLA Office.
4. Support the city's efforts in promoting and advancing diversity and inclusion by hosting and sponsoring multicultural community events that encourage our residents to gather to celebrate our differences and build relationships with the city.

Host the Mayor's Breakfast/Lunch with the Consuls to help Mayor Dyer continue building relationships with consulates and discuss collaborative efforts to continue serving and supporting our resident and immigrant communities

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Equity (EQY)					
0001 Office of Equity	\$ 182,005	\$ 427,936	\$ 418,567	\$ (9,369)	(2.2%)
0002 Human Relations	516,517	690,069	734,441	44,372	6.43%
0003 Multicultural Affairs	340,574	451,615	462,582	10,967	2.4%
0004 HOLA	214,543	233,247	251,612	18,365	7.9%
TOTAL -- GENERAL FUND	\$ 1,253,639	\$ 1,802,867	\$ 1,867,202	\$ 64,335	3.6%
TOTAL -- OFFICE OF EQUITY	\$ 1,253,639	\$ 1,802,867	\$ 1,867,202	\$ 64,335	3.6%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Equity (EQY)			
0001 Office of Equity	2	3	3
0002 Human Relations	6	6	6
0003 Multicultural Affairs	3	3	3
0004 HOLA	2	2	2
TOTAL -- GENERAL FUND	13	14	14
TOTAL -- OFFICE OF EQUITY	13	14	14

EXECUTIVE OFFICES

Office of Community Affairs

Overview of Services

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

Major Accomplishments

- Managed the Community Investment Program (CIP), which distributed \$2,531,750 in grants to 46 local human service organizations, providing vital services to Orlando residents. Additionally, awarded and managed \$964,250 in grants to arts and cultural organizations and \$214,560 to homeless service and animal service agencies that provide essential services to residents.
- Awarded \$232,000 to 38 schools, nonprofit organizations, and neighborhood associations, which implemented mentoring, educational and beautification projects with Mayor's Matching Grants (MMG).
- Co-produced the successful 18th annual Mayor's Neighborhood & Community Summit where more than 320 citizens and dozens of community organizations came together to engage in workshops and experience exhibitors.
- Recruited 1,800 volunteers through the Orlando Cares volunteer portal at volunteer.orlando.gov.
- Engaged over 400 citizen volunteers in the MLK Day of Service in partnership with 3 City of Orlando departments (Green Up, FPR, Downtown Clean Team) and 3 nonprofit partners (Boys & Girls Club, Christian Service Center, and Rebuilding Together).
- Recruited 70 citizen volunteers to participate in the inaugural 9/11 Day of Service to pack 10,000 meals in partnership with the Orlando Fire Department and U.S. Hunger.
- Managed 6 AmeriCorps VISTA members and 2 Summer Associates who built program capacity for Mayor Buddy's Book Club, homelessness services, and the Office of Sustainability & Resiliency's Local Food and Livability initiatives.
- Trained 20 City of Orlando volunteer supervisors on how to effectively utilize Samaritan volunteer management software.
- Engaged 140 youth in grades 2-6 in Mayor Buddy's Book Club in partnership with the Orange County Library System.
- Facilitated two editions of Words and Wonders with Poet Laureate Shawn Welcome. This is Orlando's first poetry contest inspired by Poet Laureate Susan Lilley. We had 77 participants and added entries for spoken word performance poetry in addition to written poems.
- Coordinated production of 6 Mayor's public service (video) messages for community organizations.
- In partnership with OCNR Multimedia team, produced videos featuring CIP grantees iDignity and Seniors First in addition to highlighting internal programs within Orlando Cares.
- Managed all activities of the Mayor's MLK Commission, including major events at the Dr. Phillips Center; produced the annual MLK calendar of Central FL events, which was distributed to more than 9,000 citizens and viewed online; recruited and recognized 29 MLK Commission sponsors, who donated more than \$102,500 in sponsorships; and coordinated an awards dinner at SeaWorld for the 2023 MLK Youth Humanitarians, their families and principals.
- Expanded Mayor Dyer's engagement with arts/cultural, community, civic, volunteer and faith-based organizations through 143 partnerships, virtual meetings, events and visits.
- Represented the Mayor and City on 5 arts & cultural and community civic boards.

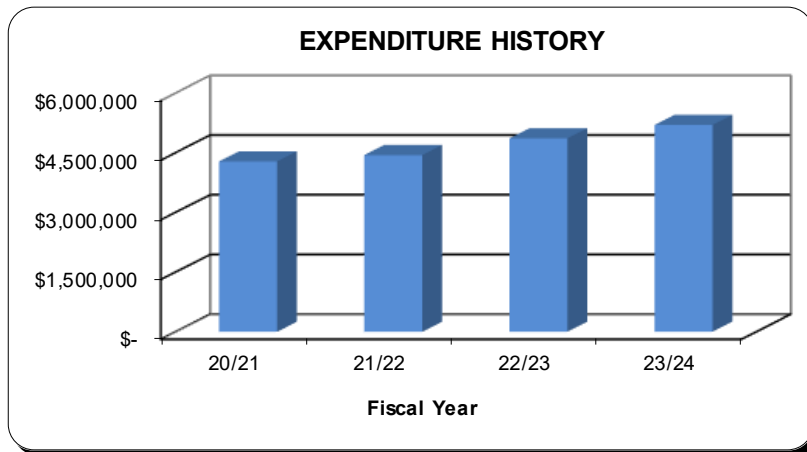
Future Goals and Objectives

- Increase the number of citizen volunteers recruited utilizing the Orlando Cares volunteer portal by 10%.
- Increase the number of youth participants in Mayor Buddy's Book Club by recruiting new Book Buddy volunteers and establishing chapters at every City of Orlando Neighborhood Center.
- Fill at least 75% of open AmeriCorps VISTA positions.
- Engage three to five additional City departments who manage volunteers using the Orlando Cares volunteer portal.
- 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.
- Successfully manage the Community Investment Program (CIP), which awards \$3,067,687 in grants to 50+ local human service organizations, providing vital services to Orlando residents. Additionally, award and managed nearly \$1 Million in grants to arts and cultural organizations and \$214,560 to homeless service and animal service agencies that provide essential services to residents.
- Successfully award \$200,000 to schools, nonprofit organizations, and neighborhood associations, which implemented mentoring, educational and beautification projects with Mayor's Matching Grants (MMG).

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Community Affairs (OCA)					
0001 Community Affairs	\$ 676,168	\$ 783,110	\$ 938,264	\$ 155,154	19.8%
0003 OCA Grants	3,763,528	4,078,600	4,261,433	182,833	4.5%
TOTAL -- GENERAL FUND	\$ 4,439,696	\$ 4,861,710	\$ 5,199,697	\$ 337,987	7.0%
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	\$ 4,439,696	\$ 4,861,710	\$ 5,199,697	\$ 337,987	7.0%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Community Affairs (OCA)			
0001 Community Affairs	5	5	6
TOTAL -- GENERAL FUND	5	5	6
TOTAL -- OFFICE OF COMMUNITY AFFAIRS	5	5	6

EXECUTIVE OFFICES

Office of Communications & Neighborhood Relations

Overview of Services/Programs

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

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

Major Accomplishments

- Awards received in FY 22/23: 3CMA - 3 Silver Circle Awards for the OFD Recruitment Campaign; National Academy of Television Arts & Sciences/Suncoast Chapter - 2 Emmys for the OFD Recruitment Campaign video for photography and lighting.
- Total of 4,536,063 video views across Facebook, X, Instagram, and LinkedIn, a 160% increase from FY 21/22.
- Total impressions across Facebook, X, Instagram, and LinkedIn increased to 16,340,720, a 32% increase from FY 21/22.
- The highest open rate for the city's weekly newsletter, City News, was 56.2%; the average open rate has been 50%.
- Raised \$19,000 in sponsorship funds for the 2022 Veterans Day parade and the 2023 POW/MIA event, representing a 30% increase over last year's fundraising.
- Increased POW/MIA event attendance, and featured a nationally recognized guest speaker, Shoshanna Johnson.
- Expanded the city's media partnership with WKMG/TV 6, to include the Veterans Day Parade and other signature events.
- Launched phase 2 of the digital communication Loop, with 37 additional TVs installed in all city neighborhood centers, Lake Eola House, Orlando Tennis Center, and Fleet Building H; at the end of FY 22/23, the Loop network consisted of 66 internal and external TVs.
- Branded and launched the SWAN Shuttle, the driverless shuttle serving Creative Village.
- Served as the local host for the annual 2023 3CMA conference and presented two workshops on creative brainstorming and email strategies.
- Added a full-time internal communications coordinator position responsible for employee communications and platforms.
- Completed the streamlining of video meeting capabilities in our broadcast operations control room, enabling constituents to participate in Council meetings remotely.
- Trained 700 neighborhood leaders and volunteers through our iLead Leadership series, 11 monthly Community Connection workshops, Lunch and Learns, customized training, and our annual Mayor's Neighborhood and Community Summit

Future Goals & Objectives

Short-Term:

- Hold a meeting with all city social content managers to drive more collaborative content across city social media channels to ensure brand consistency.
- Identify opportunities to implement AI for design inspiration.
- Create event outline templates for major events, press conferences, ribbon cuttings, etc. that can be used by department partners.
- Complete an audit of TeamLink to remove and archive all outdated information and content.
- Work with Information Technology to increase access to the city's YouTube channel on internal networks.
- 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 launch an updated layout for TeamLink.
- Develop and pass a citywide social media policy.
- Seek additional funding to complete The Loop installation in all appropriate city facilities, including ensuring The Loop infrastructure requirements are embedded in all city facility construction and remodeling.
- Transition the neighborhood organization contact database to a cloud-based contact management database.
- Procure a video server that multimedia and digital teams can all work from at the same time that can be supported by IT.

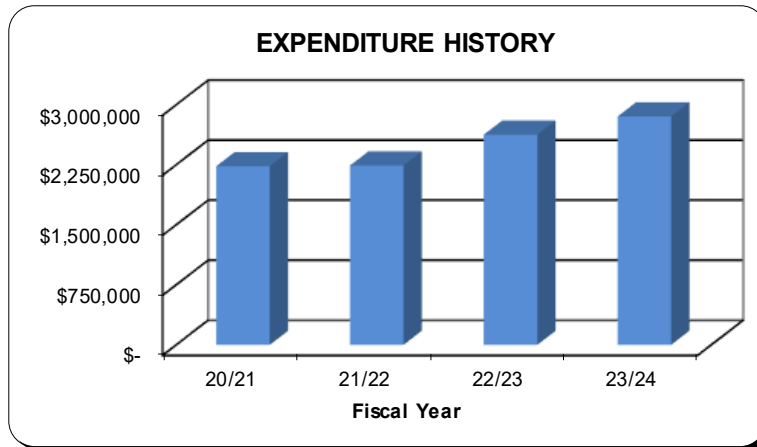
Long-Term:

- Work with Procurement and Contracts to secure a service agreement for the AV equipment in Council Chambers and the Broadcast Operations Control Room.
- Produce 3 mixed-dimension projects.
- 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.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Communications (COM)					
0001 Communications and Neighborhood Relations	\$ 2,241,411	\$ 2,626,052	\$ 2,853,659	\$ 227,607	8.7%
TOTAL -- GENERAL FUND	\$ 2,241,411	\$ 2,626,052	\$ 2,853,659	\$ 227,607	8.7%
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS	\$ 2,241,411	\$ 2,626,052	\$ 2,853,659	\$ 227,607	8.7%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Communications (COM)			
0001 Communications and Neighborhood Relations	20	21	22
TOTAL -- GENERAL FUND	20	21	22
TOTAL -- OFFICE OF COMMUNICATIONS & NEIGHBORHOOD RELATIONS	20	21	22

EXECUTIVE OFFICES

Office of the City Clerk

Overview of Services

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

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

Major Accomplishments – City Clerk & Records Management

- Processed 15,157 public record requests in FY22/23, including 98 subpoenas, 255 email searches, police records, and permitting requests.
- Completed migration of Council and Cemetery records from the legacy system to the new Document Management System.
- Scheduled 374 meetings to ensure compliance with Sunshine Law.
- Processed 115 City Hall Facility Use Requests & Processed 227 Domestic Partnership Registries for FY22/23.
- Supported Executive Offices ESF-15 Support role during Hurricane Nicole and Hurricane Idalia.
- Worked with the Orange County Supervisor of Elections to prepare for municipal elections in Mayoral and Districts 2, 4, and 6 races held in November 2023 and December 2023.
- Held the Fourth Annual Boards and Brews Citizen Advisory Boards recruitment event.
- Developed processes for voluminous public record requests that allow for the tracking and monitoring of extensive requests to minimize liability.

Major Accomplishments - Greenwood Cemetery

- Honored Wreaths Across America and Memorial Day.
- Received \$50,000 in grant awards from the Florida Department of State Historical Resources Division to develop a digital search tool to allow for public access to cemetery records.
- Planted 60 replacement trees.
- Increased volunteers to help with different projects at the cemetery including: planting shrubs in Section K, cleaning of Veteran Headstones, replacing Veteran flags, and pruning Section 15.

Future Goals and Objectives

Short Term - City Clerk & Records Management

- Continue to streamline the citywide centralized public records process and to better capture record production costs.
- Continue to add public information and services to the City website, making access easier for citizens and eliminating the need for public record production.
- 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.
- Develop self-guided tours to enhance visitor experiences.

Medium Term – City Clerk & Records Management

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

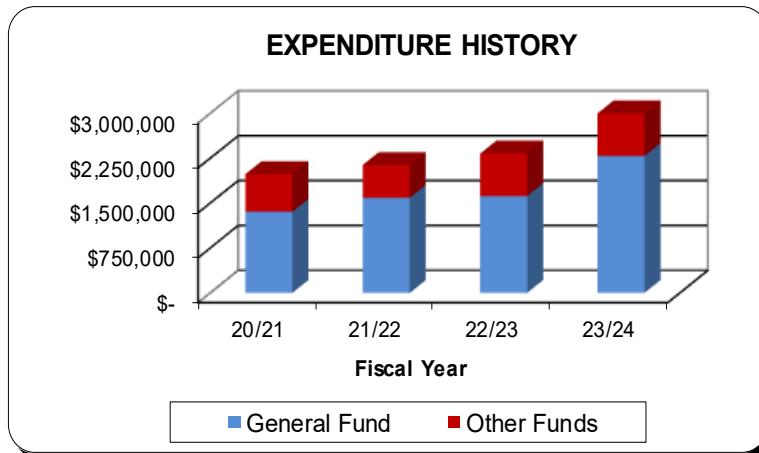
Long Term – Greenwood Cemetery

- Preparing for the eventual transition to a historical cemetery.

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Office of the City Clerk (CLK)					
0001 City Clerk	\$ 958,071	\$ 1,049,447	\$ 1,094,406	\$ 44,959	4.3%
0002 Records Management	471,815	556,712	596,453	39,741	7.1%
0005 City Elections	158,245	10,300	598,022	587,722	5706.0%
TOTAL -- GENERAL FUND	\$ 1,588,131	\$ 1,616,459	\$ 2,288,881	\$ 672,422	41.6%
GREENWOOD CEMETERY FUND #1150					
Office of the City Clerk (CLK)					
0003 Greenwood Cemetery	\$ 521,371	\$ 687,644	\$ 797,971	\$ 110,327	16.0%
0004 Cemetery Trust Nondepartmental	27,182	24,600	34,954	10,354	42.1%
TOTAL -- GREENWOOD CEMETERY FUND	\$ 548,553	\$ 712,244	\$ 832,925	\$ 120,681	16.9%
TOTAL -- OFFICE OF CITY CLERK	\$ 2,136,685	\$ 2,328,703	\$ 3,121,806	\$ 793,103	34.1%



STAFFING SUMMARY

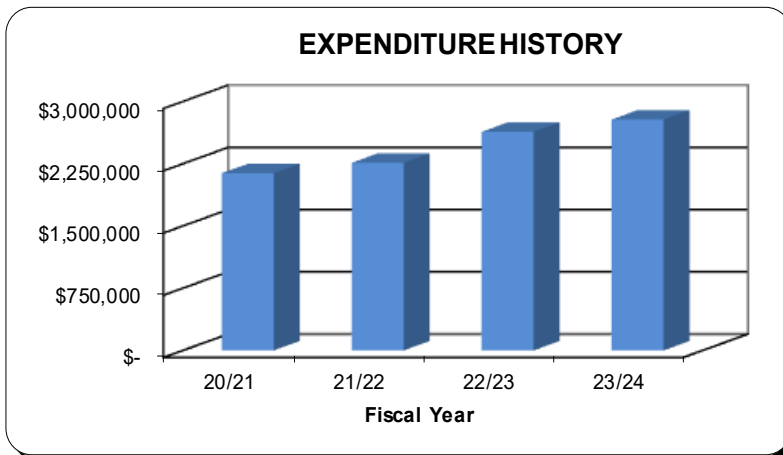
	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Office of the City Clerk (CLK)			
0001 City Clerk	9	9	9
0002 Records Management	5	5	5
TOTAL -- GENERAL FUND	14	14	14
GREENWOOD CEMETERY FUND #1150			
Office of the City Clerk (CLK)			
0003 Greenwood Cemetery	3	3	3
TOTAL -- GREENWOOD CEMETERY FUND	3	3	3
TOTAL -- OFFICE OF CITY CLERK	17	17	17

EXECUTIVE OFFICES

Office of City Commissioners

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of City Commissioners (OCC)					
0001 City Commissioner District 1	\$ 369,253	\$ 447,688	\$ 469,583	\$ 21,895	4.9%
0002 City Commissioner District 2	354,707	428,666	461,314	32,648	7.6%
0003 City Commissioner District 3	392,537	438,214	471,430	33,216	7.6%
0004 City Commissioner District 4	375,496	448,016	481,777	33,761	7.5%
0005 City Commissioner District 5	365,963	438,000	448,365	10,365	2.4%
0006 City Commissioner District 6	403,962	434,619	450,831	16,212	3.7%
TOTAL -- GENERAL FUND	\$ 2,261,917	\$ 2,635,203	\$ 2,783,300	\$ 148,097	5.6%
TOTAL -- CITY COMMISSIONERS	\$ 2,261,917	\$ 2,635,203	\$ 2,783,300	\$ 148,097	5.6%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of City Commissioners (OCC)			
0001 City Commissioner District 1	2	3	3
0002 City Commissioner District 2	2	3	3
0003 City Commissioner District 3	2	3	3
0004 City Commissioner District 4	2	3	3
0005 City Commissioner District 5	2	3	3
0006 City Commissioner District 6	2	3	3
TOTAL -- COMMISSIONERS	12	18	18
TOTAL -- CITY COMMISSIONERS	12	18	18

EXECUTIVE OFFICES

Office of Chief Administrative Officer

Overview of Services

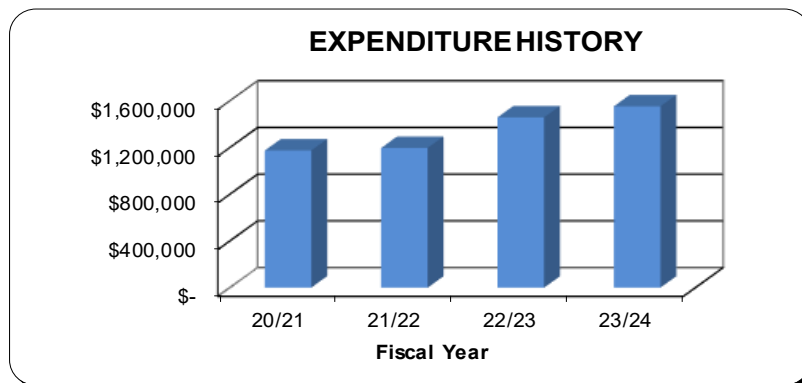
The Office of the Chief Administrative Officer is responsible for implementing the policy directives of the Mayor and City Council and managing the day-to-day operations and functions of City government.

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

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Chief Administrative Officer (CAO)					
0001 Chief Administrative Officer	\$ 1,166,185	\$ 1,418,169	\$ 1,514,069	\$ 95,900	6.8%
0002 Workplace Giving	29,979	40,000	39,000	(1,000)	(2.5%)
TOTAL -- GENERAL FUND	\$ 1,196,164	\$ 1,458,169	\$ 1,553,069	\$ 94,900	6.5%
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	\$ 1,196,164	\$ 1,458,169	\$ 1,553,069	\$ 94,900	6.5%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Chief Administrative Officer (CAO)			
0001 Chief Administrative Officer	5	6	6
TOTAL -- GENERAL FUND	5	6	6
TOTAL -- OFFICE OF CHIEF ADMINISTRATIVE OFFICER	5	6	6

EXECUTIVE OFFICES

Minority/Women Business Enterprise

Mission

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

Overview of Services

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

Major Accomplishments

- \$29M in MWBE payments to 544 MWBEs
- Awarded \$250k CDBG grant to assist 9 MWBEs
- Conducted 12 Workshops – How to Become Certified
- Conducted and Sponsored 9 Outreach Events for MWBEs
- Held City and The National Association of Minority Contractors (NAMC) Networking Event
- Held Board Meeting and Workshop and Trainings, including election of Board Chair and Co Chair
- Awarded 2023 NAMC Diversity Champion Award
- Awarded 2023 HCCCF Diversity Traveling Cup Award
- Attended American Contract Compliance Association Annual Training and 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

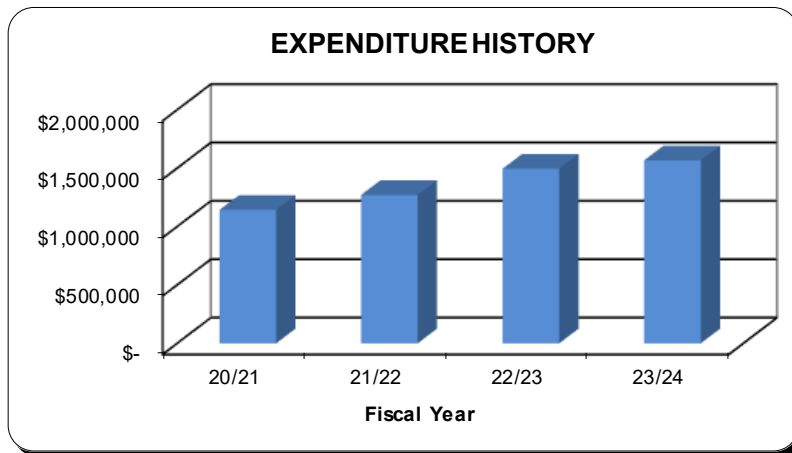
Long Term

- 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	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Minority / Women Business Enterprises (MBE)					
0001 MWBE	\$ 1,037,981	\$ 1,315,078	\$ 1,387,734	\$ 72,656	5.5%
0002 Community Employment	232,568	180,716	179,300	(1,416)	(0.8%)
TOTAL -- GENERAL FUND	\$ 1,270,550	\$ 1,495,794	\$ 1,567,034	\$ 71,240	4.8%
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	\$ 1,270,550	\$ 1,495,794	\$ 1,567,034	\$ 71,240	4.8%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Minority / Women Business Enterprises (MBE)			
0001 MWBE	10	10	10
0002 Community Employment	5	5	5
TOTAL -- GENERAL FUND	15	15	15
TOTAL -- MINORITY/WOMEN BUSINESS ENTERPRISE	15	15	15

EXECUTIVE OFFICES

City Attorney's Office

Overview of Services

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

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

Major Accomplishments

- Support FEMA and Emergency Procurement related to Hurricane Ian.
- Initial implementation of Accelerate Orlando funding.
- Implementation of Downtown After Midnight Alcohol Sales ordinances and protocols.

Future Outlook

Short Term

- Continue work on agreements for the use of Accelerate Orlando funds.
- Assist with drafting and implementation of nightclub regulation ordinances.
- Assist with implementation of ordinances and policies necessary to comply with Live Local Act.

Medium Term

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

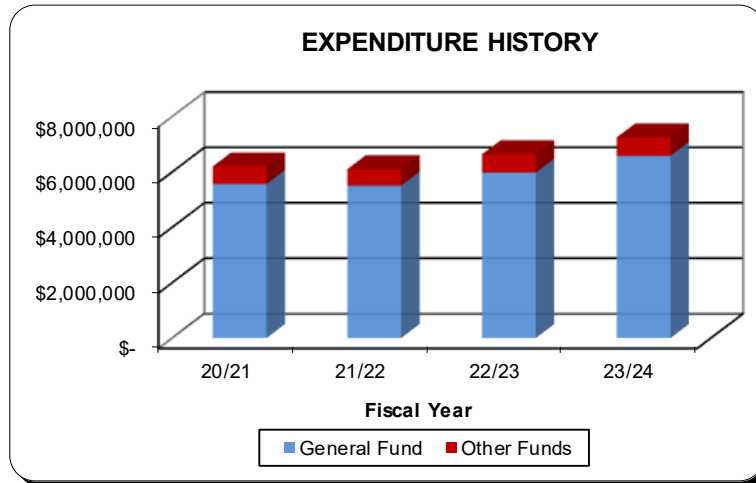
Long Term

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

EXECUTIVE OFFICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
City Attorney's Office (LEG)					
0001 City Attorney	\$ 4,757,888	\$ 5,103,322	\$ 5,652,354	\$ 549,032	10.8%
0002 Audit Services and Management Support	745,843	871,155	925,405	54,250	6.2%
TOTAL -- GENERAL FUND	\$ 5,503,731	\$ 5,974,477	\$ 6,577,759	\$ 603,282	10.1%
RISK MANAGEMENT FUND #5015					
City Attorney's Office (LEG)					
0003 Risk Management Legal Support	\$ 593,935	\$ 659,507	\$ 666,798	\$ 7,291	1.1%
TOTAL -- RISK MANAGEMENT FUND	\$ 593,935	\$ 659,507	\$ 666,798	\$ 7,291	1.1%
TOTAL -- CITY ATTORNEY'S OFFICE	\$ 6,097,667	\$ 6,633,984	\$ 7,244,557	\$ 610,573	9.2%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Attorney's Office (LEG)			
0001 City Attorney	30	30	30
0002 Audit Services and Management Support	5	5	5
TOTAL -- GENERAL FUND	35	35	35
RISK MANAGEMENT FUND #5015			
City Attorney's Office (LEG)			
0003 Risk Management Legal Support	5	5	5
TOTAL -- RISK MANAGEMENT FUND	5	5	5
TOTAL -- CITY ATTORNEY'S OFFICE	40	40	40

EXECUTIVE OFFICES

Office of Sustainability, Resilience, & Future-Ready

Overview of Services

Originally launched as the Green Works Orlando initiative by Mayor Dyer in 2007, 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
- Enhance quality of life and wellbeing for all residents
- Generate diverse economic growth and job creation in the green economy
- Protect natural resources and the environment
- Create equitable and inclusive access to resources and services for the entire community

In 2022, the Office of Sustainability & Resilience merged with the Office of Future-Ready in order to both expand the City's "resiliency" and ensure that the City prepared for disturbances such as hurricanes, cyber attacks, and pandemics, as well as continue to advance and embrace new opportunities to help address community challenges and ensure our city remains one of the best places in America to live, work and raise a family.

Major Accomplishments

- Recognized as an "A-List City" by the Carbon Disclosure Project, representing the top 10% of cities for their transparency and bold climate action and commitment to sustainability.
- The "Sustainable Adventure Program" was selected by the Florida League of Cities Florida for the 2022 Municipal Achievement Environmental Stewardship Award. This youth empowerment and green job shadowing, program now includes FPR's Engelwood Kidz Zone and Mercy Drive Kidz Zone, in addition to Parramore Kidz Zone and Holden Heights Kidz Zone
- 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.
- Planted more than 20,000 trees on city right-of-way and private properties through a partnership with the Arbor Day Foundation.
- In the previous year, the city participated in an innovation training program from the Bloomberg Center for Public Impact at Johns Hopkins University. This year, this knowledge was applied by researching new solutions to assist with high energy burdens.
- Continued partnership with UCF to implement an air quality sensor network grant.
- In partnership with the transportation department, launched an Autonomous Shuttle pilot in Creative Village.
- Completed community workshops to assist in the development of our resilience plan.
- Launched the Green Works Academy employee training program.

Future Goals and Objectives

Short-Term Goals

- Complete updates to the Municipal Sustainability Operations Plan, our Resilience Plan & the 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.

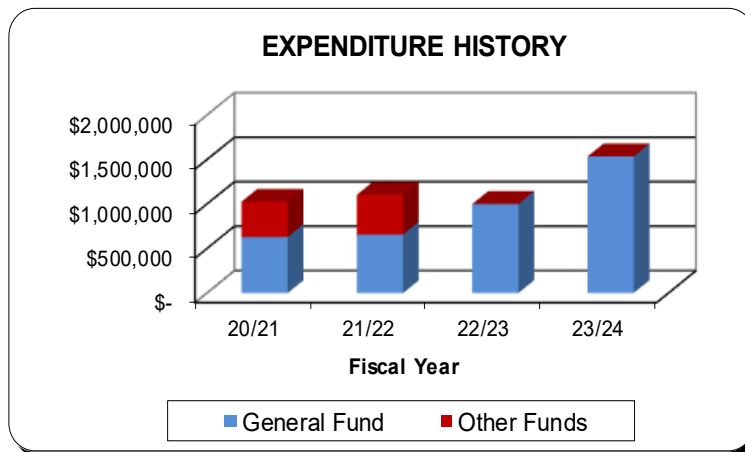
Mid-Term Goals

- 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	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Office of Sustainability (SUS)					
0001 Office of Sustainability	\$ 658,321	\$ 1,001,617	\$ 1,535,942	\$ 534,325	53.3%
TOTAL -- GENERAL FUND	\$ 658,321	\$ 1,001,617	\$ 1,535,942	\$ 534,325	53.3%
SOLID WASTE FUND #4150					
Office of Sustainability (SUS)					
0002 Solid Waste Sustainability Support	\$ 445,635	\$ -	\$ -	\$ -	N/A
TOTAL -- SOLID WASTE FUND	\$ 445,635	\$ -	\$ -	\$ -	N/A
TOTAL -- OFFICE OF SUSTAINABILITY	\$ 1,103,957	\$ 1,001,617	\$ 1,535,942	\$ 534,325	53.3%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Office of Sustainability (SUS)			
0001 Office of Sustainability	4	10	11
TOTAL -- GENERAL FUND	4	10	11
SOLID WASTE FUND #4150			
Office of Sustainability (SUS)			
0002 Solid Waste Sustainability Support	3	-	-
TOTAL -- SOLID WASTE FUND	3	-	-
TOTAL -- OFFICE OF SUSTAINABILITY	7	10	11

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Minority/Women Business Enterprise Division	Number of M/WBE community outreach events	19	28	30
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.	700	750	775
Office of Communications and Neighborhood Relations	Number of resident-focused association and community meetings attended by staff annually.	13	136	145
Office of Community Affairs	Number of community events and special meetings with participation by OCA staff.	225	262	282
Office of Community Affairs	Percentage of available funds awarded to human service and arts organizations.	100%	100%	100%
Office of Community Affairs	Percent of Mayor's Matching Grants (MMG) funding awarded	100%	116%	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)	15,065	26,875	56,000
Office of Sustainability & Resilience	Number of students who participated in Sustainability Adventure Program (to-date)	30	80	140

Fiscal

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		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	-1.1%	-3.2%	+/-5%

EXECUTIVE OFFICES

Executive Offices Operational Performance

Balanced Scorecard Report (continued)

Internal Processes

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		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	49%	66%	75%
Office of the City Clerk	Median number of days to close a public records request	6	8	8
Office of Communications and Neighborhood Relations	Average rounds of work product edits per Graphics Team deliverable.	2	2	2
Office of Sustainability & Resilience	Percent of City spending in alignment with Sustainable Procurement Policy	25%	25%	30%

Outcome & Mission

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		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	50%	50%	60%
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.	2,511	2,787	2,900

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2022-2023 BY THE NUMBERS:

FLEET AND FACILITIES



2,679
total assets



12,841
Facilities work requests



2,595,235
gallons of fuel used



\$7,092,058
total fuel cost

FINANCE



\$15,270,846
in grant funding awarded
to the City

44 consecutive
years

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



85,785
Accounts payable invoices
processed



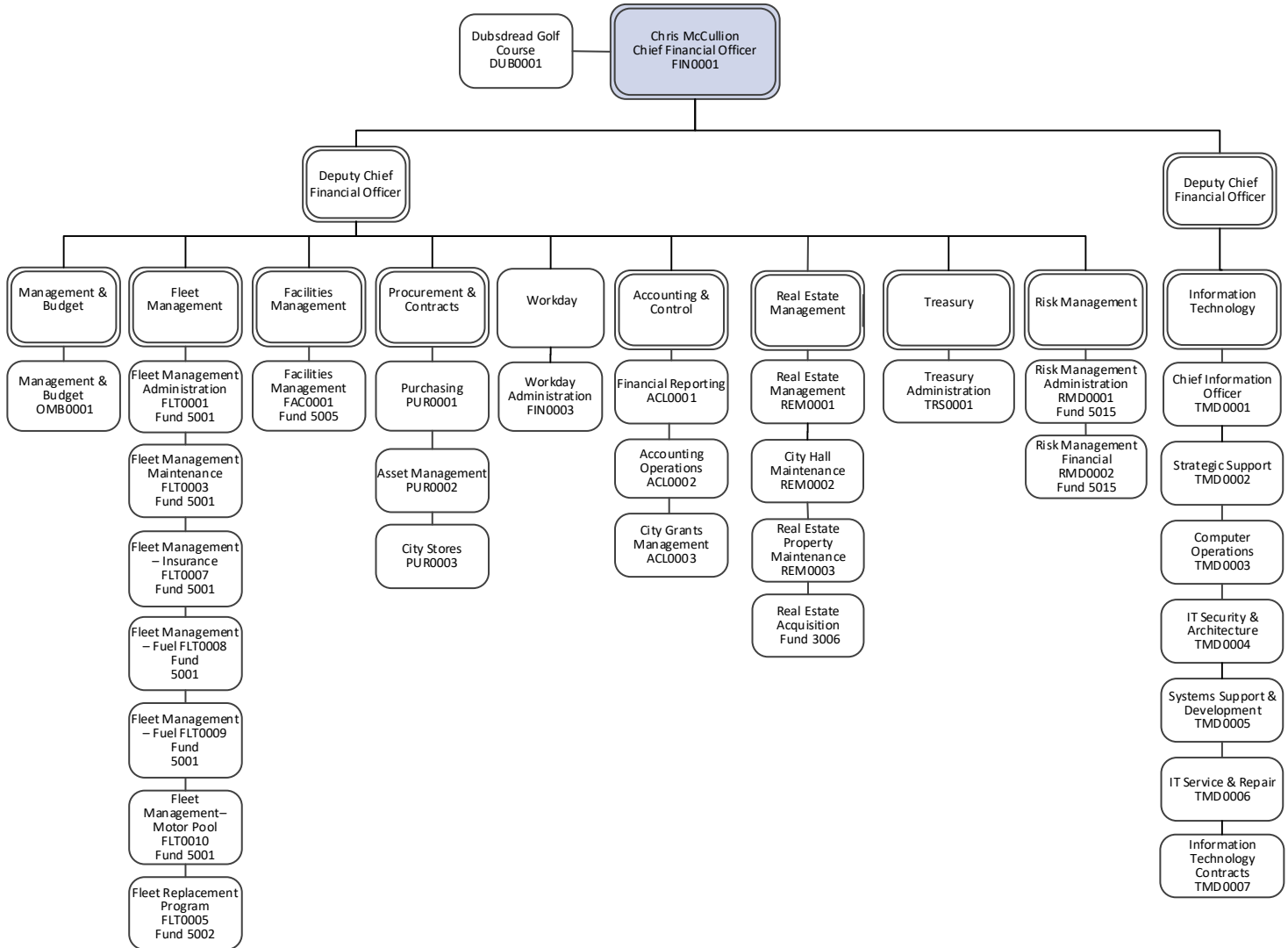
49,522
procurement card transactions



61,990
payments processed through
City cashier's system totaling
\$181,242,583.85

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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

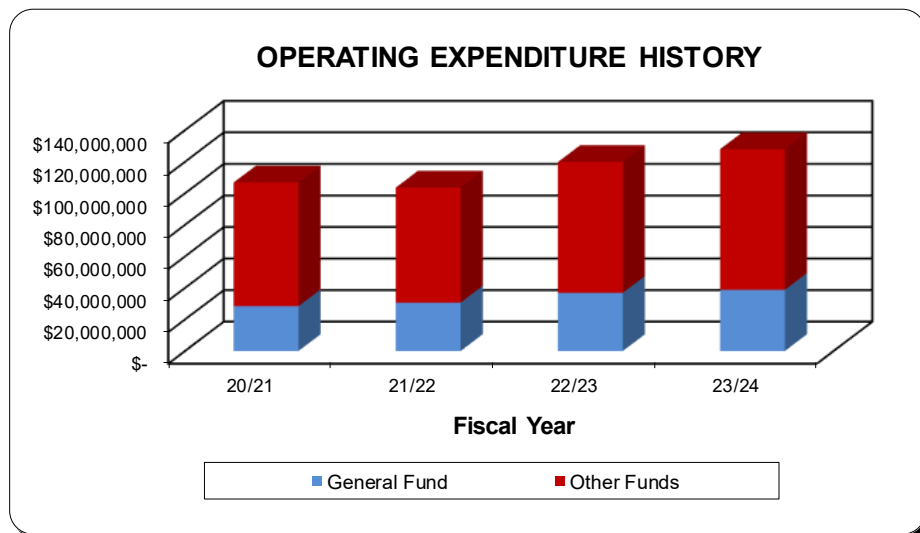
DEPARTMENT OPERATING EXPENDITURES

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 1,038,686	\$ 1,117,692	\$ 1,203,018	\$ 85,326	7.6%
0002 Nondepartmental - CFO	852,120	998,280	661,280	(337,000)	(33.8%)
0003 Workday Administration	322,602	587,071	724,304	137,233	23.4%
Accounting and Control Division (ACL)					
0001 Financial Reporting	1,100,502	1,219,080	1,269,680	50,600	4.2%
0002 Accounting Operations	1,544,651	1,743,800	1,867,191	123,391	7.1%
0003 City Grants Management	212,850	320,288	339,679	19,391	6.1%
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	53,020	6,440	356,283	349,843	5432.3%
Management and Budget Division (OMB)					
0001 Management and Budget	652,084	806,514	818,919	12,405	1.5%
Procurement and Contracts Division (PUR)					
0001 Purchasing	1,475,891	1,765,882	1,873,071	107,189	6.1%
0002 Asset Management	296,651	333,312	337,045	3,733	1.1%
0003 City Stores	365,761	349,775	372,270	22,495	6.4%
0004 Purchasing Auctions	533	29,500	29,500	-	0.0%
Real Estate Management Division (REM)					
0001 Real Estate Management	648,815	870,785	929,716	58,931	6.8%
0002 City Hall Maintenance	2,546,322	2,821,477	3,107,435	285,958	10.1%
0003 Real Estate Property Management	-	502,000	573,755	71,755	14.3%
Information Technology Division (TMD)					
0001 Chief Information Officer	893,193	1,158,198	1,236,543	78,345	6.8%
0002 Strategic Support	2,002,616	2,743,024	2,751,306	8,282	0.3%
0003 Computer Operations	2,713,023	3,013,401	3,171,288	157,887	5.2%
0004 IT Security and Architecture	1,345,113	1,985,688	1,853,565	(132,123)	(6.7%)
0005 Systems Support and Development	2,334,016	2,680,809	2,939,318	258,509	9.6%
0006 IT Service and Repair	25,642	765,100	40,000	(725,100)	(94.8%)
0007 Information Technology Contracts	9,684,706	10,447,367	11,720,000	1,272,633	12.2%
Treasury Division (TRS)					
0001 Treasury Administration	602,719	655,590	702,155	46,565	7.1%
TOTAL -- GENERAL FUND	\$ 30,711,518	\$ 36,921,073	\$ 38,877,321	\$ 1,956,248	5.3%
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,763,365	\$ -	\$ -	\$ -	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,763,365	\$ -	\$ -	\$ -	N/A
DUBSDREAD GOLF COURSE FUND #0015					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 2,845,256	\$ 3,180,926	\$ 3,490,187	\$ 309,261	9.7%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 2,845,256	\$ 3,180,926	\$ 3,490,187	\$ 309,261	9.7%

BUSINESS AND FINANCIAL SERVICES

DEPARTMENT OPERATING EXPENDITURES (continued)

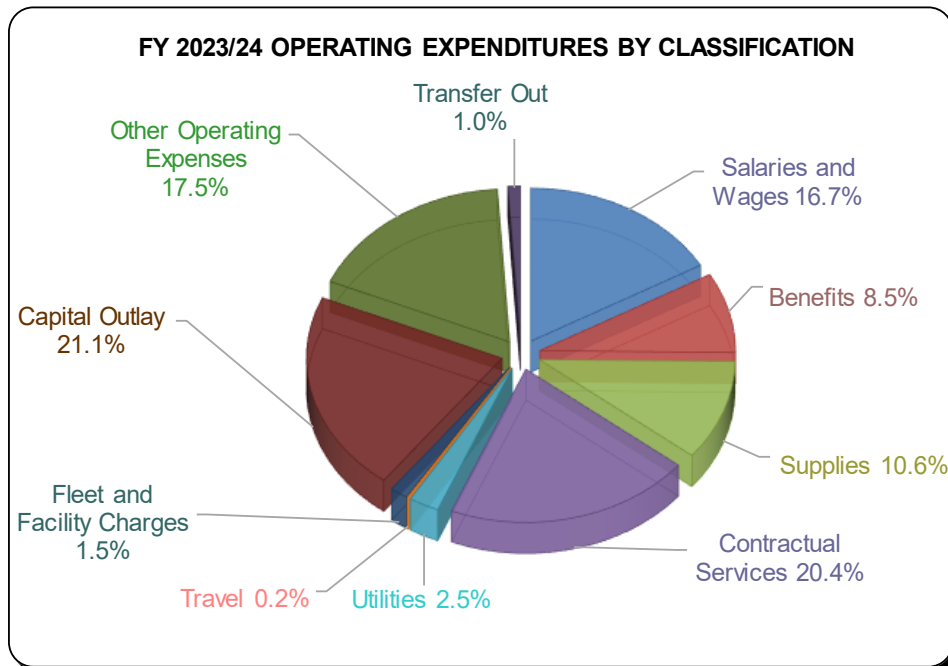
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
FLEET MANAGEMENT FUND #5001					
Fleet Management Division (FLT)					
0001 Fleet Management Administration	\$ 2,135,937	\$ 2,628,905	\$ 2,500,211	(\$128,694)	(4.9%)
0003 Fleet Management Maintenance	12,649,926	10,312,788	12,440,266	2,127,478	20.6%
0007 Fleet Maintenance - Insurance	1,252,000	1,296,000	1,411,522	115,522	8.9%
0008 Fleet Maintenance - Fuel	6,885,250	6,626,505	6,355,640	(270,865)	(4.1%)
0009 Fleet Maintenance - Car Wash	608,820	1,056,882	791,400	(265,482)	(25.1%)
0010 Fleet Management - Motor Pool	389,535	705,000	806,220	101,220	14.4%
TOTAL -- FLEET MANAGEMENT FUND	\$ 23,921,467	\$ 22,626,080	\$ 24,305,259	1,679,179	7.4%
FLEET REPLACEMENT FUND #5002					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 10,227,908	\$ 24,170,278	\$ 25,732,302	\$ 1,562,024	6.5%
TOTAL -- FLEET REPLACEMENT FUND	\$ 10,227,908	\$ 24,170,278	\$ 25,732,302	\$ 1,562,024	6.5%
FACILITIES MANAGEMENT FUND #5005					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 21,521,190	\$ 17,027,000	\$ 18,563,500	\$ 1,536,500	9.0%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ 21,521,190	\$ 17,027,000	\$ 18,563,500	\$ 1,536,500	9.0%
RISK MANAGEMENT FUND #5015					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 842,054	\$ 866,806	\$ 979,908	\$ 113,102	13.0%
0002 Risk Management Financial	11,835,995	15,064,566	16,034,595	970,029	6.4%
TOTAL -- RISK MANAGEMENT FUND	\$ 12,678,049	\$ 15,931,372	\$ 17,014,503	\$ 1,083,131	6.8%
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 103,668,753	\$ 119,856,729	\$ 127,983,072	\$ 8,126,343	6.8%



BUSINESS AND FINANCIAL SERVICES

DEPARTMENT OPERATING EXPENDITURES (continued)

Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 16,906,155	\$ 20,000,176	\$ 21,414,484	\$ 1,414,308	7.1%
Benefits	8,663,767	10,091,389	10,836,920	745,531	7.4%
Supplies	14,903,481	10,432,129	13,530,940	3,098,811	29.7%
Contractual Services	24,183,834	26,406,844	26,161,683	(245,161)	(0.9%)
Utilities	2,702,962	2,730,382	3,184,400	454,018	16.6%
Travel	67,366	192,678	192,100	(578)	(0.3%)
Fleet and Facility Charges	1,674,853	1,996,713	1,902,745	(93,968)	(4.7%)
Capital Outlay	17,060,182	25,154,080	27,045,328	1,891,248	7.5%
Other Operating Expenses	16,267,657	21,627,338	22,414,472	787,134	3.6%
Transfer Out	1,238,497	1,225,000	1,300,000	75,000	6.1%
TOTAL -- BUSINESS AND FINANCIAL SERVICES OPERATING	\$ 103,668,753	\$ 119,856,729	\$ 127,983,072	\$ 8,126,343	6.8%



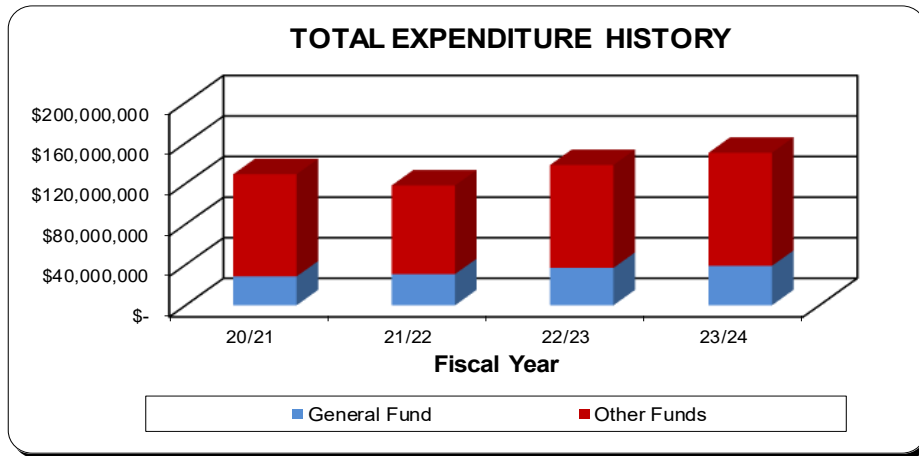
BUSINESS AND FINANCIAL SERVICES

DEPARTMENT NON-OPERATING EXPENDITURES

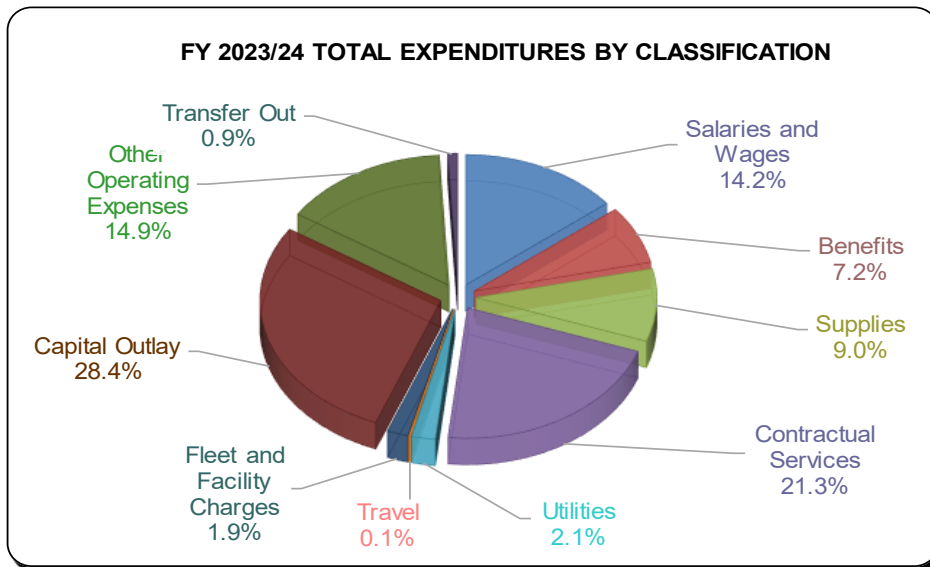
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects	\$ 10,655,995	\$ 9,574,800	\$ 13,678,000	\$ 4,103,200	42.9%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 10,655,995	\$ 9,574,800	\$ 13,678,000	\$ 4,103,200	42.9%
<u>REAL ESTATE ACQUISITION FUND #3006</u>					
Real Estate Management Division (REM)					
Projects	\$ 566,694	\$ 1,200,000	\$ 1,750,000	\$ 550,000	45.8%
TOTAL -- REAL ESTATE ACQUISITION FUND	\$ 566,694	\$ 1,200,000	\$ 1,750,000	\$ 550,000	45.8%
<u>FLEET REPLACEMENT FUND #5002</u>					
Fleet Management Division (FLT)					
Projects	\$ 162	\$ 600,000	\$ -	\$ (600,000)	(100.0%)
TOTAL -- FLEET REPLACEMENT FUND	\$ 162	\$ 600,000	\$ -	\$ (600,000)	(100.0%)
<u>DESIGNATED REVENUE FUND #0005</u>					
Projects	\$ 2,583,790	\$ 6,844,854	\$ 6,774,376	\$ (70,478)	(1.0%)
TOTAL -- DESIGNATED REVENUE FUND	\$ 2,583,790	\$ 6,844,854	\$ 6,774,376	\$ (70,478)	(1.0%)
<u>DUBSDREAD RENEWAL AND REPLACEMENT FUND #0016</u>					
Dubsdread Golf Course (DUB)					
Projects	\$ 95,567	\$ 260,000	\$ 215,000	\$ (45,000)	(17.3%)
TOTAL -- DUBSDREAD RENEWAL AND REPLACEMENT FUND	\$ 95,567	\$ 260,000	\$ 215,000	\$ (45,000)	(17.3%)
<u>OTHER FUNDS</u>					
Projects and Grants Other Funds	\$ 588,073	\$ -	\$ -	\$ -	N/A
TOTAL -- PROJECTS AND GRANTS	\$ 14,490,281	\$ 18,479,654	\$ 22,417,376	\$ 3,937,722	21.3%
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 118,159,034	\$ 138,336,383	\$ 150,400,448	\$ 12,064,065	8.7%

BUSINESS AND FINANCIAL SERVICES

DEPARTMENT TOTAL EXPENDITURES



Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 16,906,155	\$ 22,000,176	\$ 21,414,484	\$ (585,692)	(2.7%)
Benefits	8,663,767	10,091,389	10,836,920	745,531	7.4%
Supplies	16,216,260	10,432,129	13,530,940	3,098,811	29.7%
Contractual Services	28,218,583	29,751,698	32,011,059	2,259,361	7.6%
Utilities	2,702,962	2,730,382	3,184,400	454,018	16.6%
Travel	67,366	192,678	192,100	(578)	(0.3%)
Fleet and Facility Charges	4,017,874	7,021,513	2,827,745	(4,193,768)	(59.7%)
Capital Outlay	19,862,462	33,264,080	42,688,328	9,424,248	28.3%
Other Operating Expenses	18,005,328	21,627,338	22,414,472	787,134	3.6%
Transfer Out	3,498,277	1,225,000	1,300,000	75,000	6.1%
TOTAL -- BUSINESS AND FINANCIAL SERVICES	\$ 118,159,034	\$ 138,336,383	\$ 150,400,448	\$ 12,064,065	8.7%



BUSINESS AND FINANCIAL SERVICES

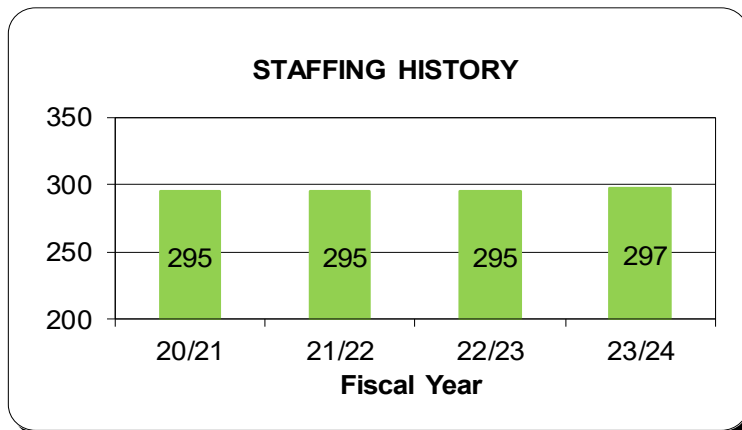
DEPARTMENT STAFFING SUMMARY

Fund	2021/22	2022/23	2023/24
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	5	5	5
0003 Workday Administration	4	4	4
Accounting and Control Division (ACL)			
0001 Financial Reporting	10	10	10
0002 Accounting Operations	19	19	19
0003 City Grants Management	2	2	2
Management and Budget Division (OMB)			
0001 Management and Budget	7	7	7
Procurement and Contracts Division (PUR)			
0001 Purchasing	17	17	17
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
Information Technology Division (TMD)			
0001 Chief Information Officer	10	10	10
0002 Strategic Support	25	25	25
0003 Computer Operations	24	24	24
0004 IT Security and Architecture	16	16	16
0005 Systems Support and Development	25	25	25
Treasury Division (TRS)			
0001 Treasury Administration	4	4	4
TOTAL -- GENERAL FUND	178	178	178
<u>FACILITIES MANAGEMENT FUND #5005</u>			
Facilities Management Division (FAC)			
0001 Facilities Management	52	52	54
TOTAL -- FACILITIES MANAGEMENT FUND	52	52	54
<u>FLEET MANAGEMENT FUND #5001</u>			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	7	7	7
0003 Fleet Management Maintenance	46	46	46
0008 Fleet Management - Fuel	1	1	1
TOTAL -- FLEET MANAGEMENT FUND	54	54	54

BUSINESS AND FINANCIAL SERVICES

DEPARTMENT STAFFING SUMMARY (continued)

Fund	2021/22	2022/23	2023/24
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
FLEET REPLACEMENT FUND #5002			
Fleet Management Division (FLT)			
0005_C Fleet Replacement Program	2	2	2
TOTAL -- FLEET REPLACEMENT FUND	2	2	2
RISK MANAGEMENT FUND #5015			
Risk Management Division (RMD)			
0001 Risk Management Administration	8	8	8
TOTAL -- RISK MANAGEMENT FUND	8	8	8
FIRE PENSION FUND #6501			
Treasury Division (PEN)			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- BUSINESS AND FINANCIAL SERVICES	295	295	297



BUSINESS AND FINANCIAL SERVICES

Chief Financial Officer

Overview of Services/Programs

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

Major Accomplishments

- Worked with the Mayor and City Council to develop and implement a budget plan that provides funding to increase public safety headcount, increase capital funding, and fund critical at-risk youth programs while still ensuring adequate funds are available for other core City services.
- Reaffirmed with rating agencies our existing high-quality credit through our continued sound financial management practices.
- Continued review of additional functionality available in semi-annual updates for the Workday system to ensure that City leadership is provided with the most accurate and relevant information for decision making. Workday is a cloud-based software system used by the City for human capital management (HCM), enterprise resource management (ERP), and financial management applications (FMA).
- Provided quarterly reporting of expenses incurred related to Accelerate Orlando Initiatives.

Future Goals and Objectives

Short Term

- Provide financial expertise to City departments on major projects to be undertaken in the ensuing fiscal year, including major capital and infrastructure investments in Water Reclamation and to address public safety, parks, and transportation commitments made in the Southeast area.
- Provide leadership for the Office of Business and Financial Services Department to create robust operating relationships between divisions and to advance a strong customer service approach when dealing with internal and external customers.
- Help develop the operational and financial plan to combat homelessness through housing opportunities and partnership with local agencies.
- Work with other City Departments on the implementation of a new Pension Administration system.
- Support the Procurement and Contracts Division during implementation of inventory and the Office of Management Budget during implementation of Planning within the Workday system.
- Produce a programmatic roadmap and testing plan to address the continued updates from Workday.

Medium Term

- Support the Accounting Operations and Control Division during implementation of Time Tracking within the Workday system for all employees currently recording their time in Kronos.
- Work with Human Resources and City Departments on the implementation of the Workday Applicant Tracking system.
- Support the Accounting Operations and Control Division and other City Departments to plan, track, and monitor the expenditures related to Accelerate Orlando.
- Support the Accounting Operations and Control Division and other City Departments to identify, apply for, and spend funds available through the Infrastructure Investment and Jobs Act.

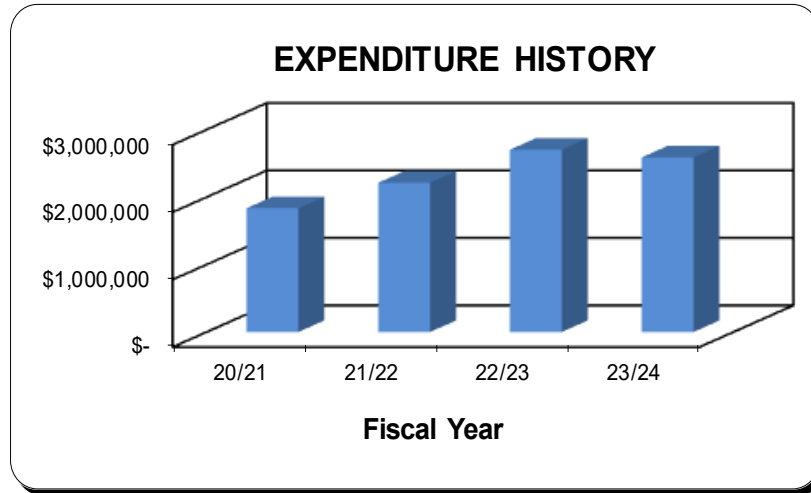
Long Term

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

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Chief Financial Officer (FIN)					
0001 Chief Financial Officer	\$ 1,038,686	\$ 1,117,692	\$ 1,203,018	\$ 85,326	7.6%
0002 Nondepartmental - CFO	852,120	998,280	661,280	(337,000)	(33.8%)
0003 Workday Administration	322,602	587,071	724,304	\$ 137,233	23.4%
TOTAL -- GENERAL FUND	\$ 2,213,409	\$ 2,703,043	\$ 2,588,602	\$ (114,441)	(4.2%)
TOTAL - CHIEF FINANCIAL OFFICER	\$ 2,213,409	\$ 2,703,043	\$ 2,588,602	\$ (114,441)	(4.2%)



STAFFING HISTORY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Chief Financial Officer (FIN)			
0001 Chief Financial Officer	5	5	5
0003 Workday Administration	4	4	4
TOTAL -- GENERAL FUND	9	9	9
TOTAL - CHIEF FINANCIAL OFFICER	9	9	9

BUSINESS AND FINANCIAL SERVICES

Accounting and Control Division

Overview of Services/Programs

Accounting and Control is responsible for 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.
- Successfully implemented and complied with Governmental Accounting Standards Board, (“GASB”) Statement No. 87—Leases.
- Completed over \$58M in expenditures for the American Rescue Plan Act and updated the City of Orlando’s Recovery Plan.
- Qualified as a Low Risk Auditee for the purpose of federal grants.
- Worked closely with FEMA and other City departments to submit a significant amount of the Hurricane Ian related damages and successfully obligated approximately \$4.3 million of the associated expenses, by the end of the 2023 fiscal year.
- 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 45th 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.

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 City departments to ensure the City maintains low risk auditee designation;
- Continue to comply with Federal, State of Florida, and local reporting requirements.
- Implement the new GASB 96 – Subscription Based Information Technology Agreements Lease standard.
- Continue to automate the bank reconciliation process in Workday.
- 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.
- Implement an interactive grant dashboard to enhance grant monitoring and transparency.
- Continue to provide efficient, professional, friendly, and high-quality customer service to its external and internal customers.

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.
- Update City’s Grants Policies and Procedures to align with changes to 2 CFR 200.
- Create a Commitment Accounting for Spend Authorizations and Expense Reports.
- Update and revise the Accounts Receivable Policy.
- Update the Accounts Payable Policy.
- Update the Financial Reporting Policy.
- Implement Workday Time Tracking.

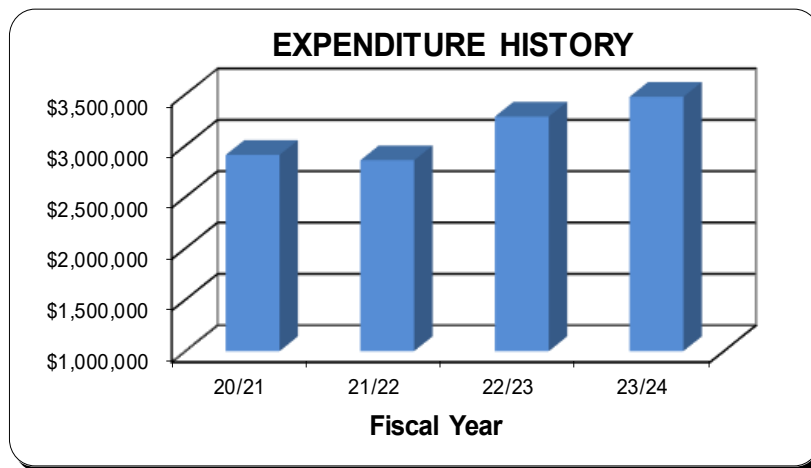
Long Term

- 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	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Accounting and Control Division (ACL)					
0001 Financial Reporting	\$ 1,100,502	\$ 1,219,080	\$ 1,269,680	\$ 50,600	4.2%
0002 Accounting Operations	1,544,651	1,743,800	1,867,191	123,391	7.1%
0003 City Grants Management	212,850	320,288	339,679	19,391	6.1%
TOTAL -- GENERAL FUND	\$ 2,858,004	\$ 3,283,168	\$ 3,476,550	\$ 193,382	5.9%
TOTAL - ACCOUNTING AND CONTROL DIVISION	\$ 2,858,004	\$ 3,283,168	\$ 3,476,550	\$ 193,382	5.9%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Accounting and Control Division (ACL)			
0001 Financial Reporting	10	10	10
0002 Accounting Operations	19	19	19
0003 City Grants Management	2	2	2
TOTAL -- GENERAL FUND	31	31	31
TOTAL - ACCOUNTING AND CONTROL DIVISION	31	31	31

BUSINESS AND FINANCIAL SERVICES

Facilities Management Division

Overview of Services/Programs

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

Facilities Management provides inspection, general maintenance and repair, renovation, ongoing preventive/predictive maintenance in the areas of plumbing, air conditioning and heating systems, energy and building automation systems, electrical systems and emergency generators, building envelope, roof systems, photovoltaic and solar thermal water heating systems, rainwater harvesting collection and conveyance systems, City's proprietary keyway system, security x-ray equipment, security camera and proximity card systems, stormwater collection and conveyance 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 program for roofs on City facilities.
- Completion of 2,675 facility work orders and 297 alteration and improvement requests.
- Solar installations:
 - 4 buildings up and running.
 - 4 more in design
 - 5 under construction
- Solar expansion at the Fleet & Facilities Compound is at 100% Design completion, Bid Docs complete with construction scheduled to be complete 1Q24.
- Resolution of vandalism issues to the installed one hundred dual head level II EV charging stations City-Wide to be implemented in 4Q23 with Phase 2 in planning/design.
- Final Design and Construction Docs completed for Orlando Shakes Roof and HVAC replacement with \$1.6M in long lead HVAC equipment direct owner purchase and the construction bid on the street.
 - One-year construction begins January 21, 2024
- Maxey-Crooms House restoration is nearing design completion and plans to go to the street in January '24
- Completion of Rogers Kiene Roof and HVAC

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 due to these past summer's effect on so many systems.
- Continue expansion of HVAC energy efficiency upgrades to City facilities
- Continue expansion of lighting energy efficiency upgrades to City facilities
- Investigate and conserve potable water use in City facilities to reduce the supply chain burden of LOX.
- Expand off-grid functionality of public-facing City Facilities through the Resiliency Hub grant (\$2.85M) Six sites are currently funded.
- Post-hurricane and tropical storm efforts will continue.
- Major upgrade of Fire Station #1 HVAC system design rework
- Development of resilient emergency power system for the Andes Ave and George Desalvia Way campus design completion and delivery of three new natural gas-powered generators
- Completion of the digitizing facilities collection of blueprints and operations and maintenance manuals.
- Complete Fleet solar array to create net zero Fleet and Facilities compound.

Medium Term

- Continue working on the upgrade to web-based ARCHIBUS (Pending further deployment 80% complete).
- Continue the onboarding of the Enterprise level resource management system, LUCID Building OS. Allowing the City to understand the total cost of ownership of each facility, including utility and manpower expenditures.
- Replacement of Shakespeare Theater Roof and HVAC

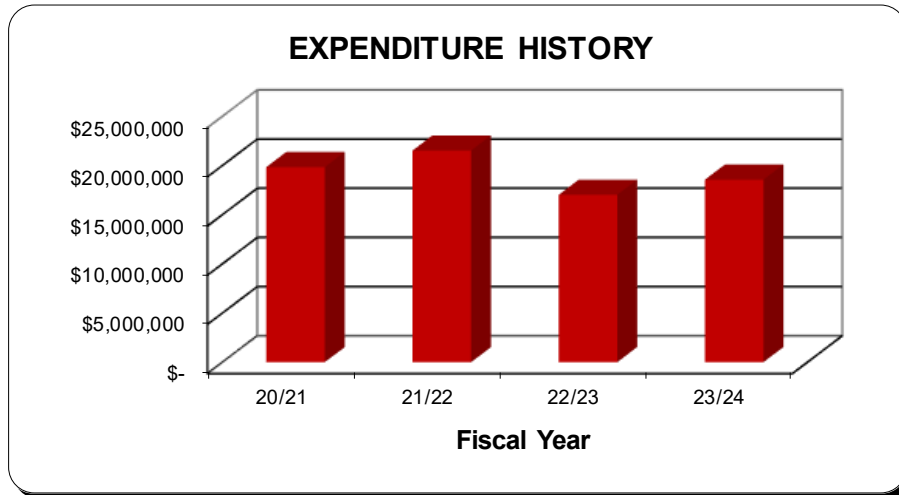
Long Term

- Continue to verify and load meters into EPA Energy Star Portfolio Manager in support of energy efficiency efforts.
- 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	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
FACILITIES MANAGEMENT FUND #5005					
Facilities Management Division (FAC)					
0001 Facilities Management	\$ 21,521,190	\$ 17,027,000	\$ 18,563,500	\$ 1,536,500	9.0%
TOTAL -- FACILITIES MANAGEMENT FUND	\$ 21,521,190	\$ 17,027,000	\$ 18,563,500	\$ 1,536,500	9.0%
TOTAL -- FACILITIES MANAGEMENT DIVISION	\$ 21,521,190	\$ 17,027,000	\$ 18,563,500	\$ 1,536,500	9.0%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
FACILITIES MANAGEMENT FUND #5005			
Facilities Management Division (FAC)			
0001 Facilities Management	52	52	54
TOTAL -- FACILITIES MANAGEMENT FUND	52	52	54
TOTAL -- FACILITIES MANAGEMENT DIVISION	52	52	54

BUSINESS AND FINANCIAL SERVICES

Fleet Management Division

Overview of Services/Programs

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

Major Accomplishments

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

Future Goal and Objectives

Short Term

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

Medium Term

- Fleet will continue to maintain a safe, reliable, and economical fleet through preventative maintenance and enhanced education and training programs for Fleet mechanics.
- Fleet is working to add (13) new Compressed Natural Gas (CNG) pumps to expand fueling services to our CNG customers.

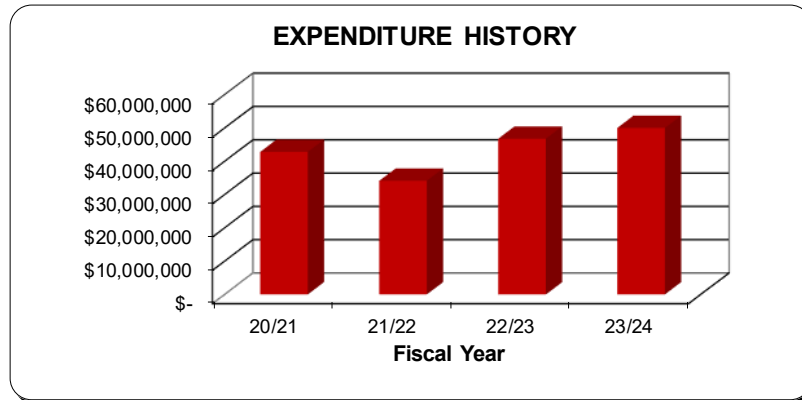
Long Term

- Fleet is researching options to upgrade our Fleet Maintenance Management Software to better provide quality dependable services and informative reporting.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	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	\$ 2,135,937	\$ 2,628,905	\$ 2,500,211	\$ (128,694)	(4.9%)
0003 Fleet Management Maintenance	12,649,926	10,312,788	12,440,266	2,127,478	20.6%
0007 Fleet Maintenance - Insurance	1,252,000	1,296,000	1,411,522	115,522	8.9%
0008 Fleet Maintenance - Fuel	6,885,250	6,626,505	6,355,640	(270,865)	(4.1%)
0009 Fleet Maintenance - Car Wash	608,820	1,056,882	791,400	(265,482)	(25.1%)
0010 Fleet Management - Motor Pool	389,535	705,000	806,220	101,220	14.4%
TOTAL -- FLEET MANAGEMENT FUND	\$ 23,921,467	\$ 22,626,080	\$ 24,305,259	\$ 1,679,179	7.4%
FLEET REPLACEMENT FUND #5002					
Fleet Management Division (FLT)					
0005 Fleet Replacement Program	\$ 10,227,908	\$ 24,170,278	\$ 25,732,302	\$ 1,562,024	6.5%
TOTAL -- FLEET REPLACEMENT FUND	\$ 10,227,908	\$ 24,170,278	\$ 25,732,302	\$ 1,562,024	6.5%
TOTAL -- FLEET MANAGEMENT DIVISION	\$ 34,149,375	\$ 46,796,358	\$ 50,037,561	\$ 3,241,203	6.9%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
FLEET MANAGEMENT FUND #5001			
Fleet Management Division (FLT)			
0001 Fleet Management Admin.	7	7	7
0003 Fleet Management Maintenance	46	46	46
0008 Fleet Management - Fuel	1	1	1
TOTAL -- FLEET MANAGEMENT FUND	54	54	54
FLEET REPLACEMENT FUND #5002			
Fleet Management Division (FLT)			
0005_C Fleet Replacement Program	2	2	2
TOTAL -- FLEET REPLACEMENT FUND	2	2	2
TOTAL -- FLEET MANAGEMENT DIVISION	56	56	56

BUSINESS AND FINANCIAL SERVICES

Management and Budget Division

Overview of Services/Programs

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

Major Accomplishments

- Received the Government Finance Officers Association Distinguished Budget Presentation Award, a peer review of our budget document, for the 20th consecutive year and again improved our score over the prior year.
- Budgeted American Rescue Plan Act funds, collaborated on the allocation of expenses toward that budget and created the Accelerate Orlando Fund and budget.
- Completed development of a new salary and benefit budgeting tool using Workday, the City's existing financial system. The new tool improves the reliability of our salary and benefit budgeting methodology, a critical task given the size of the employee compensation budget.
- Continued to meet the Chief Financial Officer's goal of providing meaningful and timely financial information for decision makers, including the monthly financial report which details General and Enterprise Fund information.

Future Goals and Objectives

Short Term

- Division Manager to serve as a Functional Lead on the City-wide human resource, payroll and financial system. Specific goals will be revisions to reports used for monthly financial reports and explore the possibility of personnel budgeting included in the City ERP system.
- Parallel test and implement the new salary and benefit budgeting tool.
- Expand our coordination with Departments by reviewing all year-end budget amendments and focusing on their impact Citywide.
- Actively partner with the new leadership of the Facilities Division to improve Facilities budgets, ensure that management information needs are met, review rates and review customer charges.

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.

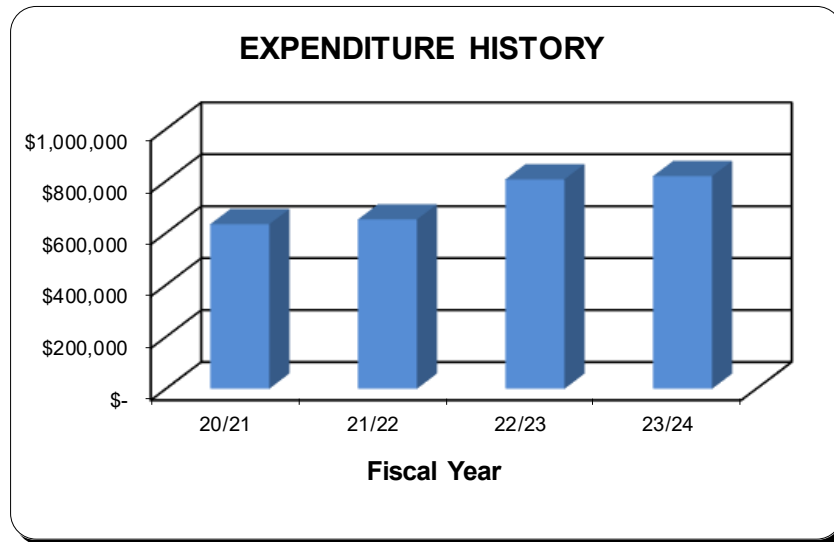
Long Term

- 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. All staff will become reviewers for the program to garner additional ideas.
- Enhance and improve financial information prepared for Elected and Appointed Officials, the Audit Board, Advisory Boards and City residents.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Management and Budget Division (OMB)					
0001 Management and Budget	\$ 652,084	\$ 806,514	\$ 818,919	\$ 12,405	1.5%
TOTAL -- GENERAL FUND	\$ 652,084	\$ 806,514	\$ 818,919	\$ 12,405	1.5%
TOTAL - MANAGEMENT AND BUDGET DIVISION	\$ 652,084	\$ 806,514	\$ 818,919	\$ 12,405	1.5%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Management and Budget Division (OMB)			
0001 Management and Budget	7	7	7
TOTAL -- GENERAL FUND	7	7	7
TOTAL - MANAGEMENT AND BUDGET DIVISION	7	7	7

BUSINESS AND FINANCIAL SERVICES

Procurement and Contracts Management Division

Overview of Services/Program

The Procurement and Contracts Division (Procurement) is dedicated to customer service and the timely acquisition of equipment, materials, services, construction, and professional services required by the City. Utilizing sound business processes, the Division manages more than 900 active contracts valued over \$1.6 billion. Procurement strives to support environmental preferable purchasing, procure goods and services at the best value, and maximize competitive procurements and contracts with professionalism, integrity, fairness, and community inclusion. The Division is responsible for the accountability/control, transfer, and disposal of the City's capital assets through the Asset Management Program and the operation of City Stores in support of City-wide departments and emergency events. The Division makes every effort to provide excellent customer service through technological advancements, improved business processes and planned outreach programs.

Major Accomplishments

- eProcurement System – The Division successfully implemented a new cloud-based eProcurement solution (OpenGov) to improve and streamline Procurement's processes. Functionality includes solicitation/contract intake requests, solicitation development, supplier registration, solicitation advertisement and response, evaluation, award of contract, and contract management. The new solution improves customer interactions, improves the supplier experience conducting business with the City, and shortens the procurement cycle timeframe.
- Sustainability – City Council earlier approved a Sustainable Procurement Policy and Procedure that seeks to reduce operational environmental impacts and to promote fiscal responsibility, social equity, and community and environmental stewardship by integrating sustainability considerations into the procurement process. An emphasis has been placed on embedding sustainable procurement within solicitations and online buying platforms.
- Supplier Diversity, Training and Outreach – Facilitated multiple supplier outreach workshops including "How to Do Business with the City of Orlando" with 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 – 67% of Procurement staff have attained professional certifications, recognizing a high standard of competency in governmental procurement contracting.
- Excellence – The Division continued to be recognized as procurement leaders by winning the FAPPO Excellence in Public Procurement award and the NPI Award of Excellence in Procurement award.
- Supply Management - City Stores continues to update the Online Shopping catalog and Green Seal items have been identified in the catalog for easy access and in support of the Green Works Orlando. In addition, City Stores has been extremely important for the City's successful response to emergency events.
- Virtual Meetings – In addition to in-person meetings, the Division conducts all solicitation openings, committee meetings and pre-solicitation meetings via Zoom or MS Teams virtual meetings. Virtual meetings significantly cut down on the need for travel, minimizing expenditures, maximizing time-efficiency, increased audiences, and created safe meeting environments. This has increased the number of Respondents submitting bids and proposals therefore resulting in greater competition and cost savings.

Future Goals and Objectives

Short Term

- Continue to identify opportunities to streamline business processes and add value. Directives and Desk Instructions are continually being revised/updated and training provided to Procurement staff as part of this initiative. Develop training documents and resources for customers.
- Participate in multiple supplier community outreach events to encourage participation in the City's procurement process, increase competition and to promote utilization of M/WBE, VBE and LGBTQ+ supplier diversity and local community-based suppliers.
- Implementation of new inventory system at City Stores to improve and streamline the City Stores process for customer deliveries and supplier orders.

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 and scope of work development.

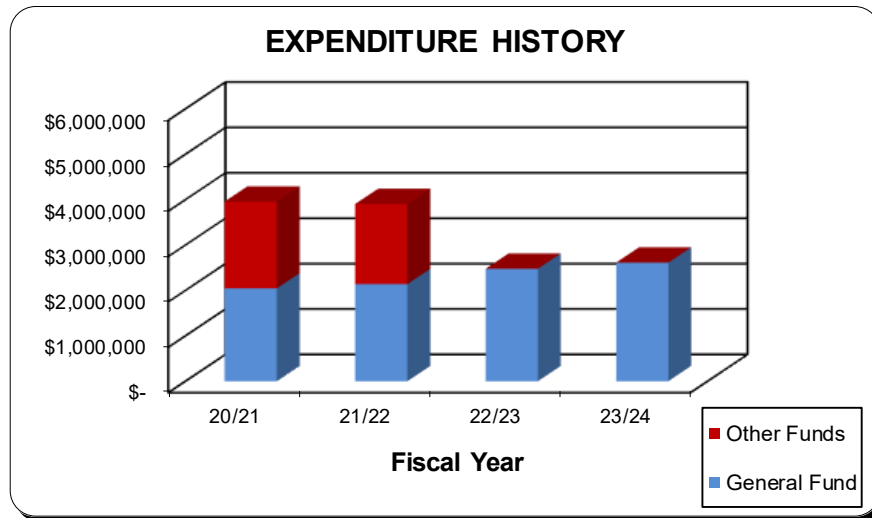
Long Term

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

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Procurement and Contracts Division (PUR)					
0001 Purchasing	\$ 1,475,891	\$ 1,765,882	\$ 1,873,071	\$ 107,189	6.1%
0002 Asset Management	296,651	333,312	337,045	3,733	1.1%
0003 City Stores	365,761	349,775	372,270	22,495	6.4%
0004 Purchasing Auctions	533	29,500	29,500	-	0.0%
TOTAL -- GENERAL FUND	\$ 2,138,836	\$ 2,478,469	\$ 2,611,886	\$ 133,417	5.4%
CITY STORES INVENTORY FUND #0006					
Procurement and Contracts (PUR)					
0005 City Stores Inventory	\$ 1,763,365	\$ -	\$ -	\$ -	N/A
TOTAL -- CITY STORES INVENTORY FUND	\$ 1,763,365	\$ -	\$ -	\$ -	N/A
TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION	\$ 3,902,200	\$ 2,478,469	\$ 2,611,886	\$ 133,417	5.4%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Procurement and Contracts Division (PUR)			
0001 Purchasing	17	17	17
0002 Asset Management	3	3	3
0003 City Stores	3	3	3
TOTAL -- GENERAL FUND	23	23	23
TOTAL -- PURCHASING AND MATERIALS MGMT. DIVISION	23	23	23

BUSINESS AND FINANCIAL SERVICES

Real Estate Management Division

Overview of Services/Programs

The Real Estate Management Division acquires real property at the best possible price and terms; identifies and sells surplus property in order to reduce maintenance costs and return properties to the tax roll; acquires access and easements for various public works 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 more than 5 acres of land including Coalition for the Homeless Women and Children's Center, Colyer St and Quill Ave for HCD and CRA, Amelia St, Haralson Ave right of way, Terrace Blvd easement, Lake Nona Pump Station and 50% interest in Winderlakes Dr for Public Works.
- Completed disposition of more than 16 acres of land including the sale of 1114 Dewitt, land at Conserv II for Wellness Way/Handcock Rd extension; contracts for the disposition of McCoy/Southport and 756 Bennett Rd; amended contracts for Creative Village dispositions on Parcel L, X, X-1, and Y; assisted HCD with solicitation for infill affordable housing development and planning for solicitation at 810 Piedmont St, including rezoning and Lee Ave abandonment.
- Completed various lease management tasks and administration of more than 100 agreements on City-owned property including new leases with City Beautiful Café and AT&T, renewed or amended leases with existing tenants Lake Eola Florist, Lilia's Grilled Delight, Russell's on Ivanhoe, Downtown Arts District, Plaza Live, Timucua Arts Foundation and CF Sports Commission; managed more than 20 agreements on private property for DDB-CRA/EDV, FPR, OFD and OPD.
- Completed projects at City Hall and other facilities including office/workspace reconfigurations, fountain and granite work improvements at City Commons Plaza, updated security procedures at City Hall, coordinated Earth Day/Work Day event, and continued ongoing coordination with Floor Leaders for various alerts and information distribution.
- Completed Public Works and environmental agreements for Spellman remediation site, utility easements at OFD 11, Heroes Park, Packing District Park and Lake Fairview Park with OUC, access easement at Lift Station 55, partial release of utility easements at Conserv II and Irma Ave, and encroachment agreement at 1074 Terrace Blvd.
- Completed audit of TRIM notices, maintained records for all City-owned real property, and processed Stormwater Utility fee payment; reviewed plats to ensure accurate conveyance of right of ways and other tracts, logged various new right of way acquisitions including Econ Trail road segments and Falcon Dr alley and sent updates to GIS map and Fixed Assets.

Future Goals and Objectives

Short Term Goals

- Complete disposition of parcels for housing development including vacant lots, Bennet Rd, McCoy/Southport, Orange Center Blvd and remaining parcels in Creative Village; complete acquisition of fire station and park sites in Lake Nona/Poitras, Storey Park fire station, land swap/acquisition of new Lift Station 55 site; complete acquisition of land/property for relocation of OFD TF4 warehouse and CRA/DDB Clean Team facility; acquire property for HCD's NSP 1 and CDBG projects, and assist HCD and CRA with infill housing, Roberto Clemente, Piedmont and Jefferson/OBT sites.
- Acquire, dispose, exchange land and easements, and/or facilitate Public Works projects including Court St Solid Waste compactor, Grand National Dr Expansion, Sligh/Columbia St, Jefferson St easements; and acquire additional easements interests around lift station sites for the expansion, upgrade, and meeting current OSHA requirements.
- Complete City-wide Vending RFP and City Hall maintenance/operations RFP; complete fountain and granite project at City Commons Plaza, complete elevator access update and continue other enhanced security procedures in City Hall; secure various communications facility leases and equipment modification approvals including AT&T at City Commons Garage and T-Mobile in Lake Nona; complete renovation of historic Maxey-Crooms House at 638 W Anderson St; and track Spellman remediation process.
- Continue to work on various Conserv II property dispositions/easement terminations in west Orange County and Lake County as requested by Orange County as the Horizon West area develops.
- Investigate/facilitate various real estate acquisitions for DDB/CRA including properties on E Central Blvd near Lake Eola Park, S Orange Ave, N Orange Ave, the former Ferg's depot and the former downtown Walgreens property.

Medium Goals

- Modify current cell tower agreements to allow upgrade, lease additional space on existing towers to new providers to increase revenue, and continue working with communications industry consultant to assist with management and income optimization of cell towers and other communications facilities on City-owned property.
- Assist departments with facilities in the Orlando Industrial Complex on Gore/Westmoreland and Columbia/Westmoreland with space/use reallocation including Solid Waste, Public Works and Fleet/Facilities.
- Acquire relocation site for fire station # 5 and acquire fire station and park sites in Vista Park (Everbe) and Starwood, and acquire Yard Park in Mills50/Ivanhoe Village area.

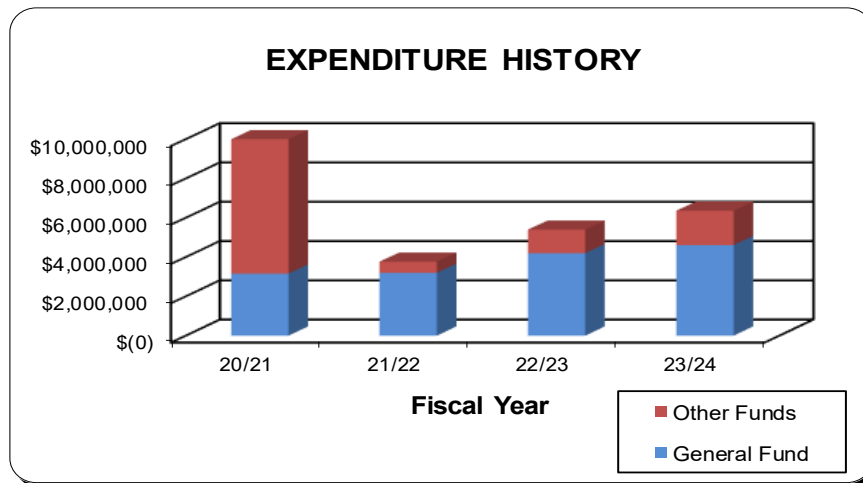
Long Term Goals

- 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 and work with GOAA to renew/expand Cherry Tree Park agreement.
- 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.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Real Estate Management Division (REM)					
0001 Real Estate Management	\$ 648,815	\$ 870,785	\$ 929,716	\$ 58,931	6.8%
0002 City Hall Maintenance	2,546,322	2,821,477	3,107,435	285,958	10.1%
0003 Real Estate Property Management	-	502,000	573,755	71,755	14.3%
TOTAL -- GENERAL FUND	\$ 3,195,137	\$ 4,194,262	\$ 4,610,906	\$ 416,644	9.9%
REAL ESTATE ACQUISITION FUND #3006					
Real Estate Management Division (REM)					
Projects	\$ 566,694	\$ 1,200,000	\$ 1,750,000	\$ 550,000	45.8%
TOTAL -- REAL ESTATE ACQUISITION FUND	\$ 566,694	\$ 1,200,000	\$ 1,750,000	\$ 550,000	45.8%
TOTAL -- REAL ESTATE MANAGEMENT DIVISION	\$ 3,761,830	\$ 5,394,262	\$ 6,360,906	\$ 966,644	17.9%



STAFFING HISTORY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Real Estate Management Division (REM)			
0001 Real Estate Management	4	4	4
TOTAL -- GENERAL FUND	4	4	4
TOTAL -- REAL ESTATE MANAGEMENT	4	4	4

BUSINESS AND FINANCIAL SERVICES

Information Technology Department

Overview of Services/Programs

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

Major Accomplishments

Fiscal Year 2023

- 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
- Expanded on the GIS application offering to support normal and emergency response operation
- Completed Phase I of the pension system project
- Replacement of critical enterprise and departmental solutions
- Refreshed city standards
- Completed Phases I & II of Information Technology Service Management System (ITSM)

Future Goals and Objectives

Short Term

- Complete Major enterprise and department system upgrade
- Enhance the City's cloud strategy and implement departmental cloud call center
- 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
- Complete the Building Access Control Upgrade project
- Phone system replacement
- 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

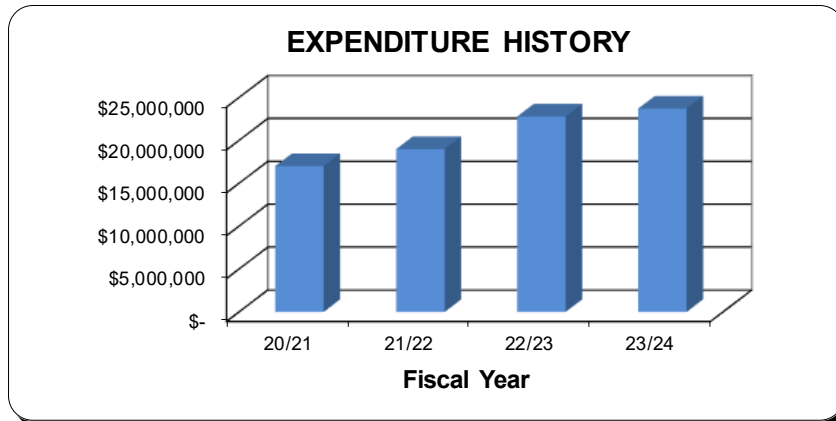
Long Term

- 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	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Information Technology Division (TMD)					
0001 Chief Information Officer	\$ 893,193	\$ 1,158,198	\$ 1,236,543	\$ 78,345	6.8%
0002 Strategic Support	2,002,616	2,743,024	2,751,306	8,282	0.3%
0003 Computer Operations	2,713,023	3,013,401	3,171,288	157,887	5.2%
0004 IT Security and Architecture	1,345,113	1,985,688	1,853,565	(132,123)	(6.7%)
0005 Systems Support and Development	2,334,016	2,680,809	2,939,318	258,509	9.6%
0006 IT Service and Repair	25,642	765,100	40,000	(725,100)	(94.8%)
0007 Information Technology Contracts	9,684,706	10,447,367	11,720,000	1,272,633	12.2%
TOTAL -- GENERAL FUND	\$ 18,998,310	\$ 22,793,587	\$ 23,712,020	\$ 918,433	4.0%
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	\$ 18,998,310	\$ 22,793,587	\$ 23,712,020	\$ 918,433	4.0%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Information Technology Division (TMD)			
0001 Chief Information Officer	10	10	10
0002 Strategic Support	25	25	25
0003 Computer Operations	24	24	24
0004 IT Security and Architecture	16	16	16
0005 Systems Support and Development	25	25	25
TOTAL -- GENERAL FUND	100	100	100
TOTAL -- TECHNOLOGY MANAGEMENT DIVISION	100	100	100

BUSINESS AND FINANCIAL SERVICES

Treasury Management Division

Overview of Services/Programs

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

Major Accomplishments

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

Future Goals and Objectives

Short Term

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

Medium Term

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

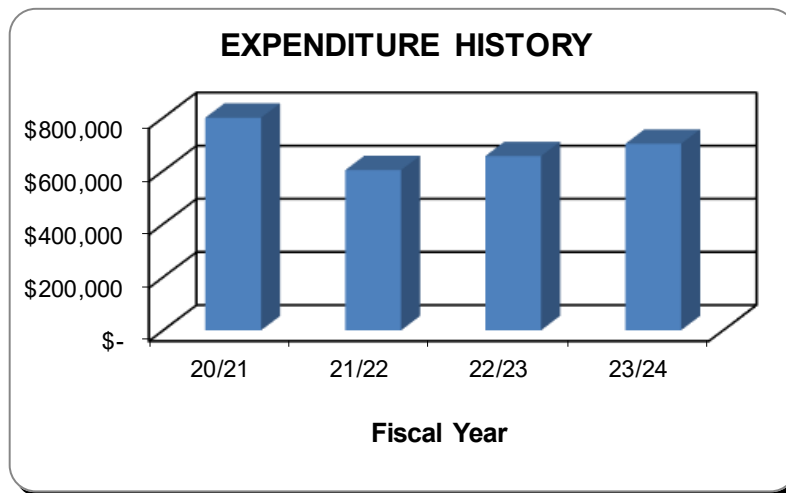
Long Term

- Debt Management and Capital Investment will focus on refunding opportunities and will continue to implement the financing plan for the various City projects needed to service the community.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Treasury Division (TRS)					
0001 Treasury Administration	\$ 602,719	\$ 655,590	\$ 702,155	\$ 46,565	7.1%
TOTAL -- GENERAL FUND	\$ 602,719	\$ 655,590	\$ 702,155	\$ 46,565	7.1%
TOTAL -- TREASURY DIVISION	\$ 602,719	\$ 655,590	\$ 702,155	\$ 46,565	7.1%



STAFFING HISTORY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Treasury Division (TRS)			
0001 Treasury Administration	4	4	4
TOTAL -- GENERAL FUND	4	4	4
FIRE PENSION FUND #6501			
0010 Pension Management Support	1	1	1
TOTAL -- FIRE PENSION FUND	1	1	1
TOTAL -- TREASURY DIVISION	5	5	5

BUSINESS AND FINANCIAL SERVICES

Risk Management Division

Overview of Services

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

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

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

Major Accomplishments

- Recovered \$1,649,078 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 122 Safety/Training classes on over 25 different subjects with over 2,579 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

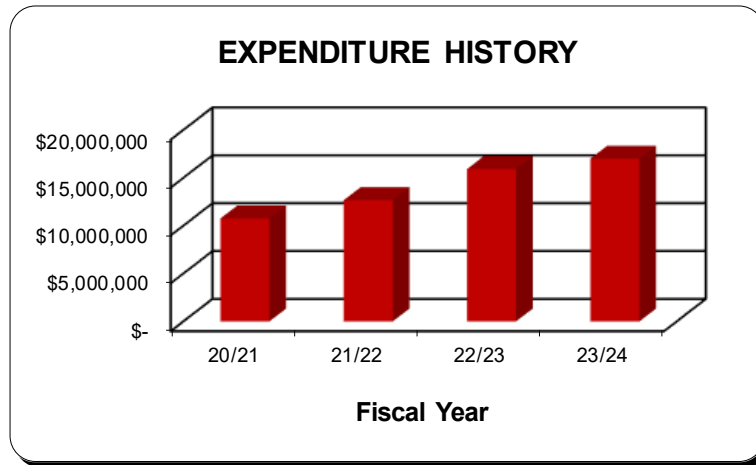
Long Term

- 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	2021/22	2022/23	2023/24	Change	
Office/Division	Actual	Adopted	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
RISK MANAGEMENT FUND #5015					
Risk Management Division (RMD)					
0001 Risk Management Administration	\$ 842,054	\$ 866,806	\$ 979,908	\$ 113,102	13.0%
0002 Risk Management Financial	11,835,995	15,064,566	16,034,595	970,029	6.4%
TOTAL -- RISK MANAGEMENT FUND	\$ 12,678,049	\$ 15,931,372	\$ 17,014,503	\$ 1,083,131	6.8%
TOTAL -- RISK MANAGEMENT DIVISION	\$ 12,678,049	\$ 15,931,372	\$ 17,014,503	\$ 1,083,131	6.8%



STAFFING HISTORY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
RISK MANAGEMENT FUND #5015			
Risk Management Division (RMD)			
0001 Risk Management Administration	8	8	8
TOTAL -- RISK MANAGEMENT DIVISION	8	8	8
TOTAL -- RISK MANAGEMENT DIVISION	8	8	8

BUSINESS AND FINANCIAL SERVICES

Dubsdread Golf Course

Overview of Services/Programs

Dubsdread Golf Course, located in the College Park neighborhood, has been Orlando's historic golf course since 1924, and features the oldest public layout in the area. Dubsdread will be celebrating 100 years beginning January 1, 2024 throughout 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

- Rounds and revenue finished at an all-time high with 67,263 total rounds and \$3,451,900 in total revenue. This is a 3% growth in rounds played and 16% increase in revenue to prior year.
- The Golf Learning Center increased student count and revenue for the year by more than 8%.
- The Learning Center coaches were awarded Top 50 US Kids and Top 50 Master Coach OP36.
- As part of our commitment to grow the game, the learning center increased Junior Golf Academy registration by 38% over prior year.
- The flooded lead battery golf cart fleet was replaced with state-of-the-art lithium carts. This is expected to reduce electric consumption for recharging the carts up to 40%.
- The City of Orlando Resident Discount Program offers a discount of up to 15% on golf fees for Orlando City Residents. It also provides access to Resident only sales on merchandise and memberships.
- Multiple neighborhood planting events took place to beautify the golf course and surrounding areas. A focus on pollinator friendly, native plants and trees added to our sustainability goals.
- Dubsdread was once again awarded #1 Public Golf Course by Orlando Weekly and Orlando Family Magazine readers.
- The club continues to host many local charity events. Those events included 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 37th Annual City of Orlando Men's Golf Championship.

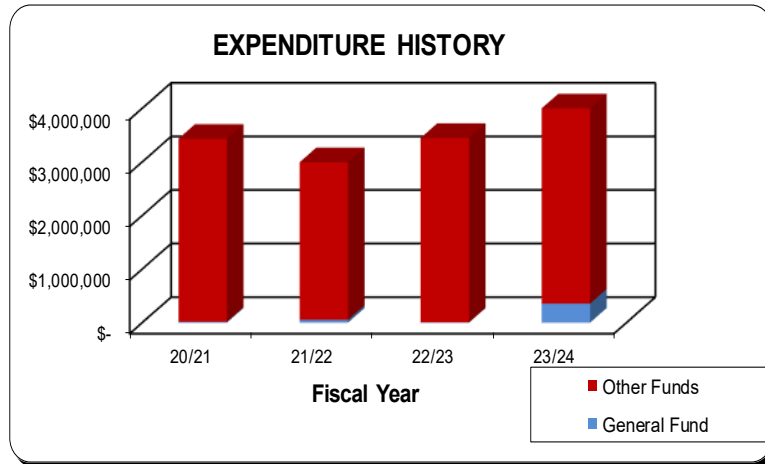
Future Goals and Objectives

- Begin capital improvement plans for the Centennial Project. This will include adding covered hitting bays, restrooms, and Top Tracer technology. A new instruction building will be added to the range tee area allowing a better student experience for the ever growing junior, beginner, and advanced golfers. A concession building will also be added at the entrance to the driving range and 10th tee box. 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.
- Celebrate Dubsdread's 100-year anniversary with 12 months of programming that highlights the club's wonderful history. Programming to include golf events, receptions, limited edition centennial logo apparel and more.

BUSINESS AND FINANCIAL SERVICES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Office/Division	Actual	Adopted	Adopted	Adopted	
Program Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Dubsdread Golf Course (DUB)					
0002 Nondepartmental	\$ 53,020	\$ 6,440	\$ 356,283	\$ 349,843	5432.3%
TOTAL -- GENERAL FUND	\$ 53,020	\$ 6,440	\$ 356,283	\$ 349,843	5432.3%
DUBSDREAD GOLF COURSE FUND #0015					
Dubsdread Golf Course (DUB)					
0001 Dubsdread Golf Course	\$ 2,845,256	\$ 3,180,926	\$ 3,490,187	\$ 309,261	9.7%
TOTAL -- DUBSDREAD GOLF COURSE FUND	\$ 2,845,256	\$ 3,180,926	\$ 3,490,187	\$ 309,261	9.7%
DUBSDREAD RENEWAL AND REPLACEMENT FUND #0016					
Dubsdread Golf Course (DUB)					
Projects	\$ 95,567	\$ 260,000	\$ 215,000	(\$45,000)	-17.3%
TOTAL -- DUBSDREAD RENEWAL AND REPLACEMENT FUND	\$ 95,567	\$ 260,000	\$ 215,000	(\$45,000)	-17.3%
TOTAL -- DUBSDREAD GOLF COURSE	\$ 2,993,842	\$ 3,447,366	\$ 4,061,470	\$ 614,104	17.8%



BUSINESS AND FINANCIAL SERVICES

Office of Business and Financial Services Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Real Estate Management Division	Percentage of Settlements Prior to Final Condemnation Hearing	100.0%	100.0%	95.0%

Employee Learning and Growth

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Risk Management Division	Workers' compensation claims per FTE	\$1317.11	\$1226.84	\$1213.60

Fiscal

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Accounting and Control Division	Cost to Process one Accounts Receivable Transaction	\$27.94	\$46.66	\$27.97
Accounting and Control Division	Total Cost to Process one Accounts Payable Check	\$46.72	\$55.00	\$62.97
Accounting and Control Division	Cost to process one ProCard Transaction	\$2.46	\$3.39	\$2.89
Accounting and Control Division	Cost to process one Payroll Transaction	\$2.65	\$2.40	\$2.97
Accounting and Control Division	Cost to Process one Revenue Collection Transaction	\$0.61	\$0.85	\$0.73
Real Estate Management Division	Properties Acquired Within the Established Value	100.0%	100.0%	90.0%
Treasury Management Division	Aggregate Portfolio investment return over its respective benchmark	.78%	.5%	.5%
Treasury Management Division	Net rate of return on the Liquidity Portfolio over the 6 Month Treasury Bill Index	.06%	.05%	.05%
Treasury Management Division	Net rate of return on the Aggregate Portfolio over the weighted average return of the SBA	.5%	.5%	.5%
Treasury Management Division	The percentage that the Banking Fund composite rate is less than the Bond Buyer's Revenue Bond Index	1%	1%	1%
Fleet Management Division	Total Maintenance Costs	\$12,362,283	\$12,500,000	\$12,600,000
Fleet Management Division	Fleet Availability	88.1%	90%	90%
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	+1.0%	-2.0%	+/-5%

BUSINESS AND FINANCIAL SERVICES

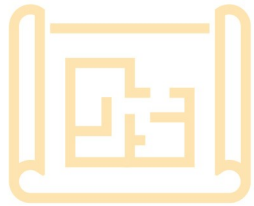
Internal Processes

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Accounting and Control Division	Accuracy level of the internally processed cash reports	100%	100%	100%
Accounting and Control Division	Percentage of employee direct deposits to total employee payments	96.9%	98.7%	98.8%
Accounting and Control Division	Average Percentage of Posting Accuracy	99%	99.0%	99%
Facilities Management Division	Completed scheduled PMs (%)	40%	45%	43%
Facilities Management Division	Work requests completed (%)	45%	47%	46%
Facilities Management Division	Number of work orders completed per day per trade	0.7	1.0	0.85
Procurement and Contracts Management Division	Percentage of City Store stock inventory reductions.	15%	37%	15%
Information Technology Division	Enterprise critical applications number of unplanned outages greater than 5 minutes relative to service hours	≤ 2 per year	≤ 2 per year	≤ 2 per year
Information Technology Division	Departmental critical applications number of unplanned outages greater than 5 minutes relative to service hours	≤ 5 per year	≤ 5 per year	≤ 5 per year
Information Technology Division	Percent of Uptime - Internet Connectivity	99.9%	99.9%	99.9%
Information Technology Division	Percent of Uptime - Connectivity Among Critical Facilities	99.9%	99.9%	99.9%
Information Technology Division	Percent of Virus Outbreaks Responded to Within Two Hours	98%	98%	98%
Information Technology Division	Percent of Compromised Account Incidents Responded To and Contained Within Two Hours	95%	98%	98%
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	≤ 5 per year	≤ 5 per year	≤ 4 per year
Information Technology Division	Percentage of IT Service Contracts Maintained with No Loss of Service	99.9%	100%	100%
Information Technology Division	Percent of Tactical Project Status Updates Completed Biweekly	98%	98%	98%
Information Technology Division	Percent of Operational/Strategic Project Status Updates Completed Weekly	98%	98%	98%
Information Technology Division	City Digital Services Delivery Satisfaction	81%	90%	90%
Fleet Management Division	Number of Alternatively Fueled Vehicles Percentage of Total Assets	90.4%	91.0%	91.1%
Fleet Management Division	Number of Electric Vehicles as a percent of total vehicles	4.1%	4.1%	4.0%

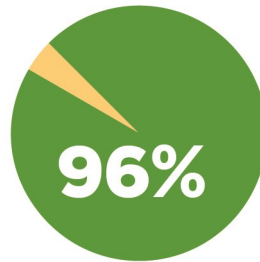
Outcome and Mission

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		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	95.0%	100%	95.0%
Risk Management Division	Dollars (\$) per capita auto liability claims	\$5.79	\$8.26	\$6.14
Risk Management Division	Dollars (\$) per capita general liability claims	\$2.35	\$5.59	\$3.31

2022-2023 BY THE NUMBERS:



36,705
permits issued



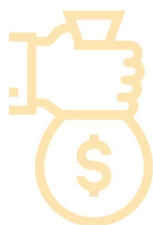
96%
compliance for
Code Enforcement
Board cases



111
Municipal Planning
Board cases



191,987
interactions by
the Downtown
Ambassadors

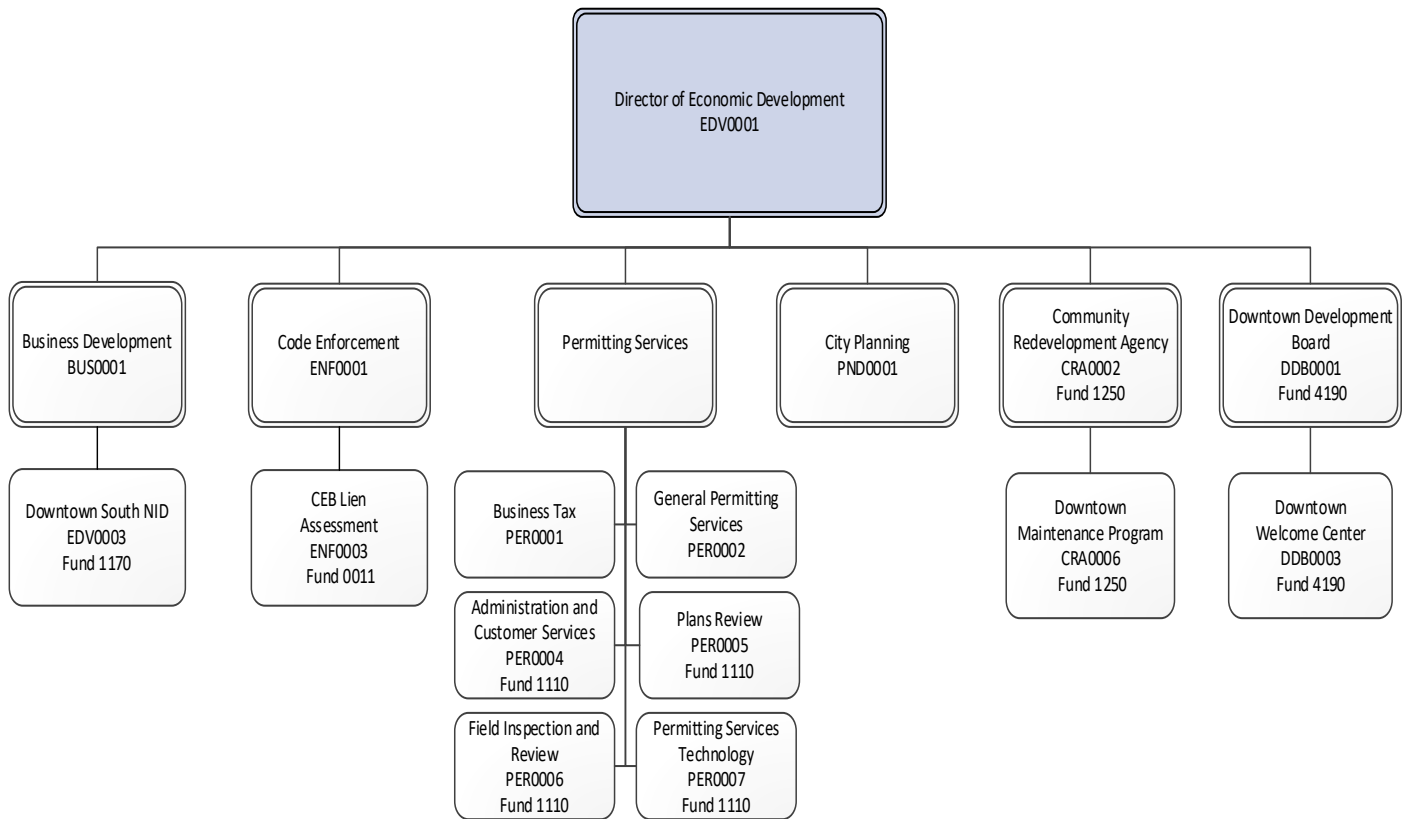


\$15.2M

in capital investment of
Business Development
projects

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ECONOMIC DEVELOPMENT



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

The Economic Development Department is comprised of nearly 283 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.

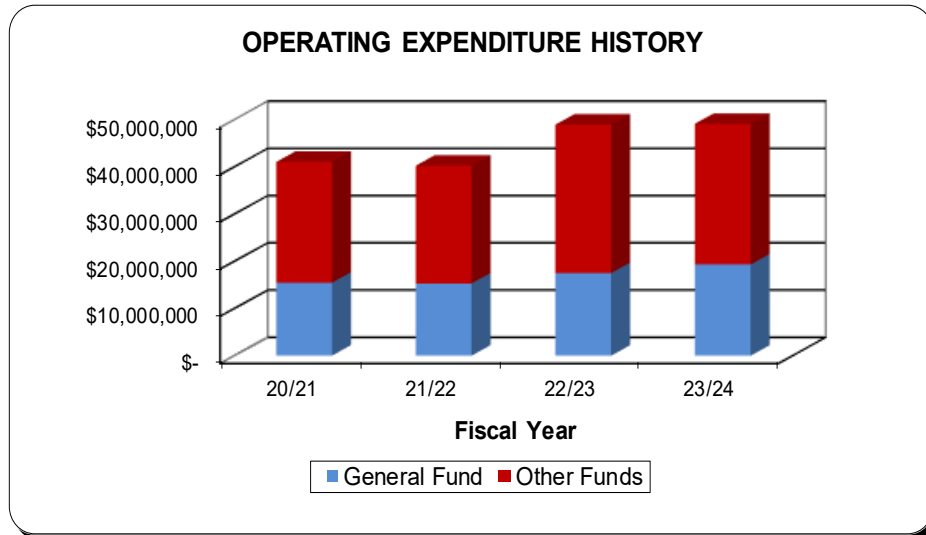
ECONOMIC DEVELOPMENT

DEPARTMENT EXPENDITURE SUMMARY

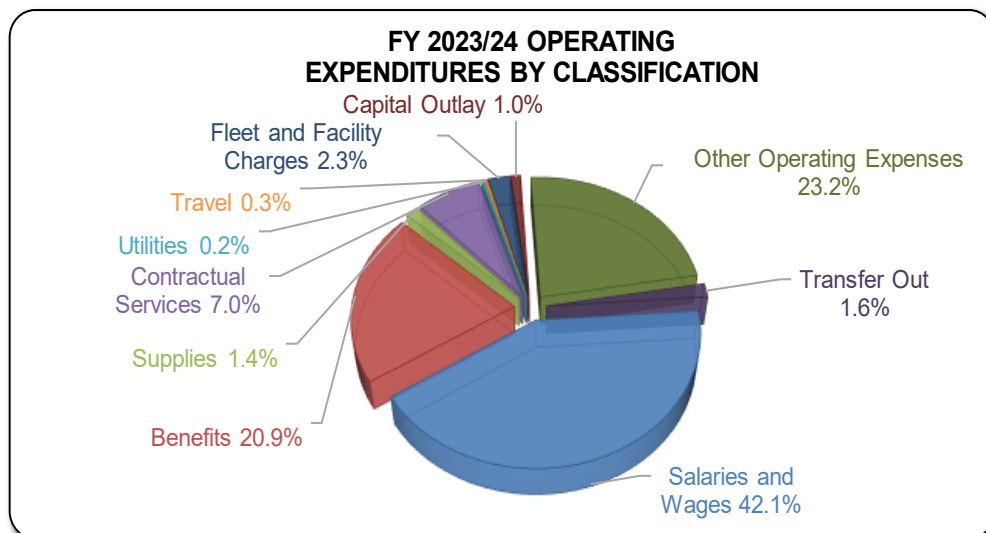
Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 565,695	\$ 770,915	\$ 1,031,283	\$ 260,368	33.8%
0002 Economic Development Nondepartmental	3,569,380	4,541,171	4,886,122	344,951	7.6%
Business Development Division (BUS)					
0001 Business Development	953,698	1,017,422	936,587	(80,835)	(7.9%)
Permitting Services Division (PER)					
0001 Business Tax	473,585	466,172	491,606	25,434	5.5%
0002 General Permitting Services	2,149,259	2,651,550	3,087,429	435,879	16.4%
Code Enforcement Division (ENF)					
0001 Code Enforcement	4,539,440	4,694,813	5,375,872	681,059	14.5%
City Planning Division (PND)					
0001 City Planning	3,023,551	3,362,189	3,496,649	134,460	4.0%
TOTAL -- GENERAL FUND	\$ 15,274,608	\$ 17,504,232	\$ 19,305,548	\$ 1,801,316	10.3%
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 541,535	\$ 754,573	\$ 800,000	\$ 45,427	6.0%
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 541,535	\$ 754,573	\$ 800,000	\$ 45,427	6.0%
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0004 Administration and Customer Services	\$ 7,500,360	\$ 8,782,414	\$ 9,198,022	\$ 415,608	4.7%
0005 Plans Review	2,202,999	3,251,454	3,029,322	(222,132)	(6.8%)
0006 Field Inspection and Review	4,535,358	4,432,525	5,149,598	717,073	16.2%
0007 Permitting Services Technology	736,460	1,572,890	1,719,994	147,104	9.4%
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 14,975,177	\$ 18,039,283	\$ 19,096,936	\$ 1,057,653	5.9%
DOWNTOWN SOUTH NID FUND #1170					
Director of Economic Development (EDV)					
0003 Downtown South Neighborhood Improvement District	\$ 126,631	\$ 214,695	\$ 359,434	\$ 144,739	67.4%
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 126,631	\$ 214,695	\$ 359,434	\$ 144,739	67.4%
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,598,806	\$ 2,209,068	\$ 2,282,560	\$ 73,492	3.3%
0005 Community Redevelopment Agency Nondepartmental	1,777,276	3,015,443	2,534,017	(481,426)	(16.0%)
0006 Downtown Maintenance Program	1,942,781	2,540,634	2,629,879	89,245	3.5%
Code Enforcement Division (ENF)					
0004 Code Enforcement - CRA	138,517	311,404	358,596	47,192	15.2%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 5,457,379	\$ 8,076,549	\$ 7,805,052	\$ (271,497)	(3.4%)
DOWNTOWN DEVELOPMENT BOARD FUND #4190					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 497,470	\$ 773,992	\$ 986,750	\$ 212,758	27.5%
0002 Downtown Development Board Nondepartmental	3,264,952	3,434,989	610,195	(2,824,794)	(82.2%)
0003 Downtown Welcome Center	81,017	127,000	114,000	(13,000)	(10.2%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 3,843,439	\$ 4,335,981	\$ 1,710,945	\$ (2,625,036)	(60.5%)
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$ 40,218,768	\$ 48,925,313	\$ 49,077,915	\$ 152,602	0.3%

ECONOMIC DEVELOPMENT

DEPARTMENT OPERATING EXPENDITURES (continued)



Expenditure by Classification	2021/22	2022/23	2023/24	Change to Adopted	% Change
	Actual Expenditures	Adopted Budget	Adopted Budget		
Salaries and Wages	\$ 16,406,765	\$ 19,137,504	\$ 20,601,245	\$ 1,463,741	7.6%
Benefits	8,208,101	9,315,794	10,254,782	938,988	10.1%
Supplies	291,482	659,400	667,900	8,500	1.3%
Contractual Services	1,544,876	2,695,537	3,452,164	756,627	28.1%
Utilities	83,762	117,465	117,430	(35)	(0.0%)
Travel	61,456	125,300	150,300	25,000	20.0%
Fleet and Facility Charges	841,213	1,091,041	1,150,243	59,202	5.4%
Capital Outlay	-	524,677	500,050	(24,627)	(4.7%)
Other Operating Expenses	11,933,893	13,758,595	11,383,801	(2,374,794)	(17.3%)
Transfer Out	847,220	1,500,000	800,000	(700,000)	(46.7%)
TOTAL -- ECONOMIC DEVELOPMENT OPERATING	\$ 40,218,768	\$ 48,925,313	\$ 49,077,915	\$ 152,602	0.3%



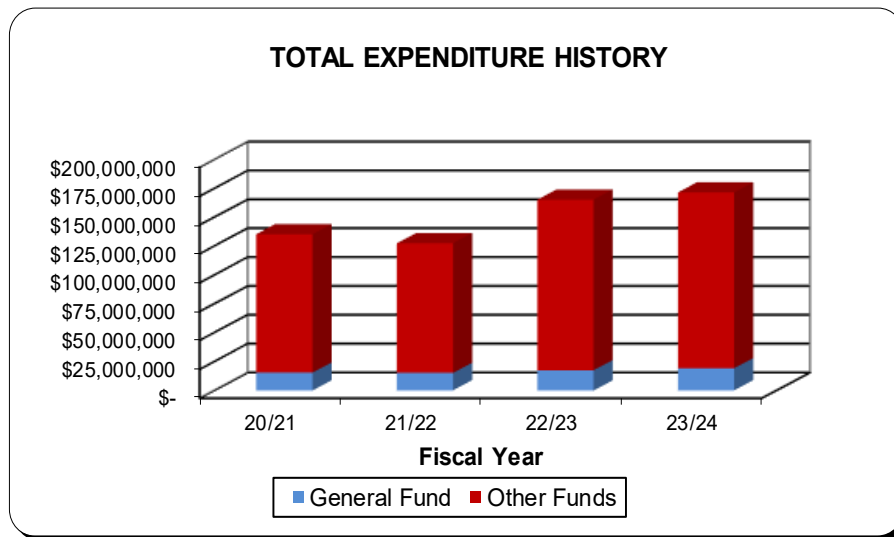
ECONOMIC DEVELOPMENT

DEPARTMENT NON-OPERATING EXPENDITURES

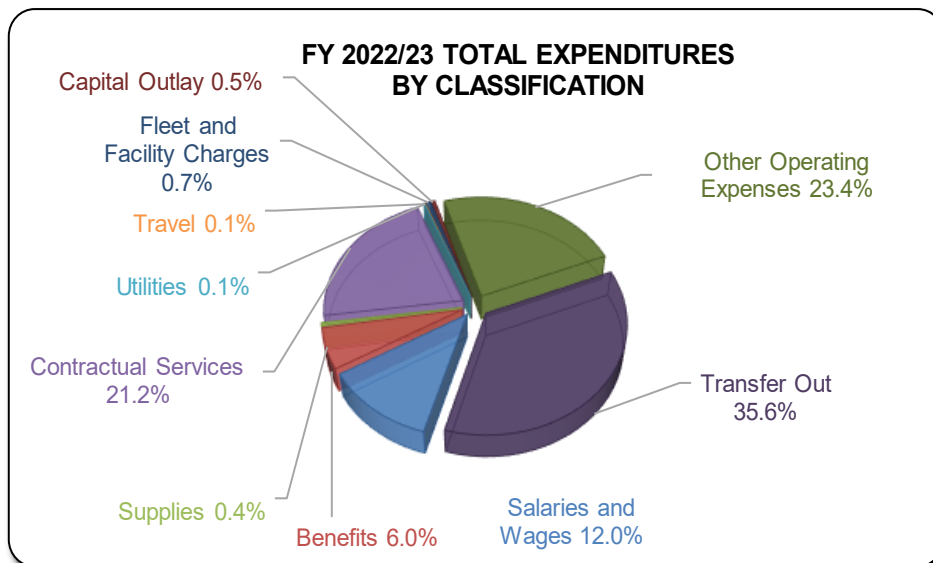
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
<u>BUILDING CODE ENFORCEMENT FUND #1110</u>					
Permitting Services Division (PER)					
Projects and Grants	\$ 1,655,905	\$ 1,670,000	\$ -	\$ (1,670,000)	(100.0%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 1,655,905	\$ 1,670,000	\$ -	\$ (1,670,000)	(100.0%)
<u>COMMUNITY REDEVELOPMENT AGENCY FUND #1250</u>					
Community Redevelopment Agency (CRA)					
Projects and Grants	\$ 14,006,019	\$ 30,747,041	\$ 31,707,237	\$ 960,196	3.1%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 14,006,019	\$ 30,747,041	\$ 31,707,237	\$ 960,196	3.1%
<u>DOWNTOWN DEVELOPMENT BOARD FUND #4190</u>					
Downtown Development Board (DDB)					
Projects and Grants	\$ 1,007,143	\$ 1,200,000	\$ 3,066,678	\$ 1,866,678	155.6%
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 1,007,143	\$ 1,200,000	\$ 3,066,678	\$ 1,866,678	155.6%
<u>DOWNTOWN SOUTH NID FUND #1170</u>					
Director of Economic Development (EDV)					
Projects and Grants	\$ 74,253	\$ 700,000	\$ 470,710	\$ (229,290)	(32.8%)
TOTAL -- DOWNTOWN SOUTH NID FUND	\$ 74,253	\$ 700,000	\$ 470,710	\$ (229,290)	(32.8%)
<u>DESIGNATED REVENUE FUND #0005</u>					
Projects and Grants	\$ 849,569	\$ -	\$ 500,000	\$ 500,000	N/A
TOTAL -- DESIGNATED REVENUE FUND	\$ 849,569	\$ -	\$ 500,000	\$ 500,000	N/A
<u>CRA TRUST FUNDS #1251 - #1253</u>					
Community Redevelopment Agency (CRA)					
0001 CRA Downtown Trust	\$ 41,662,948	\$ 51,393,095	\$ 52,456,473	\$ 1,063,378	2.1%
0003 CRA III Trust	8,949,276	10,645,684	11,362,656	716,972	6.7%
0004 CRA IV Republic Drive Trust	17,555,535	19,914,345	22,971,501	3,057,156	15.4%
TOTAL -- CRA TRUST FUNDS	\$ 68,167,758	\$ 81,953,124	\$ 86,790,630	\$ 4,837,506	5.9%
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 1,529,499	\$ -	\$ -	\$ -	N/A
TOTAL -- OTHER FUNDS	\$ 1,529,499	\$ -	\$ -	\$ -	N/A
TOTAL -- PROJECTS, GRANTS & NON-OPERATING	\$ 87,290,146	\$ 116,270,165	\$ 122,535,255	\$ 6,265,090	5.4%
TOTAL -- ECONOMIC DEVELOPMENT	\$ 127,508,914	\$ 165,195,478	\$ 171,613,170	\$ 6,417,692	3.9%

ECONOMIC DEVELOPMENT

DEPARTMENT TOTAL EXPENDITURES



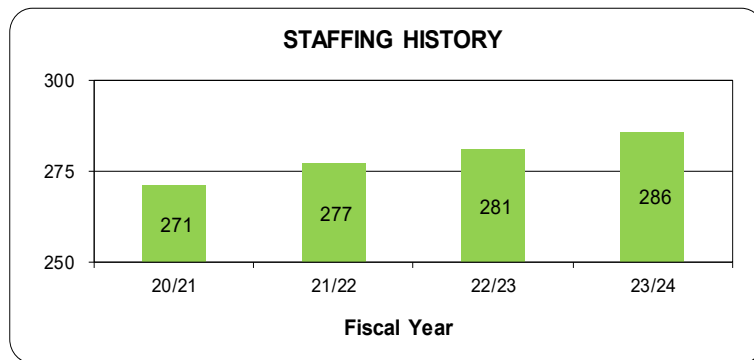
Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 16,660,876	\$ 19,137,504	\$ 20,601,245	\$ 1,463,741	7.6%
Benefits	8,208,101	9,315,794	10,254,782	938,988	10.1%
Supplies	785,095	659,400	667,900	8,500	1.3%
Contractual Services	6,823,132	33,178,186	36,391,276	3,213,090	9.7%
Utilities	168,864	117,465	117,841	376	0.3%
Travel	61,456	125,300	150,300	25,000	20.0%
Fleet and Facility Charges	1,424,796	1,091,041	1,150,243	59,202	5.4%
Capital Outlay	7,436,152	524,677	830,050	305,373	58.2%
Other Operating Expenses	34,885,059	40,120,057	40,161,917	41,860	0.1%
Transfer Out	51,055,382	60,926,054	61,287,616	361,562	0.6%
TOTAL -- ECONOMIC DEVELOPMENT	\$ 127,508,914	\$ 165,195,478	\$ 171,613,170	\$ 6,417,692	3.9%



ECONOMIC DEVELOPMENT

DEPARTMENT STAFFING SUMMARY

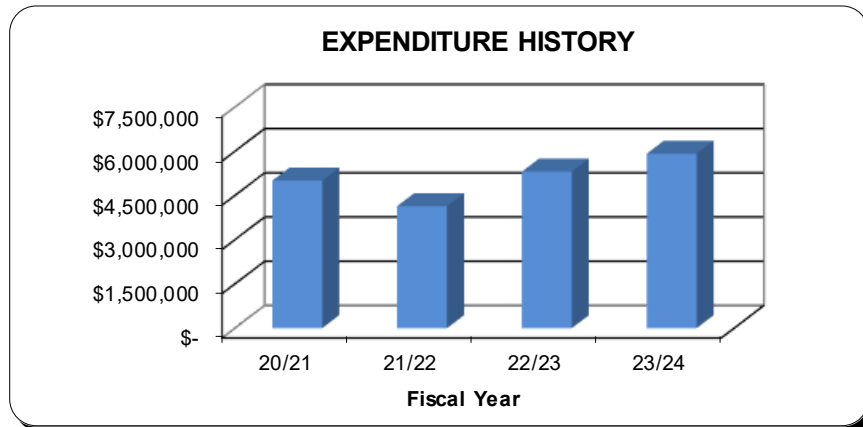
	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	8	8	9
Business Development Division (BUS)			
0001 Business Development	8	8	8
Permitting Services Division (PER)			
0001 Business Tax	4	4	4
0002 General Permitting Services	19	17	20
0008 Impact Fee Administration	-	3	3
Code Enforcement Division (ENF)			
0001 Code Enforcement	37	37	40
City Planning Division (PND)			
0001 City Planning	26	26	26
TOTAL GENERAL FUND	102	103	110
CEB LIEN ASSESSMENT FUND #0011			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
TOTAL -- CEB LIEN ASSESSMENT FUND	1	1	1
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0004 Administration and Customer Services	54	55	55
0005 Plans Review	27	28	25
0006 Field Inspection and Review	37	37	37
0007 Permitting Services Technology	4	4	5
TOTAL BUILDING CODE ENFORCEMENT FUND	122	124	122
DOWNTOWN SOUTH NID FUND #1170			
Director of Economic Development (EDV)			
0003 Downtown South Neighborhood Improvement District	1	1	-
TOTAL -- DOWNTOWN SOUTH NID FUND	1	1	-
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	18	19	20
0006 Downtown Maintenance Program	29	29	29
Code Enforcement Division (ENF)			
0004 Code Enforcement - CRA	4	4	4
TOTAL COMMUNITY REDEVELOPMENT AGENCY	51	52	53
TOTAL -- ECONOMIC DEVELOPMENT	277	281	286



ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Director of Economic Development (EDV)					
0001 Director of Economic Development	\$ 565,695	\$ 770,915	\$ 1,031,283	\$ 260,368	33.8%
0002 Economic Development Nondepartmental	3,569,380	4,541,171	4,886,122	344,951	7.6%
TOTAL -- GENERAL FUND	\$ 4,135,075	\$ 5,312,086	\$ 5,917,405	\$ 605,319	11.4%
TOTAL -- DIRECTOR	\$ 4,135,075	\$ 5,312,086	\$ 5,917,405	\$ 605,319	11.4%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Economic Development (EDV)			
0001 Director of Economic Development	8	8	9
TOTAL GENERAL FUND	8	8	9
TOTAL -- DIRECTOR	8	8	9

ECONOMIC DEVELOPMENT

Business Development Division

Overview of Services/Program

Major Accomplishments

- Approved twenty-two (25) Business Assistance, Not-For-Profit Impact Fee and Small Business Façade, Site Improvement and Adaptive Reuse Program Agreements for new or expanding businesses/organizations and property owners which are expected to generate more than \$26 million in capital investment.
- Created Take Action Against Graffiti Program to assist with graffiti removal and abatement Citywide.
- Coordinated eighty (80) Mayor business visits.
- Hosted two property owner summits (in person and virtual) for Orlando Main Street property owners to learn about available incentives.
- Attended International Council of Shopping Centers (ICSC) events in Las Vegas and Orlando
- Hosted two entrepreneur workshops in partnership with the National Entrepreneur Center.

Future Goals and Objectives

Short Term

- Continue to support the Orlando Main Street Program and businesses citywide through business incentive programs and assistance.
- Streamline reporting and accreditation processes for the Orlando Main Street Districts.
- Continue to promote our small businesses via our social media strategy and find new opportunities for the Mayor 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.
- Create a Retail Pop-up Program in partnership with the DDB/CRA.

Medium Term

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

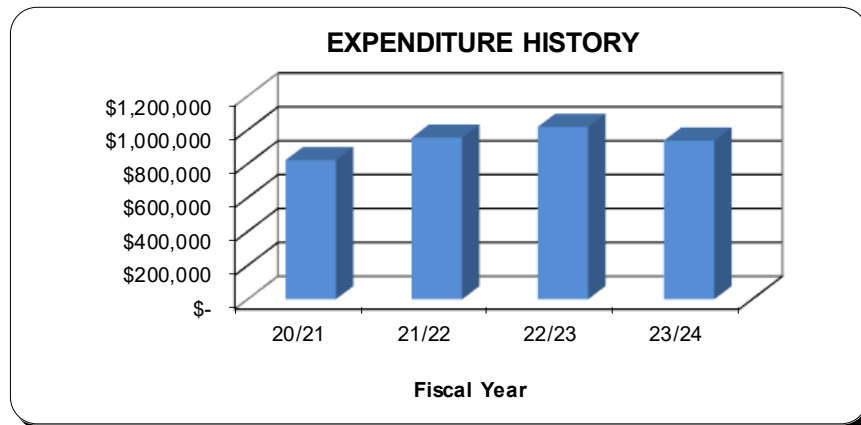
Long Term

- Leverage partnerships and resources to attract regional headquarters for international businesses to the City.
- Expand the life sciences, education/training and gaming/entertainment/eSports, industry clusters within the City.
- Explore various funding opportunities for the City's Main Street Districts to acquire long term, sustainable funding for capital improvement projects.

ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Business Development Division (BUS)					
0001 Business Development	\$ 953,698	\$ 1,017,422	\$ 936,587	\$ (80,835)	(7.9%)
TOTAL -- GENERAL FUND	\$ 953,698	\$ 1,017,422	\$ 936,587	\$ (80,835)	(7.9%)
TOTAL -- BUSINESS DEVELOPMENT DIVISION	\$ 953,698	\$ 1,017,422	\$ 936,587	\$ (80,835)	(7.9%)



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
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

Permitting Services Division

Overview of Services/Programs

Major Accomplishments

- Filled the Deputy Building Official position. This position supports the Permitting Services Division Manager and the Building Official in daily operations.
- Created a streamlined approach to site inspections between the Permitting Services Division and the Site Engineering team.
- Issued 36,705 commercial & residential permits, 1.5% increased to prior year.
- Implemented the Chat Feature Now platform accessible to online customers.
- Implemented the YouTube tutorial videos guiding customers through the digital plans process.

Future Goals and Objectives

Short Term

- Implement updates to the Project Dox Plans Review Processing System. Migration to a cloud-based server will improve internal and external customer's experience.

Medium Term

- Create additional .gov service pages providing access to FAQs and greater details on project milestones.
- Implement cross training of inspectors and plans reviewers to diversify the workforce within the Division.
- Develop an internship program focused on college and high school students interested in construction and permitting; creating opportunities for students with a goal to educate and recruit young talent.
- Explore data analytics and reporting to further refine staff performance measures and benchmarks.

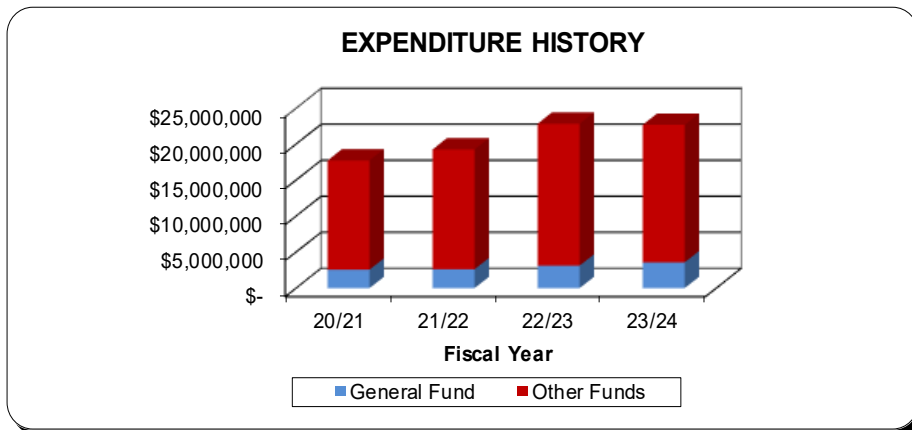
Long Term

- Explore integration of customer applications and internal processing applications to reduce errors and streamline the overall processing of permits.
- Expand the virtual inspection process to a broader audience.
- Create a database of issued permits that includes contractor and design professional information. This database is intended to be useful to future permitting clients.
- Implement Infor's Rhythm for Civics which will allow for the auto-issuance of certain residential permits.

ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Permitting Services Division (PER)					
0001 Business Tax	\$ 473,585	\$ 466,172	\$ 491,606	\$ 25,434	5.5%
0002 General Permitting Services	2,149,259	2,651,550	3,087,429	435,879	16.4%
TOTAL -- GENERAL FUND	\$ 2,622,844	\$ 3,117,722	\$ 3,579,035	\$ 461,313	14.8%
BUILDING CODE ENFORCEMENT FUND #1110					
Permitting Services Division (PER)					
0004 Administration and Customer Services	\$ 7,500,360	\$ 8,782,414	\$ 9,198,022	\$ 415,608	4.7%
0005 Plans Review	2,202,999	3,251,454	3,029,322	(222,132)	(6.8%)
0006 Field Inspection and Review	4,535,358	4,432,525	5,149,598	717,073	16.2%
0007 Permitting Services Technology	736,460	1,572,890	1,719,994	147,104	9.4%
Projects and Grants	1,655,905	1,670,000	-	(1,670,000)	(100.0%)
TOTAL -- BUILDING CODE ENFORCEMENT FUND	\$ 16,631,082	\$ 19,709,283	\$ 19,096,936	\$ (612,347)	(3.1%)
TOTAL -- PERMITTING SERVICES DIVISION	\$ 19,253,926	\$ 22,827,005	\$ 22,675,971	\$ (151,034)	(0.7%)



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Permitting Services Division (PER)			
0001 Business Tax	4	4	4
0002 General Permitting Services	19	17	20
TOTAL GENERAL FUND	23	21	24
BUILDING CODE ENFORCEMENT FUND #1110			
Permitting Services Division (PER)			
0004 Administration and Customer Services	54	55	55
0005 Plans Review	27	28	25
0006 Field Inspection and Review	37	37	37
0007 Permitting Services Technology	4	4	5
TOTAL BUILDING CODE ENFORCEMENT FUND	122	124	122
TOTAL -- PERMITTING SERVICES DIVISION	145	145	146

ECONOMIC DEVELOPMENT

Code Enforcement Division

Overview of Services/Program

Major Accomplishments

- Implementation and enforcement of After Midnight Alcohol Sales Permit.
- Facilitation of After Midnight Alcohol Sales Permit suspension hearings.
- Completed 46,245 in overall inspections, 14% increase compared to prior year.
- +100 encampment clearings throughout the City.
- Code enforcement operations moved to a centralized location.
- Integration of damage assessment data with the Infor application.

Future Goals and Objectives

Short term

- Reengage multi-family inspection team.
- Complete IOWNIT program, an employee engagement initiative between management and staff program in conjunction with Risk Management.
- Certify downtown code officers on noise meter.

Medium Term

- Develop a new code enforcement officer training program.
- Revise the customer-facing website to improve the information that is accessible to the public.
- Utilization of mobile devices for code enforcement inspections.

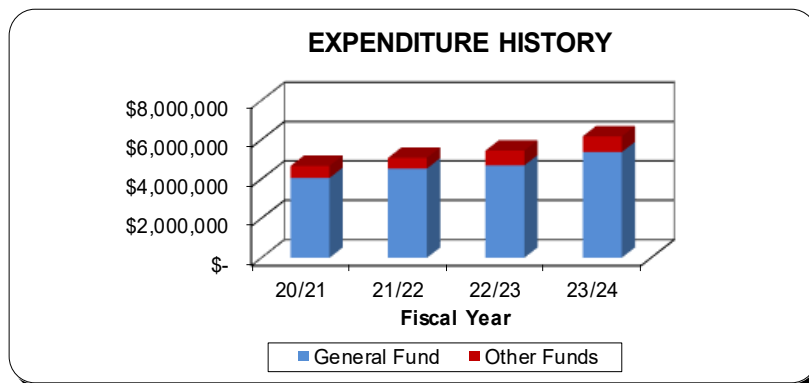
Long Term

- Increase training opportunities for code officers.
- Develop and improve reports to measure average response time, time to achieve compliance, and officer performance.

ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Code Enforcement Division (ENF)					
0001 Code Enforcement	\$ 4,539,440	\$ 4,694,813	\$ 5,375,872	\$ 681,059	14.5%
TOTAL -- GENERAL FUND	\$ 4,539,440	\$ 4,694,813	\$ 5,375,872	\$ 681,059	14.5%
CEB LIEN ASSESSMENT FUND #0011					
Code Enforcement Division (ENF)					
0003 Code Enforcement Board Lien Assessment	\$ 541,535	\$ 754,573	\$ 800,000	\$ 45,427	6.0%
TOTAL -- CEB LIEN ASSESSMENT FUND	\$ 541,535	\$ 754,573	\$ 800,000	\$ 45,427	6.0%
TOTAL -- CODE ENFORCEMENT DIVISION	\$ 5,080,975	\$ 5,449,386	\$ 6,175,872	\$ 726,486	13.3%



STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Code Enforcement Division (ENF)			
0001 Code Enforcement	37	37	40
TOTAL GENERAL FUND	37	37	40
CEB LIEN ASSESSMENT FUND #0011			
Code Enforcement Division (ENF)			
0003 Code Enforcement Board Lien Assessment	1	1	1
TOTAL -- CEB LIEN ASSESSMENT FUND	1	1	1
TOTAL -- CODE ENFORCEMENT DIVISION	38	38	41

ECONOMIC DEVELOPMENT

City Planning Division

Overview of Services/Program

Major Accomplishments

- Prepared 2023 GMP Evaluation & Appraisal Report and transmitted to Florida Department of Economic Opportunity (now Commerce) by statutory deadline of June 1, 2023.
- *Livable Orlando: An Age-Friendly Initiative Action Plan 2022-2025* received the 2023 APA Florida Award of Excellence in the Innovation in Planning for All Ages category.
- Created the Development Review Committee by combining the Baldwin Park, Creative Village, SODO, and Southeast Sector administrative review boards).
- Analyzed, reviewed and offered professional staff recommendations to the MPB, HPB, BZA, ARB, Administrative Review Committees, and City Council on numerous development projects including: Orlando Gateway Apartments, Storey Park Multifamily Development, Roush Avenue Townhomes, The Commons Mixed Use Development, Oslo at I-Drive Apartments, Judge Drive Senior Living (Fern Grove Phase 2), Vertical Medical City, Mahogany Point Industrial Park, Westmoreland Square, Jetport Park, Florida League of Cities office, Lake Avenue & East Pine Street Mixed-Use Tower, Holocaust Museum, AIPO Warehouse Master Plan, Tesla Car Sales and Service, Bliss Healthcare, 1155 North Orange Avenue Multifamily, and 68 South Ivanhoe Multifamily.
- With the City Attorney's Office, prepared changes to the Land Development Code including Affordable Housing Definitions, Sign Code, and Special Use Permit Revisions.

Future Goals and Objectives

Short Term

- Prepare amendments to the Land Development Code, including Food Trucks/Mobile Vending & Services, Parking as Accessory Use, Modification of Standards for Site Plan Approval, Enlargement for ADU in Historic Preservation District, and Sign Code Follow-Up for Special Plans.
- Prepare Evaluation & Appraisal Report (EAR) – Based GMP Amendments.
- Evaluate wetland, open space, and floodplain policies in coordination with state agencies and the City's Sustainability Office through EPA grant.

Medium Term

- Prepare major GMP Update to streamline the Plan document, to fully integrate Age-Friendly, Sustainability, 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 Land Development Code as needed.

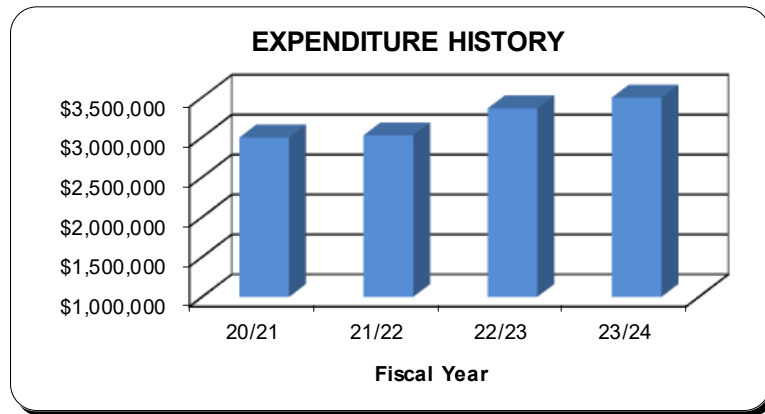
Long Term

- Implement the Livable Orlando Age-Friendly Action Plan, Parramore Comprehensive Neighborhood Plan, and other previously approved Vision Plans.
- Coordinate with Budget, Public Works Department, Transportation Department, and Families Parks & Recreation Department to enhance the capital improvements process, to better integrate physical and budgetary planning functions, and reflective of needs in high growth areas of the City.
- 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	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
City Planning Division (PND)					
0001 City Planning	\$ 3,023,551	\$ 3,362,189	\$ 3,496,649	\$ 134,460	4.0%
TOTAL -- GENERAL FUND	\$ 3,023,551	\$ 3,362,189	\$ 3,496,649	\$ 134,460	4.0%
TOTAL -- CITY PLANNING DIVISION	\$ 3,023,551	\$ 3,362,189	\$ 3,496,649	\$ 134,460	4.0%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
City Planning Division (PND)			
0001 City Planning	26	26	26
TOTAL GENERAL FUND	26	26	26
TOTAL -- CITY PLANNING DIVISION	26	26	26

ECONOMIC DEVELOPMENT

Downtown Development Board

Overview of Service/Program

Major Accomplishments

- Re-launched the Park DTO Program to enhance the parking accessibility for downtown patrons with 2-hour free parking, as well as reimbursement to restaurants for valet parking services.
- Entered into an agreement with Artistic Holiday Designs to increase the footprint of the holiday experience and connect Lake Eola to City Hall with holiday lights.
- Partnered with the City of Orlando and Innovate Orlando to ensure Meta Center Global Week will be held in downtown Orlando in October of 2023, bringing an estimated \$750,000 in economic impact to downtown business and over 1,200 hotel room nights.
- Launched the Downtown Outreach Team to visit businesses on a quarterly basis, to assist in connecting directly with businesses and providing information and a POC at City Hall.

Future Goals & Objectives

Short Term

- Continue to focus on events and installations that encourage diversity and inclusivity to ensure downtown draws various populations.
- Build on and improve the Lake Eola Holiday Market to encourage further growth and visitation; provide additional family activities and specialty evenings to ensure the market is accessible to all.
- 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.
- Launch the arts activation program in partnership with United Arts, Creative City and Downtown Arts District.
- Evolve downtown events to better suit target audiences and future objectives of the downtown experience.

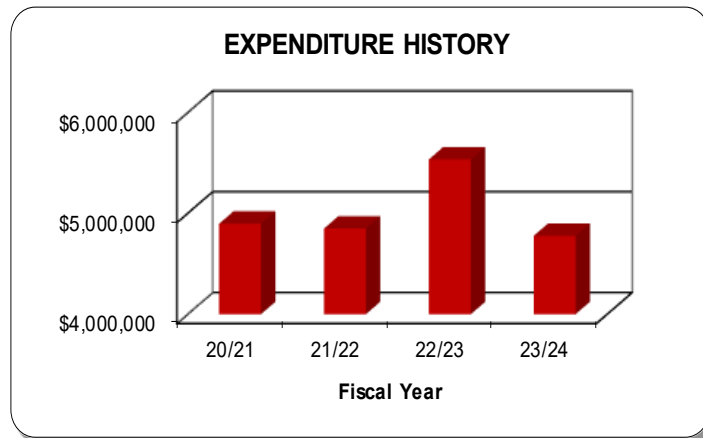
Long Term

- Assist in establishing a stronger downtown arts district and arts scene.
- Increase focus on business-to-business marketing efforts, with a renewed focus on public relations and advertorials, targeting ground level retail activation.

ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
DOWNTOWN DEVELOPMENT BOARD FUND #4190					
Downtown Development Board (DDB)					
0001 Downtown Development Board	\$ 497,470	\$ 773,992	\$ 986,750	\$ 212,758	27.5%
0002 Downtown Development Board Nondepartmental	3,264,952	3,434,989	610,195	(2,824,794)	(82.2%)
0003 Downtown Welcome Center	81,017	127,000	114,000	(13,000)	(10.2%)
Projects and Grants	1,007,143	1,200,000	3,066,678	1,866,678	155.6%
TOTAL -- DOWNTOWN DEVELOPMENT BOARD FUND	\$ 4,850,582	\$ 5,535,981	\$ 4,777,623	\$ (758,358)	(13.7%)
TOTAL -- DOWNTOWN DEVELOPMENT BOARD	\$ 4,850,582	\$ 5,535,981	\$ 4,777,623	\$ (758,358)	(13.7%)



ECONOMIC DEVELOPMENT

Community Redevelopment Agency

Overview of Service/Program

Major Accomplishments

- Coordinated the design & construction of the Lake Eola expansion at 1 N. Rosalind Avenue to ensure perpetual use of the land as open space.
- Grant Incentive Highlights = S.A.F.E Program – 28 applications with over \$239,274 paid out; Facade Program – 6 applications with a total of \$411,560 in committed funding; Retail Stimulus Program – 4 applications totaling over \$433,500.
- Partnered with OUC to launch one of Florida's largest high-speed charging hubs, the Robinson Recharge Mobility Hub at 129 W. Robinson St. with 22 stations.
- Coordinated with Orange County and the City of Orlando to establish a cross-jurisdictional Cultural Arts Master Plan to help identify ways to enhance participation from diverse and historically underserved groups and develop a sustainable framework for arts funding.
- Amended the Downtown Commercial and Residential Improvement Program to include additional funding for target area buildings.

Future Goals & Objectives

Short Term

- Release the use of the Clean & Safe app for both the Clean Team & Ambassadors to continue improving processes by these two teams.
- Complete construction of Art ^2 Public Park at the corner of Orange Avenue.
- Implement actionable items related to Project DTO 2.0 to continue transforming downtown in a neighborhood and cultural hub by improving streets, civic spaces, and mobility options.

Medium Term

- Enhance downtown transportation and roadways through a partnership with Public Works and Transportation.
- Increase number of murals in downtown through a mural program and partnerships with the main street districts.
- Enhance ground floor business diversity and vibrancy through recruitment efforts, providing financial incentives, and targeted tactical activations.

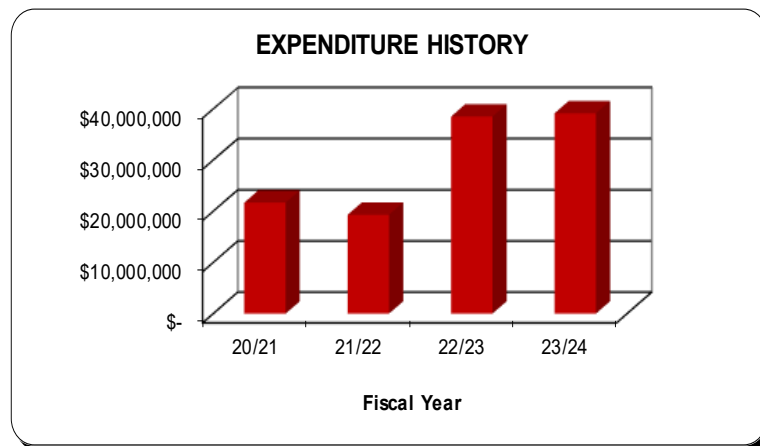
Long Term

- Invest in and assist with the development of affordable housing at Carver Park.
- Support FDOT's efforts to create a multi-modal and more pedestrian friendly environment along Robinson Street through support for enhancements to the proposed corridor improvements such as undergrounding utilities and landscaping.

ECONOMIC DEVELOPMENT

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
COMMUNITY REDEVELOPMENT AGENCY FUND #1250					
Community Redevelopment Agency (CRA)					
0002 Community Redevelopment Agency	\$ 1,598,806	\$ 2,209,068	\$ 2,282,560	\$ 73,492	3.3%
0005 Community Redevelopment Agency Nondepartmental	1,777,276	3,015,443	2,534,017	(481,426)	(16.0%)
0006 Downtown Maintenance Program	1,942,781	2,540,634	2,629,879	89,245	3.5%
Projects and Grants	14,006,019	30,747,041	31,707,237	960,196	3.1%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY FUND	\$ 19,324,881	\$ 38,512,186	\$ 39,153,693	\$ 641,507	1.7%
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	\$ 19,324,881	\$ 38,512,186	\$ 39,153,693	\$ 641,507	1.7%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
COMMUNITY REDEVELOPMENT AGENCY FUND #1250			
Community Redevelopment Agency (CRA)			
0002 Community Redevelopment Agency	18	19	20
0006 Downtown Maintenance Program	29	29	29
TOTAL COMMUNITY REDEVELOPMENT AGENCY FUND	47	48	49
TOTAL -- COMMUNITY REDEVELOPMENT AGENCY	47	48	49

ECONOMIC DEVELOPMENT

Economic Development Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
City Planning Division	Number of Municipal Planning Board Cases	166	111	147
City Planning Division	Number of Board of Zoning Adjustment Cases	59	37	55
Code Enforcement Division	Number of neighborhood meeting presentations	15	18	16
Code Enforcement Division	Number of Code Board cases	1,059	1,256	1,175
Permitting Services Division	Number of Residential Permits Issued	25,767	26,571	27,102
Permitting Services Division	Number of Commercial Permits Issued	10,515	10,134	9,931
Permitting Services Division	Number of Business Licenses (Open)	25,484	26,330	26,067
Permitting Services Division	Number of Inspections	174,058	185,294	180,510
Community Redevelopment Agency	Number of interactions by the downtown Ambassadors	188,213	191,987	194,000

Fiscal

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Permitting Services Division	Revenue collected for business tax receipts	\$9,504,544	\$9,996,000	\$9,200,000
Economic Development Department	Economic Development Department Falling Within the Normal Range (average variance +/-5% of budget) as Evidenced by Quarterly Budget Financial Status Report	+1.4%	+5.8%	+/- 5%

Internal Processes

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Code Enforcement Division	Number of training hours per inspector	12	14	16
Code Enforcement Division	Average number of cases per inspector	836	1,153	1,141
Code Enforcement Division	Average number of inspections per inspector	1,509	1,756	1,767
Permitting Services Division	Number of training hours per inspector	50	50	55
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	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Business Development Division	Number of new, full-time jobs created	1,815	1,465	1,700
Business Development Division	Amount of City incentive dollars leveraged	\$967K	\$946K	\$1M
Business Development Division	Total capital investment of Business Development projects	\$32.6M	\$15.2M	\$20M
Business Development Division	Number of program agreements approved	25	25	27
Code Enforcement Division	Ratio of compliance (%)	96%	96%	97%
Community Redevelopment Agency	Number of Downtown Orlando events	1,350	1,500	1,600
Community Redevelopment Agency	CRA dollars invested in Business Retention & Recruitment	\$257,887	\$324,871	\$500,000
City Planning Division	Number of Modifications of Standards issued	50	41	46
City Planning Division	Number of Land Development Code Determinations issued	142	148	168
City Planning Division	Number of Historic Preservation Board Certificates of Appropriateness	278	320	311

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2022-2023 BY THE NUMBERS:

Total 21st Century Grants
\$2,913,885



3,812

children were served with
the 21st Century grant



9

schools involved

Number of Visit at all our Parks and Recreation Facilities
1,286,910



18,667

Orlando Tennis
Centre visits



1,083

Number of
trees planted

48,772

number of visits to our
senior centers

37,575

people camped at
Bill Frederick Park



369%
percent increase in
Pottery Studio attendance



42,240

cars came through the gates
at Bill Frederick Park

135,729

Number of federally funded
meals to children

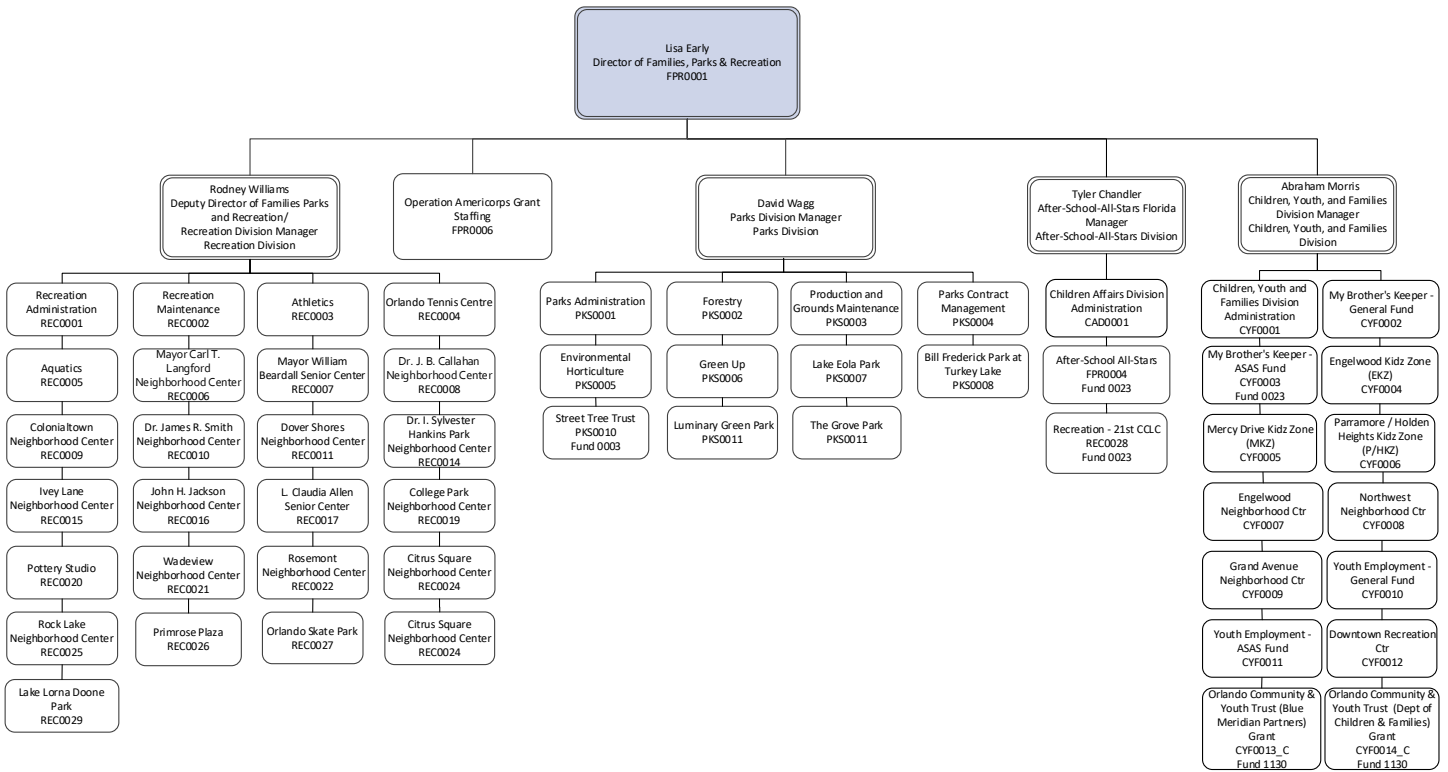


3,000

total Green Up
volunteer hours

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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 and family programs.

FAMILIES, PARKS AND RECREATION

DEPARTMENT OPERATING EXPENDITURES

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	to Adopted	% Change
Cost Center Number and Name	Expenditures	Budget	Budget		
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 2,175,269	\$ 2,625,477	\$ 2,975,958	\$ 350,481	13.3%
0002 Families Parks and Recreation Nondept	1,503,718	1,631,987	2,101,048	469,061	28.7%
0003 Children and Education ¹	2,632,606	2,578,661	-	(2,578,661)	(100.0%)
0005 O-PASS Grant Staffing	11,392	-	-	-	N/A
0006 Operation AmeriCorps Grant Staffing	247,509	321,100	290,044	(31,056)	(9.7%)
0010 My Brother's Keeper ¹	1,022,648	1,751,921	-	(1,751,921)	(100.0%)
0011 Engelwood Kidz Zone ¹	935,095	979,767	-	(979,767)	(100.0%)
0012 Mercy Drive Kidz Zone ¹	516,986	980,097	-	(980,097)	(100.0%)
After-School-All-Stars Division (CAD)					
0001 Children Affairs Division Administration	642,179	604,341	646,658	42,317	7.0%
Recreation Division (REC)					
0001 Recreation Administration	1,649,452	2,274,682	1,406,031	(868,651)	(38.2%)
0002 Recreation Maintenance	5,755,992	6,677,395	7,091,904	414,509	6.2%
0003 Athletics	728,231	902,883	944,100	41,217	4.6%
0004 Orlando Tennis Centre and The Grove Park	323,762	657,835	612,860	(44,975)	(6.8%)
0005 Aquatics	2,174,397	1,511,457	1,743,168	231,711	15.3%
0006 Mayor Carl T. Langford Neighborhood Center	44,517	43,642	241,420	197,778	453.2%
0007 Mayor William Beardall Senior Center	645,334	586,785	659,247	72,462	12.3%
0008 Dr. J. B. Callahan Neighborhood Center	607,241	517,975	586,384	68,409	13.2%
0009 Colonialtown Neighborhood Center	203,638	132,921	154,413	21,492	16.2%
0010 Dr. James R. Smith Neighborhood Center	969,134	759,522	774,487	14,965	2.0%
0011 Dover Shores Neighborhood Center	908,140	688,690	795,028	106,338	15.4%
0012 Downtown Recreation Complex ¹	571,829	-	-	-	N/A
0013 Engelwood Neighborhood Center ¹	904,683	692,450	-	(692,450)	(100.0%)
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	189,803	89,984	106,966	16,982	18.9%
0015 Ivey Lane Neighborhood Center	200,236	189,383	184,773	(4,610)	(2.4%)
0016 John H. Jackson Neighborhood Center	571,640	1,113,755	626,689	(487,066)	(43.7%)
0017 L. Claudia Allen Senior Center	512,068	424,087	469,100	45,013	10.6%
0018 Reeves Terrace Recreation Site ²	182,311	167,051	-	(167,051)	(100.0%)
0019 College Park Neighborhood Center	798,660	719,719	806,514	86,795	12.1%
0020 Pottery Studio	314,903	234,647	313,886	79,239	33.8%
0021 Wadeview Neighborhood Center	389,212	360,020	383,683	23,663	6.6%
0022 Rosemont Neighborhood Center	866,505	805,213	929,152	123,939	15.4%
0023 Northwest Neighborhood Center ¹	708,350	754,384	-	(754,384)	(100.0%)
0024 Citrus Square Neighborhood Center	130,017	134,100	165,950	31,850	23.8%
0025 Rock Lake Neighborhood Center	212,554	188,414	221,920	33,506	17.8%
0026 Primrose Plaza	187,405	228,273	253,707	25,434	11.1%
0027 Orlando Skatepark	232,075	199,194	230,468	31,274	15.7%
0029 Lake Lorna Doone Park	869,006	689,390	837,457	148,067	21.5%
0030 Grand Avenue Neighborhood Center ¹	256,001	749,018	-	(749,018)	(100.0%)
Parks Division (PKS)					
0001 Parks Administration	2,979,340	4,129,827	4,304,438	174,611	4.2%
0002 Forestry	2,237,624	2,609,873	2,739,090	129,217	5.0%
0003 Production and Grounds Maintenance	1,882,429	2,049,528	2,268,404	218,876	10.7%
0004 Parks Contract Management	2,733,914	2,263,739	2,579,939	316,200	14.0%
0005 Environmental Horticulture	1,934,754	2,239,399	2,410,872	171,473	7.7%
0006 Green Up	370,233	385,586	425,403	39,817	10.3%
0007 Lake Eola Park	1,946,676	800,147	978,594	178,447	22.3%
0008 Frederick Park at Turkey Lake	1,358,329	1,298,521	1,417,018	118,497	9.1%
0011 Luminary Green Park	-	230,000	231,836	1,836	0.8%
0012 The Grove Park	-	-	266,946	266,946	N/A
Children, Youth, and Families Division (CYF)					
0001 Children, Youth and Families Division Administration	-	-	116,280	116,280	N/A
0002 My Brother's Keeper - General Fund	-	-	1,790,364	1,790,364	N/A
0004 Engelwood Kidz Zone	-	-	1,293,381	1,293,381	N/A
0005 Mercy Drive Kidz Zone	-	-	1,001,299	1,001,299	N/A
0006 Parramore / Holden Heights Kidz Zone	-	-	2,652,293	2,652,293	N/A
0007 Engelwood Neighborhood Ctr	-	-	798,637	798,637	N/A
0008 Northwest Neighborhood Ctr	-	-	980,838	980,838	N/A
0009 Grand Avenue Neighborhood Ctr	-	-	973,784	973,784	N/A
0010 Youth Employment - General Fund	-	-	255,373	255,373	N/A
0012 Downtown Recreation Ctr	-	-	547,846	547,846	N/A
TOTAL -- GENERAL FUND	\$ 47,237,796	\$ 49,972,840	\$ 54,585,650	\$ 4,612,810	9.2%

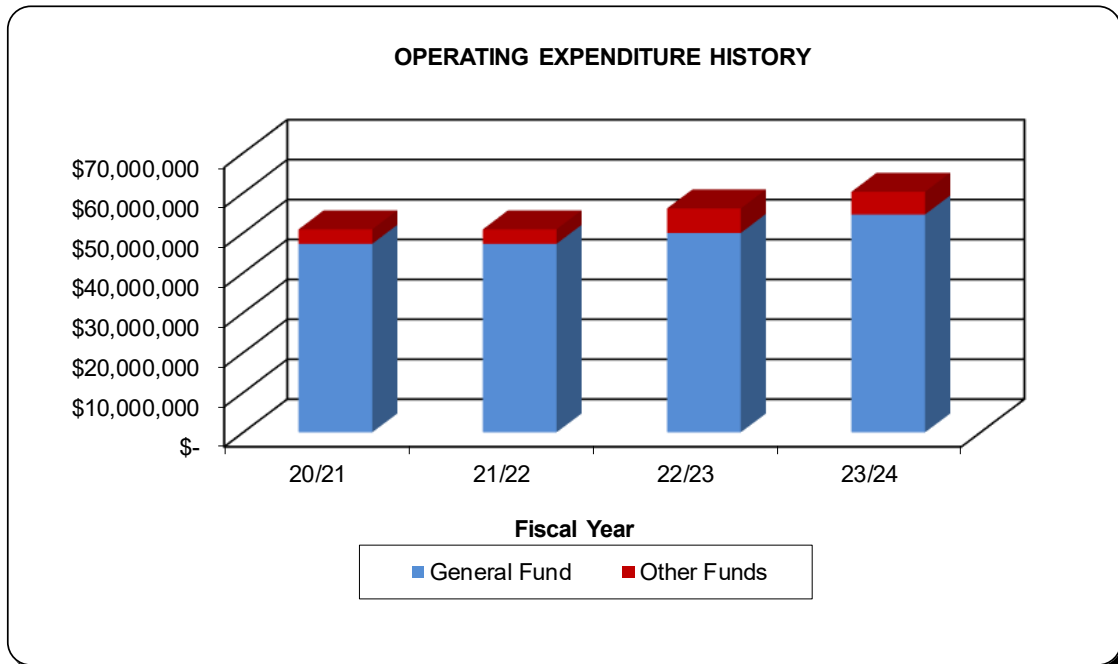
(1) Moved to new Children, Youth, and Families Division

(2) Operations and programming transferred to Mayor Carl T. Langford Neighborhood Center

FAMILIES, PARKS AND RECREATION

DEPARTMENT OPERATING EXPENDITURES (continued)

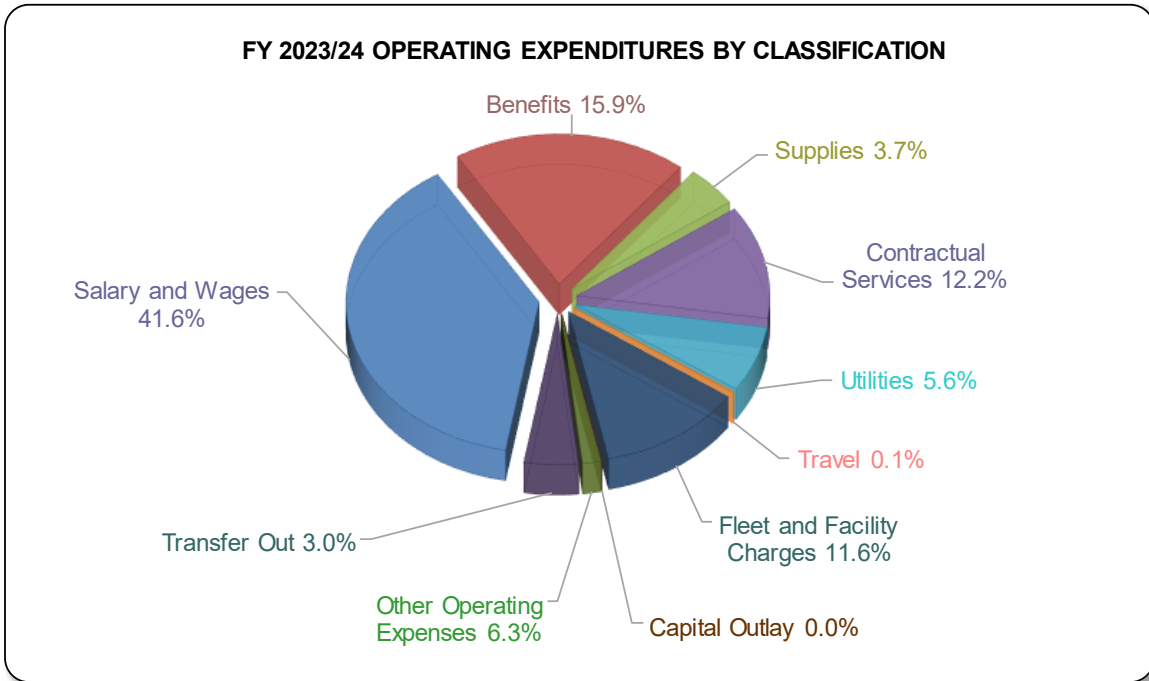
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
AFTER SCHOOL ALL STARS FUND #0023					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 2,967,534	\$ 3,904,712	\$ 4,372,464	\$ 467,752	12.0%
Recreation Division (REC)					
0028 Recreation - 21st CCLC	51,709	66,657	-	(66,657)	(100.0%)
After-School-All-Stars Division (CAD)					
0002_C Children Affairs - Ounce of Prevention	11,727	-	-	-	N/A
Children, Youth, and Families Division (CYF)					
0011 Youth Employment - ASAS Fund	-	-	184,967	184,967	N/A
TOTAL -- AFTER SCHOOLS ALL STARS FUND	\$ 3,030,969	\$ 3,971,369	\$ 4,557,431	\$ 586,062	14.8%
STREET TREE TRUST FUND #0003					
Parks Division (PKS)					
0010 Street Tree Trust	\$ 274,328	\$ 375,000	\$ 345,000	\$ (30,000)	(8.0%)
TOTAL -- STREET TREE TRUST FUND	\$ 274,328	\$ 375,000	\$ 345,000	\$ (30,000)	(8.0%)
PARK IMPACT FEE FUNDS #1080 - #1082					
Director of Families Parks and Recreation (FPR)					
0007 Park Impact Fee North	\$ 269,100	\$ 673,000	\$ 135,000	\$ (538,000)	(79.9%)
0008 Park Impact Fee Southeast	46,027	949,000	201,000	(748,000)	(78.8%)
0009 Park Impact Fee Southwest	14,277	170,000	454,000	284,000	167.1%
TOTAL -- PARK IMPACT FEE FUNDS	\$ 329,404	\$ 1,792,000	\$ 790,000	\$ (1,002,000)	(55.9%)
TOTAL -- FAMILIES, PARKS AND RECREATION OPERATING	\$ 50,872,498	\$ 56,111,209	\$ 60,278,081	\$ 4,166,872	7.4%



FAMILIES, PARKS AND RECREATION

DEPARTMENT OPERATING EXPENDITURES (continued)

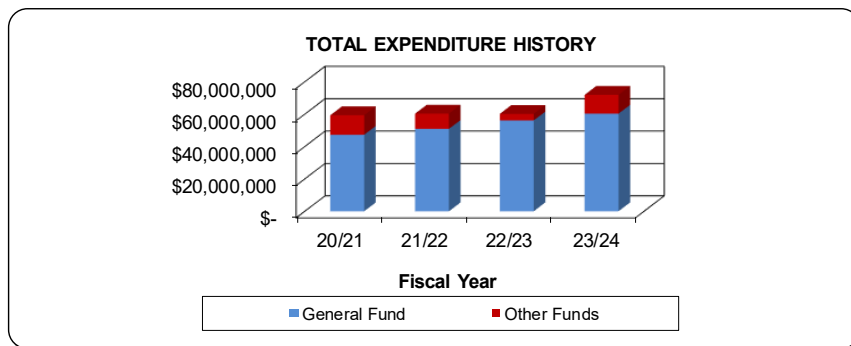
Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 19,537,595	\$ 22,224,044	\$ 25,065,177	\$ 2,841,133	12.8%
Benefits	7,673,731	8,632,445	9,595,451	963,006	11.2%
Supplies	2,181,212	2,282,329	2,205,021	(77,308)	(3.4%)
Contractual Services	7,654,847	7,152,427	7,359,495	207,068	2.9%
Utilities	2,614,104	2,660,365	3,350,349	689,984	25.9%
Travel	43,302	93,928	62,884	(31,044)	(33.1%)
Fleet and Facility Charges	6,481,150	6,280,425	7,012,585	732,160	11.7%
Capital Outlay	62,617	340,000	0	(340,000)	N/A
Other Operating Expenses	2,759,732	4,649,934	3,812,098	(837,836)	(18.0%)
Transfer Out	1,864,209	1,795,312	1,815,021	19,709	1.1%
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 50,872,498	\$ 56,111,209	\$ 60,278,081	\$ 4,166,872	7.4%



FAMILIES, PARKS AND RECREATION

DEPARTMENT TOTAL EXPENDITURES

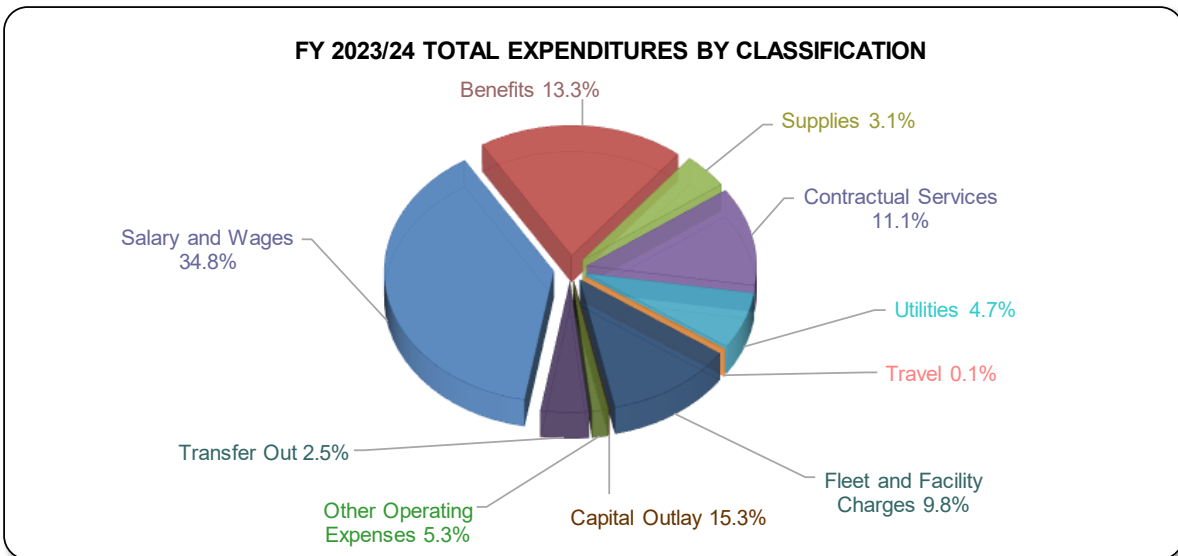
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
CAPITAL IMPROVEMENTS FUND #3001					
Projects and Grants	\$ 3,899,283	\$ 4,066,000	\$ 4,841,000	\$ 775,000	19.1%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 3,899,283	\$ 4,066,000	\$ 4,841,000	\$ 775,000	19.1%
INVESTING IN OUR NEIGHBORHOODS					
2018B CONSTRUCTION BOND FUND #3034					
Projects and Grants	\$ 3,832,504	\$ -	\$ -	\$ -	N/A
TOTAL -- INVESTING IN OUR NEIGHBORHOODS	\$ 3,832,504	\$ -	\$ -	\$ -	N/A
GRANTS FUND #1130					
Projects and Grants	\$ 1,005,588	\$ -	\$ -	\$ -	N/A
TOTAL -- GRANTS FUND	\$ 1,005,588	\$ -	\$ -	\$ -	N/A
PARK IMPACT FEE - NORTH #1080					
Director of Families Parks and Recreation (FPR)					
0016_P Lake Fairview Shoreline Renovations	\$ -	\$ -	\$ 600,000	\$ 600,000	N/A
0017_P Lake Lorna Doone Office	-	-	500,000	500,000	N/A
0018_P Trotters Park Athletic Court Expansion	-	-	150,000	150,000	N/A
0022_P Dartmouth Park Expansion	-	-	400,000	400,000	N/A
0023_P The Grove Dog Park	-	-	520,000	520,000	N/A
0024_P Festival Park Buildout	-	-	850,000	850,000	N/A
TOTAL -- PARK IMPACT FEE - NORTH	\$ -	\$ -	\$ 3,020,000	\$ 3,020,000	N/A
PARK IMPACT FEE - SOUTHEAST #1081					
Director of Families Parks and Recreation (FPR)					
0012_P Commander Drive Park	\$ 12,460	\$ -	\$ -	\$ -	N/A
0019_P Beardall Pickleball Courts	-	-	745,000	745,000	N/A
0020_P Lake George Pickleball and Wallball Courts	-	-	1,000,000	1,000,000	N/A
TOTAL -- PARK IMPACT FEE - SOUTHEAST	\$ 12,460	\$ -	\$ 1,745,000	\$ 1,745,000	N/A
PARK IMPACT FEE - SOUTHWEST #1082					
Director of Families Parks and Recreation (FPR)					
0009_P Prince Hall Park Playground Equipment	\$ 305,269	\$ -	\$ -	\$ -	N/A
0021_P Willie Mays Park Playground	-	-	175,000	175,000	N/A
0026_P John Jackson Playground and Obstacle Course	-	-	850,000	850,000	N/A
0027_P Bill Frederick Park at Turkey Lake Enhancements	-	-	1,000,000	1,000,000	N/A
TOTAL -- PARK IMPACT FEE - SOUTHWEST	\$ 305,269	\$ -	\$ 2,025,000	\$ 2,025,000	N/A
OTHER FUNDS					
Projects and Grants	\$ 384,593	\$ -	\$ -	\$ -	N/A
TOTAL -- OTHER FUNDS	\$ 384,593	\$ -	\$ -	\$ -	N/A
TOTAL - PROJECTS AND GRANTS	\$ 9,439,697	\$ 4,066,000	\$ 11,631,000	\$ 7,565,000	186.1%
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 60,312,194	\$ 60,177,209	\$ 71,909,081	\$ 11,731,872	19.5%



FAMILIES, PARKS AND RECREATION

DEPARTMENT TOTAL EXPENDITURES (continued)

Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 20,052,333	\$ 22,224,044	\$ 25,065,177	\$ 2,841,133	12.8%
Benefits	7,755,366	8,632,445	9,595,451	963,006	11.2%
Supplies	2,559,994	2,282,329	2,205,021	(77,308)	(3.4%)
Contractual Services	8,940,789	7,152,427	8,000,495	848,068	11.9%
Utilities	2,614,104	2,660,365	3,350,349	689,984	25.9%
Travel	43,302	93,928	62,884	(31,044)	(33.1%)
Fleet and Facility Charges	7,682,737	6,280,425	7,012,585	732,160	11.7%
Capital Outlay	5,738,786	4,406,000	10,990,000	6,584,000	149.4%
Other Expenses	2,828,035	4,649,934	3,812,098	(837,836)	(18.0%)
Transfer Out	2,096,749	1,795,312	1,815,021	19,709	1.1%
TOTAL -- FAMILIES, PARKS AND RECREATION	\$ 60,312,194	\$ 60,177,209	\$ 71,909,081	\$ 11,731,872	19.5%



FAMILIES, PARKS AND RECREATION

DEPARTMENT STAFFING SUMMARY

Fund	2021/22	2022/23	2023/24	Fund	2021/22	2022/23	2023/24
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
GENERAL FUND #0001				AFTER SCHOOL ALL STARS FUND #0023			
Director of Families Parks and Recreation (FPR)				Director of Families Parks and Recreation (FPR)			
0001 Director of Families Parks and Recreation	21	21	22	0004 After School All Stars	16	23	20
0003 Children and Education ¹	14	14	-	Recreation Division (REC)			
0006 Operation Americorp Grant Staffing	1	1	1	0028 Recreation After School All Stars	1	1	1
0010 My Brother's Keeper ¹	2	8	-	Children Affairs Division (CAD)			
0011 Engelwood Kidz Zone ¹	5	5	-	0002 Children Affairs - Ounce of Prevention	1	-	-
0012 Mercy Drive Kidz Zone ¹	4	4	-	Children, Youth, and Families (CYF)			
After-School-All-Stars Division (CAD)				0003 My Brother's Keeper - ASAS Fund	-	-	1
0001 Children Affairs Division Administration	5	5	5	0011 Youth Employment - ASAS Fund	-	-	2
Recreation Division (REC)				TOTAL -- AFTER SCHOOLS ALL STARS FUND	18	24	24
0001 Recreation Administration	10	10	9	GRANTS FUND #1130			
0002 Recreation Maintenance	12	12	12	Children, Youth, and Families (CYF)			
0003 Athletics	4	4	4	0013 OCYT Contribution (BMP) Grant Support	-	-	19
0004 Orlando Tennis Centre and The Grove Park	4	4	6	0014 OCYT Contribution (DCF) Grant Support	-	-	3
0005 Aquatics	4	4	4	Recreation Division (REC)			
0006 Mayor Carl T. Langford Neighborhood Center	-	-	1	0031 Recreation - 21st CCLC - Smith Center	-	-	1
0007 Mayor William Beardall Senior Center	6	6	6	TOTAL -- GRANTS FUND	-	-	23
0008 Dr. J. B. Callahan Neighborhood Center	4	-	4	STREET TREE TRUST FUND #0003			
0010 Dr. James R. Smith Neighborhood Center	6	4	5	Parks Division (PKS)			
0011 Dover Shores Neighborhood Center	4	6	4	0010 Street Tree Trust	-	-	1
0012 Downtown Recreation Complex ¹	3	4	-	TOTAL -- STREET TREE TRUST FUND	-	-	1
0013 Engelwood Neighborhood Center ¹	5	5	-	TOTAL -- FAMILIES, PARKS AND RECREATION			
0015 Ivey Lane Neighborhood Center	1	1	1		276	289	318
0016 John H. Jackson Neighborhood Center	5	5	5				
0017 L. Claudia Allen Senior Center	4	4	4				
0018 Reeves Terrace Recreation Site ²	1	1	-				
0019 College Park Neighborhood Center	5	5	5				
0020 Pottery Studio	1	1	1				
0021 Wadeview Neighborhood Center	2	2	2				
0022 Rosemont Neighborhood Center	5	5	5				
0023 Northwest Neighborhood Center ¹	6	6	-				
0024 Citrus Square Neighborhood Center	1	1	1				
0025 Rock Lake Neighborhood Center	1	1	1				
0026 Primrose Plaza	3	3	3				
0027 Orlando Skatepark	1	1	1				
0029 Lake Lorna Doone Park	6	6	6				
0030 Grand Avenue Neighborhood Center ¹	5	8	-				
Parks Division (PKS)							
0001 Parks Administration	10	11	9				
0002 Forestry	19	19	19				
0003 Production and Grounds Maintenance	22	22	22				
0004 Parks Contract Management	3	3	3				
0005 Environmental Horticulture	23	23	23				
0006 Green Up	3	3	3				
0007 Lake Eola Park	6	6	6				
0008 Frederick Park at Turkey Lake	11	11	11				
Children, Youth, and Families Division (CYF)							
0001 Children, Youth, and Families Division Administration	-	-	1				
0002 My Brother's Keeper - GF Fund	-	-	8				
0004 Engelwood Kidz Zone (EKZ)	-	-	5				
0005 Mercy Drive Kidz Zone (MKZ)	-	-	4				
0006 Parramore / Holden Heights Kidz Zone (P/HKZ)	-	-	13				
0007 Engelwood Neighborhood Ctr.	-	-	5				
0008 Northwest Neighborhood Ctr.	-	-	6				
0009 Grand Avenue Neighborhood Ctr.	-	-	8				
0010 Youth Employment - GF Fund	-	-	3				
0012 Downtown Recreation Ctr.	-	-	3				
TOTAL -- GENERAL FUND	258	265	270				



(1) Moved to new Children, Youth, and Families Division
(2) Operations and programming transferred to Mayor Carl T. Langford Neighborhood Center

FAMILIES, PARKS AND RECREATION

Director's Office

The department made significant organizational changes during FY22-23 as a result of the expansion of its programs, funded by a combination of City general revenues, state and federal grants, and philanthropic contributions leveraged by the Orlando Community & Youth Trust, Inc. As a result, a new division – the Children, Youth and Families Division – was created in FY22/23.

The department also addressed salary and staffing challenges by upgrading our Seasonal/Temporary pay rates, including a \$1/hour increase and sign-on bonuses for lifeguards.

Finally, despite aging facilities requiring significant repairs and renovations causing us to go over budget more than \$700K in our Facilities Maintenance line item, as well as unanticipated expenses incurred as a result of Hurricane Ian, we were able to mitigate the shortfall by coming in only \$500 over budget at the bottom line, aided, in part, by a \$700 thousand favorable variance in revenues.

Future Goals and Objectives

Short Term

- Complete the Parks and Recreation Master Plan
- Execute an agreement between the City of Orlando and the Orlando Community & Youth Trust to formalize the City's relationship with the Trust, ensuring transparency and protocols for defining the relationship between the parties.
- Leverage grant funds and effectively manage grants to encourage continued funding from federal, state and local grant-makers and philanthropists.
- Improve/enhance the department's efficiency, effectiveness and transparency by carrying out a reorganization focused on reducing duplication of services and building capacity to leverage and manage grant and donor funds.
- Continue to achieve/exceed revenue goals while controlling operating expenses to meet FY23/24 budget.
- Review and update the City's Park Impact Fee.

Medium Term

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

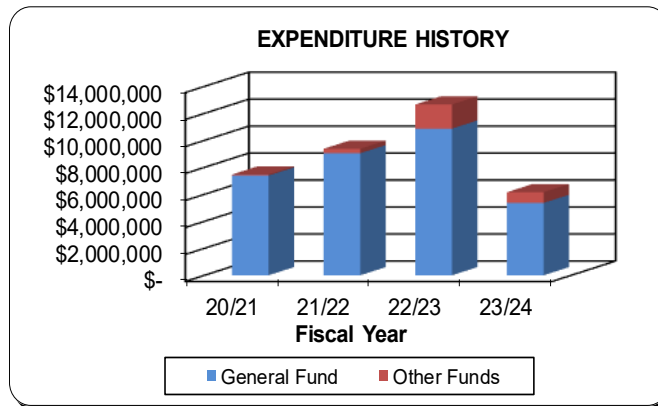
Long Term

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

FAMILIES, PARKS AND RECREATION

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Director of Families Parks and Recreation (FPR)					
0001 Director of Families Parks and Recreation	\$ 2,175,269	\$ 2,625,477	\$ 2,975,958	\$ 350,481	13.3%
0002 Families Parks and Recreation Nondept	1,503,718	1,631,987	2,101,048	469,061	28.7%
0003 Children and Education ¹	2,632,606	2,578,661	-	(2,578,661)	(100.0%)
0005 O-PASS Grant Staffing	11,392	-	-	-	N/A
0006 Operation AmeriCorps Grant Staffing	247,509	321,100	290,044	(31,056)	(9.7%)
0010 My Brother's Keeper ¹	1,022,648	1,751,921	-	(1,751,921)	(100.0%)
0011 Engelwood Kidz Zone ¹	935,095	979,767	-	(979,767)	(100.0%)
0012 Mercy Drive Kidz Zone ¹	516,986	980,097	-	(980,097)	(100.0%)
TOTAL -- GENERAL FUND	\$ 9,045,225	\$ 10,869,010	\$ 5,367,050	\$ (5,501,960)	(50.6%)
Park Impact Fee Funds (#1080 - #1082)					
0007 Park Impact Fee North	\$ 269,100	\$ 673,000	\$ 135,000	\$ (538,000)	(79.9%)
0008 Park Impact Fee Southeast	46,027	949,000	201,000	(748,000)	(78.8%)
0009 Park Impact Fee Southwest	14,277	170,000	454,000	284,000	167.1%
TOTAL -- PARK IMPACT FEE FUNDS	\$ 329,404	\$ 1,792,000	\$ 790,000	\$ (1,002,000)	(55.9%)
TOTAL -- DIRECTOR'S OFFICE	\$ 9,374,628	\$ 12,661,010	\$ 6,157,050	\$ (6,503,960)	(51.4%)



STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
0001 Director of Families Parks and Recreation	21	21	22
0003 Children and Education ¹	14	14	-
0006 Operation Americorp Grant Staffing	1	1	1
0010 My Brother's Keeper ¹	2	8	-
0011 Engelwood Kidz Zone ¹	5	5	-
0012 Mercy Drive Kidz Zone ¹	4	4	-
TOTAL -- GENERAL FUND	47	53	23
TOTAL -- DIRECTOR'S OFFICE	47	53	23

(1) Moved to new Children, Youth, and Families Division

FAMILIES, PARKS AND RECREATION

Parks Division

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

Fiscal Year 2022-2023 (October 1 – September 30)

- Maintained 118 parks/green spaces, including mowing, irrigation, restroom maintenance, landscaping, flower beds, and amenity repairs.
- Installed 7 premium memorial benches and 5 memorial trees.
- Installed 115 trees as part of the Tree Equity program.
- Installed 303 trees as part of the Street Tree program.
- Installed 32,000 sq. ft. of new turf at Lake Eola Park, adjacent to the Robinson Street & Eola Drive intersection, replacing Bermuda grass with Zoysia turf. In addition, irrigation was re-routed to accommodate the new planting.
- Prince Hall Park Playground and Pavilion were renovated. Landscapers installed new landscaping and the irrigation team installed a new irrigation system to accommodate the new planting. 50+ trees were installed 50 plus trees, as well as more than 500 ground-cover plants.
- The Grove Park was opened, including a large performance pavilion and trail.
- Dartmouth Park playground was renovated.
- The following renovations were carried out at Harbor Park: new composite dock; expanded sidewalk; new landscaping; new sod; stained and painted benches; new lighting; and Rip Rap/landscaping to prevent erosion.
- Assisted the FDOT I-4 project. The Parks Division’s Landscape and Chemical Application teams: treated the grounds; removed and replaced 70-100 yards of soil; created plant beds; installed 40-55 trees; planted 2,000+ plants; and provided irrigation for 3 months.
- Provided emergency response and right-of-way clean-up for Hurricanes Ian and Nicole.
- Celebrated the first year of the Parks Ranger Program. Rangers visited an average of 1,550 parks per month in Year 1, and provided leadership and increased the quality of life in Creative Village including Lake Dot.
- Promoted tree planting and increased the City’s tree canopy by planting 1,083 trees; trimming approximately 3,348 trees; removing 459 trees; and distributing (free to residents) approximately 300 trees at events such as Festivals, National Night Out and National Public Lands Day and through the Tree Equity Program.
- Orlando received the Tree City USA award for the 46th consecutive year, the Growth Award for the 31st year and the Playful City USA designation for the 12th consecutive year.
- Logged over 3,000 volunteer hours at over 40 Green Up events that augmented services, built community pride, and reduced invasive species and labor costs. Planted over 2,381 plants and shrubs, 200 trees, spread over 150 truckloads of recycled mulch and 3,000 yards of pine bark mulch. Removed 22,600 pounds of invasive plants, vines and weeds along with 5,000 pounds of litter from City green spaces by the hands of volunteers.
- Logged over 4,000 volunteer hours at Bill Frederick Park which included Magnolia School visiting twice a week.
- Green Up received a \$25,000 donation from Spirit Airlines that added 88 more trees to the City’s canopy.
- Bill Frederick Park’s Nature Education program offered 691.25 hours and educated 3,188 individuals.
- Additional improvements made in FY22/23 include: new irrigation and sod installed at the Lake Druid dog runs; park sidewalks and neighborhood center entrances pressure washed; new landscaping installed in all beds at City Hall; new drought tolerant landscaping installed in the medians of Semoran Blvd.; and new landscape beds, erosion control features, and signage installed, and invasives removed, at The Grove park.

FAMILIES, PARKS AND RECREATION

Future Goals and Objectives

Short Term

- Increase education through Green Up volunteer efforts and make it a standard at all events (Florida Friendly Landscaping) so residents can implement best green practices at home.
- Increase education and add trees in at least two or more neighborhoods through the Tree Equity program.
- 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.
- Create a new Reforestation Manager position.
- Convert seasonal Park Ranger positions to full time/with benefits.
- At Lake Eola Park: Repair the Chinese "Ting" structure and surrounding decking; complete the Grandmother's Legacy of Love installation adjacent to the Sperry Fountain; move forward with implementation of the Lake Eola Master Plan.
- Complete Al Coith Park Fitness Equipment.
- Complete playground renovations at: Willie Mays Park; John H. Jackson Neighborhood Center; Lizzie Rodgers Park; and Ivey Lane Park.
- Complete Dickson-Azalea Park repairs.

Medium Term

- Complete Albert Park construction.
- Complete Dartmouth Park expansion.
- Complete Packing District dog park.
- Install new AV equipment at Lake Eola Amphitheatre.
- Install 2 new restrooms at Bill Frederick Park.

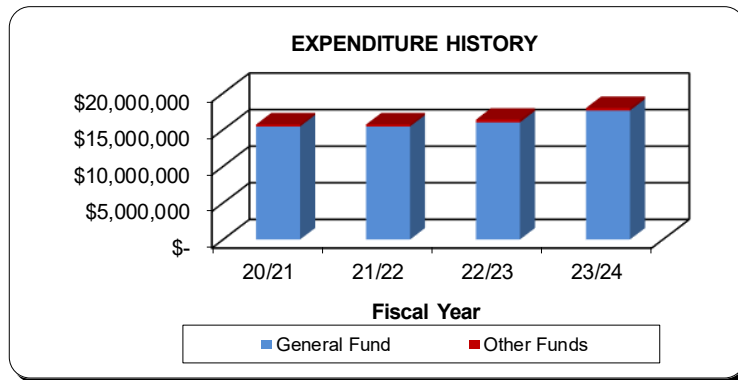
Long Term

- Complete playgrounds at: Lake Fairview Park, Dr I Sylvester Hankins Park and Signal Hill Park.

FAMILIES, PARKS AND RECREATION

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Parks Division (PKS)					
0001 Parks Administration	\$ 2,979,340	\$ 4,129,827	\$ 4,304,438	\$ 174,611	4.2%
0002 Forestry	2,237,624	2,609,873	2,739,090	129,217	5.0%
0003 Production and Grounds Maintenance	1,882,429	2,049,528	2,268,404	218,876	10.7%
0004 Parks Contract Management	2,733,914	2,263,739	2,579,939	316,200	14.0%
0005 Environmental Horticulture	1,934,754	2,239,399	2,410,872	171,473	7.7%
0006 Green Up	370,233	385,586	425,403	39,817	10.3%
0007 Lake Eola Park	1,946,676	800,147	978,594	178,447	22.3%
0008 Frederick Park at Turkey Lake	1,358,329	1,298,521	1,417,018	118,497	9.1%
0011 Luminary Green Park	-	230,000	231,836	1,836	0.8%
0012 The Grove Park	-	-	266,946	266,946	N/A
TOTAL -- GENERAL FUND	\$ 15,443,298	\$ 16,006,620	\$ 17,622,540	\$ 1,615,920	10.1%
STREET TREE TRUST FUND #0003					
0010 Street Tree Trust	\$ 274,328	\$ 375,000	\$ 345,000	\$ (30,000)	(8.0%)
TOTAL -- STREET TREE TRUST FUND	\$ 274,328	\$ 375,000	\$ 345,000	\$ (30,000)	(8.0%)
TOTAL -- PARKS DIVISION	\$ 15,717,627	\$ 16,381,620	\$ 17,967,540	\$ 1,585,920	9.7%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Parks Division			
0001 Parks Administration	10	11	9
0002 Forestry	19	19	19
0003 Production and Grounds Maintenance	22	22	22
0004 Parks Contract Management	3	3	3
0005 Environmental Horticulture	23	23	23
0006 Green Up	3	3	3
0007 Lake Eola Park	6	6	6
0008 Frederick Park at Turkey Lake	11	11	11
TOTAL -- GENERAL FUND	97	98	96
STREET TREE TRUST FUND #0003			
Parks Division (PKS)			
0010 Street Tree Trust	-	-	1
TOTAL -- STREET TREE TRUST FUND	-	-	1
TOTAL -- PARKS DIVISION	97	98	97

FAMILIES, PARKS AND RECREATION

Recreation Division

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

The Recreation Division manages the City’s community centers, gymnasiums, pools, and ball fields, as well as myriad programs that operate at these sites. During FY 22/23, the Division managed the City’s 61 ball fields and 36 basketball, 19 tennis, 9 volleyball courts 4 futsal courts, 14 pickleball courts and 1 cricket field which were rented 3,168 times to accommodate 50,128 attendees.

The Division’s 16 recreation centers and two senior centers accommodated attendance of 519,605 last year. In addition, public and private groups rented the facilities 3,248 days (average 167 days/booked per site) bringing 162,526 attendees to meetings/events. Attendance at the Division’s senior centers and senior programs reached 48,772 last year. In addition, there were an average of 12,374 visits to the City’s 10 fitness centers each month.

The Division also started “Senior Connections,” whose primary focus is to provide quality recreational programs, classes, special events, health & wellness, and fitness opportunities to serve and connect seniors to resources. In partnership with AARP, Senior Connections also certified 13 City staff to become certified technology professionals to provide structured, multi-week courses, including a robust series of lectures, workshops, guest speakers, special events, high-quality online content, and participant-driven affinity groups.

The Recreation Division offered afterschool programs and summer camps to over 3,168 children at 16 neighborhood centers throughout the City. To address food insecurity, the Division provided 135,729 federally-funded meals to children at all of these locations after school every day, throughout the school year, and lunches every day throughout the summer. The Recreation Division’s Tennis Centre also offered specialized tennis classes to 714 youth from the ACE School, in partnership with Orange County Public Schools, during the 2022/23 school year.

Also, in partnership (and with funding) from Orange County Public Schools and the Florida Department of Education, the Division deployed teachers to all recreation centers throughout the summer to prevent summer learning loss, including 225 youth served year round at three sites via a Florida Department of Education 21st Century Community Learning Centers grant. The 21st Century Community Learning Centers program was expanded to a fourth location – the Dr. James R. Smith Neighborhood Center – during FY22/23.

Attendance at our 11 pools reached over 29,000 visits. The Recreation Division’s Aquatics Section offered three new programs: Adult Weekend Swim Lessons (attended by over two hundred registered participants); PKZ and HHKZ Holiday Learn to Swim (attended by over 50 young adults); and Family Pool Events, such as “April Fool’s Party” at the Dover Shores Pool, “Cruisin’ & Coolin’ Motorcycle Theme” party at the Dr. J. R. Smith Pool, and “America the Beautiful: It’s a Red, White and Pool Thing” at the John Long Memorial Pool (each event averaged over 150 guests).

On May 31, 2023, the new Orlando Tennis Centre opened, boasting 17 lighted tennis courts (six hard courts and eleven clay courts), a practice wall, and a 4,000 square foot building with locker rooms, meeting space, a maintenance building, and a pro shop. Two of the hard courts are striped to accommodate four pickleball courts.

The Pottery Studio opened at its new, expanded location at Grand Avenue Neighborhood Center and, as a result, attendance increased from 738 in FY21-22 to 3,460 in FY22-23

FAMILIES, PARKS AND RECREATION

Major Accomplishments

Fiscal Year 2022-2023 (October 1 – September 30)

- Senior Connections was launched.
- Lightning detectors were installed at 19 Parks/Recreation sites.
- Referee Program was initiated.
- Ballfield lights were installed at Airport Lakes Park and Emery Hamilton Park.
- A Pool Tech Internship was launched.
- An Athletic Advisory Committee was established.
- Drainage improvements were made at Emery Hamilton Park.
- The new Orlando Tennis Centre was opened.

Future Goals and Objectives

Short Term

- Complete renovation of the Northwest Pool, resurface pool bottom and deck, pump room (including corroded filters and heater, restrooms, pool house and miscellaneous items throughout the pool).
- Address poor Wi-Fi reception at all Neighborhood Centers .
- Expand our partnership with American Red Cross to offer free adult swim lessons.
- Begin building offices for staff and community meeting space at Lorna Doone Park.
- Create new initiatives (field trips, virtual reality) as part of Senior Connections.
- Repair the dock at Airport Lakes Park.
- Resurface courts at the John H. Jackson Center, Willie Mays Park, and Blue Jacket Park.
- Improve curbing at the Delaney Park baseball field .
- Implement additional strategies to recruit and retain lifeguards.

Medium Term

- Construct and open a multi-use hard court facility, including pickleball courts, in Trotters Park.
- 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, and adult sand/grass volleyball).
- Renovate the Orlando Skate Park by expanding the current amenities with a "Street Course".
- Re-sod 2 multipurpose fields at Emery Hamilton Sports Complex with Bermuda grass.
- Improve drainage at Emery Hamilton Sports Complex.
- Develop Senior Games focused on the City's senior/aging community.
- Convert the Engelwood Pool to year-round.
- Resod Hankins multiple fields adjacent to City neighborhood centers, including Hankins Park, Smith Center, and Dover Shores.
- Implement two new girls sports leagues.
- Carry out multiple facility renovations, including the John Long Pool House, Lake Fairview Park, Festival Park, and the James R. Smith Neighborhood Center.
- Create Pickleball Courts at the Beardall Senior Center.

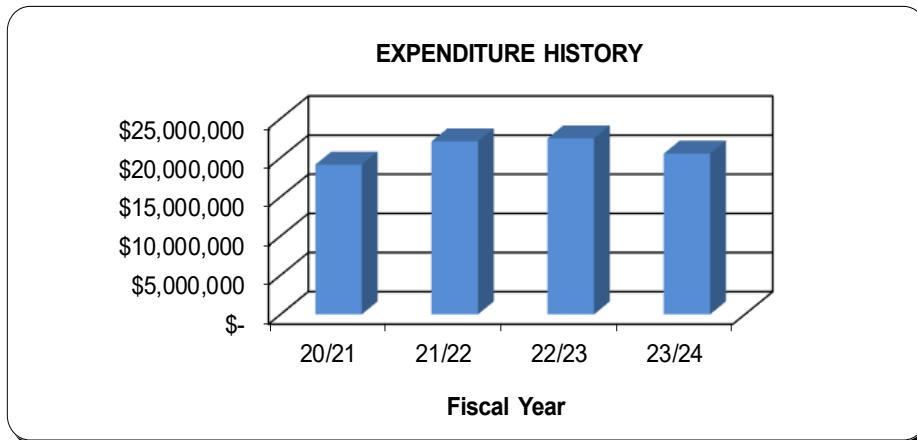
Long Term

- Explore additional educational partnerships i.e., technical college, trade school(s).
- Secure State and Federal grants to offset cost or fund new program and services.
- Improve the power supply infrastructure throughout Lake Lorna Doone Park.
- Expand and upgrade the restrooms at Lake Lorna Doone Park.
- Provide funding for future parks, nature preserves and greenways with bicycle access in disadvantaged communities.
- Add two multipurpose fields at Southport Park.
- Renovate field four at Emery Hamilton Park.
- Resurface/convert to asphalt the basketball courts at Lake Lorna Doone Park.
- Build out 4 more lighted multipurpose fields at Trotters Park.
- Construct and open new parks in District One, including Poitras Park, Starwood and Everbee.

FAMILIES, PARKS AND RECREATION

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Recreation Division (REC)					
0001 Recreation Administration	\$ 1,649,452	\$ 2,274,682	\$ 1,406,031	\$ (868,651)	(38.2%)
0002 Recreation Maintenance	5,755,992	6,677,395	7,091,904	414,509	6.2%
0003 Athletics	728,231	902,883	944,100	41,217	4.6%
0004 Orlando Tennis Centre and The Grove Park	323,762	657,835	612,860	(44,975)	(6.8%)
0005 Aquatics	2,174,397	1,511,457	1,743,168	231,711	15.3%
0006 Mayor Carl T. Langford Neighborhood Center	44,517	43,642	241,420	197,778	453.2%
0007 Mayor William Beardall Senior Center	645,334	586,785	659,247	72,462	12.3%
0008 Dr. J. B. Callahan Neighborhood Center	607,241	517,975	586,384	68,409	13.2%
0009 Colonialtown Neighborhood Center	203,638	132,921	154,413	21,492	16.2%
0010 Dr. James R. Smith Neighborhood Center	969,134	759,522	774,487	14,965	2.0%
0011 Dover Shores Neighborhood Center	908,140	688,690	795,028	106,338	15.4%
0012 Downtown Recreation Complex ¹	571,829	-	-	-	N/A
0013 Engelwood Neighborhood Center ¹	904,683	692,450	-	(692,450)	(100.0%)
0014 Dr. I. Sylvester Hankins Park Neighborhood Center	189,803	89,984	106,966	16,982	18.9%
0015 Ivey Lane Neighborhood Center	200,236	189,383	184,773	(4,610)	(2.4%)
0016 John H. Jackson Neighborhood Center	571,640	1,113,755	626,689	(487,066)	(43.7%)
0017 L. Claudia Allen Senior Center	512,068	424,087	469,100	45,013	10.6%
0018 Reeves Terrace Recreation Site ²	182,311	167,051	-	(167,051)	(100.0%)
0019 College Park Neighborhood Center	798,660	719,719	806,514	86,795	12.1%
0020 Pottery Studio	314,903	234,647	313,886	79,239	33.8%
0021 Wadeview Neighborhood Center	389,212	360,020	383,683	23,663	6.6%
0022 Rosemont Neighborhood Center	866,505	805,213	929,152	123,939	15.4%
0023 Northwest Neighborhood Center ¹	708,350	754,384	-	(754,384)	(100.0%)
0024 Citrus Square Neighborhood Center	130,017	134,100	165,950	31,850	23.8%
0025 Rock Lake Neighborhood Center	212,554	188,414	221,920	33,506	17.8%
0026 Primrose Plaza	187,405	228,273	253,707	25,434	11.1%
0027 Orlando Skatepark	232,075	199,194	230,468	31,274	15.7%
0029 Lake Lorna Doone Park	869,006	689,390	837,457	148,067	21.5%
0030 Grand Avenue Neighborhood Center ¹	256,001	749,018	-	(749,018)	(100.0%)
TOTAL -- GENERAL FUND	\$ 22,107,094	\$ 22,492,869	\$ 20,539,307	\$ (1,953,562)	(8.7%)
TOTAL -- RECREATION DIVISION	\$ 22,107,094	\$ 22,492,869	\$ 20,539,307	\$ (1,953,562)	(8.7%)



(1) Moved to new Children, Youth, and Families Division

(2) Operations and programming transferred to Mayor Carl T. Langford Neighborhood Center

FAMILIES, PARKS AND RECREATION

STAFFING SUMMARY

Fund	2021/22	2022/23	2023/24
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
<u>GENERAL FUND #0001</u>			
Recreation Division (REC)			
0001 Recreation Administration	10	10	9
0002 Recreation Maintenance	12	12	12
0003 Athletics	4	4	4
0004 Orlando Tennis Centre and The Grove Park	4	4	6
0005 Aquatics	4	4	4
0006 Mayor Carl T. Langford Neighborhood Center	-	-	1
0007 Mayor William Beardall Senior Center	6	6	6
0008 Dr. J. B. Callahan Neighborhood Center	4	-	4
0010 Dr. James R. Smith Neighborhood Center	6	4	5
0011 Dover Shores Neighborhood Center	4	6	4
0012 Downtown Recreation Complex ¹	3	4	-
0013 Engelwood Neighborhood Center ¹	5	5	-
0015 Ivey Lane Neighborhood Center	1	1	1
0016 John H. Jackson Neighborhood Center	5	5	5
0017 L. Claudia Allen Senior Center	4	4	4
0018 Reeves Terrace Recreation Site ²	1	1	-
0019 College Park Neighborhood Center	5	5	5
0020 Pottery Studio	1	1	1
0021 Wadeview Neighborhood Center	2	2	2
0022 Rosemont Neighborhood Center	5	5	5
0023 Northwest Neighborhood Center ¹	6	6	-
0024 Citrus Square Neighborhood Center	1	1	1
0025 Rock Lake Neighborhood Center	1	1	1
0026 Primrose Plaza	3	3	3
0027 Orlando Skatepark	1	1	1
0029 Lake Lorna Doone Park	6	6	6
0030 Grand Avenue Neighborhood Center ¹	5	8	-
TOTAL -- GENERAL FUND	104	101	90
<u>GRANTS FUND #1130</u>			
Recreation Division (REC)			
0031 Recreation - 21st CCLC - Smith Center	-	-	1
TOTAL -- GRANTS FUND	-	-	1
TOTAL -- RECREATION DIVISION	104	101	91

(1) Moved to new Children, Youth, and Families Division

(2) Operations and programming transferred to Mayor Carl T. Langford Neighborhood Center

FAMILIES, PARKS AND RECREATION

Children, Youth, and Families Division

“Provision of comprehensive, innovative children’s programs”

FPR operates a comprehensive, innovative, data-driven youth initiative from cradle to college and career. The aim is to improve academic achievement, workforce readiness, and health and wellness of Orlando’s youth, especially disadvantaged youth, in collaboration with schools and non-profit, faith and business partners. The goal is to “move the needle” on academic performance, juvenile crime, and child health in Orlando.

Major Accomplishments

Fiscal Year 2022-2023 (October 1 – September 30)

- Orlando’s Kidz Zones (OKZ) – which includes the Parramore, Holden Heights, Mercy Drive, and Engelwood neighborhoods - served 4,337 youth/young adults, birth to age 26, during FY22/23, representing a 48% increase from the prior fiscal year. Of these youth, 1,008 received services from Student Advocates, an increase of 65% from the prior year; 70.2% of youth assigned a Student Advocate maintained a letter grade of a “C” or higher in reading and math. Each year since 2017, at least 92% of OKZ high school graduates assigned to a Student Advocate have graduated from high school and been accepted into college, trade school, or the military. Notably, between 2006 (when Parramore Kidz Zone was launched) and 2022, juvenile arrests have declined in Parramore by 94% (from 673 in calendar year 2006 to only 42 in 2022).
- In FY22/23, the CYF Division began investing a \$6 million grant received by the Orlando Community & Youth Trust from Blue Meridian Partners to enhance and expand service delivery across Orlando Kidz Zones. As a result, during FY22.23, numerous new positions were created and filled, including Student Advocates, Student Advocate Supervisors, Regional Recreation Specialists, Staff Assistants and an Assistant Division Manager for the Children, Youth and Families Division.
- In FY22/23, the Children, Youth and Families Division began operating the City’s first Teen Center at the Orlando Downtown Recreation Center. The City then allocated \$2 million to renovate the site due to its disintegrating condition; the renovation is currently underway.
- My Brother’s Keeper Orlando (MBK) expanded capacity by transitioning its part-time Student Advocates to full-time. This allowed Student Advocates to increase their caseload to 25 students each; MBK participants are students who have been identified as being at highest risk of suspension, expulsion and/or juvenile justice involvement. The students attend five (5) OCPS middle schools: OCPS ACE, Carver, College Park, Memorial, and Roberto Clemente.
- The CYF Division launched its Community Violence Intervention (CVI) initiative in FY22/23. The work is based upon research demonstrating that a fraction of 1% of people drive the majority of shootings in a community and therefore, the model relies on highly targeted interventions with those at highest risk for shooting and being shot to steer them away from violence. Orlando’s CVI has adopted the evidence-based model created by Advance Peace.
- Over the first eleven (11) months of programming, the City of Orlando has seen a decrease in shootings by 37%, gunshot wounds by 31%, and homicides by 9%. The decrease can be attributed to the work of the NCAs, as well as efforts undertaken by the Orlando Police Department. Since starting the project, NCAs have spent over 13,389 hours supporting program participants which, among other things, has resulted in 210 conflict mediations that likely would have led to gun violence. Lastly, 30% of individuals enrolled in the model are receiving cognitive behavioral therapy on a weekly basis.
- Orlando After School All Stars (ASAS) provided services to 3,812 youth during FY22/23. ASAS’s before school, after school and summer programs served 2,505 students. ASAS was recognized as a “model program” by the FL-DOE 21st CCLC Department annual review for a 11th consecutive year. 100% of ASAS middle school students met OCPS academic achievement standards and were promoted to the next grade level. In addition to the out-of-school services, ASAS also manages an AmeriCorps program (Operation AmeriCorps) that served 1,307 students at three (3) high schools. The members work directly with students in OCPS’s credit recovery labs. Through their efforts, students recovered 838 core credits and 100% of ASAS high school seniors successfully graduated and enrolled in either post-secondary education (58%), trade/technical school (17%), military service (5%) or employment (20%). ASAS seniors also earned over \$1.8 million in scholarships.

FAMILIES, PARKS AND RECREATION

Future Goals and Objectives

Short Term

- Complete renovation of the Orlando Downtown Recreation Center and reopen the Teen Center at the site.
- Provide robust training to staff in youth development to build program effectiveness.
- Enhance programmatic services to lead older teens and young adults to career exploration, job certifications, college readiness, and sustainable wages to break the cycle of poverty.
- Increase the number of youth and young adults enrolled in the youth employment program.
- Expand service delivery for youth and young adults who are most at risk of being involved (or are already involved) in the juvenile or criminal justice system.

Medium Term

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

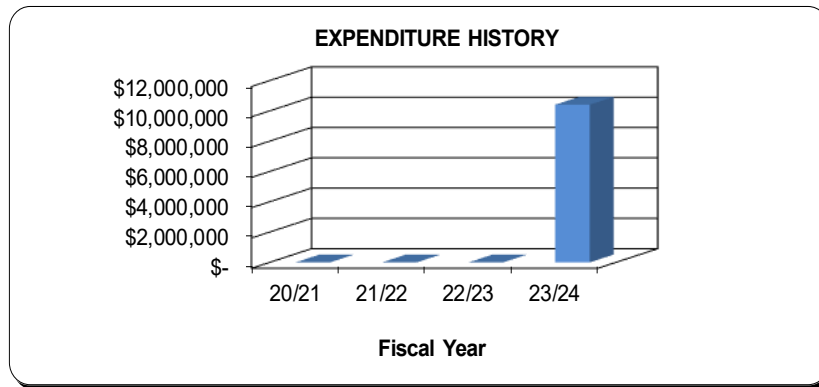
Long Term

- Year-over-year decrease 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 pregnancies and child abuse and neglect cases youth enrolled in city programming.

FAMILIES, PARKS AND RECREATION

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Children, Youth, and Families Division (CYF)					
0001 Children, Youth and Families Division Administration	\$ -	\$ -	\$ 116,280	\$ 116,280	N/A
0002 My Brother's Keeper - General Fund	-	-	1,790,364	1,790,364	N/A
0004 Engelwood Kidz Zone	-	-	1,293,381	1,293,381	N/A
0005 Mercy Drive Kidz Zone	-	-	1,001,299	1,001,299	N/A
0006 Parramore / Holden Heights Kidz Zone	-	-	2,652,293	2,652,293	N/A
0007 Engelwood Neighborhood Ctr	-	-	798,637	798,637	N/A
0008 Northwest Neighborhood Ctr	-	-	980,838	980,838	N/A
0009 Grand Avenue Neighborhood Ctr	-	-	973,784	973,784	N/A
0010 Youth Employment - General Fund	-	-	255,373	255,373	N/A
0012 Downtown Recreation Ctr	-	-	547,846	547,846	N/A
TOTAL -- GENERAL FUND	\$ -	\$ -	\$ 10,410,095	\$ 10,410,095	N/A
TOTAL -- CHILDREN, YOUTH, AND FAMILIES DIVISION	\$ -	\$ -	\$ 10,410,095	\$ 10,410,095	N/A



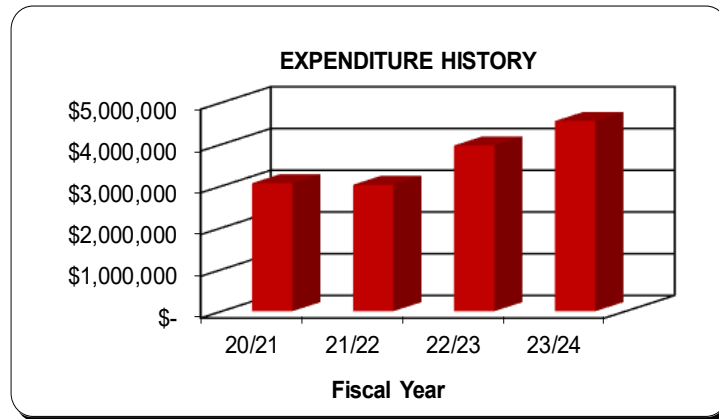
STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Children, Youth, and Families (CYF)			
0001 Children, Youth and Families Division Administration	-	-	1
0002 My Brother's Keeper - General Fund	-	-	8
0004 Engelwood Kidz Zone	-	-	5
0005 Mercy Drive Kidz Zone	-	-	4
0006 Parramore / Holden Heights Kidz Zone	-	-	13
0007 Engelwood Neighborhood Ctr	-	-	5
0008 Northwest Neighborhood Ctr	-	-	6
0009 Grand Avenue Neighborhood Ctr	-	-	8
0010 Youth Employment - General Fund	-	-	3
0012 Downtown Recreation Ctr	-	-	3
TOTAL -- GENERAL FUND	-	-	56
GRANTS FUND #1130			
Children, Youth, and Families (CYF)			
0013 OCYT Contribution (BMP) Grant Support	-	-	19
0014 OCYT Contribution (DCF) Grant Support	-	-	3
TOTAL -- GRANTS FUND	-	-	22
TOTAL -- Children, Youth, and Families Division (CYF)	-	-	78

FAMILIES, PARKS AND RECREATION

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
AFTER SCHOOL ALL STARS FUND #0023					
Director of Families Parks and Recreation (FPR)					
0004 After School All Stars	\$ 2,967,534	\$ 3,904,712	\$ 4,372,464	\$ 467,752	12.0%
Recreation Division (REC)					
0028 Recreation - 21st CCLC	51,709	66,657	-	(66,657)	(100.0%)
After-School-All-Stars Division (CAD)					
0002_C Children Affairs - Ounce of Prevention	11,727	-	-	-	N/A
Children, Youth, and Families Division (CYF)					
0011 Youth Employment - ASAS Fund	-	-	184,967	184,967	N/A
TOTAL -- AFTER SCHOOLS ALL STARS FUND	\$ 3,030,969	\$ 3,971,369	\$ 4,557,431	586,062	14.8%
				-	
TOTAL -- AFTER SCHOOL ALL-STARS	\$ 3,030,969	\$ 3,971,369	\$ 4,557,431	\$ 586,062	14.8%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
After-School-All-Stars Division (CAD)			
0001 Children Affairs Division Administration	5	5	5
TOTAL -- GENERAL FUND	5	5	5
AFTER SCHOOL ALL STARS FUND #0023			
Director of Families Parks and Recreation (FPR)			
0004 After School All Stars	16	23	20
Recreation Division (REC)			
0028 Recreation After School All Stars	1	1	1
Children Affairs Division (CAD)			
0002 Children Affairs - Ounce of Prevention	1	-	-
Children, Youth, and Families (CYF)			
0003 My Brother's Keeper - ASAS Fund	-	-	1
0011 Youth Employment - ASAS Fund	-	-	2
TOTAL -- AFTER SCHOOL ALL-STARS FUND	18	24	24
TOTAL -- AFTER SCHOOL ALL-STARS DMSION	23	29	29

FAMILIES, PARKS AND RECREATION

Families, Parks and Recreation Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Parks Division	Percent of satisfied survey responses	98%	98%	98%
Recreation Division	Number of Hours Facilities Rented	23,297	41,123	42,000

Employee Learning & Growth

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Parks Division	Total number of training hours	1,200	1,145	1,500
Recreation Division	Total number of training hours	1,900	1,600	1,600

Fiscal

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		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	3.6%	1.8%	+/-5%
Parks Division	Bill Frederick Park Admissions Revenue	\$380,900	\$219,422	\$225,000
Parks Division	Event Rental Revenue	\$808,603	\$1,050,649	\$1,000,000
Recreation Division	Rental Revenue	\$711,139	\$693,528	\$700,000

Internal Processes

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Recreation Division	Average number of programs offered per week	125	130	130
Parks Division	Total number of trees pruned	2,350	3,348	4,200
Parks Division	Total number of trees removed	325	459	350
Parks Division	Total number of "green-up" events	42	40	55

Outcome & Mission

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Parks Division	Number of trees planted	665	1,083	800
Recreation Division	Total attendance	532,723	566,917	570,000
Recreation Division	Number of Rental Contracts	1,561	2,754	2,800
Recreation Division	Number of Booked Days	6,356	11,215	12,000

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CITY OF ORLANDO

FIRE DEPARTMENT

2022-2023 BY THE NUMBERS:

TOP 1%

In 2023, OFD achieved ISO Class 1 for the 15th year in a row. This rating places OFD 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

★ **7,526** ★

people in CPR and AED classes

AWARDED:

\$186,000

in State Homeland Security Grant Program funds

\$14,000

for smoke alarms

\$30,000

toward gear decontamination



99%

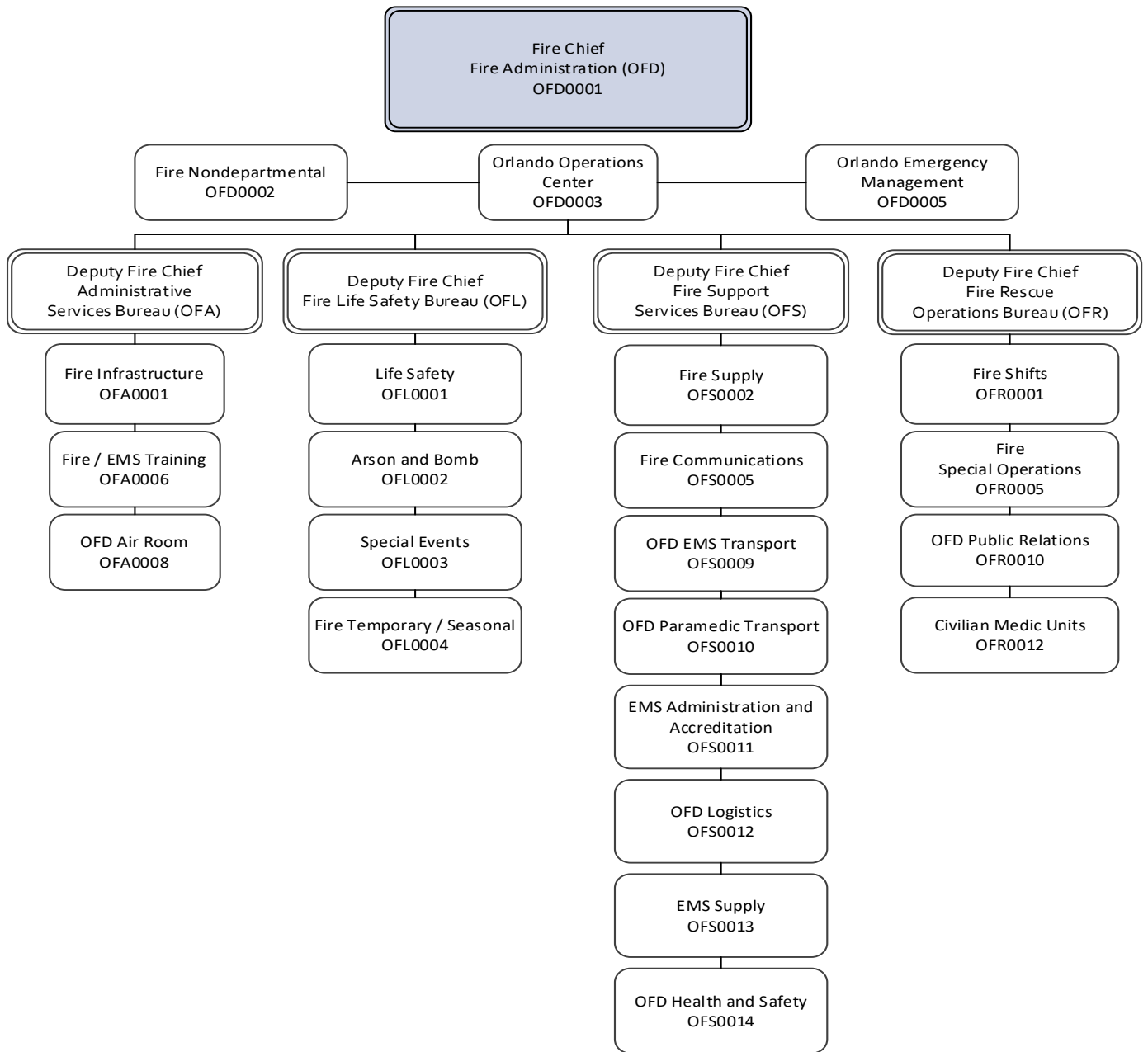
911 calls answered within 20 seconds



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	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 3,430,299	\$ 3,805,872	\$ 5,056,294	\$ 1,250,422	32.9%
0002 Fire Nondepartmental	680,260	1,953,500	2,681,896	728,396	37.3%
0003 Orlando Operations Center	204,742	275,000	302,957	27,957	10.2%
0004 Fire Off Duty ¹	(604,291)	(780,267)	-	780,267	(100.0%)
0005 Orlando Emergency Management ⁴	-	-	347,306	347,306	N/A
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Management	1,464,713	1,411,057	1,616,583	205,526	14.6%
0002 Fire Logistics ²	976,152	999,099	-	(999,099)	(100.0%)
0004 Fire Special Investigative Services ¹	1,118,075	1,071,224	-	(1,071,224)	(100.0%)
0005 OFD Fire Safety Management ¹	1,845,236	1,981,771	-	(1,981,771)	(100.0%)
0006 OFD / EMS Training	1,905,014	1,726,787	1,936,949	210,162	12.2%
0008 OFD Air Room	23,795	26,000	53,000	27,000	103.8%
0009 OFD Fire Supply ²	646,775	644,390	-	(644,390)	(100.0%)
Fire Life Safety Bureau (OFL) ¹					
0001 Life Safety	-	-	1,960,978	1,960,978	N/A
0002 Arson and Bomb	-	-	1,120,332	1,120,332	N/A
0003 Special Events	-	-	720,164	720,164	N/A
0004 Fire Temporary / Seasonal	-	-	229,000	229,000	N/A
Fire Support Services Bureau (OFS)					
0002 Fire Supply ²	-	-	760,011	760,011	N/A
0005 Fire Communications	2,551,510	3,168,492	3,197,793	29,301	0.9%
0006 City Emergency Management ⁴	319,448	420,482	-	(420,482)	(100.0%)
0009 OFD EMS Transport	5,431,745	4,891,997	360,000	(4,531,997)	(92.6%)
0010 OFD Paramedic Transport ³	2,344,768	2,948,043	35,000	(2,913,043)	(98.8%)
0011 EMS Administration and Accreditation	-	-	1,195,469	1,195,469	N/A
0012 OFD Logistics ²	-	-	577,845	577,845	N/A
0013 EMS Supply	-	-	1,416,090	1,416,090	N/A
0014 OFD Health and Safety ²	-	-	50,000	50,000	N/A
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	105,718,836	101,603,677	107,537,387	5,933,710	5.8%
0005 Fire Special Operations	435,077	458,662	556,678	98,016	21.4%
0008 Fire Wellness Center ²	64,619	52,500	-	(52,500)	(100.0%)
0010 OFD Public Relations	297,972	318,499	434,859	116,360	36.5%
0012 Civilian Medic Units ³	-	-	4,190,980	4,190,980	N/A
TOTAL -- GENERAL FUND	\$ 128,854,745	\$ 126,976,785	\$ 136,337,571	\$ 9,360,786	7.4%
911 EMERGENCY PHONE SYSTEM FUND #0008					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 104,424	\$ 90,000	\$ 100,000	\$ 10,000	11.1%
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$ 104,424	\$ 90,000	\$ 100,000	\$ 10,000	11.1%
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 128,959,169	\$ 127,066,785	\$ 136,437,571	\$ 9,370,786	7.4%

(1) For 2022/23 a new Fire Life Safety Bureau was created; OFD Fire Life Safety Management, Fire Special Investigative Services, & Fire Off Duty were transferred under it.

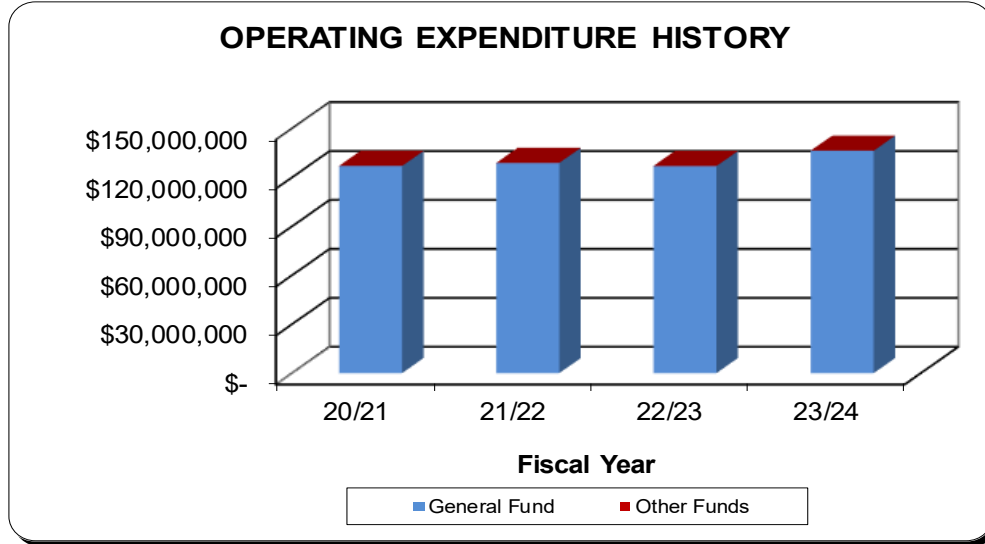
(2) Moved to Fire Support Services Bureau

(3) Moved to Fire Rescue Operations Bureau

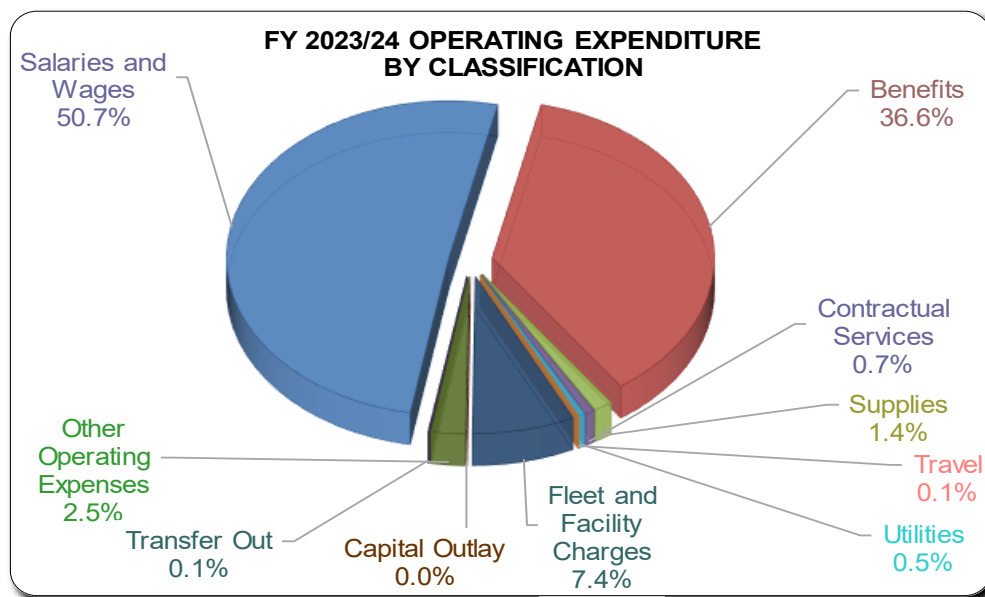
(4) Moved to Fire Chiefs Office

FIRE

DEPARTMENT OPERATING EXPENDITURES (continued)



Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 65,538,625	\$ 64,438,407	\$ 69,189,737	\$ 4,751,330	7.4%
Benefits	47,245,331	46,989,137	49,946,721	2,957,584	6.3%
Supplies	1,984,244	1,694,025	1,856,100	162,075	9.6%
Contractual Services	1,589,811	1,081,700	1,064,972	(16,728)	(1.5%)
Utilities	731,112	648,000	675,297	27,297	4.2%
Travel	65,477	70,000	70,000	-	0.0%
Fleet and Facility Charges	10,300,725	9,515,592	10,140,984	625,392	6.6%
Capital Outlay	40,693	-	-	-	N/A
Other Operating Expenses	1,412,750	2,578,257	3,393,760	815,503	31.6%
Transfer Out	50,400	51,667	100,000	48,333	93.5%
TOTAL -- FIRE DEPARTMENT OPERATING	\$ 128,959,169	\$ 127,066,785	\$ 136,437,571	\$ 9,370,786	7.4%



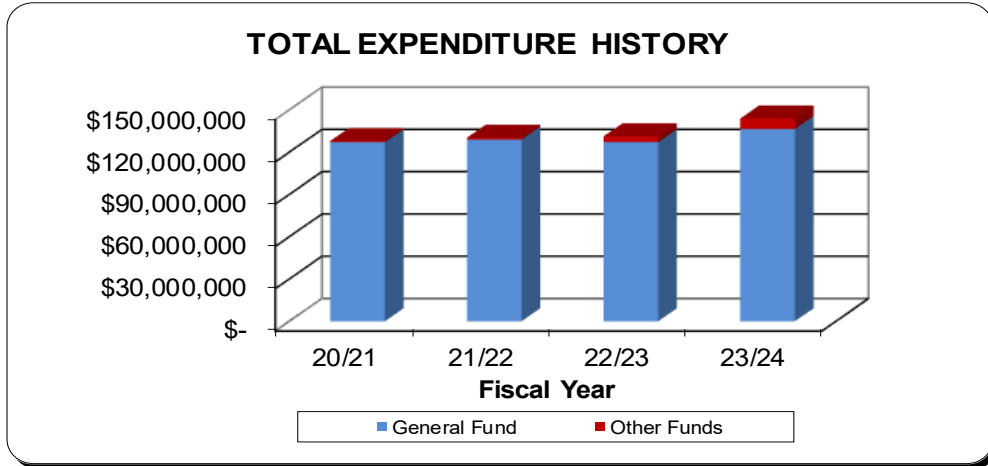
FIRE

DEPARTMENT NON-OPERATING EXPENDITURES

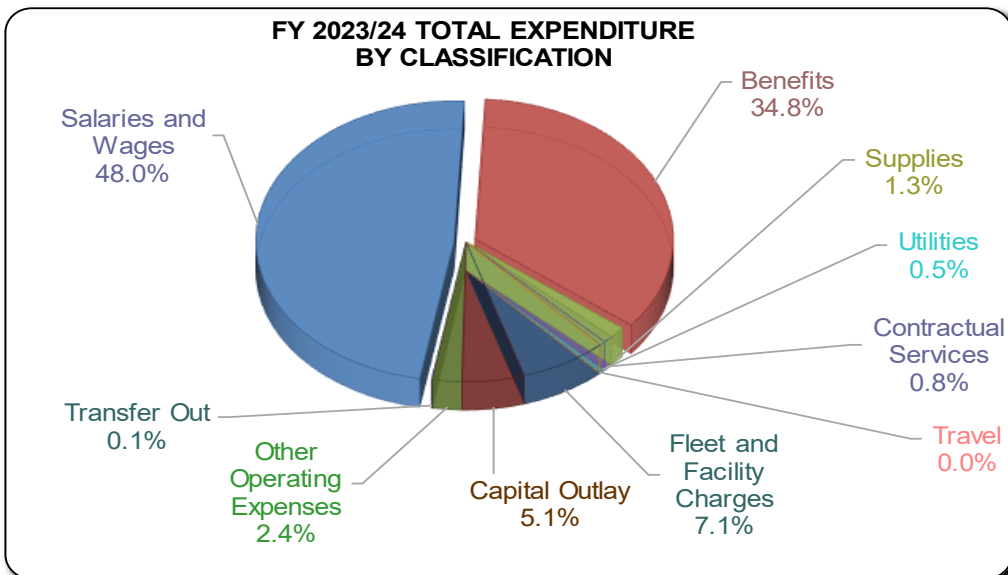
Fund Business Unit Project / Grant	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
<u>GRANTS FUND #1130</u>					
Projects and Grants	\$ 151,271	\$ -	\$ -	\$ -	N/A
TOTAL -- GRANTS FUND	\$ 151,271	\$ -	\$ -	\$ -	N/A
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects	\$ 1,141,731	\$ 4,100,000	\$ 7,328,000	\$ 3,228,000	78.7%
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 1,141,731	\$ 4,100,000	\$ 7,328,000	\$ 3,228,000	78.7%
<u>OTHER FUNDS</u>					
Projects and Grants	\$ 16,836	\$ 51,667	\$ 100,000	\$ 48,333	93.5%
TOTAL -- OTHER FUNDS	\$ 16,836	\$ 51,667	\$ 100,000	\$ 48,333	93.5%
TOTAL -- FIRE DEPARTMENT	\$ 130,269,006	\$ 131,218,452	\$ 143,865,571	\$ 12,647,119	9.6%

FIRE

DEPARTMENT TOTAL EXPENDITURES



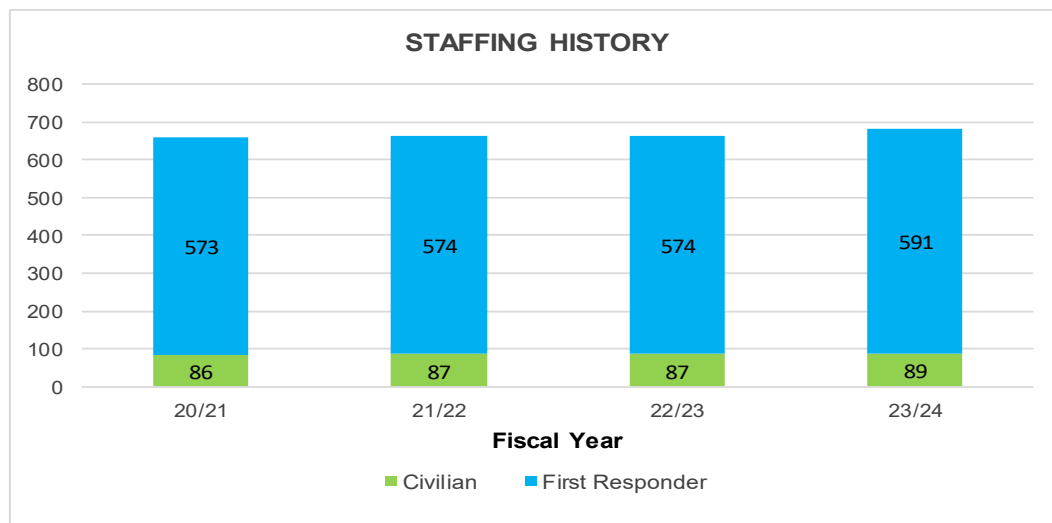
Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change to Adopted	% Change
Salaries and Wages	\$ 65,538,625	\$ 64,438,407	\$ 69,189,737	\$ 4,751,330	7.4%
Benefits	47,245,331	46,989,137	49,946,721	2,957,584	6.3%
Supplies	2,309,871	1,694,025	1,856,100	162,075	9.6%
Contractual Services	1,601,086	1,133,367	1,164,972	31,605	2.8%
Utilities	731,112	648,000	675,297	27,297	4.2%
Travel	75,333	70,000	70,000	-	0.0%
Fleet and Facility Charges	10,301,008	9,515,592	10,140,984	625,392	6.6%
Capital Outlay	440,314	4,100,000	7,328,000	3,228,000	78.7%
Other Operating Expenses	1,425,926	2,578,257	3,393,760	815,503	31.6%
Transfer Out	600,400	51,667	100,000	48,333	93.5%
TOTAL -- FIRE DEPARTMENT	\$ 130,269,006	\$ 131,218,452	\$ 143,865,571	\$ 12,647,119	9.6%



FIRE

DEPARTMENT STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Fire Chief's Office (OFD)			
0001 Fire Administration	19	19	27
0004 Fire Off Duty	1	1	-
0005 Orlando Emergency Management	-	-	2
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning and Resource Management	6	6	6
0002 Staff and Line	4	4	-
0004 Fire Special Investigative Services	4	4	-
0005 OFD Fire Safety Management	14	14	-
0006 OFD Training	8	8	8
0009 OFD Fire Supply	1	1	-
Fire Life Safety Bureau (OFL)			
0001 Life Safety	-	-	13
0002 Arson and Bomb	-	-	4
0003 Special Events	-	-	1
Fire Support Services Bureau (OFS)			
0002 Fire Supply	-	-	1
0005 Fire Communications	36	36	36
0006 City Emergency Management	2	2	-
0009 OFD EMS	10	10	-
0010 OFD Paramedic Transport	40	40	-
0011 EMS Administration and Accreditation	-	-	7
0012 OFD Logistics	-	-	3
0013 EMS Supply	-	-	3
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	512	512	513
0005 Fire Special Operations	1	1	1
0010 OFD Public Relations	3	3	4
0012 Civilian Medic Units	-	-	51
TOTAL -- GENERAL FUND	661	661	680
TOTAL -- FIRE DEPARTMENT	661	661	680



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.

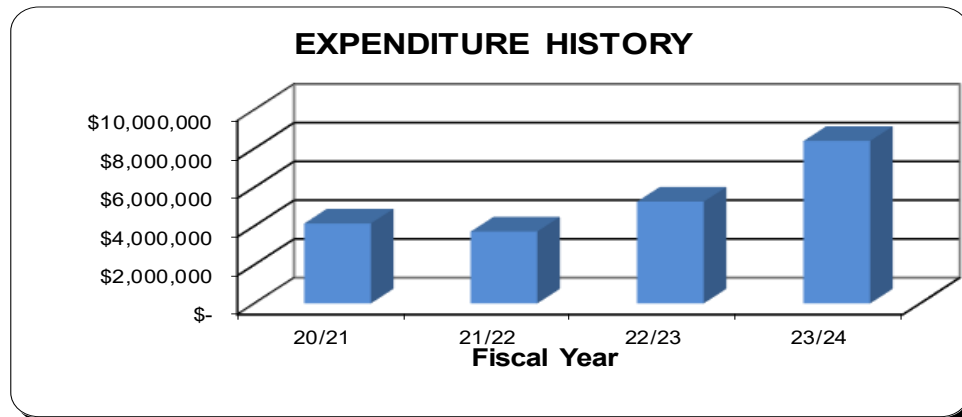
The **Office of Emergency Management (OEM)** assists in protecting the City by planning, coordinating and integrating all activities necessary to mitigate, respond to and recover from natural or manmade disasters.

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 Business Unit Cost Center and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Fire Chief's Office (OFD)					
0001 Fire Administration	\$ 3,430,299	\$ 3,805,872	\$ 5,056,294	\$ 1,250,422	32.9%
0002 Fire Nondepartmental	680,260	1,953,500	2,681,896	728,396	37.3%
0003 Orlando Operations Center	204,742	275,000	302,957	27,957	10.2%
0004 Fire Off Duty ¹	(604,291)	(780,267)	-	780,267	(100.0%)
0005 Orlando Emergency Management ⁴	-	-	347,306	347,306	N/A
TOTAL -- GENERAL FUND	\$ 3,711,010	\$ 5,254,105	\$ 8,388,453	\$ 3,134,348	59.7%
TOTAL -- FIRE CHIEF'S OFFICE	\$ 3,711,010	\$ 5,254,105	\$ 8,388,453	\$ 3,134,348	59.7%



STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Fire Chief's Office (OFD)			
0001 Fire Administration	19	19	27
0004 Fire Off Duty	1	1	-
0005 Orlando Emergency Management	-	-	2
TOTAL -- GENERAL FUND	20	20	29
TOTAL -- FIRE CHIEF'S OFFICE	20	20	29

(1) For 2022/23 a new Fire Life Safety Bureau was created; OFD Fire Life Safety Management, Fire Special Investigative Services, & Fire Off Duty were transferred under it.

(4) Moved to Fire Chief's Office

FIRE

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.

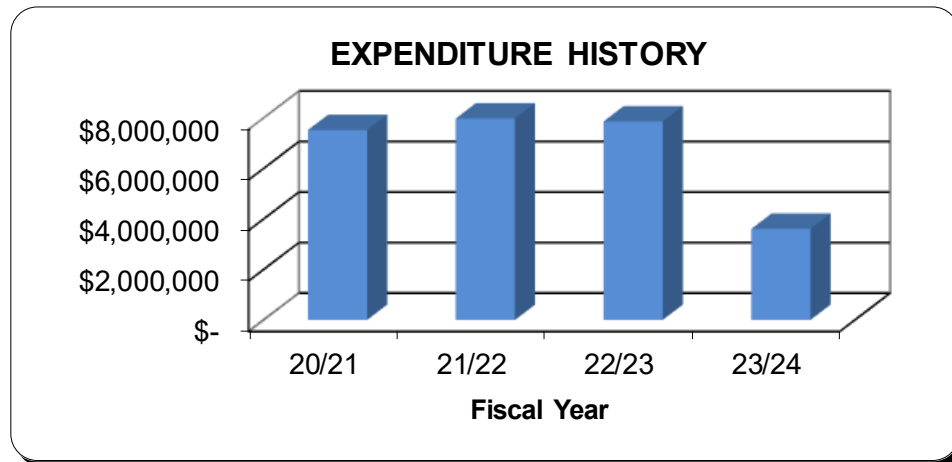
Major Accomplishments:

- 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)

FIRE

EXPENDITURE SUMMARY

Fund Business Unit Cost Center and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Fire Administrative Services Bureau (OFA)					
0001 Fire Planning and Resource Management	\$ 1,464,713	\$ 1,411,057	\$ 1,616,583	\$ 205,526	14.6%
0002 Fire Logistics ²	976,152	999,099	-	(999,099)	(100.0%)
0004 Fire Special Investigative Services ¹	1,118,075	1,071,224	-	(1,071,224)	(100.0%)
0005 OFD Fire Safety Management ¹	1,845,236	1,981,771	-	(1,981,771)	(100.0%)
0006 OFD / EMS Training	1,905,014	1,726,787	1,936,949	210,162	12.2%
0008 OFD Air Room	23,795	26,000	53,000	27,000	103.8%
0009 OFD Fire Supply ²	646,775	644,390	-	(644,390)	(100.0%)
TOTAL -- GENERAL FUND	\$ 7,979,760	\$ 7,860,328	\$ 3,606,532	\$ (4,253,796)	(54.1%)
TOTAL -- FIRE ADMINISTRATIVE SERVICES	\$ 7,979,760	\$ 7,860,328	\$ 3,606,532	\$ (4,253,796)	(54.1%)



STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Fire Administrative Services Bureau (OFA)			
0001 Fire Planning and Resource Management	6	6	6
0002 Staff and Line	4	4	-
0004 Fire Special Investigative Services	4	4	-
0005 OFD Fire Safety Management	14	14	-
0006 OFD Training	8	8	8
0009 OFD Fire Supply	1	1	-
TOTAL -- GENERAL FUND	37	37	14
TOTAL -- FIRE ADMINISTRATIVE SERVICES	37	37	14

(1) For 2022/23 a new Fire Life Safety Bureau was created; OFD Fire Life Safety Management, Fire Special Investigative Services, & Fire Off Duty were transferred under it.

(2) Moved to Fire Support Services Bureau

FIRE

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

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

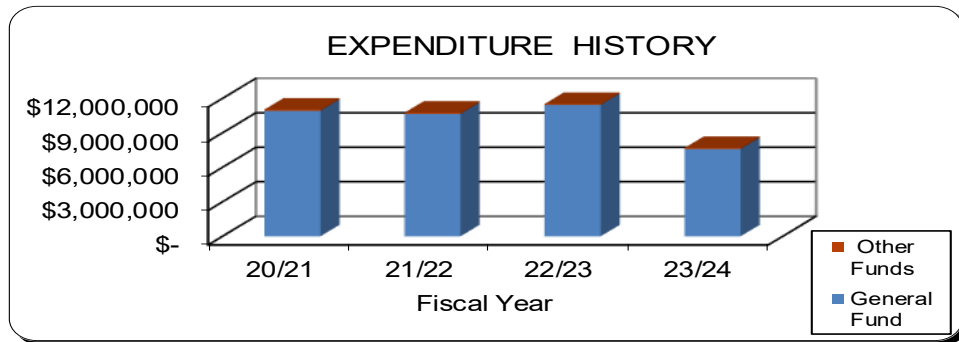
Major Accomplishments:

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

FIRE

EXPENDITURE SUMMARY

Fund Business Unit Cost Center and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Fire Support Services Bureau (OFS)					
0002 Fire Supply ²	\$0	\$0	\$760,011	\$ 760,011	N/A
0005 Fire Communications	\$2,551,510	\$3,168,492	\$3,197,793	\$ 29,301	0.9%
0006 City Emergency Management ⁴	319,448	420,482	-	(420,482)	(100.0%)
0009 OFD EMS Transport	5,431,745	4,891,997	360,000	(4,531,997)	(92.6%)
0010 OFD Paramedic Transport ³	2,344,768	2,948,043	35,000	(2,913,043)	(98.8%)
0011 EMS Administration and Accreditation	-	-	1,195,469	1,195,469	N/A
0012 OFD Logistics ²	-	-	577,845	577,845	N/A
0013 EMS Supply	-	-	1,416,090	1,416,090	N/A
0014 OFD Health and Safety ²	-	-	50,000	50,000	N/A
TOTAL -- GENERAL FUND	\$10,647,470	\$11,429,014	\$7,592,208	\$ (3,836,806)	(33.6%)
911 EMERGENCY PHONE SYSTEM FUND #0008					
Fire Support Services Bureau (OFS)					
0004 Fire 911 Emergency Phone System	\$ 104,424	\$ 90,000	\$ 100,000	\$ 10,000	11.1%
TOTAL -- 911 EMERGENCY PHONE SYSTEM	\$ 104,424	\$ 90,000	\$ 100,000	\$ 10,000	11.1%
TOTAL -- FIRE SUPPORT SERVICES BUREAU	\$ 10,751,894	\$ 11,519,014	\$ 7,692,208	\$ (3,826,806)	(33.2%)



STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Fire Support Services Bureau (OFS)			
0002 Fire Supply	-	-	1
0005 Fire Communications	36	36	36
0006 City Emergency Management	2	2	-
0009 OFD EMS	10	10	-
0010 OFD Paramedic Transport	40	40	-
0011 EMS Administration and Accreditation	-	-	7
0012 OFD Logistics	-	-	3
0013 EMS Supply	-	-	3
TOTAL -- GENERAL FUND	88	88	50
TOTAL -- FIRE SUPPORT SERVICES BUREAU	88	88	50

- (2) Moved to Fire Support Services Bureau
- (3) Moved to Fire Rescue Operations Bureau
- (4) Moved to Fire Chiefs Office

FIRE

Operations Bureau

This Bureau executes the mission of the Fire Department by providing emergency service delivery. Field operations personnel are firefighters/emergency medical service providers who respond to fires, vehicle accidents, hazardous material, technical rescue and dive rescue incidents, as well as emergency medical calls including the transport of Advanced Life Support (ALS) and Basic Life Support (BLS) patients to the hospital. In addition to emergency service delivery, field operations personnel augment the department's public education section by providing fire safety CPR training, injury prevention demonstrations, information and classes for citizens. This is the largest division with three 24-hour shifts of 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.

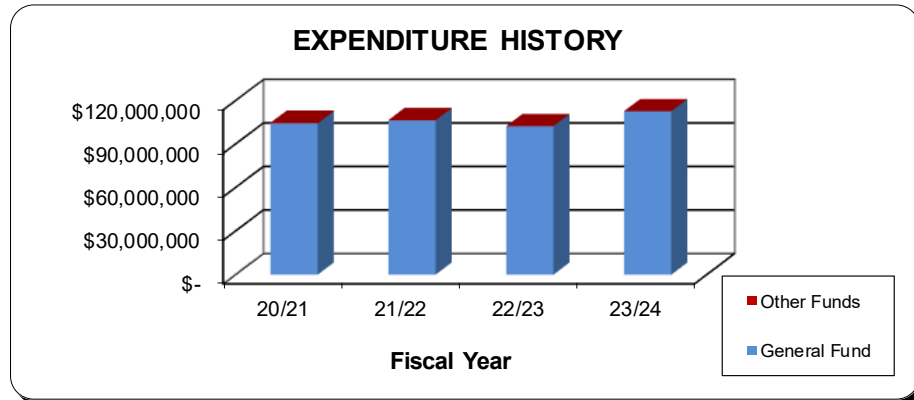
Major Accomplishments:

- 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	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Rescue Operations Bureau (OFR)					
0001 Fire Shifts	\$ 105,718,836	\$ 101,603,677	\$ 107,537,387	\$ 5,933,710	5.8%
0005 Fire Special Operations	435,077	458,662	556,678	98,016	21.4%
0008 Fire Wellness Center ²	64,619	52,500	-	(52,500)	(100.0%)
0010 OFD Public Relations	297,972	318,499	434,859	116,360	36.5%
0012 Civilian Medic Units ³	-	-	4,190,980	4,190,980	N/A
TOTAL -- GENERAL FUND	\$ 106,516,505	\$ 102,433,338	\$ 112,719,904	\$ 10,286,566	10.0%
GRANTS FUND #1130					
Projects and Grants	\$ 151,271	\$ -	\$ -	\$ -	N/A
TOTAL -- GRANTS FUND	\$ 151,271	\$ -	\$ -	\$ -	N/A
OTHER FUNDS					
Projects and Grants	\$ 16,836	\$ 51,667	\$ 100,000	\$ 48,333	93.5%
TOTAL -- OTHER FUNDS	\$ 16,836	\$ 51,667	\$ 100,000	\$ 48,333	93.5%
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	\$ 106,684,611	\$ 102,485,005	\$ 112,819,904	\$ 10,344,899	10.1%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Rescue Operations Bureau (OFR)			
0001 Fire Shifts	512	512	513
0005 Fire Special Operations	1	1	1
0010 OFD Public Relations	3	3	4
TOTAL -- GENERAL FUND	516	516	518
TOTAL -- FIRE RESCUE OPERATIONS BUREAU	516	516	518

(2) Moved to Fire Support Services Bureau

(3) Moved to Fire Rescue Operations Bureau

FIRE

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 **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 addition is responsible for overseeing the Fire Plans review section of construction permitting and enforces compliance with the Florida Fire Prevention Code and NFPA Life Safety Code
- Added greater oversight within the Bureau by implementing an after hours inspection program and additional Inspection Supervisor, as well as Project Facilities Coordinator, Planner and Data Analytics positions.

Future Goals and Objectives

Short Term (0-6 months)

- Complete rebuild of Fire Station 11
- Identify software solution with staffing, payroll, and rostering function
- Complete online Departmental inventory and equipment maintenance system

Medium Term (6 months-2 years)

- Rebuild and relocation of 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
- OFD continues to provide the necessary training to maintain ISO 1 rating and National Fire Accreditation
- Reduce number of fire code violations, false fire alarms, and repeat inspections by thorough customer education

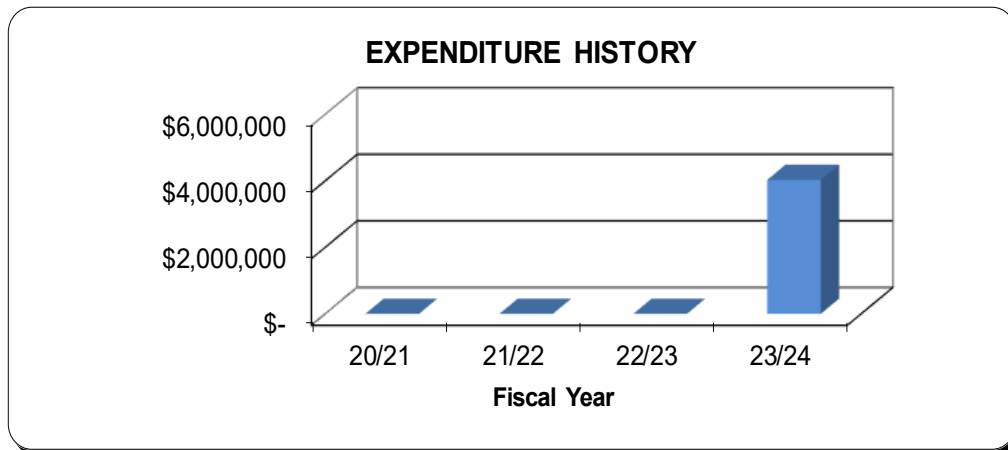
Long Term (2+ years)

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

FIRE

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Fire Life Safety Bureau (OFL) ¹					
0001 Life Safety	\$ -	\$ -	\$ 1,960,978	\$ 1,960,978	N/A
0002 Arson and Bomb	-	-	1,120,332	1,120,332	N/A
0003 Special Events	-	-	720,164	720,164	N/A
0004 Fire Temporary / Seasonal	-	-	229,000	229,000	N/A
TOTAL -- GENERAL FUND	\$ -	\$ -	\$ 4,030,474	\$ 4,030,474	N/A
TOTAL -- FIRE LIFE SAFETY BUREAU	\$ -	\$ -	\$ 4,030,474	\$ 4,030,474	N/A



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Fire Life Safety Bureau (OFL)			
0001 Life Safety	-	-	13
0002 Arson and Bomb	-	-	4
0003 Special Events	-	-	1
TOTAL -- GENERAL FUND	-	-	18
TOTAL -- FIRE LIFE SAFETY BUREAU	-	-	18

(1) For 2022/23 a new Fire Life Safety Bureau was created; OFD Fire Life Safety Management, Fire Special Investigative Services, & Fire Off Duty were transferred under it.

FIRE

Fire Department Operational Performance

Balanced Scorecard Report

Customer Service

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Fire-Support Services	Response time of 6 minutes or better.	100%	100%	100%

Employee Learning & Growth

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		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	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Fire Department	Fire Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	+/-2%	+/-1%	+/-1%

Internal Processes

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		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.	90%	96%	98%
Fire-Support Services	Percentage of units en-route within 1 minute - priority 1 calls.	100%	100%	100%
Fire-Support Services	Percentage of inspected occupancies	50%	60%	65%
Fire-Support Services	Total percentage of the building value saved from fire	100%	100%	100%



CITY OF ORLANDO

HOUSING AND COMMUNITY DEVELOPMENT

2022-2023 BY THE NUMBERS:



\$13.2 MILLION



in new grant awards for upcoming year

38%

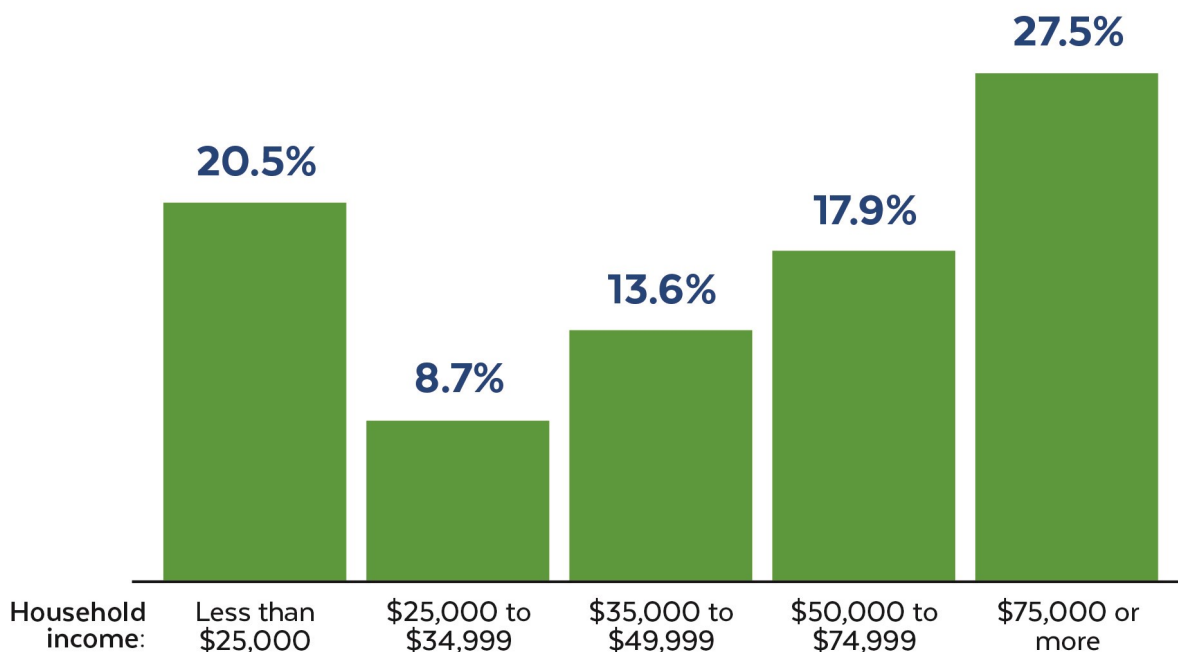
Owner occupied housing unit rates 2017-2021



2.53

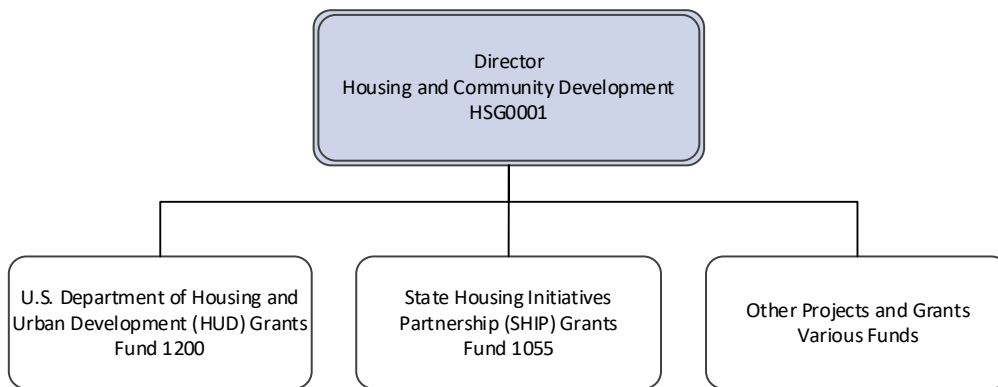
average household size

Household Income Distribution



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HOUSING AND COMMUNITY DEVELOPMENT



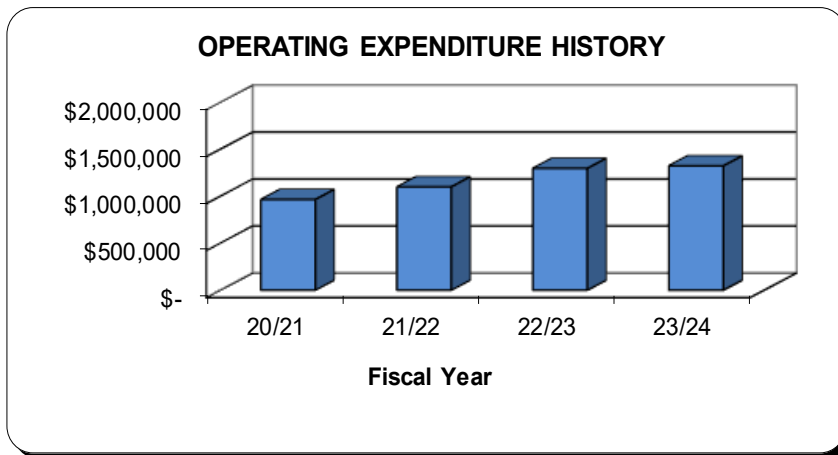
Department Mission Statement

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

HOUSING AND COMMUNITY DEVELOPMENT

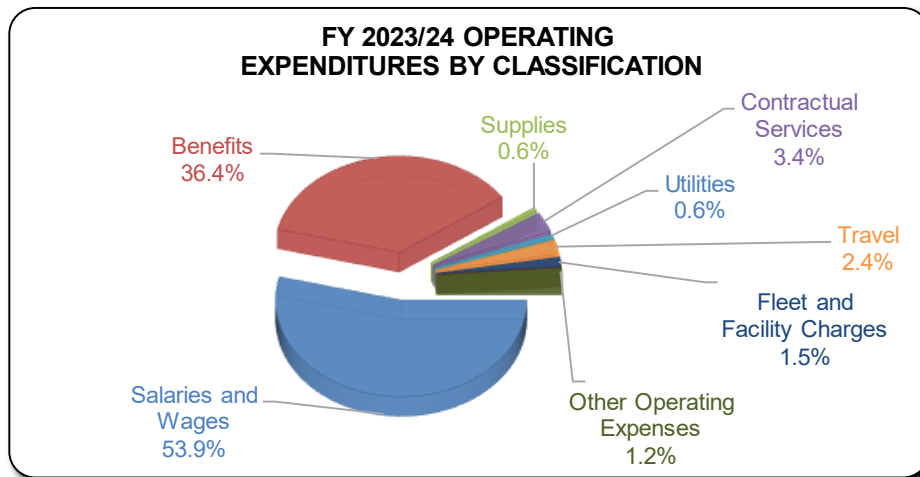
DEPARTMENT OPERATING EXPENDITURES

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center and Name	Expenditures	Budget	Budget	to Adopted	% Change
GENERAL FUND #0001					
Housing and Community Development Division (HSG)					
0001 Housing and Community Development	\$ 1,100,183	\$ 1,298,234	\$ 1,323,692	\$ 25,458	2.0%
TOTAL -- GENERAL FUND	\$ 1,100,183	\$ 1,298,234	\$ 1,323,692	\$ 25,458	2.0%
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 1,100,183	\$ 1,298,234	\$ 1,323,692	\$ 25,458	2.0%



HOUSING AND COMMUNITY DEVELOPMENT

Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 547,680	\$ 714,124	\$ 713,538	\$ (586)	(0.1%)
Benefits	427,798	456,157	482,132	25,975	5.7%
Supplies	9,511	10,500	8,000	(2,500)	(23.8%)
Contractual Services	33,705	46,490	44,890	(1,600)	(3.4%)
Utilities	2,193	2,640	6,427	3,787	143.4%
Travel	22,998	34,000	32,400	(1,600)	(4.7%)
Fleet and Facility Charges	18,361	18,323	20,305	1,982	10.8%
Capital Outlay	13,000	-	-	-	N/A
Other Operating Expenses	24,937	16,000	16,000	-	0.0%
Transfer Out	-	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT OPERATING	\$ 1,100,183	\$ 1,298,234	\$ 1,323,692	\$ 25,458	2.0%



HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT NON-OPERATING EXPENDITURES

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Grant and Name	Expenditures	Budget	Budget	to Adopted	% Change
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200					
Community Development Block Grant (CDBG)					
CDBG FY19/20	\$ 106,981	\$ -	\$ -	\$ -	N/A
CDBG FY19/20 - COVID Supplemental	3,232,218	-	-	-	N/A
CDBG FY21/22	1,452,701	-	-	-	N/A
CDBG FY22/23	-	2,350,149	-	(2,350,149)	(100.0%)
CDBG FY23/24	-	-	2,424,636	2,424,636	N/A
Emergency Shelter Grant (ESG)					
ESG FY19/20 - COVID Supplemental	42,337	-	-	-	N/A
ESG FY20/21	17,121	-	-	-	N/A
ESG FY20/21 - COVID Supplemental	1,282,483	-	-	-	N/A
ESG FY21/22	197,449	-	-	-	N/A
ESG FY22/23	-	202,592	-	(202,592)	(100.0%)
ESG FY23/24	-	-	206,553	206,553	N/A
HOME Investment Partnerships Program (HOME)					
HOME FY18/19	74,929	-	-	-	N/A
HOME FY19/20	495,073	-	-	-	N/A
HOME FY20/21	511,691	-	-	-	N/A
HOME FY21/22 - COVID Supplemental	25,802	-	-	-	N/A
HOME FY22/23	-	1,443,425	-	(1,443,425)	(100.0%)
HOME FY23/24	-	-	1,385,671	1,385,671	N/A
Housing Opportunities for People with Aids (HOPWA)					
HOPWA FY19/20	6,607	-	-	-	N/A
HOPWA FY20/21	809,941	-	-	-	N/A
HOPWA FY21/22	3,541,026	-	-	-	N/A
HOPWA FY22/23	-	4,948,742	-	(4,948,742)	(100.0%)
HOPWA FY23/24	-	-	5,544,737	5,544,737	N/A
Neighborhood Stabilization Program (NSP)					
NSP FY10/11	19,090	-	-	-	N/A
TOTAL -- HOUSING AND URBAN DVLPMNT FUND	\$ 11,815,448	\$ 8,944,908	\$ 9,561,597	\$ 616,689	6.9%

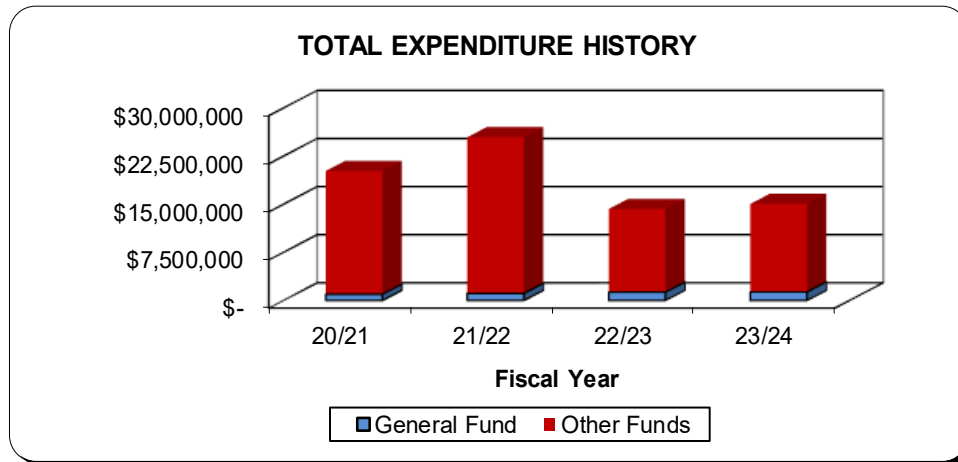
HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT NON-OPERATING EXPENDITURES (continued)

Fund Business Unit Grant and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
<u>STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) FUND #1055</u>					
State Housing Initiatives Partnership (SHIP)					
SHIP FY19/20	\$ 208,796	\$ -	\$ -	-	N/A
SHIP FY20/21	14,918	-	-	-	N/A
SHIP FY21/22	479,499	-	-	-	N/A
SHIP FY22/23	218,835	3,010,187	-	(3,010,187)	(100.0%)
SHIP FY23/24	-	-	3,681,894	3,681,894	N/A
TOTAL -- SHIP FUNDS	\$ 922,048	\$ 3,010,187	\$ 3,681,894	\$ 671,707	22.3%
<u>EMERGENCY RENTAL ASSISTANCE PROGRAM FUND #1133</u>					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ 9,856,797	\$ -	\$ -	-	N/A
TOTAL -- ERAP FUND	\$ 9,856,797	\$ -	\$ -	-	N/A
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ -	\$ 1,000,000	\$ 500,000	\$ (500,000)	(50.0%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ -	\$ 1,000,000	\$ 500,000	\$ (500,000)	(50.0%)
<u>OTHER FUNDS</u>					
Housing and Community Development Division (HSG)					
Projects and Grants	\$ 1,777,456	\$ -	\$ -	-	N/A
TOTAL -- OTHER FUNDS	\$ 1,777,456	\$ -	\$ -	-	N/A
TOTAL -- HOUSING DEPARTMENT	\$ 25,471,932	\$ 14,253,329	\$ 15,067,183	\$ 813,854	5.7%

HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT TOTAL EXPENDITURES

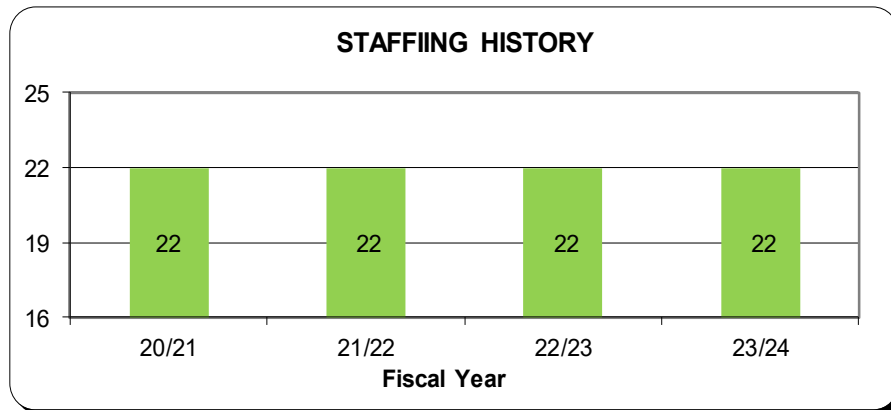


Expenditure by Classification	2021/22	2022/23	2023/24	Change to Adopted	% Change
	Actual Expenditures	Adopted Budget	Adopted Budget		
Salaries and Wages	\$ 1,354,707	\$ 1,428,027	\$ 1,492,185	\$ 64,158	4.5%
Benefits	681,393	683,771	732,560	48,789	7.1%
Supplies	57,312	10,500	8,000	(2,500)	(23.8%)
Contractual Services	21,779,025	11,057,015	12,255,580	1,198,565	10.8%
Utilities	2,193	2,640	6,427	3,787	143.4%
Travel	29,184	34,000	32,400	(1,600)	(4.7%)
Fleet and Facility Charges	18,361	18,323	20,305	1,982	10.8%
Capital Outlay	1,520,519	1,000,000	500,000	(500,000)	(50.0%)
Other Operating Expenses	29,239	19,053	19,726	673	3.5%
Transfer Out	-	-	-	-	N/A
TOTAL - HOUSING DEPARTMENT	\$ 25,471,932	\$ 14,253,329	\$ 15,067,183	\$ 813,854	5.7%

HOUSING AND COMMUNITY DEVELOPMENT

DEPARTMENT STAFFING SUMMARY

Fund	2021/22	2022/23	2023/24
Business Unit	Final	Adopted	Adopted
Cost Center and Name	Staffing	Staffing	Staffing
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND #1200			
Housing and Community Development Division (HSG)			
0002 Housing Grants	22	22	22
TOTAL -- DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT GRANTS FUND	22	22	22
TOTAL -- HOUSING DEPARTMENT	22	22	22



HOUSING AND COMMUNITY DEVELOPMENT

Overview of Services/Program

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

Major Accomplishments

- For Fiscal Year 2022-2023, the City funded local agencies to improve public facilities, improve housing stock, and provide public services as follows: Primrose's roof replacement will allow them to continue serving about 182 intellectually and developmentally disabled adults on a weekly basis; United Cerebral Palsy's roof replacement will allow them to continue serving about 153 children who suffer from cerebral palsy; and United Against Poverty's walk-in freezer replacement will allow them to continue serving over 1,000 low-income families annually through their low-cost grocery 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 so they can secure housing and jobs, and United Way's coordinated entry screening program for the homeless.
- Utilizing the HOME and SHIP Programs, the City of Orlando has collaborated with several non-profit organizations in the preservation of 83 affordable housing rental units and 33 single-family owner-occupied units.

Future Goals and Objectives

Short Term

- Develop and advertise the 2022-2023 Consolidated Annual Performance and Evaluation Report (CAPER) by December 2023.
- Execute the 2023-2024 Annual Action Plan.
- Assist the Affordable Housing Advisory Committee in their review of established policies and procedures, ordinances, land development regulations and comprehensive plan to identify new strategies that will lead to an increase in the number affordable housing units developed...
- Develop appropriate policies and partner with agencies to implement programs to assist our low-income residents.
- Monitor and evaluate efforts to ensure compliance with federal, state, and local regulations.
- Identify opportunities to collaborate and invest in "Housing Ready" solutions.
- Work with other city departments and local agencies to increase the number of affordable housing units and reduce homelessness through Accelerate Orlando

Medium Term

- Prepare Request for Proposals formats and process for 2024.
- Develop grant award recommendations by June 2024.
- Develop and submit to HUD for funding the 2024-2025 Annual Action Plan.
- Prepare and submit State Housing Initiatives Partnership (SHIP) Program annual report.
- Maintain current policies and procedures for implementation of HUD and state programs, for both City staff processes and sub-recipient education.
- Collaborate with local agencies and municipal entities in assessing community technical assistance needs in grant administration.
- Continue building the capacity of non-profit housing organizations and engaging in comprehensive grants management in order to leverage funding from federal, state and local grants, lenders and philanthropic organizations in support of Housing's mission.
- Continue to provide critical input in the City planning process as it relates to the development of housing.
- Increase inventory of rental housing for extremely low, low, and moderate-income households.

Long Term

- Work to improve processes to assist families at risk of homelessness.
- Work with City of Orlando departments, non-profit agencies, and other local governments to develop strategies for providing affordable housing opportunities to low, and moderate-income households.
- Provide funding for public services, public facilities, and infrastructure improvements to benefit low and moderate-income neighborhoods in the City of Orlando.

HOUSING AND COMMUNITY DEVELOPMENT

Housing Department Operational Performance

Balanced Scorecard Report

Fiscal

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		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	72.4%	-13.3%	+/-5%

Outcome & Mission

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Housing & Community Development	Number of very low, low and moderate-income households receiving assistance through the Down Payment Assistance Program.	3	5	2
Housing & Community Development	Number of citizens assisted through our partnership with Community Service Organizations.	6,290	7,048	2,480
Housing & Community Development	Number of multi-family units preserved for households with very low, low and moderate-income.	36	83	262
Housing & Community Development	Number of multi-family units constructed for households with very low, low and moderate-income.	0	116	135
Housing & Community Development	Number of single-family units significantly rehabilitated for very low, low and moderate-income households.	5	12	13
Housing & Community Development	Number of single-family units repaired for households with very low, low and moderate-income.	16	14	15
Housing & Community Development	Number of single-family units constructed for households with very low, low and moderate-income.	0	0	45
Housing & Community Development	Number of Multi-family unit conversions	0	0	150

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2022-2023 BY THE NUMBERS:



29,000
applications screened



7 union contracts
representing 9 bargaining
units negotiated and
administered



processed
approximately **904** new hires

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

3.0% vs. **7.7%**
premium increase over
the last five years industry average

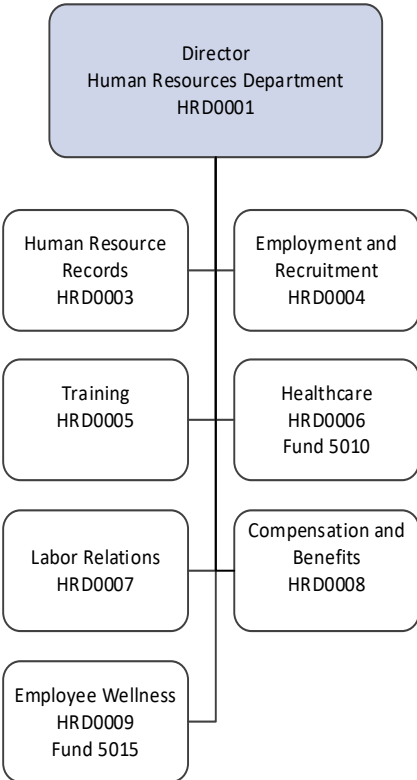
Completed over

170 and **1,776**
job classification
reviews working out of class
requests

HUMAN RESOURCES

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HUMAN RESOURCES



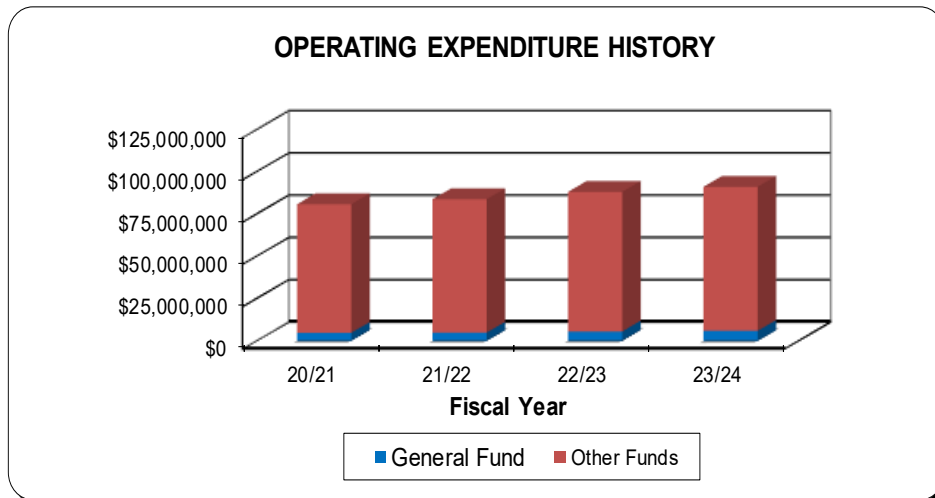
Department Mission Statement

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

HUMAN RESOURCES

DEPARTMENT OPERATING EXPENDITURES

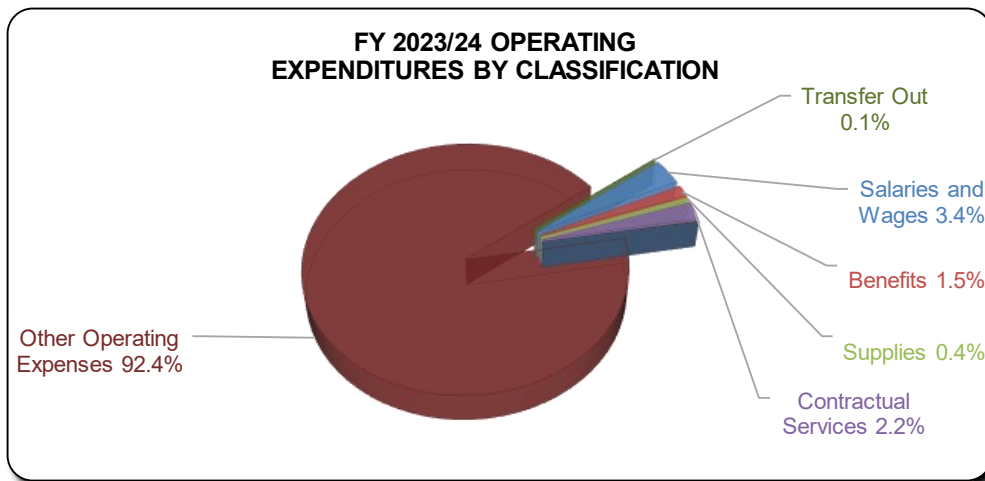
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Human Resources Division (HRD)					
0001 Human Resources	\$ 818,119	\$ 940,653	\$ 855,250	\$ (85,403)	(9.1%)
0002 Human Resources Nondepartmental	592,413	912,109	1,049,502	137,393	15.1%
0003 Human Resource Records	343,798	374,319	356,310	(18,009)	(4.8%)
0004 Employment and Recruitment	988,487	983,408	1,127,866	144,458	14.7%
0005 Human Resources Training	500,111	655,057	659,932	4,875	0.7%
0007 Labor Relations	434,146	589,721	629,030	39,309	6.7%
0008 Compensation and Benefits	1,141,814	1,045,093	1,329,462	284,369	27.2%
TOTAL -- GENERAL FUND	\$ 4,818,888	\$ 5,500,360	\$ 6,007,352	\$ 506,992	9.2%
HEALTH CARE FUND #5010					
Human Resources Division (HRD)					
0006 Healthcare	\$ 78,802,391	\$ 82,472,305	\$ 84,888,329	\$ 2,416,024	2.9%
TOTAL -- HEALTH CARE FUND	\$ 78,802,391	\$ 82,472,305	\$ 84,888,329	\$ 2,416,024	2.9%
RISK MANAGEMENT FUND #5015					
Human Resources Division (HRD)					
0009 Wellness	\$ 163,659	\$ 147,759	\$ 151,457	\$ 3,698	2.5%
TOTAL -- RISK MANAGEMENT FUND	\$ 163,659	\$ 147,759	\$ 151,457	\$ 3,698	2.5%
TOTAL -- HUMAN RESOURCES OPERATING	\$ 83,784,938	\$ 88,120,424	\$ 91,047,138	\$ 2,926,714	3.3%



HUMAN RESOURCES

DEPARTMENT OPERATING EXPENDITURES (continued)

Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 2,650,510	\$ 2,770,024	\$ 3,029,186	\$ 259,162	9.4%
Benefits	1,209,633	1,252,213	1,363,613	111,400	8.9%
Supplies	265,144	349,420	354,420	5,000	1.4%
Contractual Services	1,334,015	1,911,468	2,039,732	128,264	6.7%
Utilities	2,152	4,025	4,025	-	0.0%
Travel	14,837	38,125	38,125	-	0.0%
Capital Outlay	-	2,500	2,500	-	0.0%
Other Operating Expenses	78,178,898	81,662,899	84,085,787	2,422,888	3.0%
Transfer Out	129,750	129,750	129,750	-	0.0%
TOTAL -- HUMAN RESOURCES OPERATING	\$ 83,784,938	\$ 88,120,424	\$ 91,047,138	\$ 2,926,714	3.3%

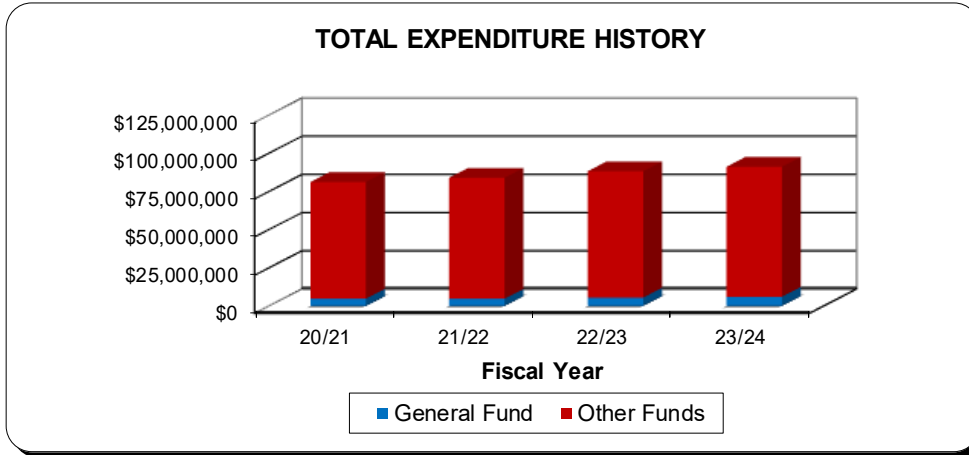


DEPARTMENT NON-OPERATING EXPENDITURES

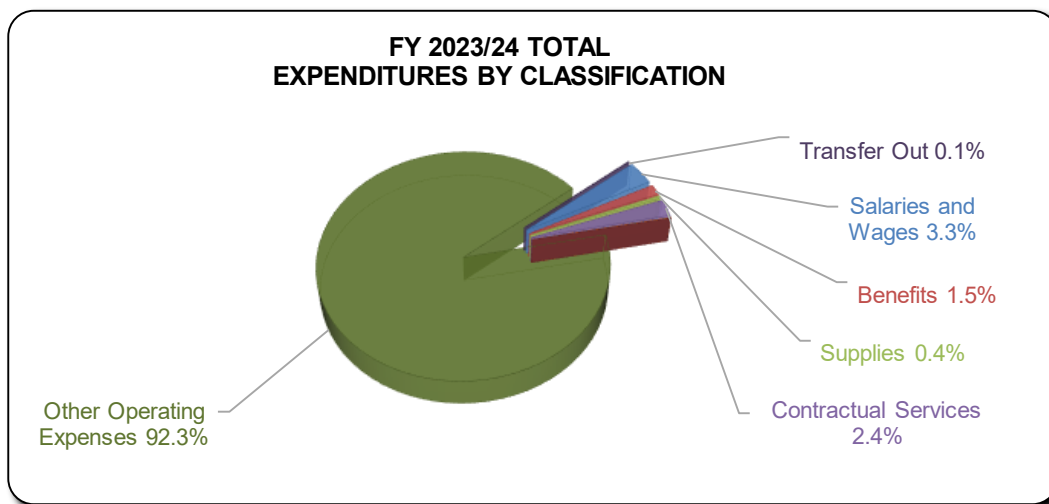
Fund	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Business Unit					
Cost Center Number and Name					
OTHER FUNDS					
Projects and Grants	\$ 160,770	\$ 129,750	\$ 129,750	\$ -	0.0%
TOTAL -- OTHER FUNDS	\$ 160,770	\$ 129,750	\$ 129,750	\$ -	0.0%
TOTAL -- PROJECTS AND GRANTS	\$ 160,770	\$ 129,750	\$ 129,750	\$ -	0.0%
TOTAL -- HUMAN RESOURCES	\$ 83,945,708	\$ 88,250,174	\$ 91,176,888	\$ 2,926,714	3.3%

HUMAN RESOURCES

DEPARTMENT NON-OPERATING EXPENDITURES (continued)



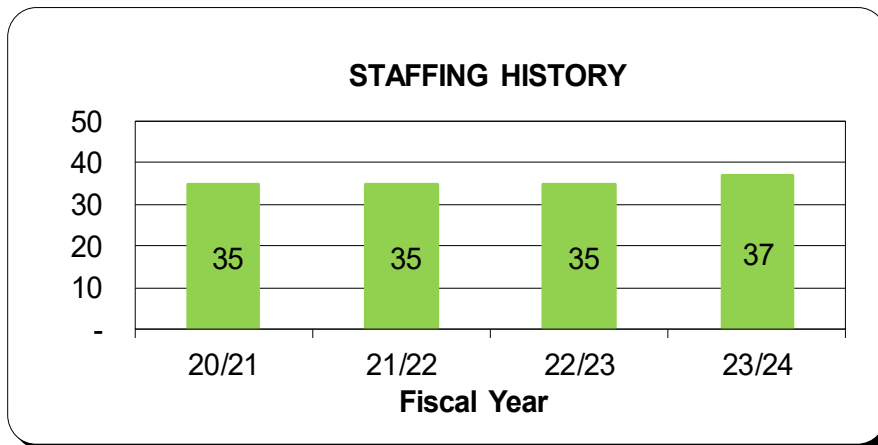
Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change to Adopted	% Change
Salaries and Wages	\$ 2,650,510	\$ 2,770,024	\$ 3,029,186	\$ 259,162	9.4%
Benefits	1,209,633	1,252,213	1,363,613	111,400	8.9%
Supplies	273,655	349,420	354,420	5,000	1.4%
Contractual Services	1,469,844	2,041,218	2,169,482	128,264	6.3%
Utilities	2,152	4,025	4,025	-	0.0%
Travel	14,837	38,125	38,125	-	0.0%
Fleet and Facility Charges	1,713	-	-	-	N/A
Capital Outlay	3,990	2,500	2,500	-	0.0%
Other Operating Expenses	78,189,625	81,662,899	84,085,787	2,422,888	3.0%
Transfer Out	129,750	129,750	129,750	-	0.0%
TOTAL -- HUMAN RESOURCES	\$ 83,945,708	\$ 88,250,174	\$ 91,176,888	\$ 2,926,714	3.3%



HUMAN RESOURCES

DEPARTMENT STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Human Resources Division (HRD)			
0001 Human Resources	6	6	6
0003 Human Resource Records	4	4	4
0004 Employment and Recruitment	8	8	9
0005 Human Resources Training	2	2	2
0007 Labor Relations	4	4	4
0008 Compensation and Benefits	9	9	10
TOTAL -- GENERAL FUND	33	33	35
<u>HEALTH CARE FUND #5010</u>			
Human Resources Division (HRD)			
0006 Healthcare	1	1	1
TOTAL -- HEALTH CARE FUND	1	1	1
<u>RISK MANAGEMENT FUND #5015</u>			
Human Resources Division (HRD)			
0009 Wellness	1	1	1
TOTAL -- RISK MANAGEMENT FUND	1	1	1
TOTAL -- HUMAN RESOURCES	35	35	37



HUMAN RESOURCES

Human Resources Department

Overview of Service/Program

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

Major Accomplishments

- Minimized grievances filed through effective interpretation and application of collective bargaining agreements
- Successfully conducted all selection and promotional processes
- Successfully completed a city-wide leadership mental health awareness training program
- Successfully initiated and conducted city-wide leadership training on various labor concepts, including FMLA, employee relations, and difficult conversations.
- Participated in various hiring events focused on promoting and attracting talent
- Managed social media platforms specific to promoting the City's job openings
- Successfully completed audit of dependent eligibility for the City's benefit programs
- Successfully completed audit of health plan medical claims
- Processed across-the-board-increases for 3,500 employees and longevity payments for eligible employee groups
- Successfully finalized the implementation of a new Pension Administration System
- Successfully conducted open enrollment for 3,200 employees and 2,300 retirees
- Successfully implemented a new Fellowship program in partnership with the University of Central Florida

Future Goals and Objectives

- Begin implementation of the Workday Recruiting System
- Complete audit of health plan pharmacy claims
- Continue to design and manage services that result in the most efficient and effective recruitment, selection, development, retention, support, and utilization of the City workforce
- Continue to ensure compliance with all ACA mandates
- Complete Human Resources policy updates
- Continue to evaluate and implement Workday releases

HUMAN RESOURCES

Human Resources Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Human Resources	Number of Employee Verifications Processed	708	889	900

Fiscal

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		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	-3.0%	8.1%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Human Resources	COBRA Notices mailed	51	55	57
Human Resources	Number of days to review applications (the time between job posting close date and date applications referred to hiring manager)	3	2	2-3 business days
Human Resources	Job classification reviews	142	173	330

Outcome

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Human Resources	New Hires Processed	961	904	950
Human Resources	Spend Authorizations approved and processed for Educational Reimbursement	188,000	292,000	240,000

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2022-2023 BY THE NUMBERS:

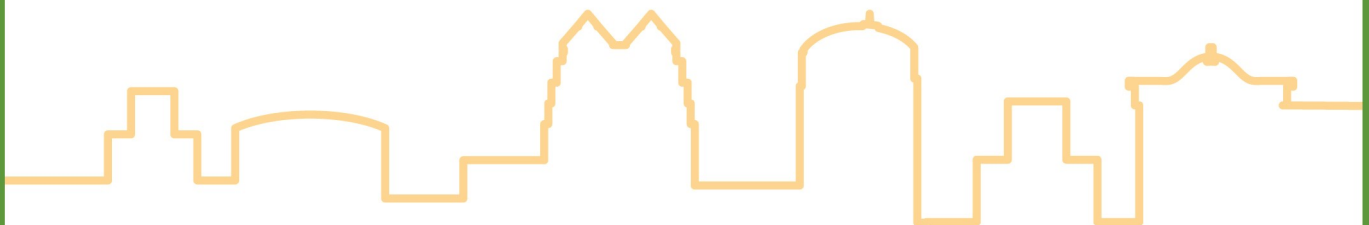
ORLANDO VENUES ATTENDANCE

1,492,680 Amway

409,468 Camping World Stadium

271,060 Leu Gardens

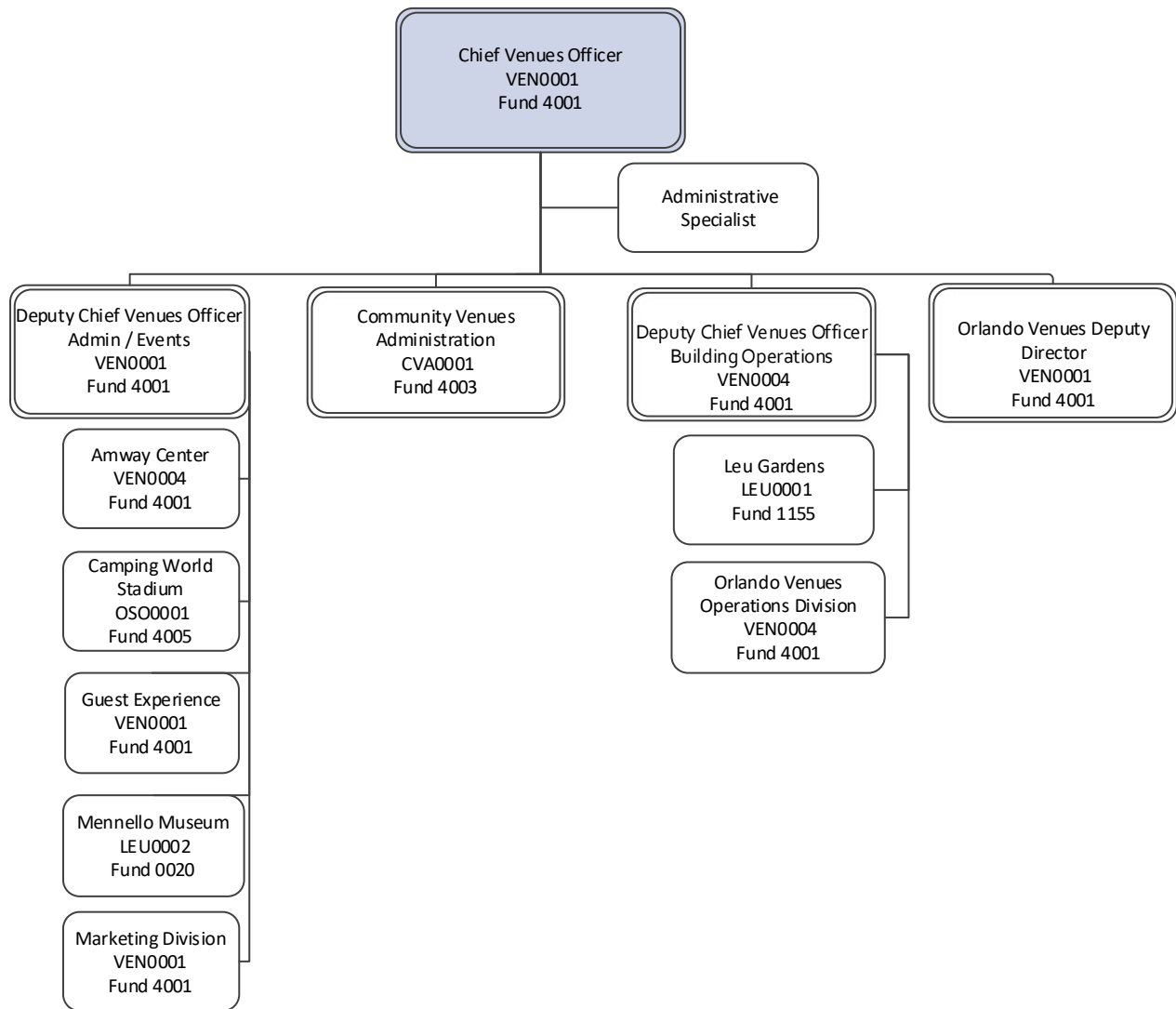
251,674 Tinker Field



VENUES

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VENUES



Department Mission Statement

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

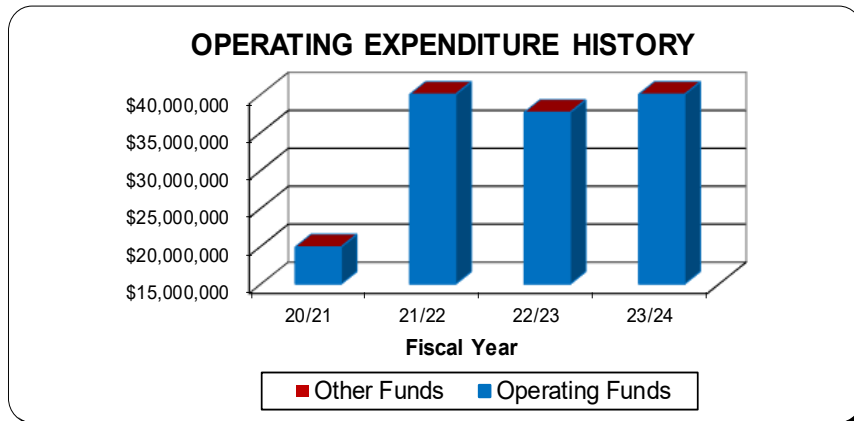
VENUES

DEPARTMENT OPERATING EXPENDITURES

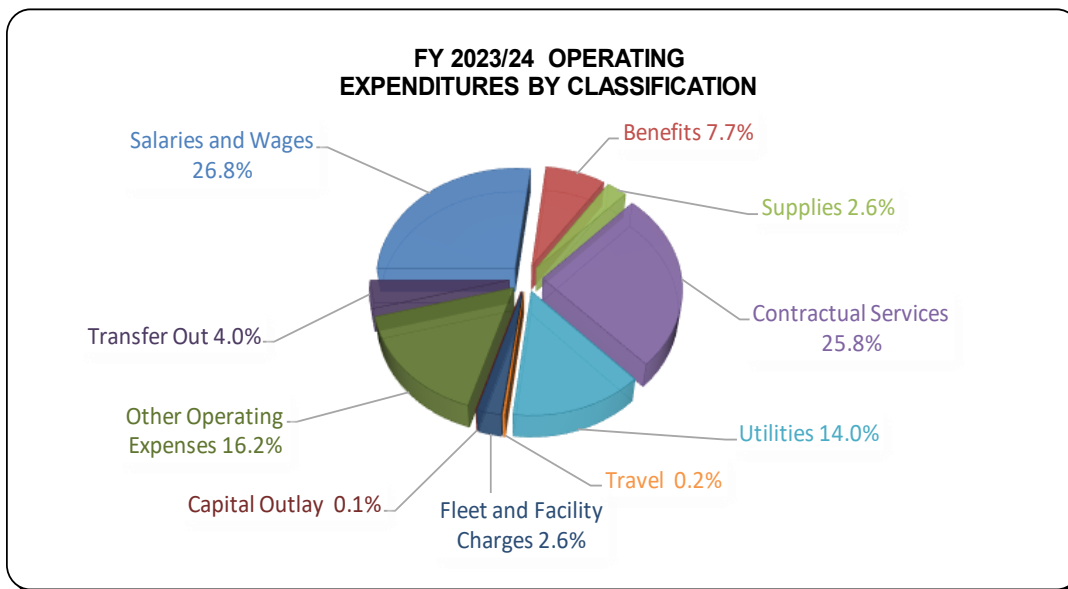
Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
ORLANDO VENUES FUND #4001					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ -	\$ 212,700	\$ (10,428)	\$ (223,128)	(104.9%)
0002 Orlando Venues Nondepartmental	2,679,480	2,280,420	2,545,707	265,287	11.6%
0003 Venues Operational Resources	-	(8,508)	89,379	97,887	(1150.5%)
0004 Amway Center	21,516,024	22,709,616	25,176,219	2,466,603	10.9%
0006 Venues Box Office	247,770	112,362	258,290	145,928	129.9%
0007 Venues Security Services	-	(15,008)	(4,535)	10,473	(69.8%)
TOTAL -- ORLANDO VENUES FUND	\$ 24,443,275	\$ 25,291,582	\$ 28,054,632	\$ 2,763,050	10.9%
ORLANDO STADIUM OPERATIONS FUND #4005					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 15,857,881	\$ 6,502,104	\$ 7,164,806	\$ 662,702	10.2%
0002 Camping World Stadium Nondepartmental	279,390	311,516	330,333	18,817	6.0%
0003 Conference Center	6,511	40,000	25,000	(15,000)	(37.5%)
0004 Varsity Club	375	-	-	-	N/A
0005 Tinker Field	790,918	1,095,042	1,144,513	49,471	4.5%
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 16,935,076	\$ 7,948,662	\$ 8,664,652	\$ 715,990	9.0%
H.P. LEU GARDENS TRUST FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 3,795,067	\$ 3,423,075	\$ 4,235,404	\$ 812,329	23.7%
0003 Public Art	68,300	68,300	68,300	-	0.0%
0004 Leu Gift Shop	97,532	178,000	-	(178,000)	(100.0%)
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 3,960,899	\$ 3,669,375	\$ 4,303,704	\$ 634,329	17.3%
MENNELLO MUSEUM FUND #0020					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 664,497	\$ 709,076	\$ 747,483	\$ 38,407	5.4%
TOTAL -- MENNELLO MUSEUM FUND	\$ 664,497	\$ 709,076	\$ 747,483	\$ 38,407	5.4%
TOTAL -- ORLANDO VENUES OPERATING	\$ 46,003,746	\$ 37,618,695	\$ 41,770,471	\$ 4,151,776	11.0%

VENUES

DEPARTMENT OPERATING EXPENDITURES (continued)



Expenditure by Classification	2021/22	2022/23	2023/24	Change to Adopted	% Change
	Actual Expenditures	Adopted Budget	Adopted Budget		
Salaries and Wages	\$ 9,434,379	\$ 9,582,572	\$ 11,214,349	\$ 1,631,777	17.0%
Benefits	2,911,835	2,972,460	3,211,133	238,673	8.0%
Supplies	1,245,217	1,027,804	1,095,256	67,452	6.6%
Contractual Services	17,118,261	9,859,597	10,763,948	904,351	9.2%
Utilities	3,128,472	5,394,303	5,859,205	464,902	8.6%
Travel	23,263	85,500	86,900	1,400	1.6%
Fleet and Facility Charges	680,069	564,366	1,069,620	505,254	89.5%
Capital Outlay	18,680	-	-	-	N/A
Other Operating Expenses	9,511,684	6,432,427	6,770,665	338,238	5.3%
Transfer Out	1,931,886	1,699,666	1,699,395	(271)	(0.0%)
TOTAL -- ORLANDO VENUES OPERATING	\$ 46,003,746	\$ 37,618,695	\$ 41,770,471	\$ 4,151,776	11.0%

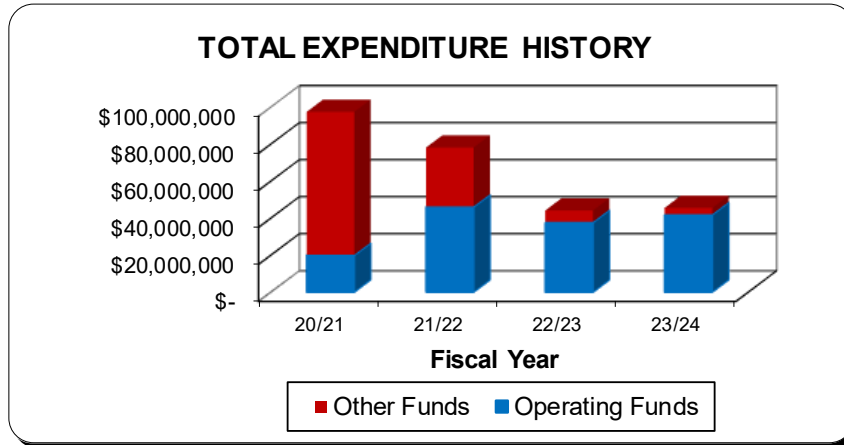


VENUES

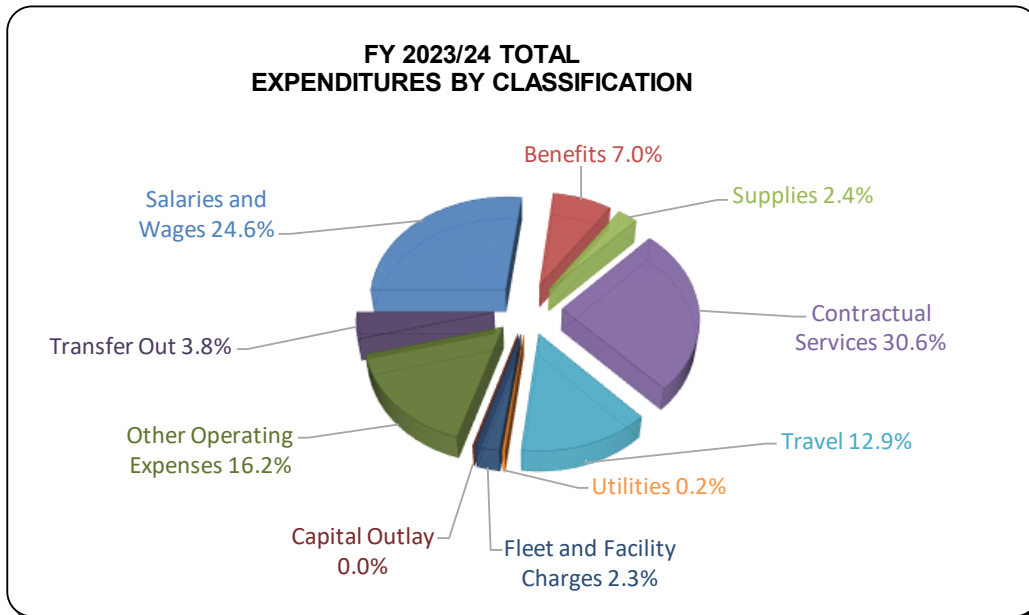
Fund Business Unit	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
<u>CAPITAL IMPROVEMENTS FUND #3001</u>					
Projects and Grants	\$ 625,176	\$ 184,000	\$ 25,000	\$ (159,000)	(86.4%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 625,176	\$ 184,000	\$ 25,000	\$ (159,000)	(86.4%)
<u>AMWAY CENTER CONSTRUCTION AND DEBT FUNDS #4022-4030</u>					
Events Center Construction Division (EVC)					
0003 Events Center Construction - Other	\$ 192,087	\$ 599,666	\$ 599,395	\$ (271)	(0.0%)
0005 Nondepartmental Events Center CP	816,799	1,818,750	-	(1,818,750)	(100.0%)
Projects and Grants	351,284	-	-	-	N/A
TOTAL -- AMWAY CENTER CONST AND DEBT FUNDS	\$ 1,360,170	\$ 2,418,416	\$ 599,395	\$ (1,819,021)	(75.2%)
<u>AMWAY CENTER RENEWAL AND REPLACEMENT FUND #4002</u>					
Projects and Grants	\$ 703,035	\$ 1,000,000	\$ 1,000,000	\$ -	0.0%
TOTAL -- AMWAY CENTER RENEWAL AND REPLACEMENT FUND	\$ 703,035	\$ 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	\$ 264,264	\$ 566,550	\$ -	\$ (566,550)	(100.0%)
Projects and Grants	7,049,953	-	-	-	N/A
TOTAL -- PAC CONSTRUCTION AND DEBT FUNDS	\$ 7,314,217	\$ 566,550	\$ -	\$ (566,550)	(100.0%)
<u>CITRUS BOWL CONSTRUCTION AND DEBT FUNDS #4077, 4079-4083</u>					
Construction Citrus Bowl Division (CBR)					
0001 Citrus Bowl CP Debt Construction	\$ 146,790	\$ 314,700	\$ -	\$ (314,700)	(100.0%)
0004 CRA Citrus Bowl Construction	16,491,598	-	-	-	N/A
Projects and Grants	472,561	-	-	-	N/A
TOTAL -- CITRUS BOWL CONST AND DEBT FUNDS	\$ 17,110,949	\$ 314,700	\$ -	\$ (314,700)	(100.0%)
<u>DESIGNATED REVENUE FUND #0005 F</u>					
Projects and Grants	\$ 614,937	\$ 1,957,160	\$ 2,034,415	\$ 77,255	3.9%
TOTAL -- DESIGNATED REVENUE FUND	\$ 614,937	\$ 1,957,160	\$ 2,034,415	\$ 77,255	3.9%
<u>OTHER PROJECT AND GRANTS FUNDS #1130,1155,4001,4005,4006</u>					
Projects and Grants Funds	\$ 4,417,938	\$ 100,000	\$ 100,000	\$ -	0.0%
TOTAL -- OTHER PROJECT AND GRANTS FUNDS	\$ 4,417,938	\$ 100,000	\$ 100,000	\$ -	0.0%
TOTAL -- VENUES OTHER FUNDS	\$ 32,146,421	\$ 6,540,826	\$ 3,758,810	\$ (2,782,016)	(42.5%)
TOTAL -- ORLANDO VENUES	\$ 78,150,167	\$ 44,159,521	\$ 45,529,281	\$ 1,369,760	3.1%

VENUES

DEPARTMENT TOTAL EXPENDITURES



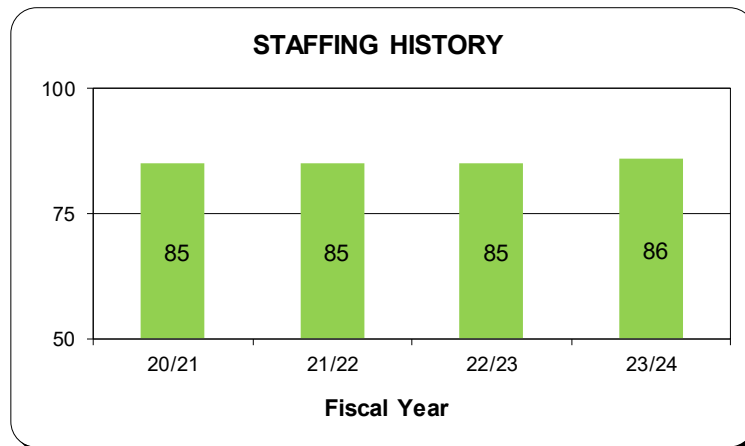
Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 9,434,379	\$ 9,582,572	\$ 11,213,148	\$ 1,630,576	17.0%
Benefits	2,911,835	2,972,460	3,200,886	228,426	7.7%
Supplies	1,458,971	1,027,804	1,100,980	73,176	7.1%
Contractual Services	19,170,180	12,916,757	13,929,086	1,012,329	7.8%
Utilities	5,500,807	5,394,303	5,859,205	464,902	8.6%
Travel	23,263	85,500	86,900	1,400	1.6%
Fleet and Facility Charges	926,936	564,366	1,069,620	505,254	89.5%
Capital Outlay	25,317,369	184,000	-	(184,000)	100.0%
Other Operating Expenses	11,474,540	9,732,093	7,370,061	(2,362,032)	(24.3%)
Transfer Out	1,931,886	1,699,666	1,699,395	(271)	(0.0%)
TOTAL -- ORLANDO VENUES	\$78,150,167	\$44,159,521	\$45,529,281	\$ 1,369,760	3.1%



VENUES

DEPARTMENT STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	18	18	18
0003 Venues Operational Resources	5	5	6
0004 Amway Center	17	17	17
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	54	54	55
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>			
Orlando Stadium Operations Division (OSO)			
0001 Camping World Stadium	7	7	7
TOTAL - ORLANDO STADIUM OPERATIONS FUND	7	7	7
<u>H.P. LEU GARDENS TRUST FUND #1155</u>			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	20	20
<u>MENNELLO MUSEUM FUND #0020</u>			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	4	4	4
TOTAL -- MENNELLO MUSEUM FUND	4	4	4
TOTAL -- ORLANDO VENUES	85	85	86



VENUES

Venues Operations

Overview of Services/Programs

Orlando Venues manages and operates community venues including the Amway Center, Camping World Stadium, Tinker Field, Harry P. Leu Gardens, the Mennello Museum of American Art and Public Art. Our mission is to become one of the country's most progressive sports and live entertainment complexes, offering events 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

Amway Center

- Several sellout concerts including Bruce Springsteen & the E Street Band, Paramore, Pitbull, Janet Jackson, Stevie Nicks and RBD
- Ranked #33 on Pollstar's Q2 2023 Worldwide Ticket Sales Top 200 Arena Venues
- Ranked #14 on Pollstar's Q1 2023 Worldwide Top 100 Arena Grosses
- Ranked #22 on Pollstar's 2022 Year-End Worldwide Ticket Sales Top 200 Arena Venues

Camping World Stadium

- Hosted a sold-out Karol G concert (September 24) with over 46,000 fans in attendance
- Hosted a Florida Cup match between Real Madrid and Juventus (August 2) before a capacity crowd
- Ranked #12 on Pollstar's 2022 Year-End Worldwide Ticket Sales Top 100 Stadium Venues
- Hosted Cheez-It Bowl between Florida State and Oklahoma (December 29, 2022)
- Hosted Cheez-It Citrus Bowl between LSU and Purdue (January 2, 2023)

Tinker Field

- Hosted 11th annual Electric Daisy Carnival with a 3-day format (Friday-Sunday) and generated a local economic impact of \$125 million (November 11-13, 2022)

Future Goals and Objectives

Short Term

- Update CampiingWorldStadium.com website to improve the user experience and deliver responsive design
- Secure TDT funding for Amway Center capital repairs totaling \$256 million over 10 years and \$400 million for Camping World Stadium to complete the vision of adding an all-new upper bowl
- Design and install overlook to celebrate Tinker Field history

Medium Term

- Evaluate long term capital needs at Camping World Stadium to remain competitive including a 360-degree halo canopy
- Develop promotional partnerships with area businesses and hotels to garner exposure for our concerts/events and generate additional revenue
- Further expand our marketing and outreach efforts to Central Florida's Hispanic community

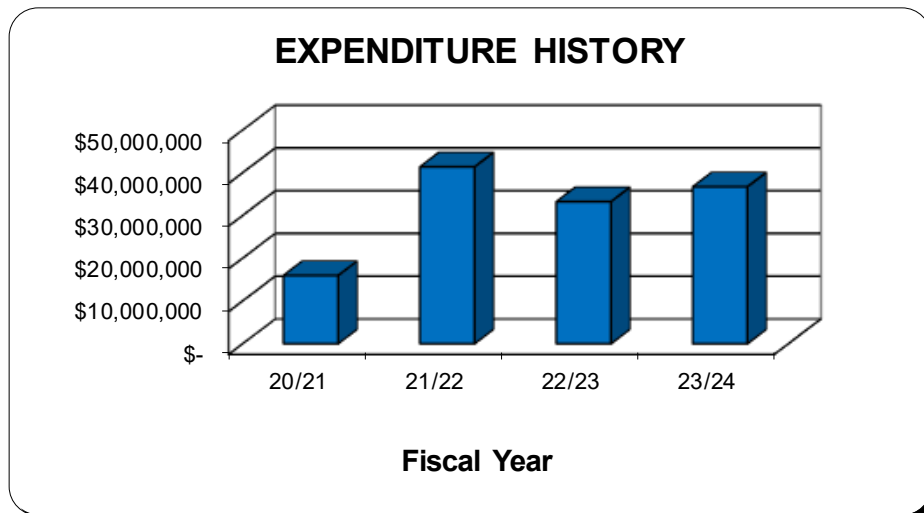
Long Term

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

VENUES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	% Change
ORLANDO VENUES FUND #4001					
Orlando Venues Division (VEN)					
0001 Venues Operations	\$ -	\$ 212,700	\$ (10,428)	\$ (223,128)	(104.90%)
0002 Orlando Venues Nondepartmental	2,679,480	2,280,420	2,545,707	265,287	11.63%
0003 Venues Operational Resources	-	(8,508)	89,379	97,887	(1150.53%)
0004 Amway Center	21,516,024	22,709,616	25,176,219	2,466,603	10.86%
0006 Venues Box Office	247,770	112,362	258,290	145,928	129.87%
0007 Venues Security Services	-	(15,008)	(4,535)	10,473	(69.78%)
TOTAL -- ORLANDO VENUES FUND	\$ 24,443,275	\$ 25,291,582	\$ 28,054,632	\$ 2,763,050	10.92%
ORLANDO STADIUM OPERATIONS FUND #4005					
Orlando Stadium Operations Division (OSO)					
0001 Camping World Stadium	\$ 15,857,881	\$ 6,502,104	\$ 7,164,806	\$ 662,702	10.19%
0002 Camping World Stadium Nondepartmental	279,390	311,516	330,333	18,817	6.04%
0003 Conference Center	6,511	40,000	25,000	(15,000)	(37.50%)
0005 Tinker Field	790,918	1,095,042	1,144,513	49,471	4.52%
TOTAL -- ORLANDO STADIUM OPERATIONS FUND	\$ 16,934,701	\$ 7,948,662	\$ 8,664,652	\$ 715,990	9.01%
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	\$ 41,377,976	\$ 33,240,244	\$ 36,719,284	\$ 765,461	10.47%



VENUES

STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
<u>ORLANDO VENUES FUND #4001</u>			
Orlando Venues Division (VEN)			
0001 Venues Operations	18	18	18
0003 Venues Operational Resources	5	5	6
0004 Amway Center	17	17	17
0006 Venues Box Office	2	2	2
0007 Venues Security Services	12	12	12
TOTAL -- ORLANDO VENUES FUND	54	54	55
<u>ORLANDO STADIUM OPERATIONS FUND #4005</u>			
Orlando Stadium Operations Division (OSO)			
0001 Camping World Stadium	7	7	7
TOTAL - ORLANDO STADIUM OPERATIONS FUND	7	7	7
TOTAL -- ARENA, THEATRE AND SPORTS FIELD DIVISION	61	61	62

VENUES

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

Overview of Services/Programs

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. For the past 62 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.

2022 – 2023 HIGHLIGHTS

- 271,060 VISITORS came to the Gardens, events, programs, and exhibits
- 7,102 ACTIVE MEMBERS joined or renewed; 120 VOLUNTEERS donated a total of 5,947 hours
- 89 TOURS hosted 3,352 participants on adult and student trips, 214 CLASSES hosted 4,778 participants
- 28,194 E-NEWSLETTER subscribers, 42,904 FACEBOOK and 25,485 INSTAGRAM followers
- 382 WEDDINGS & PRIVATE RENTALS hosted 30,293 people
- WELCOME CENTER underwent a complete remodel

DONATIONS, GRANT FUNDING & CORPORATE CONTRIBUTIONS RECEIVED

Florida Department of State, Division of Arts and Culture Grant - \$99,360

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 - \$30,000, Stanley Smith Horticultural Trust - \$15,800, Vaughn-Jordan Foundation - \$11,000, Gosnell Foundation - \$10,000, Florida Wildflower Foundation Viva Florida Landscape Demonstration Grant – \$4164

FUTURE GOALS & OBJECTIVES

Short Term

- Attract new and returning residents, members, and tourists to the Gardens through a multi-channel communications plan.
- Interpret and share programs, events, and exhibits for the public within our 4 Interpretive Areas of Science & Nature, Heritage & Culture, Art & Design, and Health & Wellness.
- Preserve and share the history of the 1888 Historic Leu House Museum with visitor tours and events.
- Generate earned and contributed income to support the Gardens operation and public offerings.

Medium Term

- Enhance the Gardens volunteer program to recruit and train new volunteers to support the Gardens operations and public offerings.
- Develop educational and operational partnerships with community organizations and educational institutions to increase public awareness and impact of the Gardens.

Long Term

- Design a new strategic vision for the Gardens long-term success and growth.
- Design a new master site plan for the Gardens to enact on the new strategic vision.

VENUES

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 Mennello Museum of American Art 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:

- In Conversation: Will Wilson
- Impression and Reality
- Anila Quayyum Agha
- Awarded \$152,842 in annual grants

Educational Programming:

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

Future Goals and Objectives

Short Term Goals:

- Increase marketing and promotion of exhibitions and accompanying programs to drive attendance for all exhibitions listed above
- Friends fundraiser: Fabulous Evening with Friends 2024
- Festival: Indie Folkfest – October 2023
- Improve facility care and maintenance
- Streamline part time staff and front desk
- Identify and secure more sponsorship and support

Medium-Term Goals:

- Secure event support and staffing
- Grow visibility with marketing and promotion campaign
- Increase membership and attendance
- Develop Digital Membership
- Professional Development for all Staff

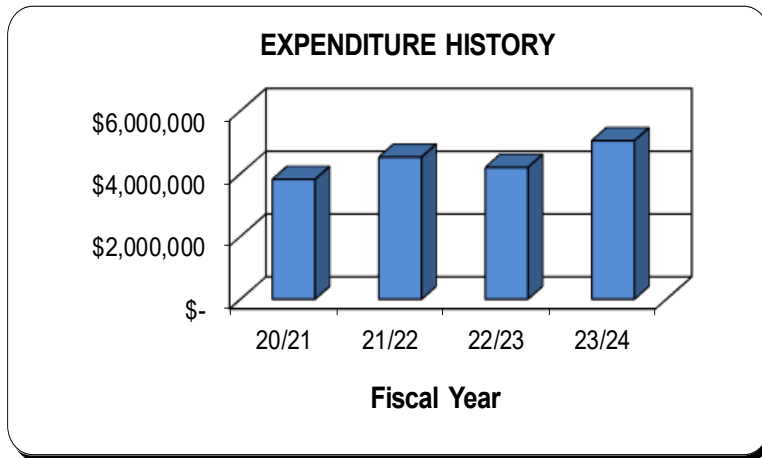
Long term Goals:

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

VENUES

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
H.P. LEU GARDENS FUND #1155					
Gardens, Galleries & Museums Division (LEU)					
0001 Harry P. Leu Gardens	\$ 3,795,067	\$ 3,423,075	\$ 4,235,404	\$ 812,329	23.73%
0003 Public Art	68,300	68,300	68,300	-	0.00%
TOTAL -- H.P. LEU GARDENS TRUST FUND	\$ 3,863,367	\$ 3,491,375	\$ 4,303,704	\$ 812,329	23.27%
MENNELLO MUSEUM - AMERICAN ART FUND #0020					
Gardens, Galleries & Museums Division (LEU)					
0002 Mennello Museum - American Art	\$ 664,497	\$ 709,076	\$ 747,483	\$ 38,407	5.42%
TOTAL -- MENNELLO MUSEUM FUND	\$ 664,497	\$ 709,076	\$ 747,483	\$ 38,407	5.42%
TOTAL -- GARDENS, GALLERIES & MUSEUMS	\$ 4,527,863	\$ 4,200,451	\$ 5,051,187	\$ 850,736	20.25%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
H.P. LEU GARDENS TRUST FUND #1155			
Gardens, Galleries & Museums Division (LEU)			
0001 Harry P. Leu Gardens	20	20	20
TOTAL -- H.P. LEU GARDENS TRUST FUND	20	20	20
MENNELLO MUSEUM FUND #0020			
Gardens, Galleries & Museums Division (LEU)			
0002 Mennello Museum - American Art	4	4	4
TOTAL -- MENNELLO MUSEUM FUND	4	4	4
TOTAL -- GARDENS, GALLERIES & MUSEUMS	24	24	24

VENUES

Orlando Venues Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2021/2022	2022/2023	2023/2024
		Actual	Estimated	Proposed
Orlando Venues	Amway Center - Total Attendance	1,331,576	1,400,000	1,400,000
Orlando Venues	Camping World Stadium- Total Attendance	486,767	400,000	405,000
Harry P. Leu Gardens	Number of visitors	245,843	271,060	275,000
Harry P. Leu Gardens	Number of outreach events participated	8	2	0
Harry P. Leu Gardens	Number of participants at outreach events	642	179	0
Mennello Museum of American Art	Annual Attendance	42,212	50,000	50,000
Mennello Museum of American Art	Number of General memberships	109	250	250
Mennello Museum of American Art	Number of Friends memberships	58	75	75
Mennello Museum of American Art	Number of Facebook likes	170,922	200,000	200,000
Mennello Museum of American Art	Number of Visits to Mennello Museum website	100,221	120,000	120,000
Public Art	Number of Visits to public arts website	8,120	8,124	8,500
Public Art	Attendance at art receptions	1,000	1,000	1,000

Fiscal

Organizational Unit	Performance Indicator	2021/2022	2022/2023	2023/2024
		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	+13.27	+18.9	+/- 5%
Harry P. Leu Gardens	Revenue from user fees	\$2,473,535	\$2,751,957	\$2,750,000
Harry P. Leu Gardens	Number of Volunteer hours	3,844	5,947	4,000
Harry P. Leu Gardens	Spending Level - Leu Gardens	100%	100%	100%
Harry P. Leu Gardens	Revenue Level - Leu Gardens	100%	100%	100%
Mennello Museum of American Art	Total revenue	307,573	300,000	300,000
Mennello Museum of American Art	Total funds raised by the Friends	72,847	75,000	75,000
Mennello Museum of American Art	Value of grants awarded	152,842	130,000	130,000

VENUES

Orlando Venues Operational Performance

Balanced Scorecard Report

Internal Processes

Organizational Unit	Performance Indicator	2021/2022	2022/2023	2023/2024
		Actual	Estimated	Proposed
Public Arts	Number pieces in collection	756	760	760
Public Arts	Number of large outdoor pieces of art maintained or repaired	11	6	6
Public Arts	Number of smaller pieces maintained or repaired	All maintained	All maintained	All maintained
Public Arts	Annual number of entries	5	5-10 annually	5-10 annually

Outcome & Mission

Organizational Unit	Performance Indicator	2021/2022	2022/2023	2023/2024
		Actual	Estimated	Proposed
Orlando Venues	Amway Center - Total Events	233	240	245
Orlando Venues	Camping World Stadium - Total Events	40	45	42
Orlando Venues	Tinker Field - Total Events	7	7	7
Public Arts	Percentage of collection "on view"	60%	70%	70%



CITY OF ORLANDO

POLICE DEPARTMENT

2022-2023 BY THE NUMBERS:



259,457
calls for service



11,907
arrests



Violent Crime Incidents
decreased by **8%**



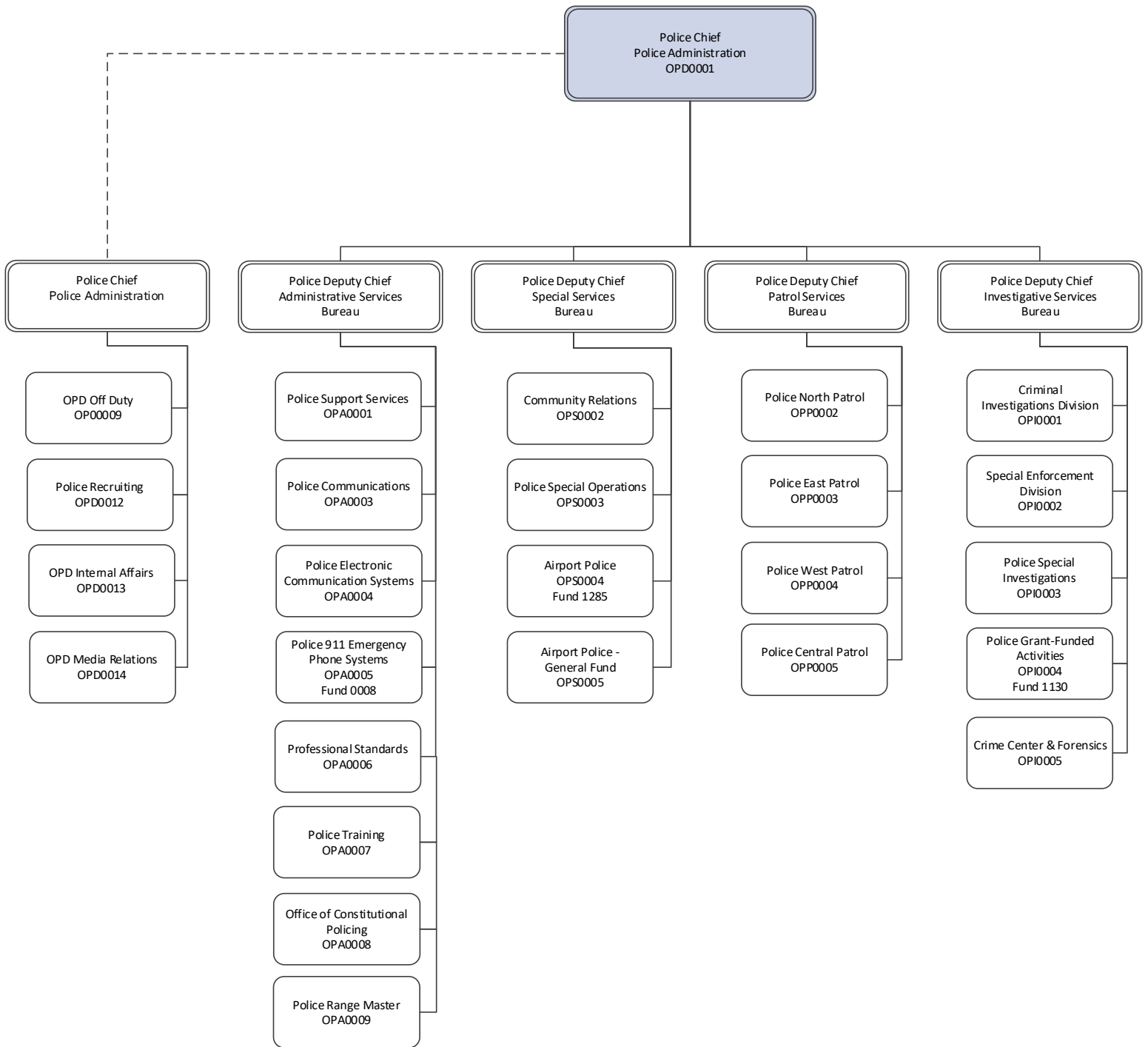
115
recruits hired



63
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

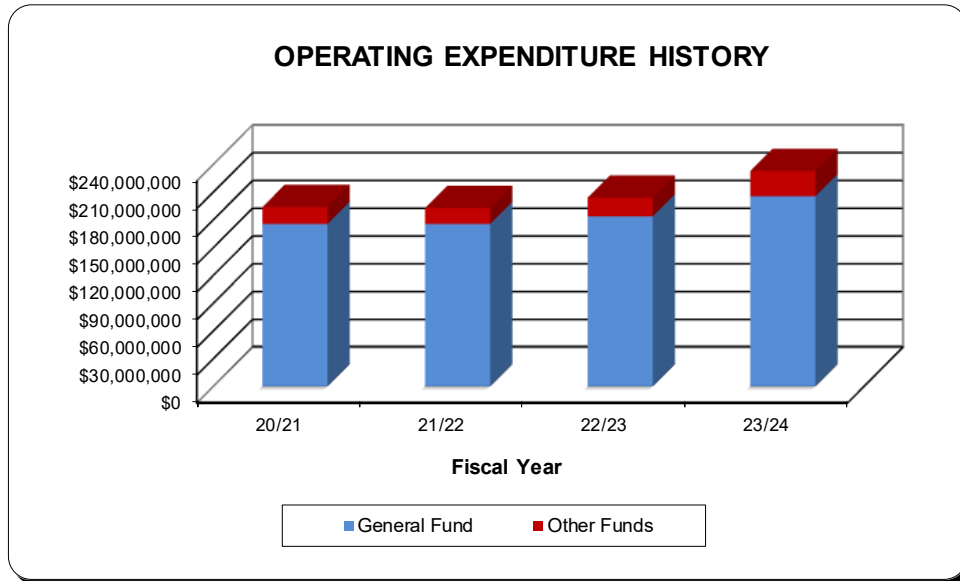
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police Administration (OPD)					
0001 Police Administration	\$ 3,917,711	\$ 2,216,967	\$ 5,596,589	\$ 3,379,622	152.4%
0002 Police Nondepartmental	2,573,673	6,264,435	7,789,171	1,524,736	24.3%
0003 Primrose Building Operations	59,684	154,680	154,680	-	0.0%
0009 OPD Off Duty	16,451,687	15,147,500	15,673,182	525,682	3.5%
0010 OPD - MOU Overtime	349,408	-	-	-	N/A
0012 Police Recruiting ¹	-	-	1,653,365	1,653,365	N/A
0013 OPD Internal Affairs	-	-	1,180,751	1,180,751	N/A
0014 OPD Media Relations	-	-	538,842	538,842	N/A
Police Administrative Services Bureau (OPA)					
0001 Police Support Services	3,849,691	4,301,226	4,358,433	57,207	1.3%
0002 Police Recruiting ¹	1,490,075	1,530,169	-	(1,530,169)	(100.0%)
0003 Police Communications	8,071,326	9,920,131	10,642,254	722,123	7.3%
0004 Police Electronic Communication Systems	248,323	351,512	343,390	(8,122)	(2.3%)
0006 Professional Standards Division	3,205,862	2,870,570	2,268,665	(601,905)	(21.0%)
0007 Police Officer Training	5,988,533	4,147,201	2,894,638	(1,252,563)	(30.2%)
0008 Office of Constitutional Policing	-	-	1,668,720	1,668,720	N/A
0009 Police Range Master	-	-	1,463,102	1,463,102	N/A
Police Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	14,378,396	14,921,360	13,611,959	(1,309,401)	(8.8%)
0002 Special Enforcement Division	5,720,990	5,794,441	9,235,719	3,441,278	59.4%
0003 Police Special Investigations	2,552,016	2,392,366	2,473,765	81,399	3.4%
0004 Police Grant-funded Activities	1,559,293	1,042,043	75,331	(966,712)	(92.8%)
0005 Crime Center & Forensics Division	6,379,685	7,192,794	7,076,574	(116,220)	(1.6%)
Police Special Services Bureau (OPS)					
0002 Community Relations Division	16,396,498	17,326,772	17,723,282	396,510	2.3%
0003 Police Special Operations	8,511,897	9,022,101	8,894,485	(127,616)	(1.4%)
0005 Airport Police-General Fund	2,345,236	3,003,362	2,461,510	(541,852)	(18.0%)
0006 FY20 COPS Grant Clearing	622,670	911,984	1,150,967	238,983	26.2%
Police Patrol Services Bureau (OPP)					
0002 Police North Patrol	17,850,963	18,922,439	18,787,888	(134,551)	(0.7%)
0003 Police East Patrol	19,989,822	20,995,364	22,371,550	1,376,186	6.6%
0004 Police West Patrol	19,925,457	22,088,790	21,066,804	(1,021,986)	(4.6%)
0005 Police Central Patrol	12,856,126	12,972,074	23,950,307	10,978,233	84.6%
TOTAL -- GENERAL FUND	\$ 175,295,020	\$ 183,490,281	\$ 205,105,923	\$ 21,615,642	11.8%
LAW ENFORCEMENT TRAINING FUND #0002					
Police Administration (OPD)					
0005 Police Law Enforcement Training	\$ 120,344	\$ 130,000	\$ 130,000	\$ -	0.0%
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 120,344	\$ 130,000	\$ 130,000	\$ -	0.0%
GOAA POLICE FUND #1285					
Police Special Services Bureau (OPS)					
0004 Airport Police	\$ 16,271,498	\$ 19,066,620	\$ 26,096,005	\$ 7,029,385	36.9%
TOTAL -- GOAA POLICE FUND	\$ 16,271,498	\$ 19,066,620	\$ 26,096,005	\$ 7,029,385	36.9%
OCPS CROSSING GUARD FUND #0014					
Police Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 1,110,885	\$ 1,212,479	\$ 2,067,705	\$ 855,226	70.5%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 1,110,885	\$ 1,212,479	\$ 2,067,705	\$ 855,226	70.5%

(1) Moved to Police Administration Bureau

POLICE

DEPARTMENT OPERATING EXPENDITURES (continued)

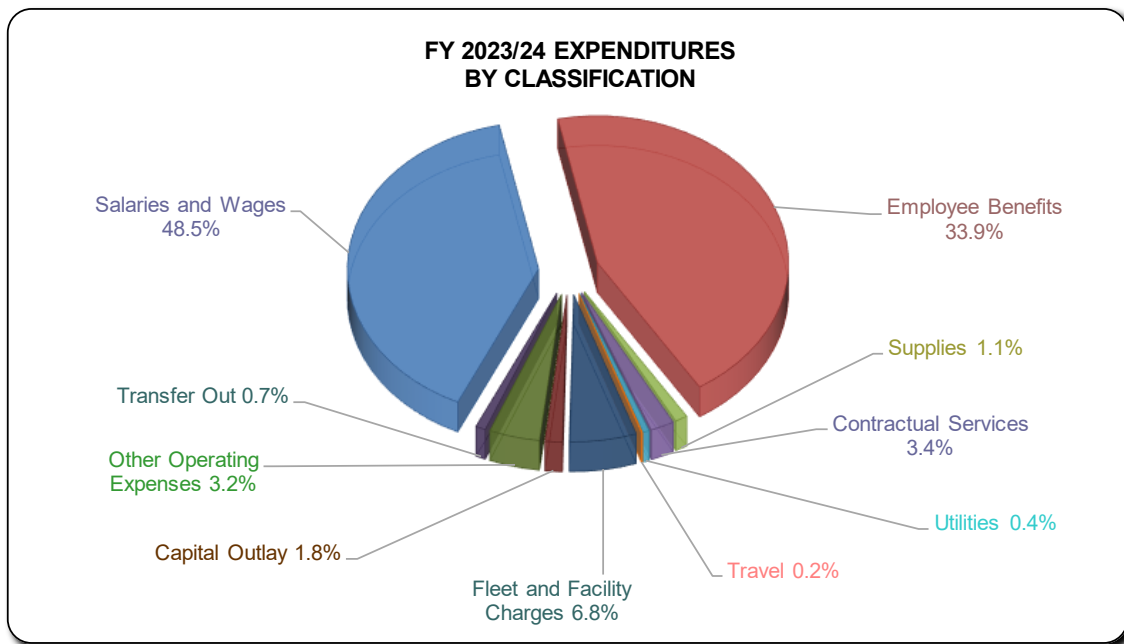
Fund	2021/22	2022/23	2023/24	Change	%
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONTRABAND FORFEITURE TRUST FUND #1165					
Police Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 242,069	\$ 425,262	\$ 404,846	\$ (20,416)	(4.8%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 242,069	\$ 425,262	\$ 404,846	\$ (20,416)	(4.8%)
POLICE CAMP TRUST FUND #0021					
Police Administration (OPD)					
0008 Police Camp Trust	\$ 900	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 900	\$ -	\$ -	\$ -	N/A
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 502,877	\$ 602,213	\$ 705,460	\$ 103,247	17.1%
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 502,877	\$ 602,213	\$ 705,460	\$ 103,247	17.1%
TOTAL -- POLICE DEPARTMENT OPERATING	\$ 193,543,592	\$ 204,926,855	\$ 234,509,939	\$ 29,583,084	14.4%



POLICE

DEPARTMENT OPERATING EXPENDITURES (continued)

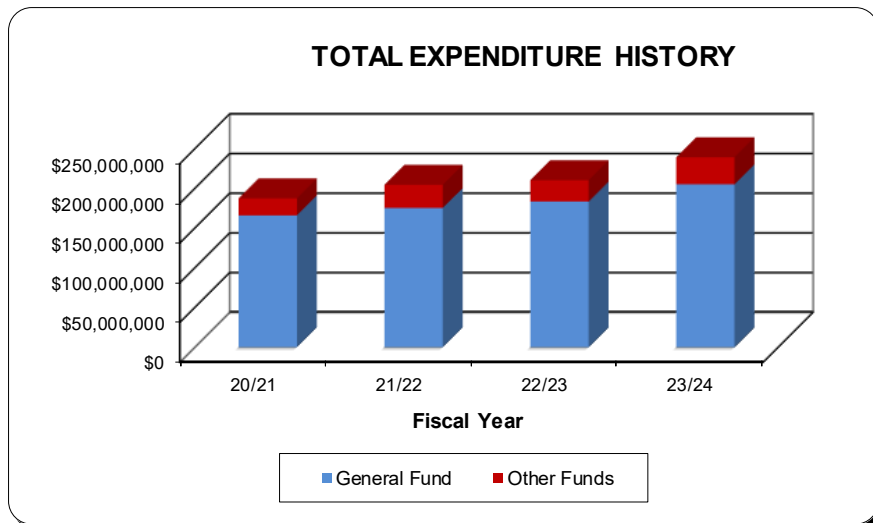
Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 96,844,648	\$ 100,975,699	\$ 113,829,969	\$ 12,854,270	12.7%
Employee Benefits	69,103,085	72,322,593	79,405,602	7,083,009	9.8%
Supplies	2,972,482	2,487,190	2,618,129	130,939	5.3%
Contractual Services	3,348,390	5,303,752	8,077,048	2,773,296	52.3%
Utilities	971,099	949,430	971,225	21,795	2.3%
Travel	209,699	179,900	354,000	174,100	96.8%
Fleet and Facility Charges	14,278,044	13,110,758	15,927,146	2,816,388	21.5%
Capital Outlay	66,863	2,232,166	4,304,464	2,072,298	92.8%
Other Operating Expenses	4,377,175	6,170,565	7,459,302	1,288,737	20.9%
Transfer Out	1,372,106	1,194,802	1,563,054	368,252	30.8%
TOTAL -- POLICE DEPARTMENT	\$ 193,543,592	\$ 204,926,855	\$ 234,509,939	\$ 29,583,084	14.4%



POLICE

DEPARTMENT TOTAL EXPENDITURES

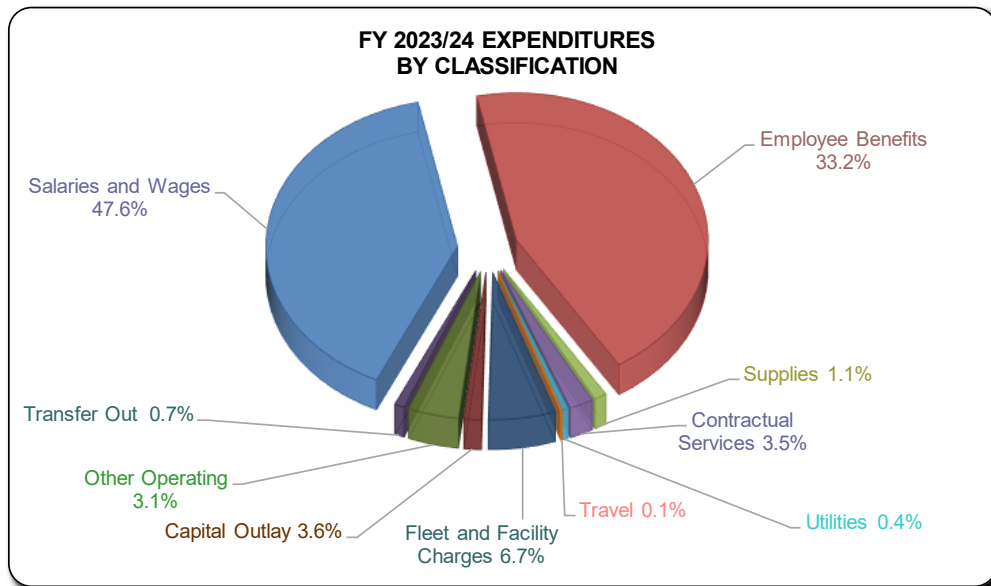
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
DEPARTMENT OF JUSTICE FEDERAL EQUITABLE SHARING AGREEMENT FUND #1166					
Police-Administration (OPD)					
0003 Federal Asset Sharing - Justice	\$ 173,279	\$ -	\$ -	\$ -	N/A
TOTAL -- DOJ FEDERAL ASSET SHARING	\$ 173,279	\$ -	\$ -	\$ -	N/A
GRANTS FUND #1130					
Grants	\$ 889,721	\$ -	\$ -	\$ -	N/A
TOTAL -- GRANTS FUND	\$ 889,721	\$ -	\$ -	\$ -	N/A
CAPITAL IMPROVEMENTS FUND #3001					
Projects	\$ 9,045,037	\$ 4,718,000	\$ 4,600,000	\$ (118,000)	(2.5%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 9,045,037	\$ 4,718,000	\$ 4,600,000	\$ (118,000)	(2.5%)
DESIGNATED REVENUE FUND #0005 F					
Projects and Grants	\$ 818,351	\$ 697,323	\$ 193,054	\$ (504,269)	(72.3%)
TOTAL -- DESIGNATED REVENUE FUND	\$ 818,351	\$ 697,323	\$ 193,054	\$ (504,269)	(72.3%)
OTHER FUNDS					
Projects and Grants - Other Funds	\$ 110,376	\$ -	\$ -	\$ -	N/A
TOTAL -- PROJECTS AND GRANTS - OTHER FUNDS	\$ 110,376	\$ -	\$ -	\$ -	N/A
TOTAL -- SPECIAL REVENUE AND OTHER FUNDS	\$ 11,036,764	\$ 5,415,323	\$ 4,793,054	\$ (622,269)	(11.5%)
TOTAL -- POLICE DEPARTMENT	\$ 204,580,356	\$ 210,342,178	\$ 239,302,993	\$ 28,960,815	13.8%



POLICE

DEPARTMENT TOTAL EXPENDITURES (continued)

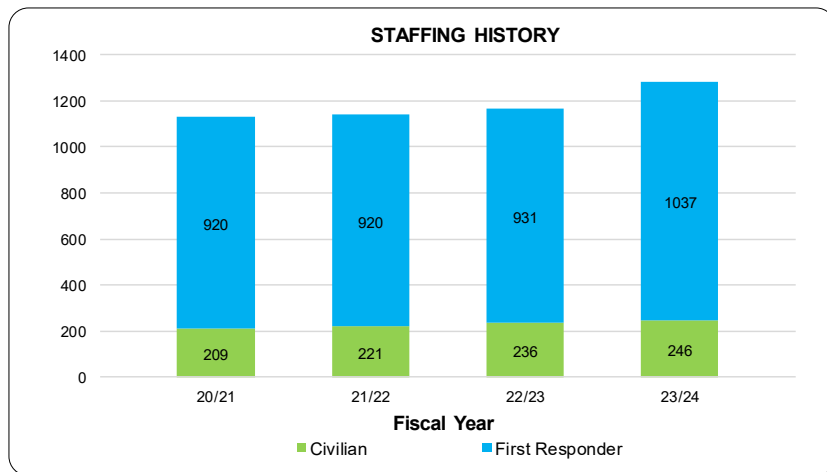
Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 97,584,095	\$ 101,673,022	\$ 114,023,023	\$ 12,350,001	12.1%
Employee Benefits	69,720,023	72,322,593	79,405,602	7,083,009	9.8%
Supplies	4,146,420	2,487,190	2,618,129	130,939	5.3%
Contractual Services	4,517,578	5,303,752	8,277,048	2,973,296	56.1%
Utilities	971,099	949,430	971,225	21,795	2.3%
Travel	267,494	179,900	354,000	174,100	96.8%
Fleet and Facility Charges	14,436,002	13,110,758	15,927,146	2,816,388	21.5%
Capital Outlay	7,174,427	6,950,166	8,704,464	1,754,298	25.2%
Other Operating Expenses	4,391,110	6,170,565	7,459,302	1,288,737	20.9%
Transfer Out	1,372,106	1,194,802	1,563,054	368,252	30.8%
TOTAL -- POLICE DEPARTMENT	\$ 204,580,356	\$ 210,342,178	\$ 239,302,993	\$ 28,960,815	13.8%



POLICE

DEPARTMENT STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Police Administration (OPD)			
0001 Police Administration	12	15	5
0012 Police Recruiting	-	-	10
0013_C OPD Internal Affairs	-	-	8
0014_C OPD Media Relations	-	-	4
Administrative Services Bureau (OPA)			
0001 Police Support Services	46	48	41
0003 Police Communications	10	10	103
0004 Police Electronic Communication Systems	94	95	1
0006 Professional Standards Division	1	1	22
0007 Police Officer Training	27	27	35
0008_C Office of Constitutional Policing	35	35	7
0009_C Police Range Master	-	-	5
Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	123	123	123
0002 Special Enforcement Division	53	53	54
0003 Police Special Investigations	13	13	13
0004 Police Grant-funded Activities	25	25	25
0005 Crime Center & Forensics	-	5	5
Special Services Bureau (OPS)			
0002 Community Relations Division	68	68	78
0003 Police Special Operations	51	53	53
Patrol Services Bureau (OPP)			
0002 Police North Patrol	112	123	123
0003 Police East Patrol	135	135	155
0004 Police West Patrol	119	119	119
0005 Police Central Patrol	95	95	118
TOTAL -- GENERAL FUND	1,019	1,043	1,107
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	121	123	176
TOTAL -- GOAA POLICE FUND	121	123	176
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	-
TOTAL -- OCPS CROSSING GUARD FUND	1	1	-
TOTAL -- POLICE	1,141	1,167	1,283



POLICE

Police Administration

The Chief's Staff (Police Administration) is comprised of the Chief of Staff and the Criminal Justice Section. The Chief of Staff oversees the Administrative Operations, Media Relations, Internal Affairs, and the Recruiting. 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.
- The Media Relations Office continues to expand its relations with local and national media to highlight multimedia storytelling to the public and responding efficiently to critical incidents.
- The Media Relations Office continues to grow the audiences across the agency's Twitter, Facebook, Instagram, and YouTube accounts, as well as a newly launched LinkedIn account for recruitment efforts.
- The Media Relations office works with the City Clerk's office to facilitate public records requests to media outlets in a timely manner and has recently improved the turn-around time.
- 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 133 new officers during Chief Smith's first year. Previous one year high was 97.

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 solicit input from the Citizens Review Board and community stakeholders regarding policy changes.
- 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 Recruiting Unit is streamlining the process for all applicants by utilizing updated technology (Pre-Employ) to assist our background investigators.

Medium Term

- The Chief of Police will continue to work with the CAO in expanding the Community Response Team pilot program.
- 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.

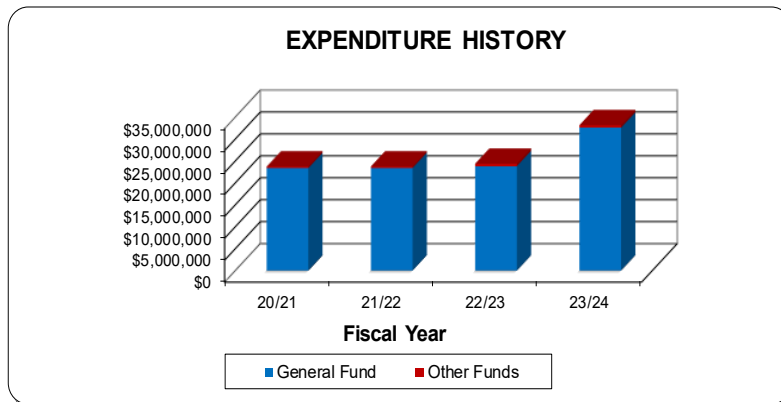
Long Term

- Under the Chief of Police's direction, the Recruiting Unit will expand recruiting efforts to hire 30% women by the year 2030.

POLICE

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police Administration (OPD)					
0001 Police Administration	\$ 3,917,711	\$ 2,216,967	\$ 5,596,589	\$ 3,379,622	152.4%
0002 Police Nondepartmental	2,573,673	6,264,435	7,789,171	1,524,736	24.3%
0003 Primrose Building Operations	59,684	154,680	154,680	-	0.0%
0009 OPD Off Duty	16,451,687	15,147,500	15,673,182	525,682	3.5%
0010 OPD - MOU Overtime	349,408	-	-	-	N/A
0012 Police Recruiting1	-	-	1,653,365	1,653,365	N/A
0013 OPD Internal Affairs	-	-	1,180,751	1,180,751	N/A
0014 OPD Media Relations	-	-	538,842	538,842	N/A
TOTAL -- GENERAL FUND	\$ 23,352,162	\$ 23,783,582	\$ 32,586,580	\$ 8,802,998	37.0%
LAW ENFORCEMENT TRAINING FUND #0002					
Police Administration (OPD)					
0005 Police Law Enforcement Training	\$ 120,344	\$ 130,000	\$ 130,000	\$ -	0.0%
TOTAL -- LAW ENFORCEMENT TRAINING FUND	\$ 120,344	\$ 130,000	\$ 130,000	\$ -	0.0%
POLICE CAMP TRUST FUND #0021					
Police-Administration (OPD)					
0008 Police Camp Trust	\$ 900	\$ -	\$ -	\$ -	N/A
TOTAL -- POLICE CAMP TRUST FUND	\$ 900	\$ -	\$ -	\$ -	N/A
CONTRABAND FORFEITURE TRUST FUND #1165					
Police Administration (OPD)					
0004 Special Law Enforcement Trust	\$ 242,069	\$ 425,262	\$ 404,846	\$ (20,416)	(4.8%)
TOTAL -- CONTRABAND FORFEITURE TRUST	\$ 242,069	\$ 425,262	\$ 404,846	\$ (20,416)	(4.8%)
TOTAL -- POLICE ADMINISTRATION	\$ 23,715,475	\$ 24,338,844	\$ 33,121,426	\$ 8,782,582	36.1%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Police Administration (OPD)			
0001 Police Administration	12	15	5
0012 Police Recruiting	-	-	10
0013_C OPD Internal Affairs	-	-	8
0014_C OPD Media Relations	-	-	4
TOTAL -- GENERAL FUND	12	15	27
TOTAL -- POLICE ADMINISTRATION	12	15	27

POLICE

Administrative Services Bureau

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

Major Accomplishments

- The Communications Division processed 382,158 911 emergency calls, 600,322 non-emergency calls, 1,273 911 text calls, and 353 TTY calls for a total of 984,106 calls.
- The Communications Division answered 93% of 911 calls within 10 seconds, 3% over the state requirement.
- The Policy and Data Collection Unit took delivery of the Learning Management System (eLearning portal).
- The Policy & Data Collection Unit collaborated with other members of the Professional Standards Division to overhaul the OPD Written Directives structure and content.
- The ASCU reviewed 241 Uses of Force reports between January 1, 2023, and September 20, 2023.
- The ACSU reviewed 1,909 Body Worn Camera (BWC) videos between February and September 2023.
- The Fiscal Management Section successfully managed the financial resources of the OPD Department, including revenues and expenditures of the adopted budget of \$24 million.
- The Grants Section submitted over \$3.2 million in funding requests.
- The Grants Section was awarded \$1.3 million in grant funds and managed \$6 million in current grant funds.
- The Strategic Planning/Grants Section developed standard operating procedures for conducting CPTED assessments.
- The FTO Unit trained 79 recruits that successfully advanced to solo patrol.
- The Training Unit created a stand-alone Active Assailant Policy and began department wide training.

Future Goals and Objectives

Short Term

- The Communications Division will upgrade the City's public safety radio system to the latest software platform.
- The Policy & Data Collection Unit will continue to provide weekly traffic stop statistics to the ASCU Manager, allowing for the unit to identify cases and BWC footage to review.
- The Policy & Data Collection Unit will provide monthly general statistics, annual use-of-force statistics, and any other requested reports to the Professional Standards Division Commander.
- The Fiscal Management Section will develop standard operating procedures detailing the job duties assigned to each role for all the positions within the fiscal office.
- The Training Unit will increase scenario training and incorporate the simulator into block trainings.

Medium Term

- Support Services Division will request additional staffing in the Report Review Unit.
- The Communications Division will implement technology to provide text, images, video, and voice calls.
- The agency will successfully maintain Excelsior Accreditation Status after our reaccreditation assessment in August of 2024.

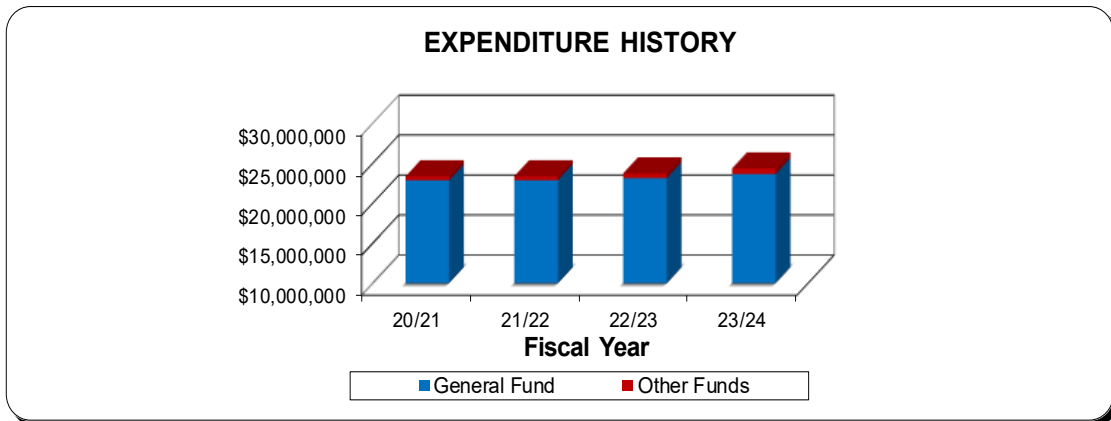
Long Term

- The Administrative Services Bureau will increase the number of professional staff to support the work outputs for the increased number of OPD officers and streamline internal processes by leveraging new technology.
- The Strategic Planning/Grants Section will continue working with other City staff to add CPTED requirements and inspections to the development and permitting processes within the city.
- The Training Unit will deploy new less-lethal weapons into patrol.

POLICE

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	%
Business Unit	Actual	Adopted	Adopted	Adopted	
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police Administrative Services Bureau (OPA)					
0001 Police Support Services	\$ 3,849,691	\$ 4,301,226	\$ 4,358,433	\$ 57,207	1.3%
0002 Police Recruiting1	1,490,075	1,530,169	-	(1,530,169)	(100.0%)
0003 Police Communications	8,071,326	9,920,131	10,642,254	722,123	7.3%
0004 Police Electronic Communication Systems	248,323	351,512	343,390	(8,122)	(2.3%)
0006 Professional Standards Division	3,205,862	2,870,570	2,268,665	(601,905)	(21.0%)
0007 Police Officer Training	5,988,533	4,147,201	2,894,638	(1,252,563)	(30.2%)
0008 Office of Constitutional Policing	-	-	1,668,720	1,668,720	N/A
0009 Police Range Master	-	-	1,463,102	1,463,102	N/A
TOTAL -- GENERAL FUND	\$ 22,853,810	\$ 23,120,809	\$ 23,639,202	\$ 518,393	2.2%
911 EMERGENCY TELEPHONE SYSTEM FUND #0008					
Police Administrative Services Bureau (OPA)					
0005 Police 911 Emergency Phone Systems	\$ 502,877	\$ 602,213	\$ 705,460	\$ 103,247	17.1%
TOTAL -- EMERGENCY TELEPHONE SYSTEMS FUND	\$ 502,877	\$ 602,213	\$ 705,460	\$ 103,247	17.1%
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	\$ 23,356,687	\$ 23,723,022	\$ 24,344,662	\$ 621,640	2.6%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Administrative Services Bureau (OPA)			
0001 Police Support Services	46	48	41
0003 Police Communications	10	10	103
0004 Police Electronic Communication Systems	94	95	1
0006 Professional Standards Division	1	1	22
0007 Police Officer Training	27	27	35
0008_C Office of Constitutional Policing	35	35	7
0009_C Police Range Master	-	-	5
TOTAL -- GENERAL FUND	213	216	209
TOTAL -- ADMINISTRATIVE SERVICES BUREAU	213	216	209

POLICE

Special Services Bureau

The Special Services Bureau includes the Community Relations Division, the Special Operations Division, and the International Airport Division. The Community Relations Division is comprised of the School Resource Section and the Community Involvement Section, including the agency's volunteer and intern program. The Special Operations Division is comprised of the Traffic Enforcement Section (Motors & Traffic Homicide Units), and the Special Patrol Section (K9, Mounted Patrol, Reserve, and the Vehicle for Hire Units). S.O.D. also coordinates Special Events through permitting and staffing, as well as the Department's extra duty program. The International Airport Division includes the Patrol, Investigations, K9, TAC, and CSO Units.

Major Accomplishments

- The Community Relations Division (CRD) completed three Quarterly Chief Community Meetings and hosted its first Creole Academy and Portuguese Citizens Police Academy.
- The Special Operations Division expanded the number of Traffic Control Specialist positions from 10 TCS to nearly 50 TCS to assist at major events.
- The Airport Division hired its recruiter and expanded the OPD-AOO program by 50 officers (total 75), along with adding 10 daily overtime spots specifically for active shooter readiness.
- The Airport Division conducted Human Trafficking and Active Assailant training for over 300 GOAA, Airline, and Brightline employees.

Future Goals and Objectives

Short Term

- CRD will create and publish the first OPD Quarterly Newsletter that will be distributed to the public at community meetings and events.
- The Airport Division will continue to conduct Active Assailant training for airport and Brightline employees and will also provide de-escalation training to 30 Spirit Airline managers and instructors to curtail the rising number of customer dispute/disturbance calls.
- SROs will enhance security at after-school athletic events by putting the right personnel and protocols in place following a review of new policies that OCPS has implemented for their professors during the yearly SRO in-service training.
- The Vehicle for Hire Unit will continue to work with IT and Procurement on making necessary changes/upgrades to the software for VFH Badges/Permits.

Mid Term

- CRD will film and publish safety prevention videos in conjunction with the PIO Office, every quarter.
- The Airport Division will install 21 LPRs with FUSUS-integrated AI cores coupled with ensuring property training for GOAA communications on TAS and crime center capabilities.

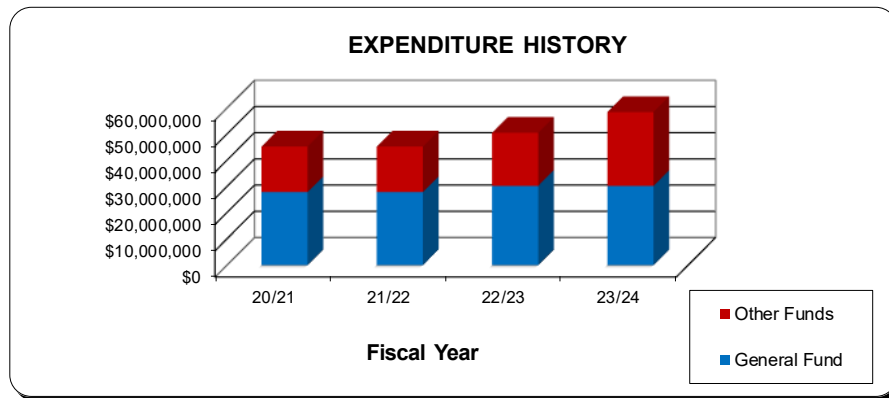
Long Term

- CRD will explore hiring an additional coordinator to handle the current overwhelming workload of coordinating volunteers. Currently, the Cop Shop, Special Events, Police Interns, and College Interns are all handled by a single Volunteer Coordinator who processes an average of 18 applications, daily.
- SOD is to look to add additional staffing to the motors squads to address consistent and increasing complaints for traffic enforcement at school zones, intersections, roadways, and neighborhood streets, and to assist patrol with traffic crash investigations.
- The Airport Division will focus heavily on recruiting and filling the 75 OPD-AOO positions.
- The Airport Division will work with the FAA to obtain funds for strategically located armored personnel boxes for officer positions and mount long gun-safe boxes for quicker access throughout terminals.

POLICE

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police Special Services Bureau (OPS)					
0002 Community Relations Division	\$ 16,396,498	\$ 17,326,772	\$ 17,723,282	\$ 396,510	2.3%
0003 Police Special Operations	8,511,897	9,022,101	8,894,485	(127,616)	(1.4%)
0005 Airport Police-General Fund	2,345,236	3,003,362	2,461,510	(541,852)	(18.0%)
0006 FY20 COPS Grant Clearing	622,670	911,984	1,150,967	238,983	26.2%
TOTAL -- GENERAL FUND	\$ 27,876,301	\$ 30,264,219	\$ 30,230,244	\$ (33,975)	(0.1%)
GOAA POLICE FUND #1285					
Police Special Services Bureau (OPS)					
0004 Airport Police	\$ 16,271,498	\$ 19,066,620	\$ 26,096,005	\$ 7,029,385	36.9%
TOTAL -- GOAA POLICE FUND	\$ 16,271,498	\$ 19,066,620	\$ 26,096,005	\$ 7,029,385	36.9%
OCPS CROSSING GUARD FUND #0014					
Police Special Services Bureau (OPS)					
0001 School Crossing Guard	\$ 1,110,885	\$ 1,212,479	\$ 2,067,705	\$ 855,226	70.5%
TOTAL -- OCPS CROSSING GUARD FUND	\$ 1,110,885	\$ 1,212,479	\$ 2,067,705	\$ 855,226	70.5%
TOTAL -- SPECIAL SERVICES BUREAU	\$ 45,258,684	\$ 50,543,318	\$ 58,393,954	\$ 7,850,636	15.5%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Special Services Bureau (OPS)			
0002 Community Relations Division	68	68	78
0003 Police Special Operations	51	53	53
TOTAL -- GENERAL FUND	119	121	131
GOAA POLICE FUND #1285			
Police-Special Services Bureau (OPS)			
0004 Airport Police	121	123	176
TOTAL -- GOAA POLICE FUND	121	123	176
OCPS CROSSING GUARD FUND #0014			
Police-Special Services Bureau (OPS)			
0001 School Crossing Guard	1	1	-
TOTAL -- OCPS CROSSING GUARD FUND	1	1	-
TOTAL -- SPECIAL SERVICES BUREAU	241	245	307

POLICE

Investigative Services Bureau

The Investigative Services Bureau consists of the Criminal Investigations Division, Special Enforcement Division (SED), the Crime Center and Forensics Division, the Metropolitan Bureau of Investigations (MBI) and the Intelligence Unit. The Criminal Investigations Division includes the Mayor Crimes Section and the Property Crimes Section. The Special Enforcement Division consists of the Overdose Investigative Unit, the Gang Unit, Special Enforcement Units, the Fugitive Investigative Unit, 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 Special Enforcement Division obtained two major grants. One was for DNA processing of firearms related to gang offenders at a private lab. The second provides funding for the Overdose Investigative Unit in support of their mission.
- The Special Enforcement Division created a new Undercover Drug Unit.
- The Crime Center and Forensics Division established the Digital Forensic Team to assist the Digital Forensic Lab with collecting and processing digital forensics at crime scenes.
- The Crime Center and Forensics Division is now operational 24 hours a day and 7 days a week.
- The Criminal Investigations Division received grant funding for LEADS Online. This grant assists with the recovery of stolen property and case resolutions. It is also instrumental in identifying and locating offenders.

Future Goals and Objectives

Short Term

- The Crime Center and Forensics Division will look to add an additional sergeant to oversee midnight operations of the Crime Center
- The Undercover Drug Unit will proactively target identified violent offenders.
- The Overdose Investigative Unit will continue its focus on murder indictments of drug dealers responsible for deaths directly related to the sale and distribution of fentanyl.

Medium Term

- The Criminal Investigations Division will continually work to reduce shootings and other violent crimes by arresting problematic juveniles for curfew violations when appropriate.
- The Special Enforcement Division will seek to renew its Project Safe Neighborhoods grant.
- The Special Enforcement Division will seek to expand the overdose advocacy program with the hiring of an additional advocate.

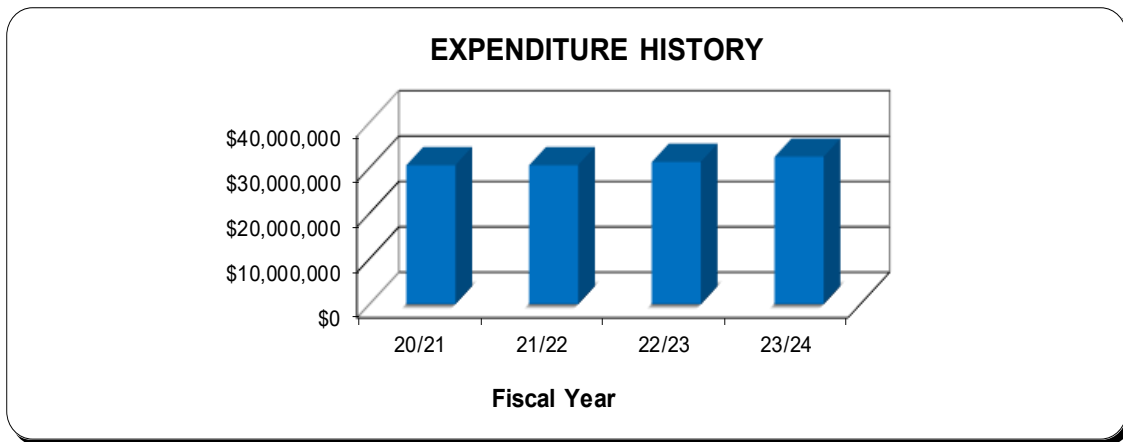
Long Term

- The Criminal Investigations Division will work to maintain its 80% plus clearance rate on all homicides.
- The Crime Center and Forensics Division will work towards the possibility of forensic accreditation.
- The Special Enforcement Division will work towards enhanced capabilities related to digital transactions via peer-to-peer interactions. This will be crucial for the Undercover Unit to keep up with developing trends of criminals exploiting technology.

POLICE

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police Investigative Services Bureau (OPI)					
0001 Criminal Investigations Division	\$ 14,378,396	\$ 14,921,360	\$ 13,611,959	\$ (1,309,401)	(8.8%)
0002 Special Enforcement Division	5,720,990	5,794,441	9,235,719	3,441,278	59.4%
0003 Police Special Investigations	2,552,016	2,392,366	2,473,765	81,399	3.4%
0004 Police Grant-funded Activities	1,559,293	1,042,043	75,331	(966,712)	(92.8%)
0005 Crime Center & Forensics Division	6,379,685	7,192,794	7,076,574	(116,220)	(1.6%)
TOTAL -- GENERAL FUND	\$ 30,590,379	\$ 31,343,004	\$ 32,473,348	\$ 1,130,344	3.6%
TOTAL -- INVESTIGATIVE SERVICES BUREAU	\$ 30,590,379	\$ 31,343,004	\$ 32,473,348	\$ 1,130,344	3.6%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Investigative Services Bureau (OPI)			
0001 Criminal Investigations Division	123	123	123
0002 Special Enforcement Division	53	53	54
0003 Police Special Investigations	13	13	13
0004 Police Grant-funded Activities	25	25	25
0005 Crime Center & Forensics		5	5
TOTAL -- GENERAL FUND	214	219	220
TOTAL -- INVESTIGATIVE SERVICES BUREAU	214	219	220

POLICE

Patrol Services Bureau

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

Major Accomplishments

- The Patrol TAC Units were reinstated in September of 2022. Since then, they have made 1,486 felony arrests, and 442 misdemeanor arrests. TAC has seized 425 crime guns, 161 stolen vehicles, 2 kilograms of cocaine, 100 pounds of cannabis, and 650 grams of Fentanyl.
- The CSO Units expanded and now services the areas of North, East and West patrol.
- 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 Patrol Services Bureau completed several alterations and improvements to the satellite substations, including remodeling of the north sub-station and west sub-station.
- A 40-hour leadership class for newly promoted sergeants was created to better develop and prepare supervisors to handle their day to day administrative and operational responsibilities.

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.
- A 40-hour leadership class for newly promoted watch commanders will be developed.
- 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.
- A Central Patrol TAC squad will be created, consisting of 10 officers and 1 supervisor to help reduce violent crime in the Parramore and Downtown areas.
- To reduce officer response times to calls for service, and increase officer safety, two additional K Sector squads will be created in the East Patrol Division. Each squad will consist of eight officers and one sergeant.

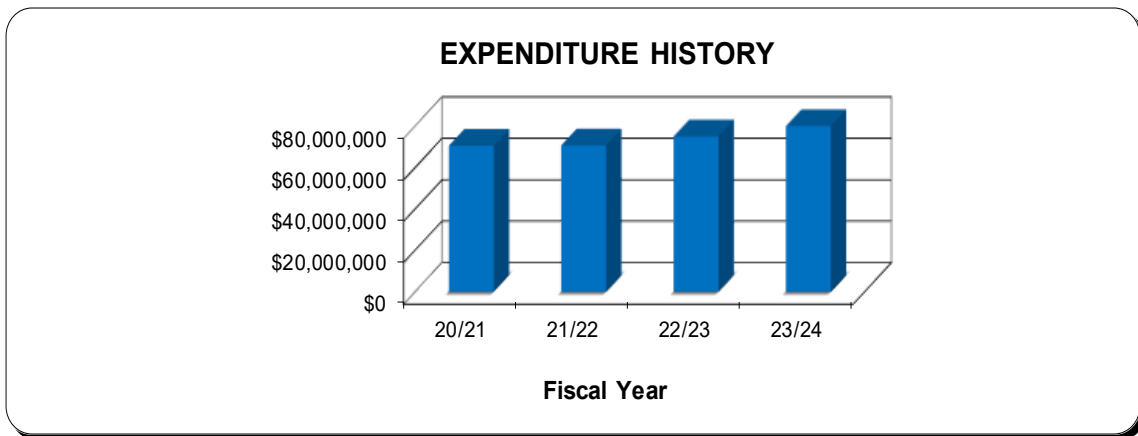
Long Term

- 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	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Police Patrol Services Bureau (OPP)					
0002 Police North Patrol	\$ 17,850,963	\$ 18,922,439	\$ 18,787,888	\$ (134,551)	(0.71%)
0003 Police East Patrol	19,989,822	20,995,364	22,371,550	1,376,186	6.55%
0004 Police West Patrol	19,925,457	22,088,790	21,066,804	(1,021,986)	(4.63%)
0005 Police Central Patrol	12,856,126	12,972,074	23,950,307	\$ 10,978,233	84.63%
TOTAL -- GENERAL FUND	\$ 70,622,368	\$ 74,978,667	\$ 86,176,549	\$ 11,197,882	14.93%
TOTAL -- PATROL SERVICES BUREAU	\$ 70,622,368	\$ 74,978,667	\$ 86,176,549	\$ 11,197,882	14.93%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Patrol Services Bureau (OPP)			
0002 Police North Patrol	112	123	123
0003 Police East Patrol	135	135	155
0004 Police West Patrol	119	119	119
0005 Police Central Patrol	95	95	118
TOTAL -- GENERAL FUND	461	472	515
TOTAL -- PATROL SERVICES BUREAU	461	472	515

POLICE

Police Department Operational Performance- Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Police Administrative Services Bureau	Percent of 9-1-1 calls answered within 10 seconds (excludes Airport).	94%	92%	95%

Fiscal

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Police Department	Police Department Falling Within the "Normal" Range as Evidenced by Quarterly Budget Financial Status Report.	+0.5%	+0.5%	+/-5%

Internal Processes

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Police Department	Percentage of Formal Investigations completed in 120 calendar days or less (reported YTD).	93%	100%	90%
Police Department	Average response time for Code 2 calls for service- excludes Airport calls (Communications queue + travel in minutes).	18.18 minutes	20.03 minutes	19.10 minutes
Police Department	Average response time for Code 3 calls for service- excludes Airport (Communications queue + travel in minutes).	38.43 minutes	37.22 minutes	37.83 minutes
Police Investigative Services Bureau	Percentage of cases cleared.	27.2%	20.2%	23.7%

Outcome & Mission

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Police Department	Number of Violent Crimes	6,977	6,436	TBD
Police Department	Number of Property Crimes	14,106	15,098	TBD
Police Department	Number of Arrests	12,146	12,814	TBD

2022-2023 BY THE NUMBERS:

Solid Waste customers:

62,278
residential



7,518
commercial



69,233
miles of streets
cleaned



21,697
feet of stormwater
pipes repaired



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

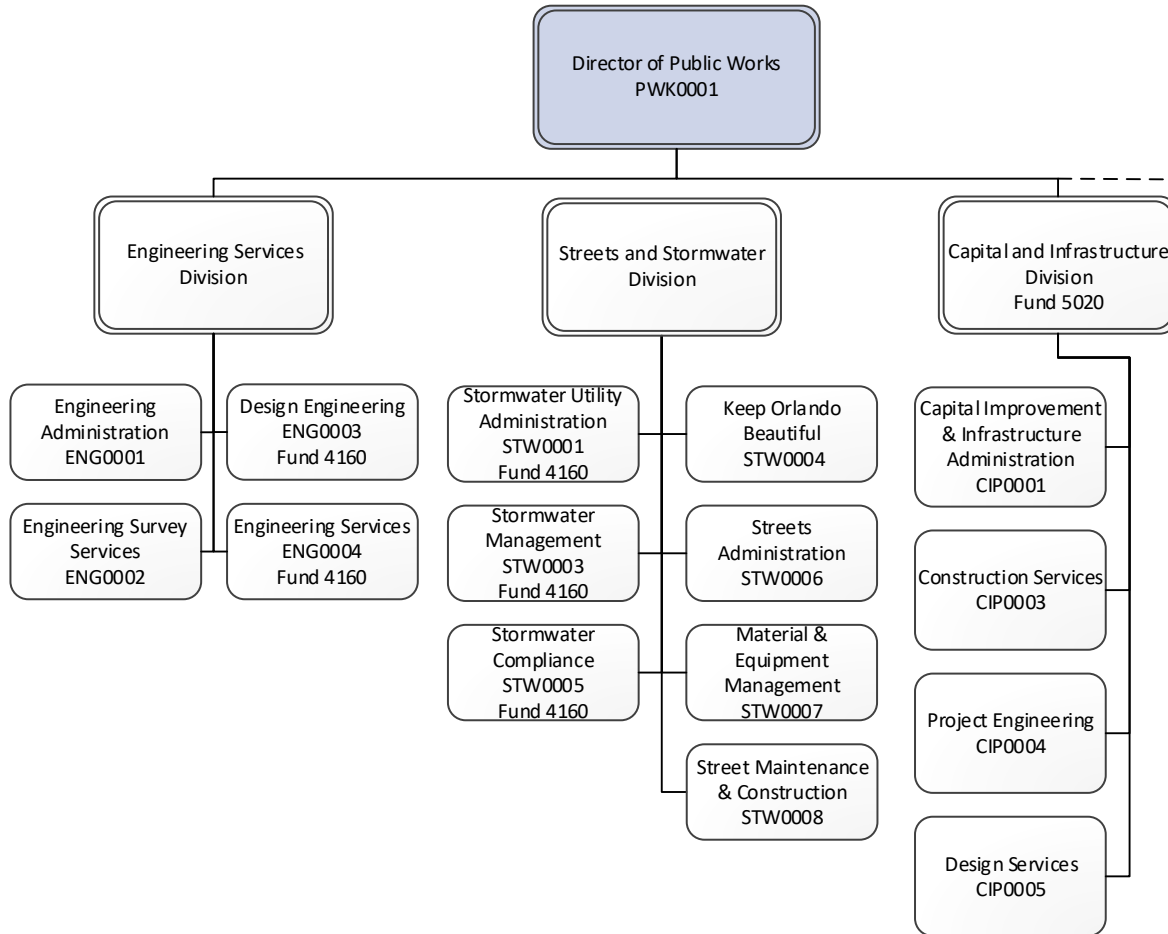


16,372 TONS
in biosolids recycled from wastewater

PUBLIC WORKS

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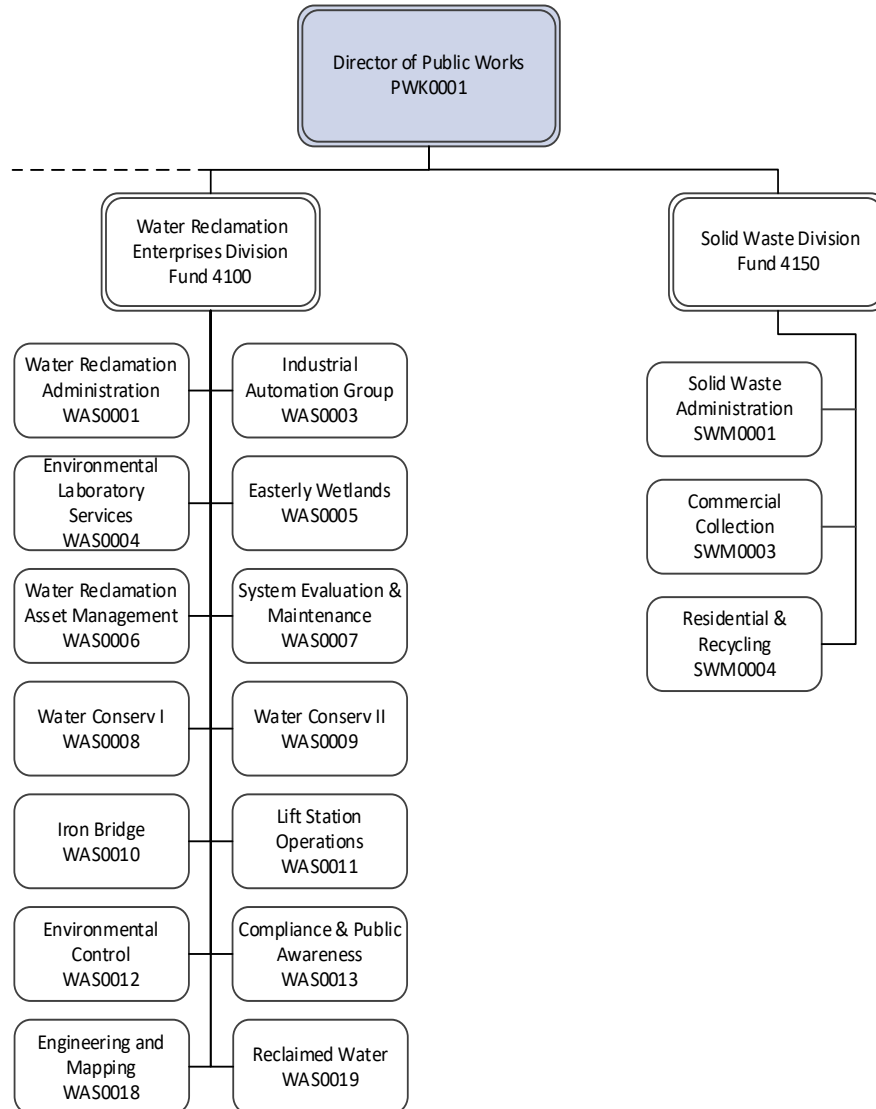
PUBLIC WORKS



Department Mission Statement

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

PUBLIC WORKS



PUBLIC WORKS

DEPARTMENT OPERATING EXPENDITURES

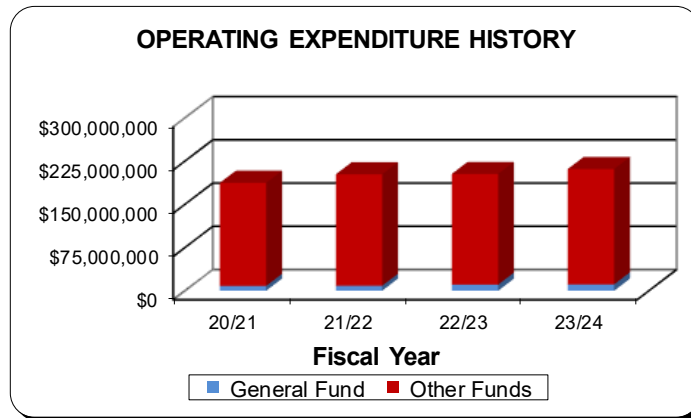
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 1,190,749	\$ 1,390,571	\$ 1,007,198	\$ (383,373)	(27.6%)
0002 Public Works Nondepartmental ¹	281,533	(341,774)	(387,131)	(45,357)	13.3%
Engineering Services Division (ENG)					
0001 Engineering Administration	100,517	289,405	397,834	108,429	37.5%
0002 Engineering Survey Services	244,276	1,204,530	1,030,255	(174,275)	(14.5%)
Streets and Stormwater Division (STW)					
0004 Keep Orlando Beautiful	98,645	121,124	150,373	29,249	24.1%
0006 Streets Administration	496,781	662,359	836,582	174,223	26.3%
0007 Material and Equipment Management	4,157,940	4,656,636	4,419,121	(237,515)	(5.1%)
0008 Street Maintenance and Construction	2,045,183	2,403,383	3,170,824	763,716	31.8%
0010 Trail & Path Maintenance	-	-	350,000	350,000	N/A
TOTAL -- GENERAL FUND	\$ 8,615,625	\$ 10,386,234	\$ 10,975,056	\$ 585,097	5.7%
SOLID WASTE FUND #4150					
Solid Waste Division (SWM)					
0001 Solid Waste Administration	\$ 2,210,929	\$ 2,408,572	\$ 2,342,595	\$ (65,977)	(2.7%)
0002 Solid Waste Nondepartmental	4,939,224	5,192,394	5,238,509	46,115	0.9%
0003 Commercial Collection	16,635,471	13,979,176	15,513,008	1,533,832	11.0%
0004 Residential & Recycling	18,043,316	19,953,091	18,199,178	(1,753,913)	(8.8%)
TOTAL -- SOLID WASTE FUND	\$ 41,828,940	\$ 41,533,233	\$ 41,293,290	\$ (239,943)	(0.6%)
STORMWATER UTILITY FUND #4160					
Engineering Services Division (ENG)					
0003 Design Engineering	\$ 142,554	\$ 239,977	\$ 215,163	\$ (24,814)	(10.3%)
0004 Engineering Services	685,750	699,621	452,622	(246,999)	(35.3%)
Streets and Stormwater Division (STW)					
0001 Stormwater Utility Administration	1,241,146	1,327,185	1,477,839	150,654	11.4%
0002 Stormwater Nondepartmental	14,677,911	12,400,137	9,078,127	(3,322,010)	(26.8%)
0003 Stormwater Management	9,557,751	10,443,541	11,652,592	1,209,051	11.6%
0005 Stormwater Compliance	1,423,517	2,528,154	2,798,401	270,247	10.7%
TOTAL -- STORMWATER UTILITY FUND	\$ 27,728,630	\$ 27,638,615	\$ 25,674,744	\$ (1,963,871)	(7.1%)
WATER RECLAMATION REVENUE FUND #4100					
Water Reclamation Enterprises Division (WAS)					
0001 Water Reclamation Administration	\$ 4,235,410	\$ 4,014,489	\$ 3,846,219	\$ (168,270)	(4.2%)
0002 Water Reclamation Nondepartmental	60,078,814	52,813,122	53,872,681	1,059,559	2.0%
0003 Industrial Automation Group	3,149,310	5,353,065	4,380,797	(972,268)	(18.2%)
0004 Environmental Laboratory Services	997,284	1,149,296	1,284,387	135,091	11.8%
0005 Easterly Wetlands	919,656	930,398	1,214,201	283,803	30.5%
0006 Water Reclamation Asset Management	795,663	1,166,449	1,248,125	81,676	7.0%
0007 System Evaluation and Maintenance	9,894,937	10,024,509	10,972,772	948,263	9.5%
0008 Water Conserv I	4,972,713	5,644,176	6,510,125	865,949	15.3%
0009 Water Conserv II	13,029,825	11,541,384	14,464,898	2,923,514	25.3%
0010 Iron Bridge	11,646,939	11,389,204	12,195,860	806,656	7.1%
0011 Lift Station Operations	5,763,672	7,749,767	8,627,586	877,819	11.3%
0012 Environmental Control	932,034	927,643	1,004,214	76,571	8.3%
0013 Compliance and Public Awareness	954,537	1,131,151	1,343,712	212,561	18.8%
0018 Engineering and Mapping	1,449,885	1,843,996	2,089,572	245,576	13.3%
0019 Reclaimed Water	-	1,082,094	2,840,894	1,758,800	162.5%
TOTAL -- WATER RECLAMATION REVENUE FUND	\$ 118,820,678	\$ 116,760,743	\$ 125,896,043	\$ 9,135,300	7.8%

(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)

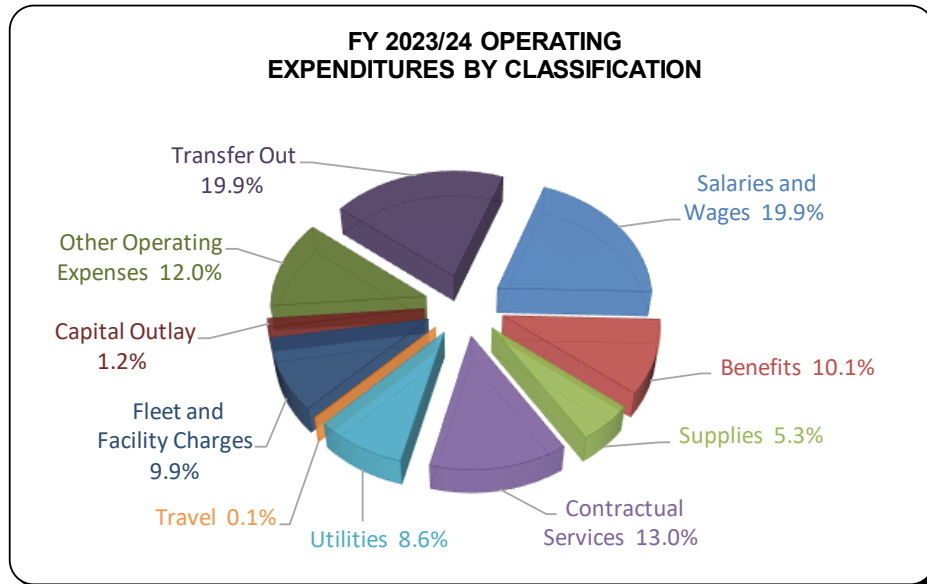
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONSTRUCTION MANAGEMENT FUND #5020					
Capital Improvement and Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Admin.	\$ 935,126	\$ 1,022,577	\$ 1,506,955	\$ 484,378	47.4%
0002 Construction Management Nondepartmental	525,473	348,135	563,990	215,855	62.0%
0003 Project Engineering	1,298,727	1,475,956	1,978,258	502,302	34.0%
0004 Construction Services	2,089,885	2,478,332	2,772,797	294,465	11.9%
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 4,849,211	\$ 5,325,000	\$ 6,822,000	\$ 1,497,000	28.1%
OTHER FUNDS					
All Cost Centers	\$ 152,706	\$ 816,210	\$ 309,042	(507,168)	(62.1%)
TOTAL -- OTHER FUNDS	\$ 152,706	\$ 816,210	\$ 309,042	\$ (507,168)	(62.1%)
TOTAL -- PUBLIC WORKS OPERATING	\$ 201,995,790	\$ 202,460,035	\$ 210,970,175	\$ 8,506,415	4.2%



PUBLIC WORKS

DEPARTMENT OPERATING EXPENDITURES (continued)

Expenditure by Classification	2021/22	2022/23	2023/24	Change	%
	Actual Expenditures	Adopted Budget	Adopted Budget	Adopted to Adopted	Change
Salaries and Wages	\$ 33,826,477	\$ 38,938,177	\$ 42,024,666	\$ 3,086,489	7.9%
Benefits	17,540,705	19,517,948	21,322,958	1,805,010	9.2%
Supplies	10,026,775	9,280,756	11,218,216	1,937,460	20.9%
Contractual Services	22,275,947	25,126,033	27,485,131	2,359,098	9.4%
Utilities	16,593,988	15,572,934	18,070,192	2,497,258	16.0%
Travel	70,261	153,293	170,193	16,900	11.0%
Fleet and Facility Charges	20,994,395	21,523,108	20,933,012	(590,096)	(2.7%)
Capital Outlay	1,299,936	2,471,601	2,570,923	99,322	4.0%
Other Operating Expenses	25,007,855	25,493,322	25,263,556	(229,766)	(0.9%)
Transfer Out	54,359,451	44,382,863	41,911,328	(2,471,535)	(5.6%)
TOTAL -- PUBLIC WORKS OPERATING	\$ 201,995,790	\$ 202,460,035	\$ 210,970,175	\$ 8,510,140	4.2%



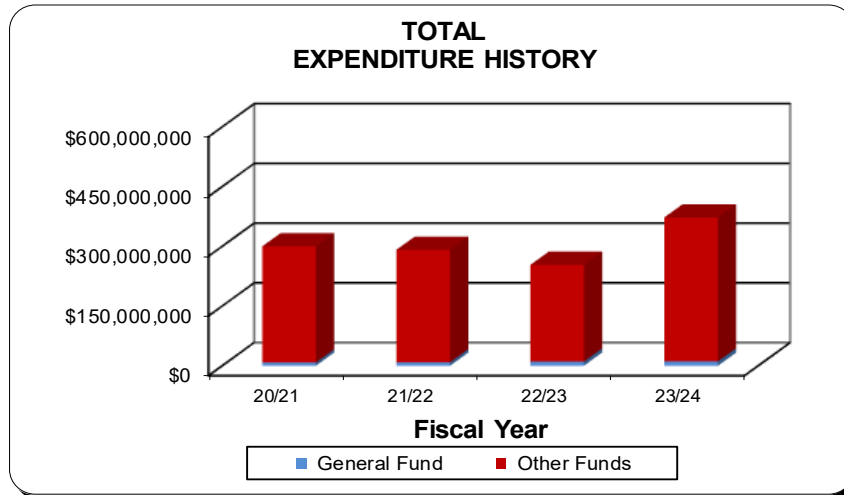
PUBLIC WORKS

DEPARTMENT NON-OPERATING EXPENDITURES

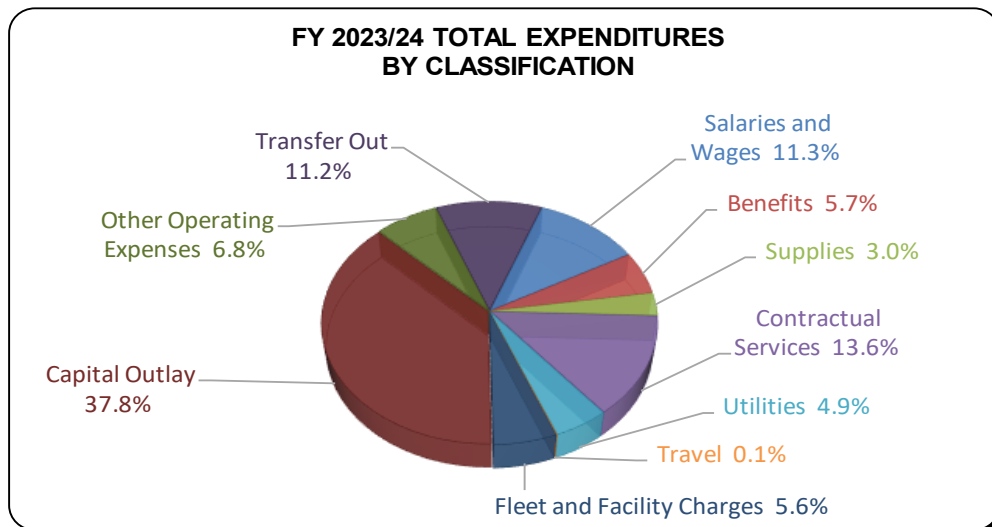
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
STORMWATER CAPITAL FUND #4161					
Streets and Stormwater Division (STW)					
Projects and Grants	\$ 6,703,064	\$ 3,000,000	\$ 22,480,000	\$ 19,480,000	649.3%
TOTAL -- STORMWATER UTILITY FUND	\$ 6,703,064	\$ 3,000,000	\$ 22,480,000	\$ 19,480,000	649.3%
WATER RECLAMATION GENERAL CONSTRUCTION FUND #4106					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 43,367,621	\$ 30,229,779	\$ 42,713,000	\$ 12,483,221	41.3%
TOTAL -- WATER RECLAMATION GENERAL CONSTRUCTION FUND	\$ 43,367,621	\$ 30,229,779	\$ 42,713,000	\$ 12,483,221	41.3%
WATER RECLAMATION RENEWAL AND REPLACEMENT FUND #4107					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 4,148,208	\$ 3,000,000	\$ 3,000,000	\$ -	0.0%
TOTAL -- WATER RECLAMATION R&R FUND	\$ 4,148,208	\$ 3,000,000	\$ 3,000,000	\$ -	0.0%
WATER RECLAMATION SRF LOAN CONSTRUCTION FUND #4112					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ 1,733,215	\$ -	\$ -	\$ -	N/A
TOTAL -- WATER RECLAMATION SRF LOAN CONSTRUCTION FUND	\$ 1,733,215	\$ -	\$ -	\$ -	N/A
WATER RECLAMATION REVENUE BONDS 2024 CONSTRUCTION FUND #4113					
Water Reclamation Enterprises Division (WAS)					
Projects and Grants	\$ -	\$ -	\$ 56,546,000	\$ 56,546,000	N/A
TOTAL -- WATER RECLAMATION REVENUE BONDS 2024 CONSTRUCTION FUND	\$ -	\$ -	\$ 56,546,000	\$ 56,546,000	N/A
INVESTING IN OUR NEIGHBORHOODS 2018B CONSTRUCTION BOND FUND #3034					
Capital Improvement and Infrastructure Division (CIP)					
Projects and Grants	\$ 17,749,917	\$ -	\$ -	\$ -	N/A
Streets and Stormwater Division (STW)					
Projects and Grants	4,533,736	-	-	-	N/A
TOTAL -- INVESTING IN OUR NEIGHBORHOODS 2018B CONST BOND FUND	\$ 22,283,653	\$ -	\$ -	\$ -	N/A
CAPITAL IMPROVEMENTS FUND #3001					
Capital Improvement and Infrastructure Division (CIP)					
Projects and Grants	\$ 1,060,438	\$ -	\$ 1,250,000	\$ 1,250,000	N/A
Streets and Stormwater Division (STW)					
Projects and Grants	4,203,161	6,325,000	5,775,000	(550,000)	(8.7%)
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 5,263,599	\$ 6,325,000	\$ 7,025,000	\$ 700,000	11.1%
OTHER FUNDS					
Projects and Grants	\$ 5,704,431	\$ 8,525,000	\$ 29,825,000	\$ 21,300,000	249.9%
TOTAL -- OTHER FUNDS	\$ 5,704,431	\$ 8,525,000	\$ 29,825,000	\$ 21,300,000	249.9%
TOTAL -- PROJECTS AND GRANTS	\$ 89,203,791	\$ 51,079,779	\$ 161,589,000	\$ 110,509,221	216.3%
TOTAL -- PUBLIC WORKS	\$ 291,199,580	\$ 253,539,814	\$ 372,559,175	\$ 119,015,636	46.9%

PUBLIC WORKS

DEPARTMENT TOTAL EXPENDITURES



Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 33,872,445	\$ 38,938,177	\$ 42,024,666	\$ 3,086,489	7.9%
Benefits	17,555,642	19,517,948	21,322,958	1,805,010	9.2%
Supplies	10,957,985	9,280,756	11,218,216	1,937,460	20.9%
Contractual Services	45,658,289	29,776,033	50,665,131	20,889,098	70.2%
Utilities	16,593,988	15,572,934	18,070,192	2,497,258	16.0%
Travel	70,261	153,293	170,193	16,900	11.0%
Fleet and Facility Charges	21,700,060	21,523,108	20,933,012	(590,096)	(2.7%)
Capital Outlay	65,046,015	45,901,380	140,979,923	95,078,543	207.1%
Other Operating Expenses	25,385,445	28,493,322	25,263,556	(3,229,766)	(11.3%)
Transfer Out	54,359,451	44,382,863	41,911,328	(2,471,535)	(5.6%)
TOTAL -- PUBLIC WORKS	\$ 291,199,580	\$ 253,539,814	\$ 372,559,175	\$ 119,019,361	46.9%



PUBLIC WORKS

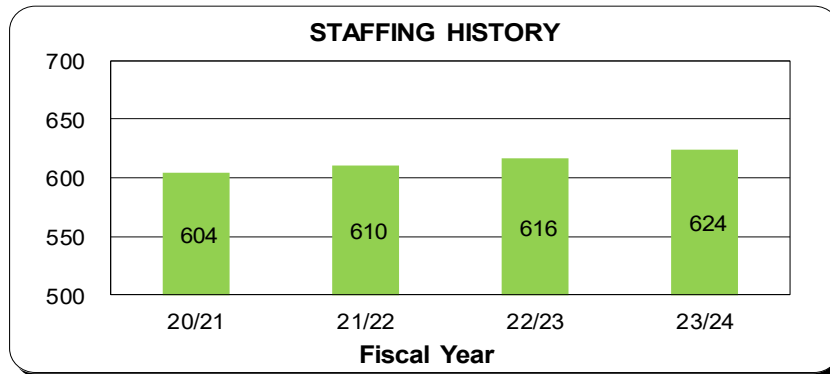
DEPARTMENT STAFFING SUMMARY

Fund	2021/22	2022/23	2023/24
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	6	5	6
Engineering Services Division (ENG)			
0001 Engineering Administration	4	4	5
0002 Engineering Survey Services	19	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	88	90	92
<u>SOLID WASTE FUND #4150</u>			
Solid Waste Division (SWM)			
0001 Solid Waste Administration	21	21	19
0003 Commercial Collection	34	34	40
0004 Residential & Recycling	64	64	64
TOTAL -- SOLID WASTE FUND	119	119	123
<u>STORMWATER UTILITY FUND #4160</u>			
Streets and Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	8	8	8
0003 Stormwater Management	70	70	70
0005 Stormwater Compliance	8	8	9
Engineering Services Division (ENG)			
0003 Engineering Services	3	3	3
0004 Design Engineering	6	6	4
TOTAL -- STORMWATER UTILITY FUND	95	95	94
<u>WATER RECLAMATION REVENUE FUND #4100</u>			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	13	13	11
0003 Industrial Automation Group	18	18	21
0004 Environmental Laboratory Services	7	8	8
0005 Easterly Wetlands	6	6	6
0006 Water Reclamation Asset Management	12	13	13
0007 System Evaluation and Maintenance	69	62	61
0008 Water Conserv I	13	14	15
0009 Water Conserv II	32	32	29
0010 Iron Bridge	38	38	38
0011 Lift Station Operations	37	37	35
0012 Environmental Control	5	5	7
0013 Compliance and Public Awareness	9	9	9
0018 Engineering and Mapping	13	13	14
0019 Reclaimed Water	-	8	9
TOTAL -- WATER RECLAMATION REVENUE FUND	272	276	276

PUBLIC WORKS

DEPARTMENT STAFFING SUMMARY (continued)

Fund	2021/22	2022/23	2023/24
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
Capital Improvement and Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	8	8	7
0003 Project Engineering	9	9	12
0004 Construction Services	19	19	20
TOTAL -- CONSTRUCTION MANAGEMENT FUND	36	36	39
TOTAL -- PUBLIC WORKS	610	616	624

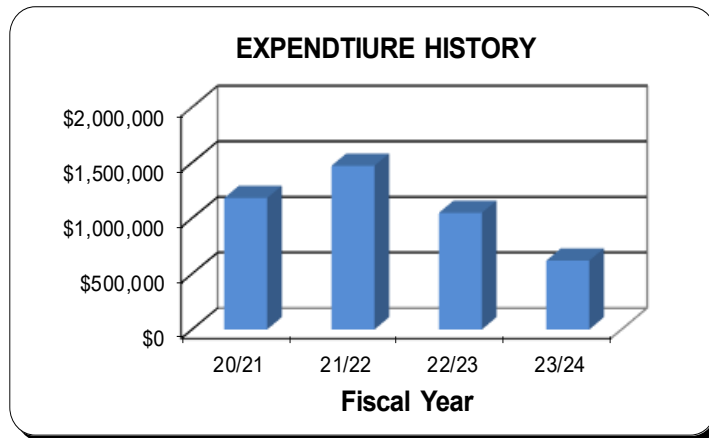


PUBLIC WORKS

Director of Public Works

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Director of Public Works (PWK)					
0001 Director of Public Works	\$ 1,190,749	\$ 1,390,571	\$ 1,007,198	\$ (383,373)	(27.6%)
0002 Public Works Nondepartmental	281,533	(341,774)	(387,131)	(45,357)	13.3%
TOTAL -- GENERAL FUND	\$ 1,472,282	\$ 1,048,797	\$ 620,067	\$ (428,730)	(40.9%)
TOTAL -- DIRECTOR	\$ 1,472,282	\$ 1,048,797	\$ 620,067	\$ (428,730)	(40.9%)



STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Director of Public Works (PWK)			
0001 Director of Public Works	6	5	6
TOTAL -- GENERAL FUND	6	5	6
TOTAL -- DIRECTOR	6	5	6

PUBLIC WORKS

Engineering Services Division

Overview of Services/Programs

The **Engineering Services Division** ensures compliance with NPDES permit; administers and manages consultant engineering continuing contracts; reviews Site Engineering related permits to ensure that state regulatory, City Code and the Engineering Standards Manual criteria are followed; provides engineering design services for capital improvement projects. Survey Services provides surveying and mapping services for all City Departments and for governmental compliance with state and local agencies; administers consultant surveying and mapping continuing contracts; reviews and approves capital improvement construction plans 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

- Awarded with federal fund allocated through the HMGP under FEMA to develop Watershed Master Plan.
- Worked with private developers on public-private partnership with development along McCoy Road and secure contribution for McCoy Roadway improvement.
- Created the City Floodplain and Flooding Information website for the public access.
- Continued densification of the City's vertical control network to include areas of increased annexations.
- Providing project management support and utility mapping coordination for high profile City projects.

Future Goals and Objectives

Short Term

- 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.
- Continue to work closely with Community Rating System (CRS) to maintain our Class 6 standing.
- Work with residents and City staff on FEMA's transition to Risk Rating 2.0.
- Work on Service Page for residential pool to provide user friendly guideline for residents.
- Work on Vulnerability Assessment Planning for the City's Resiliency Plan.

Medium Term

- Coordinate on the update of the Engineering Standards Manual.
- Identify and map flood zones to establish elevations for these floodplains that are currently defined as unnumbered A Zones.
- Evaluate the work effort needed to advance to a Class 5 community in the Community Rating System.
- Evaluate and improve the community's website to incorporate additional flood protection information.
- Integrate the use of LiDAR based drones for use of project mapping, to increase the capability of services and expansion of complex project applications.
- Evaluate elevation certificate database and implement GIS web application.
- Require 3-D laser-scanned point cloud and Building Information Modeling (BIM) data for all multi-story buildings in for development as part of their as-built survey and the closeout of construction.
- Work on continual survey data management cycle for interacting with spatial data such as structure, fixed and variable data for use in real time project analysis and disaster response.
- Evaluate and update stormwater GIS inventory and LiDAR data.

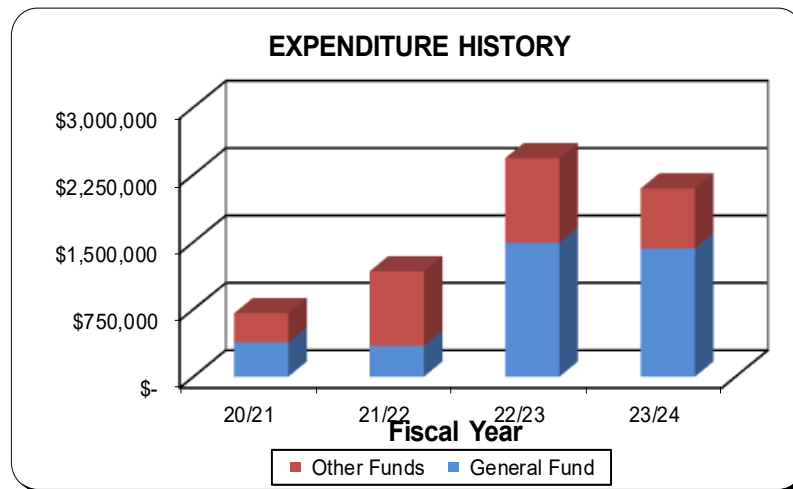
Long Term

- Develop Low Impact Development Manual to establish guidance for small/watershed scale implementation.
- Migrate the City's vertical network to the National Spatial Reference System managed by the National Geodetic Survey and NOAA and transition to the National Geodetic Survey's new datums for use in projects and for publishing the vertical and horizontal control networks for the City of Orlando.
- Review floodplains within the City, in conjunction with inventory data, to identify areas where capital projects could be implemented to reduce floodplain impacts.
- Expand coordination and cooperation with local, state, and federal agencies on managing engineering activities and their impacts.
- Work on implementation of GIS critical facility data onto critical facilities planning and flood warning and response for the Community Rating System.
- College Park area wide flood study.
- Evaluate and expand Environmental Services Section.

PUBLIC WORKS

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Engineering/Engineering Services Division (ENG)					
0001 Engineering Administration	\$ 100,517	\$ 289,405	\$ 397,834	\$ 108,429	37.5%
0002 Engineering Survey Services	244,276	1,204,530	1,030,255	(174,275)	(14.5%)
TOTAL -- GENERAL FUND	\$ 344,793	\$ 1,493,935	\$ 1,428,089	\$ (65,846)	(4.4%)
STORMWATER UTILITY FUND #4160					
Engineering/Design Engineering (ENG)					
0003 Design Engineering	\$ 142,554	\$ 239,977	\$ 215,163	\$ (24,814)	(10.3%)
0004 Engineering Services	685,750	699,621	452,622	(246,999)	(35.3%)
TOTAL -- STORMWATER UTILITY FUND	\$ 828,305	\$ 939,598	\$ 667,785	(\$271,813)	(28.9%)
TOTAL -- ENGINEERING SERVICES	\$ 1,173,098	\$ 2,433,533	\$ 2,095,874	\$ (337,659)	(13.9%)



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Engineering Services Division (ENG)			
0001 Engineering Administration	4	4	5
0002 Engineering Survey Services	19	22	22
TOTAL -- GENERAL FUND	23	26	27
STORMWATER UTILITY FUND #4160			
Engineering Services Division (ENG)			
0003 Engineering Services	3	3	3
0004 Design Engineering	6	6	4
TOTAL -- STORMWATER UTILITY FUND	9	9	7
TOTAL -- ENGINEERING SERVICES	32	35	34

PUBLIC WORKS

Streets and Stormwater Services Division

Overview of Services/Programs

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

Major Accomplishments

Maintained 110 lakes (more than 5,750 acres) with over 19 miles of shoreline, 88 retention ponds, and 88 canals, ditch and swale locations. Also treated 970 acres of lakes, ponds, swales, and ditches with herbicides to control noxious plants, such as hydrilla. Provided street sweeping and litter control services that included sweeping residential streets every fourteen working days, commercial/industrial routes every fourteen working days, and the Downtown Entertainment District five times per week removing 1,180,332 cubic feet of materials, preventing 54,036 pounds of Nitrogen and 33,775 pounds of Phosphorous from entering City lakes and waterways. Repaired or replaced over 479,355 square feet of damaged sidewalk: 98,275 SF in-house and 381,080 SF with an outside contractor.

Through the Keep Orlando Beautiful program (KOB), 5,360 volunteer hours were put toward litter removal and beautification efforts. KOB removed 12,000lbs of litter from rights of way and City water bodies. Additionally, KOB launched a new graffiti program that incorporates court-mandated community service workers. This has allowed KOB to remove graffiti from 142 sites in the last half of the fiscal year. About 106,000 gallons of recycling was collected from 68 park recycling bins facilitated by KOB. 42,000lbs of electronic waste and textiles were collected for recycling by KOB at two different collection events. KOB also hosted its inaugural annual Orlando Lakes Cleanup, the first city-wide volunteer waterway cleanup of its kind. The event, held this year in 12 lakes, attracted over 500 volunteers.

Future Goals

Short Term (0-1 Years)

- Will continue the ongoing program to detect and eliminate illicit discharges and improper disposal into the City stormwater sewer system and water bodies through inspections, ordinances, and enforcement.
- Will continue to inspect all private stormwater systems in inventory on an annual basis to prevent flooding and allow for pollution control through maintenance of design treatment permitting conditions.
- Work with City Attorneys to develop a more enhanced sidewalk maintenance policy to help prevent lawsuits.
- Continue to develop our work order system with I-3 Simplify to capture all work, manage assets, and help with NPDES reporting.
- Develop the new employees to manage KOB – Trash 2 Trends Event 2024
- KOB will greatly increase the number of graffiti sites abated by running the community service program for a full year instead of half a year. KOB also plans to increase the number of recycling collection events this year and introduce a Household Hazardous Waste collection event. KOB will also add at least three more lakes to the Orlando Lakes Cleanup event.
- Complete /revise stormwater Rate Study for 2023/2024.
- Update and manage the Pavement Management System and continue to evaluate roads for resurfacing.
- Create a network of flow monitoring stations to assist with obtaining nutrient levels and load concentrations from (5) major basins.
- Develop network of flow meters at strategic locations where City drains into another jurisdiction. Water samples will be taken at these locations to obtain an Annual Pollutant Load of Nitrogen and Phosphorus.
- Establish TMDL Prioritization Schedule when new NPDES permit is issued (Cycle 5).
- Develop internal Implementation Schedule for several lakes identified in the upcoming Lakes Prioritization Master Plan.
- Develop and implement Exfiltration Maintenance Program to follow ESM's recommendation of cleaning every two years.
- Update Private Stormwater's Pond Compliance Booklet
- Provide outreach material to all HOA's through meeting attendance, newsletters, and/or distribution of postcards and flyers

Medium Term (1-3 Years)

- The Division will continue to maintain a list of brick street repair needs, with the focus on addressing repairs on the poorest condition, most heavily traveled brick streets.
- The Division will evaluate industry options for managing aging asphalt pavement segments and pavement preservation techniques to extend the pavement life cycle and minimize the cost of full replacement from total pavement failure.
- Work with Epic software to develop more tools for collecting data and manage assets.
- Update and manage drainwell inventory & repair inoperable wells.
- Work with city Attorney to update City Code Chapter 31 and the Fertilizer Ordinance.
- Implement the latest version of the ADA Transition Plan.
- Continue to incorporate network of flow meters at strategic locations where City drains into another jurisdiction
- Ensure lake elevations displayed on public web portal are accurate.
- Implement new technologies to help improve water quality for impaired and TMDL lakes.
- Develop outreach program to support and educate homeowners on importance of aquatic plantings along lake shorelines.
- Create new presentations for training City employees and contractors on topics required by our NPDES permit.

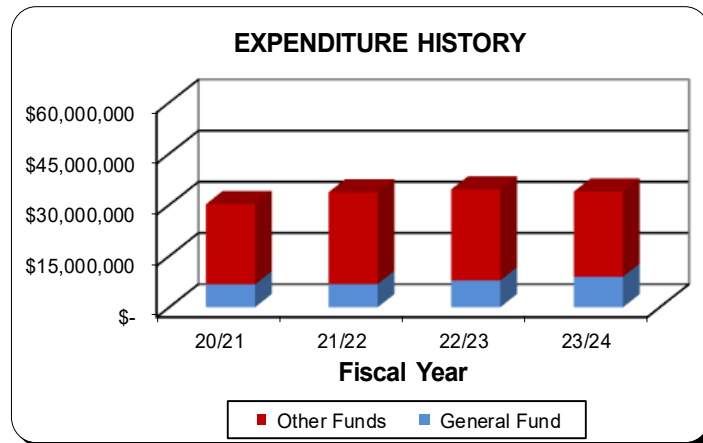
Long Term (3-10 Years)

- The Division will continue to improve its strategy of balancing stormwater maintenance operations and new construction, using both in-house staff and outside contractors.
- The Division will increasingly be involved in evaluating implementation of the TMDL process to lakes within the City to ensure rules are not misapplied due to criteria or data errors specifically with the implementation of the Numeric Nutrient Criteria NPDES permit requirements.
- The Division will work with the development and implication of Simplify Epic Systems Software to improve NPDES Permit reporting.

PUBLIC WORKS

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Engineering/Streets & Stormwater Services Division (STW)					
0004 Keep Orlando Beautiful	\$ 98,645	\$ 121,124	\$ 150,373	\$ 29,249	24.1%
0006 Streets Administration	496,781	662,359	836,582	174,223	26.3%
0007 Material and Equipment Management	4,157,940	4,656,636	4,419,121	(237,515)	(5.1%)
0008 Street Maintenance and Construction	2,045,183	2,403,383	3,170,824	767,441	31.9%
0010 Trail & Path Maintenance	-	-	350,000	350,000	N/A
TOTAL -- GENERAL FUND	\$ 6,798,549	\$ 7,843,502	\$ 8,926,900	\$ 1,083,398	13.8%
STORMWATER UTILITY FUND #4160					
Engineering/Streets & Stormwater Services Division (STW)					
0001 Stormwater Utility Administration	\$ 1,241,146	\$ 1,327,185	\$ 1,477,839	\$ 150,654	11.4%
0002 Stormwater Nondepartmental	14,677,911	12,400,137	9,078,127	(3,322,010)	(26.8%)
0003 Stormwater Management	9,557,751	10,443,541	11,652,592	1,209,051	11.6%
0005 Stormwater Compliance	1,423,517	2,528,154	2,798,401	270,247	10.7%
TOTAL -- STORMWATER UTILITY FUND	\$ 26,900,325	\$ 26,699,017	\$ 25,006,959	\$ (1,692,058)	(6.3%)
TOTAL -- STREETS & STORMWATER SERVICES	\$ 33,698,874	\$ 34,542,519	\$ 33,933,859	\$ (608,660)	(1.8%)



PUBLIC WORKS

STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
<u>GENERAL FUND #0001</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0004 Keep Orlando Beautiful	2	2	2
0006 Streets Administration	7	7	7
0007 Material and Equipment Management	16	16	16
0008 Street Maintenance and Construction	34	34	34
TOTAL -- GENERAL FUND	59	59	59
<u>STORMWATER UTILITY FUND #4160</u>			
Engineering/Streets & Stormwater Services Division (STW)			
0001 Stormwater Utility Administration	8	8	8
0003 Stormwater Management	70	70	70
0004 Design Engineering	6	6	4
TOTAL -- STORMWATER UTILITY FUND	84	84	82
TOTAL -- STREETS & STORMWATER SERVICES	143	143	141

PUBLIC WORKS

Solid Waste Management Division

Overview of Services/Programs

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

Major Accomplishments – General

- Provided 54,000 residential and 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 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
- Implement and publish updated Standard Operating Procedures specific to Solid Waste Division
 - Distributed to all staff as of March 2023
- Expand 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.

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

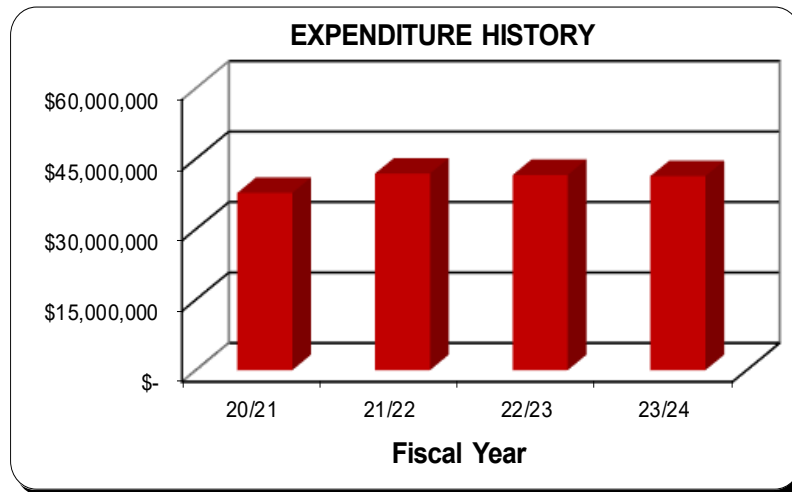
- *Continue to search for new location of Solid Waste operations and administrative offices.*
- *Continue to investigate alternative sustainable technologies for waste disposal.*
- *Complete conversion of heavy waste collection fleet to alternative fuel (CNG) vehicles.*
- *Continue to implement succession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

Note: Lines in italics are continuing from prior year.

PUBLIC WORKS

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
SOLID WASTE FUND #4150					
Solid Waste Division (SWM)					
0001 Solid Waste Administration	\$ 2,210,929	\$ 2,408,572	\$ 2,342,595	\$ (65,977)	(2.74%)
0003 Commercial Collection	4,939,224	5,192,394	5,238,509	46,115	0.89%
0004 Residential & Recycling	16,635,471	13,979,176	15,513,008	1,533,832	10.97%
0002 Solid Waste Nondepartmental	18,043,316	19,953,091	18,199,178	(1,753,913)	(8.8%)
TOTAL -- SOLID WASTE FUND	\$ 41,828,940	\$ 41,533,233	\$ 41,293,290	\$ (239,943)	(0.58%)
TOTAL -- SOLID WASTE MANAGEMENT	\$ 41,828,940	\$ 41,533,233	\$ 41,293,290	\$ (239,943)	(0.58%)



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
SOLID WASTE FUND #4150			
Solid Waste Division (SWM)			
0001 Solid Waste Administration	21	21	19
0003 Commercial Collection	34	34	40
0004 Residential & Recycling	64	64	64
TOTAL -- SOLID WASTE FUND	119	119	123
TOTAL -- SOLID WASTE MANAGEMENT	119	119	123

PUBLIC WORKS

Water Reclamation Division

Overview of Services/Programs

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

Engineering and Maintenance Services: provides water reclamation capital facilities planning, operation and maintenance of 1,079 miles of sanitary sewers and force mains in the water reclamation collection system and about 240 lift stations located throughout the City.

Process and Operations Services manages, operates and maintains the Iron Bridge Regional Water Reclamation Facility (WRF) that is permitted for 40 million gallons per day (mgd) of capacity, the Water Conserv I WRF (7.5 mgd), the Water Conserv II WRF (25 mgd), the Orlando Easterly Wetlands, the Conserv II Reclaim Water Distribution Facility (co-owned/managed with Orange County) the Environmental Laboratory, and the Industrial Automation Group. The Environmental Control group regulates and monitors industrial discharges, environmental studies, evaluations and remediation projects within the City's limits. The Compliance and Public Awareness group manages the oil and grease program, assists the Division with regulatory compliance and manages our educational outreach to the public. The Business Management Group handles a variety of business responsibilities including billing and customer service.

Major Accomplishments

- Operations Center and Laboratory improvements for Conserv I are expected to begin 2nd quarter 2023
- Land acquisition for the Reclaimed Water Storage and Pump Station for Water Conserv I
- Conserv I Electrical Improvements, RIB Sand Replacement and Effluent Sand Filters
- New electric controls and generators to more than 10 Lift stations
- Study to develop and evaluate alternatives to insure reliable, cost-effective treatment to achieve the more stringent nutrient limits and develop a phased approach to the improvements.

Short Term

- The Water Conserv I WRF Rehab and expansion project preconstruction phase work has begun.
- Conserv I Reclaimed Water Storage
- Conserv I South Reclaimed Water Main
- Construction of a new Lift Station for the Packing District
- Conserv II Deep Bed Filters, Stationary Load Banks, and 480V Electrical Upgrades
- Conserv II RAS Piping Improvements
- Ventilation improvements for Biosolids Press Room for Iron Bridge.
- Continue maintaining the sanitary sewer collection system and treatment facilities in a cost-effective manner, through inspection, repair, and replacement.
- Continue to promptly respond to stopped sewer calls to minimize sanitary overflows.
- Iron Bridge EQ Basin Mixing and Clarifier Improvements
- Iron Bridge Post Aeration and Bandenpho Blower Electrical Upgrades
- Iron Bridge Grid Replacement

Medium Term

- Iron Bridge Biosolids Disposal Improvement process.
- Iron Bridge Reclaimed Pump Station Improvements.
- Treatment Plant Improvements for Conserv I.
- 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 throughout the city, especially LS2, LS85 and 248.
- Increase asset repair/replacement capital improvements.
- Evaluate the need for additional influent equalization volume at the Iron Bridge RWRF and Water Conserv II WRF.
- Continue to seek cost effective solutions to reduce energy costs at the WRFs through use of solar energy and production of alternative fuels.
- The Lift Station 2 force main phase 1 project will be out to bid in January of 2023. The phase 2 project is under design and should bid by the last quarter of 2023.

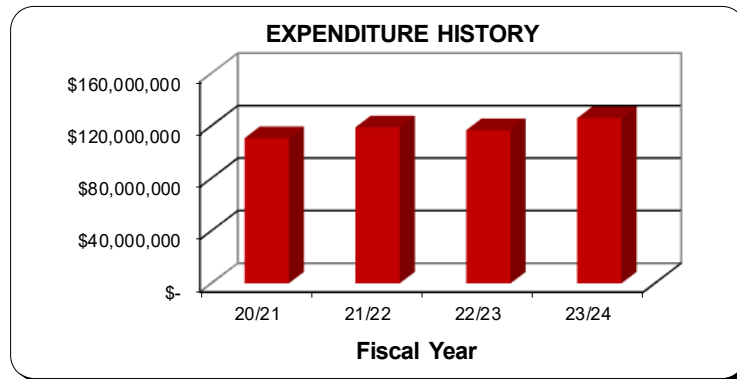
Long Term

- Continue with Inflow & Infiltration reduction, concrete corrosion repairs, and CIPP lining of gravity pipes.
 - Continue to evaluate sanitary system condition and improve aging/deficient infrastructure.
 - Continue with design/construction of major force mains that serve the downtown and surrounding areas, Lift Stations 1, 2, 3, 4, and 248.
 - Manage and perform renovation projects at the Easterly Wetlands to remove accumulated organic matter, thereby sustaining nutrient removal capabilities.
-

PUBLIC WORKS

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	%
Business Unit	Actual	Adopted	Adopted	Adopted	Change
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
WATER RECLAMATION REVENUE FUND #4100					
Water Reclamation Enterprise Division (WAS)					
0001 Water Reclamation Administration	\$ 4,235,410	\$ 4,014,489	\$ 3,846,219	\$ (168,270)	(4.19%)
0002 Water Reclamation Nondepartmental	60,078,814	52,813,122	53,872,681	1,059,559	2.01%
0003 Industrial Automation Group	3,149,310	5,353,065	4,380,797	(972,268)	(18.16%)
0004 Environmental Laboratory Services	997,284	1,149,296	1,284,387	135,091	11.75%
0005 Easterly Wetlands	919,656	930,398	1,214,201	283,803	30.50%
0006 Water Reclamation Asset Management	795,663	1,166,449	1,248,125	81,676	7.00%
0007 System Evaluation and Maintenance	9,894,937	10,024,509	10,972,772	948,263	9.46%
0008 Water Conserv I	4,972,713	5,644,176	6,510,125	865,949	15.34%
0009 Water Conserv II	13,029,825	11,541,384	14,464,898	2,923,514	25.33%
0010 Iron Bridge	11,646,939	11,389,204	12,195,860	806,656	7.08%
0011 Lift Station Operations	5,763,672	7,749,767	8,627,586	877,819	11.33%
0012 Environmental Control	932,034	927,643	1,004,214	76,571	8.25%
0013 Compliance and Public Awareness	954,537	1,131,151	1,343,712	212,561	18.79%
0018 Engineering and Mapping	1,449,885	1,843,996	2,089,572	245,576	13.32%
0019 Reclaimed Water	-	1,082,094	2,840,894	1,758,800	162.5%
TOTAL -- WATER RECLAMATION REVENUE FUND	\$ 118,820,678	\$ 116,760,743	\$ 125,896,043	\$ 9,135,300	7.82%
TOTAL -- WATER RECLAMATION ENTERPRISE	\$ 118,820,678	\$ 116,760,743	\$ 125,896,043	\$ 9,135,300	7.82%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
WATER RECLAMATION REVENUE FUND #4100			
Water Reclamation Enterprises Division (WAS)			
0001 Water Reclamation Administration	13	13	11
0003 Industrial Automation Group	18	18	21
0004 Environmental Laboratory Services	7	8	8
0005 Easterly Wetlands	6	6	6
0006 Water Reclamation Asset Management	12	13	13
0007 System Evaluation and Maintenance	69	62	61
0008 Water Conserv I	13	14	15
0009 Water Conserv II	32	32	29
0010 Iron Bridge	38	38	38
0011 Lift Station Operations	37	37	35
0012 Environmental Control	5	5	7
0013 Compliance and Public Awareness	9	9	9
0018 Engineering and Mapping	13	13	14
0019 Reclaimed Water	-	8	9
TOTAL -- WATER RECLAMATION REVENUE FUND	272	276	276

PUBLIC WORKS

Capital Improvement Plan Division

Overview of Services/Programs

The **Capital Improvement Plan 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 Packing District Park Project, now known as The Grove, which included the construction of a lake/stormwater retention pond, walking trails, lighting, a pavilion, roadway improvements to Packing District Way and New Hampshire Ave, and the Orlando Tennis Center that replaced the existing tennis center located downtown in Creative Village which included constructing 17 new tennis courts.
- Completed the Luminary Green Park Project in Creative Village which included new hardscape, landscaping and an illuminated trellis feature. Multiple keystones were added in recognition of the Paramore District.
- Completed the Raleigh Street Roadway Improvement Project that included roadway reconstruction and resurfacing of approximately one-mile of roadway by adding left-turn lanes, medians, pedestrian improvements, traffic signal improvements, and drainage and sanitary sewer improvements.
- Completed the Narcoossee Roadway Widening project from the SR 528 to SR 417 which increased traffic lanes from 4 to 6 and new signals and signage. It also involved improvements to the existing reclaimed water system, drinking water system, sanitary system, and OUC duct banks in the project area.
- Completed construction of the Lake of the Woods to Al Coith Park Drainage Improvement Project along Annie St and Delaney Ave. The project included upgrading the stormwater system as well as rebuilding the roads and sidewalks and replacing the sanitary sewer and water mains in the project area.
- Completed construction of the Downtown Connector Trail which is a 1.6-mile long trail that runs along the south side of Anderson Street from Summerlin Avenue to Lake Underhill Road.
- Completed the relocation of Lift Station 218 to improve maintenance access to the station.

Future Goals and Objectives

Short Term

- Complete the construction of the Wetland Educational Center.
- Complete the construction of new Fire Station #11 located at Curry Ford Road and Gaston Foster Road.
- Complete the Packing District Roadway improvements project, along OBT and Princeton St.
- Complete the design and begin construction for the new Fire Station #6.
- Complete the design of the Storey Park Blvd project located from Storey Time Dr to Wewahootee Rd.
- Begin rehabilitation and expansion of the Conserv I Water Reclamation Facility.
- Fully transition to eBuilder, the city's CIP project management software to help facilitate coordination and collaboration with the various city departments.

Medium Term

- Complete the design and begin construction of the new 12,000 square-foot SE Government Center located in the Lake Nona area.
- Begin the design for Fire Station 18 located at Storey Park and Fire Station 19 located at Poitras.
- Manage and implement projects under the Mayor's Green Works Initiative, including continuing to attain LEED Silver certification on all new vertical projects.
- Begin construction of the Lake Nona Reclaimed Water Storage and Repump Facility.

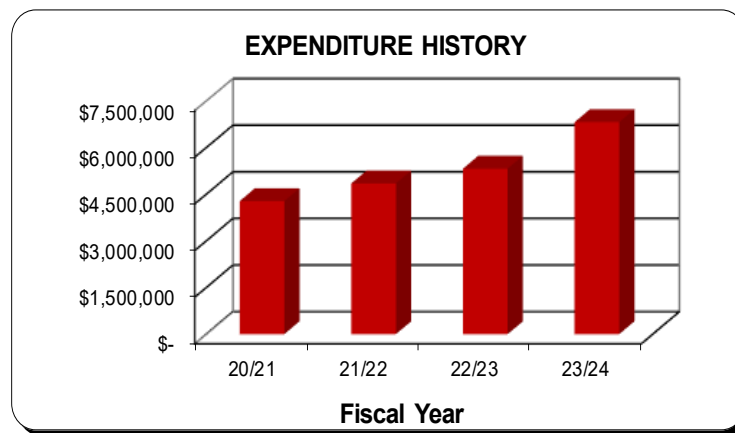
Long Term

- Create a Standard Operating Procedure Manual for the Division to improve the productivity and a consistent process of PM and CM while implementing appropriate value engineering of the city's construction projects.
- Continue to implement appropriate initial planning, design, and value engineering coupled with effective supervision and inspection of the construction process.
- Continue to support the city with Emergency Repair Projects to maintain the city's infrastructure.
- 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	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
CONSTRUCTION MANAGEMENT FUND #5020					
CIP/Infrastructure Division (CIP)					
0001 Capital Improvement/Infrastructure Administration	\$ 935,126	\$ 1,022,577	\$ 1,506,955	\$ 484,378	47.37%
0002 Construction Management Nondepartmental	525,473	348,135	563,990	215,855	62.00%
0003 Project Engineering	1,298,727	1,475,956	1,978,258	502,302	34.03%
0004 Construction Services	2,089,885	2,478,332	2,772,797	294,465	11.88%
TOTAL -- CONSTRUCTION MANAGEMENT FUND	\$ 4,849,211	\$ 5,325,000	\$ 6,822,000	\$ 1,497,000	28.11%
TOTAL -- CIP/INFRASTRUCTURE	\$ 4,849,211	\$ 5,325,000	\$ 6,822,000	\$ 1,497,000	28.11%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
CONSTRUCTION MANAGEMENT FUND #5020			
Capital Improvement and Infrastructure Division (CIP)			
0001 Capital Improvement/Infrastructure Administration	8	8	7
0003 Project Engineering	9	9	12
0004 Construction Services	19	19	20
TOTAL -- CONSTRUCTION MANAGEMENT FUND	36	36	39
TOTAL -- CIP/INFRASTRUCTURE	36	36	39

PUBLIC WORKS

Public Works Department Operational Performance

Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Solid Waste Management Division	Average Residential Skip Complaints per week	160	116	100

Fiscal

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Number of volunteer hours	4,661	4,100	4,380
Streets & Stormwater Services Division	Avg cost per lb phosphorous/nitrogen removed per water body	\$45.23	\$8.50	\$8.50
Streets & Stormwater Services Division	Total volume (in cubic yards) of litter removed from the ROW	11,764	8536	10,150
Streets & Stormwater Services Division	Average response time to repair potholes in work hours	60	56	48
Solid Waste Management Division	Revenues from residential collection	\$14,587,556	\$15,496,583	\$16,116,446
Solid Waste Management Division	Full Cost per Month per Household for Residential Solid Waste (garbage, yard waste, and recycling) Service	\$29.92	\$23.91	\$24.87
Solid Waste Management Division	Full Cost per Month per Household for garbage collection and disposal (excludes recycling and yard waste)	\$16.71	\$11.96	\$12.44
Solid Waste Management Division	Full Cost per Month per Household for Recycling Collection	\$13.01	\$7.97	\$8.29
Solid Waste Management Division	Revenue from commercial collection	\$22,936,164	\$25,278,719	\$26,289,868
Solid Waste Management Division	Full Cost per Cubic Yard of Commercial Garbage Collected per Month	\$8.30	\$8.63	\$8.98
Solid Waste Management Division	Average Revenue per Month from On-Call Claw Truck Service	\$3,200	\$4,000	\$5,000
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated - CI	\$2.23	\$2.49	\$2.36
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated - CII	\$2.22	\$2.08	\$2.15
Water Reclamation Division	Average O&M cost per 1,000 gallons of reclaimed water treated - IB	\$1.12	\$1.31	\$1.22
Public Works Department	Public Works Department Falling Within the Normal Range (average variance +/- 5% of budget) as Evidenced by Quarterly Budget Financial Status Report	7.8%	-6.4%	+/-5%

PUBLIC WORKS

Public Works Department Operational Performance

Balanced Scorecard Report (continued)

Internal Processes

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Volume (in cubic yards) of litter and debris collected from lakes and stormlines	3,646	50,911	50,911
Streets & Stormwater Services Division	Segments of sidewalk inspected	32,636	19,174	25,905
Streets & Stormwater Services Division	Miles of sidewalk inspected	202	172	187
Streets & Stormwater Services Division	Feet of Stormwater pipe inspected	55	77	66
Streets & Stormwater Services Division	Average number of business days to perform one residential street sweep	15.61	14.75	15.18
Streets & Stormwater Services Division	Total number of customer requests for pothole repairs	184	109	147
Streets & Stormwater Services Division	Citywide average asphalt pavement condition index	72	72	66
Streets & Stormwater Services Division	Feet of Stormwater pipe rehabilitated (lined, etc)	7,121	23,122	15,122
Streets & Stormwater Services Division	Number of surface recharge wells rehabilitated (lined, abandon, and/or redrill, etc.)	19	6	13
Streets & Stormwater Services Division	Number of private stormwater facilities inspected	2,310	2,136	2136
Solid Waste Management Division	Tons of Residential MSW collected	47,161	48,190	49,153
Solid Waste Management Division	Tons of recycled materials collected	13,937	13,740	14,015
Solid Waste Management Division	Tons of Commercial MSW collected	95,340	91,423	93,252
Water Reclamation Division	Percent of stopped sewer calls responded to within one hour during regular scheduled work hours	90%	91%	91%
Water Reclamation Division	Percent of damaged main lines restored to service within 24 hours	21%	20%	20%
Water Reclamation Division	Percent of failed force mains repaired to service within 24 hours	25%	33%	34%
Water Reclamation Division	Average footage of cleaned sewer lines per month	1,532,509	1,193,054	1,362,782

Outcome & Mission

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Streets & Stormwater Services Division	Percent of lakes with degrading water quality	3.1%	3.5%	3.5%
Water Reclamation Division	Percent compliance with Federal & State permit standards for reclaimed water process performance	99%	96%	100%
Water Reclamation Division	Percent compliance with Federal & State permit standards regarding industrial contamination	100%	100%	100%

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2022-2023 BY THE NUMBERS:



2.4 MILLION

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



Ranked
9TH

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

TRAFFIC SAFETY

- 1** Installation Pedestrian Hybrid Beacon
- 1** Installation Directional Median
- 5** Flashing Yellow Lights
- NEW** Traffic Signals (Kirkman Rd and Windhover Dr)
(Conroy Windermere Rd and Hidden Springs Blvd)
- 5** Protective Permissive Left Turn Signals



672

traffic studies performed



4,287

traffic signals fabricated



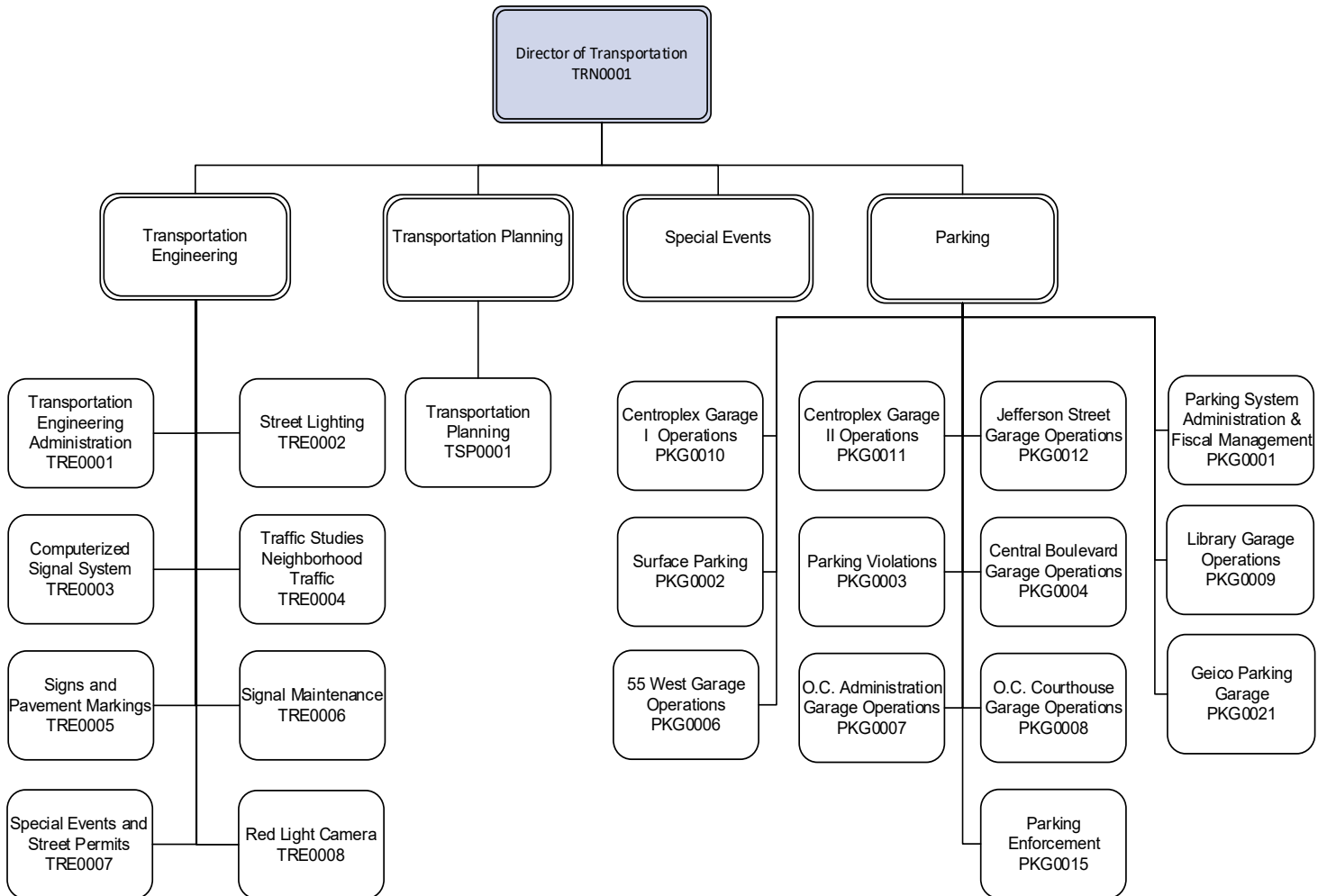
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miles of pavement installed or replaced

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.

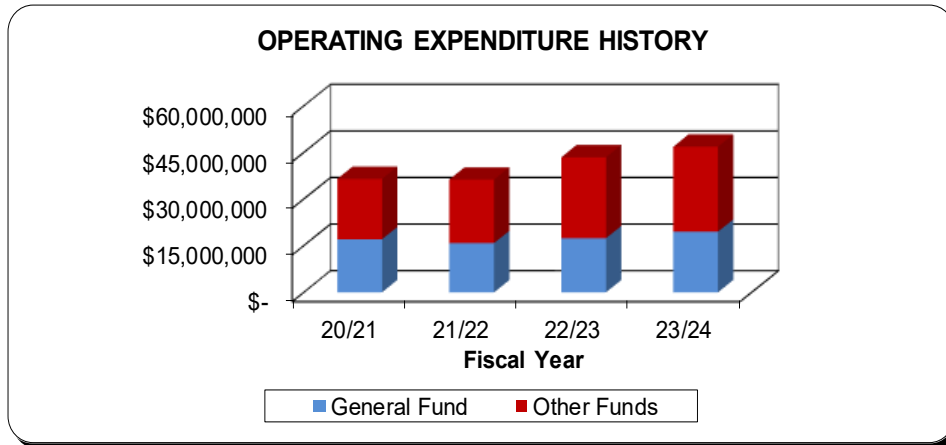
TRANSPORTATION

DEPARTMENT OPERATING EXPENDITURES

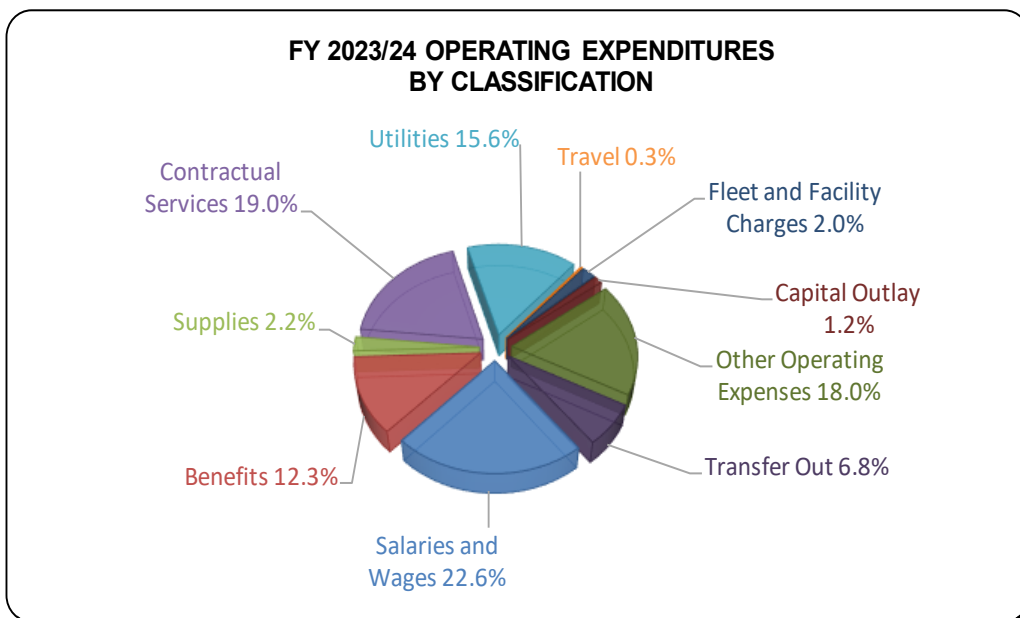
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 864,020	\$ 1,326,916	\$ 1,586,385	\$ 259,469	19.6%
0002 Transportation Nondepartmental	372,150	130,753	34,504	(96,249)	(73.6%)
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	388,108	732,378	759,101	26,723	3.6%
0002 Street Lighting	5,641,831	5,919,260	6,669,260	750,000	12.7%
0003 Computerized Signal System	902,034	991,770	1,082,684	90,914	9.2%
0004 Traffic Studies and Neighborhood Traffic	897,562	1,152,556	1,221,190	68,634	6.0%
0005 Sign and Pavement Markings	1,327,989	1,403,475	1,579,228	175,753	12.5%
0006 Signal Maintenance	1,763,393	1,825,765	2,012,428	186,663	10.2%
0007 Special Events and Street Permit	645,551	570,806	755,631	184,825	32.4%
0008 Red Light Camera	2,142,007	2,316,692	2,341,254	24,562	1.1%
Transportation Planning Division (TSP)					
0001 Transportation Planning	832,284	991,338	1,458,429	467,091	47.1%
Parking Division (PKG)					
0017 City Commons Garage	61,014	51,000	53,053	2,053	4.0%
TOTAL -- GENERAL FUND	\$ 15,837,944	\$ 17,412,709	\$ 19,553,147	\$ 2,140,438	12.3%
CENTROPLEX GARAGES FUND #4130					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 3,879	\$ 4,200	\$ 14,900	\$ 10,700	254.8%
0011 Centroplex Garage II Operations	371,887	429,687	500,315	70,628	16.4%
0018 Centroplex Garage I and II Nondepartmental	2,912,915	2,952,485	3,195,922	243,437	8.2%
TOTAL -- CENTROPLEX GARAGES FUND	\$ 3,288,681	\$ 3,386,372	\$ 3,711,137	\$ 324,765	9.6%
PARKING SYSTEM REVENUE FUND #4132					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,206,519	\$ 3,145,722	\$ 1,652,272	\$ (1,493,450)	(47.5%)
0002 Surface Parking	834,933	882,346	1,061,817	179,471	20.3%
0003 Parking Violations	468,558	542,325	587,144	44,819	8.3%
0004 Central Boulevard Garage Operations	1,662,973	1,918,053	1,761,796	(156,257)	(8.1%)
0006 55 West Garage Operations	1,113,339	1,274,195	1,397,244	123,049	9.7%
0007 O.C. Administration Garage Operations	661,030	852,662	1,002,037	149,375	17.5%
0008 O.C. Courthouse Garage Operations	1,217,032	1,306,997	1,548,340	241,343	18.5%
0009 Library Garage Operations	964,571	1,047,709	1,276,272	228,563	21.8%
0012 Jefferson Street Garage Operations	623,771	742,935	819,747	76,812	10.3%
0014 Parking Operations	434	-	-	-	N/A
0015 Parking Enforcement	850,032	1,114,852	1,179,601	64,749	5.8%
0019 Parking System Nondepartmental	5,586,515	6,308,566	7,358,871	1,050,305	16.6%
0021 GEICO Garage	1,961,866	3,548,500	3,960,014	411,514	11.6%
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 17,151,572	\$ 22,684,862	\$ 23,605,155	\$ 920,293	4.1%
TOTAL -- TRANSPORTATION OPERATING	\$ 36,278,197	\$ 43,483,943	\$ 46,869,439	\$ 3,385,496	7.8%

TRANSPORTATION

DEPARTMENT OPERATING EXPENDITURES (continued)



Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries and Wages	\$ 8,239,371	\$ 9,338,268	\$ 10,598,923	\$ 1,260,655	13.5%
Benefits	4,982,546	5,269,038	5,782,199	513,161	9.7%
Supplies	800,070	958,250	1,053,200	94,950	9.9%
Contractual Services	7,246,380	8,393,185	8,889,513	496,328	5.9%
Utilities	6,162,240	6,494,765	7,302,641	807,876	12.4%
Travel	35,125	51,500	139,500	88,000	170.9%
Fleet and Facility Charges	808,391	749,745	925,962	176,217	23.5%
Capital Outlay	87,088	313,000	558,000	245,000	78.3%
Other Operating Expenses	5,417,423	9,588,942	8,447,026	(1,141,916)	(11.9%)
Transfer Out	2,499,563	2,327,250	3,172,475	845,225	36.3%
TOTAL -- TRANSPORTATION OPERATING	\$ 36,278,197	\$ 43,483,943	\$ 46,869,439	\$ 3,385,496	7.8%



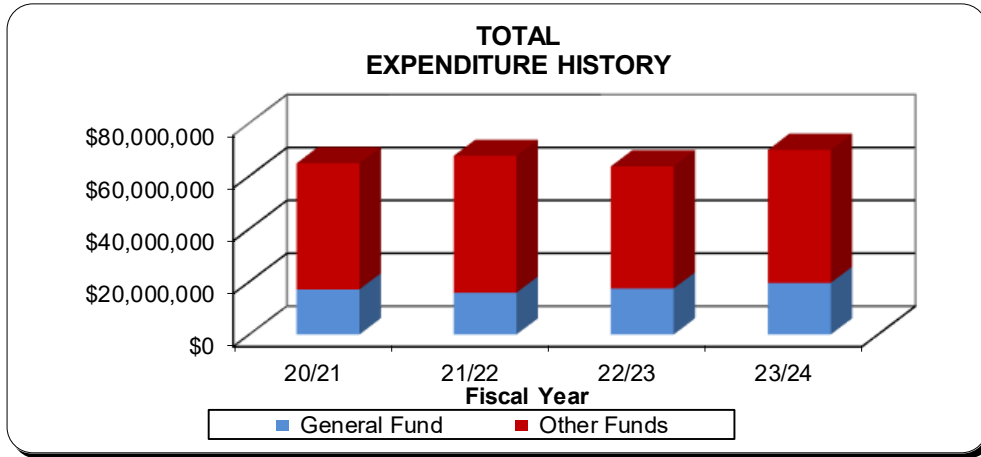
TRANSPORTATION

DEPARTMENT NON-OPERATING EXPENDITURES

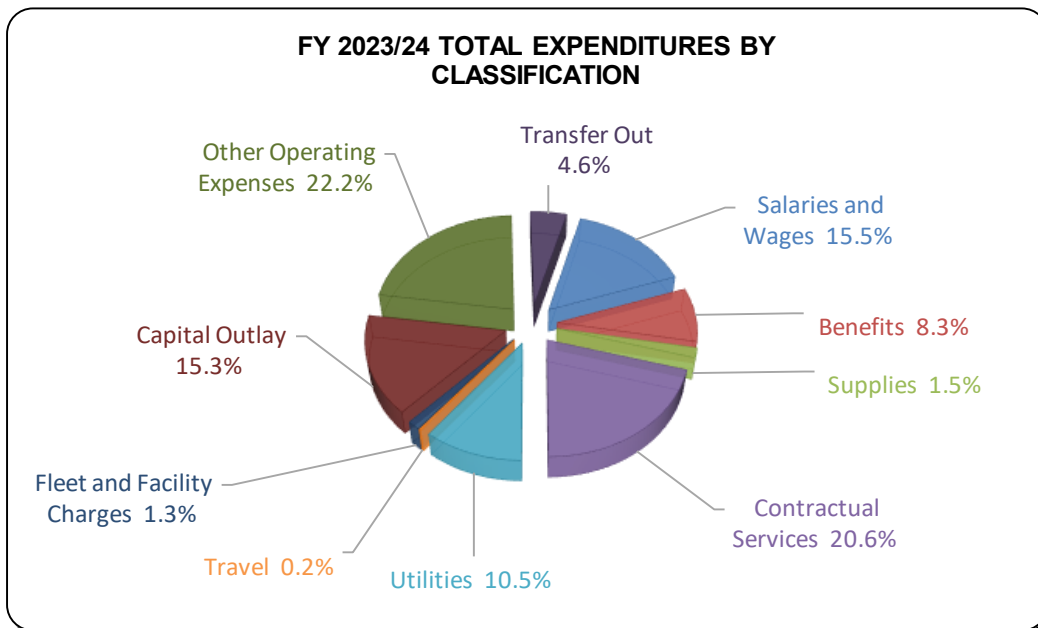
Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
TRANSPORTATION IMPACT FEE FUNDS #1070 - #1072					
Transportation Planning Division (TSP)					
0002 TIF North Collection Area	\$ 1,112,368	\$ 1,721,000	\$ 1,249,794	(\$471,206)	(27.4%)
0003 TIF Southeast Collection Area	1,384,129	1,499,000	4,391,200	2,892,200	192.9%
0004 TIF Southwest Collection Area	43,992	2,496,000	1,637,620	(858,380)	(34.4%)
Transportation Planning Division (TSP)					
Projects and Grants	5,056,747	7,300,000	7,500,000	200,000	2.7%
Transportation Engineering Division (TRE)					
Projects and Grants	5,779,187	-	100,000	100,000	N/A
TOTAL -- TRANSPORTATION IMPACT FEE FUNDS	\$ 13,376,424	\$ 13,016,000	\$ 14,878,614	\$ 1,862,614	14.3%
GAS TAX FUND #1100_F					
Transportation Engineering Division (TRE)					
Projects and Grants	\$ 1,192,539	\$ 1,500,000	\$ 1,812,000	\$ 312,000	20.8%
Transportation Planning Division (TSP)					
Projects and Grants	187,435	200,000	200,000	-	0.0%
TOTAL -- GAS TAX FUND	\$ 1,379,973	\$ 1,700,000	\$ 2,012,000	\$ 312,000	18.4%
OTHER FUNDS					
Parking Division (PKG)					
Projects and Grants	\$ 1,683,070	\$ 1,530,000	\$ 3,050,000	\$ 1,520,000	99.3%
Transportation Engineering Division (TRE)					
Projects and Grants	599,604	800,000	300,000	(500,000)	(62.5%)
Transportation Planning Division (TSP)					
Projects and Grants	5,035,506	-	625,000	-	N/A
Director of Transportation (TRN)					
Projects and Grants	9,231,020	3,100,000	2,125,000	(975,000)	(31.5%)
TOTAL -- OTHER FUNDS	\$ 16,549,201	\$ 5,430,000	\$ 6,100,000	\$ 45,000	12.3%
TOTAL -- TRANSPORTATION RELATED FUNDS	\$ 31,305,598	\$ 20,146,000	\$ 22,990,614	\$ 2,844,614	14.1%
TOTAL -- TRANSPORTATION	\$ 67,583,795	\$ 63,629,943	\$ 69,860,053	\$ 6,230,110	9.8%

TRANSPORTATION

DEPARTMENT TOTAL EXPENDITURES



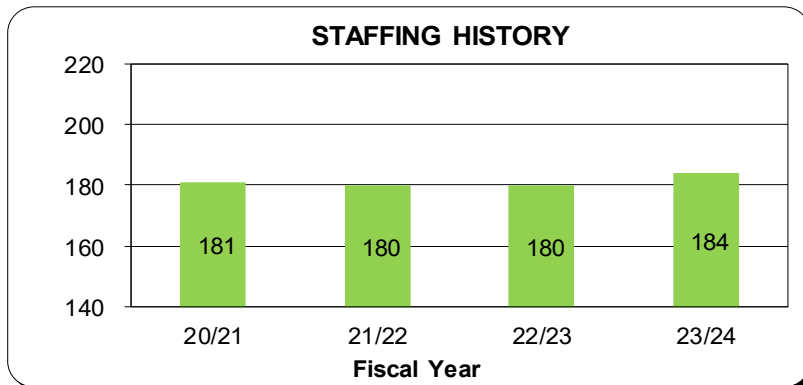
Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change to Adopted	% Change
Salaries and Wages	\$ 8,486,292	\$ 9,559,586	\$ 10,798,464	\$ 1,238,878	13.0%
Benefits	4,982,546	5,269,038	5,782,199	513,161	9.7%
Supplies	932,625	1,758,250	1,053,200	(705,050)	(40.1%)
Contractual Services	10,163,926	10,743,185	14,396,513	3,653,328	34.0%
Utilities	6,180,454	6,494,765	7,302,641	807,876	12.4%
Travel	35,125	51,500	139,500	88,000	170.9%
Fleet and Facility Charges	859,531	749,745	925,962	176,217	23.5%
Capital Outlay	23,563,745	11,427,249	10,713,000	(714,249)	(6.3%)
Other Operating Expenses	9,829,988	15,199,375	15,526,099	326,724	2.1%
Transfer Out	2,549,563	2,377,250	3,222,475	845,225	35.6%
TOTAL -- TRANSPORTATION	\$ 67,583,795	\$ 63,629,943	\$ 69,860,053	\$ 6,230,110	9.8%



TRANSPORTATION

DEPARTMENT STAFFING SUMMARY

Fund	2021/22	2022/23	2023/24
Business Unit	Final	Adopted	Adopted
Cost Center Number and Name	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Director of Transportation (TRN)			
0001 Director of Transportation	7	7	10
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	4	4
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	8	9	9
0005 Sign and Pavement Markings	12	12	12
0006 Signal Maintenance	14	14	14
0007 Special Events and Street Permit	6	5	6
0008 Red Light Cameras	4	4	4
Transportation Planning Division (TSP)			
0001 Transportation Planning	9	8	7
TOTAL -- GENERAL FUND	73	73	76
CENTROPLEX GARAGES FUND #4130			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	3	3	3
TOTAL -- CENTROPLEX GARAGES FUND	3	3	3
PARKING SYSTEM REVENUE FUND #4132			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	13	13	14
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	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	15	16	16
0009 Library Garage Operations	12	12	12
0012 Jefferson Street Garage Operations	5	5	5
0015 Parking Enforcement	13	13	13
TOTAL -- PARKING SYSTEM REVENUE FUND	104	104	105
TOTAL -- TRANSPORTATION	180	180	184



TRANSPORTATION

Transportation Director's Office

Overview of Services/Programs

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

Major Accomplishments

- Submitted two applications for the 2021 RAISE grants; Orlando CROSS and STEER Orlando and AWARDED CROSS Orlando
- Adoption and continued forward motion with the implementation of the Vision Zero Action Plan
- Completion of the Transportation Project List - a comprehensive list of future projects
- Quick Build Guide creation and implementation
- SWANN shuttle pilot program
- Scooter program implemented
- LYNX LYMMO line now fully electric

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
- Scooter Program Implementation
- Transportation dedicated funding for transit
- Coordination with the Downtown CRA/EDV a Masterplan with executable design and implementation goals.
- Design of Robinson Street project, including the lane elimination process with FDOT
- Ongoing Initiative to accomplish Complete Streets
- Completion of Quiet Zone areas
- Under-I design incorporating a mobility aspect completed
- Complete Vision Zero streetlighting credentials
- Explore grant opportunities for transportation projects
- Target MPO project priority list focused on bundling projects
- Bike network branding and navigational information completed
- Design work on Corrine Drive complete
- Design work on Edgewater Drive complete
- Grand National Drive Phase 2 in design phase
- SunRail Transition Phase 1 – Financial complete

Medium Term (3-5 years)

- Full phasing completed of SunRail transition to local funding partners (including City of Orlando)
- Completion of the Bike Trail network in and around the City of Orlando
- Lymmo Fare Options/Implementation
- Continue developing funding opportunities to cover LYMMO operations (Venues Surcharge Study, Parking Surcharge Fee, Fare Equity Analysis)
- Grand National Drive Phase 2 in construction phase
- Corrine Drive Improvements in process
- Complete the construction of Edgewater Drive
- Complete construction of Econlockhatchee Trail
- Expand SE roadway network connections
- Re-locate the sign and signal shop
- Complete construction of Under-I mobility component
- Break ground on SunRail expansion to the airport – Sunshine Corridor
- Garland FDOT/City transit coordination

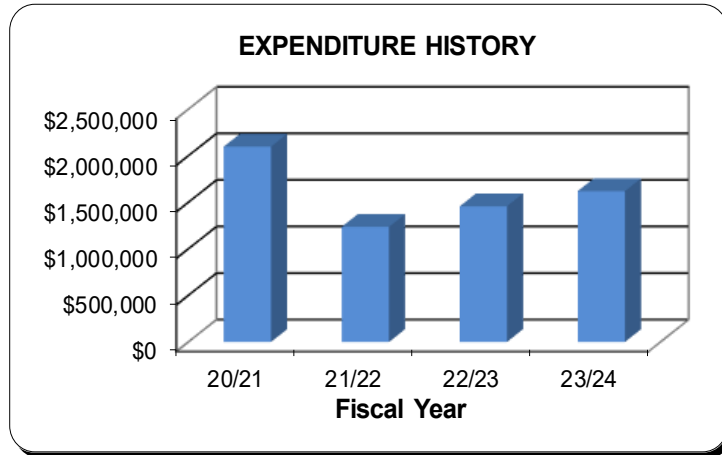
Long Term (5+ years)

- Advanced Air Mobility (AAM)/Urban Air Mobility (UAM) electric Vertical Takeoff and Landing (eVTOL) technologies and air taxi "vertiports" implementation
 - Complete Terry Avenue/Creative Village connection
 - Completion of Barack Obama Parkway
 - Vision Zero success through dedicated benchmarks and goals achieved throughout our 20-year plan
 - Full Micro-mobility Integration with complete accessibility for pedestrians, bicyclists, commuters via AAM, UAM, eVTOL, scooters, EV buses, AV etc.
 - Completion of the Downtown Masterplan executable design and implementation goals
 - Dedicated funding source for transportation
 - Work on getting unfunded transportation projects through the process to receive funds from the dedicated funding source.
 - Construction of Sunshine Corridor SunRail Phase III (OIA Connector) with continued collaboration with LFP's, CFCRC, FDOT, private stakeholders to move the project along through the FRA and FTA process to build to completion full network of connections.
 - Infrastructure/State/Local grant opportunities when NOFO's are made available.
 - Enhanced Neighborhood outreach and presence for Transportation Department
-

TRANSPORTATION

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Director of Transportation (TRN)					
0001 Director of Transportation	\$ 864,020	\$ 1,326,916	\$ 1,586,385	\$ 259,469	19.6%
0002 Transportation Nondepartmental	372,150	130,753	34,504	(96,249)	(73.6%)
TOTAL -- GENERAL FUND	\$ 1,236,170	\$ 1,457,669	\$ 1,620,889	\$ 163,220	11.2%
TOTAL -- DIRECTOR	\$ 1,236,170	\$ 1,457,669	\$ 1,620,889	\$ 163,220	11.2%



STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Director of Transportation (TRN)			
0001 Director of Transportation	7	7	10
TOTAL -- GENERAL FUND	7	7	10
TOTAL -- DIRECTOR	7	7	10

TRANSPORTATION

Transportation Engineering Division

Overview of Services/Program

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

Major Accomplishments

- Implemented Work Order System software (Simplify3) to integrate all transportation engineering components into one system to improve efficiency
- Oversee completion and closeout of Ultimate I-4 construction and coordinated operations and maintenance with Florida Department of Transportation
- Installed a new traffic signal at Millenia Blvd & Millenia Palms Dr/Northbridge Dr
- Installed a High-Intensity Activated Crosswalk (HAWK) Signal on Corrine Dr
- Coordinated with FDOT on the procurement of a design-build firm for the Smart Orlando Downtown Advanced Traffic Operations Performance (SODA TOP) project to upgrade traffic signals within project limits of Downtown Orlando with various technologies including roadside Connected Vehicle (CV), on-board CV units on Lymmo buses, and passive pedestrian detection (on-going)
- Designed and installed a new traffic signal at Conroy Windermere Rd & Hidden Beach Blvd in coordination with Orange County
- Coordinated with BEEP on Autonomous Vehicle routes and operation with traffic signal infrastructure and implemented a new route in Creative Village
- Completed construction of Raleigh St
- Completed widening of Narcoossee Rd with utility improvements and construction of a multi-use trail
- Completed construction of new or upgraded traffic signals at the following intersections: Narcoossee Rd & Dowden Rd, Narcoossee Rd & Northlake Pkwy, Narcoossee Rd & Lake Nona Club Dr, Narcoossee Rd & Moss Park Rd, Narcoossee Rd & Lake Nona Blvd, Narcoossee Rd & Orange County FS 76, Raleigh St & DR, Raleigh St & Kozart St, and Magnolia Ave & Weber St.
- Implemented Flashing Yellow Arrows at the following signalized intersections: Narcoossee Rd & Northlake Pkwy, Narcoossee Rd & Lake Nona Club Dr, Mercy Dr & WD JudgeDr, and Boggy Creek Rd & Landstreet Rd
- Completed signal retiming for the following corridors: Millenia Blvd, Conroy Rd, Conroy Rd, Curry Ford Rd and Livingston St
- Working with FDOT to implement LPI's at all of its City-maintained intersection

Future Goals and Objectives

Short Term (1-3 years)

- Continue overseeing completion and closeout of Ultimate I-4 construction and coordinate operations and maintenance with Florida Department of Transportation
- Coordinate with private railroad development to integrate traffic signals within rail right-of-way, manage maintenance of traffic, and review permitting in addition to other transportation engineering components
- Complete signal retiming along N Orange Ave from Ivanhoe Blvd to Clay/Wilkinson, Narcoossee Rd from Dowden Rd to Moss Park Rd, Anderson St from Lake Underhill Rd to Bumby Ave, and Garland Ave from W S Street to W Colonial Dr.
- 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, Colonial Dr & Highland Ave, Colonial Dr & Goldwyne Ave
- Inventory street light gaps and fill in gaps with available funding resources
- Continue coordination with BEEP on Autonomous Vehicle routes and operation with traffic signal infrastructure within Lake Nona and Creative Village
- Support implementation of Vision Zero Action Plan

Medium Term (3-5 years)

- Enhance public website for street closure announcements
- Complete the construction of Edgewater Drive
- Complete construction of Econolockhatchee Trail; Curry Ford Road to Lee Vista Blvd
- Complete construction of Corrine Drive from North Mills Avenue to Bennett Road
- 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

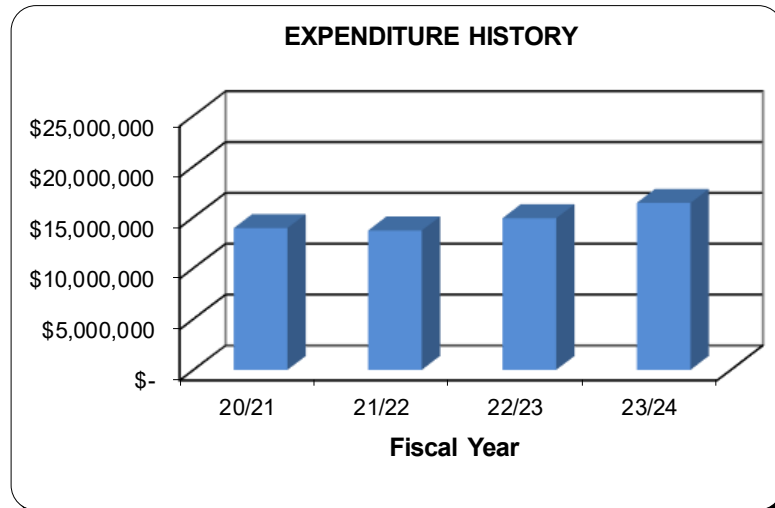
Long Term (5+ years)

- Support implementation of Vision Zero Action Plan
 - Relocate Sign/Signal Shop
 - Enhance streetlight system with underground utility, where applicable
 - Upgrade fleet equipment with modern technology to improve efficiencies
 - Ongoing mapping documentation of communication infrastructure such as fiber optic cable (FOC), etc. in MapWorks
 - Expand the Conditional Transit Signal Priority system (Conditional TSP) and introduce Adaptive Traffic Signal Control for major arterial roads throughout the City
 - Conduct studies for additional overpasses of the railroad lines in Downtown
 - Develop a comprehensive real-time traffic data program which will connect drivers to be integrated with the future Real Time Parking Implementation and facilitate real-time navigation/trip planning for commuters and patrons of special events
-

TRANSPORTATION

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
GENERAL FUND #0001					
Transportation Engineering Division (TRE)					
0001 Transportation Engineering Administration	\$ 388,108	\$ 732,378	\$ 759,101	\$ 26,723	3.6%
0002 Street Lighting	5,641,831	5,919,260	6,669,260	750,000	12.7%
0003 Computerized Signal System	902,034	991,770	1,082,684	90,914	9.2%
0004 Traffic Studies and Neighborhood Traffic	897,562	1,152,556	1,221,190	68,634	6.0%
0005 Sign and Pavement Markings	1,327,989	1,403,475	1,579,228	175,753	12.5%
0006 Signal Maintenance	1,763,393	1,825,765	2,012,428	186,663	10.2%
0007 Special Events and Street Permit	645,551	570,806	755,631	184,825	32.4%
0008 Red Light Camera	2,142,007	2,316,692	2,341,254	24,562	1.1%
TOTAL -- GENERAL FUND	\$ 13,708,476	\$ 14,912,702	\$ 16,420,776	\$ 1,508,074	10.1%
TOTAL -- TRANSPORTATION ENGINEERING	\$ 13,708,476	\$ 14,912,702	\$ 16,420,776	\$ 1,508,074	10.1%



STAFFING SUMMARY

	2021/22	2022/23	2023/24
	Final	Adopted	Adopted
	Staffing	Staffing	Staffing
GENERAL FUND #0001			
Transportation Engineering Division (TRE)			
0001 Transportation Engineering Administration	3	4	4
0003 Computerized Signal System	10	10	10
0004 Traffic Studies and Neighborhood Traffic	8	9	9
0005 Sign and Pavement Markings	12	12	12
0006 Signal Maintenance	14	14	14
0007 Special Events and Street Permit	6	5	6
0008 Red Light Cameras	-	6	6
TOTAL -- GENERAL FUND	53	60	61
TOTAL -- TRANSPORTATION ENGINEERING	53	60	61

TRANSPORTATION

Transportation Planning Division

Overview of Services/Programs

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

Major Accomplishments

- Continued pedestrian safety campaigns through Bike/Walk Central Florida's Best Foot Forward program and alternative modes of travel campaigns through ReThink Your Commute
- Selected three motorized scooter share services providers through an RFP process and launched the Shared Mobility Dashboard on our website
- Bid out and awarded a construction contract for Hicks Avenue from Anderson Street to South Street and Grand National Drive Phase 1
- Completed construction of Narcoossee Road widening from 4 to 6 lanes between SR 417 and SR 528 and Raleigh Street improvements
- Completed construction of the Orlando Urban Trail Gap & Extension and Downtown Connector Trail
- Held several highly successful public events to promote alternative modes of travel (Bike to work day, Walk, Bike, Roll to school, Bike5 Cities, Urban Art on the Urban Trail)
- Established the bicycle friendly business program and certified just under 20 businesses as bicycle friendly business. Completed Bicycle Friendly Business applications for City Hall resulting in "Gold" designation of this facility and Fleet & Facilities resulting in a "Silver" designation
- Completed the FDOT LAP funded Southwest Pedestrian/Bicycle Study
- Coordinated with Lynx, BEEP, and the Office of Sustainability, Resilience, and the Future-Ready City Initiative on the launch of an Autonomous Vehicle pilot in Creative Village.
- Worked with Lynx to extend LYMMO's Lime Route service into SODO to better serve Senior facilities in that area
- Implemented new transportation impact fee rates in Permitting Service's INFOR software
- Completed the Virginia Drive Study, from North Orange Avenue to North Mills Avenue
- Completed the mapping of all Transportation Planning CIP projects in MapWorks

Future Goals and Objectives

Short Term (1-3 years)

- Complete the City of Orlando's Bicycle Friendly Community Application to the League of American Bicyclists
- Complete the construction of the Downtown Gap. Complete the wayfinding plan for the overall Downtown Loop project
- Complete the design of the Edgewater Drive Complete Street Project (Lakeview Street to Par Avenue)
- Complete the design of the Corrine Drive/ Forrest Avenue/ Virginia Drive Complete Street Project (Orange Avenue to Bennett Street)
- 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 to Raleigh St)
- Begin design and complete the construction of the Kirkman Road Multi-Use Path from Raleigh Street to Old Winter Garden
- Start new conversations with Central Florida Railroad about the Terry Avenue/Robinson Street railroad crossing
- Plan for all emerging transportation modes and technologies including Advanced Air Mobility (AAM) and drone deliveries including the drafting of specific code updates to accommodate vertiports
- Collaborate with EDV and DDB/CRA on the completion of the Downtown Master Plan
- Collaborate with FDOT during design for Robinson Street
- Complete the design and construction Grand National Drive Phase 2
- Complete the construction of Hicks Avenue: Anderson to South Street
- Complete the construction of the Lake Highland/Alden Road Realignment Project, including traffic calming measures
- Complete the design of Storey Park Bv to Orange County line
- Support Lynx on the SR 436 TOD Planning Project which will include creating plans for Bus Rapid Transit (BRT) station areas and improving bicycle and pedestrian infrastructure to access
- Complete an Alternatives Analysis for the Millenia Plaza Way Connection
- Complete Transportation-related updates as part of the City's major updates to the Growth Management Plan and Land Development Code

Medium Term (3-5 years)

- Transition SunRail Management to local funding partners (including City of Orlando)
- Develop funding opportunities to cover LYMMO operations (Venues Surcharge Study, Parking Surcharge Fee, Fare Equity Analysis)
- Complete the construction of Grand National Drive Phase 2
- Open the new southbound Church Street SunRail platform, north of South Street
- Work with Metroplan to identify full construction funding for Econ Trail (Curry Ford Rd. to Lee Vista Blvd) and President Barack Obama Pwy (Metrowest to Raleigh St.)
- Work with GOAA on projects to improve transportation connectivity options (e.g., W. Dowden Rd extension) in the Lake Nona area
- Complete the construction of the Edgewater Drive Complete Street Project (Lakeview Street to Par Avenue)

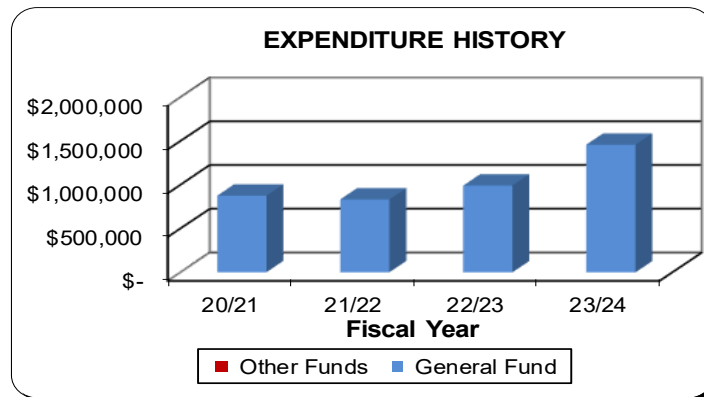
Long Term (5+ years)

- Support Implementation of SunRail Phase III (OIA Connector) and of Sunshine Corridor
 - 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
 - Amtrak Station Maintenance and Rehab in conjunction with FDOT, including identifying funding sources for the improvements
 - Complete the design of Curry Ford Road from Cloverlawn Avenue to Conway Road
 - Complete Mills Avenue Bicycle and Pedestrian Improvements, from Colonial Drive to Virginia Drive
 - Complete the design and work with Metroplan to identify full construction funding for President Barack Obama Pwy (Raleigh St to Old Winter Garden Rd/N. Pine Hills Rd)
 - Complete the construction of the Corrine Drive/ Forrest Avenue/ Virginia Drive Complete Street Project (Orange Avenue to Bennett Street)
-

TRANSPORTATION

EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Transportation Planning Division (TSP)					
0001 Transportation Planning	\$ 832,284	\$ 991,338	\$ 1,458,429	\$ 467,091	47.1%
TOTAL -- GENERAL FUND	\$ 832,284	\$ 991,338	\$ 1,458,429	\$ 467,091	47.1%
TOTAL -- TRANSPORTATION PLANNING	\$ 832,284	\$ 991,338	\$ 1,458,429	\$ 467,091	47.1%



STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
GENERAL FUND #0001			
Transportation Planning Division (TSP)			
0001 Transportation Planning	9	8	7
TOTAL -- GENERAL FUND	9	8	7
TOTAL -- TRANSPORTATION PLANNING	9	8	7

TRANSPORTATION

Parking Division

Overview of Services/Programs

The **Parking Division** is a self-supporting enterprise fund that operates, maintains, and repairs parking facilities in the City. Operating ten (10) parking garages with 8,451 parking spaces, 730 surface lot spaces (3 lots), 1,066 metered on-street spaces and 220 that are asset-free paid spaces thereby providing a needed service to the city and residents. The Division enforces Chapter 39 of the City's Municipal Code by issuing parking citations and immobilizing vehicles.

Major Accomplishments

- Installed LED wayfinding signs at Administration, GEICO, & Jefferson Garage
- Administration Garage Elevator Modernization completed.
- 55 West Garage stairwell fire doors replacement completed.
- Completed renovations to the Parking Division office areas that included painting all walls and replacing all carpet flooring
- Cameras were installed at 55 West Garage & Library Garage supervisors offices.
- Completed the LED lighting upgrade on the first floor of the Administration Garage.
- Library Garage expansion joint project (stair towers and first floor) completed.
- Awarded the RQS for Digital Wayfinding to BCC Engineering. Discussions have begun on the design phase of the project.
- Coordination of the BEEP (Swan Shuttle) in Creative Village. The Amelia Street Garage required changes to the garage flow, equipment, signage, and charging stations to support the pilot program.
- Obtained Mayor and Commissioner approvals for event parking rate increases to the GEICO Garage
- Completed the replacement of several air conditioner units at the Central Garage for the Red Light Operations Section and north section.
- Supported the DDB/CRA in the ParkDTO program relaunch which includes four free ParkMobile session per user at on-street parking spaces.

Future Goals and Objectives

Short Term (1-3 years)

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

Medium Term (3-5 years)

- Expand curb inventory to entire Parking Division District.
- Evaluate License Plate Recognition (LPR) technology for enforcement, vehicle inventory, and as a possible payment option.
- Continue to search for opportunities for Public Private Partnerships in areas with low parking supply relative to measured demand within the Parking Division District.
- Complete the 5 year Condition Assessment 2026 base repairs recommendations.

Long Term (5+ years)

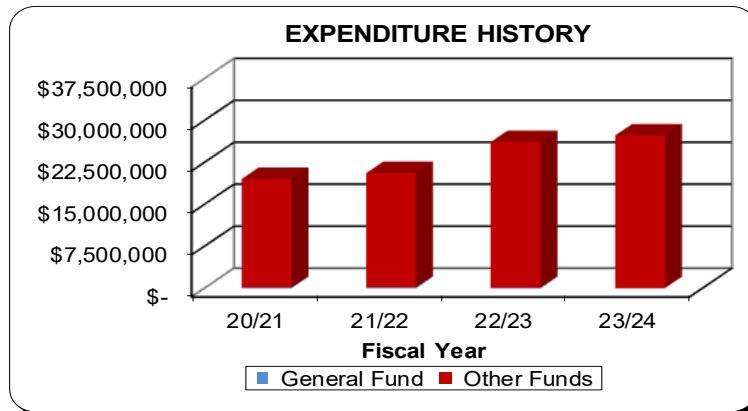
- Focus on structural preservation of facilities, life cycle of critical mechanical equipment and maximized energy efficiency.
- Look for opportunities to acquire property on the periphery of the central business district that could be used for public parking until future development (public or private)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

TRANSPORTATION

EXPENDITURE SUMMARY

Fund	2021/22	2022/23	2023/24	Change	
Business Unit	Actual	Adopted	Adopted	Adopted	%
Cost Center Number and Name	Expenditures	Budget	Budget	to Adopted	Change
<u>GENERAL FUND #0001</u>					
Parking Division (PKG)					
0017 City Commons Garage	\$ 61,014	\$ 51,000	\$ 53,053	\$ 2,053	4.0%
TOTAL -- GENERAL FUND	\$ 61,014	\$ 51,000	\$ 53,053	\$ 2,053	4.0%
<u>CENTRPOLEX GARAGES FUND #4130</u>					
Parking Division (PKG)					
0010 Centroplex Garage I Operations	\$ 3,879	\$ 4,200	\$ 14,900	\$ 10,700	254.8%
0011 Centroplex Garage II Operations	371,887	429,687	500,315	70,628	16.4%
0018 Centroplex Garage I and II Nondepartmental	2,912,915	2,952,485	3,195,922	243,437	8.2%
TOTAL -- CENTROPLEX GARAGES FUND	\$ 3,288,681	\$ 3,386,372	\$ 3,711,137	\$ 324,765	9.6%
<u>PARKING SYSTEM REVENUE FUND #4132</u>					
Parking Division (PKG)					
0001 Parking System Administrative and Fiscal	\$ 1,206,519	\$ 3,145,722	\$ 1,652,272	\$ (1,493,450)	(47.5%)
0002 Surface Parking	834,933	882,346	1,061,817	179,471	20.3%
0003 Parking Violations	468,558	542,325	587,144	44,819	8.3%
0004 Central Boulevard Garage Operations	1,662,973	1,918,053	1,761,796	(156,257)	(8.1%)
0006 55 West Garage Operations	1,113,339	1,274,195	1,397,244	123,049	9.7%
0007 O.C. Administration Garage Operations	661,030	852,662	1,002,037	149,375	17.5%
0008 O.C. Courthouse Garage Operations	1,217,032	1,306,997	1,548,340	241,343	18.5%
0009 Library Garage Operations	964,571	1,047,709	1,276,272	228,563	21.8%
0012 Jefferson Street Garage Operations	623,771	742,935	819,747	76,812	10.3%
0014 Parking Operations	434	-	-	-	N/A
0015 Parking Enforcement	850,032	1,114,852	1,179,601	64,749	5.8%
0019 Parking System Nondepartmental	5,586,515	6,308,566	7,358,871	1,050,305	16.6%
0021 GEICO Garage	1,961,866	3,548,500	3,960,014	411,514	11.6%
TOTAL -- PARKING SYSTEM REVENUE FUND	\$ 17,151,572	\$ 22,684,862	\$ 23,605,155	\$ 920,293	4.1%
TOTAL -- PARKING DIVISION	\$ 20,501,266	\$ 26,122,234	\$ 27,369,345	\$ 3,154,565	4.8%

TRANSPORTATION



STAFFING SUMMARY

	2021/22 Final Staffing	2022/23 Adopted Staffing	2023/24 Adopted Staffing
<u>CENTROPLEX GARAGES FUND #4130</u>			
Parking Division (PKG)			
0011 Centroplex Garage II Operations	3	3	3
TOTAL -- CENTROPLEX GARAGES FUND	3	3	3
<u>PARKING SYSTEM REVENUE FUND #4132</u>			
Parking Division (PKG)			
0001 Parking System Administrative and Fiscal	13	13	14
0002 Surface Parking	4	4	4
0003 Parking Violations	5	5	5
0004 Central Boulevard Garage Operations	17	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	15	16	16
0009 Library Garage Operations	12	12	12
0012 Jefferson Street Garage Operations	5	5	5
0015 Parking Enforcement	13	13	13
TOTAL -- PARKING SYSTEM REVENUE FUND	104	104	105
TOTAL -- PARKING DIVISION	107	107	108

TRANSPORTATION

Transportation Department Operational Performance Balanced Scorecard Report

Customer

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Parking Division	Percent of Tickets Contested	0.20%	0.09%	0.10%

Fiscal

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		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	5.0%	5.2%	+/-5%
Transportation Planning Division	Revenues collected from Impact Fee Transportation districts (North, Southeast, Southwest)	\$13,507,149	\$10,942,729	\$12,646,220

Internal Processes

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Transportation Engineering Division	Number of traffic investigation requests received	645	800	800
Transportation Engineering Division	Total number of traffic studies performed	580	720	750
Transportation Engineering Division	Total number of signs fabricated	4,219	3,500	3,800
Transportation Engineering Division	Total miles of pavement marking material installed or replaced	55	57	60
Transportation Engineering Division	Percentage of locate requests requiring field investigation completed within 48 hours	95.9%	100%	100%
Transportation Engineering Division	Percentage of emergency call-out requests cleared within two hours	94.1%	90.5%	100%
Transportation Planning Division	Percentage of MPB cases reviewed within the established time frame	100%	100%	100%

Outcome & Mission

Organizational Unit	Performance Indicator	2021/22	2022/23	2023/24
		Actual	Estimated	Proposed
Transportation Planning Division	Total number of miles of bike lanes and paths	336	351	366
Transportation Planning Division	Annual percentage of Transportation Element Amendments found in compliance	100%	100%	100%
Transportation Planning Division	Number of employees serving as members of committees at MetroPlan Orlando, LYNX and the ECFRPC	6	6	5
Transportation Planning Division	Total ridership number for LYMMO	481,180	569,768	600,000



NONDEPARTMENTAL AND DEBT SERVICE

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NONDEPARTMENTAL AND DEBT SERVICE

Nondepartmental and Debt Service

Overview of Services/Programs

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

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

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

NONDEPARTMENTAL AND DEBT SERVICE

NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GENERAL FUND #0001					
Debt Service (DSD)					
0020 General Fund Debt Service	\$ 20,981,896	\$ 26,230,507	\$ 19,703,820	\$ (6,526,687)	(24.88%)
Nondepartmental General Fund (NDG)					
0001 Nondepartmental - General Fund	94,898,085	99,025,404	118,523,667	19,498,263	19.69%
TOTAL -- GENERAL FUND	\$ 115,879,981	\$ 125,255,911	\$ 138,227,487	\$ 12,971,576	10.36%
DESIGNATED REVENUE FUND #0005					
Nondepartmental (NON)					
0019 Designated Revenue	\$ 519,056	\$ 481,125	\$ 465,044	\$ (16,081)	(3.34%)
Project and Grants	200,000	-	-	-	N/A
TOTAL -- DESIGNATED REVENUE FUND	\$ 719,056	\$ 481,125	\$ 465,044	\$ (16,081)	(3.34%)
HURRICANE DISASTER FUND #0007					
Nondepartmental (NON)					
0021 Disaster Non-Storm	\$ 36,008	\$ -	\$ -	-	N/A
0024 Natural Disaster	68,768	-	-	-	N/A
TOTAL -- HURRICANE DISASTER FUND	\$ 104,776	\$ -	\$ -	-	N/A
SPELLMAN SITE FUND #0013					
Debt Service (DSD)					
0023 Spellman Site	\$ 894,460	\$ 3,195,510	\$ 681,465	\$ (2,514,045)	(78.67%)
TOTAL -- SPELLMAN SITE FUND	\$ 894,460	\$ 3,195,510	\$ 681,465	\$ (2,514,045)	(78.67%)
SPECIAL ASSESSMENTS FUNDS #1001-1007					
Debt Service (DSD)					
0031 Special Assessments	\$ 126,705,987	\$ 170,528	\$ 299,319	\$ 128,791	75.52%
0027 Special Assessment The Plaza	178,636	190,287	196,196	5,909	3.11%
TOTAL -- SPECIAL ASSESSMENTS FUNDS	\$ 126,884,623	\$ 360,815	\$ 495,515	\$ 134,700	37.33%
AMERICAN RESCUE PLAN FUND #1134					
Project and Grants	\$ 58,032,405	\$ -	\$ -	-	N/A
TOTAL -- AMERICAN RESCUE PLAN FUND	\$ 58,032,405	\$ -	\$ -	-	N/A
UTILITIES SERVICES TAX FUND #1160					
Nondepartmental (NON)					
0012 Special - Utilities Tax	\$ 34,995,487	\$ 36,959,000	\$ 37,111,000	\$ 152,000	0.41%
TOTAL -- UTILITIES SERVICES TAX FUND	\$ 34,995,487	\$ 36,959,000	\$ 37,111,000	\$ 152,000	0.41%
CRA BOND RESERVE FUNDS #1255-1271					
Debt Service (DSD)					
0012 CRA Debt - Conroy Road	\$ 1,736,286	\$ 1,899,875	\$ 1,903,000	\$ 3,125	0.16%
0014 CRA Internal Loan Debt Service	1,373,015	1,100,331	1,093,487	(6,844)	(0.62%)
0035 CRA Debt Service 2019 A	4,041,118	4,458,086	4,458,173	87	0.00%
0039 CRA Debt Service 2020 A	4,875,970	4,459,520	4,459,620	100	0.00%
TOTAL -- CRA BOND RESERVE FUNDS	\$ 12,026,389	\$ 11,917,812	\$ 11,914,280	\$ (3,532)	(0.03%)
CRA DEBT - REPUBLIC DRIVE FUND #1275					
Debt Service (DSD)					
0021 CRA Debt - Republic Drive	\$ 3,594,021	\$ 3,798,692	\$ 3,793,751	\$ (4,941)	(0.13%)
TOTAL -- CRA DEBT - REPUBLIC DRIVE FUND	\$ 3,594,021	\$ 3,798,692	\$ 3,793,751	\$ (4,941)	(0.13%)
AMWAY CENTER INTERLOCAL INFRASTRUCTURE FUND #4020					
Debt Service (DSD)					
0017 Amway Center Internal Loan Infrastructure	\$ 410,019	\$ 371,568	\$ 356,021	\$ (15,547)	(4.18%)
TOTAL -- AMWAY CENTER INTERLOCAL INFRASTRUCTURE FUND	\$ 410,019	\$ 371,568	\$ 356,021	\$ (15,547)	(4.18%)
AMWAY CENTER 6TH CENT TDT DEBT SERVICE FUNDS #4026-4028					
Debt Service (DSD)					
0016 6th Cent TDT A Debt Service	\$ 6,660,362	\$ 15,066,250	\$ 15,048,500	\$ (17,750)	(0.12%)
0018 6th Cent TDT B Debt Service	967,216	2,130,750	2,120,750	(10,000)	(0.47%)
0019 6th Cent TDT C Debt Service	569,203	478,775	2,933,750	2,454,975	512.76%
TOTAL -- AMWAY CENTER 6TH CENT TDT DEBT SERVICE FUNDS	\$ 8,196,781	\$ 17,675,775	\$ 20,103,000	\$ 2,427,225	13.73%
AMWAY CENTER SALES TAX REBATE DS FUND #4029					
Debt Service (DSD)					
0004 Amway Center Sales Tax Rebate Debt Service	\$ 814,855	\$ 2,000,004	\$ 2,000,004	-	0.00%
TOTAL -- AMWAY CENTER SALES TAX REBATE DS FUND	\$ 814,855	\$ 2,000,004	\$ 2,000,004	-	0.00%

NONDEPARTMENTAL AND DEBT SERVICE

NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
SSGFC VENUES REFINANCING SERIES 2023A #4095					
Debt Service (DSD)					
0041_C CISRB - SSGFC 4 and 6 Refunding	\$ -	\$ -	\$ 3,146,883	\$ 3,146,883	N/A
TOTAL -- SSGFC VENUES REFINANCING SERIES 2023A FUND	\$ -	\$ -	\$ 3,146,883	\$ 3,146,883	N/A
WATER RECLAMATION STATE REVOLVING LOAN FUND #4102					
Debt Construction (DCD)					
0002 Loan Water Reclamation 480420	\$ 31,185	\$ 156,421	\$ 156,421	\$ -	0.00%
0004 Loan Water Reclamation 650040	112,864	487,276	487,276	-	0.00%
0005 Loan Water Reclamation 650060	167,229	1,106,141	1,106,141	-	0.00%
0006 Loan Water Reclamation 480400	186,158	773,311	773,311	-	0.00%
0007 Loan Water Reclamation 480410	56,849	284,028	284,028	-	0.00%
0009 Loan Water Reclamation 65001S	225,060	1,871,319	1,871,320	1	0.00%
0010 Loan Water Reclamation 65002P	16,424	102,287	102,288	1	0.00%
0011 Loan Water Reclamation 65003P	16,725	75,644	75,645	1	0.00%
0015 Loan Water Reclamation 480430	24,316	150,363	150,363	-	0.00%
0018 Loan Water Reclamation 480460	17,514	386,824	386,824	-	0.00%
0021 Loan Water Reclamation 480440	17,532	772,444	386,222	(386,222)	(50.00%)
0023 Loan Water Reclamation 480470	322,404	888,554	882,437	(6,117)	(0.69%)
0024 Loan Water Reclamation 480480	191,164	472,514	418,967	(53,547)	(11.33%)
0025 Loan Water Reclamation 480490	178,411	391,186	384,026	(7,160)	(1.83%)
TOTAL -- WATER RECLAMATION STATE REVOLVING LOAN FUND	\$ 1,563,835	\$ 7,918,312	\$ 7,465,269	\$ (453,043)	(5.72%)
WATER RECLAMATION NORTHERN ENTITY CONSTRUCTION FUND #4108					
Citywide Construction Activities (CCA)					
0004 Northern Entity Construction	\$ 63,883	\$ -	\$ -	-	N/A
TOTAL - WATER RECLAMATION NORTHERN ENTITY CONSTRUCTION FUND	\$ 63,883	\$ -	\$ -	-	N/A
WATER RECLAMATION IMPACT FEE RESERVES FUND #4109					
Nondepartmental (NON)					
0009 Impact Fee Reserve	\$ 1,516	\$ 18,630	\$ 78,331	\$ 59,701	320.46%
TOTAL -- WATER RECLAMATION IMPACT FEE RESERVES FUND	\$ 1,516	\$ 18,630	\$ 78,331	\$ 59,701	320.46%
WATER RECLAMATION REVENUE BONDS 2013 DS FUND #4111					
Debt Construction (DCD)					
0003 Wastewater Revenue Bonds 2013 Debt Service	\$ 1,128,650	\$ 2,802,400	\$ 2,897,400	\$ 95,000	3.39%
TOTAL -- WATER RECLAMATION REVENUE BONDS 2013 DS FUND	\$ 1,128,650	\$ 2,802,400	\$ 2,897,400	\$ 95,000	3.39%
PARKING RENEWAL AND REPLACEMENT FUND #4133					
Nondepartmental (NON)					
0005_C Special - Parking Renewal and Replacement	\$ -	\$ 372,000	\$ -	\$ (372,000)	(100.00%)
TOTAL -- PARKING RENEWAL AND REPLACEMENT FUND	\$ -	\$ 372,000	\$ -	\$ (372,000)	(100.00%)
55 WEST GARAGE RENEWAL AND REPLACEMENT FUND #4134					
Nondepartmental (NON)					
0005_C Special - Parking Renewal and Replacement	\$ -	\$ 116,250	\$ -	\$ (116,250)	(100.00%)
TOTAL -- 55 WEST GARAGE RENEWAL AND REPLACEMENT FUND	\$ -	\$ 116,250	\$ -	\$ (116,250)	(100.00%)
INTERNAL LOAN BANK FUND #5030					
Debt Service (DSD)					
0030 Internal Loan	\$ 1,661,472	\$ 16,996,991	\$ 11,722,313	\$ (5,274,678)	(31.03%)
TOTAL -- INTERNAL LOAN BANK FUND	\$ 1,661,472	\$ 16,996,991	\$ 11,722,313	\$ (5,274,678)	(31.03%)
INTERNAL LOAN - CIP BONDS 2007 SERIES B FUND #5031					
Debt Construction (DCD)					
0001 Capital Improvement Bonds 2007 Series B	\$ 1,336,783	\$ 9,625,991	\$ 2,971,891	\$ (6,654,100)	(69.13%)
TOTAL -- INTERNAL LOAN - CIP BONDS 2007 SERIES B FUND	\$ 1,336,783	\$ 9,625,991	\$ 2,971,891	\$ (6,654,100)	(69.13%)
INTERNAL LOAN - JEFFERSON STREET GARAGE FUND #5032					
Debt Construction (DCD)					
0008 Jefferson Garage Construction	\$ 160,045	\$ 1,451,250	\$ 1,450,750	\$ (500)	(0.03%)
TOTAL -- INTERNAL LOAN - JEFFERSON STREET GARAGE FUND	\$ 160,045	\$ 1,451,250	\$ 1,450,750	\$ (500)	(0.03%)
NEW PUBLIC SAFETY AND ENERGY EFFICIENCY DEBT BOND FUND SERIES 2014B #5035					
Debt Service (DSD)					
0033 OPD Headquarters Debt Bond	\$ 2,716,000	\$ 4,448,750	\$ 4,443,000	\$ (5,750)	-0.13%
TOTAL - NEW PUBLIC SAFETY AND ENERGY EFFICIENCY DEBT BOND FUND SERIES 2014B	\$ 2,716,000	\$ 4,448,750	\$ 4,443,000	\$ (5,750)	-0.13%
PUBLIC SAFETY DEBT BOND FUND 2016C #5036					
Debt Service (DSD)					
0032 Public Safety Debt Bond	\$ 1,001,900	\$ 1,988,900	\$ 1,984,400	\$ (4,500)	(0.23%)
TOTAL - PUBLIC SAFETY DEBT BOND FUND 2016C	\$ 1,001,900	\$ 1,988,900	\$ 1,984,400	\$ (4,500)	(0.23%)

NONDEPARTMENTAL AND DEBT SERVICE

NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

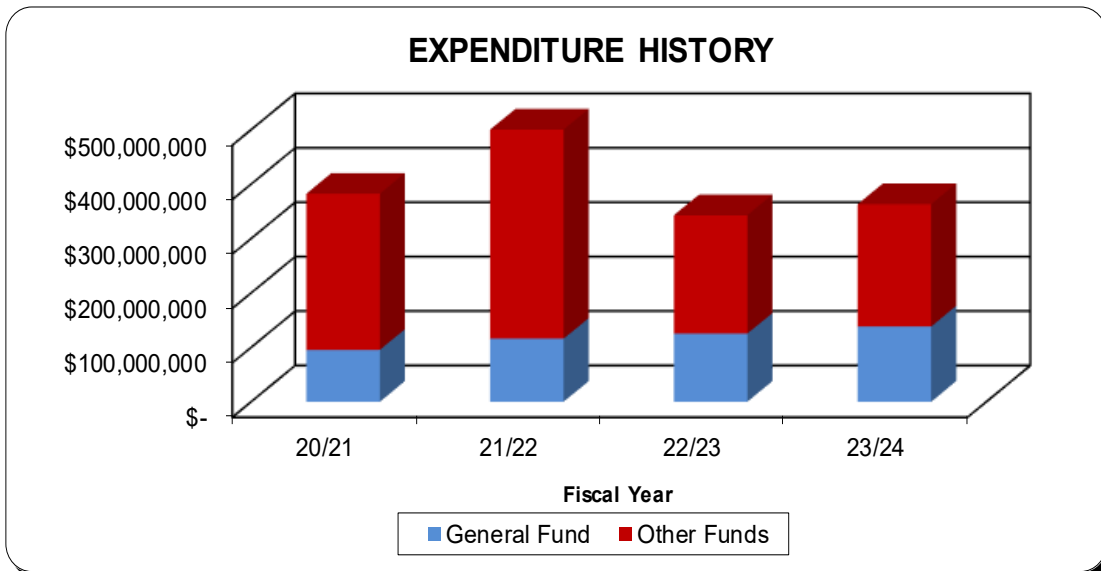
Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
INVESTING IN OUR NEIGHBORHOODS DEBT BOND FUND SERIES 2018B #5037					
Debt Service (DSD)					
0036 Investing In Our Neighborhoods Bond Series 2018B	\$ 4,893,850	\$ -	\$ 6,647,850	\$ 6,647,850	N/A
TOTAL - INVESTING IN OUR NEIGHBORHOODS DEBT BOND FUND SERIES 2018B	\$ 4,893,850	\$ -	\$ 6,647,850	\$ 6,647,850	N/A
CNL RENEWAL AND REPLACEMENT FUND #0012					
Citywide Construction Activities (CCA)					
0011 CNL Garage Renewal and Replacement	\$ -	\$ 91,429	\$ 91,429	\$ -	0.00%
TOTAL -- CNL RENEWAL AND REPLACEMENT FUND	\$ -	\$ 91,429	\$ 91,429	\$ -	0.00%
GAS TAX FUND #1100					
Citywide Construction Activities (CCA)					
0014 Gas Tax Program	\$ 4,037,493	\$ 4,058,000	\$ 4,077,000	\$ 19,000	0.47%
TOTAL -- GAS TAX FUND	\$ 4,037,493	\$ 4,058,000	\$ 4,077,000	\$ 19,000	0.47%
CAPITAL IMPROVEMENTS FUND #3001					
Citywide Construction Activities (CCA)					
0017 Capital Improvements Program Project and Grants	\$ 485,512	\$ 377,000	\$ 492,000	\$ 115,000	30.50%
	3,459,328	-	5,000,000	5,000,000	#DIV/0!
TOTAL -- CAPITAL IMPROVEMENTS FUND	\$ 3,944,840	\$ 377,000	\$ 5,492,000	\$ 5,115,000	1356.76%
REAL ESTATE ACQUISITION FUND #3006					
Citywide Construction Activities (CCA)					
0001 Real Estate Acquisition	\$ 35,539	\$ 292,000	\$ 12,000	\$ (280,000)	(95.89%)
TOTAL - REAL ESTATE ACQUISITION FUND	\$ 35,539	\$ 292,000	\$ 12,000	\$ (280,000)	(95.89%)
ORANGE COUNTY SCHOOL IMPACT FEES FUND #6001					
Nondepartmental (NON)					
0016_C Orange County School Impact Fee	\$ 48,660	\$ 149,038	\$ -	\$ (149,038)	(100.00%)
TOTAL -- ORANGE COUNTY SCHOOL IMPACT FEES FUND	\$ 48,660	\$ 149,038	\$ -	\$ (149,038)	(100.00%)
FIREFIGHTER PENSION FUNDS #6501-6503					
Pension (PEN)					
0005 Firefighter Pension	\$ 35,995,423	\$ 24,374,610	\$ 25,166,553	\$ 791,943	3.25%
0010 Pension Management Support	117,490	135,345	133,156	(2,189)	(1.62%)
0011 Fire Pension Share	1,080,763	30,000	30,000	-	0.00%
TOTAL -- FIREFIGHTER PENSION FUNDS	\$ 37,193,676	\$ 24,539,955	\$ 25,329,709	\$ 789,754	3.22%
POLICE PENSION FUNDS #6510-6512					
Pension (PEN)					
0014 Special Police Pension	\$ 55,053,401	\$ 34,110,239	\$ 37,440,359	\$ 3,330,120	9.76%
0001 Police Pension Excess Over State / Share Plan Fund	242,212	-	-	-	N/A
TOTAL -- POLICE PENSION FUNDS	\$ 55,295,612	\$ 34,110,239	\$ 37,440,359	\$ 3,330,120	9.76%
GENERAL EMPLOYEE DEFINED BENEFIT PENSION FUND #6520					
Pension (PEN)					
0013 City Employee Pension	\$ 21,127,758	\$ 8,146,643	\$ 9,999,538	\$ 1,852,895	22.74%
TOTAL -- GENERAL EMPLOYEE DEFINED BENEFIT PENSION FUND	\$ 21,127,758	\$ 8,146,643	\$ 9,999,538	\$ 1,852,895	22.74%
DEFINED CONTRIBUTION PLAN FUND #6525					
Pension (PEN)					
0004 Defined Contribution Plan Program	\$ 26,234,243	\$ -	\$ -	\$ -	N/A
TOTAL -- DEFINED CONTRIBUTION PLAN FUND	\$ 26,234,243	\$ -	\$ -	\$ -	N/A
RETIREE HEALTH SAVINGS PLAN FUND #6530					
Pension (PEN)					
0002_C Retiree Health Savings - Fire	\$ 26,728	\$ -	\$ -	\$ -	N/A
0003 Retiree Health Savings - Other	220,038	-	-	-	N/A
TOTAL -- RETIREE HEALTH SAVINGS PLAN FUND	\$ 246,765	\$ -	\$ -	\$ -	N/A
OTHER POST EMPLOYMENT BENEFIT TRUST FUND #6540					
Pension (PEN)					
0012 Other Post-Employment Benefits Trust	\$ 21,305,021	\$ 23,200,316	\$ 22,547,856	\$ (652,460)	(2.81%)
TOTAL -- OTHER POST EMPLOYMENT BENEFIT TRUST FUND	\$ 21,305,021	\$ 23,200,316	\$ 22,547,856	\$ (652,460)	(2.81%)
GENERAL LONG-TERM DEBT FUND #9500					
Debt Service (DSD)					
0003 General Long Term Debt	\$ (22,386,678)	\$ -	\$ -	\$ -	N/A
TOTAL -- GENERAL LONG-TERM DEBT FUND	\$ (22,386,678)	\$ -	\$ -	\$ -	N/A

NONDEPARTMENTAL AND DEBT SERVICE

NONDEPARTMENTAL AND DEBT SERVICE EXPENDITURE SUMMARY

Fund Business Unit Cost Center Number and Name	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
GOVERNMENTAL LONG TERM LIABILITIES FUND #9505					
Debt Service (DSD)					
0037 Governmental Long Term Liabilities	\$ (22,653,594)	\$ -	\$ -	-	N/A
TOTAL - GOVERNMENTAL LONG TERM LIABILITIES FUND	\$ (22,653,594)	\$ -	\$ -	-	N/A
GOVERNMENTAL LONG TERM RECEIVABLES FUND #9550					
Debt Service (DSD)					
0038_C Governmental Long Term Receivables	\$ 169,110	\$ -	\$ -	-	N/A
TOTAL - GOVERNMENTAL LONG TERM RECEIVABLES FUND	\$ 169,110	\$ -	\$ -	-	N/A
TOTAL -- DEBT AND NONDEPARTMENTAL	\$ 501,679,233	\$ 342,720,306	\$ 362,945,545	\$ 20,225,239	5.90%

Expenditure by Classification	2021/22 Actual Expenditures	2022/23 Adopted Budget	2023/24 Adopted Budget	Change Adopted to Adopted	% Change
Salaries	\$ 59,356	\$ 3,428,667	\$ 1,594,030	\$ (1,834,637)	(53.51%)
Benefits	(20,206,072)	(467,057)	(464,868)	2,189	(0.47%)
Supplies	(14,968)	3,850	140,142	136,292	3540.05%
Contractual Services	132,382,266	6,430,000	8,049,000	1,619,000	25.18%
Utilities	473,513	1,377,161	161	(1,377,000)	(99.99%)
Travel and Training	3,692	34,000	34,000	-	0.00%
Fleet and Facilities	1,792,986	2,950,000	2,140,000	(810,000)	(27.46%)
Capital	2,566,039	286,610	5,150,121	4,863,511	1696.91%
Other Expenses	221,461,163	237,414,135	245,764,615	8,350,480	3.52%
Transfers Out	163,161,257	91,262,940	100,538,344	9,275,404	10.16%
TOTAL -- DEBT AND NONDEPARTMENTAL	\$ 501,679,233	\$ 342,720,306	\$ 362,945,545	\$ 20,225,239	5.90%



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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, City Commissioner District 5 Regina Hill, as well as UCF and Valencia College representatives.

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

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

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

CIP and Debt Section Organization

CIP Development Process 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

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

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: 16-DUB-001		PROJECT NAME: Dubsdread Clubhouse Improvements		FINANCIAL PROJECT #		PAGE	
DEPARTMENT: BUSINESS & FINANCIAL SVCS.		16-DUB-001		Dubsdread Clubhouse Improvements		DUB0004_P		0	
DIVISION: DUBSDREAD GOLF COURSE		PRIORITY: Repair / Replacement							
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 (16-DUB-003, DUB0002_P) and Dubsdread Equipment (16-DUB-002, DUB003_P). In order to maintain the club, on-going maintenance and capital investments need to be made.						PROJECT RANKING Department Rating: 3. CIE Requirement: N			
						CONTACT: Rodney Reifsnider 4075085948			
						REMARKS			
RECOMMENDED SOLUTION (PROJECT DESCRIPTION): FY2023/24 - 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.						Recurring? Yes			
						SERVICE AREA			
						COLLEGE PARK			
						LOCATION			
PROPOSED PROJECT FINANCING AND EXPENDITURES BY YEAR									
FUND	2023/24	2024/25	2025/26	2026/27	2027/28	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

PARTICIPATION IN DETERMINING CAPITAL NEEDS

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

Affordable Housing Advisory Committee: The Board reviews the established policies and procedures, ordinances, land development regulations, and adopted local comprehensive plan of the City of Orlando and recommends to the Mayor and City Council specific initiatives to encourage or facilitate affordable housing.

Downtown Development Board: The Board's mission is to revitalize and preserve property value, reduce present and prevent future deterioration, and encourage development in the Orlando central city area.

Families, Parks and Recreation Board: The Board consults with, advises and assists the Mayor and City Council in establishing a city-wide comprehensive system of supervised recreational, cultural and educational facilities and programs in their broadest sense, including, but not limited to sports, athletics, playgrounds, recreation centers, and activities for the diversion and entertainment of both residents and visitors.

Historic Preservation Board: The Board promotes the welfare of the City through preservation and protection of historic structures, sites, monuments and areas. Recommends to Municipal Planning Board establishment of historic districts, designation of historic landmarks, and holds public hearings.

Municipal Planning Board: The Board represents the local planning agency responsible for Growth Management Program; prepares comprehensive plan of municipal improvements; reviews plats; recommends zoning and other land development regulations; coordinates land development and regulatory functions of other City boards by consolidating recommendations to City Council.

Public Art Advisory Board: The Board establishes a Public Art Master Plan; recommends specific projects, selection of art works, landscaping and architectural enhancements.

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

CAPITAL IMPROVEMENTS AND DEBT

FY 2023/24 CIP CALENDAR

February 27	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 24	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 11	First public hearing to adopt the proposed millage rate and budget, which includes the capital budget.
September 25	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

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 2023/24, the City Council set aside \$45.3 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.

Gas Taxes

The six cents local option gas tax is anticipated to generate \$45.9 million in revenue throughout Orange County during FY 2023/24, according to a August 2023 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.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTIONS OF FUNDING SOURCES FOR CAPITAL PROJECTS (continued)

Stormwater Utility Fee

The City enacted a stormwater utility fee in 1989, and this fee will generate approximately \$24.7 million in FY 2023/24. 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

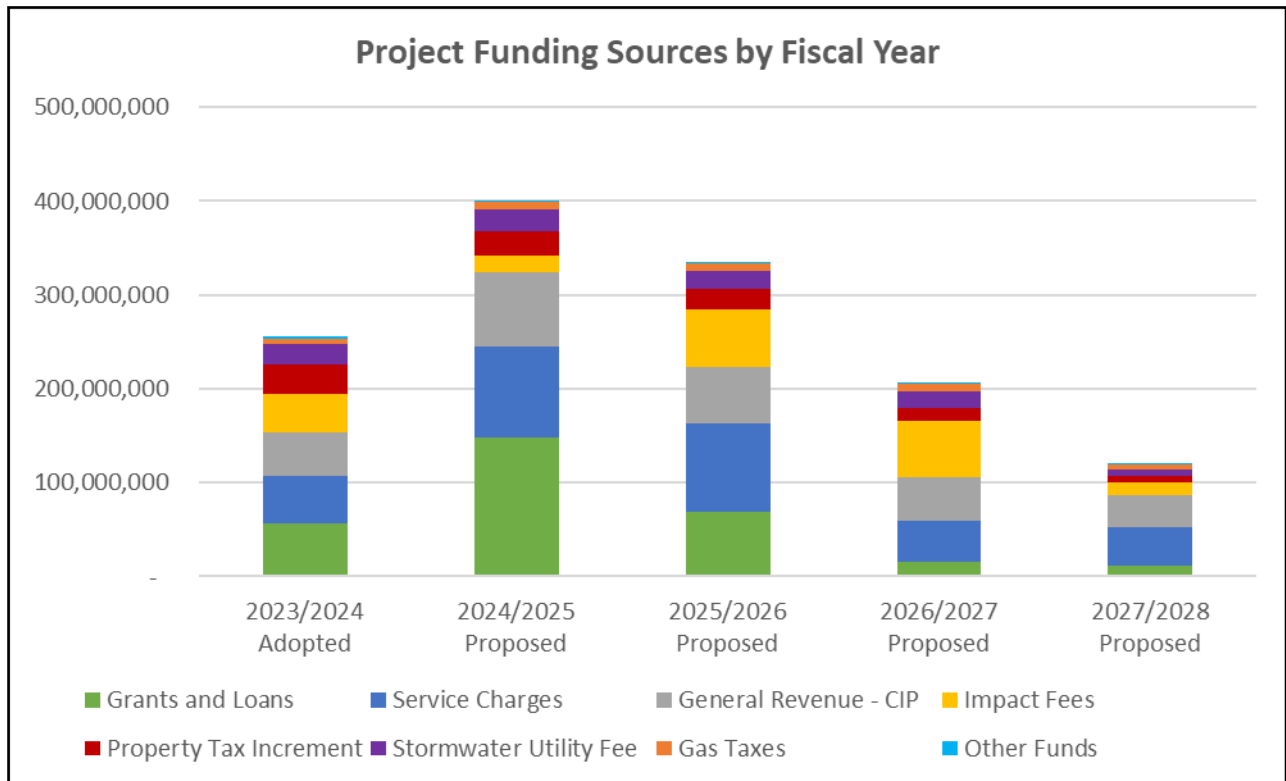
The table and chart below shows the sources of funding for all the approved FY24 capital projects, as well as the estimated funding needed to fulfill project estimates for the subsequent four years. The six largest sources of funding are shown separately, while all other funding sources are consolidated in the Other Funds grouping. Note that for FY25 through FY28, 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

2024 - 2028

Project Funding Sources

Funding Source	2023/2024 Adopted	2024/2025 Proposed	2025/2026 Proposed	2026/2027 Proposed	2027/2028 Proposed	Total
Grants and Loans	56,546,000	148,230,000	68,305,000	16,025,000	11,200,000	300,306,000
Service Charges	49,863,000	96,572,300	94,405,600	43,672,300	41,627,200	326,140,400
General Revenue - CIP	46,697,000	79,839,435	59,911,000	46,406,000	33,900,000	266,753,435
Impact Fees	40,890,000	16,895,000	62,225,000	60,000,000	13,050,000	193,060,000
Property Tax Increment	31,707,237	25,550,000	22,000,000	13,350,000	7,650,000	100,257,237
Stormwater Utility Fee	22,480,000	24,281,890	18,000,000	17,687,707	6,300,000	88,749,597
Gas Taxes	5,337,000	8,338,750	8,445,669	8,002,760	5,910,029	36,034,208
Other Funds	2,435,710	1,250,000	1,250,000	1,250,000	1,250,000	7,435,710
Total	255,955,947	400,957,375	334,542,269	206,393,767	120,887,229	1,318,736,587



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 2023/24, 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 - 2028
Project Totals By Fund**

Fund	2023/2024 Adopted	2024/2025 Proposed	2025/2026 Proposed	2026/2027 Proposed	2027/2028 Proposed	Total
55 West Garage Renewal and Replacement Fund	300,000	-	200,000	-	-	500,000
Amway Center R&R Fund	1,000,000	1,910,000	1,000,000	1,000,000	1,000,000	5,910,000
Bond or Loan Financing	-	71,800,000	14,795,000	16,025,000	11,200,000	113,820,000
Capital Improvement Fund	46,697,000	79,839,435	59,911,000	46,406,000	33,900,000	266,753,435
Centroplex Garages Fund	-	100,000	500,000	-	-	600,000
Community Redevelopment Agency	31,707,237	25,550,000	22,000,000	13,350,000	7,650,000	100,257,237
Downtown South Neighborhood Improvement District Fund	470,710	100,000	100,000	100,000	100,000	870,710
Dubsread Renewal and Replacement Fund	215,000	150,000	150,000	150,000	150,000	815,000
Florida SRF Loan Funds	-	24,100,000	20,000,000	-	-	44,100,000
Gas Tax Fund	5,337,000	8,338,750	8,445,669	8,002,760	5,910,029	36,034,208
Grants Fund	-	6,330,000	3,510,000	-	-	9,840,000
IFT - North	4,200,000	1,250,000	5,250,000	-	-	10,700,000
IFT - Southeast	1,550,000	1,550,000	500,000	-	4,800,000	8,400,000
IFT - Southwest	1,850,000	2,600,000	2,650,000	500,000	500,000	8,100,000
Orlando Stadiums Operations R&R Fund	100,000	100,000	100,000	100,000	100,000	500,000
Parking R&R Fund	2,750,000	2,150,000	1,075,000	1,220,000	300,000	7,495,000
PIF - North	3,020,000	7,475,000	19,325,000	23,750,000	7,750,000	61,320,000
PIF - Southeast	1,745,000	4,020,000	34,500,000	35,750,000	-	76,015,000
PIF - Southwest	2,025,000	-	-	-	-	2,025,000
Real Estate Acquisition Fund	1,750,000	1,000,000	1,000,000	1,000,000	1,000,000	5,750,000
Stormwater Capital Fund	22,480,000	24,281,890	18,000,000	17,687,707	6,300,000	88,749,597
Water Reclamation Bonds 2024 Construction Fund	56,546,000	46,000,000	30,000,000	-	-	132,546,000
Water Reclamation Collection System Impact Fees Fund	2,500,000	-	-	-	-	2,500,000
Water Reclamation General Construction Fund	42,713,000	89,312,300	88,530,600	38,352,300	37,227,200	296,135,400
Water Reclamation Impact Fees Fund	24,000,000	-	-	-	-	24,000,000
Water Reclamation R&R Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Total	\$ 255,955,947	\$ 400,957,375	\$ 334,542,269	\$ 206,393,767	\$ 120,887,229	\$ 1,318,736,587

CAPITAL IMPROVEMENTS AND DEBT

PROJECT SERVICE TYPE

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

ECD	Economic Development
GEN	General Government
INF	Community Infrastructure
PSF	Public Safety
PUB	Public Facilities
REC	Recreation and Culture
SOL	Solid Waste
STR	Stormwater
TRA	Transportation
WAS	Water Reclamation

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

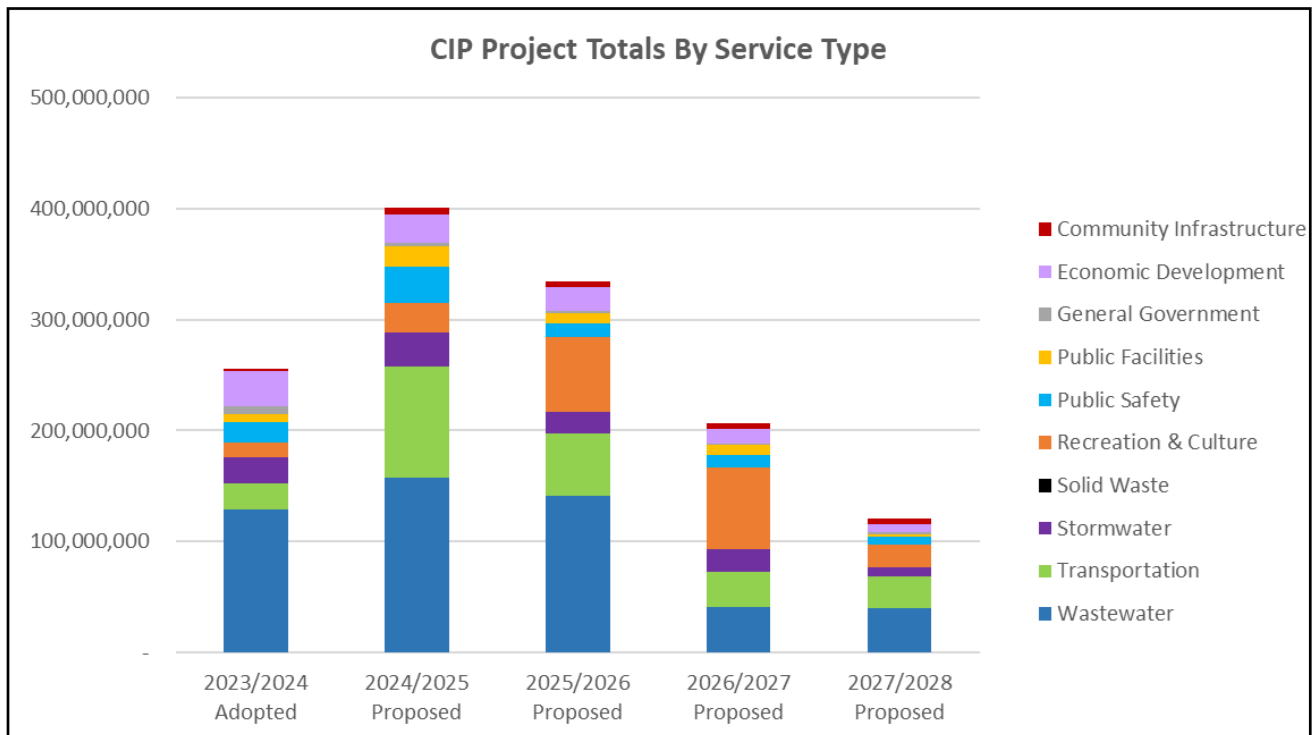
CAPITAL IMPROVEMENTS AND DEBT

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

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

**CAPITAL IMPROVEMENT PLAN
2024 - 2028
Project Totals By Service Type**

Service Type	2023/2024 Adopted	2024/2025 Proposed	2025/2026 Proposed	2026/2027 Proposed	2027/2028 Proposed	Total
Community Infrastructure	2,020,710	6,204,275	5,250,000	5,250,000	5,250,000	23,974,985
Economic Development	31,707,237	25,550,000	22,000,000	13,350,000	7,650,000	100,257,237
General Government	7,990,000	2,923,432	1,200,000	1,200,000	1,200,000	14,513,432
Public Facilities	6,763,000	18,400,728	9,350,000	8,350,000	2,350,000	45,213,728
Public Safety	18,178,000	33,060,000	12,695,000	11,660,000	7,150,000	82,743,000
Recreation & Culture	13,246,000	26,306,000	67,081,000	74,096,000	21,050,000	201,779,000
Solid Waste	-	-	-	-	-	-
Stormwater	23,580,000	31,281,890	19,900,000	19,587,707	8,200,000	102,549,597
Transportation	23,712,000	99,918,750	55,535,669	31,547,760	27,810,029	238,524,208
Wastewater	128,759,000	157,312,300	141,530,600	41,352,300	40,227,200	509,181,400
Total	\$ 255,955,947	\$ 400,957,375	\$ 334,542,269	\$ 206,393,767	\$ 120,887,229	\$ 1,318,736,587



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
2024 - 2028
Capital Improvements - Project List by Service Type

Project Name	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total
Community Infrastructure						
Affordable Housing	500,000	5,000,000	5,000,000	5,000,000	5,000,000	20,500,000
Alternate Fuel Vehicles Support	750,000	-	-	-	-	750,000
DSNID Projects	470,710	100,000	100,000	100,000	100,000	870,710
Smart Cities Capital Project	300,000	150,000	150,000	150,000	150,000	900,000
Stadium Access Control	-	465,000	-	-	-	465,000
STADIUM SIDEWALK IMPROVEMENTS/COMMUNITY ENHANCEMEN	-	489,275	-	-	-	489,275
Community Infrastructure Total	2,020,710	6,204,275	5,250,000	5,250,000	5,250,000	23,974,985
Economic Development						
Arts & Culture	-	2,500,000	2,000,000	2,000,000	2,000,000	8,500,000
Business Recruitment & Retention	500,000	500,000	1,000,000	1,000,000	1,000,000	4,000,000
Community Policing Innovations	-	500,000	250,000	250,000	250,000	1,250,000
Downtown Capital Maintenance & Safety	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Downtown Lighting	-	800,000	800,000	400,000	400,000	2,400,000
DTO Implementation	7,000,000	4,000,000	5,000,000	2,000,000	2,000,000	20,000,000
Façade Grant Program	1,900,000	1,500,000	1,500,000	-	-	4,900,000
Lake Eola CRA - Capital Maintenance	-	200,000	200,000	200,000	-	600,000
Lake Eola Master Plan	6,400,000	4,300,000	-	-	-	10,700,000
Parramore Housing Initiative	-	2,000,000	2,000,000	2,000,000	-	6,000,000
Parramore Task Force	200,000	-	-	-	-	200,000
Real Estate - CRA	7,134,774	-	1,000,000	1,000,000	-	9,134,774
Streetscape Matching	-	250,000	250,000	-	-	500,000
Streetscapes, Plazas & Corridors	1,572,463	2,000,000	4,000,000	500,000	-	8,072,463
Under I Design	5,000,000	3,000,000	-	-	-	8,000,000
Venues & Open Spaces	2,000,000	2,000,000	2,000,000	2,000,000	-	8,000,000
Economic Development Total	31,707,237	25,550,000	22,000,000	13,350,000	7,650,000	100,257,237
General Government						
City Hall Virtual Meeting Technology Upgrade	250,000	-	-	-	-	250,000
Fleet Training Room Enhancements	-	223,432	-	-	-	223,432
Information Technology Enhancements	1,450,000	-	-	-	-	1,450,000
Information Technology Hardware & Software Updates	2,390,000	700,000	200,000	200,000	200,000	3,690,000
Information Technology Security Measures	750,000	-	-	-	-	750,000
Operational Efficiency Project	1,000,000	1,000,000	-	-	-	2,000,000
Real Estate Acquisition and Remediation	1,750,000	1,000,000	1,000,000	1,000,000	1,000,000	5,750,000
Record Management and Preservation	100,000	-	-	-	-	100,000
Time Clock Replacement	100,000	-	-	-	-	100,000
Workday Projects	200,000	-	-	-	-	200,000
General Government Total	7,990,000	2,923,432	1,200,000	1,200,000	1,200,000	14,513,432
Public Facilities						
Amway Center Founders and Club Level Carpet	-	910,000	-	-	-	910,000
Amway Center Repair & Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Camping World Stadium R&R	100,000	100,000	100,000	100,000	100,000	500,000
City Hall Motor Control Center Replacement	1,900,000	-	-	-	-	1,900,000
Concourse Lights	-	500,000	-	-	-	500,000
Emergency Generators at Critical Facilities	925,000	-	-	-	-	925,000
Facility Evaluation, Repairs, and Rehabilitation	1,260,000	1,250,000	1,250,000	1,250,000	1,250,000	6,260,000
Leu Gardens Facility Improvements	25,000	-	-	-	-	25,000
Leu Gardens Lake Rowena Overlook Repairs	-	520,000	-	-	-	520,000
Renewable Energy for City Facilities	500,000	6,000,000	6,000,000	6,000,000	-	18,500,000
Roof Replacement Program	1,053,000	1,000,000	1,000,000	-	-	3,053,000
Warehouse Adjacent to Fire Station # 2	-	6,500,000	-	-	-	6,500,000
Water Irrigation Controls Upgrades	-	620,728	-	-	-	620,728
Public Facilities Total	6,763,000	18,400,728	9,350,000	8,350,000	2,350,000	45,213,728

CAPITAL IMPROVEMENTS AND DEBT

Project Name	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total
Public Safety						
Citywide Radio Replacement - FY24 CIP PROJECT	5,000,000	-	-	-	-	5,000,000
Communication Systems Upgrade	125,000	450,000	150,000	510,000	3,000,000	4,235,000
Fire Apparatus - New & Replacement CIP REQUEST 3	3,428,000	1,600,000	1,610,000	-	-	6,638,000
Fire Equipment Replacement - FY24 CIP PROJECT	1,200,000	1,200,000	1,200,000	1,500,000	1,500,000	6,600,000
Fire RMS	-	1,000,000	-	-	-	1,000,000
Fire Station #11 Supplemental Funding	1,250,000	-	-	-	-	1,250,000
Fire Station 18	-	25,260,000	6,400,000	6,400,000	-	38,060,000
Fire Station Alerting	1,900,000	-	-	-	-	1,900,000
Iris Camera Project	350,000	350,000	85,000	-	-	785,000
Mobile Radio Replacement	-	175,000	-	-	-	175,000
OPD Equipment Replacement	1,425,000	1,425,000	1,650,000	1,650,000	1,850,000	8,000,000
Retrofitting Fire Stations - FY24 CIP REQUEST 4	800,000	1,600,000	1,600,000	1,600,000	800,000	6,400,000
SWAT Rifle Replacement	200,000	-	-	-	-	200,000
Tactical Range Upgrade	2,500,000	-	-	-	-	2,500,000
Public Safety Total	18,178,000	33,060,000	12,695,000	11,660,000	7,150,000	82,743,000
Recreation & Culture						
Albert Park Renovation	-	250,000	700,000	-	-	950,000
Athletic Field Maintenance	641,000	641,000	641,000	641,000	700,000	3,264,000
Azalea Park Renovations	-	1,500,000	5,750,000	5,750,000	-	13,000,000
Beardall Pickleball Courts	745,000	-	-	-	-	745,000
Bill Frederick Park at Turkey Lake Enhancements	1,000,000	-	-	-	-	1,000,000
Dartmouth Park Expansion	400,000	200,000	-	-	-	600,000
Dover Shores Neighborhood Ctr Kalwall	1,400,000	-	-	-	-	1,400,000
Dubsdread Clubhouse Improvements	-	50,000	50,000	50,000	50,000	200,000
Dubsdread Course/Grounds Maintenance	215,000	50,000	50,000	50,000	50,000	415,000
Dubsdread Equipment	-	50,000	50,000	50,000	50,000	200,000
Engelwood Pool Conversion	-	270,000	-	-	-	270,000
Everbe Park	-	1,500,000	14,250,000	14,250,000	-	30,000,000
Festival Park Buildout	850,000	-	-	-	-	850,000
Grove Dog Park	520,000	-	-	-	-	520,000
John Jackson Playground and Obstacle Course	850,000	-	-	-	-	850,000
Lake Druid Upgrades	-	550,000	-	-	-	550,000
Lake Fairview Shoreline Renovations	600,000	-	-	-	-	600,000
Lake George Pickleball and Wallball Courts	1,000,000	-	-	-	-	1,000,000
Lake Lorna Doone Office	500,000	250,000	-	-	-	750,000
Leu Gardens Gift Shop Repurpose	-	100,000	-	-	-	100,000
Parks and Playground Renovation Project	1,750,000	1,810,000	1,425,000	1,925,000	1,400,000	8,310,000
Parks Sidewalks Maintenance & Improvements	100,000	-	-	-	-	100,000
Poitras Park	-	750,000	6,000,000	7,250,000	-	14,000,000
Recreation Facility Renovations & Maintenance	1,500,000	1,500,000	1,500,000	1,730,000	2,000,000	8,230,000
Recreation Pools & Courts	850,000	1,460,000	940,000	2,250,000	1,150,000	6,650,000
Signature Park Improvements	-	8,900,000	7,900,000	7,900,000	7,900,000	32,600,000
Skate Park Design and Buildout	-	75,000	325,000	-	-	400,000
Southern Gateway Park Development	-	150,000	750,000	750,000	-	1,650,000
Starwood Park	-	1,500,000	14,250,000	14,250,000	-	30,000,000
Trotters Park Athletic Court Expansion	150,000	3,850,000	1,000,000	-	-	5,000,000
Trotters Park Soccer Fields	-	500,000	1,000,000	1,500,000	-	3,000,000
Trotters/Fairview Master Plan	-	-	2,500,000	7,750,000	7,750,000	18,000,000
Vista Lake Park	-	400,000	8,000,000	8,000,000	-	16,400,000
Willie Mays Park Playground	175,000	-	-	-	-	175,000
Recreation & Culture Total	13,246,000	26,306,000	67,081,000	74,096,000	21,050,000	201,779,000

CAPITAL IMPROVEMENTS AND DEBT

Project Name	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total
Stormwater						
Baffle Box Repair and Replacement	-	100,000	100,000	-	-	200,000
Bridge Maintenance and Repair	250,000	400,000	400,000	400,000	400,000	1,850,000
Colonialtown Phase 3 - Shine (Oregon to Marks)	-	2,181,890	-	-	-	2,181,890
Colonialtown Phase 4 - Shine (Marks to Colonial)	200,000	-	2,500,000	-	-	2,700,000
Colonialtown Phase 5 - Shine (Colonial to Concord)	-	200,000	-	2,500,000	-	2,700,000
CT Phase 2 - Oregon St (Fern Creek to Shine)	-	3,700,000	-	-	-	3,700,000
Delaney Drainage and Roadway Improvements	5,000,000	-	-	-	-	5,000,000
Drainage Well Enhancements	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Flood Plain Remediation Projects	300,000	300,000	300,000	300,000	300,000	1,500,000
Lake Arnold Pervious Pavement Pilot Program	1,000,000	-	-	-	-	1,000,000
Lake Fran Alum Treatment Facility (PBO PKWY)	730,000	2,600,000	-	-	-	3,330,000
Lake Ivanhoe Blvd Drainage Improvements-Area 2	-	-	-	2,187,707	-	2,187,707
Lake Lawne Property Acquisition & Treatment	-	2,000,000	-	-	-	2,000,000
Lake Notasulga/Haralson Estaes-Phase II	-	300,000	4,000,000	-	-	4,300,000
Lake Notasulga/Haralson Estates - STW	8,300,000	-	-	-	-	8,300,000
Lake Orlando 4e	200,000	2,000,000	2,000,000	2,000,000	-	6,200,000
Leu Gardens Outfall Modifications	-	1,000,000	1,000,000	2,000,000	-	4,000,000
Mills & Jackson at Lake Lawsona Drainage Impr	-	100,000	-	-	-	100,000
Pasadena Street Drainage	-	1,400,000	-	-	-	1,400,000
Rapid Response Construction STW	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
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	850,000	1,500,000	1,500,000	1,500,000	1,500,000	6,850,000
South Parramore Ave Drainage Improvements	550,000	5,500,000	-	-	-	6,050,000
Southeast Lakes Basin Study - Phase II	-	2,000,000	2,000,000	2,000,000	-	6,000,000
Summerlin Av Stormwater Impr & Roadway Restoration	700,000	-	-	-	-	700,000
System Repair and Rehabilitation	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	5,500,000
Stormwater Total	23,580,000	31,281,890	19,900,000	19,587,707	8,200,000	102,549,597

CAPITAL IMPROVEMENTS AND DEBT

Project Name	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total
Transportation						
55 West Maintenance and Repairs	300,000	-	200,000	-	-	500,000
ADA Transition Plan	-	500,000	500,000	500,000	500,000	2,000,000
Administration Center Garage Repair/Maintenance	175,000	250,000	200,000	300,000	-	925,000
Amelia St Garage Repair and Maintenance	-	100,000	500,000	-	-	600,000
Augusta National/Commander Drive	-	-	-	-	500,000	500,000
Bicycle Plan Implementation	200,000	200,000	200,000	200,000	200,000	1,000,000
Boggy Creek - Tavistock (Narcoossee/Osceola Co)	-	4,000,000	2,000,000	2,000,000	-	8,000,000
Brick Street Restoration	250,000	500,000	500,000	500,000	500,000	2,250,000
Central Blvd Garage Repair and Maintenance	225,000	600,000	225,000	170,000	300,000	1,520,000
Church Street SunRail	600,000	-	-	-	-	600,000
Corrine/Virginia Complete Streets	-	1,405,000	3,510,000	5,000,000	5,000,000	14,915,000
Courthouse Garage Repair and Maintenance	900,000	300,000	300,000	250,000	-	1,750,000
Curb Ramp Construction and Curb Repair	-	150,000	-	150,000	-	300,000
Curry Ford Complete Streets - West	-	-	250,000	500,000	-	750,000
Division Avenue Complete Streets	500,000	750,000	1,300,000	-	-	2,550,000
Dowden Road East (Southeast Roadway Network)	-	25,000,000	-	-	-	25,000,000
Econ Trail E1: City Limits to Lee Vista	-	5,650,000	2,825,000	2,825,000	-	11,300,000
Econ Trail E2-E5: Vista Park	-	13,150,000	6,200,000	6,200,000	6,200,000	31,750,000
Edgewater Drive Complete Streets	-	14,925,000	-	-	-	14,925,000
GEICO Garage Repairs and Maintenance	500,000	500,000	-	300,000	-	1,300,000
Hazeltine National to Narcoossee Connection	-	-	3,770,000	-	-	3,770,000
Hicks Avenue Extension (Anderson St to South St)	3,100,000	-	-	-	-	3,100,000
Intersection Safety Improvements	400,000	400,000	400,000	400,000	-	1,600,000
Jefferson Garage Capital Repairs	750,000	250,000	175,000	-	-	1,175,000
Kirkman Trail Design: Raleigh to OWG	250,000	-	-	-	-	250,000
Lake Nona Blvd Overpass (SR417)	-	-	-	-	3,300,000	3,300,000
Lee Vista Blvd & TPC Dr	180,000	-	-	-	-	180,000
Library Garage Repair and Maintenance	200,000	250,000	175,000	200,000	-	825,000
McCoy Road Extension	625,000	3,275,000	-	-	-	3,900,000
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	-	150,000	150,000	100,000	-	400,000
North Quarter Two Way Conversion	-	-	4,500,000	-	-	4,500,000
Oak Ridge Rd Median Improvements	100,000	750,000	750,000	-	-	1,600,000
Pavement Marking Maintenance	450,000	550,000	450,000	550,000	-	2,000,000
Pavement Rehabilitation	6,000,000	7,000,000	7,000,000	7,000,000	7,000,000	34,000,000
Pres. Barack Obama Parkway Phase 2	500,000	500,000	500,000	500,000	500,000	2,500,000
Railroad Crossing Maintenance	100,000	-	100,000	-	-	200,000
Regional Computerized Signal System	100,000	100,000	100,000	100,000	-	400,000
Robinson Street Complete Streets	1,625,000	1,625,000	-	-	-	3,250,000
Sidewalk Repair	1,750,000	2,500,000	2,500,000	2,500,000	2,500,000	11,750,000
Sign/Signal Shop	-	-	12,810,000	-	-	12,810,000
Signal Communication System Project	282,000	288,750	295,669	302,760	310,029	1,479,208
Sligh Boulevard & Columbia Street	-	7,000,000	-	-	-	7,000,000
Southwest Bike Study Implementation	500,000	500,000	500,000	-	-	1,500,000
Storey Park Blvd Extension	1,050,000	3,150,000	-	-	-	4,200,000
SunRail Corridor Quiet Zone	-	400,000	400,000	-	-	800,000
Terry Ave - Amelia to Colonial	500,000	750,000	750,000	-	-	2,000,000
Traffic Counts and Travel Time Studies	100,000	100,000	100,000	100,000	-	400,000
Traffic Signal Refurbishing Program	200,000	200,000	200,000	200,000	-	800,000
Transportation Safety Projects	500,000	400,000	400,000	400,000	-	1,700,000
Transportation System Equipment and Maintenance	300,000	300,000	300,000	300,000	-	1,200,000
West Dowden Road Extension	500,000	500,000	500,000	-	1,000,000	2,500,000
Transportation Total	23,712,000	99,918,750	55,535,669	31,547,760	27,810,029	238,524,208

CAPITAL IMPROVEMENTS AND DEBT

Project Name	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	Total
Wastewater						
Conserv I Area Collection System Improvements	3,300,000	3,000,000	3,000,000	3,000,000	3,000,000	15,300,000
Conserv I Biosolids Upgrades	1,000,000	9,000,000	9,000,000	1,320,000	-	20,320,000
Conserv I Effluent Sand Filters	1,500,000	-	-	-	-	1,500,000
Conserv I Electrical Improvements	2,000,000	18,000,000	-	-	-	20,000,000
Conserv I Reclaimed Water Storage	8,500,000	-	-	-	-	8,500,000
Conserv I RIB Sand Replacement	-	1,600,000	-	-	-	1,600,000
Conserv I South Reclaimed Water Main	2,000,000	-	-	-	-	2,000,000
Conserv I Treatment Plant Improvements	24,000,000	-	-	-	-	24,000,000
Conserv II 480V Electrical Upgrades	1,600,000	-	-	-	-	1,600,000
Conserv II Anaerobic Digester #1 & Sludge Storage	-	-	142,800	532,300	4,727,200	5,402,300
Conserv II Area Collection System Improvements	750,000	2,000,000	2,000,000	2,000,000	2,000,000	8,750,000
Conserv II Blowers Replacement	-	2,000,000	-	-	-	2,000,000
Conserv II BNR Flow Split Improvements	150,000	800,000	7,000,000	-	-	7,950,000
Conserv II Deep Bed Filters	1,500,000	19,500,000	-	-	-	21,000,000
Conserv II Equalization Pumping Station Rehab	950,000	-	-	-	-	950,000
Conserv II Mixer Improvements Basin 7-10	3,300,000	-	-	-	-	3,300,000
Conserv II Nutrient Removal and Treatment	-	-	7,141,000	-	-	7,141,000
Conserv II Rapid Infiltration Basin Sites 1 and 10	-	-	4,000,000	-	-	4,000,000
Conserv II RAS Piping Improvements	277,000	1,738,000	-	-	-	2,015,000
Conserv II Sidestream Treatment Improvements	132,000	524,300	4,496,800	-	-	5,153,100
Conserv II Stationary Load Banks	1,000,000	-	-	-	-	1,000,000
Inflow & Infiltration Reduction Project	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Iron Bridge Area Collection System Improvements	1,250,000	2,500,000	2,500,000	3,000,000	3,000,000	12,250,000
Iron Bridge Bardenpho Blower Electrical Upgrades	150,000	-	-	-	-	150,000
Iron Bridge Biosolids Disposal Improvements	-	15,000,000	-	-	-	15,000,000
Iron Bridge EQ Basin Mixing and Clarifier Improv	4,000,000	4,000,000	-	-	-	8,000,000
Iron Bridge Grit System Replacement	15,000,000	-	-	-	-	15,000,000
Iron Bridge Post Aeration Electrical Updates	100,000	-	-	-	-	100,000
Iron Bridge Power Generation Improvements	-	-	2,000,000	-	-	2,000,000
Iron Bridge Reclaim Pump Station Improvements	-	150,000	1,250,000	-	-	1,400,000
Iron Bridge Ventilation for Biosolids Press Room	2,800,000	-	-	-	-	2,800,000
Lift Station 115 Rehabilitation	-	1,500,000	8,000,000	-	-	9,500,000
Lift Station 139 Rehabilitation	-	5,000,000	6,000,000	-	-	11,000,000
Lift Station 2 Replacement	11,000,000	-	-	-	-	11,000,000
Lift Station 248 Replacement	-	15,000,000	11,000,000	-	-	26,000,000
Lift Station 249 Rehabilitation	-	1,500,000	8,000,000	-	-	9,500,000
Lift Station 85 Replacement	1,000,000	10,000,000	-	-	-	11,000,000
Lift Station Rehabilitation	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Lift Station Telemetry Replacement	1,000,000	2,000,000	-	-	-	3,000,000
Lift Station Underground Rehabilitation	1,000,000	4,000,000	1,000,000	4,000,000	4,000,000	14,000,000
Lift Stations Electrical Safety Generator Improv	1,500,000	3,000,000	3,000,000	3,000,000	3,000,000	13,500,000
Line Sewers	500,000	2,000,000	3,000,000	3,000,000	2,000,000	10,500,000
LS 1,2,3 and 4 Force Main Evaluation Phase 2	20,000,000	10,000,000	9,000,000	-	-	39,000,000
LS 1,2,3 and 4 Force Main Evaluation Phase 3	2,000,000	1,500,000	30,000,000	-	-	33,500,000
Minor Plant Upgrades and Installations	3,500,000	3,500,000	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	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Sanitary Service Lateral Rehabilitation	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
Sanitary System Corrosion Abatement	750,000	2,000,000	2,000,000	1,000,000	1,000,000	6,750,000
Sanitary upgrades with other projects	2,000,000	4,000,000	4,000,000	4,000,000	4,000,000	18,000,000
Sewage Air Release Valve Replacement	250,000	2,500,000	500,000	3,000,000	-	6,250,000
Wastewater Total	128,759,000	157,312,300	141,530,600	41,352,300	40,227,200	509,181,400
CIP Report Totals	\$ 255,955,947	\$ 400,957,375	\$ 334,542,269	\$ 206,393,767	\$ 120,887,229	\$ 1,318,736,587

CAPITAL IMPROVEMENTS AND DEBT

PROJECT DETAIL PAGES

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



CAPITAL IMPROVEMENTS AND DEBT

NON-RECURRING PROJECTS AND OPERATING IMPACT

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

City of Orlando
 FY 2023/24
 Capital Improvements - Project List by Service Type - Non-Recurring

Service Type	Project Name	2023/2024
Community Infrastructure	Alternate Fuel Vehicles Support	750,000
Community Infrastructure	Smart Cities Capital Project	300,000
Economic Development	DTO Implementation	7,000,000
Economic Development	Lake Eola Master Plan	6,400,000
Economic Development	Parramore Task Force	200,000
Economic Development	Real Estate - CRA	7,134,774
Economic Development	Under I Design	5,000,000
Economic Development	Venues & Open Spaces	2,000,000
General Government	City Hall Virtual Meeting Technology Upgrade	250,000
General Government	Real Estate Acquisition and Remediation	1,750,000
General Government	Record Management and Preservation	100,000
General Government	Time Clock Replacement	100,000
General Government	Workday Projects	200,000
Public Facilities	City Hall Motor Control Center Replacement	1,900,000
Public Facilities	Emergency Generators at Critical Facilities	925,000
Public Facilities	Renewable Energy for City Facilities	500,000
Public Safety	Communication Systems Upgrade	125,000
Public Safety	Fire Apparatus - New & Replacement CIP REQUEST 3	3,428,000
Public Safety	Fire Station #11 Supplemental Funding	1,250,000
Public Safety	Fire Station Alerting	1,900,000
Public Safety	Iris Camera Project	350,000
Public Safety	Retrofitting Fire Stations - FY24 CIP REQUEST 4	800,000
Public Safety	SWAT Rifle Replacement	200,000
Public Safety	Tactical Range Upgrade	2,500,000
Recreation & Culture	Beardall Pickleball Courts	745,000
Recreation & Culture	Bill Frederick Park at Turkey Lake Enhancements	1,000,000
Recreation & Culture	Dartmouth Park Expansion	400,000
Recreation & Culture	Dover Shores Neighborhood Ctr Kalwall Replacement	1,400,000
Recreation & Culture	Festival Park Buildout	850,000
Recreation & Culture	Grove Dog Park	520,000

CAPITAL IMPROVEMENTS AND DEBT

Service Type	Project Name	2023/2024
Recreation & Culture	John Jackson Playground and Obstacle Course	850,000
Recreation & Culture	Lake Fairview Shoreline Renovations	600,000
Recreation & Culture	Lake George Pickleball and Wallball Courts	1,000,000
Recreation & Culture	Lake Lorna Doone Office	500,000
Recreation & Culture	Parks Sidewalks Maintenance & Improvements	100,000
Recreation & Culture	Trotters Park Athletic Court Expansion	150,000
Recreation & Culture	Willie Mays Park Playground	175,000
Stormwater	Colonialtown Phase 4 - Shine (Marks to Colonial)	200,000
Stormwater	Delaney Drainage and Roadway Improvements	5,000,000
Stormwater	Lake Arnold Pervious Pavement Pilot Program	1,000,000
Stormwater	Lake Fran Alum Treatment Facility (PBO PKWY)	730,000
Stormwater	Lake Notasulga/Haralson Estates - STW	8,300,000
Stormwater	Lake Orlando 4e	200,000
Stormwater	South Parramore Ave Drainage Improvements	550,000
Stormwater	Summerlin Av Stormwater Impr & Roadway Restoration	700,000
Transportation	Bicycle Plan Implementation	200,000
Transportation	Church Street SunRail	600,000
Transportation	Division Avenue Complete Streets	500,000
Transportation	Hicks Avenue Extension (Anderson St to South St)	3,100,000
Transportation	Kirkman Trail Design: Raleigh to OWG	250,000
Transportation	Lee Vista Blvd & TPC Dr	180,000
Transportation	McCoy Road Extension	625,000
Transportation	Oak Ridge Rd Median Improvements	100,000
Transportation	Pres. Barack Obama Parkway Phase 2	500,000
Transportation	Regional Computerized Signal System	100,000
Transportation	Robinson Street Complete Streets	1,625,000
Transportation	Signal Communication System Project	282,000
Transportation	Southwest Bike Study Implementation	500,000
Transportation	Storey Park Blvd Extension	1,050,000
Transportation	Terry Ave - Amelia to Colonial	500,000
Transportation	West Dowden Road Extension	500,000
Wastewater	Conserv I Biosolids Upgrades	1,000,000

CAPITAL IMPROVEMENTS AND DEBT

Service Type	Project Name	2023/2024
Wastewater	Conserv I Effluent Sand Filters	1,500,000
Wastewater	Conserv I Electrical Improvements	2,000,000
Wastewater	Conserv I Reclaimed Water Storage	8,500,000
Wastewater	Conserv I South Reclaimed Water Main	2,000,000
Wastewater	Conserv I Treatment Plant Improvements	24,000,000
Wastewater	Conserv II 480V Electrical Upgrades	1,600,000
Wastewater	Conserv II BNR Flow Split Improvements	150,000
Wastewater	Conserv II Deep Bed Filters	1,500,000
Wastewater	Conserv II Equalization Pumping Station Rehab	950,000
Wastewater	Conserv II Mixer Improvements Basin 7-10	3,300,000
Wastewater	Conserv II RAS Piping Improvements	277,000
Wastewater	Conserv II Sidestream Treatment Improvements	132,000
Wastewater	Conserv II Stationary Load Banks	1,000,000
Wastewater	Inflow & Infiltration Reduction Project	1,000,000
Wastewater	Iron Bridge Bardenpho Blower Electrical Upgrades	150,000
Wastewater	Iron Bridge EQ Basin Mixing and Clarifier Improv	4,000,000
Wastewater	Iron Bridge Grit System Replacement	15,000,000
Wastewater	Iron Bridge Post Aeration Electrical Updates	100,000
Wastewater	Iron Bridge Ventilation for Biosolids Press Room	2,800,000
Wastewater	Lift Station 2 Replacement	11,000,000
Wastewater	Lift Station 85 Replacement	1,000,000
Wastewater	Lift Station Rehabilitation	3,000,000
Wastewater	Lift Station Telemetry Replacement	1,000,000
Wastewater	Lift Station Underground Rehabilitation	1,000,000
Wastewater	Lift Stations Electrical Safety Generator Improv	1,500,000
Wastewater	LS 1,2,3 and 4 Force Main Evaluation Phase 2	20,000,000
Wastewater	LS 1,2,3 and 4 Force Main Evaluation Phase 3	2,000,000
Wastewater	Minor Plant Upgrades and Installations	3,500,000
CIP Report - Non-Recurring Totals		\$ 195,603,774

CAPITAL IMPROVEMENTS AND DEBT

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
Smart Cities Capital Project	N/A	\$45,000	\$45,000

We estimate that there will be on-going annual maintenance costs associated with the downtown AV and digital twin investments (\$300K for FY24) of roughly 15% of capital costs. These preliminary on-going cost estimates are based on typical maintenance costs for components that are believed to be akin to facilities or software/systems.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Emergency Generators at Critical Facilities	N/A	\$83,027	\$83,027

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 \$530 (\$6,360 annually) for the Evidence Warehouse 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	<\$36,000>	<\$36,000>

Solar panels are anticipated to be installed at the Rosemont Center, and a portion of the Grand Avenue Center. This will reduce grid electricity usage from these three facilities. The estimated savings from reduced electricity charges is difficult to estimate for partial coverage, but anticipated to be roughly 80% of \$45K in estimated annual variable costs for Rosemont.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Fire Apparatus – New & Replacement CIP REQUEST 3	N/A	\$540,000	\$540,000

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 will necessitate increased operating costs for maintenance regardless. The estimated annual maintenance costs for the additional vehicle component is \$540,000.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Tactical Range Upgrade	N/A	N/A	N/A

The existing OPD gun range has two fifty-yard ranges. The HVAC and air filtration systems are more than 10 years old and approaching end of their useful life. Replacement of both range air systems over FY23 and FY24 provides us with an opportunity to implement new technologies which enhance the training opportunities. New technologies like lighting controls will likely come with increased costs, while other such as new HVAC systems and LED lighting should reduce utility costs. At this stage of the project, we do not yet have reliable overall estimate of the impact, but it is not expected to be material overall.

CAPITAL IMPROVEMENTS AND DEBT

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET (continued)

	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
Lake Lorna Doone Office	N/A	TBD	TBD

There is a need to construct office space for parks staff needed near the Lake Lorna Doone Park. At this point the office is still being designed. Once we have a better idea of the square footage and components involved, we hope to be able to provide an estimate of the utilities and maintenance needed to operate the building.

	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 making efforts during FY24 to evaluate our trail system and determine what is needed to maintain it.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Robinson Complete Streets	N/A	TBD	TBD

Future operating costs including increased general street and landscaping maintenance are anticipated. This is one of the City's first implementations of the Complete Streets approach, with two other roads scheduled to follow in subsequent fiscal years in partnership with the Florida Department of Transportation. As the earlier projects are completed, we will develop a better understanding of the future operating impact of subsequent implementations.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Conserv I Treatment Plant Improvements	N/A	TBD	TBD

Over the past several years the City has set aside more than \$100 million towards improving and expanding the Conserv I Treatment Plant in the southeast area. Once completed, we anticipate that the plant will have a significantly increased capacity that could result in higher usage of chemicals and utilities, though this would occur over time as the area develops. Additional personnel costs are not anticipated.

	Personnel Cost Impact	Operating Cost Impact	Total Impact
Lift Stations Emergency Generators	N/A	\$120,000	\$120,000

After the 2017 hurricane season, we embarked on a program to install emergency generators at all sanitary sewer lift stations. The size / cost of each installation varies by the size of the lift station. Likewise, the on-going cost will vary by location. For estimating purposes, we estimate the installation cost per generator at \$500,000 and the on-going cost at 8% of installation cost (or \$40,000 each). The FY24 allocation would therefore allow for three new emergency generators and the on-going cost would be \$120,000. The on-going cost is mitigated by reduced cost to rent emergency generators, but that expense is de minimis.

CAPITAL IMPROVEMENTS AND DEBT

CITY DEBT AND CREDIT RATINGS SUMMARY

DEBT SERVICE OVERVIEW

A comprehensive debt plan is imperative for all jurisdictions that issue debt. The provisions of a debt plan should balance the necessity of a jurisdiction borrowing funds to provide capital facilities and infrastructure today, while being conscious of the operating impact of those borrowings on future years.

As the City addresses its needs at any one period in time, the Mayor and City Council must be prepared to ensure the flexibility of this and future generations of elected officials to meet the then present needs and challenges which face the community. Since neither State law nor the City Charter provide any fixed or arbitrary limits on the amount of debt which may be incurred (other than the requirement to have General Obligation debt approved in advance by referendum), the City Council has approved by policy the following targets to ensure future flexibility.

	Target	9/30/2018	9/30/2019	9/30/2020	9/30/2021	9/30/2022
General Government Debt as a Percentage of Non-Ad Valorem General Fund Expenditures						
Debt Limit (within the covenant program limitation)	20% max	8.90%	9.90%	11.40%	11.30%	13.30%
Goal / Target	10% max					
Weighted Average Maturity of Debt Program(s):						
Self Supporting Proprietary Operations	15 yr max	10.2	9.6	9.1	8.6	9.4
Self Supporting Other Governmental	25 yr max	10.2	9.7	9.1	8.7	8.3
Non-Self Supporting	20 yr max	9.5	11.7	11.1	10.5	9.4
General Government Direct Debt per Capita	\$1,375 max	\$1,054	\$984	\$1,302	\$1,197	\$1,076
Net Direct Debt as a Percentage of Ad Valorem Property Values						
General Government	2.5% max	1.1%	0.9%	1.1%	1.0%	0.9%
Total Tax Supported	3.5% max	1.7%	1.5%	1.6%	1.4%	1.2%
General Fund Reserve as a % of the Current Year's Operating Budget	15% to 25%	26.20%	27.70%	29.80%	25.90%	25.20%

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	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2016B	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2016C	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2014B	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2014C	Aa2	AA+	AA+
Capital Improvement Special Revenue Bonds, Series 2014D	Aa2	AA+	AA+

CAPITAL IMPROVEMENTS AND DEBT

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 2022.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (continued)

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

Fiscal Year	
2022	\$ 6,879,258
2023	7,079,045
2024	7,465,267
2025-2029	40,288,688
2030-2034	32,926,584
2035-2039	25,431,621
2040-2044	18,586,292
2045-2046	4,070,985
	<u>\$ 142,727,740</u>

State of Florida Revolving Loan Program

The State of Florida Revolving Loan Program is junior and subordinate to the Water Reclamation Bonds Program. Proceeds from the loan program will be used to finance water reclamation capital projects and currently the City has 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 \$76,636,833 payable to the State. The net revenues of the water reclamation funds will be used to make the debt service payments.

	Interest Rate	Balance 10/1/2021	Additions	Reductions	Balance 9/30/22	Due Within One Year
Loans Payable:						
State Revolving Loan 65001S	2.60%	\$ 9,532,172	\$ -	\$ 1,633,862	\$ 7,898,310	\$ 1,676,648
State Revolving Loan 65002P	2.66%	649,382	-	85,579	563,803	85,579
State Revolving Loan 65003P	2.66%	660,369	-	58,465	601,904	60,030
State Revolving Loan 65004O	2.56%	4,253,959	6,174	377,688	3,882,445	387,687
State Revolving Loan 65006O	2.49%	7,065,562	-	935,999	6,129,563	959,451
State Revolving Loan 48040O	2.47%	8,020,804	-	584,233	7,436,571	598,327
State Revolving Loan 48041O	1.72%	3,408,744	-	226,366	3,182,378	230,277
State Revolving Loan 48042O	1.59%	2,018,506	-	124,821	1,893,685	126,813
State Revolving Loan 48043O	1.72%	1,804,574	-	119,837	1,684,737	121,907
State Revolving Loan 48044O	0.18%	7,445,313	17,532	-	7,462,845	-
State Revolving Loan 48046O	0.30%	6,038,578	-	368,985	5,669,593	370,093
State Revolving Loan 48047O	0.54%	13,906,061	2,556,333	814,661	15,647,733	474,948
State Revolving Loan 48048O	0.44%	7,840,096	15,737	35,493	7,820,340	384,922
State Revolving Loan 48049O	0.79%	2,624,516	4,348,967	210,557	6,762,926	331,252
Total Loans Payable		<u>\$ 75,268,636</u>	<u>\$ 6,944,743</u>	<u>\$ 5,576,546</u>	<u>\$ 76,636,833</u>	<u>\$ 5,807,934</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 2022.

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (continued)

Orlando Venues Revenue Bonds:

In August 2017, the City issued its Senior Tourist Development Tax Refunding Revenue Bonds (6th Cent Contract Payments), Series 2017A, and its Second Lien Subordinate Tourist Development Tax Refunding Revenue Bonds (6th Cent Contract Payments), Series 2017B, in the combined amount of \$224,350,000. The Series 2017A and Series 2017B Bonds were issued for the purpose of fully refunding the City's Tourist Development Tax Revenue Bonds, (6th Cent Contract Payments), Series 2008A, and Second Lien Subordinate Tourist Development Tax Revenue Bonds (6th Cent Contract Payments), Series 2008B, and partially refunding the Third Lien Subordinate Tourist Development Tax Revenue Bonds (6th Cent Contract Payments), Series 2008C. These bonds are limited obligations of the City payable from the pledged TDT revenues noted below.

In the Interlocal Agreement between the City of Orlando and Orange County, the County agreed to contribute a portion of the 6th Cent TDT revenues monthly to the City for the payment of the debt service on these bonds. These TDT revenues are collected countywide and remitted to a trustee who allocates these pledged funds according to a flow of funds. On the second business day of each month, the Orange County Comptroller's Office publishes a TDT press release on their website summarizing the most recent monthly tax collections.

Legal provisions of these revenue bonds require the City to maintain liquidity and debt service reserves based on the maximum annual debt service in accordance with the Flow of Funds described in the bond documents. If the debt service reserves are depleted, the bond insurer would then make the required debt service payments, and this would qualify as a technical default.

For the fiscal year ended September 30, 2022, the total principal and interest paid was \$17.9 million, and 6th Cent TDT revenue distributions received totaled \$26.7 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 \$303.6 million, (assuming resumption of target principal payments in fiscal year 2024), with annual requirements ranging from \$17.1 million in fiscal year 2039, to \$20.4 million in fiscal year 2024. If sufficient TDT revenues are available, the City will make planned targeted annual principal payments on the Series 2008C bonds and retire the principal early. In most years, required total annual debt service across all three series is approximately \$17.9 million. Management cannot predict the sufficiency of future TDT revenues to pay the annual debt service. While some use of reserves may be needed to meet future debt service payments, management does not anticipate that the City will deplete its debt service reserves within the 12 months following the end of fiscal year 2022.

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, 2022, 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, 2022 is \$30.9 million, with annual requirements of approximately \$2.0 million through FY 2038. For the fiscal year ended September 30, 2021, the total principal and interest paid on the Series 2016 bonds was \$2.0 million, and State sales tax revenue distributions received totaled \$2.0 million. Total principal and interest remaining on the Series 2016 bonds as of September 30, 2021 is \$32.9 million, with annual requirements of approximately \$2.0 million through FY 2038.

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

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (continued)

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, 2022, the outstanding balance on the bonds is \$66,272,000.

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, 2022, the outstanding balance on the bonds is \$51,126,000.

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, 2022, the outstanding balance on the bonds is \$8,290,000.

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, 2022, the outstanding balance on the bonds is \$2,486,298.

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, 2022, the outstanding balance on the bonds is \$6,895,000.

INTERNAL SERVICE FUNDS:

Internal Loan Fund:

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

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (continued)

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

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

Real Estate Acquisition

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

Public Safety Projects

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

Lake Highland Remediation Project

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

Strategic Land Purchases

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

Orlando Sports Holdings (OSH) Northbrook Land Purchase

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

Police Headquarters and Energy Efficiency

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

Public Safety Projects 2016

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

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.

Jefferson Street Garage

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

CAPITAL IMPROVEMENTS AND DEBT

DESCRIPTION OF DEBT OUTSTANDING (Continued)

Capital Improvement Special Revenue Bonds (Fixed Rate)

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

Variable Rate Notes/Loans

SSGFC Series H Commercial Paper Program

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

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

On October 3, 2022, the City paid the final two maturities on Loan #3. Further, on March 22, 2022, the SSGFC Board of Directors approved a resolution for a plan to dissolve the SSGFC by April of 2023. Therefore, subsequent to September 30, 2022, 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 Loan Fund Loans – The City created the Internal Loan Fund (as an Internal Service Fund) to provide interim or longer-term financing to other funds. The financing for the Fund's loan activities was provided through non-revenue specific and non-project specific loans from the Sunshine State Governmental Financing Commission, the Capital Improvement Revenue Bonds, Medium-Term Notes, and the Covenant Commercial Paper Program.

Internal loans receivable as of September 30, 2022 totaled \$287,142,853 as reported on page 190. Of this amount, \$64,547,051 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 \$222,595,802.

k. Variable Rate Debt - The City had one major program (Covenant debt), which had exposure to variable rate debt. GAAP requires that for variable rate programs, future debt service forecasts be based on the actual end of the year interest rates. That program was completed in October 3, 2022, however, the following schedule reflects the City's variable rate debt programs as they were reflected on September 30, 2022.

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, 2022

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, 2022:

	Purpose of Issue	Amount Issued	Amount Outstanding	Coupon Interest Rate	Maximum Annual Debt Service
PRIMARY GOVERNMENT:					
Governmental Activities					
Community Redevelopment Agency --					
Republic Dr. (Universal Blvd) Series 2012	Refunding	29,430,000	8,290,000	3.75-5.00%	3,008,750
Republic Dr. (Universal Blvd) Series 2013 (1)	Capital Improvements	9,000,000	2,486,298	2.17%	864,993
Conroy Road Series 2012	Refunding	19,225,000	6,895,000	5.00%	1,947,750
Downtown CRA Series 2019A (1)	Refunding	57,351,000	51,126,000	3.56%	4,458,213
Downtown CRA Series 2020A (1)	Refunding	70,545,000	66,272,000	3.50%	8,917,560
Total		<u>185,551,000</u>	<u>135,069,298</u>		
Internal Loan Fund --					
SSGFC Tax-exempt Series H	Refunding	18,510,000	3,702,000	(2)	(3)
Capital Improvement Special Revenue Bonds:					
Series 2014A (1)	Refunding	6,205,000	1,825,000	1.99%	1,843,158
Series 2014B	Public Safety projects	62,205,000	54,300,000	5.00%	4,494,375
Series 2014C	Refunding	10,355,000	3,690,000	5.00%	1,325,250
Series 2014D	Refunding	12,450,000	5,370,000	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	6,995,000	1.90%	5,042,453
Series 2016B	Refunding	54,850,000	47,665,000	3.13-5.00%	5,460,641
Series 2016C	Public Safety projects	26,425,000	21,930,000	4.00-5.00%	2,014,900
Series 2017A (1)	Refunding	8,173,000	8,173,000	2.36%	4,291,402
Series 2018A (1)	Refunding	9,050,000	9,050,000	2.85%	5,872,507
Series 2018B	Capital Projects	105,135,000	100,300,000	4.00-5.00%	6,701,475
Series 2020A	Refunding	9,718,000	4,438,000	.65%	4,466,758
Total Internal Loan Fund		<u>335,776,000</u>	<u>271,143,000</u>		
Total Governmental Activities		<u>\$ 521,327,000</u>	<u>\$ 406,212,298</u>		
Business-Type Activities					
Wastewater Revenue Bonds					
Series 2013	Water Reclamation Treatment and Refunding	\$ 36,170,000	\$ 24,505,000	2.00-5.00%	2,877,900
State Revolving Fund Loans	Water Reclamation projects	138,731,086	76,636,833	0.18-2.66%	7,851,489
Total Water Reclamation		<u>\$ 174,901,086</u>	<u>\$ 101,141,833</u>		
Orlando Venues -- SSGFC Venue Loans					
State Sales Tax Ref. Bonds, Series 2016	Events Center projects	110,000,000	90,000,000	(2)	(3)
Senior Tourist Dev. Tax Bonds, Series 2008C	Refunding	28,090,000	22,485,000	4.00-5.00%	1,998,425
Contract Tourist Dev. Tax Ref. Bonds, Series 2017A	Events Center projects	87,270,000	8,705,000	5.50%	2,997,550
Contract Tourist Dev. Tax Ref. Bonds, Series 2017A	Refunding	196,590,000	173,645,000	5.00%	15,234,250
Contract Tourist Dev. Tax Ref. Bonds, Series 2017B	Refunding	27,760,000	24,385,000	3.00-5.00%	2,145,300
Capital Improvement Bonds					
Series 2016B	Refunding	4,185,000	1,465,000	5.00%	1,465,000
Series 2019A	Refunding	37,237,000	36,740,000	3.47%	2,848,905
Total Business-Type Activities		<u>\$ 666,033,086</u>	<u>\$ 458,566,833</u>		

(1) Bonds from direct borrowings and direct placements.

(2) These variable rate loans are subject to a 15% interest rate cap. The tax-exempt Series H loans had interest rates, LOC, and other charges of 1.83%, 0.36%, and 0.14% respectively (for a total of 2.33%), on September 30, 2022.

(3) The amortization requirement of the covenant program (not the individual issues) variable rate obligation require a minimum amortization over the last 1/3 (10 years) of the normal (30 years) maturity. 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 will be refinanced with issuance of Capital Improvement Refunding Special Revenue Bond Series 2023A.

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	
2023	8,917,606	1,939,750	3,873,241	30,387,701	2,854,400	19,854,574	3,031,992	70,859,264
2024	8,917,792	1,945,000	3,871,743	30,558,743	2,848,775	22,357,525	2,848,905	73,348,483
2025	8,917,009	1,946,000	3,873,742	23,855,864	2,877,900	22,340,001	2,848,032	66,658,548
2026	8,917,076	1,947,750	-	24,345,343	2,848,650	22,322,226	2,846,197	63,227,242
2027	8,917,748	-	-	23,466,156	2,846,650	19,839,313	2,845,334	57,915,201
2028	8,917,777	-	-	23,956,523	2,844,525	19,316,425	2,844,354	57,879,604
2029	8,916,953	-	-	17,975,741	2,842,025	19,300,175	2,843,187	51,878,081
2030	8,917,060	-	-	16,174,666	2,838,900	19,285,800	2,842,747	50,059,173
2031	8,917,818	-	-	16,140,617	2,853,950	19,276,550	2,840,967	50,029,902
2032	8,916,941	-	-	16,145,142	2,833,750	19,255,025	2,839,772	49,990,630
2033	8,917,226	-	-	14,647,767	2,829,000	19,243,100	2,839,064	48,476,157
2034	8,917,346	-	-	14,654,917	-	19,227,975	2,837,751	45,637,989
2035	8,917,020	-	-	14,640,617	-	19,208,375	2,835,769	45,601,781
2036	8,916,968	-	-	14,623,167	-	19,192,475	2,835,009	45,567,619
2037	8,916,868	-	-	14,628,176	-	19,178,400	2,833,369	45,556,813
2038	8,917,406	-	-	12,624,005	-	18,164,100	2,831,763	42,537,274
2039	8,916,900	-	-	9,619,225	-	17,143,125	2,830,086	38,509,336
2040	8,917,560	-	-	9,613,475	-	-	2,828,233	21,359,268
2041	-	-	-	9,609,800	-	-	-	9,609,800
2042	-	-	-	9,602,050	-	-	-	9,602,050
2043	-	-	-	9,599,500	-	-	-	9,599,500
2044	-	-	-	9,591,575	-	-	-	9,591,575
2045	-	-	-	9,564,000	-	-	-	9,564,000
2046	-	-	-	9,559,500	-	-	-	9,559,500
2047	-	-	-	9,544,750	-	-	-	9,544,750
2048	-	-	-	6,594,250	-	-	-	6,594,250
2049	-	-	-	6,585,625	-	-	-	6,585,625
	<u>\$ 160,511,074</u>	<u>\$ 7,778,500</u>	<u>\$ 11,618,726</u>	<u>\$ 408,308,895</u>	<u>\$ 31,318,525</u>	<u>\$ 334,505,164</u>	<u>\$ 51,302,531</u>	<u>\$ 1,005,343,415</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.



SUPPLEMENTAL INFORMATION

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SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY – BY CATEGORY BUDGET FY 2023/24

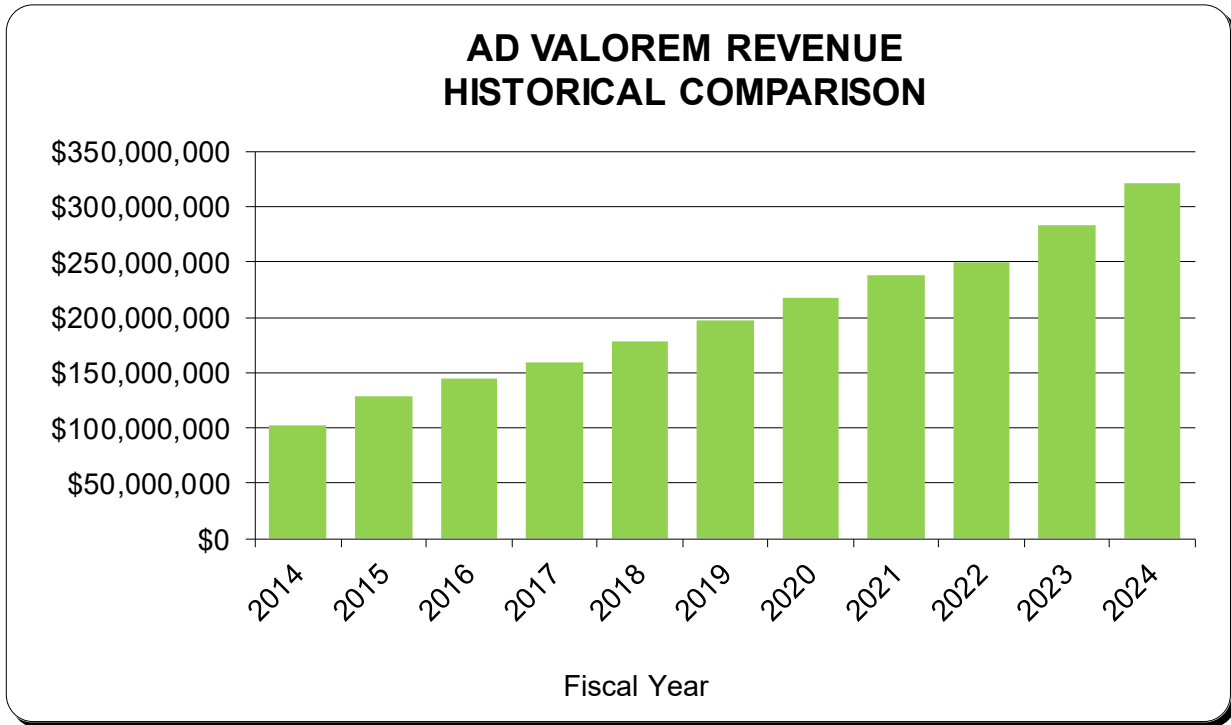
	Salaries and Wages	Benefits	Supplies	Contractual Services	Utilities	Travel	Page Subtotal
General Fund	\$238,702,810	\$155,517,460	\$10,185,954	\$42,986,976	\$14,757,666	\$922,020	\$463,072,886
SPECIAL REVENUE							
911 Emergency Phone System Fund	800,000	-	-	-	-	-	800,000
After School All Stars Fund	3,127,733	699,173	45,000	382,085	9,480	2,500	4,265,971
Building Code Enforcement Fund	9,287,586	4,306,590	210,000	679,627	47,000	35,000	14,565,803
Capital Improvements Fund	-	-	-	10,116,000	-	-	10,116,000
Code Enforcement Board Lien Assessment Fund	60,808	28,894	61,900	76,427	-	-	228,029
Cemetery Trust Fund	187,613	91,924	11,000	328,095	72,921	-	691,553
Centroplex Garages Fund	114,939	76,312	25,300	3,380,490	22,272	-	3,619,313
Contraband Forfeiture Trust Fund	-	-	-	-	-	-	-
CRA Operating Fund	2,841,883	1,767,857	85,000	29,607,434	25,411	55,000	34,382,585
CRA Trust Funds	-	-	-	-	-	-	-
Designated Revenue Fund	193,054	-	-	6,713,541	-	-	6,906,595
Dubsread Golf Course Funds	-	-	306,288	958,328	6,594	-	1,271,210
State Housing Initiatives Partnership Program Fund (SHIP)	275,237	93,581	-	3,313,076	-	-	3,681,894
Gas Tax Fund	-	-	-	782,000	-	-	782,000
Grants Fund	1,600	(8,441)	-	-	-	-	(6,841)
GOAA Police Fund	12,661,769	6,864,454	239,612	474,450	36,550	15,000	20,291,835
Harry P. Leu Gardens Fund	1,517,384	674,743	313,561	423,284	221,940	-	3,150,912
Law Enforcement Training Fund	-	-	-	-	-	130,000	130,000
Mennello Museum Fund	381,406	138,431	21,659	65,561	29,603	1,400	638,060
Orange County Schools Crossing Guard Fund	-	-	-	1,995,199	-	-	1,995,199
Park Impact Fee Funds	51,321	-	-	-	-	-	51,321
Real Estate Acquisition Fund	-	-	-	-	-	-	-
Special Assessment Funds	-	-	-	-	-	-	-
Spellman Site Fund	-	-	-	-	-	-	-
Street Tree Trust Fund	85,654	25,057	130,000	102,397	-	-	343,108
Transportation Impact Fee Funds	199,541	-	-	1,600,000	-	-	1,799,541
U.S. Dept of Housing and Urban Dev. Grants Fund	503,410	156,847	-	8,897,614	-	-	9,557,871
Utility Services Tax Fund	-	-	-	-	-	-	-
DEBT SERVICE							
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	-	-	-	1,500,000	-	-	1,500,000
Water Reclamation Revenue Bond Funds	-	-	-	-	-	-	-
ENTERPRISE							
55 West Garage Renewal and Replacement Fund	-	-	-	300,000	-	-	300,000
Amway Center Renewal and Replacement Fund	-	-	-	1,000,000	-	-	1,000,000
CNL Renewal and Replacement Fund	-	-	-	-	-	-	-
Orlando Stadiums Operations Fund	1,857,961	268,981	222,250	1,497,434	1,178,641	-	5,025,267
Orlando Stadiums Operations Renewal and Replacement Fund	-	-	-	100,000	-	-	100,000
Orlando Venues Fund	7,457,598	2,128,978	537,786	8,777,669	4,429,021	85,500	23,416,552
Parking System Revenue Fund	4,973,265	3,030,084	462,400	3,094,523	512,004	103,500	12,175,776
Parking Renewal and Replacement Fund	-	-	-	2,375,000	-	-	2,375,000
Solid Waste Fund	8,612,389	3,941,384	1,425,000	1,100,000	9,547,840	15,000	24,641,613
Stormwater Capital Fund	-	-	-	2,530,000	-	-	2,530,000
Stormwater Utility Fund	8,614,760	3,093,898	548,599	3,936,675	414,910	21,500	16,630,342
Water Reclamation Construction Funds	86,772	-	-	10,500,000	-	-	10,586,772
Water Reclamation Renewal and Replacement Fund	-	-	-	3,000,000	-	-	3,000,000
Water Reclamation Revenue Fund	19,531,895	9,524,291	8,803,360	18,248,200	7,893,623	75,993	64,077,362
INTERNAL SERVICE							
Construction Management Fund	3,780,679	1,703,306	24,000	518,141	16,480	25,000	6,067,606
Facilities Management Fund	3,459,616	1,980,059	1,150,000	7,000,000	200,000	10,000	13,799,675
Fleet Management Funds	3,160,431	1,775,854	10,610,597	5,173,970	234,663	25,000	20,980,515
Health Care Fund	94,960	35,893	3,000	655,000	-	5,250	794,103
Internal Loan Bank Fund	-	-	-	-	-	-	-
Risk Management Fund	1,256,835	513,823	16,000	410,500	3,325	4,500	2,204,983
COMPONENT UNIT							
Downtown Development Board Fund	846,750	-	83,000	3,221,678	2,000	-	4,153,428
Downtown South NID Fund	103,724	-	1,400	201,000	600	3,000	309,724
PENSION TRUST							
City Pension Funds	65,699	35,132	3,850	3,730,000	161	34,000	3,868,842
OPEB Trust Fund	-	-	-	-	-	-	-
TOTAL CITY OF ORLANDO	\$334,897,082	\$198,464,565	\$35,526,516	\$191,752,374	\$39,662,705	\$1,569,163	\$801,872,405

SUPPLEMENTAL INFORMATION

APPROPRIATION SUMMARY -- BY CATEGORY BUDGET FY 2023/24

Fleet and Facility Charges	Capital Outlay	Debt Service	Other Expenses	Transfers Out	Total	
\$38,318,858	\$5,023,424	\$16,562,355	\$68,915,308	\$67,907,419	\$659,800,250	General Fund
-	-	-	5,460	-	805,460	<u>SPECIAL REVENUE</u>
16	-	-	291,444	-	4,557,431	911 Emergency Phone System Fund
463,244	465,000	-	3,602,889	-	19,096,936	After School All Stars Fund
925,000	35,606,333	-	491,667	50,000	47,189,000	Building Code Enforcement Fund
-	15,000	-	256,971	300,000	800,000	Capital Improvements Fund
53,278	28,000	-	60,094	-	832,925	Code Enforcement Board Lien Assessment Fund
28,400	-	-	63,424	-	3,711,137	Cemetery Trust Fund
-	300,000	-	104,846	-	404,846	Centroplex Garages Fund
221,752	3,000	-	2,070,560	2,834,392	39,512,289	Contraband Forfeiture Trust Fund
-	-	-	28,637,406	58,153,224	86,790,630	CRA Operating Fund
-	3,425,000	-	465,044	-	10,796,639	CRA Trust Funds
5,412	215,000	-	2,213,565	-	3,705,187	Designated Revenue Fund
-	-	-	-	-	3,681,894	Dubsread Golf Course Funds
-	4,555,000	-	4,077,000	-	9,414,000	State Housing Initiatives Partnership Program Fund (SHIP)
-	-	-	6,841	-	-	Gas Tax Fund
88,751	760,250	-	4,955,169	-	26,096,005	Grants Fund
720,563	-	-	432,229	-	4,303,704	GOAA Police Fund
-	-	-	-	-	130,000	Harry P. Leu Gardens Fund
50,000	-	-	59,423	-	747,483	Law Enforcement Training Fund
-	-	-	72,506	-	2,067,705	Mennello Museum Fund
-	6,790,000	-	738,679	-	7,580,000	Orange County Schools Crossing Guard Fund
-	1,750,000	-	12,000	-	1,762,000	Park Impact Fee Funds
-	-	168,708	326,807	-	495,515	Real Estate Acquisition Fund
-	-	681,465	-	-	681,465	Special Assessment Funds
-	-	-	1,892	-	345,000	Spellman Site Fund
-	6,000,000	2,435,252	4,643,821	-	14,878,614	Street Tree Trust Fund
-	-	-	3,726	-	9,561,597	Transportation Impact Fee Funds
-	-	-	611,000	36,500,000	37,111,000	U.S. Dept of Housing and Urban Dev. Grants Fund
-	-	-	-	-	-	Utility Services Tax Fund
-	-	20,103,000	-	-	20,103,000	<u>DEBT SERVICE</u>
-	-	1,994,350	5,654	-	2,000,004	6th Cent TDT Debt
-	-	4,458,173	-	-	4,458,173	Amway Center Sales Tax Rebate Debt Service Fund
-	-	4,459,620	-	-	4,459,620	CRA Debt Service - 2019A
-	-	1,093,487	-	-	1,093,487	CRA Debt Service - 2020A
-	-	1,903,000	-	-	1,903,000	CRA Debt Service - Internal Loan
-	-	3,793,751	-	-	3,793,751	CRA Debt Service - Conroy Road
-	-	955,416	-	-	955,416	CRA Debt Service - Republic Drive
-	-	2,971,891	-	-	2,971,891	Events Center Debt Other
-	-	1,450,750	-	-	1,450,750	Internal Loan - Capital Improvement Bonds 2007 Series B Fund
-	-	6,647,850	-	-	6,647,850	Internal Loan - Jefferson Street Garage Fund
-	-	4,443,000	-	-	4,443,000	Investing In Our Neighborhoods Debt Bond Fund Series 2018B
-	-	1,984,400	-	-	1,984,400	New Public Safety and Energy Efficiency Debt Bond Fund
-	-	3,146,883	-	-	3,146,883	Public Safety Debt Bond Fund 2016C
-	55,046,000	-	-	-	56,546,000	SSGFC Venues Refinancing Series 2023A
-	-	10,267,669	95,000	-	10,362,669	Water Reclamation Revenue Bonds 2024 Construction Fund
-	-	-	-	-	-	Water Reclamation Revenue Bond Funds
-	-	-	-	-	300,000	<u>ENTERPRISE</u>
-	-	-	-	-	1,000,000	55 West Garage Renewal and Replacement Fund
-	-	-	91,429	-	91,429	Amway Center Renewal and Replacement Fund
188,061	-	-	3,351,324	100,000	8,664,652	CNL Renewal and Replacement Fund
-	-	-	-	-	100,000	Orlando Stadiums Operations Fund
110,996	-	-	2,927,689	1,599,395	28,054,632	Orlando Stadiums Operations Renewal and Replacement Fund
254,479	150,000	4,271,704	3,621,721	3,131,475	23,605,155	Orlando Venues Fund
-	375,000	-	-	-	2,750,000	Parking System Revenue Fund
11,305,762	100,000	-	4,937,386	308,529	41,293,290	Parking Renewal and Replacement Fund
-	19,950,000	-	76,293	-	22,556,293	Solid Waste Fund
2,703,901	90,458	1,077,464	3,499,189	1,673,390	25,674,744	Stormwater Capital Fund
-	58,713,000	-	224,308	-	69,524,080	Stormwater Utility Fund
-	-	-	-	-	3,000,000	Water Reclamation Construction Funds
5,425,094	1,726,585	-	14,737,593	39,929,409	125,896,043	Water Reclamation Renewal and Replacement Fund
-	-	-	-	-	-	Water Reclamation Revenue Fund
141,513	-	-	612,881	-	6,822,000	<u>INTERNAL SERVICE</u>
521,326	3,000,000	-	1,242,499	-	18,563,500	Construction Management Fund
830,656	24,009,228	-	4,217,162	-	50,037,561	Facilities Management Fund
-	-	-	83,964,476	129,750	84,888,329	Fleet Management Funds
-	-	11,721,889	424	-	11,722,313	Health Care Fund
1,641	-	-	14,676,134	950,000	17,832,758	Internal Loan Bank Fund
-	-	-	-	-	-	Risk Management Fund
2,000	-	-	622,195	-	4,777,623	<u>COMPONENT UNIT</u>
-	330,000	-	190,420	-	830,144	Downtown Development Board Fund
-	-	-	-	-	-	Downtown South NID Fund
-	149,788	-	68,750,976	-	72,769,606	<u>PENSION TRUST</u>
-	-	-	22,547,856	-	22,547,856	City Pension Funds
\$62,360,703	\$228,576,066	\$106,592,077	\$353,512,380	\$213,566,983	\$1,766,480,614	OPEB Trust Fund
						TOTAL CITY OF ORLANDO

SUPPLEMENTAL INFORMATION



Ad Valorem revenues reflect the property value and millage fluctuations that the City has experienced during this period. The millage rate was reduced to the roll back rate of 5.6916 in FY 2002/03. In FY 2007/08, the Florida Legislature mandated Property Tax reform. As a result, the City reduced its millage rate to 4.9307. Still within Property Tax Reform guidelines, the City increased its millage rate by 14.5% to 5.6500 in FY 2008/09. The millage rate remained at 5.6500 for a number of fiscal years amid the economic recession, which contributed to the first decrease in ad valorem revenue since 2002. For FY 2014/15, a millage rate increase of 1.0000 mill was approved, bringing the millage rate up to the current level of 6.6500.

SUPPLEMENTAL INFORMATION

**CITY OF ORLANDO, FLORIDA
DIRECT AND OVERLAPPING PROPERTY TAX RATES
LAST TEN FISCAL YEARS**
(rate per \$1,000 of assessed value)

Fiscal Year Ended Sept. 30	Direct		Overlapping				Total
	City	Orange County	Orange County School Board	DDB/ DSNID (1)	Orange County Library	Water Management District (2)	
2015	6.6500	4.4347	8.4740	1.0000	0.3748	0.3164	21.2499
2016	6.6500	4.4347	8.2180	1.0000	0.3748	0.3023	20.9798
2017	6.6500	4.4347	7.8110	1.0000	0.3748	0.2885	20.5590
2018	6.6500	4.4347	7.4700	1.0000	0.3748	0.2724	20.2019
2019	6.6500	4.4347	7.2990 (3)	1.0000	0.3748	0.2562	20.0147
2020	6.6500	4.4347	7.1090	1.0000	0.3748	0.2414	19.8099
2021	6.6500	4.4347	6.8570	1.0000	0.3748	0.2287	19.5452
2022	6.6500	4.4347	6.7370	1.0000	0.3748	0.2189	19.4154
2023	6.6500	4.4347	6.4620	1.0000	0.3748	0.1974	19.1189
2024	6.6500	4.4347	6.4210	1.0000	0.3748	0.1793	19.0598

Source: Orange County Property Appraiser

Note: (1) The rate for the Downtown Development Board (DDB) and Downtown South Neighborhood Improvement District (DSNID) does not apply to all City of Orlando property owners. The rate applies only to non-homestead property owners whose property is located within the DDB and DSNID's respective geographic boundaries.

(2) Rates are for the St. Johns River Water Management District. Some residents are located in the South Florida Water Management District.

(3) All Millage rates are for operating purposes, except for the Orange County School Board. The 7.2990 millage rate consists of 5.7900 mils for operating purposes and 1.5000 mils for local capital improvement purposes.

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

SUPPLEMENTAL INFORMATION

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

Fiscal Year Ended Sept. 30,	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy (1)		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
2013	102,865,269	101,863,778	99.03	359,664	102,223,442	99.38
2014	106,406,950	105,426,205	99.08	286,182	105,712,387	99.35
2015	133,761,936	132,830,260	99.30	(133,366) (2)	132,696,894	99.20
2016	152,585,851	149,689,693	98.10	199,957	149,889,650	98.23
2017	165,614,526	164,133,929	99.10	425,780	164,559,709	99.36
2018	185,802,739	184,353,846	99.22	(90,024)	184,263,822	99.17
2019	205,791,325	203,798,970	99.03	697,890	204,496,860	99.37
2020	226,047,895	222,963,755	98.64	1,937,644	224,901,399	99.49
2021	248,857,151	246,125,487	98.90	4,078,648	250,204,135	100.54
2022	259,017,636	253,883,612	98.02	-	253,883,612	98.02

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

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

SUPPLEMENTAL INFORMATION

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

Taxpayer	Type of Business	2022			2012		
		Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value	Taxable Assesed Value	Rank	Percentage of Total City Taxable Assesed Value
Universal City Development Partners LTD	Entertainment	\$2,603,143,747	1	6.70 %	\$1,058,513,747	1	5.86 %
Highwoods Realty Limited Partnership	Developer	317,992,084	2	0.82 %			
Camden USA Inc	Entertainment	273,700,471	3	0.70 %			
Universal Studios Florida	Developer	251,845,321	4	0.65 %			
Forbes Taubman Orlando LLC	Commercial	220,298,183	5	0.57 %	97,404,730	3	0.54 %
SWVP Orlando Office LLP	Developer	189,564,538	6	0.49 %			
Liberty AIPO LP	Developer	187,923,644	7	0.48 %			
PBP Apartments LLC	Developer	179,298,581	8	0.46 %	49,794,011	10	0.28
Orlando Outlet Owner LLC	Commercial	154,640,683	9	0.40 %	65,579,975	5	0.36 %
Colonial Realty Limited Partnership	Developer	153,462,459	10	0.39 %			
Publix Super Markets Inc	Developer						
Prologia LP	Developer						
HIW-KC Orlando LLC	Developer				148,192,827	2	0.82 %
F6OSTC LLC	Developer				84,923,372	4	0.47 %
Realty Assoc Fund IX LP	Developer				62,279,650	6	0.34 %
PKY Fund Fund II Orlando I LLC	Developer				54,919,856	7	0.30 %
USO Norge Paramount Note LLC	Commercial				52,939,698	8	0.29 %
MGI Baldwin Park LP					51,918,337	9	0.29 %
Other Taxpayers		34,337,722,180		88.34 %	16,344,190,591		90.45 %
	Total	<u>\$38,869,591,891</u>		<u>100.00 %</u>	<u>\$18,070,656,794</u>		<u>100.00 %</u>

Source: Orange County Property Appraiser's Office

SUPPLEMENTAL INFORMATION

CITY OF ORLANDO, FLORIDA SCHEDULE OF COVENANT DEBT REVENUE DILUTION TEST LAST TEN FISCAL YEARS

Fiscal Year	General Fund Covenant Revenues Available (1)	Utilities Services Tax Fund Covenant Revenues Available (1)	Revenue Available For Debt Service	Debt Service Requirements			Dilution Test (2)
				Principal	Interest	Total	
2013	215,351,204	28,730,897 (3)	244,082,101	7,130,000	13,607,786	20,737,786	8.50
2014	224,947,235	30,202,184 (3)	255,149,419	14,055,000	13,162,936	27,217,936	10.67
2015	237,461,737	30,387,012 (3)	267,848,749	15,186,000	19,663,589	34,849,589	13.01
2016	253,342,455	31,524,912 (3)	284,867,367	22,976,000	14,869,977	37,845,977	13.29
2017	271,121,611	31,297,812 (3)	302,419,423	21,911,000	13,517,751	35,428,751	11.72
2018	275,736,257	32,089,752 (3)	307,826,009	25,976,000	13,290,260	39,266,260	12.76
2019	297,336,146	34,254,064 (3)	331,590,210	17,366,000	15,571,929	32,937,929	9.93
2020	281,378,605	35,000,893 (3)	316,379,498	22,322,936	12,414,828	34,737,764	10.98
2021	283,281,190	36,395,910 (3)	319,677,100	21,039,981	14,948,667 (4)	35,988,648	11.26
2022	296,997,557	38,598,917	335,596,474	26,132,000	14,584,664	40,716,664	12.13

(1) Has a junior lien pledge on non ad-valorem (property tax) revenues subordinate to essential service plus other revenues paid into the trust. Program includes fixed and variable rate elements. Variable rate elements only have to amortize over the last one-third of its nominal term (normally 30 years). The ability to use other revenues (paid into the trust) allows loans to other funds to reduce the debt service required to be paid from the Pledged revenues but does not alter the dilution test.

(2) New borrowing is subject to a 25% maximum dilution limit, comparing the level of debt service to the covenant revenues.

(3) Beginning with the issuance of the Series 2013 Water Reclamation Bonds, Pledged Utilities Services Tax no longer includes the Communication Services Tax revenue, which is now deposited into the City's General Fund.

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

SUPPLEMENTAL INFORMATION

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

Fiscal Year	Tax Increment Revenue (1)	Build America Bond Subsidy (2)	Debt Service Requirements			Coverage
			Principal	Interest	Total	
2013	15,949,624	3,157,038	1,450,000	10,446,931	11,896,931	1.61
2014	16,823,023	3,062,971	1,765,000	10,380,475	12,145,475	1.64
2015	19,823,135	3,059,670	2,085,000	10,302,362	12,387,362	1.85
2016	23,349,686	3,076,173	2,925,000	10,223,637	13,148,637	2.01
2017	26,411,970	3,072,873	3,040,000	9,275,708	12,315,708	2.39
2018	30,060,277	3,082,774	3,165,000	9,997,354	13,162,354	2.52
2019	33,493,935	3,110,795	3,310,000	9,848,566	13,158,566	2.78
2020	37,743,270	877,258	3,534,000	5,610,788	9,144,788	4.22
2021	41,442,952	461,905	3,881,000	5,036,397	8,917,397	4.70
2022	42,013,475	-	4,618,000	4,299,088	8,917,088	4.71

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

SUPPLEMENTAL INFORMATION

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

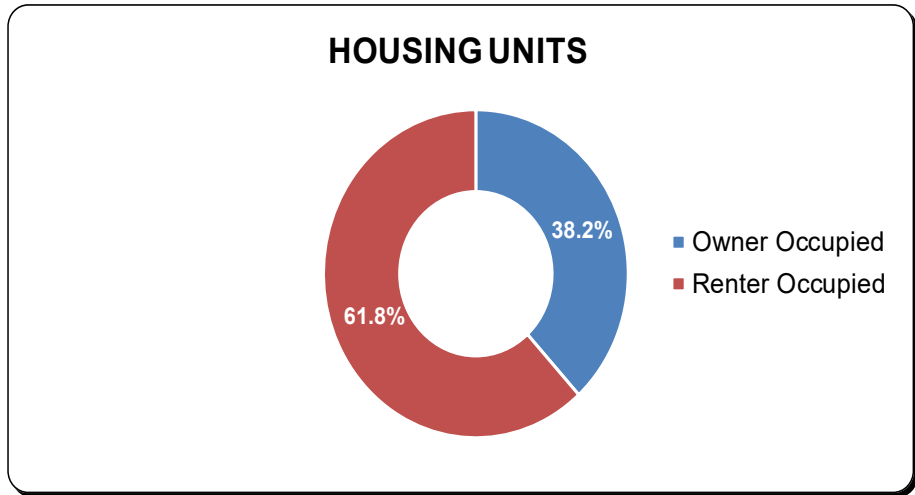
Fiscal Year	Tax Increment Revenue (1)	Debt Service Requirements			Coverage
		Principal	Interest	Total	
2013	8,030,758	1,795,000	1,276,920	3,071,920	2.61
2014	7,627,492	2,445,744	1,338,817	3,784,561	2.02
2015	9,152,762	2,568,053	1,249,852	3,817,905	2.40
2016	12,579,214	2,677,876	1,148,192	3,826,068	3.29
2017	13,678,736	2,773,019	1,040,989	3,814,008	3.59
2018	17,462,008	2,888,492	942,196	3,830,688	4.56
2019	18,304,195	2,969,300	849,316	3,818,616	4.79
2020	20,791,381	3,075,452	753,764	3,829,216	5.43
2021	20,797,665	3,161,953	642,581	3,804,534	5.47
2022	17,621,752	3,298,813	287,208	3,586,021	4.91

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

SUPPLEMENTAL INFORMATION

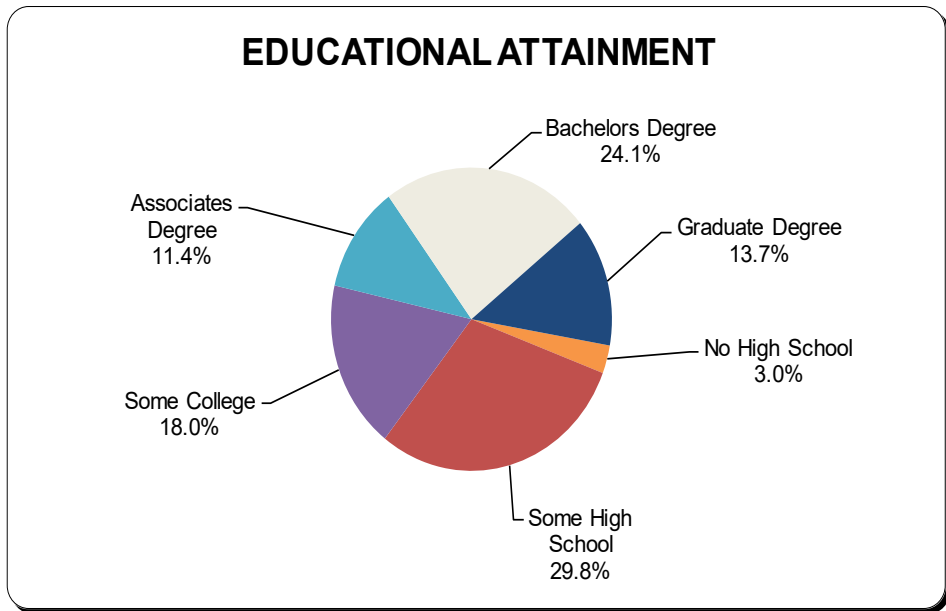
CITY OF ORLANDO DEMOGRAPHIC STATISTICS

Median Household Income	\$	58,968
Per Capita Income	\$	36,596
Median Age		34.4
Housing Units		142,115
Owner Occupied		38.2%
Renter Occupied		61.8%



Educational Attainment:

No High School	3.0%
Some High School	29.8%
Some College	18.0%
Associates Degree	11.4%
Bachelors Degree	24.1%
Graduate Degree	13.7%
Total	100.0%



Source: U.S Census Bureau

SUPPLEMENTAL INFORMATION

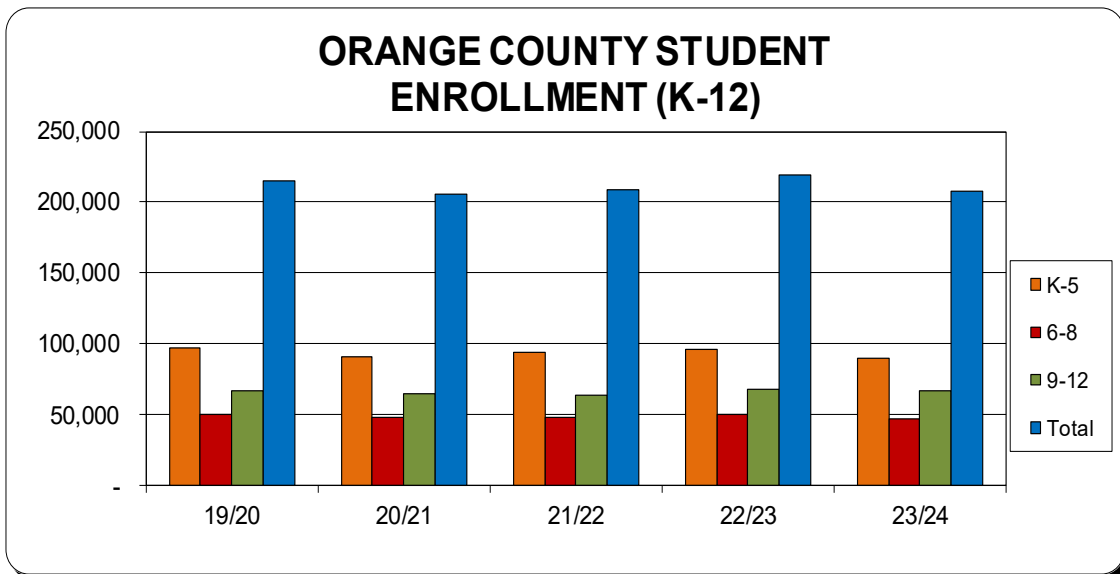
Number of Schools in Orange County and City of Orlando

	Elementary	Middle	High	Total
City of Orlando	33	9	5	47

Source: Orange County school count from 2022-23 OCSB website; Schools within the City of Orlando determined from 2021-22 Orlando SRO Agreement. (K-8 schools and ESE schools counted as Elementary)

ORANGE COUNTY ENROLLMENT BY GRADE

Grade	Students
Pre-K	3,941
K	13,815
1	14,393
2	14,967
3	15,676
4	15,824
5	15,090
6	15,277
7	16,442
8	15,605
9	16,481
10	17,083
11	16,335
12	17,064
Total	207,993



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. 2023/24 enrollment based on OCSB projections as of 10/16/2023.

SUPPLEMENTAL INFORMATION

Please click the icons below for more information:



City of Orlando
Capital Improvement Plan
and Policy



City of Orlando
Growth Management Plan



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



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

SUPPLEMENTAL INFORMATION

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

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

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



**City of Orlando
Contracts**

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GLOSSARY

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GLOSSARY

ACCOUNT GROUP – A defined group of related accounts. Expenditures are budgeted at this level, while actual expenses are charged at the line item level. See Line Item.

ACCRUAL – The City of Orlando utilizes a modified accrual system of accounting whereas obligations are classified as expenditures if the goods or services are expected to be received during the fiscal year whether or not a cash payment is expected to be made within that fiscal year.

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.

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.

GLOSSARY

CAPITAL IMPROVEMENT BUDGET – A budget including those approved capital improvement projects contained in the first year of the five-year Capital Improvement Program.

CAPITAL IMPROVEMENT PROGRAM (CIP) – A comprehensive long-range schedule of approved capital improvements indicating priority in terms of need and ability to finance. The program covers a five-year period, the first year of which is adopted as the Capital Improvement Budget.

CAPITAL IMPROVEMENTS – Physical assets, constructed or purchased, that have a minimum cost of \$100,000 and a minimum useful life of three years.

CAPITAL IMPROVEMENTS ELEMENT (CIE) – That portion of the Capital Improvement Program which is necessary to meet the requirements of the Growth Management Act.

CAPITAL OUTLAY – Expenditures which result in the acquisition of or addition to, short-lived general fixed assets.

CAPITAL PROJECT FUND – A type of governmental fund used to account for financial resources allocated for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds).

CASH BASIS – A basis of accounting that recognizes transactions only when cash is increased or decreased.

CASH FLOW – The net cash balance at any given point and how that cash balance changes.

CASH-CARRY FORWARDS – Fund balance, which is transferred to the next fiscal year.

CHARGE(S) FOR SERVICES – Fees collected by a City Department for performing a service. Charges for Services (or Service Charges) are used to pay for operating expenses, maintenance, construction, and debt service.

CHART OF ACCOUNTS – A systematic structure for classifying similar financial transactions of the City.

COLLECTIVE BARGAINING AGREEMENT – A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – A flexible Federal entitlement program used to provide communities with resources to address a wide range of unique community development needs.

COMMUNITY REDEVELOPMENT AGENCY – A redevelopment agency created by the City under Chapter 163 of the Florida Statutes.

COMPONENT UNIT – A legally separate organization for which the elected officials of the primary government are financially accountable.

CONSUMER PRICE INDEX (CPI) – Measures the prices of consumer goods and is a measure of U.S. inflation. The U.S. Department of Labor publishes the Consumer Price Index every month.

CONTINGENCY – Funds accumulated for future purposes, or unplanned expenditures.

CONTRACT ORDER SYSTEM – A purchasing procedure used for construction or professional services contracts which have a fixed fee or maximum dollar cap. This system encumbers the contract amount thereby reserving funds for future periodic payments to the contractor.

CONTRACTUAL SERVICES – Services rendered to a government by private firms, individuals, or other governmental agencies.

COST CENTER – A set of related work activities within a division or bureau of a department that are directed toward a common purpose or goal, and represent a well-defined use of City resources.

COST CENTER BUDGET – A budget that structures choices and information in terms of programs and their related work activities, e.g., repairing roads, treating water, etc. A cost center budget provides information on what each program is committed to accomplish in the long run (goals) and in the short run (objectives), and measures the degree of achievement of program objectives (performance indicators).

DEBT SERVICE – Annual or periodic principal and interest payments on debt.

DEBT SERVICE FUND – One or more funds established to account for expenditures used to repay the principal and interest on debt.

DEFICIT – The excess of uses (i.e., expenditures and transfers out) over sources (i.e., revenues and transfers in) for the budget period.

DEPARTMENT – An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

DEPRECIATION – A decrease or loss of value of an item due to age, wear, or market conditions. The City of Orlando does not budget depreciation expense, but does budget for the related capital replacement during the year that the replacement or expenditure occurs.

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

FIXED RATE DEBT – A debt obligation issued with a predetermined interest rate.

FRANCHISE FEE – A fee paid by public service businesses for use of City streets, rights-of-way and property in providing their services. Services requiring franchises include electric, telephone, natural gas, water, cable television and roll-off service.

FRINGE BENEFITS – Payments made by the City for retirement, social security, health insurance contribution, worker's compensation, general liability, life insurance, AD and D, and long term disability.

FULL FAITH AND CREDIT – A pledge of the general taxing power for the payment of debt obligations.

FULL-TIME EQUIVALENT (FTE) – The total number of regular straight-time hours (i.e., not including overtime or holiday hours) worked by employees divided by the number of compensable hours applicable to the fiscal year. For the purposes of estimating FTEs, 2,080 hours would be equal to one FTE (40 hours x 52 weeks = 2,080 hours).

FUND – An accounting structure which isolates specific revenues and appropriations for a designated purpose such as the General Fund or the Capital Improvement Fund.

FUND ACCOUNTING – A government accounting system, which is organized and operated on a fund basis.

FUND BALANCE – The excess of assets over liabilities. A positive ending fund balance from one fiscal year can be utilized as a resource for the following year's activities. A negative fund balance is sometimes referred to as a deficit.

FUND CONTINGENCY – Budgeted appropriation authority in a fund that is not designated for any specific use, and not allocated to a specific project or grant.

GENERAL FUND – The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND – Bonds for which the full faith and credit of the issuing government are pledged.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP are set forth by SAS No. 69, *The meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principles" in the Independent Auditor's Report.*

GOALS – General aims of the organization, departments, and divisions (based on vision).

GOVERNMENTAL FUNDS – Funds generally used to account for tax-supported activities.

GRANT – A type of financial assistance bestowed by a government or other organization for specified purposes to an eligible recipient. Grants are usually conditional upon certain qualifications as to the use, maintenance of specified standards, or a proportional contribution (cost share or match) by the grantee or other grantor(s).

GROWTH MANAGEMENT PLAN – Serves as the primary guide for the future development of the City. This state required plan, which is adopted by the community, is a comprehensive statement of the long-range physical development goals, policies and required actions. As such, it provides the framework within which all development actions should occur.

GLOSSARY

HOME – The HOME Investment Partnership Program Grant. A program created under Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990. Provides funds for housing for low and very low-income persons.

HOMESTEAD EXEMPTION – A statewide exemption which is a deduction from the total taxable assessed value of owner occupied property. The current exemption is \$25,000 with an additional \$25,000 if the property is valued higher than \$50,000.

IMPACT FEE – Fees charges to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

INCOME – A term used in proprietary fund type accounting to represent: 1) revenues, or 2) the excess of revenues over expenses.

INCREMENTAL BUDGETING – A budgeting process in which precedent determines how funds will be allocated among departments and programs; thus increases in appropriations usually occur in small increments over past levels.

INDIRECT COST – A cost of the organization function as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include: roads, bridges, drainage systems, water and sewer systems, and lighting systems.

INTERFUND TRANSFER – Payment from one fund to another fund primarily for services provided.

INTERGOVERNMENTAL REVENUE – Revenue from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

INTERNAL SERVICE FUND – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, or a cost-reimbursement basis.

INVESTMENTS – Securities and real estate held to produce revenues, such as interest, dividends, rentals, or lease payments.

LINE ITEM – A specific item or group of similar items defined in a unique account in the financial records. Revenues are anticipated and appropriated at this level. This is the lowest level of detail at which justification is reviewed and decisions are made.

LOCAL OPTION – Voted by local referendum, e.g., Local Option Sales Tax.

MAJOR FUND – A fund whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of corresponding totals for all governmental funds and at least 5% of the cumulative amount for all governmental and enterprise funds, or any fund the City identifies for increased accountability and public transparency.

MANDATE – A requirement from a higher level of government that a lower of government perform a task, usually to meet a particular standard, and often without compensation from the higher level of government.

MATCHING FUNDS – A type of grant that requires the government organization or agency receiving the grant to commit a certain amount of funds to a program before funding is made available by the granting authority.

MATURITY – the length of time until the principal amount of a bond must be repaid.

METROPOLITAN STATISTICAL AREA (MSA) – A core geographical area containing a substantial population nucleus and adjacent communities having a high degree of economic and social integration with that core. The US Office of Management and Budget defines MSA's according to published standards that are applied to Census Bureau data. The four county Orlando MSA includes the counties of Orange, Seminole, Lake, and Osceola.

MILL – A value equal to \$.001 or \$1.00 per \$1,000. The mill is used to determine property taxes by multiplying the mill rate times the assessed property value.

MILLAGE RATE – The rate established each year by City Council action which is used in the calculation of property taxes.

MISSION STATEMENT – This statement establishes the basis for the goals of the department by describing in broad terms what the department intends to accomplish during the budget year.

MODIFIED ACCRUAL ACCOUNTING – A basis of accounting in which revenues are recorded when collectable within the current period, and expenditures are recognized when the related liability is incurred.

NON-MAJOR FUND – A fund which does not qualify as a major fund. See Major Fund.

NON-OPERATING EXPENDITURE – The cost of government services that are not directly attributable to a specific City program or operation. Examples include debt service obligations and contributions to human service organizations.

NON-OPERATING REVENUE – The income received by the government that are not directly attributable to providing a service. An example would be interest on cash in banks or investments.

GLOSSARY

NORMAL RANGE – Performance indicator used in Balance Scorecard Reports to determine if a department's expenses fell within +/-5% of their expected spending based off of the previous five fiscal years. Percentage determined by taking the average variance of each quarter.

OBJECT CODE – A numerical suffix to an account number which represents a defined object or item within an account group. An example would be the use of an Object Code to differentiate between regular postage and express mail charges.

OBJECTIVE – Concise statement articulating a specific component of what a goal should achieve and what is critical to its success.

OBLIGATIONS – Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

OPERATING BUDGET – A financial plan which presents proposed expenditures for the fiscal year and estimates of revenue to finance them.

OPERATING EXPENSES – Expenses which are directly related to service activities.

OPERATING REVENUES – Revenues which are directly related to service activities, e.g., user charges, fees or taxes.

ORDINANCE – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

OUTSIDE AGENCIES – Private not-for-profit agencies located within the City who provide community services which supplement and support City programs and for which City dollars are made available.

PAY-AS-YOU-GO BASIS – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than borrowing.

PAYMENTS IN LIEU OF TAXES – Payments to local governments that help offset losses in property taxes due to nontaxable lands within their boundaries.

PERFORMANCE BUDGET – A budget that focuses on activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. The City of Orlando monitors the progress of Division Managers in meeting their performance targets via Quarterly Performance Reports.

PERFORMANCE INDICATOR – A structured statement describing (in a quantitative or qualitative format) how organizational progress will be evaluated during a given period of time.

PERSONAL SERVICES – Expenditures for salaries, wages, and fringe benefits of a government's employees.

PLEDGEABLE REVENUE – Revenues which can be used as a pledge to pay off debt; a form of collateral.

POSITION AMENDMENT – After adoption of the annual budget, any change to staffing which alters the authorized position count of a fund or department shall be considered a Position Amendment. This encompasses the creation or deletion of a position when not done as part of an approved Position Revision, as well as position transfers crossing funds or departments.

POSITION REVISION – After adoption of the annual budget, any change to staffing which does not alter the authorized position count of a fund or department shall be considered a Position Revision. This encompasses simultaneously adding and dropping a position in the same fund and department, as well as reclassifying existing positions. Specific classification decisions are subject to HR review and revision.

PRESENT VALUE – The amount that a future sum of money is worth today given a specified rate of return.

PROJECT – A singular, specific work activity within a departmental program.

PROJECT/GRANT CLOSEOUT – In the context of budgetary changes, changes to the budget which transfer remaining appropriations from a closed or completed project or grant to Fund Contingency within the same fund. This does not incorporate the repurposing of said funds.

PROPERTY TAX – A tax levied on the assessed value of real property, i.e., ad valorem tax.

PROPRIETARY ACCOUNT – An account that shows actual financial position and results of operations, such as actual assets, liabilities, fund equity balances, revenues and expenses.

PROPRIETARY FUND – Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. Examples include enterprise funds and internal service funds.

QUARTERLY PERFORMANCE REPORT – At the end of each fiscal quarter, divisions report activities relative to their performance indicators.

RATINGS – Ratings that are issued by Moody's Investors Service, Fitch and Standard and Poor's Corporation and any other nationally recognized rating agency, to the extent they have in effect a rating on City debt.

REQUIREMENT – A monetary obligation reflected in the financial accounts as an inter-fund transfer of cash from one fund to another.

GLOSSARY

RESERVES – An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.

RESOLUTION – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

RETAINED EARNINGS – An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

REVENUE – Funds received by the City from external sources; income.

REVENUE BOND – A bond whose principal and interest are payable exclusively from earnings of an enterprise fund.

REVISED APPROPRIATION – The approved budget plus or minus any budget amendments or internal transfers.

REVISED BUDGET – See Amended Budget.

ROLL-BACK MILLAGE RATE – The millage rate that would generate the same dollar amount of ad valorem tax revenue as was generated in the previous year, exclusive of new construction.

SAVE OUR HOMES – State Constitutional Amendment limiting annual growth in homestead exempted property value.

SPECIAL ASSESSMENTS – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND – A type of fund used to account for the proceeds of a specific revenue source (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes. An example is revenue from the Community Development Block Grant.

STATE HOUSING INITIATIVES PARTNERSHIP (SHIP) – A state entitlement program designed to foster public/private partnerships to create and preserve affordable housing.

STATUTE – A written law enacted by a duly organized and constituted legislative body.

SURPLUS – The amount of remaining funding from a budget appropriation after all liabilities have been paid.

TAX BASE – The total taxable value of property within the local government's legal boundaries.

TAX INCREMENT FINANCING – Financing secured by the anticipated incremental increases in tax revenues, resulting from the redevelopment of an area.

TAXES – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges.

TOURIST DEVELOPMENT TAX – Local option transient rental taxes on rentals or leases of short-term accommodations such as hotels and apartments for a term of six months or less. Tourist Development Tax revenues are exclusively used for capital construction of tourist-related facilities, tourist promotion, or beach and shoreline maintenance depending on the appropriate county's levy.

TRANSFER (OF APPROPRIATION) – A transaction which reallocates all or part of any item in an approved budget to another line item.

TRANSPORTATION IMPACT FEE – A charge based on projected trips that will be generated by development or redevelopment of a property.

TRUST AND AGENCY FUND – A type of fund used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

UNRESERVED FUND BALANCE – The portion of a fund's balance that is not legally restricted for a specific purpose.

USER CHARGES – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

UTILITY TAX – A tax levied by the City on the customers of various utilities such as electric, telephone, gas and water. The average rate is 10.0% of the sales price of such utility service or commodity.

VARIABLE RATE DEBT – Debt obligations entered into that use a variable, auction reset, adjustable, convertible or other similar interest rate which is not fixed in percentage at the date of issue.

GLOSSARY

ACRONYMS

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

GLOSSARY

ACRONYMS

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

GLOSSARY

ACRONYMS

R-O-W – Right-of-way	TMDL – Total Maximum Daily Load (Stormwater Contaminants Measure)
SAFER – Staffing for Adequate Fire and Emergency Response Grant	TRE – Transportation Engineering
SBA – State Board of Administration	TRIM – Truth in Millage
SHIP – State Housing Initiatives Partnership	TRN – Transportation Department
SOC – Construction Soccer Stadium	TRS – Treasury
SSGFC – Sunshine State Governmental Financing Commission	TSA – Transportation Safety Administration
STW – Streets and Stormwater	TSP – Transportation Planning
SUS – Office of Sustainability	UCF – University of Central Florida
SWM – Solid Waste	USF – University of South Florida
TCEA – Transportation Concurrency Exception Area	VCC – Valencia Community College
TDT – Tourist Development Tax	VEN – Orlando Venues
TIF – Tax Increment Financing	WAS – Water Reclamation Enterprises
TIS – Traffic Impact Study	WPA – Works Projects Administration
TMD – Technology Management	