



BUDGET IN BRIEF

2020 / 2021

PROPOSED BUDGET (as of September 1, 2020)

CITY OF ORLANDO

OPERATING AND CAPITAL IMPROVEMENT BUDGETS

FY 2020/21

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

PROPOSED BUDGET (as of September 1, 2020)

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Transmittal Memo

September 1, 2020

This document is an updated Budget in Brief for fiscal year 2020/2021. The previous version was issued July 20, 2020 and presented in the Budget Workshop. The presentation and previously issued Budget in Brief are posted on the City's website at www.orlando.gov/budget.

The proposed budget information included in this document is what will be presented at the First Budget Hearing on Wednesday, September 9, 2020 at 5:01pm. Information regarding the Budget Hearing can be found on the City's website at www.orlando.gov/virtualmeetings.

As outlined in the July 20, 2020 Budget Workshop, the revenue picture for FY2021 continues to be constrained and this adjusted proposed budget includes adjustments to reduce previous estimates of state revenue sharing and sales tax totaling \$2.5 million. Those reductions were funded from an increase in charges for services revenue due to the final results from the cost allocation plan study. Staff will continue to monitor the impacts of the COVID pandemic on the City's finances.

Since the July 20, 2020 Budget Workshop, in the General Fund, an additional \$1.0 million was added to the Families, Parks & Recreation budget for the My Brother's Keeper program, including the addition of an additional position. That addition was funded from various reductions in other department budgets and a reduction of the transfer to the Capital Improvement Fund in the General Fund.

Since the July 20, 2020 Budget Workshop, changes within the other funds were primarily related to adjustments of capital projects and transfers.

Significant changes from the Budget in Brief and Budget Workshop as of July 20, 2020 and the Budget in Brief presented herein as of September 1, 2020 are as follows:

- Page 6 - Increase in General Fund Revenues of \$36,588. This included:
 - Increase in Charges for Services revenue from cost allocation plan study - \$2.5 million
 - Decrease in Intergovernmental revenue for state revenue sharing – (\$500K)
 - Decrease in Sales and Use Taxes – (\$2.0 million)
- Pages 7-8 – Increase in General Fund Expenses by Department and Use of \$36,588. This included:
 - Increase in Families, Parks & Recreation salaries and benefits and contractual services budgets for additional funding of the My Brother's Keeper program - \$1.0 million
 - Various adjustments and corrections to salaries and benefits to various departments resulting in a net decrease in expenses – (\$200K)
 - Reduction in Housing budget to move salaries and benefits costs out of the General Fund and to separate Housing grant funds – (\$200K).
 - Reduction in Nondepartment transfers out to the Capital Improvement Fund (\$250K) and reduce contractual and other operating expenses (\$150K) – total impact (\$400K)
 - Reduction in capital outlay budget for the Police Department – (\$200K)

Transmittal Memo Continued...

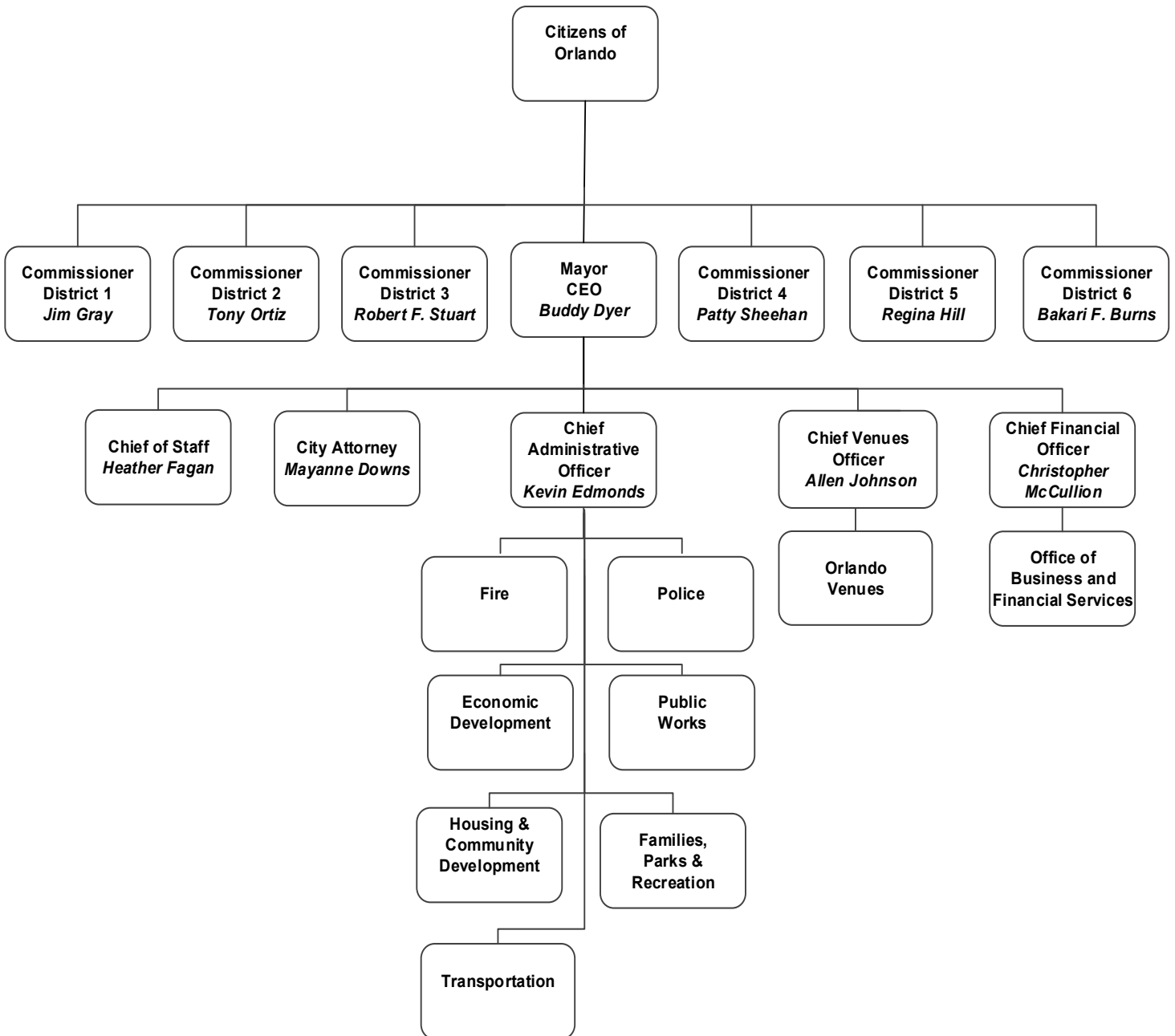
- Page 10 – Increase in All Fund Revenue of \$6.8 million. This included:
 - Changes noted above from page 6 within Charges for Services, Intergovernmental Revenue and Sales and Use Taxes within the General Fund with no net impact
 - Additional decrease in Intergovernmental revenue to budget Police Department's Community Oriented Policing (COPs) grant within FY2020 and not FY2021 – (\$1.25 million)
 - Decrease in Fund Balance allocation in Public Works due to adjustment to correct Solid Waste capital budget. – (\$1.0 million)
 - Decrease in Transfers In within Public Works due to change in where a reimbursement will be recorded (no net impact as offsetting reduction is to Transfers Out) (\$4.3 million) and reduction in transfer from the General Fund to the Capital Improvement Fund of (\$250K) – total impact (\$4.55 million)
- Page 11 – Decrease in All Funds Expenses by Department of \$6.8 million. The Budget in Brief as of July 20, 2020 classified several capital budgets within Nondepartment. The September 1, 2020 Budget in Brief has reallocated those capital budgets from Nondepartment to the department budgets. This reduced the Nondepartment budget by approximately \$61.2 million and increased the various department budgets by the same.
 - Other changes that decreased the total budget expenses are noted above from page 10.
 - Families, Parks & Recreation budget increased by \$1.0 million for additional funding of the My Brother's Keeper program
- Page 12 – Changes to the All Funds – Expenses by Use are due to the changes noted on pages 10 and 11.
- Page 14 – Proposed headcount has increased by one (1) from July 20, 2020 to September 1, 2020 for a position within Families, Parks & Recreation in the General Fund for the My Brother's Keeper program.
- Pages 15-16 – Updated the FY20/21 City population resulted in updates to the staffing charts.
- Pages 17-20 – Updated the funding for capital improvement projects. Significant changes from July 20, 2020 to September 1, 2020 include:
 - Increase of \$6.8 million in Community Redevelopment Agency capital projects to allocate available fund balances to projects.
 - Reduction of \$1.2 million in Solid Waste capital projects to correct capital budget

I want to thank the Mayor and Commissioners for their leadership and expectation of excellence for the City. The recommended budget was prepared so that our City can continue to deliver the superior municipal services our residents rely on without raising the millage rate for the seventh year in a row.

Sincerely,
Michelle McCrimmon
Deputy Chief Financial Officer

PROPOSED BUDGET (as of September 1, 2020)

CITY ORGANIZATION CHART



PROPOSED BUDGET (as of September 1, 2020)

All Funds Comparison

<u>Fund Name</u>	FY 2019/20 Adopted Budget	FY 2020/21 Proposed Budget
General Fund	517,211,834	533,851,663
<u>SPECIAL REVENUE</u>		
911 Emergency Phone System Fund	270,007	360,282
After School All Stars Fund	2,728,637	4,042,988
Building Code Enforcement Fund	17,565,443	17,395,692
Capital Improvements Fund	27,267,281	20,682,744
Cemetery Trust Fund	764,182	707,185
Centroplex Garages Fund	3,085,285	3,020,753
Code Enforcement Board Lien Assessment Fund	825,000	725,000
Contraband Forfeiture Trust Funds	632,825	543,918
CRA Operating Fund	22,599,569	26,361,744
CRA Trust Funds	68,185,730	72,596,342
Designated Revenue Fund	8,311,449	3,077,616
Dubsdread Golf Course Funds	2,557,148	2,632,704
Gas Tax Fund	9,990,967	9,859,149
Greater Orlando Aviation Authority Police Fund	17,076,752	18,049,127
Harry P. Leu Gardens Fund	2,977,024	3,138,704
Law Enforcement Training Fund	200,000	130,000
Mennello Museum - American Art Fund	596,589	616,976
Orange County Public Schools Crossing Guard Fund	1,087,479	1,087,479
Park Impact Fee Funds	1,930,000	1,925,392
Real Estate Acquisition Fund	1,302,501	1,153,449
Special Assessment Funds	218,749	362,406
Spellman Site Fund	913,102	879,885
State Housing Initiatives Partnership Program Fund (SHIP)	394,966	-
Street Tree Trust Fund	198,139	200,319
Transportation Impact Fee Funds	10,198,738	13,653,429
U.S. Department of Housing and Urban Development Grants Fund	7,343,991	8,140,749
Utilities Services Tax Fund	33,964,283	34,684,991
<u>DEBT SERVICE</u>		
6th Cent TDT Debt	20,745,475	19,967,475
Amway Center Commercial Paper Fund	1,818,750	1,818,750
Amway Center Sales Tax Rebate Debt Service Fund	2,000,004	2,000,004
Citrus Bowl Commercial Paper Debt Construction Fund	314,700	314,700
CRA Debt - Conroy Road Fund	1,902,375	1,901,875
CRA Debt - Republic Drive Fund	3,829,216	3,804,686
CRA Debt Service - 2009	4,019,448	4,041,770
CRA Debt Service Internal Loan Fund	2,924,665	2,632,816
CRA Debt Service State Infrastructure Bank Fund	750,000	750,000
CRA PAC Debt Service - 2010	6,862,209	4,875,627
Events Center Debt Other	1,159,596	1,115,858
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	2,985,891	2,982,641
Internal Loan - Jefferson Street Garage Fund	1,464,500	1,462,750
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	4,459,750	4,461,750
Performing Arts Center Commercial Paper Debt Construction Fund	566,550	566,550
Public Safety Debt Bond Fund 2016C	1,997,400	1,990,400
Investing In Our Neighborhoods Debt Bond Fund Series 2018B	6,423,900	6,676,100
Water Reclamation Revenue Bond Funds	9,555,195	10,322,199

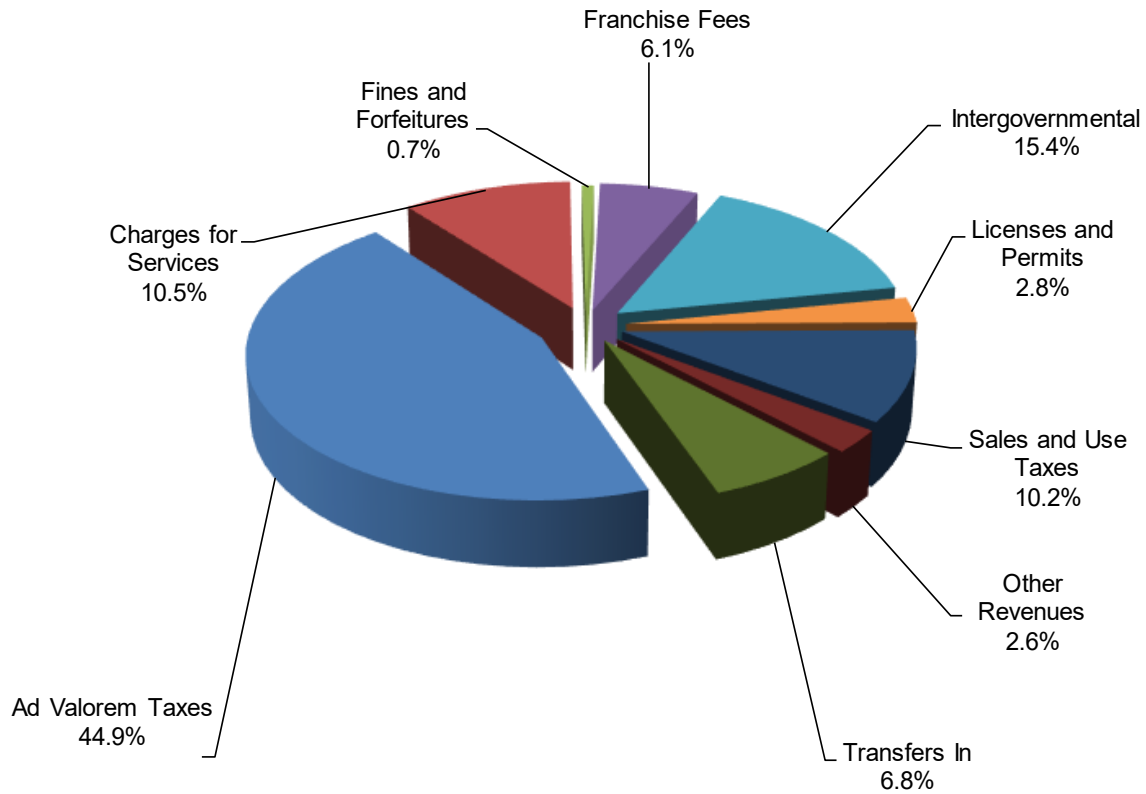
PROPOSED BUDGET (as of September 1, 2020)

All Funds Comparison (continued)

<u>Fund Name</u>	FY 2019/20 Adopted Budget	FY 2020/21 Proposed Budget
<u>ENTERPRISE</u>		
55 West Garage Renewal and Replacement Fund	75,000	275,000
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	6,755,681	7,355,055
Orlando Venues Enterprise Fund	20,831,662	21,188,907
Parking System Funds	21,434,489	21,716,369
Solid Waste Fund	41,212,730	40,081,587
Stormwater Utility Funds	25,714,233	28,142,387
Venues Construction Administration Fund	81,856	-
Water Reclamation Construction Fund	29,610,000	46,000,000
Water Reclamation Renewal and Replacement Fund	1,753,872	3,000,000
Water Reclamation Revenue Fund	112,105,921	114,754,796
Water Reclamation Impact Fee Funds	8,055,639	41,760,497
<u>INTERNAL SERVICE</u>		
Construction Management Fund	3,991,000	4,602,800
Facilities Management Fund	14,370,439	15,606,783
Fleet Management Funds	42,354,665	39,434,432
Health Care Fund	70,048,977	71,216,084
Internal Loan Bank Fund	13,523,163	13,993,926
Pension Participant Services Fund	215,774	143,881
Risk Management Fund	16,083,409	16,874,048
<u>COMPONENT UNIT</u>		
Downtown Development Board Fund	4,402,541	4,819,778
Downtown South Neighborhood Improvement District Fund	1,345,065	692,397
<u>PENSION TRUST</u>		
City Pension Funds	65,095,803	68,929,027
Other Post Employment Benefit Trust Fund	28,385,281	27,691,668
TOTAL CITY OF ORLANDO	\$ 1,362,715,923	\$ 1,440,937,488

PROPOSED BUDGET (as of September 1, 2020)

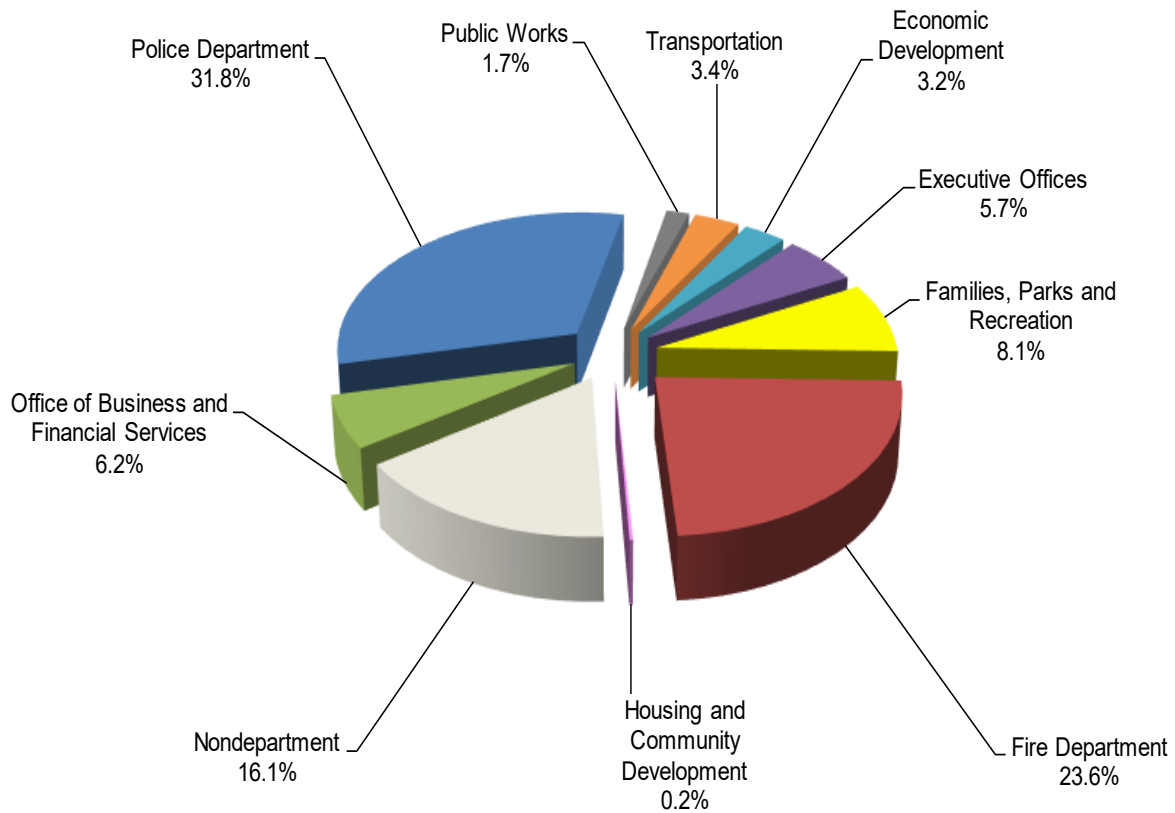
**General Fund - Revenues by Source
FY 2020/21**



Source of General Revenue	FY 2020/21 Proposed Budget	% of Total
Ad Valorem Taxes	\$ 239,482,554	44.9%
Charges for Services	55,827,493	10.5%
Fines and Forfeitures	3,925,000	0.7%
Franchise Fees	32,380,000	6.1%
Intergovernmental	82,506,097	15.4%
Licenses and Permits	15,103,000	2.8%
Sales and Use Taxes	54,400,000	10.2%
Other Revenues	14,036,336	2.6%
Transfers In	36,191,183	6.8%
Total	\$ 533,851,663	100.0%

PROPOSED BUDGET (as of September 1, 2020)

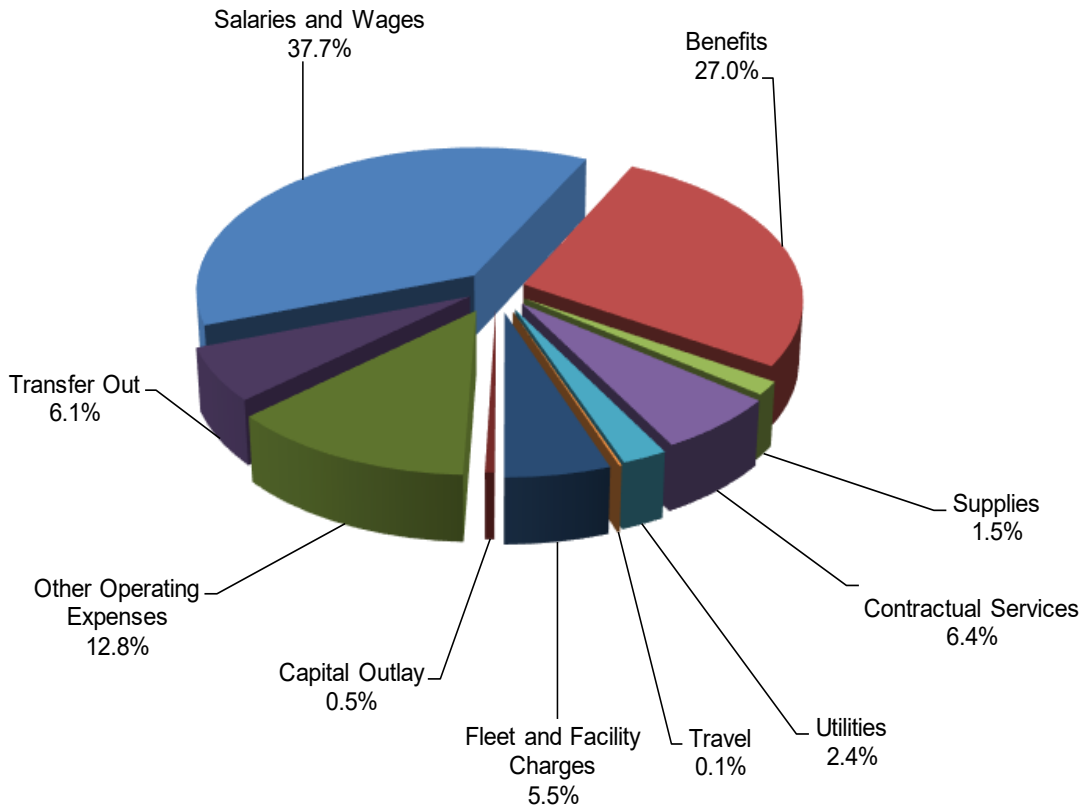
**General Fund - Expenses by Department
FY 2020/21**



General Fund Departments	FY 2020/21 Proposed Budget	% of Total
Economic Development	\$ 16,978,319	3.2%
Executive Offices	30,530,839	5.7%
Families, Parks and Recreation	43,528,707	8.1%
Fire Department	125,925,721	23.6%
Housing and Community Development	1,109,791	0.2%
Nondepartment	85,912,920	16.1%
Office of Business and Financial Services	32,881,889	6.2%
Police Department	169,800,721	31.8%
Public Works	9,103,011	1.7%
Transportation	18,079,745	3.4%
Total	\$ 533,851,663	100.0%

PROPOSED BUDGET (as of September 1, 2020)

**General Fund - Expenses by Use
FY 2020/21**



General Fund Uses	FY 2020/21 Proposed Budget	% of Total
Salaries and Wages	\$ 201,272,652	37.7%
Benefits	144,195,257	27.0%
Supplies	8,084,646	1.5%
Contractual Services	34,299,259	6.4%
Utilities	12,515,609	2.4%
Travel	725,197	0.1%
Fleet and Facility Charges	29,338,013	5.5%
Capital Outlay	2,531,402	0.5%
Other Operating Expenses	68,288,411	12.8%
Transfer Out	32,601,217	6.1%
Total	\$ 533,851,663	100.0%

PROPOSED BUDGET (as of September 1, 2020)

GENERAL FUND Comparison of Sources and Uses by Fiscal Year

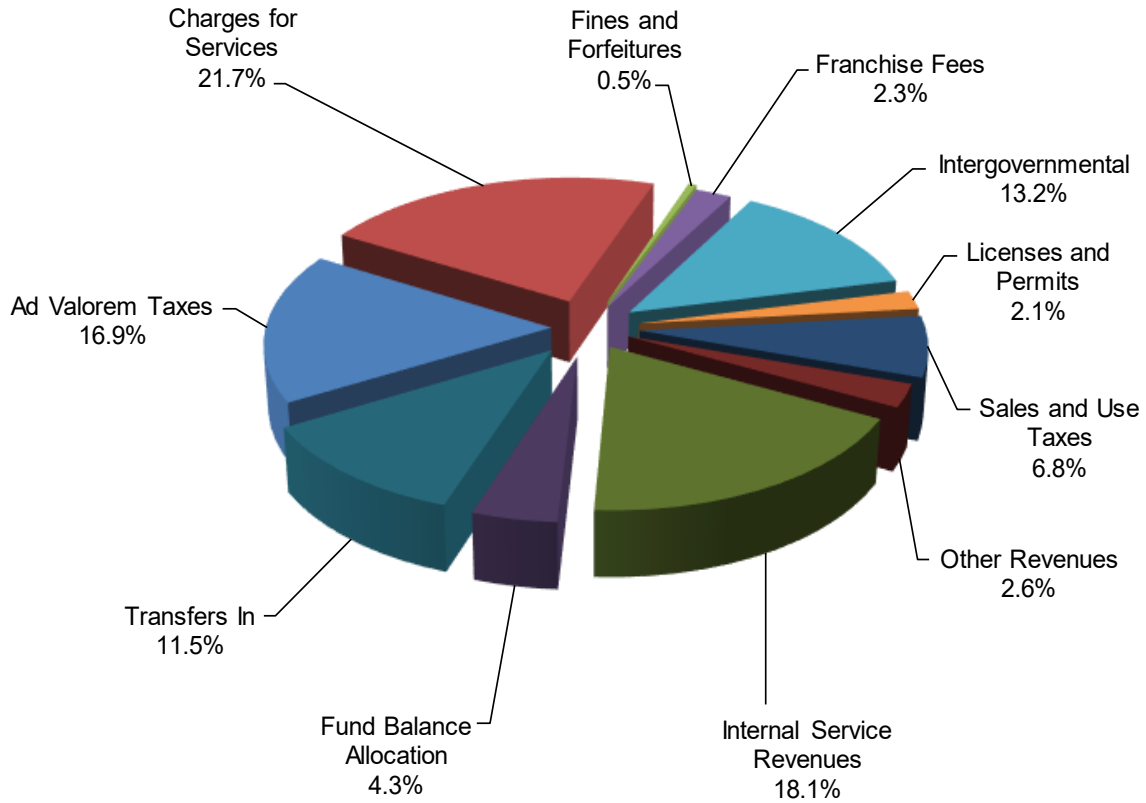
REVENUES	ACTUAL	REVISED	PROPOSED	2020/21	NET	%
	FY 2018/19	FY 2019/20	FY 2020/21	% TOTAL	CHANGE	CHANGE
Ad Valorem Taxes	\$ 197,312,310	\$ 217,106,679	\$ 239,482,554	44.9%	\$ 22,375,875	10.3%
Charges for Services	52,599,201	51,742,102	55,827,493	10.5%	4,085,391	7.9%
Fines and Forfeitures	4,501,885	2,705,216	3,925,000	0.7%	1,219,784	45.1%
Franchise Fees	33,046,546	33,700,000	32,380,000	6.1%	(1,320,000)	(3.9%)
Intergovernmental	86,206,197	86,832,325	82,506,097	15.5%	(4,326,228)	(5.0%)
Licenses and Permits	17,360,395	15,348,000	15,103,000	2.8%	(245,000)	(1.6%)
Sales and Use Taxes	61,565,491	60,950,000	54,400,000	10.2%	(6,550,000)	(10.7%)
Other Revenues	31,957,443	13,060,198	14,036,336	2.6%	976,138	7.5%
Transfers In	35,286,681	38,298,468	36,191,183	6.8%	(2,107,285)	(5.5%)
	\$ 519,836,149	\$ 519,742,988	\$ 533,851,663	100.0%	\$ 14,108,675	2.7%

APPROPRIATIONS	ACTUAL	REVISED	PROPOSED	2020/21	NET	%
	FY 2018/19	FY 2019/20	FY 2020/21	% TOTAL	CHANGE	CHANGE
By Department						
Economic Development	\$ 13,755,893	\$ 16,418,413	\$ 16,978,319	3.2%	\$ 559,906	3.4%
Executive Offices	25,766,789	29,130,023	30,530,839	5.7%	1,400,816	4.8%
Families, Parks and Recreation	35,336,592	37,935,924	43,528,707	8.2%	5,592,783	14.7%
Fire Department	113,414,757	121,210,909	125,925,721	23.6%	4,714,812	3.9%
Housing and Community Development	989,244	1,102,371	1,109,791	0.2%	7,420	0.7%
Nondepartment	110,868,416	89,217,045	85,912,920	16.1%	(3,304,125)	(3.7%)
Office of Business and Financial Services	28,153,682	31,202,968	32,881,889	6.2%	1,678,921	5.4%
Police Department	162,927,773	166,511,581	169,800,721	31.8%	3,289,140	2.0%
Public Works	5,384,220	9,587,321	9,103,011	1.7%	(484,310)	(5.1%)
Transportation	16,275,904	17,426,433	18,079,745	3.4%	653,312	3.7%
	\$ 512,873,269	\$ 519,742,988	\$ 533,851,663	100.0%	\$ 14,108,675	2.7%

By Major Category	ACTUAL	REVISED	PROPOSED	2020/21	NET	%
	FY 2018/19	FY 2019/20	FY 2020/21	% TOTAL	CHANGE	CHANGE
Salaries and Wages	\$ 185,001,932	\$ 195,468,665	\$ 201,272,652	37.7%	\$ 5,803,987	3.0%
Benefits	130,746,800	137,712,466	144,195,257	27.0%	6,482,791	4.7%
Supplies	7,729,041	7,951,841	8,084,646	1.5%	132,805	1.7%
Contractual Services	28,254,279	29,736,008	34,299,259	6.4%	4,563,251	15.3%
Utilities	12,072,788	12,506,766	12,515,609	2.4%	8,843	0.1%
Travel	375,453	713,588	725,197	0.1%	11,609	1.6%
Fleet and Facility Charges	25,693,295	29,161,368	29,338,013	5.5%	176,645	0.6%
Capital Outlay	655,397	2,165,750	2,531,402	0.5%	365,652	16.9%
Other Operating Expenses	55,946,804	61,754,087	68,288,411	12.8%	6,534,324	10.6%
Transfer Out	66,397,481	42,572,449	32,601,217	6.1%	(9,971,232)	(23.4%)
	\$ 512,873,269	\$ 519,742,988	\$ 533,851,663	100.0%	\$ 14,108,675	2.7%

PROPOSED BUDGET (as of September 1, 2020)

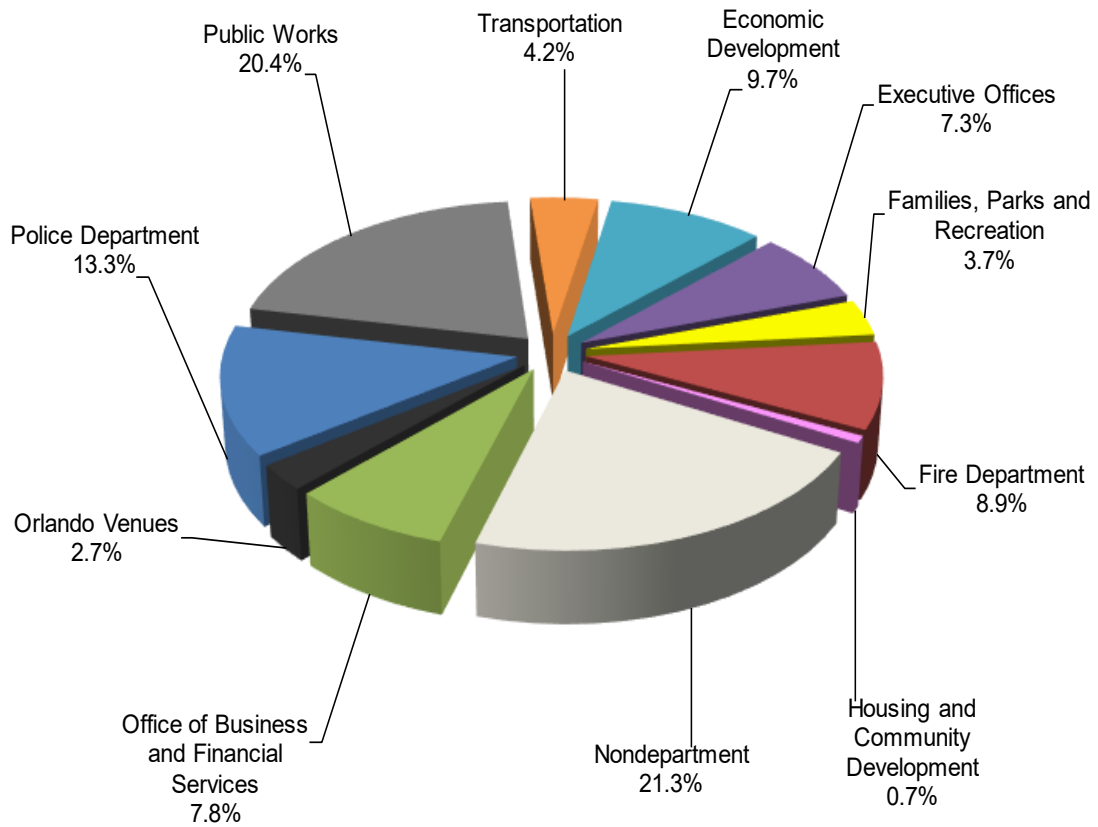
**All Funds - Revenues by Source
FY 2020/21**



Source of All Fund Revenue	FY 2020/21 Proposed Budget	% of Total
Ad Valorem Taxes	\$ 243,509,062	16.9%
Charges for Services	312,523,377	21.7%
Fines and Forfeitures	7,470,000	0.5%
Franchise Fees	32,460,000	2.3%
Intergovernmental	190,434,567	13.2%
Licenses and Permits	30,053,000	2.1%
Sales and Use Taxes	98,550,000	6.8%
Other Revenues	37,843,551	2.6%
Internal Service Revenues	260,942,834	18.1%
Fund Balance Allocation	61,746,427	4.3%
Transfers In	165,404,670	11.5%
Total	\$ 1,440,937,488	100.0%

PROPOSED BUDGET (as of September 1, 2020)

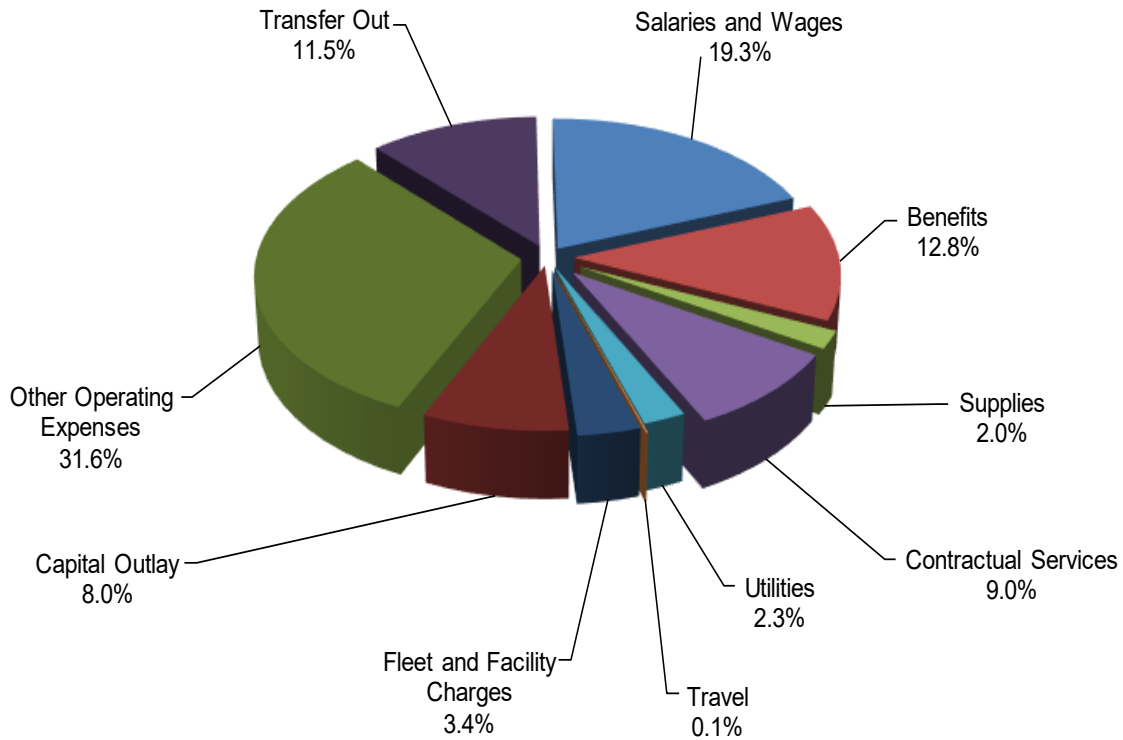
**All Funds - Expenses by Department
FY 2020/21**



All Funds Department	FY 2020/21 Proposed Budget	% of Total
Economic Development	\$ 140,069,272	9.7%
Executive Offices	105,455,938	7.3%
Families, Parks and Recreation	53,353,406	3.7%
Fire Department	127,733,721	8.9%
Housing and Community Development	10,250,540	0.7%
Nondepartment	307,287,754	21.3%
Office of Business and Financial Services	113,329,185	7.8%
Orlando Venues	38,484,415	2.7%
Police Department	191,222,251	13.3%
Public Works	293,653,295	20.4%
Transportation	60,097,711	4.2%
Total	\$ 1,440,937,488	100.0%

PROPOSED BUDGET (as of September 1, 2020)

**All Funds - Expenses by Use
FY 2020/21**



All Funds Uses	FY 2020/21 Proposed Budget	% of Total
Salaries and Wages	\$ 278,453,901	19.3%
Benefits	183,829,193	12.8%
Supplies	28,463,187	2.0%
Contractual Services	129,962,358	9.0%
Utilities	33,852,658	2.3%
Travel	1,272,334	0.1%
Fleet and Facility Charges	49,669,905	3.4%
Capital Outlay	115,450,616	8.0%
Other Operating Expenses	454,448,916	31.6%
Transfer Out	165,534,420	11.5%
Total	\$ 1,440,937,488	100.0%

PROPOSED BUDGET (as of September 1, 2020)

ALL FUNDS Comparison of Sources and Uses by Fiscal Year

	ACTUAL	REVISED	PROPOSED	2020/21	NET	%
REVENUES	FY 2018/19	FY 2019/20	FY2020/21	% TOTAL	CHANGE	CHANGE
Ad Valorem Taxes	\$ 180,951,938	\$ 220,848,249	\$ 243,509,062	16.9%	\$ 22,660,813	10.3%
Charges for Services	304,383,787	304,307,778	312,523,377	21.7%	8,215,599	2.7%
Fines and Forfeitures	7,752,097	6,115,216	7,470,000	0.5%	1,354,784	22.2%
Franchise Fees	33,192,845	33,780,000	32,460,000	2.3%	(1,320,000)	(3.9%)
Intergovernmental	190,626,284	243,810,345	190,434,567	13.2%	(53,375,778)	(21.9%)
Licenses and Permits	33,313,533	29,548,000	30,053,000	2.1%	505,000	1.7%
Sales and Use Taxes	101,922,297	104,450,000	98,550,000	6.8%	(5,900,000)	(5.6%)
Other Revenues	213,828,358	43,287,978	37,843,551	2.6%	(5,444,427)	(12.6%)
Internal Service Revenues	251,855,132	250,792,386	260,942,834	18.1%	10,150,448	4.0%
Project Encumbrance	-	714,482,838	-	0.0%	(714,482,838)	(100.0%)
Fund Balance Allocation	-	28,479,445	61,746,427	4.3%	33,266,982	116.8%
Transfers In	213,843,813	177,931,412	165,404,670	11.5%	(12,526,742)	(7.0%)
\$ 1,531,670,084	\$ 2,157,833,647	\$ 1,440,937,488	100.0%	\$ (716,896,159)	(33.2%)	

	ACTUAL	REVISED	PROPOSED	2020/21	NET	%
APPROPRIATIONS	FY 2018/19	FY 2019/20	FY2020/21	% TOTAL	CHANGE	CHANGE
By Department						
Economic Development	\$ 116,229,669	\$ 183,357,815	\$ 140,069,272	9.7%	\$ (43,288,543)	(23.6%)
Executive Offices	92,996,227	111,121,334	105,455,938	7.3%	(5,665,396)	(5.1%)
Families, Parks and Recreation	42,766,909	70,123,156	53,353,406	3.7%	(16,769,750)	(23.9%)
Fire Department	117,969,648	124,611,533	127,733,721	8.9%	3,122,188	2.5%
Housing and Community Development	9,408,261	21,901,637	10,250,540	0.7%	(11,651,097)	(53.2%)
Nondepartment	408,672,867	346,560,655	307,287,754	21.3%	(39,272,901)	(11.3%)
Office of Business and Financial Services	134,212,909	192,217,647	113,329,185	7.9%	(78,888,462)	(41.0%)
Orlando Venues	103,583,068	190,495,079	38,484,415	2.7%	(152,010,664)	(79.8%)
Police Department	185,405,091	193,880,719	191,222,251	13.3%	(2,658,468)	(1.4%)
Public Works	262,296,560	590,647,155	293,653,295	20.4%	(296,993,860)	(50.3%)
Transportation	46,429,626	132,916,917	60,097,711	4.2%	(72,819,206)	(54.8%)
\$ 1,519,970,833	\$ 2,157,833,647	\$ 1,440,937,488	100.0%	\$ (716,896,159)	(33.2%)	

	ACTUAL	REVISED	PROPOSED	2020/21	NET	%
By Major Category	FY 2018/19	FY 2019/20	FY2020/21	% TOTAL	CHANGE	CHANGE
Salaries and Wages	\$ 219,853,554	\$ 269,150,275	\$ 278,453,901	19.3%	\$ 9,303,626	3.5%
Benefits	192,151,583	177,102,146	183,829,193	12.8%	6,727,047	3.8%
Supplies	29,030,244	30,174,017	28,463,187	2.0%	(1,710,830)	(5.7%)
Contractual Services	191,395,278	386,629,017	129,962,358	9.0%	(256,666,659)	(66.4%)
Utilities	31,763,138	34,019,777	33,852,658	2.3%	(167,119)	(0.5%)
Travel	945,248	1,533,548	1,272,334	0.1%	(261,214)	(17.0%)
Fleet and Facility Charges	57,779,093	52,771,456	49,669,905	3.4%	(3,101,551)	(5.9%)
Capital Outlay	159,372,740	378,773,679	115,450,616	8.0%	(263,323,063)	(69.5%)
Other Operating Expenses	334,419,119	649,511,025	454,448,916	31.5%	(195,062,109)	(30.0%)
Transfer Out	213,843,813	178,168,707	165,534,420	11.5%	(12,634,287)	(7.1%)
\$ 1,430,553,812	\$ 2,157,833,647	\$ 1,440,937,488	100.0%	\$ (716,896,159)	(33.2%)	

PROPOSED BUDGET (as of September 1, 2020)

CITYWIDE STAFFING SUMMARY CITY OF ORLANDO FY 2020/21

	Final FY 2018/19	Revised FY 2019/20	Proposed New Positions	Proposed Position Deletions	Proposed Position Transfers	Proposed FY 2020/21	Percent of Total
SUMMARY BY DEPARTMENT							
Economic Development	253	260	1	-	-	261	7.1%
Executive Offices	171	171	6	-	-	177	4.8%
Families, Parks and Recreation	235	242	19	-	-	261	7.1%
Fire Department	649	653	7	-	(1)	659	18.0%
Housing and Community Development	20	20	-	-	-	20	0.5%
Office of Business and Financial Services	284	289	-	(2)	2	289	7.9%
Orlando Venues	85	84	-	-	-	84	2.3%
Police Department	1,066	1,104	26	-	(1)	1,129	30.9%
Public Works	559	594	-	-	-	594	16.3%
Transportation	173	180	-	-	-	180	4.9%
TOTAL CITY OF ORLANDO	3,495	3,597	59	(2)	-	3,654	100.0%

SUMMARY BY FUND							
General	2,435	2,465	53	-	-	2,518	68.9%
Water Reclamation Revenue	259	271	-	-	-	271	7.4%
Building Code Enforcement	120	121	-	-	-	121	3.3%
Solid Waste	104	109	1	-	-	110	3.0%
Parking System Revenue	100	100	-	-	4	104	2.8%
GOAA Police	85	113	5	-	-	118	3.2%
Stormwater Utility	84	91	-	-	-	91	2.5%
Orlando Venues	54	53	-	-	-	53	1.5%
Fleet Management	51	51	-	-	-	51	1.4%
Facilities Management	49	52	-	-	-	52	1.4%
Construction Management	32	34	-	-	-	34	0.9%
Community Redevelopment Agency	33	38	-	-	-	38	1.0%
Leu Gardens	20	20	-	-	-	20	0.5%
Housing Grants	20	20	-	-	-	20	0.5%
Risk Management	16	16	-	(2)	-	14	0.4%
After School All Stars	10	17	-	-	1	18	0.5%
Orlando Stadium Operations	7	7	-	-	-	7	0.2%
Centroplex Garages	4	7	-	-	(4)	3	0.1%
Mennello Museum	4	4	-	-	-	4	0.1%
Cemetery Trust	2	2	-	-	-	2	0.1%
Code Board Lien Assessment	1	1	-	-	-	1	0.0%
Crossing Guard	1	1	-	-	-	1	0.0%
Downtown South District	1	1	-	-	-	1	0.0%
Fire Pension	1	1	-	-	-	1	0.0%
Health Care	1	1	-	-	-	1	0.0%
Pension Participant Services	1	1	-	-	(1)	-	0.0%
TOTAL CITY OF ORLANDO	3,495	3,597	59	(2)	-	3,654	100.0%

PROPOSED BUDGET (as of September 1, 2020)

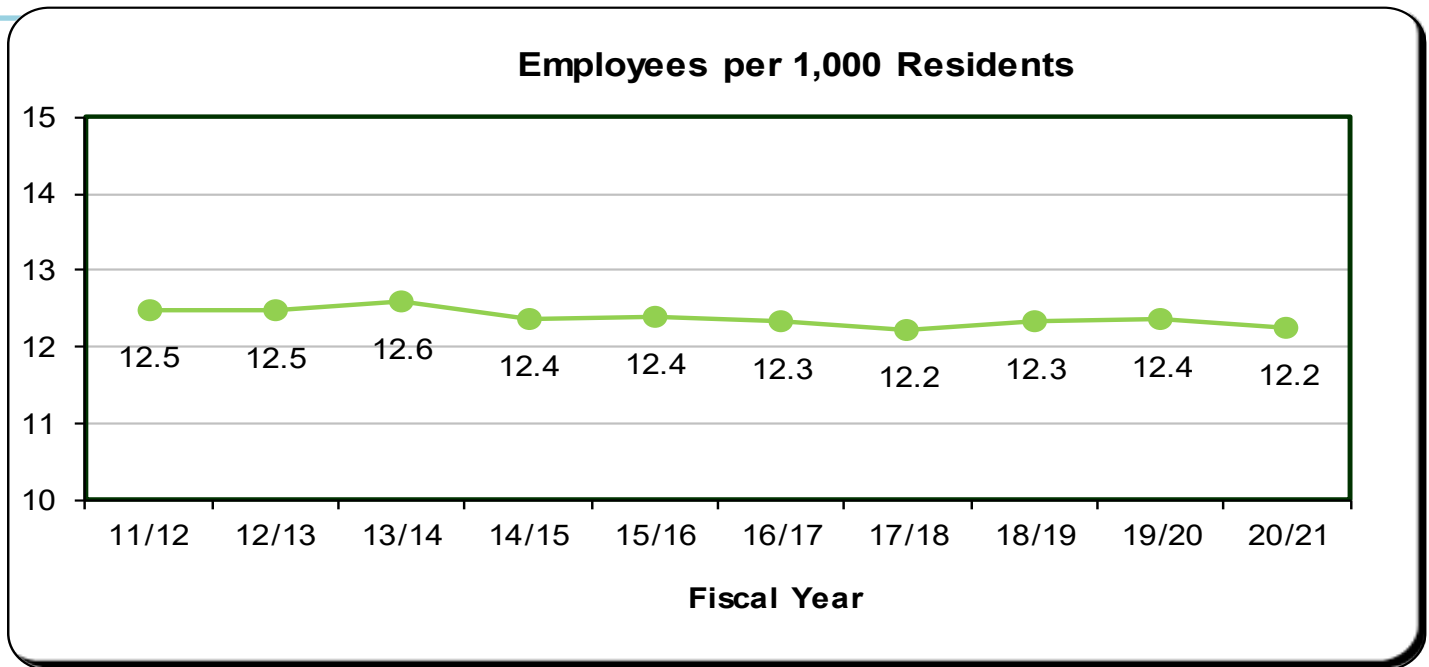
CITY WIDE STAFFING DATA AND CHARTS

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

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

	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>
City Population	241,978	245,254	248,731	256,012	262,100	267,842	279,133	283,476	291,117	298,362
Employees	3,022	3,059	3,130	3,167	3,249	3,302	3,411	3,493	3,597	3,654
Fire Sworn	499	523	523	523	523	523	538	539	539	539
Fire Civilian Transport	-	-	-	-	-	-	29	29	29	34
Total Fire First Responders	499	523	523	523	523	523	567	568	568	573
Police Sworn	743	743	760	760	760	772	804	829	862	883
Community Service Officers	29	28	33	35	34	34	34	34	37	37
Total Police First Responders	772	771	793	795	794	806	838	863	899	920

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.

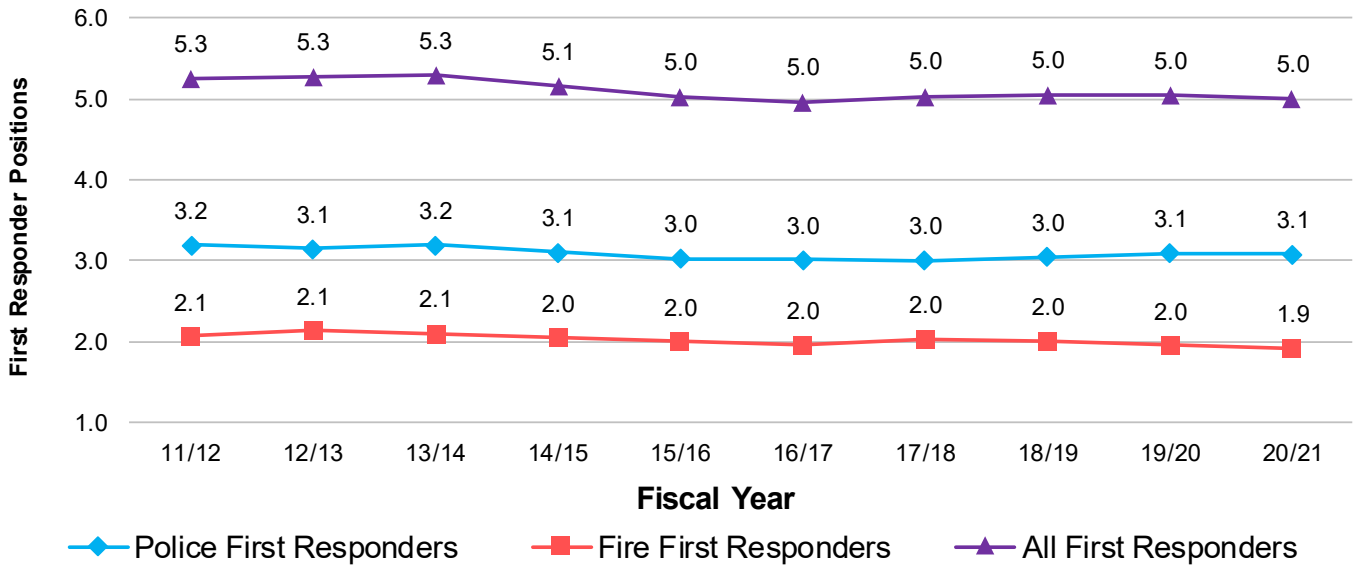


Employees per 1,000 Residents: This chart tracks a key statistical indicator for measuring efficiency and effectiveness in government. The data presented measures the number of all City employees per 1,000 residents. Naturally as the population grows, so does the need for increased staff to provide necessary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

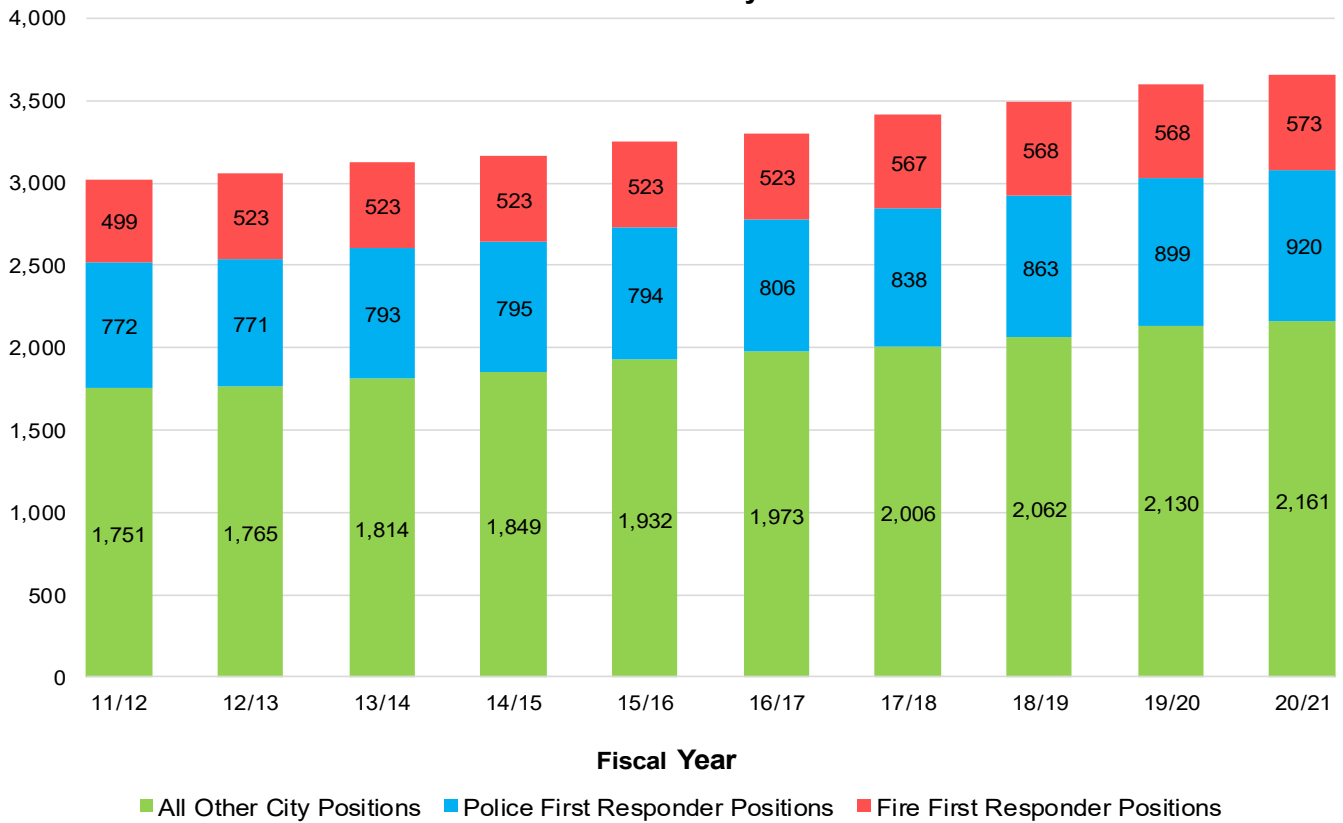
PROPOSED BUDGET (as of September 1, 2020)

CITY WIDE STAFFING DATA AND CHARTS (continued)

Orlando First Responder Positions per 1,000 Residents



Historical Totals of Orlando First Responder Positions and All Other City Positions



PROPOSED BUDGET (as of September 1, 2020)

Funding for Capital Improvement Projects 2020/21

Fund	FY 2019/20 Adopted Budget	FY 2020/21 Proposed Budget
3001_F Capital Improvements Fund	25,142,681	19,497,296
5001_F Fleet Management Fund	1,000,000	-
1070_F Transportation Impact Fee-North Fund	1,382,000	1,332,000
1072_F Transportation Impact Fee-Southwest Fund	4,000,000	6,850,000
1071_F Transportation Impact Fee-Southeast Fund	3,000,000	1,000,000
1100_F Gas Tax Fund	9,924,469	9,703,006
4106_F Water Reclamation General Construction Fund	21,110,000	46,000,000
4107_F Water Reclamation Renewal and Replacement Fund	1,750,000	3,000,000
4109_F Water Reclamation Impact Fees Fund	7,500,000	35,760,497
4110_F Water Reclamation Collection System Impact Fees Fund	-	6,000,000
4133_F Parking Renewal and Replacement Fund	1,093,000	1,275,000
4161_F Stormwater Capital Fund	1,680,000	2,140,000
1250_F Community Redevelopment Fund	11,275,000	19,148,595
1170_F Downtown South Neighborhood Improvement District	1,160,000	350,000
0016_F Dubsdread Renewal and Replacement Fund	225,000	255,000
4150_F Solid Waste Fund	4,400,000	1,900,000
3006_F Real Estate Acquisition Fund	1,000,000	1,000,000
Capital Improvement Plan Total	\$ 95,642,150	\$ 155,211,394

PROPOSED BUDGET (as of September 1, 2020)

Funding for Capital Improvement Projects 2020/21 Detail by Fund

Funding Source		FY 2020/21 Proposed Budget
Capital Improvements Fund		
Affordable Housing	\$	1,000,000
Athletic Field Maintenance		641,000
Bridge Maintenance and Repair		125,000
Digital Signage Project		260,300
DPAC R&R Contribution		1,844,811
Facility Evaluation, Repairs, and Rehabilitation		1,000,000
Fire Equipment Replacement		1,200,000
Fire Training and Admin Facility - Phase I		500,000
Information Technology Enhancements		1,375,000
Information Technology Security Measures		361,655
Mass Transit Florida Hospital		27,415
Miscellaneous Sidewalk Repair		300,000
Parks and Playground Renovation Project		1,225,000
Pavement Rehabilitation		2,000,000
Police Equipment Replacement		1,310,724
Recreation Facility Renovations and Maintenance		1,500,000
Recreation Pools & Courts		290,000
School Safety Sidewalk Program		600,000
Sidewalk Remediation Program		850,000
Smart Cities Capital Project		900,000
Southeast Projects		1,400,000
Transportation Safety Projects		400,000
Transportation System Equipment and Maintenance		300,000
Workday Time tracking		86,391
Capital Improvements Fund Total	\$	19,497,296
Transportation Impact Fee - North Fund		
Alden/Lake Highland Realignment	\$	1,000,000
Terry Avenue Extension		332,000
Transportation Impact Fee - North Fund Total	\$	1,332,000
Transportation Impact Fee - Southwest Fund		
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	\$	6,000,000
New Traffic Signal Locations		150,000
Pres. Barack Obama Parkway Phase 2		500,000
Raleigh Street Improvements		200,000
Transportation Impact Fee - Southwest Fund Total	\$	6,850,000
Transportation Impact Fee - Southeast Fund		
Innovation Way South	\$	400,000
Narcoossee Widening: SR 528 - SR 417		500,000
New Traffic Signal Locations		100,000
Transportation Impact Fee - Southeast Fund Total	\$	1,000,000
Page Subtotal	\$	28,679,296

PROPOSED BUDGET (as of September 1, 2020)

Funding for Capital Improvement Projects 2020/21 Detail by Fund

Funding Source	FY 2020/21 Proposed Budget
Gas Tax Fund	
ADA Transition Plan	\$ 300,000
Bicycle Plan Implementation	200,000
Brick Street Restoration	100,000
Curb Ramp Construction and Curb Repair	150,000
Intersection Safety Improvements	400,000
LYNX Annual Contribution	4,003,006
Miscellaneous Sidewalk Repair	200,000
Pavement Marking Maintenance	550,000
Pavement Rehabilitation	2,100,000
Regional Computerized Signal System	100,000
Robinson Street "Complete Streets"	1,000,000
School Safety Sidewalk Program	100,000
Traffic Counts and Travel Time Studies	200,000
Traffic Signal Refurbishing Program	200,000
Virginia Drive Improvements	100,000
Gas Tax Fund Total	\$ 9,703,006
Water Reclamation General Construction Fund	
Bill Fredrick Park Lift Station Improvements	1,950,000
Conserv I Area Collection System Improvements	1,500,000
Conserv I Operations Center and Lab	400,000
Conserv I South Reclaimed Water Main	3,000,000
Conserv I Treatment Plant Improvements	12,000,000
Conserv II Area Collection System Improvements	3,500,000
Inflow & Infiltration Reduction Project	1,000,000
Iron Bridge Area Collection System Improvements	2,000,000
Iron Bridge Ventilation for Biosolids Press Room	400,000
Lift Station 55 Replacement and LS 249 Upgrades	1,000,000
Lift Stations Emergency Generators	2,500,000
Line Sewers	3,000,000
LS 1,2, and 3 Force Main	3,250,000
Rapid Response Construction	1,300,000
Reclaimed Water System Valve Replacements	200,000
Sanitary Service Lateral Rehabilitation	2,000,000
Sanitary System Corrosion Abatement	2,000,000
Sanitary upgrades with other projects	3,000,000
Sewage Air Release Valve Replacement	2,000,000
Water Reclamation General Construction Fund Total	\$ 46,000,000
Water Reclamation Renewal and Replacement Fund	
Lift Station Underground Rehabilitation	3,000,000
Water Reclamation Renewal and Replacement Fund Total	\$ 3,000,000
Water Reclamation Collection System Impact Fees Fund	
Lift Station Telemetry Replacement	3,000,000
Lift Stations 2 and 85 Rehabilitation	2,000,000
Lift Stations Electrical Safety Improvements	1,000,000
Water Reclamation Impact Fees Fund Total	\$ 6,000,000
Water Reclamation Impact Fees Fund	
Conserv I Treatment Plant Improvements	\$ 35,760,497
Water Reclamation Impact Fees Fund Total	\$ 35,760,497
Page Subtotal	\$ 100,463,503

PROPOSED BUDGET (as of September 1, 2020)

Funding for Capital Improvement Projects 2020/21 Detail by Fund

Funding Source	FY 2020/21 Proposed Budget
Parking Renewal and Replacement Funds	
Administration Center Garage Repair/Maintenance	\$ 150,000
Central Blvd Garage Repair and Maintenance	200,000
Courthouse Garage Repair and Maintenance	100,000
GEICO Garage Repairs and Maintenance	250,000
Jefferson Garage Capital Repairs	200,000
55 West Garage Renewal and Replacement Fund	200,000
Library Garage Repair and Maintenance	175,000
Parking System Revenue Fund Total	\$ 1,275,000
Stormwater Capital Fund	
Lake Hourglass to Lake Lancaster Drainage Improvem	\$ 140,000
Stormwater System Construction	1,000,000
System Repair and Rehabilitation	1,000,000
Stormwater Utility Fund Total	\$ 2,140,000
Community Redevelopment Agency	
Arts & Culture	\$ 286,350
Business Recruitment & Retention	650,000
Community Outreach	1,200,650
Downtown Capital Maintenance	2,423,649
Downtown Lighting	500,000
Façade Grant Program	490,000
Lake Eola CRA	1,000,000
Minority/Women Entrepreneur Business Assistance	50,000
Parramore Housing Initiative	1,500,000
Real Estate - CRA	2,500,000
Streetscape Matching	300,000
Streetscape Improvements	500,000
Transportation Access & Connectivity	4,247,946
Under I Design	2,000,000
Venues & Open Spaces	1,500,000
Community Redevelopment Agency Fund Total	\$ 19,148,595
Downtown South Neighborhood Improvement District	
DSNID Projects	\$ 350,000
Downtown Development Board Fund Total	\$ 350,000
Dubsdread Renewal & Replacement	
Dubsdread Course/Grounds Maintenance	255,000
Dubsdread Renewal & Replacement Fund Total	\$ 255,000
Solid Waste Fund	
Commercial Collection Vehicles	450,000
Compactor Conversion	400,000
Residential/Recycling Collection Vehicles	1,050,000
Solid Waste Fund Total	\$ 1,900,000
Real Estate Acquisition Fund	
Real Estate Acquisition Opportunities	\$ 1,000,000
Real Estate Acquisition Fund Total	\$ 1,000,000
Page Subtotal	\$ 26,068,595
CIP Total	\$ 155,211,394

PROPOSED BUDGET (as of September 1, 2020)

FY 2020/21 BUDGET CALENDAR

January 22	Distribution of budget timeline, Revenue Requests and Justifications/Revenue Manual Revisions
February 28	Revenue Estimates and Justifications/Revenue Manual Revisions due to Management and Budget
March 2	Distribution of Capital Improvement Program requests
March 27	Capital Improvement Program requests due to Management and Budget
March 31	Distribution of Reorganization Requests, Expenditure Requests and Justifications
May 1	Reorganization Requests, Expenditure Requests and Justifications due to Management and Budget
May - June	Meetings with large departments to review Revenue and Expenditure Requests and Justifications
June 20	Certification of property values by Orange County Property Appraiser
July 20	Budget Workshop
July 20	City Council vote on proposed millage rate
September 9	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program
September 21	Final public hearing to adopt millage rate, budget and Capital Improvement Program
October 1	Implementation of adopted budget