

PROPOSED BUDGET (as of September 1, 2021)

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PROPOSED BUDGET (as of September 1, 2021)

City of Orlando Operating and Capital Improvements Budget FY 2021/22

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

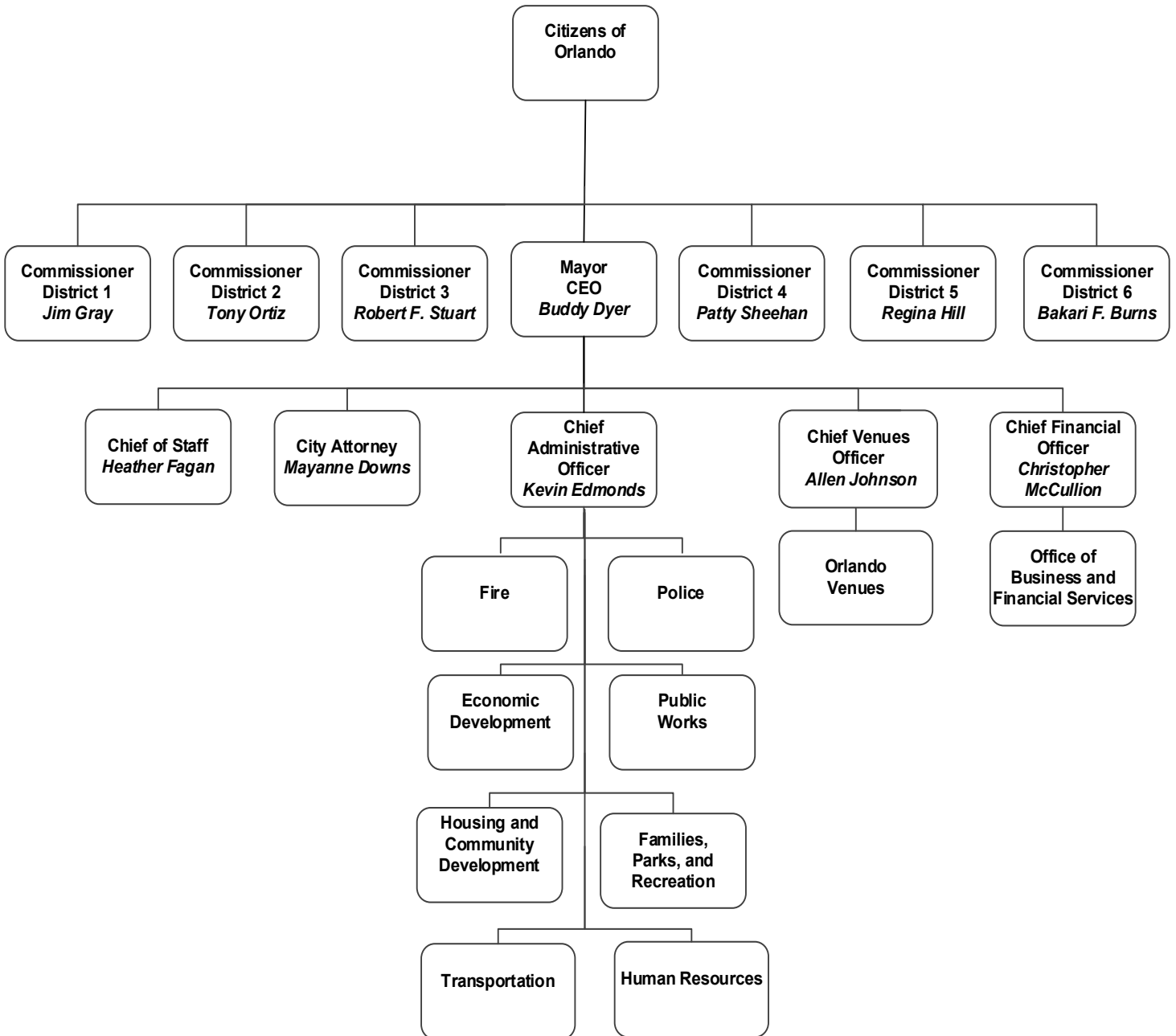
Mission Statement

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

Vision Statement

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

City of Orlando Organization Chart



PROPOSED BUDGET (as of September 1, 2021)

All Funds Comparison

Fund Name	FY 2020/21 Adopted Budget	FY 2021/22 Proposed Budget
General Fund	\$ 533,851,663	\$ 545,273,184
Special Revenue Funds		
911 Emergency Phone System Fund	\$ 360,282	\$ 592,000
After School All Stars Fund	4,042,988	3,887,219
Building Code Enforcement Fund	17,395,692	18,973,627
Capital Improvements Fund	20,682,744	23,306,345
Cemetery Trust Fund	707,185	659,652
Centroplex Garages Fund	3,020,753	3,424,569
Code Enforcement Board Lien Assessment Fund	725,000	642,940
Contraband Forfeiture Trust Funds	543,918	406,073
CRA Operating Fund	26,361,744	29,025,664
CRA Trust Funds	72,596,342	69,143,856
Designated Revenue Fund	3,077,616	7,545,720
Dubsdread Golf Course Funds	2,632,704	2,846,933
Gas Tax Fund	9,859,149	9,020,000
Greater Orlando Aviation Authority Police Fund	18,049,127	19,045,142
Harry P. Leu Gardens Fund	3,138,704	3,413,704
Law Enforcement Training Fund	130,000	130,000
Mennello Museum - American Art Fund	616,976	625,108
Orange County Public Schools Crossing Guard Fund	1,087,479	1,312,479
Park Impact Fee Funds	1,925,392	1,510,000
Real Estate Acquisition Fund	1,153,449	1,251,000
Special Assessment Funds	362,406	365,835
Spellman Site Fund	879,885	858,792
State Housing Initiatives Partnership Program Fund (SHIP)	-	1,974,519
Street Tree Trust Fund	200,319	200,319
Transportation Impact Fee Funds	13,653,429	13,859,239
U.S. Department of Housing and Urban Development Grants Fund	8,140,749	8,515,083
Utilities Services Tax Fund	34,684,991	34,771,723
Special Revenue Funds Total	\$ 246,029,023	\$ 257,307,541
Enterprise Funds		
55 West Garage Renewal and Replacement Fund	\$ 275,000	\$ 75,000
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	7,355,055	7,260,497
Orlando Venues Enterprise Fund	21,188,907	22,852,305
Parking System Funds	21,716,369	17,938,295
Solid Waste Fund	40,081,587	42,536,762
Stormwater Utility Funds	28,142,387	27,540,666
Water Reclamation Construction Fund	46,000,000	57,300,000
Water Reclamation Impact Fee Funds	41,760,497	3,005,000
Water Reclamation Renewal and Replacement Fund	3,000,000	3,000,000
Water Reclamation Revenue Fund	114,754,796	111,470,863
Enterprise Funds Total	\$ 325,366,027	\$ 294,070,817
Page Subtotal	\$ 1,105,246,713	\$ 1,096,651,542

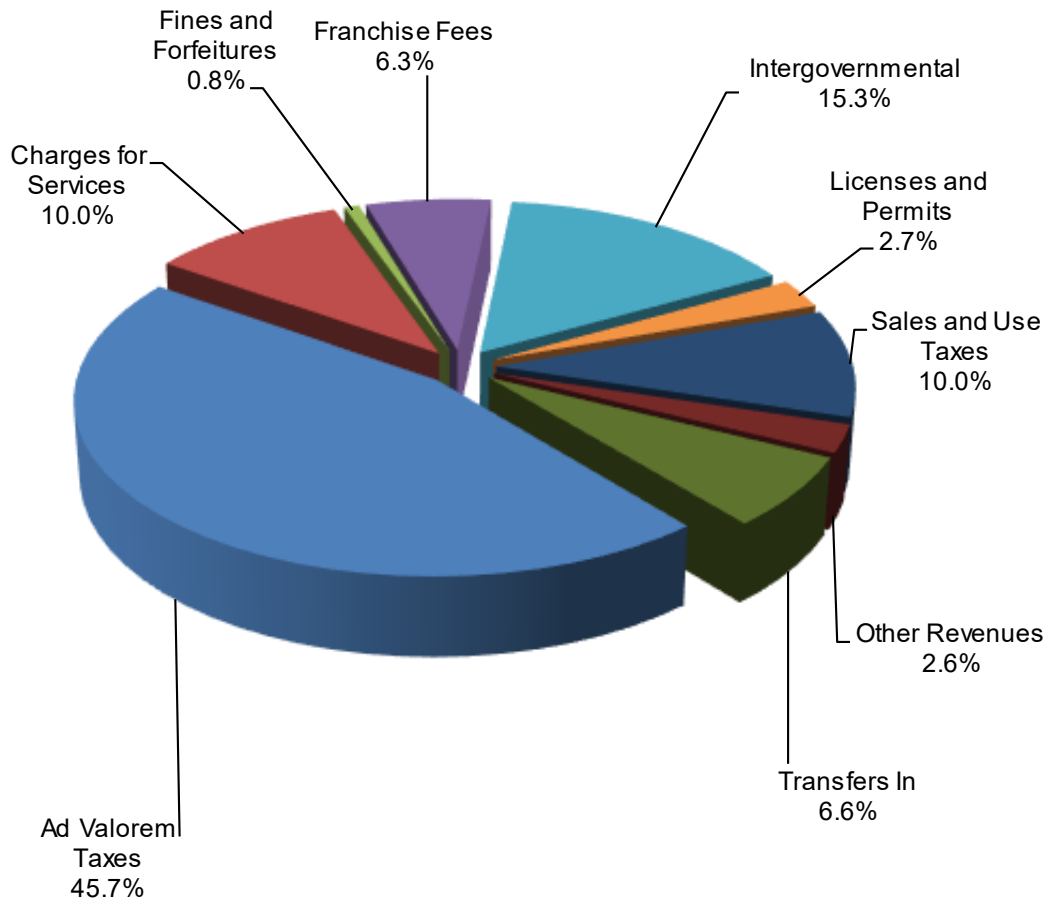
PROPOSED BUDGET (as of September 1, 2021)

All Funds Comparison (continued)

Fund Name	FY 2020/21 Adopted Budget	FY 2021/22 Proposed Budget
Debt Service Funds		
6th Cent TDT Debt	\$ 19,967,475	\$ 17,750,875
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	1,901,875	1,902,750
CRA Debt - Republic Drive Fund	3,804,686	3,802,254
CRA Debt Service - 2009	4,041,770	-
CRA Debt Service 2019 A Fund	-	4,041,118
CRA Debt Service 2020 A Fund	-	4,875,970
CRA Debt Service Internal Loan Fund	2,632,816	1,493,702
CRA Debt Service State Infrastructure Bank Fund	750,000	-
CRA PAC Debt Service - 2010	4,875,627	-
Events Center Debt Other	1,115,858	1,175,924
Internal Loan - Capital Improvement Bonds 2007 Series B Fund	2,982,641	9,638,741
Internal Loan - Jefferson Street Garage Fund	1,462,750	1,453,500
Investing In Our Neighborhoods Debt Bond Fund Series 2018B	6,676,100	-
New Public Safety and Energy Efficiency Debt Bond Fund Series 2014B	4,461,750	4,450,000
Performing Arts Center Commercial Paper Debt Construction Fund	566,550	566,550
Public Safety Debt Bond Fund 2016C	1,990,400	1,990,900
Water Reclamation Revenue Bond Funds	10,322,199	10,430,740
Debt Service Funds Total	\$ 71,685,951	\$ 67,706,478
Internal Service Funds		
Construction Management Fund	\$ 4,602,800	\$ 4,921,200
Facilities Management Fund	15,606,783	15,713,000
Fleet Management Funds	39,434,432	41,272,118
Health Care Fund	71,216,084	76,056,803
Internal Loan Bank Fund	13,993,926	12,027,698
Pension Participant Services Fund	143,881	-
Risk Management Fund	16,874,048	15,910,483
Internal Service Funds Total	\$ 161,871,954	\$ 165,901,302
Component Unit Funds		
Downtown Development Board Fund	\$ 4,819,778	\$ 4,383,986
Downtown South Neighborhood Improvement District Fund	692,397	925,889
Component Unit Funds Total	\$ 5,512,175	\$ 5,309,875
Pension Trust Funds		
City Pension Funds	\$ 68,929,027	\$ 69,549,016
Other Post Employment Benefit Trust Fund	27,691,668	24,070,894
Pension Trust Funds Total	\$ 96,620,695	\$ 93,619,910
Page Subtotal	\$ 335,690,775	\$ 332,537,565
All Funds Total	\$ 1,440,937,488	\$ 1,429,189,107

PROPOSED BUDGET (as of September 1, 2021)

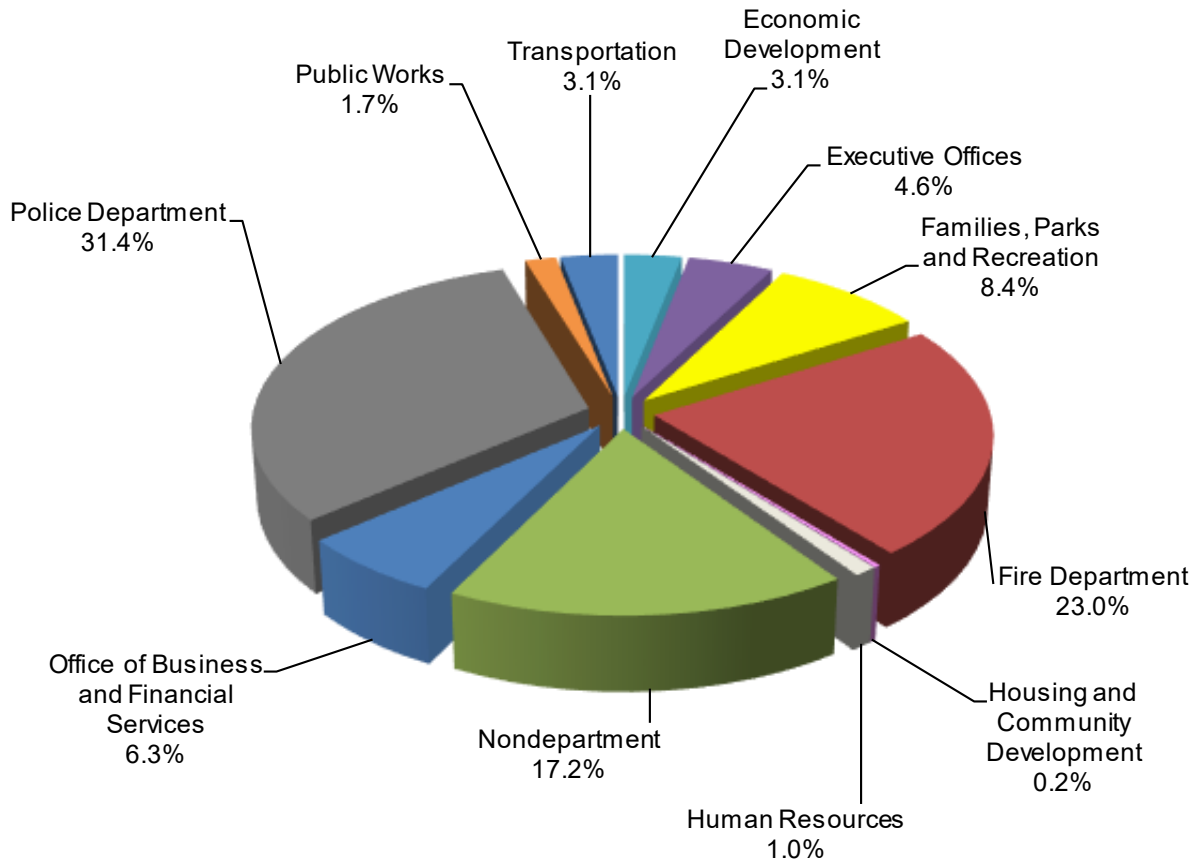
**General Fund - Revenues by Source
FY 2021/22**



Source of General Revenue	FY 2021/22 Proposed Budget	% of Total
Ad Valorem Taxes	\$ 249,264,112	45.7%
Charges for Services	54,499,937	10.0%
Fines and Forfeitures	4,185,000	0.8%
Franchise Fees	34,480,000	6.3%
Intergovernmental	83,248,214	15.3%
Licenses and Permits	14,712,500	2.7%
Sales and Use Taxes	54,400,000	10.0%
Other Revenues	14,166,073	2.6%
Transfers In	36,317,348	6.6%
Total	\$ 545,273,184	100.0%

PROPOSED BUDGET (as of September 1, 2021)

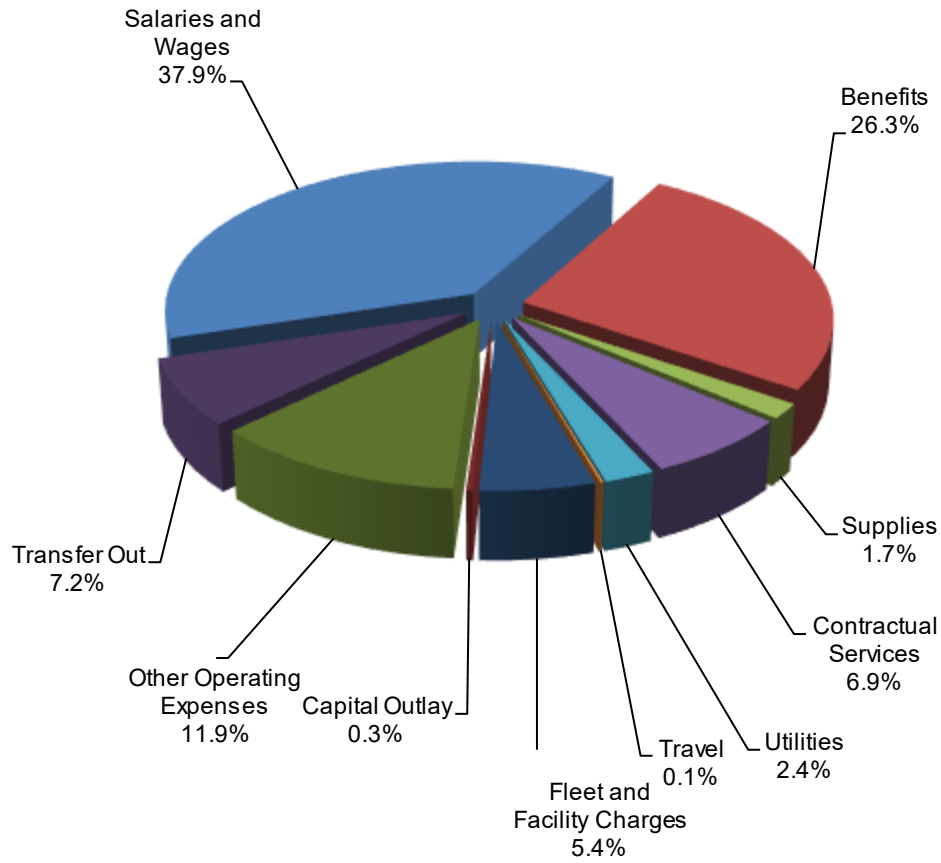
**General Fund - Expenses by Department
FY 2021/22**



General Fund Departments	FY 2021/22 Proposed Budget	% of Total
Economic Development	\$ 16,916,268	3.1%
Executive Offices	25,115,406	4.6%
Families, Parks and Recreation	45,688,726	8.4%
Fire Department	125,495,714	23.0%
Housing and Community Development	1,345,123	0.2%
Human Resources	5,429,843	1.0%
Nondepartment	93,583,173	17.2%
Office of Business and Financial Services	34,249,313	6.3%
Police Department	171,443,157	31.4%
Public Works	9,152,701	1.7%
Transportation	16,853,760	3.1%
Total	\$ 545,273,184	100.0%

PROPOSED BUDGET (as of September 1, 2021)

**General Fund - Expenses by Use
FY 2021/22**



General Fund Uses	FY 2021/22 Proposed Budget	% of Total
Salaries and Wages	\$ 206,530,102	37.9%
Benefits	143,137,364	26.3%
Supplies	9,135,056	1.7%
Contractual Services	37,587,209	6.9%
Utilities	12,887,367	2.4%
Travel	673,671	0.1%
Fleet and Facility Charges	29,249,110	5.4%
Capital Outlay	1,668,050	0.3%
Other Operating Expenses	64,950,320	11.9%
Transfer Out	39,454,935	7.1%
Total	\$ 545,273,184	100.0%

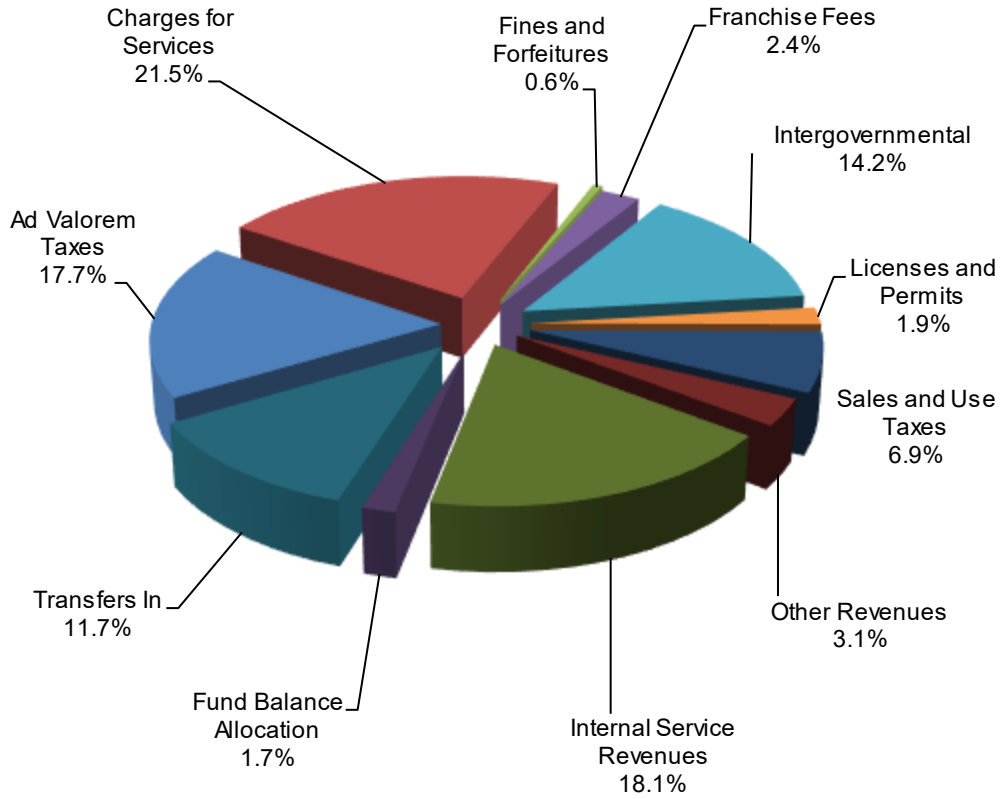
PROPOSED BUDGET (as of September 1, 2021)

GENERAL FUND Comparison of Sources and Uses by Fiscal Year

REVENUES	ACTUAL FY 2019/20	REVISED FY 2020/21	PROPOSED FY 2021/22	2021/22 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 217,048,961	\$ 239,482,554	\$ 249,264,112	45.7%	\$ 9,781,558	4.1%
Charges for Services	52,468,356	55,827,493	54,499,937	10.0%	(1,327,556)	(2.4%)
Fines and Forfeitures	3,747,430	3,925,000	4,185,000	0.8%	260,000	6.6%
Franchise Fees	33,348,566	32,380,000	34,480,000	6.3%	2,100,000	6.5%
Intergovernmental	87,793,916	82,506,097	83,248,214	15.3%	742,117	0.9%
Licenses and Permits	15,752,732	15,103,000	14,712,500	2.7%	(390,500)	(2.6%)
Sales and Use Taxes	51,071,962	54,400,000	54,400,000	10.0%	-	0.0%
Other Revenues	19,741,803	14,063,971	14,166,073	2.6%	102,102	0.7%
Transfers In	38,298,468	36,635,392	36,317,348	6.6%	(318,044)	(0.9%)
	\$ 519,272,195	\$ 534,323,507	\$ 545,273,184	100.0%	\$ 10,949,677	2.0%
APPROPRIATIONS	ACTUAL	REVISED	PROPOSED	2021/22	NET	%
By Department	FY 2019/20	FY 2020/21	FY 2021/22	% TOTAL	CHANGE	CHANGE
Economic Development	\$ 14,017,997	\$ 16,978,319	\$ 16,916,268	3.1%	\$ (62,051)	(0.4%)
Executive Offices	22,538,199	25,310,038	25,115,406	4.6%	(194,632)	(0.8%)
Families, Parks and Recreation	37,802,533	43,601,724	45,688,726	8.4%	2,087,002	4.8%
Fire Department	121,542,038	125,858,976	125,495,714	23.0%	(363,262)	(0.3%)
Housing and Community Development	981,775	1,109,791	1,345,123	0.2%	235,332	21.2%
Human Resources	4,330,932	5,234,647	5,429,843	1.0%	195,196	3.7%
Nondepartment	95,305,905	86,793,396	93,583,173	17.2%	6,789,777	7.8%
Office of Business and Financial Services	28,202,321	33,056,493	34,249,313	6.3%	1,192,820	3.6%
Police Department	165,934,039	169,256,777	171,443,157	31.4%	2,186,380	1.3%
Public Works	7,642,533	9,103,011	9,152,701	1.7%	49,690	0.5%
Transportation	16,681,397	18,020,335	16,853,760	3.1%	(1,166,575)	(6.5%)
	\$ 514,979,670	\$ 534,323,507	\$ 545,273,184	100.0%	\$ 10,949,677	2.0%
By Major Category	ACTUAL	REVISED	PROPOSED	2021/22	NET	%
	FY 2019/20	FY 2020/21	FY 2021/22	% TOTAL	CHANGE	CHANGE
Salaries and Wages	\$ 195,802,067	\$ 201,303,631	\$ 206,530,102	37.9%	\$ 5,226,471	2.6%
Benefits	131,927,950	144,175,168	143,137,364	26.3%	(1,037,804)	(0.7%)
Supplies	8,162,742	8,973,034	9,135,056	1.7%	162,022	1.8%
Contractual Services	28,640,629	33,365,345	37,587,209	6.9%	4,221,864	12.7%
Utilities	12,073,178	12,374,951	12,887,367	2.4%	512,416	4.1%
Travel	146,439	703,622	673,671	0.1%	(29,951)	(4.3%)
Fleet and Facility Charges	27,368,943	29,283,987	29,249,110	5.4%	(34,877)	(0.1%)
Capital Outlay	491,983	2,048,838	1,668,050	0.3%	(380,788)	(18.6%)
Other Operating Expenses	56,123,118	68,330,771	64,950,320	11.9%	(3,380,451)	(4.9%)
Transfer Out	54,242,622	33,764,160	39,454,935	7.2%	5,690,775	16.9%
	\$ 514,979,670	\$ 534,323,507	\$ 545,273,184	100.0%	\$ 10,949,677	2.0%

PROPOSED BUDGET (as of September 1, 2021)

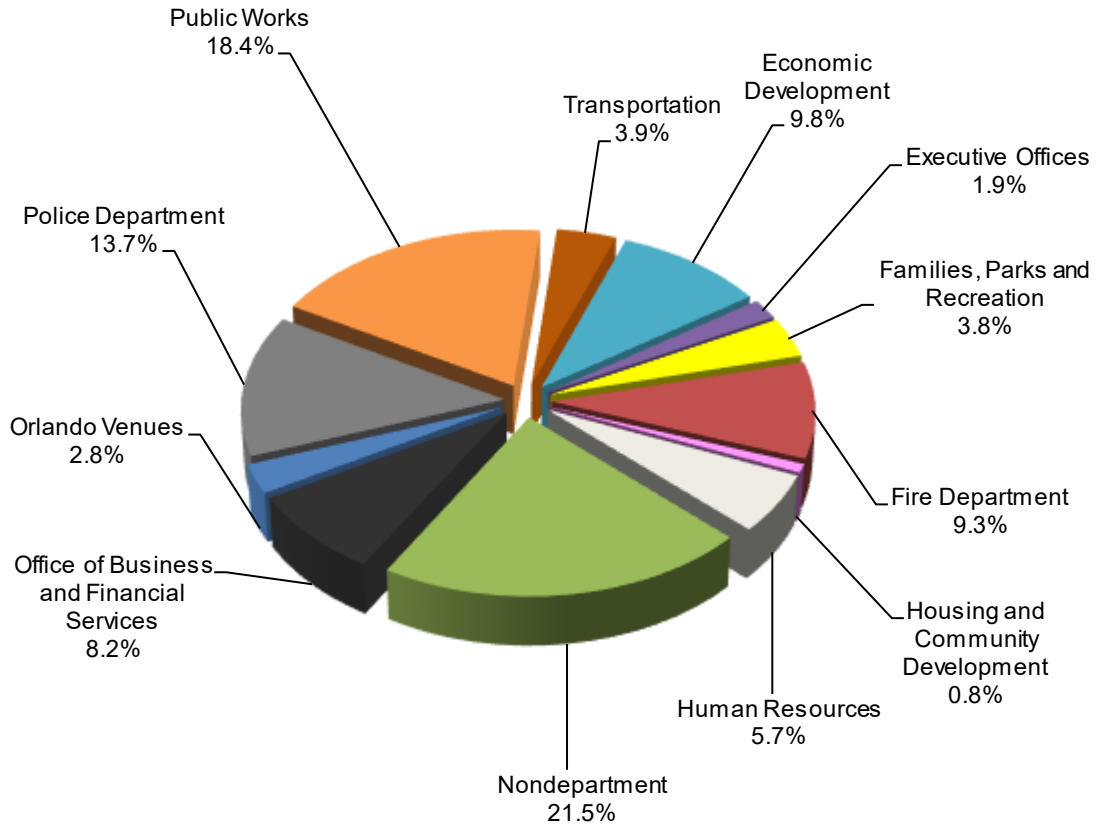
**All Funds - Revenues by Source
FY 2021/22**



Source of All Fund Revenue	FY 2021/22 Proposed Budget	% of Total
Ad Valorem Taxes	\$ 253,381,394	17.7%
Charges for Services	307,858,597	21.5%
Fines and Forfeitures	8,372,940	0.7%
Franchise Fees	34,560,000	2.4%
Intergovernmental	203,418,819	14.2%
Licenses and Permits	27,868,500	1.9%
Sales and Use Taxes	97,964,723	6.9%
Other Revenues	44,754,588	3.2%
Internal Service Revenues	259,215,504	18.1%
Fund Balance Allocation	23,916,680	1.7%
Transfers In	167,877,362	11.7%
Total	\$ 1,429,189,107	100.0%

PROPOSED BUDGET (as of September 1, 2021)

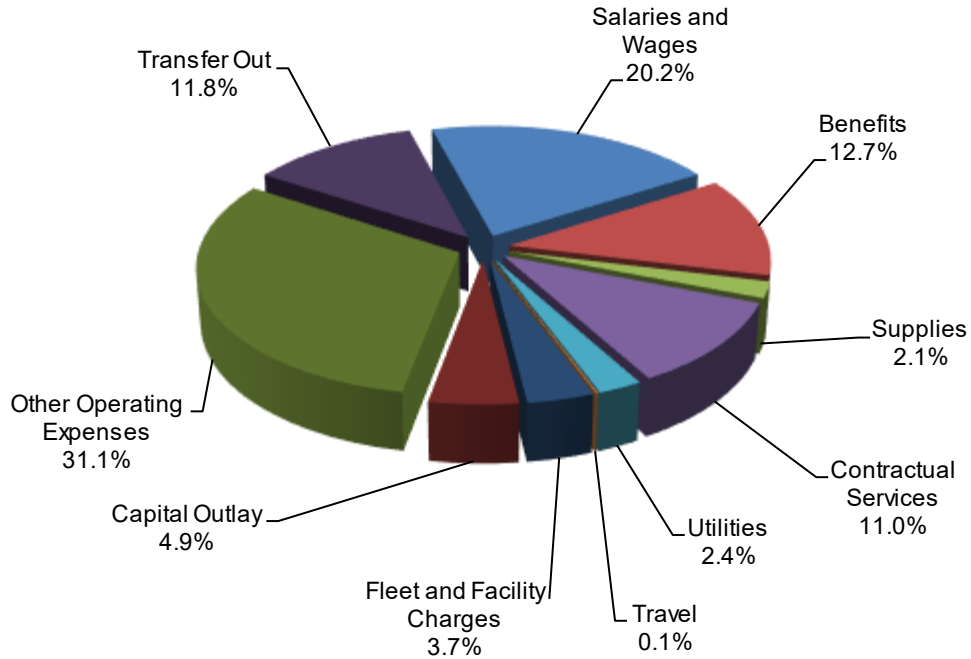
**All Funds - Expenses by Department
FY 2021/22**



All Funds Department	FY 2021/22 Proposed Budget	% of Total
Economic Development	\$ 140,512,230	9.8%
Executive Offices	27,607,796	1.9%
Families, Parks and Recreation	54,942,264	3.9%
Fire Department	132,846,114	9.3%
Housing and Community Development	11,834,725	0.8%
Human Resources	81,761,138	5.7%
Nondepartment	307,722,574	21.5%
Office of Business and Financial Services	117,441,679	8.3%
Orlando Venues	40,412,657	2.8%
Police Department	195,334,174	13.7%
Public Works	263,190,893	18.4%
Transportation	55,582,863	3.9%
Total	\$ 1,429,189,107	100.0%

PROPOSED BUDGET (as of September 1, 2021)

**All Funds - Expenses by Use
FY 2021/22**



All Funds Uses	FY 2021/22 Proposed Budget	% of Total
Salaries and Wages	\$ 288,971,224	20.2%
Benefits	181,643,793	12.7%
Supplies	29,645,875	2.1%
Contractual Services	156,760,161	11.0%
Utilities	34,871,062	2.4%
Travel	1,170,841	0.1%
Fleet and Facility Charges	52,720,093	3.7%
Capital Outlay	70,560,020	4.9%
Other Operating Expenses	444,968,677	31.1%
Transfer Out	167,877,361	11.8%
Total	\$ 1,429,189,107	100.0%

PROPOSED BUDGET (as of September 1, 2021)

ALL FUNDS Comparison of Sources and Uses by Fiscal Year

REVENUES	ACTUAL FY 2019/20	REVISED FY 2020/21	PROPOSED FY2021/22	2021/22 % TOTAL	NET CHANGE	% CHANGE
Ad Valorem Taxes	\$ 220,796,626	\$ 243,509,062	\$ 253,381,394	17.7%	\$ 9,872,332	4.1%
Charges for Services	296,627,383	312,523,377	307,858,597	21.5%	(4,664,780)	(1.5%)
Fines and Forfeitures	6,910,962	7,470,000	8,372,940	0.6%	902,940	12.1%
Franchise Fees	33,428,566	32,460,000	34,560,000	2.4%	2,100,000	6.5%
Intergovernmental	214,368,617	258,692,857	203,418,819	14.2%	(55,274,038)	(21.4%)
Licenses and Permits	30,482,888	30,053,000	27,868,500	1.9%	(2,184,500)	(7.3%)
Sales and Use Taxes	94,547,379	98,550,000	97,964,723	6.9%	(585,277)	(0.6%)
Other Revenues	368,458,986	35,812,614	44,754,588	3.1%	8,941,974	25.0%
Internal Service Revenues	269,406,849	260,942,834	259,215,504	18.1%	(1,727,330)	(0.7%)
Project Encumbrance	-	685,117,976	-	0.0%	(685,117,976)	(100.0%)
Fund Balance Allocation	-	64,361,216	23,916,680	1.7%	(40,444,536)	(62.8%)
Transfers In	205,130,454	174,203,332	167,877,362	11.7%	(6,325,970)	(3.6%)
	\$ 1,740,158,709	\$ 2,203,696,268	\$ 1,429,189,107	100.0%	\$ (774,507,161)	(35.1%)

APPROPRIATIONS By Department	ACTUAL FY 2019/20	REVISED FY 2020/21	PROPOSED FY2021/22	2021/22 % TOTAL	NET CHANGE	% CHANGE
Economic Development	\$ 116,048,289	\$ 205,518,237	\$ 140,512,230	9.8%	\$ (65,006,007)	(31.6%)
Executive Offices	25,958,922	37,838,193	27,607,796	1.9%	(10,230,397)	(27.0%)
Families, Parks and Recreation	53,046,789	74,619,785	54,942,264	3.8%	(19,677,521)	(26.4%)
Fire Department	122,827,758	130,816,951	132,846,114	9.3%	2,029,163	1.6%
Housing and Community Development	10,932,773	40,477,316	11,834,725	0.8%	(28,642,591)	(70.8%)
Human Resources	71,955,317	78,106,726	81,761,138	5.7%	3,654,412	4.7%
Nondepartment	382,228,688	350,425,010	307,722,574	21.5%	(42,702,436)	(12.2%)
Office of Business and Financial Services	122,344,263	197,659,577	117,441,679	8.2%	(80,217,898)	(40.6%)
Orlando Venues	99,087,471	143,876,011	40,412,657	2.8%	(103,463,354)	(71.9%)
Police Department	187,520,010	197,541,374	195,334,174	13.7%	(2,207,200)	(1.1%)
Public Works	293,603,969	594,541,158	263,190,893	18.4%	(331,350,265)	(55.7%)
Transportation	49,672,150	152,275,930	55,582,863	3.9%	(96,693,067)	(63.5%)
	\$ 1,535,226,399	\$ 2,203,696,268	\$ 1,429,189,107	100.0%	\$ (774,507,161)	(35.1%)

By Major Category	ACTUAL FY 2019/20	REVISED FY 2020/21	PROPOSED FY2021/22	2021/22 % TOTAL	NET CHANGE	% CHANGE
Salaries and Wages	\$ 266,229,055	\$ 284,584,601	\$ 288,971,224	20.2%	\$ 4,386,623	1.5%
Benefits	190,460,869	185,307,396	181,643,793	12.7%	(3,663,603)	(2.0%)
Supplies	36,818,436	38,478,675	29,645,875	2.1%	(8,832,800)	(23.0%)
Contractual Services	193,117,447	408,401,700	156,760,161	11.0%	(251,641,539)	(61.6%)
Utilities	32,168,093	33,971,463	34,871,062	2.4%	899,599	2.6%
Travel	359,742	1,492,965	1,170,841	0.1%	(322,124)	(21.6%)
Fleet and Facility Charges	56,450,472	58,930,623	52,720,093	3.7%	(6,210,530)	(10.5%)
Capital Outlay	186,463,066	405,788,428	70,560,020	4.9%	(335,228,408)	(82.6%)
Other Operating Expenses	368,028,765	612,010,405	444,968,677	31.1%	(167,041,728)	(27.3%)
Transfer Out	205,130,454	174,730,012	167,877,361	11.8%	(6,852,651)	(3.9%)
	\$ 1,535,226,399	\$ 2,203,696,268	\$ 1,429,189,107	100.0%	\$ (774,507,161)	(35.1%)

PROPOSED BUDGET (as of September 1, 2021)

CITYWIDE STAFFING SUMMARY CITY OF ORLANDO FY 2021/22

	Final FY 2019/20	Revised FY 2020/21	Proposed New Positions	Proposed Position Deletions	Proposed Position Transfers	Proposed FY 2021/22	Percent of Total
SUMMARY BY DEPARTMENT							
Economic Development	260	271	-	-	-	271	7.3%
Executive Offices	137	144	-	-	-	144	3.9%
Families, Parks and Recreation	242	272	-	-	-	272	7.4%
Fire Department	653	659	-	-	-	659	17.8%
Housing and Community Development	20	22	-	-	-	22	0.6%
Human Resources	34	35	-	-	-	35	0.9%
Office of Business and Financial Services	289	292	-	-	-	292	7.9%
Orlando Venues	84	85	-	-	-	85	2.3%
Police Department	1,104	1,129	2	-	-	1,131	30.6%
Public Works	594	604	3	-	-	607	16.4%
Transportation	180	181	-	-	-	181	4.9%
TOTAL CITY OF ORLANDO	3,597	3,694	5	-	-	3,699	100.0%

SUMMARY BY FUND

General	2,466	2,530	3	-	-	2,533	68.5%
Water Reclamation Revenue	271	273	-	-	-	273	7.4%
Building Code Enforcement	121	121	-	-	-	121	3.3%
GOAA Police	113	118	-	-	-	118	3.2%
Solid Waste	109	118	-	-	-	118	3.2%
Parking System Revenue	100	104	-	-	-	104	2.8%
Stormwater Utility	91	95	-	-	-	95	2.6%
Orlando Venues	53	54	-	-	-	54	1.5%
Fleet Management	51	53	-	-	(1)	52	1.4%
Facilities Management	52	52	-	-	(1)	51	1.4%
Community Redevelopment Agency	38	47	-	-	-	47	1.3%
Construction Management	34	34	2	-	-	36	1.0%
Housing Grants	20	22	-	-	-	22	0.6%
Leu Gardens	20	20	-	-	-	20	0.5%
After School All Stars	17	18	-	-	-	18	0.5%
Risk Management	16	14	-	-	-	14	0.4%
Orlando Stadium Operations	7	7	-	-	-	7	0.2%
Mennello Museum	4	4	-	-	-	4	0.1%
Centroplex Garages	7	3	-	-	-	3	0.1%
Cemetery Trust	2	2	-	-	-	2	0.1%
Fleet Replacement	-	-	-	-	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%
TOTAL CITY OF ORLANDO	3,597	3,694	5	-	-	3,699	100.0%

PROPOSED BUDGET (as of September 1, 2021)

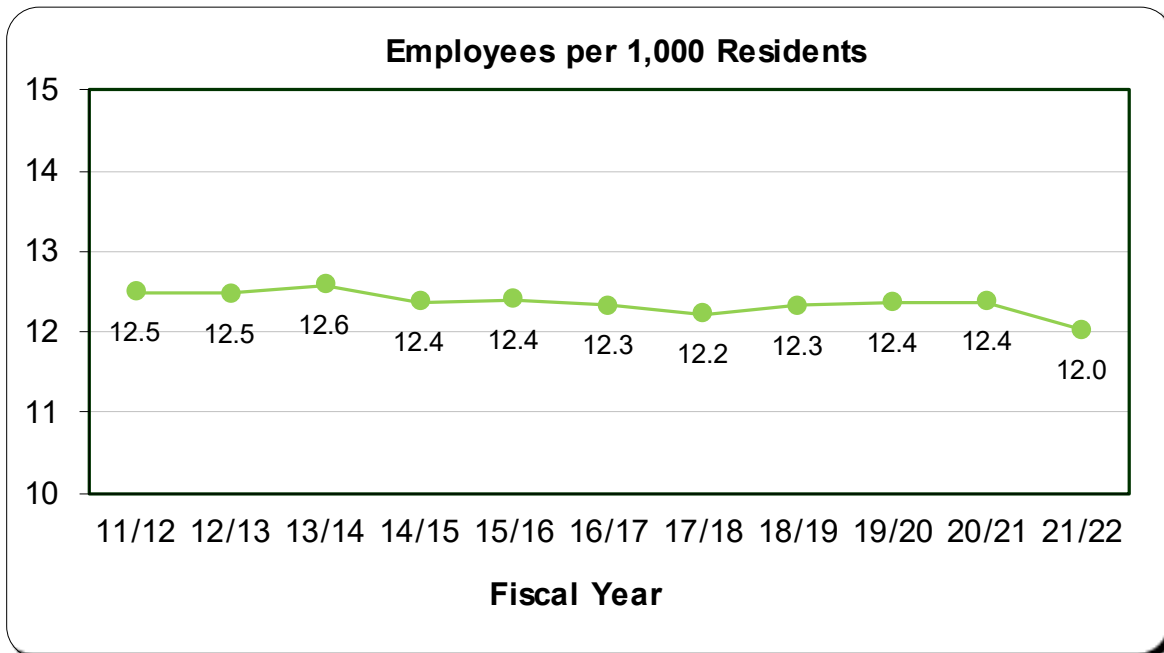
CITY WIDE STAFFING DATA AND CHARTS

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.

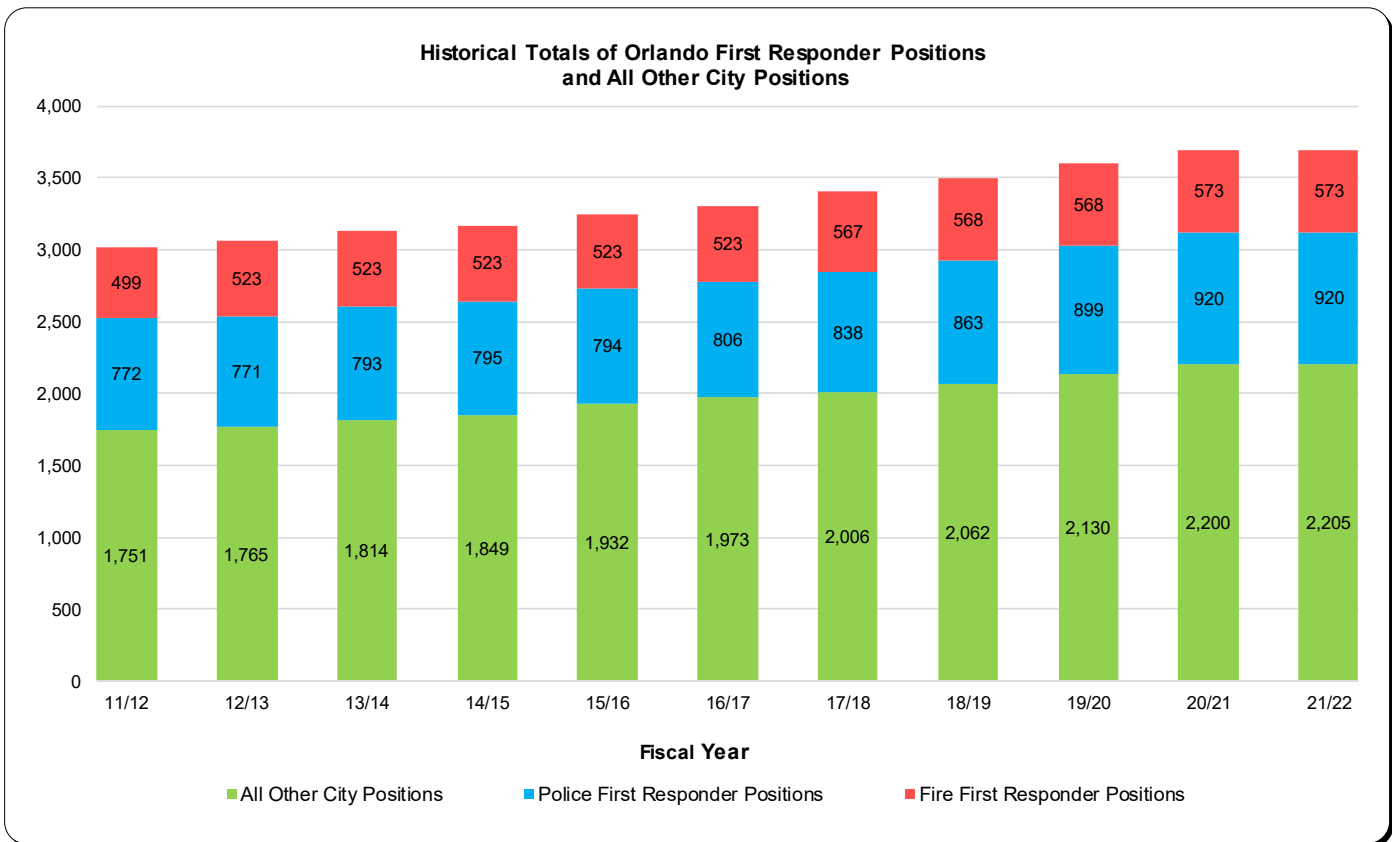
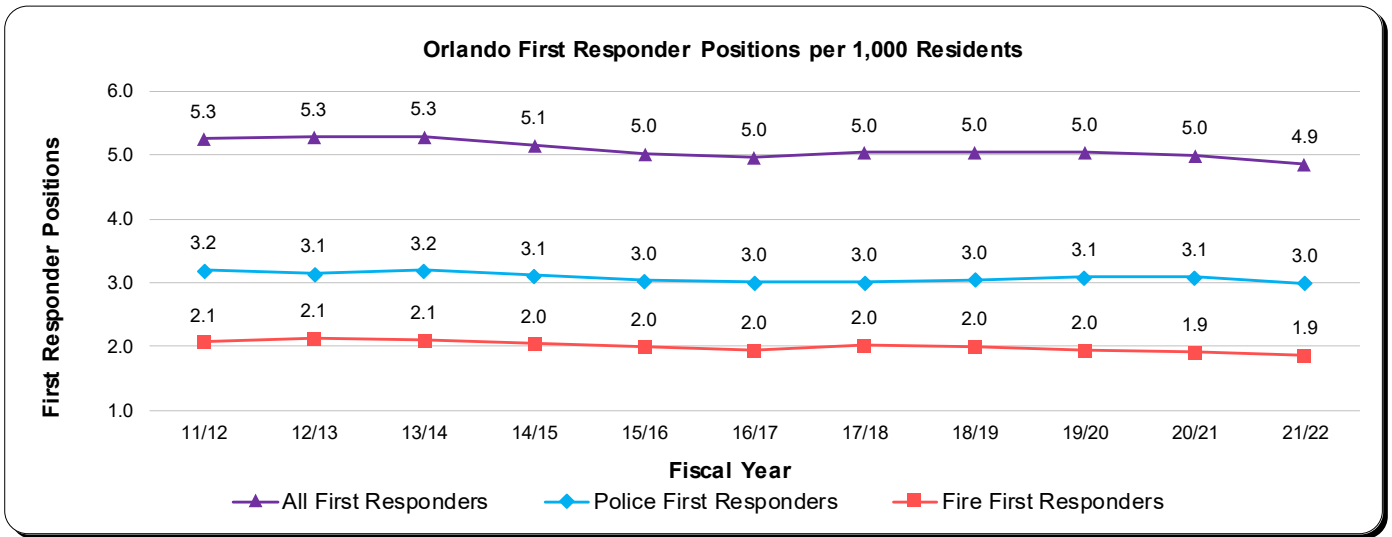
	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>
City Population	241,978	245,254	248,731	256,012	262,100	267,842	279,133	283,476	291,117	298,362	307,497
Employees	3,022	3,059	3,130	3,167	3,249	3,302	3,411	3,493	3,597	3,694	3,699
Fire Sworn	499	523	523	523	523	523	538	539	539	539	539
Fire Civilian Transport	-	-	-	-	-	-	29	29	29	34	34
Total Fire First Responders	499	523	523	523	523	523	567	568	568	573	573
Police Sworn	743	743	760	760	760	772	804	829	862	883	883
Community Service Officers	29	28	33	35	34	34	34	34	37	37	37
Total Police First Responders	772	771	793	795	794	806	838	863	899	920	920

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, 2021)

CITY WIDE STAFFING DATA AND CHARTS (continued)



PROPOSED BUDGET (as of September 1, 2021)

Funding for Capital Improvement Projects 2021/22 by Fund

Fund	FY 2020/21 Adopted Budget	FY 2021/22 Proposed Budget
0016_F Dubsdread Renewal and Replacement Fund	\$ 255,000	\$ 255,000
1070_F Transportation Impact Fee-North Fund	1,332,000	2,000,000
1071_F Transportation Impact Fee-Southeast Fund	1,000,000	-
1072_F Transportation Impact Fee-Southwest Fund	6,850,000	7,631,000
1100_F Gas Tax Fund	5,700,000	4,925,000
1110_F Building Code Enforcement Fund	-	1,970,000
1170_F Downtown South Neighborhood Improvement District	350,000	700,000
1250_F Community Redevelopment Fund	19,148,595	22,279,306
3001_F Capital Improvements Fund	19,469,881	22,779,000
3006_F Real Estate Acquisition Fund	1,000,000	1,000,000
4002_F Amway Center Renewal and Replacement Fund	1,000,000	1,000,000
4106_F Water Reclamation General Construction Fund	46,000,000	57,300,000
4107_F Water Reclamation Renewal and Replacement Fund	3,000,000	3,000,000
4109_F Water Reclamation Impact Fees Fund	35,760,497	-
4110_F Water Reclamation Collection System Impact Fees Fund	6,000,000	-
4130_F Centroplex Garages Fund	-	100,000
4133_F Parking Renewal and Replacement Fund	1,075,000	-
4150_F Solid Waste Fund	1,900,000	2,220,000
4161_F Stormwater Capital Fund	2,140,000	2,000,000
4190_F Downtown Development Board Fund	950,000	500,000
Capital Improvement Plan Total	\$ 152,930,973	\$ 129,659,306

PROPOSED BUDGET (as of September 1, 2021)

Funding for Capital Improvement Projects 2021/22 Detail by Fund

Funding Source	FY 2021/22 Proposed Budget
Amway Center Renewal and Replacement Fund	
Amway Center Repair and Replacement	\$ 1,000,000
Amway Center Renewal and Replacement Fund Total	\$ 1,000,000
Building Code Enforcement Fund	
Economic Development Information System	\$ 1,970,000
Building Code Enforcement Fund Total	\$ 1,970,000
Capital Improvements Fund	
Athletic Field Maintenance	\$ 641,000
Bridge Maintenance and Repair	125,000
City Operations Workday	550,000
Facility Evaluation, Repairs, and Rehabilitation	1,500,000
Fire Equipment Replacement	1,200,000
Fire Training and Admin Facility - Phase I	6,040,000
Information Technology Enhancements	380,000
Information Technology Hardware and Software Upgrades	500,000
IRIS Initiative	150,000
Lymmo Electric Buses	960,000
Miscellaneous Sidewalk Repair	300,000
Parks and Playground Renovation Project	1,225,000
Pavement Rehabilitation	2,000,000
Police Equipment Replacement	1,618,000
Record Management and Preservation	100,000
Recreation Facility Renovations and Maintenance	1,500,000
Recreation Pools & Courts	290,000
Renewable Energy for City Facilities	1,000,000
School Safety Sidewalk Program	600,000
Sidewalk Remediation Program	850,000
Time Clock Replacement	250,000
Transportation Safety Projects	700,000
Transportation System Equipment and Maintenance	300,000
Capital Improvements Fund Total	\$ 22,779,000
Centroplex Garages Fund	
Centroplex 1 & 2 Repair & Maint	\$ 100,000
Centroplex Garages Fund Total	\$ 100,000
Community Redevelopment Agency	
Arts & Culture	\$ 300,000
Business Recruitment & Retention	650,000
Community Outreach	4,600,000
Community Policing Innovations	400,000
Downtown Capital Maintenance	1,487,602
Downtown Lighting	500,000
DTO Implementation	432,312
Lake Eola CRA	1,000,000
Minority/Women Entrepreneur Business Assistance	50,000
Parramore Task Force	25,000
Parramore Housing Initiative	2,500,000
Real Estate - CRA	1,000,000
Streetscape Improvements	500,000
Transportation Access & Connectivity	6,334,392
Under I Design	2,500,000
Community Redevelopment Agency Fund Total	\$ 22,279,306
Page Subtotal	\$ 48,128,306

PROPOSED BUDGET (as of September 1, 2021)

Funding Source	FY 2021/22 Proposed Budget
Downtown Development Board Fund	
Farmers Market	\$ 50,000
Marketing - Downtown Development Board	450,000
Downtown Development Board Fund Total	\$ 500,000
Downtown South Neighborhood Improvement District	
DSNID Projects	\$ 700,000
Downtown South Neighborhood Improvement District Total	\$ 700,000
Dubsdread Renewal & Replacement	
Dubsdread Course/Grounds Maintenance	\$ 190,000
Dubsdread Equipment	65,000
Dubsdread Renewal & Replacement Fund Total	\$ 255,000
Gas Tax Fund	
ADA Transition Plan	\$ 300,000
Bicycle Plan Implementation	200,000
Brick Street Restoration	100,000
Bridge Maintenance and Repair	125,000
Intersection Safety Improvements	400,000
Miscellaneous Sidewalk Repair	200,000
Pavement Marking Maintenance	450,000
Pavement Rehabilitation	2,500,000
Regional Computerized Signal System	100,000
School Safety Sidewalk Program	100,000
Traffic Counts and Travel Time Studies	250,000
Traffic Signal Refurbishing Program	200,000
Gas Tax Fund Total	\$ 4,925,000
Real Estate Acquisition Fund	
Real Estate Acquisition Opportunities	\$ 1,000,000
Real Estate Acquisition Fund Total	\$ 1,000,000
Solid Waste Fund	
Commercial Collection Vehicles	\$ 770,000
Compactor Conversion	400,000
Residential/Recycling Collection Vehicles	1,050,000
Solid Waste Fund Total	\$ 2,220,000
Stormwater Capital Fund	
System Repair and Rehabilitation	\$ 2,000,000
Stormwater Utility Fund Total	\$ 2,000,000
Page Subtotal	\$ 11,600,000

PROPOSED BUDGET (as of September 1, 2021)

Funding Source	FY 2021/22 Proposed Budget
Water Reclamation General Construction Fund	
Bill Fredrick Park Lift Station Improvements	\$ 500,000
Conserv I Area Collection System Improvements	2,500,000
Conserv I Biosolids Upgrades	1,000,000
Conserv I Reclaimed Water Storage	1,500,000
Conserv I South Reclaimed Water Main	3,000,000
Conserv II Area Collection System Improvements	2,500,000
Conserve II Nutrient Removal and Treatment Improvements	2,000,000
Conserv II Process Improvements	500,000
Easterly Wetlands Parking Lot Improvements	350,000
Easterly Wetlands Restoration	500,000
Inflow & Infiltration Reduction Project	2,000,000
Iron Bridge Area Collection System Improvements	2,500,000
Iron Bridge Biosolids Disposal Improvements	500,000
Iron Bridge Grit System Replacement	700,000
Lift Station 2 and 3 Force Main	21,000,000
Lift Station 249 Rehabilitation	1,000,000
Lift Station Odor Control	1,000,000
Lift Station Rehabilitation Phase I	3,000,000
Lift Stations Electrical Safety Improvements	250,000
Line Sewers	3,000,000
Rapid Response Construction	2,500,000
Reclaimed Water System Valve Replacements	1,500,000
Sanitary Upgrades with Other Projects	4,000,000
Water Reclamation General Construction Fund Total	\$ 57,300,000
Water Reclamation Renewal and Replacement Fund	
Miscellaneous Renewal and Replacement	\$ 3,000,000
Water Reclamation Renewal and Replacement Fund Total	\$ 3,000,000
Transportation Impact Fee - Southwest Fund	
Grand National Dr.: Oakridge Rd. to Sand Lake Rd.	\$ 4,000,000
Millenia Plaza Way	500,000
New Traffic Signal Locations	250,000
Pres. Barack Obama Parkway Phase 2	1,000,000
Southwest Bike Study Implementation	500,000
Terry Ave - SR 408 to Gore Street	1,381,000
Transportation Impact Fee - Southwest Fund Total	\$ 7,631,000
Transportation Impact Fee - North Fund	
Alden/Lake Highland Realignment	\$ 500,000
Church Street SunRail	500,000
Hicks Avenue Extension	1,000,000
Transportation Impact Fee - North Fund Total	\$ 2,000,000
Page Subtotal	\$ 69,931,000
CIP Total	\$ 129,659,306

PROPOSED BUDGET (as of September 1, 2021)

FY 2021/22 Budget Calendar

January 27	Distribution of budget timeline, Revenue Requests and Justifications/Revenue Manual Revisions
February 26	Revenue Estimates and Justifications/Revenue Manual Revisions due to Management and Budget
March 26	Capital Improvement Program Requests due to Management and Budget
April 30	Reorganization Requests, Expenditure Requests and Justifications due to Management and Budget
May - June	Meetings with departments to review Revenue Estimates, Capital Improvement Program Requests, and Reorganization/Expenditure Requests
July 1	Certification of property values by Orange County Property Appraiser
July 19	Budget Workshop and City Council vote on proposed millage rate
September 13	First public hearing to adopt proposed millage rate, budget and Capital Improvement Program
September 27	Final public hearing to adopt millage rate, budget and Capital Improvement Program
October 1	Implementation of adopted budget