

# BUDGET IN BRIEF

## 2018/2019



Park of the Americas

CITY OF ORLANDO, FLORIDA



**PROPOSED BUDGET (as of August 7, 2018)**

## CITY OF ORLANDO

## OPERATING AND CAPITAL IMPROVEMENT BUDGETS

FY 2018/19

**Vision Statement:**

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

**Mission Statement:**

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

Buddy Dyer

Jim Gray

Tony Ortiz

Robert F. Stuart

Patty Sheehan

Regina Hill

Samuel B. Ings

Mayor

Commissioner, District 1

Commissioner, District 2

Commissioner, District 3

Commissioner, District 4

Commissioner, District 5

Commissioner, District 6

**PROPOSED BUDGET (as of August 7, 2018)**

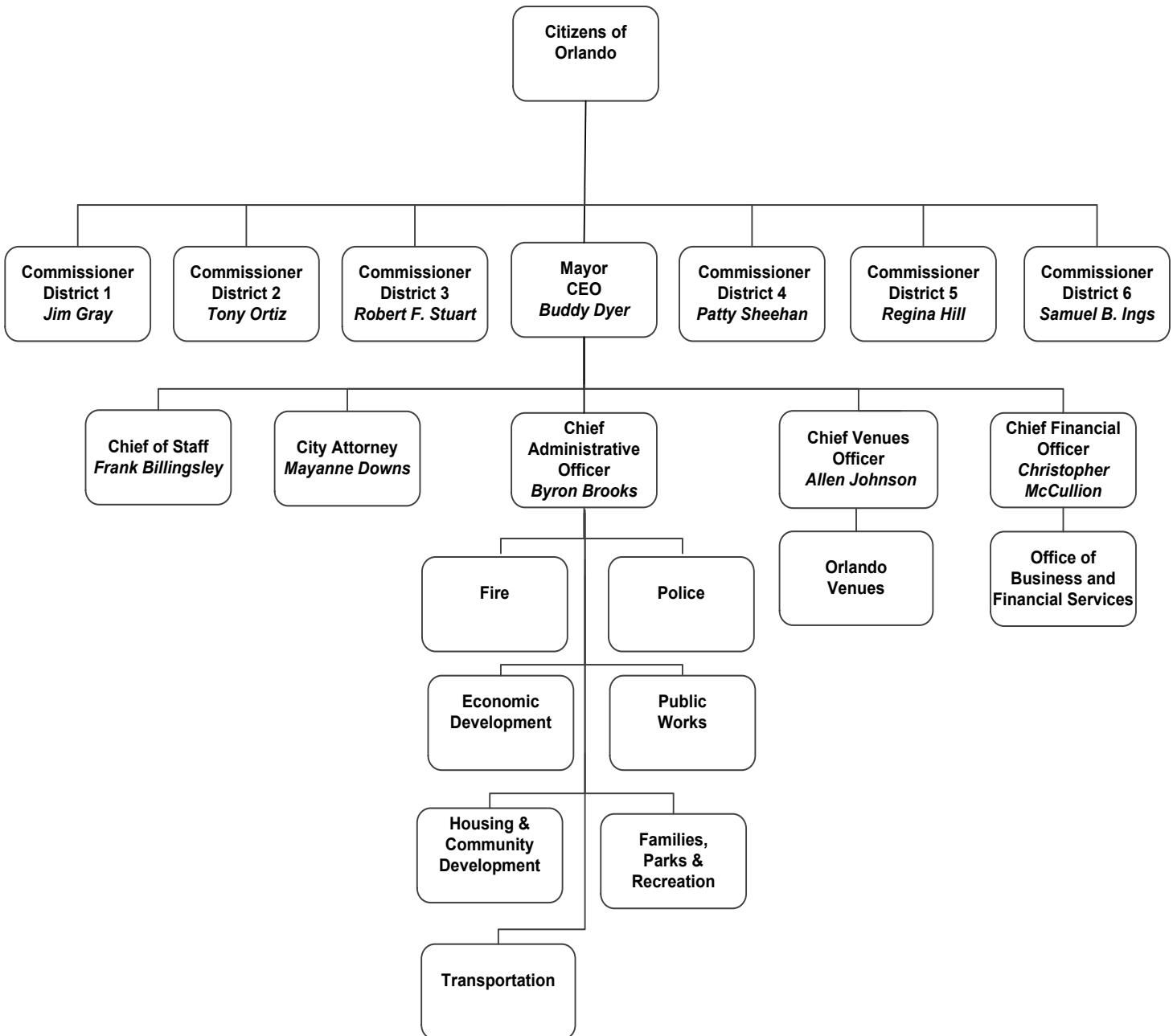
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PROPOSED BUDGET (as of August 7, 2018)

CITY ORGANIZATION CHART



## PROPOSED BUDGET (as of August 7, 2018)

	FY 2017/18 Adopted Budget	FY 2018/19 Proposed Budget
General Fund	446,401,952	488,421,658
<u>SPECIAL REVENUE</u>		
911 Emergency Phone System Fund	248,000	251,221
After School All Stars Fund	2,817,798	2,694,115
Building Code Enforcement Fund	12,799,319	14,458,546
Capital Improvements Fund	11,709,623	23,755,321
Cemetery Trust Fund	886,124	921,178
Centroplex Garages Fund	3,160,180	2,861,390
Code Enforcement Board Lien Assessment Fund	486,966	821,888
Contraband Forfeiture Trust Funds	459,143	452,523
CRA Operating Fund	16,021,631	17,644,880
CRA Trust Funds	56,688,039	63,343,872
Designated Revenue Fund	625,000	2,187,568
Dubsdread Golf Course Funds	2,616,037	2,426,761
Emergency Medical Services Transport Fund *	12,445,310	-
Gas Tax Fund	9,953,557	9,119,446
Greater Orlando Aviation Authority Police Fund	14,759,035	15,656,048
Harry P. Leu Gardens Fund	2,849,500	2,947,798
Law Enforcement Training Fund	226,760	229,000
Mennello Museum - American Art Fund	566,550	555,340
Orange County Public Schools Crossing Guard Fund	693,755	831,940
Park Impact Fee Funds **	-	1,662,568
Real Estate Acquisition Fund **	-	1,063,386
Revolving and Renewable Energy Fund	139,342	139,342
Special Assessment Funds	385,472	533,710
Spellman Site Fund	968,430	949,048
State Housing Initiatives Partnership Program Fund (SHIP)	1,158,371	375,325
Street Tree Trust Fund	202,938	202,545
Transportation Impact Fee Funds	9,393,064	6,717,344
U.S. Department of Housing and Urban Development Grants Fund	6,642,926	7,409,292
Utilities Services Tax Fund	29,906,876	31,225,304
<u>DEBT SERVICE</u>		
6th Cent TDT Debt	20,286,147	18,826,575
Amway Center Commercial Paper Fund	1,212,500	1,818,750
Amway Center Sales Tax Rebate Debt Service Fund	2,000,004	2,000,004
Citrus Bowl Commercial Paper Debt Construction Fund	209,800	314,700
CRA Debt - Conroy Road Fund	1,903,125	1,899,375
CRA Debt - Republic Drive Fund	3,830,688	3,818,616
CRA Debt Service - 2009	5,276,960	6,296,623
CRA Debt Service Internal Loan Fund	2,888,509	2,949,704
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000
CRA PAC Debt Service - 2010	6,862,544	6,861,944
Events Center Debt Other	5,548,033	1,201,850
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	3,257,641	2,864,466
Internal Loan - Jefferson Street Garage Fund	1,342,836	1,303,436
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	4,289,943	4,233,479
Performing Arts Center Commercial Paper Debt Construction Fund	377,700	1,066,550
Public Safety Debt Bond Fund 2016C	1,946,453	1,913,336
Water Reclamation Revenue Bond Funds	8,312,770	8,295,139

## PROPOSED BUDGET (as of August 7, 2018)

	FY 2017/18 Adopted Budget	FY 2018/19 Proposed Budget
<u>ENTERPRISE</u>		
55 West Garage Renewal and Replacement Fund	75,000	75,000
Amway Center Renewal and Replacement Fund	1,000,000	1,000,000
CNL Renewal and Replacement Fund	30,000	91,429
Orlando Stadiums Operations Fund	6,057,025	7,316,365
Orlando Venues Enterprise Fund	19,634,048	20,460,965
Parking Renewal and Replacement Fund	500,000	830,000
Parking System Revenue Fund	18,293,062	19,525,359
Solid Waste Fund	33,441,930	34,318,121
Stormwater Utility Fund	24,950,399	24,457,646
Venues Construction Administration Fund	1,206,187	184,371
Water Reclamation Construction Funds	49,984,000	35,110,315
Water Reclamation Renewal and Replacement Fund	6,400,000	2,000,000
Water Reclamation Revenue Fund	99,034,630	110,252,031
<u>INTERNAL SERVICE</u>		
Construction Management Fund	4,188,993	4,195,706
Facilities Management Fund	11,347,574	12,047,565
Fleet Management Funds	32,709,997	36,559,104
Health Care Fund	62,857,068	67,399,631
Internal Loan Bank Fund	16,292,654	20,140,938
Pension Participant Services Fund	103,862	207,034
Risk Management Fund	16,487,856	16,796,138
<u>COMPONENT UNIT</u>		
Downtown Development Board Fund	4,664,939	4,768,768
Downtown South Neighborhood Improvement District Fund	595,153	643,227
<u>PENSION TRUST</u>		
City Pension Funds	60,703,422	60,368,726
Other Post Employment Benefit Trust Fund	28,000,000	28,449,460
<b>TOTAL CITY OF ORLANDO</b>	<b><u>\$ 1,214,065,150</u></b>	<b><u>\$ 1,273,470,803</u></b>

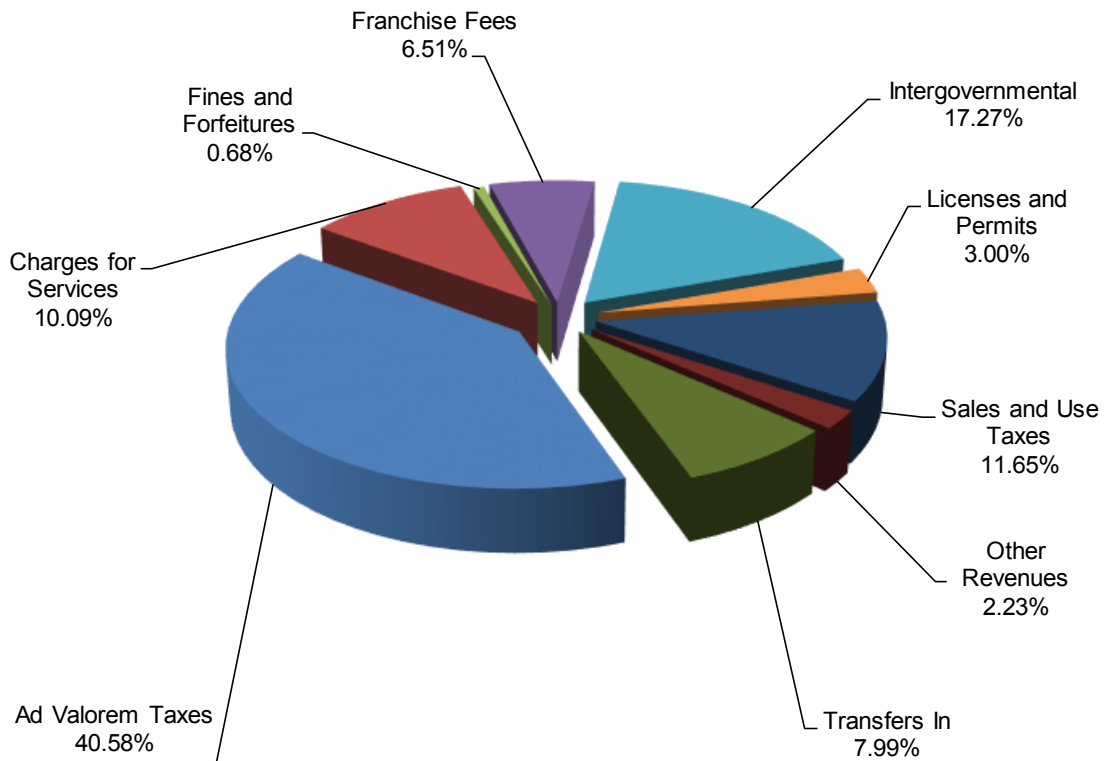
## Notes:

\* General Fund increased by \$42.0M due to an enhancement in the number of employees, primarily police officers and paramedics; the consolidation of the Emergency Medical Services Transport Fund into General Fund; and departmental initiatives.

\*\* Real Estate Acquisition Fund and Park Impact Fund were created in 2017. This is the first year they were included in the proposed budget.

**PROPOSED BUDGET** (as of August 7, 2018)

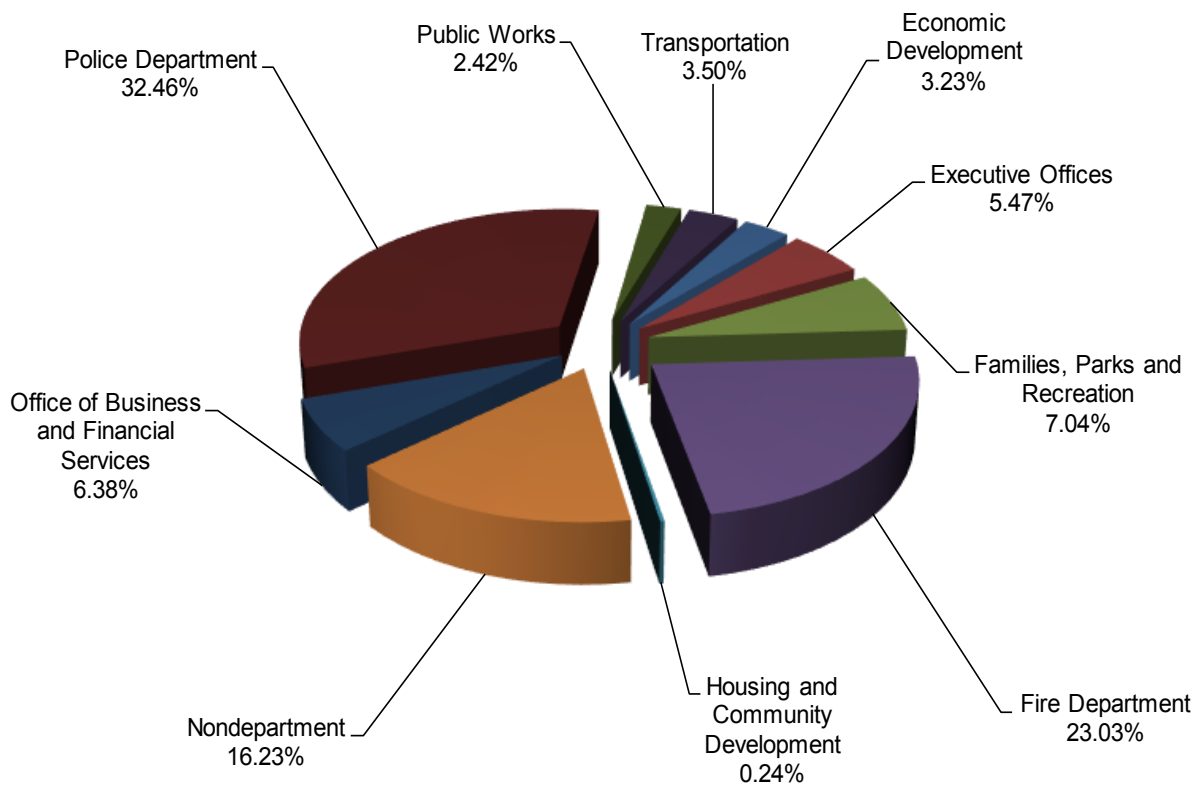
**General Fund - Revenues by Source  
FY 2018/19**



Source of General Revenue	FY 2018/19 Proposed Budget	% of Total
Ad Valorem Taxes	\$ 198,215,309	40.58%
Charges for Services	49,261,793	10.09%
Fines and Forfeitures	3,320,000	0.68%
Franchise Fees	31,805,000	6.51%
Intergovernmental	84,334,344	17.27%
Licenses and Permits	14,655,000	3.00%
Sales and Use Taxes	56,900,000	11.65%
Other Revenues	10,892,257	2.23%
Transfers In	39,037,955	7.99%
<b>Total</b>	<b>\$ 488,421,658</b>	<b>100.00%</b>

**PROPOSED BUDGET (as of August 7, 2018)**

**General Fund - Expenses by Department  
FY 2018/19**

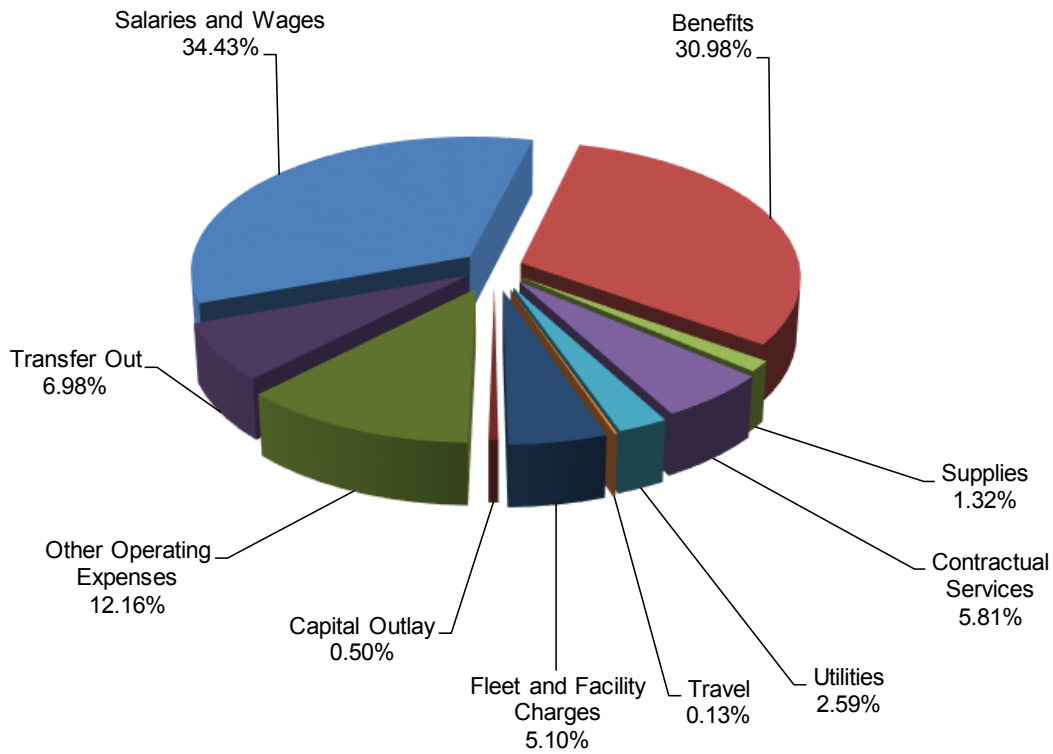


General Fund Departments	FY 2018/19 Proposed Budget	% of Total
Economic Development	\$ 15,804,949	3.23%
Executive Offices	26,703,191	5.47%
Families, Parks and Recreation	34,376,019	7.04%
Fire Department	112,510,769	23.03%
Housing and Community Development	1,158,435	0.24%
Nondepartment	79,274,488	16.23%
Office of Business and Financial Services	31,160,262	6.38%
Police Department	158,517,690	32.46%
Public Works	11,824,288	2.42%
Transportation	17,091,567	3.50%
<b>Total</b>	<b>\$ 488,421,658</b>	<b>100.00%</b>



PROPOSED BUDGET (as of August 7, 2018)

General Fund - Expenses by Use  
FY 2018/19



General Fund Uses	FY 2018/19 Proposed Budget	% of Total
Salaries and Wages	\$ 168,147,234	34.43%
Benefits	151,298,246	30.98%
Supplies	6,452,947	1.32%
Contractual Services	28,382,906	5.81%
Utilities	12,636,149	2.59%
Travel	635,123	0.13%
Fleet and Facility Charges	24,908,525	5.10%
Capital Outlay	2,457,972	0.50%
Other Operating Expenses	59,404,398	12.16%
Transfer Out	34,098,158	6.98%
<b>Total</b>	<b>\$ 488,421,658</b>	<b>100.00%</b>

## PROPOSED BUDGET (as of August 7, 2018)

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

REVENUES	ACTUAL	REVISED	PROPOSED	2018/19	NET	%
	FY 2016/17	FY 2017/18	FY 2018/19	% TOTAL	CHANGE	CHANGE
Ad Valorem Taxes	\$ 158,836,844	\$ 178,408,645	\$ 198,215,309	40.58%	\$ 19,806,664	11.10%
Charges for Services	39,833,154	38,732,855	49,261,793	10.09%	10,528,938	27.18%
Fines and Forfeitures	3,371,644	2,650,000	3,320,000	0.68%	670,000	25.28%
Franchise Fees	31,531,656	31,670,000	31,805,000	6.51%	135,000	0.43%
Intergovernmental	79,560,127	81,363,876	84,334,344	17.27%	2,970,468	3.65%
Licenses and Permits	15,159,957	13,995,000	14,655,000	3.00%	660,000	4.72%
Sales and Use Taxes	55,284,751	53,400,000	56,900,000	11.65%	3,500,000	6.55%
Other Revenues	10,946,087	8,140,860	10,892,257	2.23%	2,751,397	33.80%
Transfers In	50,611,573	37,069,119	39,037,955	7.99%	1,968,836	5.31%
	<b>\$ 445,135,793</b>	<b>\$ 445,430,355</b>	<b>\$ 488,421,658</b>	<b>100.00%</b>	<b>\$ 42,991,303</b>	<b>9.65%</b>

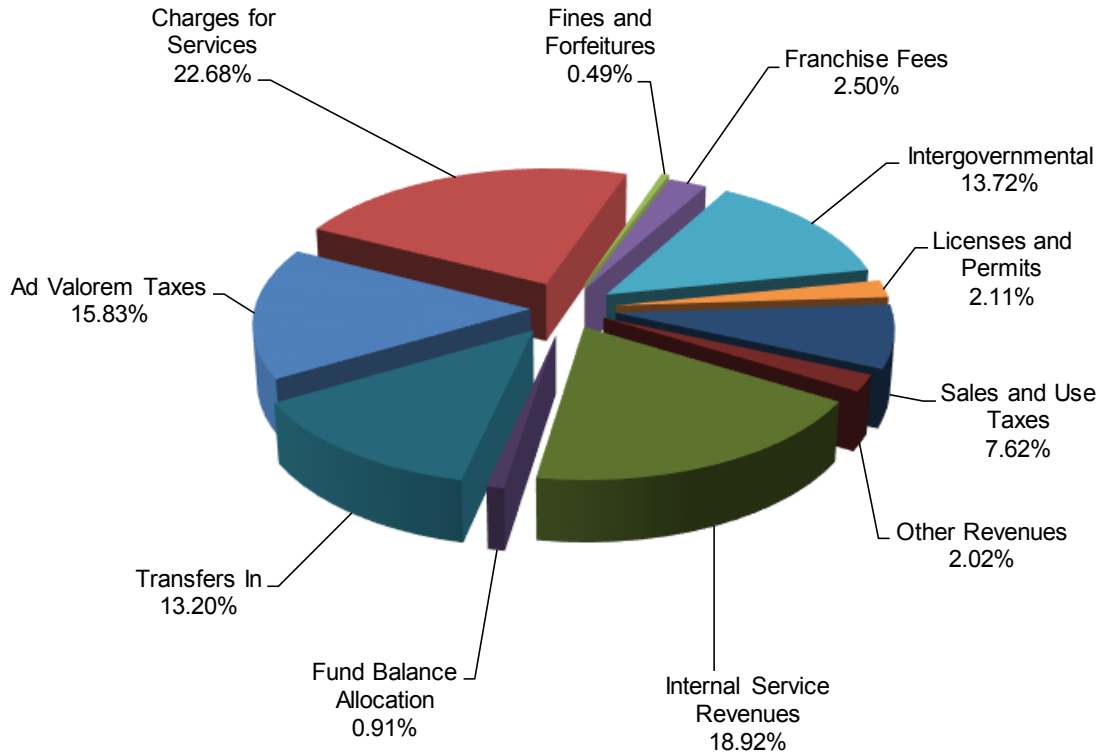
APPROPRIATIONS	ACTUAL	REVISED	PROPOSED	2018/19	NET	%
	FY 2016/17	FY 2017/18	FY 2018/19	% TOTAL	CHANGE	CHANGE
By Department						
Economic Development	\$ 14,524,763	\$ 14,126,323	\$ 15,804,949	3.23%	\$ 1,678,626	11.88%
Executive Offices	22,638,322	24,293,196	26,703,191	5.47%	2,409,995	9.92%
Families, Parks and Recreation	32,427,351	32,921,230	34,376,019	7.04%	1,454,789	4.42%
Fire Department	100,975,860	105,736,011	112,510,769	23.03%	6,774,758	6.41%
Housing and Community Development	831,904	973,312	1,158,435	0.24%	185,123	19.02%
Nondepartment	72,209,822	62,224,078	79,274,488	16.23%	17,050,410	27.40%
Office of Business and Financial Services	25,968,565	30,134,535	31,160,262	6.38%	1,025,727	3.40%
Police Department	141,355,973	146,676,695	158,517,690	32.46%	11,840,995	8.07%
Public Works	9,592,859	11,415,099	11,824,288	2.42%	409,189	3.58%
Transportation	15,074,146	16,929,876	17,091,567	3.50%	161,691	0.96%
	<b>\$ 435,599,565</b>	<b>\$ 445,430,355</b>	<b>\$ 488,421,658</b>	<b>100.00%</b>	<b>\$ 42,991,303</b>	<b>9.65%</b>

By Major Category	ACTUAL	REVISED	PROPOSED	2018/19	NET	%
	FY 2016/17	FY 2017/18	FY 2018/19	% TOTAL	CHANGE	CHANGE
Salaries and Wages	\$ 155,505,710	\$ 160,770,484	\$ 168,147,234	34.43%	\$ 7,376,750	4.59%
Benefits	128,654,795	141,644,604	151,298,246	30.98%	9,653,642	6.82%
Supplies	4,972,829	5,003,324	6,452,947	1.32%	1,449,623	28.97%
Contractual Services	20,592,314	25,889,943	28,382,906	5.81%	2,492,963	9.63%
Utilities	11,053,191	12,192,198	12,636,149	2.59%	443,951	3.64%
Travel	289,035	617,831	635,123	0.13%	17,292	2.80%
Fleet and Facility Charges	22,102,380	22,509,551	24,908,525	5.10%	2,398,974	10.66%
Capital Outlay	970,981	1,667,065	2,457,972	0.50%	790,907	47.44%
Other Operating Expenses	51,794,362	52,974,623	59,404,398	12.16%	6,429,775	12.14%
Transfer Out	39,663,968	22,160,732	34,098,158	6.98%	11,937,426	53.87%
	<b>\$ 435,599,565</b>	<b>\$ 445,430,355</b>	<b>\$ 488,421,658</b>	<b>100.00%</b>	<b>\$ 42,991,303</b>	<b>9.65%</b>

**PROPOSED BUDGET (as of August 7, 2018)**

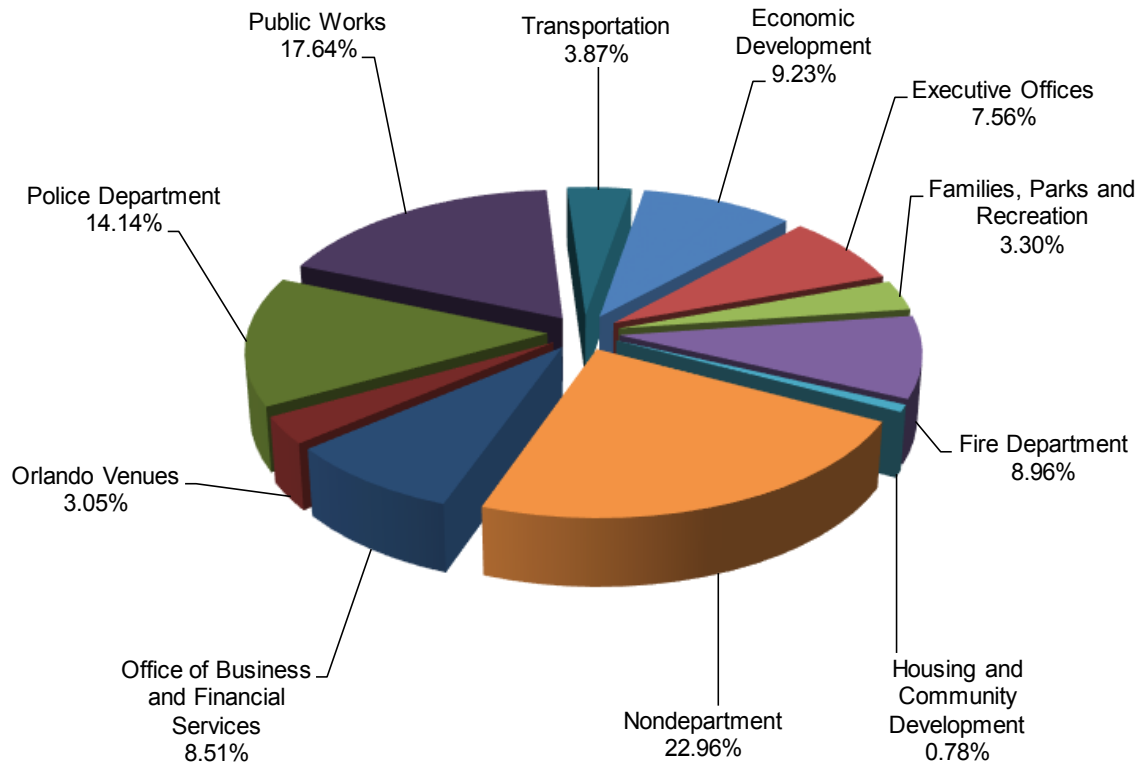
**All Funds - Revenues by Source  
FY 2018/19**



Source of All Fund Revenue	FY 2018/19 Proposed Budget	% of Total
Ad Valorem Taxes	\$ 201,589,663	15.83%
Charges for Services	288,777,258	22.68%
Fines and Forfeitures	6,304,000	0.49%
Franchise Fees	31,885,000	2.50%
Intergovernmental	174,705,502	13.72%
Licenses and Permits	26,855,000	2.11%
Sales and Use Taxes	97,075,000	7.62%
Other Revenues	25,722,852	2.02%
Internal Service Revenues	240,974,487	18.92%
Fund Balance Allocation	11,539,510	0.91%
Transfers In	168,042,531	13.20%
<b>Total</b>	<b>\$ 1,273,470,803</b>	<b>100.00%</b>

**PROPOSED BUDGET (as of August 7, 2018)**

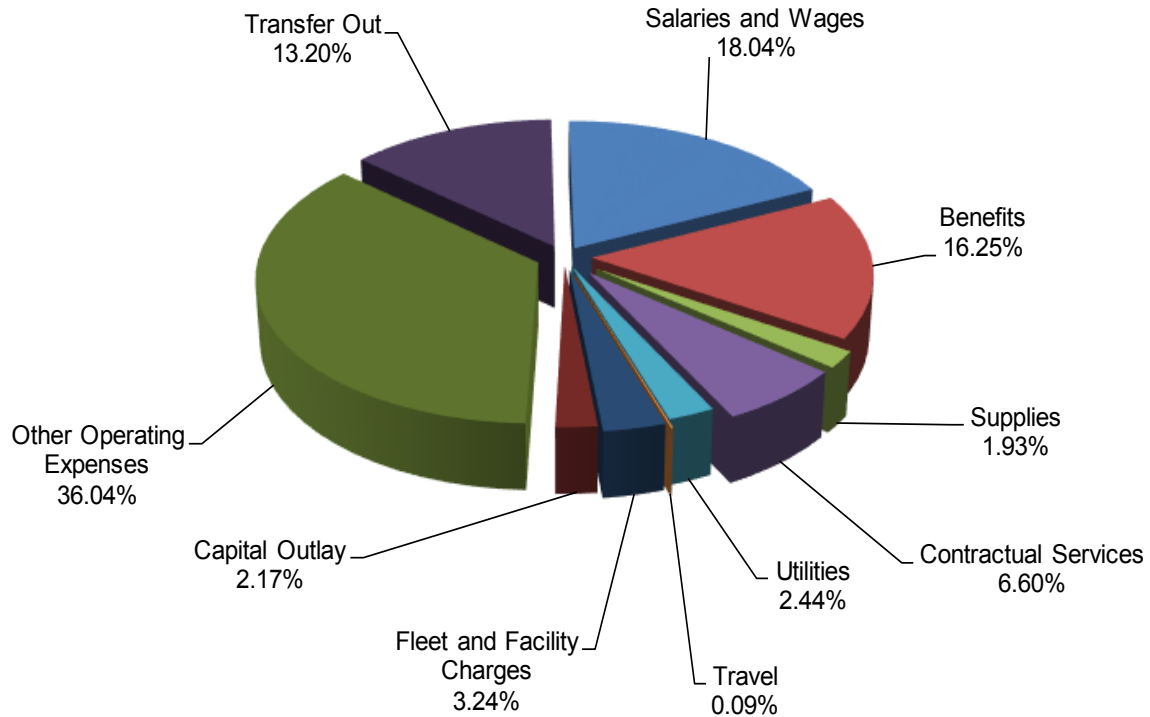
**All Funds - Expenses by Department  
FY 2018/19**



All Funds Department	FY 2018/19 Proposed Budget	% of Total
Economic Development	\$ 117,486,130	9.23%
Executive Offices	96,223,363	7.56%
Families, Parks and Recreation	42,081,247	3.30%
Fire Department	114,136,283	8.96%
Housing and Community Development	9,943,052	0.78%
Nondepartment	292,405,809	22.96%
Office of Business and Financial Services	108,386,591	8.51%
Orlando Venues	38,770,994	3.05%
Police Department	180,054,565	14.14%
Public Works	224,657,109	17.64%
Transportation	49,325,660	3.87%
<b>Total</b>	<b>\$ 1,273,470,803</b>	<b>100.00%</b>

PROPOSED BUDGET (as of August 7, 2018)

All Funds - Expenses by Use  
FY 2018/19



All Funds Uses	FY 2018/19 Proposed Budget	% of Total
Salaries and Wages	\$ 229,909,184	18.04%
Benefits	206,880,579	16.25%
Supplies	24,555,774	1.93%
Contractual Services	84,022,232	6.60%
Utilities	31,054,995	2.44%
Travel	1,196,791	0.09%
Fleet and Facility Charges	41,224,654	3.24%
Capital Outlay	27,612,398	2.17%
Other Operating Expenses	458,971,665	36.04%
Transfer Out	168,042,531	13.20%
<b>Total</b>	<b>\$ 1,273,470,803</b>	<b>100.00%</b>

## PROPOSED BUDGET (as of August 7, 2018)

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

REVENUES	ACTUAL	REVISED	PROPOSED	2018/19	NET	%
	FY 2016/17	FY 2017/18	FY 2018/19	% TOTAL	CHANGE	CHANGE
Ad Valorem Taxes	\$ 161,712,071	\$ 181,568,149	\$ 201,589,663	15.83%	\$ 20,021,514	11.03%
Charges for Services	297,839,689	276,684,217	288,777,258	22.68%	12,093,041	4.37%
Fines and Forfeitures	6,623,255	5,684,000	6,304,000	0.49%	620,000	10.91%
Franchise Fees	31,611,656	31,750,000	31,885,000	2.50%	135,000	0.43%
Intergovernmental	182,405,186	173,393,077	174,705,502	13.72%	1,312,425	0.76%
Licenses and Permits	26,138,249	24,995,000	26,855,000	2.11%	1,860,000	7.44%
Sales and Use Taxes	95,839,443	91,658,572	97,075,000	7.62%	5,416,428	5.91%
Other Revenues	312,788,442	44,822,899	25,722,852	2.02%	(19,100,047)	(42.61%)
Internal Service Revenues	234,622,957	230,921,493	240,974,487	18.92%	10,052,994	4.35%
Project Encumbrance	-	552,485,371	-	0.00%	(552,485,371)	(100.00%)
Fund Balance Allocation	-	73,591,922	11,539,510	0.91%	(62,052,412)	(84.32%)
Transfers In	220,754,258	165,441,322	168,042,531	13.20%	2,601,209	1.57%
	<b>\$ 1,570,335,206</b>	<b>\$ 1,852,996,022</b>	<b>\$ 1,273,470,803</b>	<b>100.00%</b>	<b>\$(579,525,219)</b>	<b>(31.28%)</b>

APPROPRIATIONS	ACTUAL	REVISED	PROPOSED	2018/19	NET	%
	FY 2016/17	FY 2017/18	FY 2018/19	% TOTAL	CHANGE	CHANGE
By Department						
Economic Development	\$ 94,351,628	\$ 132,008,277	\$ 117,486,130	9.23%	\$ (14,522,147)	(11.00%)
Executive Offices	84,897,750	94,472,534	96,223,363	7.56%	1,750,829	1.85%
Families, Parks and Recreation	39,235,643	44,137,341	42,081,247	3.30%	(2,056,094)	(4.66%)
Fire Department	117,930,000	122,482,285	114,136,283	8.96%	(8,346,002)	(6.81%)
Housing and Community Development	8,590,579	15,742,676	9,943,052	0.78%	(5,799,624)	(36.84%)
Nondepartment	294,423,434	283,953,160	292,405,809	22.96%	8,452,649	2.98%
Office of Business and Financial Services	126,123,018	159,513,049	108,386,591	8.51%	(51,126,458)	(32.05%)
Orlando Venues	82,477,519	258,411,216	38,770,994	3.05%	(219,640,222)	(85.00%)
Police Department	160,517,512	170,342,622	180,054,565	14.14%	9,711,943	5.70%
Public Works	234,779,701	464,729,923	224,657,109	17.64%	(240,072,814)	(51.66%)
Transportation	45,914,236	107,202,939	49,325,660	3.87%	(57,877,279)	0.00%
	<b>\$ 1,289,241,020</b>	<b>\$ 1,852,996,022</b>	<b>\$ 1,273,470,803</b>	<b>100.00%</b>	<b>\$(579,525,219)</b>	<b>(31.28%)</b>

By Major Category	ACTUAL	REVISED	PROPOSED	2018/19	NET	%
	FY 2016/17	FY 2017/18	FY 2018/19	% TOTAL	CHANGE	CHANGE
Salaries and Wages	\$ 211,962,775	\$ 227,086,489	\$ 229,909,184	18.04%	\$ 2,822,695	1.24%
Benefits	175,606,608	196,568,813	206,880,579	16.25%	10,311,766	5.25%
Supplies	27,837,880	27,390,438	24,555,774	1.93%	(2,834,664)	(10.35%)
Contractual Services	105,570,078	301,975,741	84,022,232	6.60%	(217,953,509)	(72.18%)
Utilities	30,514,355	29,898,677	31,054,995	2.44%	1,156,318	3.87%
Travel	710,993	1,205,759	1,196,791	0.09%	(8,968)	(0.74%)
Fleet and Facility Charges	51,583,347	42,208,083	41,224,654	3.24%	(983,429)	(2.33%)
Capital Outlay	129,285,706	221,442,493	27,612,398	2.17%	(193,830,095)	(87.53%)
Other Operating Expenses	335,415,020	639,778,207	458,971,665	36.04%	(180,806,542)	(28.26%)
Transfer Out	220,754,258	165,441,322	168,042,531	13.20%	2,601,209	1.57%
	<b>\$ 1,289,241,020</b>	<b>\$ 1,852,996,022</b>	<b>\$ 1,273,470,803</b>	<b>100.00%</b>	<b>\$(579,525,219)</b>	<b>(31.28%)</b>

## PROPOSED BUDGET (as of August 7, 2018)

CITYWIDE STAFFING SUMMARY  
CITY OF ORLANDO  
FY 2018/19

	Final FY 2016/17	Revised FY 2017/18	Proposed New Positions	Proposed Position Deletions	Proposed Position Transfers	Proposed FY 2018/19	Percent of Total
SUMMARY BY DEPARTMENT							
Economic Development	232	240	12	-	-	252	7.29%
Executive Offices	160	163	2	-	6	171	4.95%
Families, Parks and Recreation	220	226	6	-	-	232	6.71%
Fire Department	596	647	1	-	-	648	18.75%
Housing and Community Development	19	20	-	-	-	20	0.58%
Office of Business and Financial Services	268	278	-	-	-	278	8.04%
Orlando Venues	89	87	-	(1)	(4)	82	2.38%
Police Department	1,010	1,041	25	-	-	1,066	30.84%
Public Works	538	541	-	-	(2)	539	15.60%
Transportation	159	168	-	-	-	168	4.86%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,291</b>	<b>3,411</b>	<b>46</b>	<b>(1)</b>	<b>-</b>	<b>3,456</b>	<b>100.00%</b>

## SUMMARY BY FUND

General	2,269	2,334	42	-	52	2,428	70.26%
Water Reclamation Revenue	240	241	-	-	-	241	6.98%
Building Code Enforcement	112	118	3	-	(1)	120	3.47%
Solid Waste	100	102	-	-	-	102	2.95%
Parking System Revenue	91	95	-	-	-	95	2.75%
GOAA Police	85	85	-	-	-	85	2.46%
Stormwater Utility	84	84	-	-	-	84	2.43%
Orlando Venues	53	52	-	-	-	52	1.50%
Fleet Management	47	51	-	-	-	51	1.48%
Facilities Management	49	49	-	-	-	49	1.42%
Construction Management	32	32	-	-	-	32	0.93%
Community Redevelopment Agency	27	28	1	-	3	32	0.93%
Leu Gardens	20	20	-	-	-	20	0.58%
Housing Grants	19	20	-	-	-	20	0.58%
Risk Management	11	16	-	-	-	16	0.46%
After School All Stars	8	8	-	-	(1)	7	0.20%
Orlando Stadium Operations	7	7	-	-	-	7	0.20%
Centroplex Garages	7	4	-	-	-	4	0.12%
Mennello Museum	3	3	-	-	-	3	0.09%
Cemetery Trust	2	2	-	-	-	2	0.06%
Code Board Lien Assessment	-	1	-	-	-	1	0.03%
Crossing Guard	1	1	-	-	-	1	0.03%
Downtown South District	1	1	-	-	-	1	0.03%
Fire Pension	1	1	-	-	-	1	0.03%
Health Care	1	1	-	-	-	1	0.03%
Pension Participant Services	1	1	-	-	-	1	0.03%
Community Venues Construction	6	5	-	(1)	(4)	-	0.00%
Downtown Development Board	3	3	-	-	(3)	-	0.00%
Downtown Transit	1	-	-	-	-	-	0.00%
EMS Transport	10	46	-	-	(46)	-	0.00%
<b>TOTAL CITY OF ORLANDO</b>	<b>3,291</b>	<b>3,411</b>	<b>46</b>	<b>(1)</b>	<b>-</b>	<b>3,456</b>	<b>100.00%</b>

**PROPOSED BUDGET (as of August 7, 2018)**

**CITY WIDE STAFFING DATA AND CHARTS**

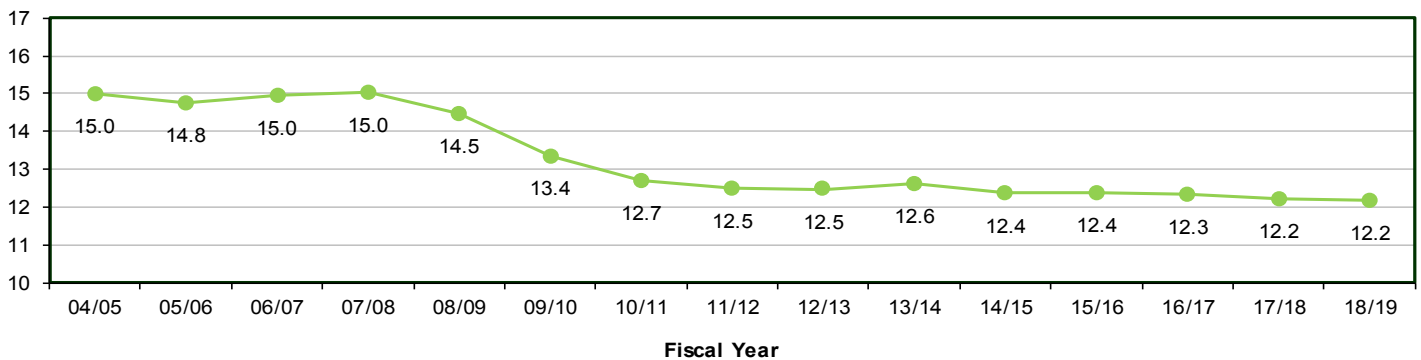
The City of Orlando mission is to “Enhance the quality of life in the City by delivering public services in a knowledgeable, responsive and financially responsible manner.” Part of fulfilling the City’s mission are various budgetary, operational, and programmatic enhancements dedicated to benefiting 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 to increase public safety or structural reorganizations for improved efficiency, these changes are made with residents’ needs as the driving force.

<b>FY</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
City Population	208,900	217,567	224,055	228,765	234,130	236,788	238,300	241,978	245,254	248,731	256,012	262,100	267,842	279,133	283,476
Employees	3,135	3,211	3,350	3,439	3,390	3,162	3,025	3,025	3,059	3,139	3,167	3,249	3,301	3,412	3,456
Fire Sworn	448	456	487	522	522	498	499	499	523	523	523	523	523	538	538
Fire Civilian Transport	0	0	0	0	0	0	0	0	0	0	0	0	0	29	29
<b>Total Fire First Responders</b>	<b>448</b>	<b>456</b>	<b>487</b>	<b>522</b>	<b>522</b>	<b>498</b>	<b>499</b>	<b>499</b>	<b>523</b>	<b>523</b>	<b>523</b>	<b>523</b>	<b>523</b>	<b>567</b>	<b>567</b>
Police Sworn	706	706	732	757	757	743	743	743	743	760	760	760	772	804	829
Community Service Officers	28	27	27	29	29	29	30	29	28	33	35	34	34	34	34
<b>Total Police First Responders</b>	<b>734</b>	<b>733</b>	<b>759</b>	<b>786</b>	<b>786</b>	<b>772</b>	<b>773</b>	<b>772</b>	<b>771</b>	<b>793</b>	<b>795</b>	<b>794</b>	<b>806</b>	<b>838</b>	<b>863</b>

**Note:** The statistical category of **First Responder** 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.

**Employees per 1,000 Residents**

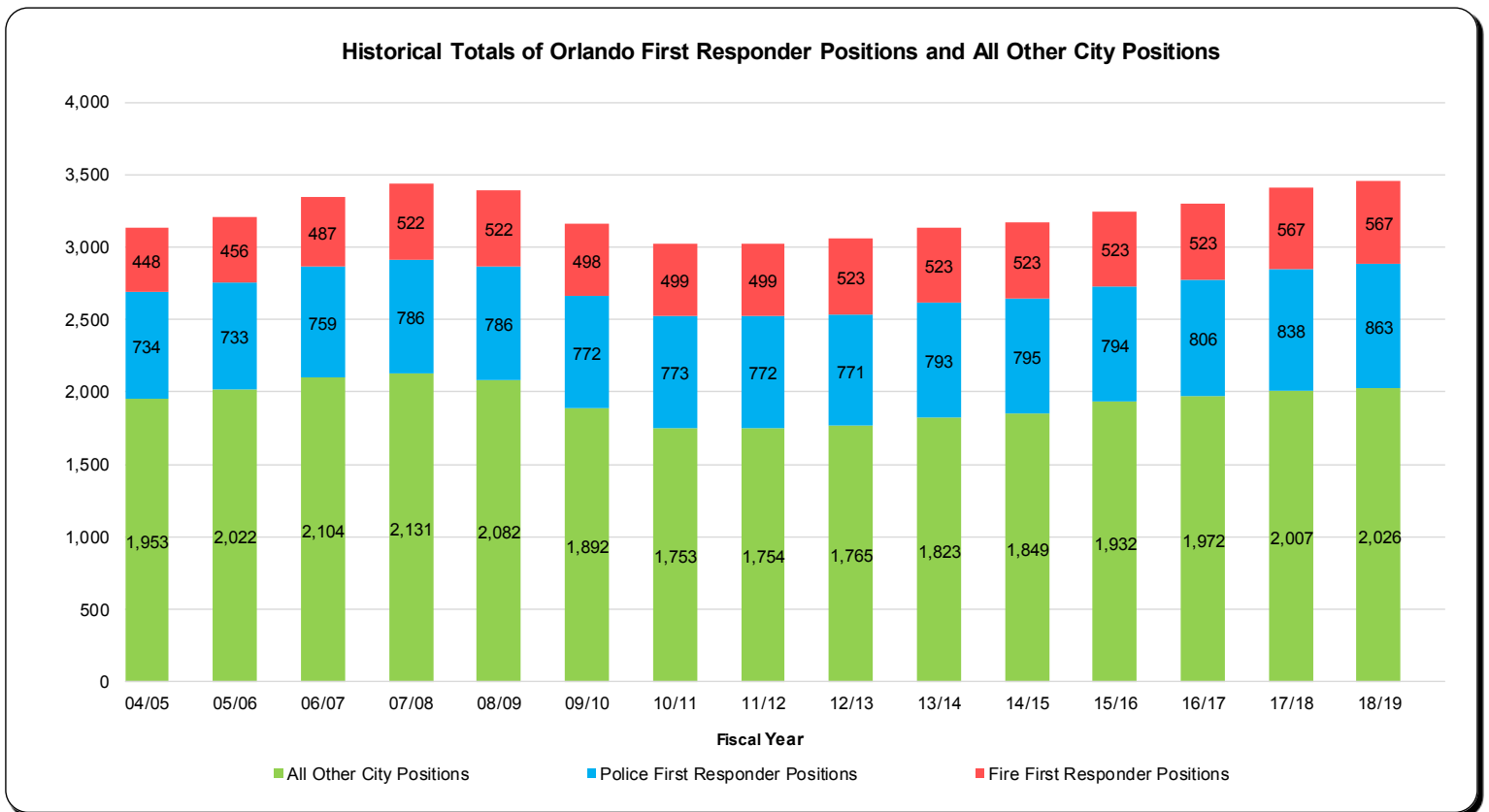
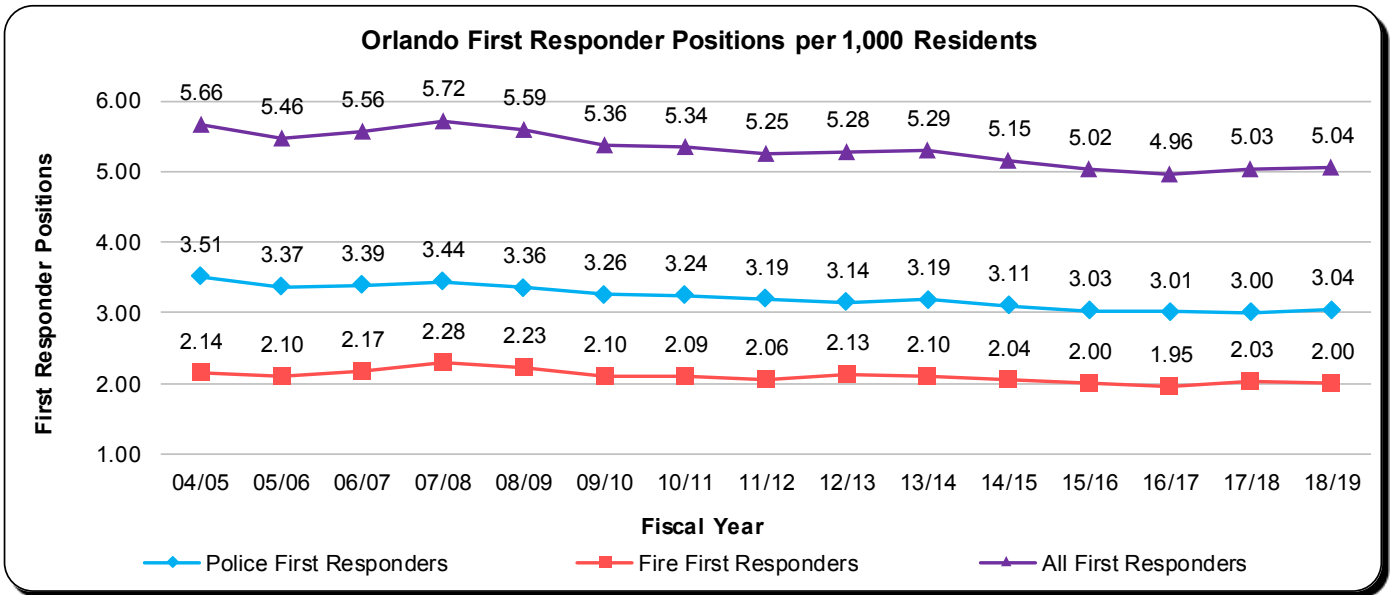


**Employees per 1,000 Residents:** This chart tracks a key statistical indicator for measuring efficiency and effectiveness in government. The data presented measures the number of all City employees per 1,000 residents. Naturally as the population grows, so does the need for increased staff to provide necessary public services. Part of the City’s responsibility is to have sufficient staff, but not superfluous staff. As the chart demonstrates, despite the steep staff reductions which resulted from the global recession (FY2007/08 - FY2010/11) and an ever growing population, the City continues to provide first class services, while remaining financially responsible and operationally productive.



PROPOSED BUDGET (as of August 7, 2018)

CITY WIDE STAFFING DATA AND CHARTS (continued)



**PROPOSED BUDGET (as of August 7, 2018)**
**Funding for Capital Improvement Projects 2018/19**

<b>Fund</b>		<b>FY 2017/18 Adopted Budget</b>	<b>FY 2018/19 Proposed Budget</b>
3001_F	Capital Improvements Fund	11,155,218	23,265,536
1070_F	Transportation Impact Fee-North Fund	1,802,000	932,000
1072_F	Transportation Impact Fee-Southwest Fund	3,010,000	1,600,000
1071_F	Transportation Impact Fee-Southeast Fund	4,295,000	3,500,000
1100_F	Gas Tax Fund	9,893,000	8,808,555
4106_F	Water Reclamation General Construction Fund	45,044,000	27,850,000
4107_F	Water Reclamation Renewal and Replacement Fund	4,500,000	2,000,000
4132_F	Parking System Revenue Fund	1,324,000	830,000
4160_F	Stormwater Utility Fund	3,660,000	2,450,000
1250_F	Community Redevelopment Fund	6,820,831	6,525,000
4190_F	Downtown Development Board	75,000	325,000
1170_F	Downtown South Neighborhood Improvement District	270,000	440,000
0016_F	Dubsdread Renewal and Replacement Fund	465,794	150,000
4150_F	Solid Waste Fund	-	1,728,155
3006_F	Real Estate Acquisition Fund	-	1,000,000
<b>Capital Improvement Plan Total</b>		<b>\$ 92,314,843</b>	<b>\$ 81,404,246</b>

## PROPOSED BUDGET (as of August 7, 2018)

Funding Source	FY 2018/19 Proposed Budget
<b>Capital Improvements Fund</b>	
Affordable Housing Initiative	\$ 1,000,000
Athletic Field Maintenance	591,000
City Hall 9th Floor Training and Conference Rooms	300,000
Decorative Lighting	250,000
Digital City Hall Phase II	175,000
DPAC R&R Contribution	1,738,911
Energy Management HVAC Upgrades	435,000
Energy Management Lighting Upgrades	970,000
Facility Evaluation, Repairs, and Rehabilitation	1,750,000
Fire Equipment Replacement	1,200,000
Information Technology Enhancements	1,200,000
Information Technology Security Measures	400,000
Mennello Museum Lighting Replacement and Upgrade	200,000
Miscellaneous Sidewalk Repair	1,150,000
OPD Mutual Aid 8TAC94 Infrastructure Replacement	187,500
OPD North Employee Parking Lot	250,000
Parking Enhancement at Leu Gardens	500,000
Parks and Playground Renovation Projects	1,220,000
Pavement Rehabilitation	1,250,000
Police Equipment Replacement	1,300,000
Recreation Facility Renovations and Maintenance	1,095,000
Recreation Pools & Courts	240,000
Replacement Radios for Special Events	280,000
School Safety Sidewalk Program	600,000
Smart Cities Capital Project	400,000
Solar Canopy Fleet Structure	1,208,125
Southeast Projects	1,000,000
Uniform Patrol Rifles	1,400,000
Wellness Center Facilities Renovations	975,000
<b>Capital Improvements Fund Total</b>	<b>\$ 23,265,536</b>
<b>Transportation Impact Fee - North Fund</b>	
Colonial Overpass	\$ 100,000
Lincoln SunRail Station Reimbursement	500,000
Terry Avenue – South Extension	332,000
<b>Transportation Impact Fee - North Fund Total</b>	<b>\$ 932,000</b>
<b>Transportation Impact Fee - Southwest Fund</b>	
Grand National Dr. :Oakridge Rd. to Sand Lake Rd.	\$ 500,000
Millenia & Oak Ridge Dual Left Southbound	150,000
New Traffic Signal Locations	150,000
Orange/Michigan Turn Lane	100,000
Radebaugh Way Road Widening	200,000
Shingle Creek Trail	500,000
<b>Transportation Impact Fee - Southwest Fund Total</b>	<b>\$ 1,600,000</b>
<b>Page Subtotal</b>	<b>\$ 25,797,536</b>

## PROPOSED BUDGET (as of August 7, 2018)

Funding Source	FY 2018/19 Proposed Budget
<b>Transportation Impact Fee - Southeast Fund</b>	
Narcoossee Widening: SR 528 - SR 417	\$ 3,500,000
<b>Transportation Impact Fee - Southeast Fund Total</b>	<b>\$ 3,500,000</b>
<b>Gas Tax Fund</b>	
ADA Transition Plan	\$ 250,000
Bicycle Plan Implementation	150,000
Brick Street Restoration	100,000
Curb Ramp Construction and Curb Repair	150,000
Intersection Safety Improvements	350,000
LYNX Annual Contribution	4,008,555
Miscellaneous Sidewalk Repair	200,000
New Traffic Signal Locations	100,000
Pavement Marking Maintenance	350,000
Pavement Rehabilitation	2,000,000
Regional Computerized Signal System	100,000
School Safety Sidewalk Program	100,000
SunRail Corridor Quiet Zone	400,000
Traffic Counts and Travel Time Studies	100,000
Traffic Signal Refurbishing Program	200,000
Virginia Drive Improvements	250,000
<b>Gas Tax Fund Total</b>	<b>\$ 8,808,555</b>
<b>Water Reclamation General Construction Fund</b>	
Conserv I Area Collection System Improvements	\$ 2,000,000
Conserv I Expansion Joint Repair or Replace	100,000
Conserv I Treatment Plant Improvements	1,500,000
Conserv II Area Collection System Improvements	1,000,000
Conserv II Equalization Pumping Station Rehabilitation	4,500,000
Conserv II Plant Water System Evaluation	500,000
Iron Bridge Area Collection System Improvements	1,500,000
Iron Bridge Biosolids Disposal Improvements	500,000
Iron Bridge Diffused Air Improvements	1,800,000
Iron Bridge Grit System Replacement	1,000,000
Iron Bridge Storm Water A Improvements	400,000
Iron Bridge Ventilation for Biosolids Press Room	900,000
Lift Station Emergency Generators	500,000
Lift Station Rehabilitation	3,000,000
Lift Stations Electrical Safety Improvements	1,000,000
Line Sewers	2,000,000
LS1,2,3 and 4 Force Main Evaluation	1,500,000
Rapid Response Construction	1,000,000
Rehab of old lab facility to an education center	150,000
Sanitary Service Lateral Rehabilitation	500,000
Sanitary Upgrades with Other Projects	1,000,000
Sewage Air Release Valves Replacement	1,500,000
<b>Water Reclamation General Construction Fund Total</b>	<b>\$ 27,850,000</b>
<b>Page Subtotal</b>	<b>\$ 40,158,555</b>

## PROPOSED BUDGET (as of August 7, 2018)

Funding Source	FY 2018/19 Proposed Budget
<b>Water Reclamation Renewal and Replacement Fund</b>	
Lift Station Site Improvements	\$ 500,000
Lift Station Underground Rehabilitation	1,500,000
<b>Water Reclamation Renewal and Replacement Fund Total</b>	<b>\$ 2,000,000</b>
<b>Parking System Revenue Fund</b>	
Administration Center Garage Repair/Maintenance	\$ 150,000
Central Blvd Garage Repair and Maintenance	125,000
Courthouse Garage Repair and Maintenance	125,000
GEICO Garage Repairs and Maintenance	120,000
Jefferson Garage Capital Repairs	175,000
Library Garage Repair and Maintenance	135,000
<b>Parking System Revenue Fund Total</b>	<b>\$ 830,000</b>
<b>Stormwater Utility Fund</b>	
Drainage Well Enhancement	\$ 200,000
Lake Notasulga/Haralson Estates	250,000
Rapid Response Construction	1,000,000
Stormwater System Construction	500,000
System Repair and Rehabilitation	500,000
<b>Stormwater Utility Fund Total</b>	<b>\$ 2,450,000</b>
<b>Community Redevelopment Agency</b>	
Downtown Capital Maintenance	\$ 550,000
Downtown Lighting	150,000
DTO Implementation	2,000,000
Parramore Housing Initiative	2,800,000
Streetscape Improvements	275,000
Under I Design	750,000
<b>Community Redevelopment Agency Fund Total</b>	<b>\$ 6,525,000</b>
<b>Downtown Development Board Fund</b>	
Welcome Center Upgrade	\$ 325,000
<b>Downtown Development Board Fund Total</b>	<b>\$ 325,000</b>
<b>Downtown South Neighborhood Improvement District</b>	
DSNID Corridor Planning & Enhancement Projects	\$ 440,000
<b>Downtown Development Board Fund Total</b>	<b>\$ 440,000</b>
<b>Dubsdread Renewal &amp; Replacement</b>	
Dubsdread Equipment	\$ 150,000
<b>Dubsdread Renewal &amp; Replacement Fund Total</b>	<b>\$ 150,000</b>
<b>Solid Waste Fund</b>	
Commercial Collection Vehicles	\$ 1,328,155
CBD Waste & Recycling Center	400,000
<b>Solid Waste Fund Total</b>	<b>\$ 1,728,155</b>
<b>Real Estate Acquisition Fund</b>	
Real Estate Acquisition Opportunities	\$ 1,000,000
<b>Real Estate Acquisition Fund Total</b>	<b>\$ 1,000,000</b>
<b>Page Subtotal</b>	<b>\$ 15,448,155</b>
<b>CIP Total</b>	<b>\$ 81,404,246</b>

**PROPOSED BUDGET (as of August 7, 2018)**

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**FY 2018/19 BUDGET CALENDAR**

January 15	Distribution of budget timeline, Reorganization Requests and Capital Improvement Program requests
March 2	Capital Improvement Program requests due to Management and Budget
March 5	Distribution of Revenue Requests and Justifications/Revenue Manual Revisions
March 30	Revenue Requests and Justifications due to Management and Budget
April 4	Distribution of Expenditure Requests and Justifications
May 4	Expenditure Requests and Justifications due to Management and Budget
May - June	Meetings with large departments to review Revenue and Expenditure Requests and Justifications
June 19	Certification of property values by Orange County Property Appraiser
July 9	Budget Workshop
July 23	City Council vote on proposed millage rate
August 7	Mayor's State of the City / Budget Address
September 4	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program
September 17	Final public hearing to adopt millage rate, budget and Capital Improvement Program
October 1	Implementation of adopted budget

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