



OSCEOLA COUNTY

FISCAL YEAR 2021 ADOPTED BUDGET

Adopted - September 21, 2020

Osceola County

Fiscal Year 2021 Adopted Budget



Board of County Commissioners:

Viviana Janer, Chair

District 2

Cheryl Grieb, Vice Chair

District 4

Peggy Choudhry, Commissioner

District 1

Brandon Arrington, Commissioner

District 3

Ricky Booth, Commissioner

District 5

ADOPTED - September 21, 2020

Book Finalized & Distributed on November 23, 2020



TABLE OF CONTENTS

INTRODUCTION.....	SECTION 1
OVERVIEW.....	SECTION 2
DEPARTMENT ACCOMPLISHMENTS.....	SECTION 3
GENERAL FUNDS	SECTION 4
SPECIAL REVENUE FUNDS	SECTION 5
DEBT SERVICE FUNDS	SECTION 6
CAPITAL PROJECTS FUNDS.....	SECTION 7
ENTERPRISE FUNDS.....	SECTION 8
INTERNAL SERVICE FUNDS	SECTION 9
CAPITAL IMPROVEMENT PLAN	SECTION 10



INTRODUCTION TABLE OF CONTENTS

INTRODUCTION.....	1-1
ORGANIZATIONAL CHART.....	1-7



Introduction

Osceola County is pleased to present the Adopted Budget for Fiscal Year 2020-2021 (FY21). The preparation of the FY21 Budget took many months and was concluded September 21, 2020 with the Final Public Hearing. The Budget and the process for FY21 were faced with many challenges and uncertainties due to the COVID-19 global public health crisis. The resulting economic impact was felt not only by Osceola County, but also across the country. At a local level, the County experienced challenges stemming from declines in major revenue sources, impacts to small businesses, declines in tourism, loss of employment and the highest unemployment rate in the State resulting in a loss of income for our residents. All of these impacts have resulted in a greater need for assistance to our citizens.

The COVID-19 pandemic had an immediate negative impact on many of the County's revenue sources in FY20 that are anticipated to continue well into FY21. The County's Sales Taxes, Gas Taxes, Tourist Development Taxes and Tolls are projected to decline by approximately \$62.2M when compared to FY20's Adopted Budget projections. Other revenue sources, however, may not reflect an impact until later. For example, FY21 Ad Valorem increased due to a 10.49% increase in property valuations. It is important to note, however, that these valuations are pre-COVID-19 from 2019. In the past, downturns in the economy have had a direct impact on property valuations so there may be an impact felt in Fiscal Year 2022 (FY22). During the preparation of the FY21 Budget, the goal was to continue providing services at the same level as much as possible.

Budget Guidelines

The FY21 Adopted Budget, which begins on October 1, 2020 and concludes on September 30, 2021, was prepared in accordance with Chapters 129, 200 and 197 of the Florida Statutes (F.S.). Chapter 129 guides the overall budget development and administration while Chapter 200 provides specific directions for the annual levy of property taxes and the corresponding budget adoption timeline. Due to the pandemic, the Department of Revenue provided specific guidelines to ensure TRIM notices and advertisements included specific language to ensure citizens were notified of the changes to public hearings and ensure they could still participate. In addition, Chapter 197 provides for the uniform method for levy, collection, and enforcement of non-ad valorem assessments.

The development, approval, and adoption of the budget includes numerous meetings with County Administration. The first step in the process begins with County Departments’ submittal of their budget requests in April. Budgets are analyzed by comparing prior and current year expenditure trends that can lead to reductions prior to the budget review meetings with County Administration held in June. On July 20, 2020, the County Manager submitted his Recommended Budget to the Board of County Commissioners (Board) for review and recommendations. After completion of the budget presentation and Board discussions, the Board established the rolled-back millage rates, proposed millage rates, and set the date, time and location, which in accordance with the Governor’s Order was held telephonically, for the First Public Hearing on September 10th.

At the September 10th meeting, the FY21 Tentative Millage Rates and Budget were established. In addition, the Final Public Hearing date, time and location (also telephonically) were set, and staff was directed to advertise the Tentative Millage Rates and Budget in a newspaper of general paid circulation as mandated by F.S. 200. The Special Assessments Public Hearings were also held during this meeting in which the Board adopted the Special Assessments Rates for the County’s Municipal Service Benefit Units (MSBUs). Upon completion of the Public Hearing items, the Board adopted the FY21 – FY25 Capital Improvement Plan (CIP).

The next steps were to take input from the adopted Tentative Budget and remaining balances for ongoing capital projects to prepare the Final Recommended Budget for consideration at the Final Public Hearing. The entire budget adoption process, which began in April, concluded with a Final Public Hearing held on September 21, 2020 to discuss the County Manager’s Recommended Final Budget. After presentation and discussions, the Board unanimously adopted the millage rates and the Fiscal Year 2021 Budget.

REVENUES:

Although the County’s property valuations increased for FY21, the valuations were from 2019 so there may be negative impacts felt in FY22. As previously mentioned, there are projected declines in some of the County’s major revenue sources, but the Board was dedicated to providing the citizens of this County with quality services without increasing the millage rates to offset these reductions. As a result, the Board approved millage rates for the General Fund, Library Fund and Emergency Medical Services at the same rate as FY20. The below chart reflects the approved millage rates and corresponding Ad Valorem revenue for FY21 as compared to FY20.

	FY20	FY21		FY21 - FY20:
	Millage:	Millage:	Revenue:	
General Fund	6.7000	6.7000	\$ 210,655,831	\$ 19,995,222
Library	3.0000	3.0000	\$ 9,470,631	\$ 896,796
EMS	1.0682	1.0682	\$ 25,606,162	\$ 2,456,016
			TOTALS:	\$ 23,348,034

Although the General Fund shows the largest Ad Valorem increase, these revenues are quickly reduced by the amount of funds that are obligated for the East and West 192 Tax Increment Funds (TIFs), the two City's Community Redevelopment Areas (CRAs), and an allocation for the Vine Street CRA. The biggest impact to the General Fund's Ad Valorem revenues, however, was the need to increase the support of transportation related activities due to the reduction in gas taxes resulting from the pandemic.

Overall, the Countywide budget increased \$256.5M over the FY20 Adopted Budget which reflects revenues associated with the Transportation Bonds received as a part of the refinancing of Osceola Parkway and Grant funding due to the County's allotment of Federal CARES Act funds through the State of Florida.

EXPENDITURES:

The uncertainty of the pandemic and the economic strain on our citizens has resulted in the County adopting a lean operating budget. The FY21 expenditure budget does not include new positions or salary increases but provides necessary funding in areas desperately needed by our citizens. This year the focus has been on housing assistance, food assistance, education and small business needs in which the County has received support through grant funding from the CARES Act.

The budget also includes funding for Road Resurfacing, Dirt Road Paving and Stormwater, contractual services such as Lynx, Medical Examiner, Courthouse Security, right-of-way mowing, and building maintenance. Additionally, funding is included for homelessness initiatives and State mandated and non-mandated programs for Healthcare. Also, as in prior years and especially during these economic times, Departments continued to streamline operating expenditures where appropriate while still providing necessary services. The Capital budget provides for limited new capital projects, with projects only moving forward once revenue becomes available. Incorporated within the Capital Budget is the Capital Improvement Plan that totals \$67.8m and funds projects for stormwater, signals, equipment, vehicles, intersection improvements, a Court facilities project, and Dispenser and Monitoring upgrades to various Fire Station fuel sites. Various road projects are possible due to the Transportation Bonds received in FY20 to support "complete street" improvement projects such as Simpson Road, Boggy Creek Road, Bill Beck Boulevard, Poinciana Blvd., and Partin Settlement Road. Capital also provides funding for previously approved projects that will continue in the new fiscal year.

The Countywide Reserves are in accordance with State Statutes, the Budget Policy, Bond covenants and individual Fund's specific requirements. Operating Reserves generally provide a minimum of 2 months of Personal Services, Operating and Transfers. Reserves also help to protect the County from revenue fluctuations. In light of the state of the economy and uncertainty with revenues for FY21, Reserve funds are even more important to ensure continuity of operations, as well as in the event of natural or manmade disasters. Additionally, Reserves-Assigned account for disaster relief (Hurricane Irma) pending reimbursement from FEMA and for the long-term landfill closure requirements in the Solid Waste Fund. Reserves-Restricted sets funds aside in accordance with the bond documents for

Osceola Parkway and perpetual maintenance of environmental lands, and Reserves Capital-Designated includes funds set aside for Neptune Road in the Mobility Fee Funds and for Fire Station #45 in the Fire Impact Fee Fund.

SUMMARY:

The Countywide annual budget is comprised of numerous Funds. These Funds are categorized according to their function and are organized within six different Fund Groups. Each Fund Group has distinct criteria that determine the type of revenues and applicable expenditures to support the services required each fiscal year. The County's Fund Groups, along with highlights for FY21, are as follows:

- ***General Funds:*** The General Fund accounts for all financial resources which are not required to be accounted for in a different Fund. The General Fund is the largest and most complex Fund of the County. This Fund's primary source of revenue is Ad Valorem which is derived from property taxes. Other major sources of revenue are State Shared revenue and Local Government Half-Cent Sales Tax, both which have been impacted by COVID-19, Public Service Taxes, Telecommunication Service Taxes, as well as grants and other miscellaneous sources. The General Fund supports many operations including, but not limited to, Constitutional Offices, Corrections (jail), Emergency Management, Animal Services, Human Services, Health Unit, Economic Development, Extension Services, Human Resources, general administration and oversight, and Community Development.

Highlights of the General Fund include funds to support and maintain the County's adopted level of service, provide for increases in costs related to mowing, security, Medical Examiner, Medicaid and Inmate Medical, unfunded mandates, transfers to support the Constitutional Officers and transportation and transit and debt service. Capital Outlay includes minimal new capital projects including funds for equipment replacement, improvements at the jail and support of approved on-going Capital Improvement Projects. This Fund Group also includes funding for the Designated Ad Valorem Tax (DAT), which provides funding to support transportation needs. The General Fund will also be supporting the operations of other Funds, in order to maintain their level of service such as for transportation operations, transit, court technology, and road resurfacing.

- ***Special Revenue Funds:*** Special Revenue Funds are established for specific purposes to account for revenues that must be accounted for and expended in a restricted manner. They may be created due to Federal guidelines, Florida Statutes or County Ordinances. Revenues received are from special sources, dedicated or restricted for a specific purpose. A few of the County's Special Revenue Funds include the Transportation Funds, Tourism Development Funds, Library Fund, Fire Rescue/Emergency Medical Services Fund, Emergency 911, Environmental Lands, Court Technology, Mobility Fee East and West District Funds, W192 Development Authority, MSBUs, and many others.

This Fund Group has been heavily impacted by the effects of COVID-19. Gas Taxes have declined impacting three transportation Funds, but the biggest impact is to the County's Tourist Development Taxes (TDT). TDT funds show significant declines both in FY20 with continued declines projected for FY21. Highlights include CARES Act grant funding utilized to provide much needed services to Osceola residents, continued support for road resurfacing and dirt road paving projects, Countywide Fire and Rescue services which include the re-evaluation of the 5-Year Fire Assessment Program resulting in an update to the Program. Capital Outlay includes minimal new projects for FY21 in which revenues will be verified prior to moving forward, as well as vehicle replacements funded with lease proceeds and approved ongoing projects carried forward from the prior year to continue in FY21.

- *Debt Service Funds:* These funds are established for the specific purpose of managing long-term principal, interest, and debt service costs. These Funds take into consideration the requirements set forth in the bond covenant/loan document and can include information such as what the funds can be used for as well as the amount of reserves that must be maintained annually. New for FY21 are two Debt service Funds associated with the refunding of the Environmental Lands debt (Fund 250) and the Mill Creek property purchase debt (Fund 251) for relocation of the Human Services Department.
- *Capital Project Funds:* These Funds are specifically for the purpose of administering capital projects. They are used for the acquisition and construction of capital projects with a useful life of ten years and a minimum cost of \$25,000. Their revenue sources are derived from bonds, voter approved sales tax, grants and fees. Capital projects for FY21 include the previously mentioned Transportation complete street projects, Stormwater projects, Bridge Improvements, Countywide Signals Project, Traffic Signal Replacements/Mast Arm upgrades, Traffic Equipment, Fire/EMS equipment. The Budget also includes projects carried over into FY21 for completion, as well as debt service payments.
- *Enterprise Funds:* Enterprise Funds provide goods or services through business-type activities provided on a cost basis consistent with private enterprises. The Solid Waste Fund supports the operation of waste collection and recycling, household chemical collection program, as well as long-term care of the County's Landfills. Osceola Parkway supports the operation and maintenance of the Parkway. This Fund has also been impacted by the pandemic. Traffic counts and collections were influenced by stay at home/shelter in place Executive Orders, temporary closures of theme parks and the general decline in tourism and travel. The reductions in toll revenues were projected to continue into FY21.
- *Internal Service Funds:* These Funds account for the financing of goods or services provided by one department to other departments within the County. This type of Fund operates on a break-even cost reimbursement basis. The County administers its various insurance products and fleet operations through Internal Service Funds.

In conclusion, the FY21 Budget was successfully adopted on September 21, 2020 totaling \$1,625,093,270. This budget could not have been accomplished without the team approach taken by the constitutional and judicial offices as well as the County Attorney, Commission Auditor and County staff who were diligent in their efforts to prepare a budget that maintains service levels during these challenging times. Through the leadership of the Board, the County was able to adopt a budget that provides services to our citizens without increasing the millage rates.

Osceola County Citizens



Osceola County BOARD OF COUNTY COMMISSIONERS

**Commission Auditor
HORACE NWACHUKWU**

**County Manager
DONALD S. FISHER**

**County Attorney
ANDREW W. MAI**

**Deputy County Manager
BETH A. KNIGHT**

Human Resources

- Employee Benefits & Relations
- Risk Mgmt.

Governmental Affairs/Grants

- Lobbying Services
- Federal & State Grants

**Asst. County Manager
DONNA L. RENBERG**

**CONSTITUTIONALS /
ELECTED OFFICIALS:**

- Clerk of Court
- Public Defender
- Property Appraiser
- State's Attorney
- Sheriff
- Supervisor of Elections
- Tax Collector

Community Development

- Building
- Current Planning
- Customer Care
- Dev. Review
- Ext. Services
- Parks/Public Lands
- Planning & Design
- Sports & Event Facilities
- Sustainability

Human Services

- Housing Services
- Federal Grants
- Library Services
- Social Services
- Veteran's Affairs

Communications Department

- Community Outreach
- Branding
- Public Information

Public Safety

- Animal Services
- Corrections
- Emergency Management
- Fire/Rescue Services

Public Works

- Asset Mgmt.
- Construction Engineering
- Fleet Mgmt.
- Road & Bridge
- Solid Waste
- Stormwater/Nat. Resources

Transportation & Transit

- Complete Street Construction
- Osceola Parkway
- Traffic Engineering
- Transportation Planning

Business Services

- Agenda Mgmt.
- Board Support
- Contract Mgmt.
- Procurement

Strategic Initiatives

- Economic Development
- W192 & E192

Financial Services

- Budget
- Finance
- Debt Mgmt.
- Maint. District
- Special Assessments

Information Technology

- IT Security
- Project Mgmt.
- Support Services
- System/Network Services
- Web Services



OVERVIEW TABLE OF CONTENTS

OSCEOLA COUNTY MISSION STATEMENT & STRATEGIC PLAN	2-1
ADOPTED BUDGET RESOLUTION	2-2
BUDGET SUMMARY	2-5
FULL TIME EQUIVALENT (FTE) SUMMARY REPORT	2-6

OSCEOLA COUNTY MISSION STATEMENT & STRATEGIC PLAN

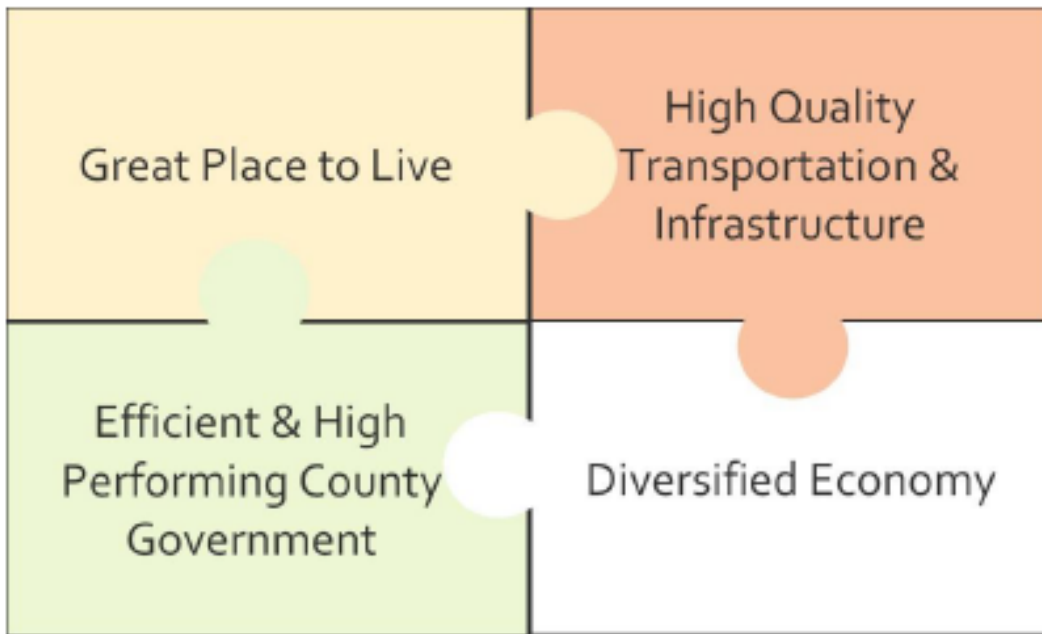
MISSION STATEMENT:

The Mission of Osceola County Government is **to provide quality service to the residents of and visitors to Osceola County which is second to none.**

Our services will be maintained by strict adherence to the Principles of ***HONESTY, RESPECT, COMMITMENT, TEAM WORK, EDUCATION AND EFFICIENCY.***

STRATEGIC PLANNING:

The Osceola Board of County Commissioners embarked on a strategic planning initiative to identify long-term, interconnected community goals that will establish and promote Osceola County as a great place to live with high quality infrastructure and transportation, and a diversified economy delivered via an efficient and high performing County government. Below is a summary of the Plan; the full Plan is available on the County's website.



RESOLUTION NO. 20-181R

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF OSCEOLA COUNTY, FLORIDA APPROVING THE BUDGET FOR FISCAL YEAR 2020-2021; DIRECTING THE COUNTY MANAGER TO DELIVER A LETTER OF NOTIFICATION TO THE SHERIFF; PROVIDING FOR CONFLICTS AND SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, on September 10, 2020, the Board of County Commissioners of Osceola County, Florida (the "Board") adopted Resolution No. 20-153R, approving the tentative budget for Fiscal Year 2020-2021; and

WHEREAS, upon approval of the tentative budget for Fiscal Year 2020-2021, the Board prepared and advertised a statement summarizing all of the adopted tentative budgets, as required by Section 129.03, Florida Statutes; and

WHEREAS, the Board has conducted a public hearing to consider adoption of its final budget for Fiscal Year 2020-2021 and the millage rates necessary to fund the final budget, as required by Sections 129.03(3)(c) and 200.065, Florida Statutes; and

WHEREAS, the Board has adopted Resolutions No. 20-178, 20-179R and 20-180R adopting the final millage rates for Fiscal Year 2020-2021;

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF OSCEOLA COUNTY, FLORIDA:

SECTION 1. ADOPTION OF FINAL BUDGET

(A) The final Osceola County budget for Fiscal Year 2020-2021, totaling \$1,625,093,270 as summarized by fund and revenue/expense category in Schedule A, is hereby approved and adopted. There are hereby appropriated out of anticipated revenues and balances brought forward, all funds and monies necessary to meet the appropriations and reserves stipulated by and in said budget

(B) It is hereby found and determined that each of the expenditures authorized by the budget for Fiscal Year 2020-2021, as summarized in Schedule A, is required to fund programs and facilities necessary for essential public purposes affecting the health, welfare and safety of the inhabitants of Osceola County or which are legally mandated by applicable law.

SECTION 2. LETTER OF NOTIFICATION. The County Manager is hereby authorized and directed to prepare, execute and deliver a letter of notification informing the Sheriff of budget changes subsequent to his request and stating the Sheriff's budget for Fiscal Year 2020-2021.

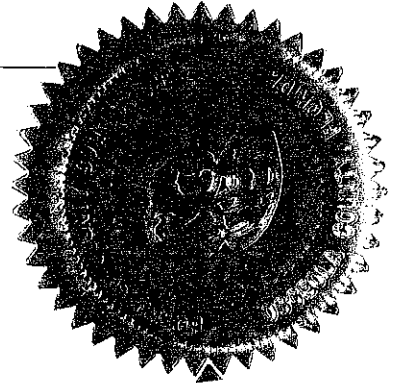
SECTION 3. CONFLICTS AND SEVERABILITY. All sections or parts of sections of all resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict. If any section, subsection, sentence, clause or provisions of this Resolution is held unconstitutional, inoperative, or void by a court of competent jurisdiction, such holding shall not affect the remainder of the Resolution.

SECTION 4. EFFECTIVE DATE. This Resolution shall take effect immediately upon its adoption.

DULY ADOPTED this 21st day of September, 2020.

BOARD OF COUNTY COMMISSIONERS
OF OSCEOLA COUNTY, FLORIDA

By: *Twain Janer*
Chair/Vice Chair



ATTEST:
OSCEOLA COUNTY CLERK OF THE BOARD

By: *Elizabeth Warren*
Clerk/ Deputy Clerk of the Board

As authorized for execution at the Board of
County Commissioners meeting of:

September 21, 2020
Resolution #20-181R

Schedule A
 Second Public Hearing
 BOCC Osceola County
 Countywide Summary

FY21
 Final
 Recommended
 Budget

Revenues

Current Ad Valorem Taxes	252,321,572
PY Delinquent Ad Valorem Tax	83,024
Other Taxes	101,628,380
Permits, Fees & Special Assessments	122,491,497
Intergovernmental Revenue	143,470,694
Charges For Services	72,404,229
Judgment, Fines & Forfeits	2,594,303
Miscellaneous Revenues	42,650,070
Less 5% Statutory Reduction	-27,680,843

Subtotal 709,962,926

Transfers In	121,858,508
Other Sources	44,675,191
Fund Balance	748,596,645

Total Revenues 1,625,093,270

Expenditures

Personal Services	139,737,579
Operating Expenses	326,411,256
Capital Outlay	273,967,320
Debt Service	56,623,538
Grants and Aids	90,013,290

Subtotal 886,752,983

Other Non Operating Expenses	0
Transfers Out	214,684,280
Reserves - Operating	122,159,180
Reserves - Debt	65,908,569
Reserves - Capital	256,556,347
Reserves - Claims	18,934,788
Reserves - Assigned	28,979,911
Reserves - Restricted	12,713,019
Reserves - Stability	18,404,193

Total Expenditures 1,625,093,270

STATE OF FLORIDA, COUNTY OF OSCEOLA, JEREMY J. JIMMY
 that the above and foregoing is a true copy of the
 original document recorded in the public records.
 Clerk of the Board of County Commissioners
 Date: 9/22/2020, Chryshel Warren

COUNTYWIDE BUDGET SUMMARY

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 229,122,038	\$ 252,321,572	\$ 23,199,534
PY Delinquent Ad Valorem Tax	\$ 1,006,000	\$ 83,024	\$(922,976)
Other Taxes	\$ 140,675,348	\$ 101,628,380	\$(39,046,968)
Permits, Fees & Special Assessments	\$ 124,778,797	\$ 122,491,497	\$(2,287,300)
Intergovernmental Revenue	\$ 109,316,852	\$ 143,470,694	\$ 34,153,842
Charges For Services	\$ 85,033,892	\$ 72,404,229	\$(12,629,663)
Judgment, Fines & Forfeits	\$ 2,687,451	\$ 2,594,303	\$(93,148)
Miscellaneous Revenues	\$ 42,291,052	\$ 42,650,070	\$ 359,018
Less 5% Statutory Reduction	\$(29,849,388)	\$(27,680,843)	\$ 2,168,545
Subtotal:	\$ 705,062,042	\$ 709,962,926	\$ 4,900,884
Transfers In	\$ 109,044,731	\$ 121,858,508	\$ 12,813,777
Other Sources	\$ 45,214,309	\$ 44,675,191	\$(539,118)
Fund Balance	\$ 509,249,630	\$ 748,596,645	\$ 239,347,015
REVENUES TOTAL:	\$ 1,368,570,712	\$ 1,625,093,270	\$ 256,522,558
EXPENDITURES			
Personal Services	\$ 139,642,807	\$ 139,737,579	\$ 94,772
Operating Expenses	\$ 273,295,162	\$ 326,411,256	\$ 53,116,094
Capital Outlay	\$ 216,894,858	\$ 273,967,320	\$ 57,072,462
Debt Service	\$ 65,689,961	\$ 56,623,538	\$(9,066,423)
Grants and Aids	\$ 76,428,909	\$ 90,013,290	\$ 13,584,381
Subtotal:	\$ 771,951,697	\$ 886,752,983	\$ 114,801,286
Transfers Out	\$ 201,400,228	\$ 214,684,280	\$ 13,284,052
Reserves - Operating	\$ 110,146,990	\$ 122,159,180	\$ 12,012,190
Reserves - Debt	\$ 53,340,163	\$ 65,908,569	\$ 12,568,406
Reserves - Capital	\$ 143,270,881	\$ 256,556,347	\$ 113,285,466
Reserves - Claims	\$ 18,000,936	\$ 18,934,788	\$ 933,852
Reserves - Assigned	\$ 25,850,520	\$ 28,979,911	\$ 3,129,391
Reserves - Restricted	\$ 10,467,801	\$ 12,713,019	\$ 2,245,218
Reserves - Stability	\$ 30,320,645	\$ 18,404,193	\$(11,916,452)
EXPENDITURES TOTAL:	\$ 1,368,570,712	\$ 1,625,093,270	\$ 256,522,558

FTE Multiple Year Summary


Budget Year: 2021

	2019	2020	2021
001 - GENERAL FUND			
001-General Fund	779.02	797.62	804.59
Total 001 - GENERAL FUND	779.02	797.62	804.59
100 - SPECIAL REVENUE FUND GROUP			
102-Transportation Trust Fund	149.60	164.10	164.25
104-Tourist Development Tax Fund	39.33	30.72	29.72
107-Library District Fund	.50	.50	.50
111-SHIP State Housing Initiative Program	1.60	1.60	1.60
125-Environmental Land Maintenance	4.60	4.60	4.60
130-Court Related Technology Fund	5.00	5.00	5.00
134-Countywide Fire Fund	362.95	382.76	382.98
137-HOME Fund	.50	1.50	1.50
148-Building Fund	61.05	83.70	80.85
149-East 192 CRA	1.05	.30	.75
150-West 192 Development Authority	4.85	4.85	3.85
151-CDBG Fund	2.45	3.20	3.20
155-West 192 MSBU Phase I	2.70	2.70	2.70
156-Federal And State Grants Fund	4.00	6.00	4.00
158-Intergovernmental Radio Communications	3.35	3.34	3.35
168-Section 8 Fund	12.65	12.65	12.65
180-Inmate Welfare Fund	.00	2.00	2.00
Total 100 - SPECIAL REVENUE FUND GROUP	656.18	709.52	703.50
400 - ENTERPRISE FUNDS			
401-Solid Waste Fund	20.25	21.25	21.25
407-Osceola Parkway	1.70	1.70	1.70
Total 400 - ENTERPRISE FUNDS	21.95	22.95	22.95
500 - INTERNAL SERVICE			
501-Workers' Comp Internal Service Fund	1.30	1.30	1.50
502-Property & Casualty Insurance Internal Service Fund	1.30	1.30	1.50
503-Dental Insurance Internal Service Fund	.96	.96	.83
504-Health Insurance Internal Service Fund	1.43	1.43	1.29
505-Life, LTD, Vol. Life Internal Service Fund	.81	.81	.68
509-Fleet General Oversight Internal Service Fund	.30	.30	.30
510-Fleet Maintenance Internal Service Fund	16.65	17.30	17.30
511-Fleet Fuel Internal Service Fund	.70	1.05	1.05
Total 500 - INTERNAL SERVICE	23.45	24.45	24.45
Total	1,480.59	1,554.54	1,555.49

DEPARTMENT ACCOMPLISHMENTS

ANIMAL SERVICES	3-1
BOARD OF COUNTY COMMISSIONERS & COUNTY MANAGER.....	3-3
CLERK OF THE BOARD.....	3-4
CLERK OF THE CIRCUIT COURT.....	3-7
COMMUNICATIONS DEPARTMENT	3-9
COMMUNITY DEVELOPMENT	
AUSTIN-TINDALL SPORTS COMPLEX.....	3-12
BUILDING & PERMITTING	3-14
COMMUNITY CENTERS	3-17
CURRENT PLANNING.....	3-19
CUSTOMER CARE.....	3-22
DEVELOPMENT REVIEW.....	3-26
ENVIRONMENTAL LANDS PROGRAM.....	3-29
EXTENSION SERVICES AND SOIL & WATER CONSERVATION	3-31
OSCEOLA HERITAGE PARK.....	3-35
PARKS AND PUBLIC LANDS.....	3-39
PLANNING & DESIGN.....	3-41
COMPTROLLER'S OFFICE.....	3-45

CORRECTIONS	3-47
COUNTY ATTORNEY	3-54
COURT ADMINISTRATION	3-55
EMERGENCY MANAGEMENT.....	3-59
FIRE RESCUE & EMS	3-62
GOVERNMENT AFFAIRS.....	3-65
HUMAN RESOURCES	3-66
HUMAN SERVICES.....	3-71
INFORMATION TECHNOLOGY.....	3-75
INTERGOVERNMENTAL COMMUNICATIONS.....	3-78
OFFICE OF COMMISSION AUDITOR.....	3-80
OFFICE OF MANAGEMENT AND BUDGET.....	3-82
OFFICE OF SPECIAL ASSESSMENTS.....	3-84
OSCEOLA COUNTY LIBRARY SYSTEM.....	3-86
OSCEOLA COUNTY TAX COLLECTOR	3-92
PROCUREMENT SERVICES	3-94
PROPERTY APPRAISER.....	3-98
PUBLIC DEFENDER	3-101
PUBLIC WORKS	
CONSTRUCTION MANAGEMENT.....	3-102
ENGINEERING	3-104



FACILITIES MAINTENANCE	3-106
FLEET SERVICES	3-108
LAKES MANAGEMENT	3-110
MOSQUITO CONTROL.....	3-112
MOWING AND LANDSCAPING SERVICES	3-114
PUBLIC WORKS ADMINISTRATION.....	3-116
ROAD AND BRIDGE	3-120
SOLID WASTE.....	3-124
STORMWATER.....	3-129
SUPERVISOR OF ELECTIONS.....	3-132
STRATEGIC INITIATIVES	3-134
TRANSPORTATION & TRANSIT	3-136

**ANIMAL SERVICES
FUND 001 –GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To enhance public safety as it relates to human/animal interactions. To save as many animal lives as possible through collaboration, education, program and service development, expansion of existing services and outreach. To attain and maintain a high live release rate for shelter animals while continuing to enhance public safety.

RECENT ACCOMPLISHMENTS:

Accomplishment #1: Create Great Neighborhoods for the Future: Safe and Livable

Grant received from PetSmart Charities in the amount of \$150,000 to be used towards the development of a low cost veterinary clinic program at Harmony High School. Partnership agreements are currently being created to include Osceola County, the Osceola County School District, and Protectors of Companion Animals.

Accomplishment #2: Create Great Neighborhoods for the Future: Safe and Livable

Adjustments to operations during COVID-19 have resulted in a new, successful virtual adoption program that will continue beyond the pandemic. Scheduling appointments for certain services, including owner requested pet euthanasia, has allowed us to operate more efficiently while minimizing animal stress and wait times for the public. These too will continue as part of our normal operations.

Accomplishment #3: Create Great Neighborhoods for the Future: Safe and Livable

The new pet licensing program was launched October 2019 and while we had some challenges with the program, not these least of which has been COVID-19, the program is beginning to stabilize. Post-pandemic, the licensing program has the potential for tremendous growth.

Accomplishment #4: Create Great Neighborhoods for the Future: Safe and Livable

Created the Animal Services Safety and Education Officer position. A new bite prevention video has been created and its viewing is required by all adopters. The video explains the importance of acclimating pets slowly into a new home, avoiding forced interactions, etc.

The overall live release rate for Osceola County Animal Services October 1, 2019- September 30, 2020 was 80% for all incoming animals (this excludes owner requested euthanasia for pets that require euthanasia for severe medical or aggression reasons).

STRATEGIC OBJECTIVES:

Strategic Objective #1: Great Place to Live

Help facilitate the opening of the low cost veterinary clinic at Harmony High School. While there is still tremendous work to be done before the clinic can open, we have great partners who along with us are actively working on this project. Opening will occur sometime 2021. This clinic will offer low cost wellness services in addition to treatments for minor to moderate illnesses and/or injuries. This program is more relevant now than ever before due to the negative financial consequences so many people have experienced as a result of Covid-19.

Strategic Objective #2: Great Place to Live

Continue to apply for various grants to supplement pet retention and spay/neuter efforts to include Franklin's Friends, PetSmart Charities, ASPCA, and other grant opportunities that may become available throughout the year.

Strategic Objective #3: Great Place to Live

Continue to create an organized approach to getting more lost pets back home through collaboration with Docupet, Lost/Found pets Osceola, and the Osceola County community. We will continue to conduct patrols in areas where pets have been lost as the call load allows and be diligent internally by cross referencing lost/found pet reports and contacting potential owners.

**BOARD OF COUNTY COMMISSIONERS & COUNTY MANAGER
FUND 001 – GENERAL FUND**

OBJECTIVES:

The Board of County Commissioners (BoCC) serves the residents of Osceola County. The Board provides the citizens with elected representation and sets all policies and goals for the conduct of Osceola County Government.

The County Manager serves as the chief executive officer overseeing county operations, implementing Commission policies and preparing an annual operating budget. This position manages all departments under the Board of County Commissioners and coordinates government operations with Constitutional Officers.

**CLERK OF THE BOARD
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

The Clerk of the Board consists of two cost centers, Recording Secretary, 1281, and Value Adjustment Board (VAB), 1282. The Clerk of the Board consists of 6 FTEs, who also serve as the personnel for the Value Adjustment Board. Due to the passing of Amendment 10, certain functions of the department are anticipated to transition to the Clerk of the Court. It is the objective of the Clerk of the Board Staff to assure a smooth transition of these duties to the Clerk of the Court.

In accordance with the adopted Strategic Plan of the County Commissioners, this department strives to provide high performing County government in an efficient and cost effective manner. Work functions are continuously reviewed to streamline and consolidate services by a highly motivated workforce dedicated to the delivery of friendly customer service. The department objective is to continue to assure the public is notified of upcoming Board meetings through the posting of public notices; the agenda process; and providing Recording Secretary Services as assigned for specific Sunshine Boards.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Recording Secretary/Board Support Services

- Prepared the agendas, posted notices, and compiled the minutes for 99 meetings during the past fiscal year for the Board of County Commissioners and various other County Boards, which included support for the Supervisor of Elections for both the 2020 Presidential Primary and Local Primary elections.

Accomplishment #2:

Records Management Liaison Officer for County

- Processed 36 requests for records dispositions from various departments resulting in the destruction of 1,511 cubic feet of paper and disposition of documents stored in electronic format.

Accomplishment #3:

Public Information Requests for Official County Records

- Responded to 607 requests for official County records information for both external and internal customers.

Accomplishment #4:

Value Adjustment Board Process

- 2019 VAB process ended in January 2020, both under budget and in a timely manner, with 500 petitions filed for processing, of which 84 petitions were heard by Special Magistrates.

Accomplishment #5:

Amendment 10 Transition

- Began reviewing processes, researched responsibilities statutorily required to transition to Clerk of the Courts, and began job shadowing with an individual from the Clerk of the Courts staff.

Accomplishment #6:

Upgrade to new electronic Agenda Management System and Document Management System

- Began documenting the agenda and minutes processes to determine what information would be needed for the startup of the upgraded electronic Agenda Management System from Sire to OnBase; researched and reviewed the documentation that would need to migrate to the new system.

STRATEGIC OBJECTIVES:

It is the objective of the Clerk of the Board department to provide efficient and high performing County government by continuing to review all processes. Amendment 10 could affect the department in that certain functions may transition to the Clerk of the Courts. It is the goal of the Clerk of the Board department to assure the transition of duties are a smooth transition which will involve the efforts of both County Staff and Clerk of the Court Staff.

Strategic Objective #1:

Recording Secretary/Board Support Services

- Provide Board Support Services of agenda preparation, notice posting, and attend the meetings of various Sunshine Boards as scheduled throughout the year, including support to the Supervisor of Elections for the 2020 Presidential, State, and Local General Elections. Also in during Fiscal Year 2020/2021 it is anticipated that the Clerk of the Board staff will provide support for the Redistricting Committee that meets every 11 years and the Charter Review Advisory Commission that meets every 6 years. It is anticipated that the Board of County Commission meeting minutes may be affected by Amendment 10.

Strategic Objective #2:

Records Management Liaison Officer for County

- Assist County Departments with timely processing of records according to Records Schedules established by the Florida Department of State, Division of Library and Information Services. This process could be affected by Amendment 10 as all of the Board of County Commission meeting records may be transitioned to the Clerk of the Courts.

Strategic Objective #3:

Public Information Requests for Official County Records

- Continue to improve the effectiveness of responding to public information requests by reviewing the process to possibly digitize all Board records; however, this could be a process affected by Amendment 10.

Strategic Objective #4:

Value Adjustment Board

- This is a process that may be affected by Amendment 10 which includes the coordinate between the Petitioners, Property Appraiser, and Special Magistrates, the hearing dates and times to comply with the statutory guidelines. The Clerk of the Board staff is striving to complete the majority of the 2020 VAB Process prior to the anticipated transition date of January 05, 2021. As it is the goal for a smooth transition, continued job shadowing and training to assist with the 2021 VAB process is being planned.

Strategic Objective #5:

Amendment 10 Transition

- Amendment 10 could affect the department in that certain functions may transition to the Clerk of the Courts. It is the goal of the Clerk of the Board department to assure the transition of duties are a smooth transition which will involve the efforts of both County Staff and Clerk of the Court Staff.

Strategic Objective #6:

Upgrade to new electronic Agenda Management System and Document Management System

- The current Sire system has been determine obsolete and is no longer a system supported by the vendor. The OnBase system is an updated version of the existing Sire system. The electronic Agenda Management system is scheduled to be the first phase of implementation, with the document migration to follow. The anticipated plan is to have the new system fully functional with all users trained within Fiscal Year 2021.

OSCEOLA CLERK OF THE CIRCUIT COURT

FUND 001 – GENERAL FUND

MISSION STATEMENT:

Our mission, simply stated, is to be the finest Clerk's Office in the nation. We will consistently deliver superior service, an unparalleled commitment to our customers, our employees, and the community we serve.

OVERVIEW:

The Clerk of the Circuit Courts is an elected Constitutional Officer of Osceola County government, as provided by Chapter 218, Florida Statutes. The Clerk is considered to be part of the primary government of the County. The financial activities of the Clerk are included as such in the County's annual financial report.

PUBLIC INFORMATION:

In November 2012, Osceola County voters elected Armando Ramírez as Clerk of the Courts. The Clerk of the Courts operates offices in downtown Kissimmee located within the County Courthouse Complex at 2 Courthouse Square. The responsibilities of the Clerk include supporting all operations in the Circuit and County Courts. In addition, the Clerk oversees the Recording Division, which records and scans documents into Official Records, processes tax deeds and maintains all court documents according to their statutory requirements.

DEPARTMENTAL OBJECTIVE:

The accounting policies of the Clerk conform to accounting principles generally accepted in the United States of America, as applicable to governmental units. As such, the entire Accounting Department's overall objective is to ensure the entity performs under the GAAP principles.

The following outlines most of the principle objectives of the accounting governmental department activities:

- **Payroll** – The Accounting Department is responsible for managing and updating all payroll information. Objectives include providing accurate payroll information and payments to employees, submitting required month- and year-end reports to the State, IRS and employees, and to keep records of employees' usage of personal time off.
- **Accounts Receivable** – Follow-up on any known outstanding receivables by contacting the buyers and customers to see when the payments will be made.
- **Budget** – Offers changes and solutions to keep the Clerk's budget expenditures controlled in accordance with the appropriated budget requirements set forth in the Florida Statutes. If budgetary changes are required, the Comptroller makes changes and offers solutions that keep the Clerk's budget balanced.
- **Accounts Payable** – To issue all checks to vendors for the payment of goods or services received by the Clerk's Office, as well as the processing of child support, tax deeds, restitution, State and County disbursement payments and any other disbursements as set forth by Florida Statutes.
- **Customer Service** – To answer inquiries or emails within 24 hours, pay invoices in a timely manner, and address any surcharges made to customers. In addition, offer support to all departments as needed, which includes - Civil, Criminal, Traffic, Recording, Records Center, Administration, Human Resources, Information Technology and the Executive Team.

- **Capital Assets** – To maintain, record and report to the Board the cost and depreciation of any capital asset purchased, and to keep inventory controls and capital disposal.

RECENT ACCOMPLISHMENTS:

In 2020, the Clerk’s Office adjusted processes to accommodate the hardships brought on by the COVID-19 pandemic. Our appropriated budget was decreased by nearly \$1,000,000, which resulted in a reduction of workforce, salary decreases and furlough days for staff. Our local government denied our request for funds granted to government agencies through the Families First Coronavirus Relief Act. Many Florida Clerk’s Offices were able to obtain those funds to assist with the extreme shortfalls in revenue during this time.

Despite the challenges, the Osceola Clerk’s Finance Department was able to accomplish the following:

Accomplishment #1:

Adhered to local Judicial Administrative Orders in regard to the health and safety of our community by working remotely when possible. This required implementing alternative processes and learning new technology, while maintaining the security and integrity of our financial documents.

Accomplishment #2:

Proactively prepared for the new duties imposed by Florida Constitutional Amendment 10 by training with Osceola County Comptroller’s Office in their financial processes.

Accomplishment #3:

Provided excellent performance with Title IV-D Services, which resulted in minimal or no findings in our Title IV-D Audit for years 18/19 and 19/20.

Accomplishment #4:

Submitted all required reports to the State and County in a timely manner.

Accomplishment #5:

Completed a rare State Article V Audit with minimal comments/suggestions and no major findings.

Accomplishment #6:

The FY/20 Budget was balanced, controlled and segregated by funds with appropriated expenditures of funds and revenues reported to the State and County. Subsequent balanced budget amendments related to non-court operations were adjusted as required.

Accomplishment #7:

All bank reconciliations were completed each month in a timely manner. Reconciliations were reviewed and approved on a monthly basis with only outstanding items as required by governmental outlines.

Accomplishment #8:

Appropriated budget for Clerk’s expenditures was posted to the accounting system.

Accomplishment #9:

Maintained a high level of integrity in all Clerk’s funds and properly refunded all excess revenue balances to the County and State per Florida Statute requirements.

Accomplishment #10:

Achieved an Annual Audit without any adverse findings for the third consecutive year.

**COMMUNICATIONS DEPARTMENT
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

This office works with the County Manager and Deputy County Manager in regard to Communications, Public Information, Community Outreach and Branding. It promotes and disseminates public information regarding County initiatives and services in order to maintain a well-informed public. It conducts events with the public and with community stakeholders to spread the County’s message and branding, and to promote the public good. It develops and implements the standards for Osceola County branding. The functions of the office can be broken into six categories:

1. Publishing information about the County: Promote events and programs of the County through press releases, videos, advertising, social media and other methods. The office also serves as ESF-14 (Public Information) during an emergency.
2. Media coordination: Serves as the primary point of contact for media requests, acting as the conduit between County Commissioners, the County and the media.
3. Public records requests: This office ensures County-wide compliance with F.S. 119 regarding requests for public records.
4. Community outreach: Events relevant to County Government are coordinated through the office. These include: the annual State of the County Event, ribbon cuttings, ground breakings, Town Hall Meetings, health fairs, visits from VIPs and elected officials, and other special events.
5. Audio/visual production: Produces all meetings in the commission chambers, some of which are streamed live over the Internet. The office produces videos that are distributed through various channels to support the Strategic Plan and its objectives.
6. Branding: Ensure a cohesive and consistent message across all platforms and departments when communicating the County’s strategic plan, as well as its mission and objectives.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Response to Coronavirus

- Developed communications plan to share health and safety information to media and citizens, using website, social media and press conferences
- Established information campaign, along with flyers, to support assistance programs
- Created “Osceola Works” video series to communicate to citizens how County staff was continuing to provide services while buildings were closed to the public
- Planned and executed drive-through community events requested by Board of County Commissioners to provide food assistance

Accomplishment #2:

Communication to Residents for 2020 Census

- Worked with Human Services department and community partners to establish communications plan to actively engage the community to respond to the U.S. Census.

Accomplishment #3:

State of the County

- Due to pandemic safety concerns, transformed plans for traditional luncheon program into virtual address to highlight pandemic response along with strategic accomplishments from previous year

Accomplishment #4:

Created social media usage policy and increased social media content

- Developed social media usage policy that allows better controls for information exchange with citizens and
- Expanded content efforts on social media which resulted in increased number of followers.

Accomplishment #5:

Maintained effective communication with the public

- Distributed information about Osceola County to the community through press releases, the web site, multiple channels of social media, videos and outreach events in order to better educate citizens about County Government's plans, goals and actions.
- Helped other departments with specific messages tied to strategic plan initiatives and other events that resulted in streamlined, efficient government.

Accomplishment #6:

Support of NeoCity

- Continue efforts to educate and inform the public about efforts at NeoCity, including new business developments and partnerships.

STRATEGIC OBJECTIVES:**Strategic Objective #1:**

Efficient and High Performing County Government: County Branding

- Coordinate efforts with agency to collect research and connect with County leaders, influencers and officials, along with the residents, to uncover what is distinct and "ownable" for our County and its communities.
- Work with agency to determine how best to present and articulate defined branding to a range of audiences.
- Develop plan to launch brand to staff and community, and determine needs for logo replacement throughout the varied uses within Osceola County.

Strategic Objective #2:

Diversified Economy

- Work to identify and convey information related to Osceola County's priorities, including continuing growth and development for NeoCity and its partners.
- Coordinate various events and collaborate with partners to serve the community.
- Participate and publicize events that help diversify the tax base.
- Research and report on trends and policies that might affect Osceola County.

Strategic Objective #3:

High Quality Transportation and Infrastructure:

- Tell the story of Osceola County's transportation and infrastructure programs, specifically using the "Osceola Roads" informational campaign.
- Support efforts to upgrade infrastructure and transportation network.

Strategic Objective #4:

A Great Place to Live: Communicate efforts underway to make the county a desirable place to live.

- Work with executive team and staff to identify and convey information.
- Create and maintain a presence in the community of Osceola County and Central Florida to promote programs and services.
- Provide timely and accurate information to the citizens of Osceola County, the media, and intergovernmental agencies through press releases, media advisories, press conferences, the website and other forms of communication in both English and Spanish.
- Continue to use social media to inform residents about information of note.
- Plan and execute annual State of the County event.
- Continue to produce weekly Board of County Commission meetings (along with others) for live viewing on www.osceola.org and rebroadcasts.
- Produce programming and public service announcements of County programs and services.
- Serve as a central clearinghouse for all public records requests and media requests.
- Develop and foster positive partnerships with media outlets, community groups and citizens.
- Assist local agencies/departments with the development of Proclamations.
- Organize, plan and implement outreach efforts, including: Groundbreaking Ceremonies, Ribbon Cuttings, Town Hall Meetings and other activities.
- Oversee the planning and coordination of special events for the Board of County Commissioners/County Manager.

**COMMUNITY DEVELOPMENT
AUSTIN TINDALL SPORTS COMPLEX
FUND 104 - TOURIST DEVELOPMENT TAX FUND**

DEPARTMENTAL OBJECTIVE:

Austin Tindall Sports Complex's mission is to provide economic impact for Osceola County and to maintain the finest multi-use facility in the country at the highest possible standards by providing the very best service to both our variety of tenants and the citizens of Osceola County.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Austin Tindall Sports Complex (ATSC) recognized 35 repeat events in FY20
- ATSC hosted 16 new events in FY20 over FY19
- ATSC generated an increase of \$15,844 in revenues over FY19 (would have been \$145,000 if six events were not required to be cancelled due to the pandemic)
- Continue to receive high praises from user groups and spectators for the condition of the facility and fields that are maintained to such a high standard.

Accomplishment #2:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Due to COVID, ATSC reduced capacity and only hosted half of user groups due to restrictions in place by the federal government. Three of the large events were moved to the summertime once restrictions were lifted.

Accomplishment #3:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Austin Tindall Sports Complex was awarded the Sports Tourism Award in the Mid/Large Market from the Florida Recreation and Park Association.

Accomplishment #4:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- We continue a great partnership with the Osceola County School Board by assisting with the maintenance of the stadium field at Tohopekaliga High School.

Accomplishment #5:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Completed the picnic pavilion near the stadium for the user groups to utilize the canopy of the oak trees for shade from the Florida sun.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Continue to work to improve the efficiency of the revenue streams at Austin Tindall Sports Complex:
 - Continue to diversify the types of events at the facility.
 - Continue to work on large scale events to be hosted at the facility.
 - Continue to promote the sale of ice to event organizers and the participants with the Ice House.
 - Continue to look for additional revenue streams which could be implemented to increase return on investment at the facility.

Strategic Objective #2:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Continue to improve on the County owned events by either starting them for the first time or increasing revenue for events already in place.

Strategic Objective #3:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- To adhere to the policies and operating procedures as it relates to COVID to prevent the spread of the illness at any function hosted at Austin Tindall Sports Complex.

Strategic Objective #4:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Continue to work on adding to the event schedule with both new user groups and County run events, increasing the room night generation and economic impact for the facility.

**COMMUNITY DEVELOPMENT
BUILDING & PERMITTING
FUND 148 - BUILDING FUND**

DEPARTMENTAL OBJECTIVE:

To provide the highest quality of customer service; to implement the goals and objectives of the County Manager and Commission; and to enhance the quality of life in Osceola County by effectively managing growth, natural resources, development, and construction.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Strategic Plan Goal: Efficient and High Performing County Government.

Strategic Plan Goal: Diversified Economy. Objective: Business Recovery & Job Training.

- Due to the lack of qualified building inspectors and plan reviewers in the State of Florida, we have received State approval for eight (8) training programs. This will allow the Building Office to hire un-licensed (but qualified) inspectors and plan reviewers and train them in-house to become State Licensed. These inspectors will be allowed to conduct limited inspections. This training program will allow us to reduce our dependence on third party (contract) inspectors, reduce our inspection cost, and increase the quality and consistency of our inspections. We have successfully used this program, through an outside provider, to fully license three inspectors that are now working full time for the department.
- The State approval for cross training programs allows us the ability to train a licensed inspector in additional inspection disciplines through educational providers. After the cross training program (consisting of 300-500 hours of on-line and live classroom education, on-the-job training, and testing), the employee will receive State Licensure in multiple inspection disciplines. These multi-certified inspectors can conduct multiple trade inspections at the same time, thereby saving the department from sending several inspectors to the job site, reducing inspection time and transportation costs. We have two inspectors that have completed cross training and received additional licenses this year.

Accomplishment #2:

Strategic Plan Goal: Efficient and High Performing County Government.

Strategic Plan Goal: Diversified Economy. Objective: Business Recovery & Job Training.

- The State requires inspectors and plan reviewers to receive fourteen (14) hours of continuing education at every bi-annually license renewal. This requirement costs the department approximately \$8,000 and the department loses two days of inspections while inspectors are in class. It takes our department over a week to recover from this lost time. To avoid this, we became State certified to be a Continuing Educational Provider. Additionally, we submitted and received approval for fourteen (14) hours of continuing education. This has allowed us to provide the required continuing education to our staff in one and two-hour blocks of time throughout the year at no cost to the department and without an interruption in our inspection schedule. This allows us to better serve the public with on-time inspections.

Accomplishment #3:

Strategic Plan Goal: Efficient and High Performing County Government.

Strategic Plan Goal: Diversified Economy. Objective: Business Recovery & Job Training.

- The State has a Provisional Inspector Program which allows a municipality to hire (qualified) inspectors that can conduct inspections (for up to twelve months) while they complete the requirements to be licensed. In the past, our department has failed miserably at implementing this very important program and we have lost several inspectors because of this failure. This forced us to review our process and determine why we were failing. This review produced a new process for onboarding Provisional Inspectors that includes the assignment of a mentor, providing test preparation resources, the setting of goals, expectations, and benchmarks. This new program has been successful and we have two inspectors that have completed the program and expect to graduate one more inspector by years end.

Accomplishment #4:

Strategic Plan Goal: Efficient and High Performing County Government.

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Under the direction of Chief Inspector, Anna Frazier, the Building Complaint Tracking (BCT) & Driveway/Engineering Inspection Department continues to improve its processes. We have better organization in this department with quicker response time to complaints, better-trained inspectors, and processes compared with the previous year. The engineering final inspections, required on new construction, offers same day inspections to our community and implements the County's policy on site-drainage, sidewalk and driveway construction, and storm-water management. The enforcement of these requirements provides for better-constructed pedestrian pathways, home sites that drain as engineered, and provides for cleaner water in our lakes and rivers.

Accomplishment #5:

Strategic Plan Goal: Efficient and High Performing County Government.

Strategic Plan Goal: Diversified Economy. Objective: Business Recovery & Job Training.

- The Building Office has regularly scheduled training meetings with our inspectors where code requirements are taught and the implementation of compliance inspections is discussed. By doing this we get better consistency among the inspectors in the enforcement of the Florida Building Code within the County. This process takes the confusion out of the inspection process and better serves the Community.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal: Efficient and High Performing County Government.

- To better serve our customers, we have implemented "Live Video" inspections on select inspection types. This application saves homeowners from having to take time off from work for inspections on items like air conditioners and water heater replacements. This will also benefit contractors because they will not have to wait for inspections before they can cover roof decks or install roofing. This will keep plywood roof decks from getting wet during construction and keeps

homeowners that are having new roofs installed from having leaks in their homes during the process.

Strategic Objective #2:

Strategic Plan Goal: Efficient and High Performing County Government.

- We have budgeted to purchase drones for inspection services. We currently have two inspectors trained and FAA certified as drone operators and another one in training. The drones will allow for better and safer inspections of roof and wall construction assemblies on multi-story buildings.

Strategic Objective #3:

Strategic Plan Goal: Efficient and High Performing County Government. Objective: County Branding.

We are planning to take our message to the community (when Covid19 is over) by attending community events where we will inform the public about what we do to make our community safe and how they can make their homes safer for their families. We have budgeted for convention display materials so the department can set up information booths at community events.

Strategic Objective #4:

Strategic Plan Goal: Efficient and High Performing County Government.

- With the successful enhancements to our review and inspection software (Accela), the department has returned to a customer friendly service level for reviews and inspections, and provides transparent reporting, monitoring, and tracking systems. We have received approval to add three additional enhancements to Accela this coming year that will improve the customer's experience with the department through a better process for plan review, text messaging of inspection requests, and inspector route optimization.

Strategic Objective #5:

Strategic Plan Goal: Efficient and High Performing County Government.

- Within the coming year, we will update the fee schedules for the variety of permits, with the intent to simplify and communicate more clearly the total costs of each permit.

**COMMUNITY DEVELOPMENT
COMMUNITY CENTERS
FUND 001 - GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To provide the highest quality of customer service; to implement the goals and objectives of the County Manager and Commission; and to enhance the quality of life in Osceola County by providing access to community centers throughout the community and ensuring maintenance and upgrades are completed in a timely manner.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- New tables and ice machine replacement at Marydia Community Center.

Accomplishment #2:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Replaced air conditioning units (HVAC) at Robert Guevara Community Center.
- Refurbished restrooms at Robert Guevara Community Center.
- New flooring at Robert Guevara Community Center.

Accomplishment #3:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Construction of LED electronic message boards at Robert Guevara and Marydia Community Centers.

Accomplishment #4:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Constructed a KaBoom Play Area at Marydia Community Center through a private grant.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Replace air conditioning units (HVAC) at Marydia and Holopaw Community Centers.
- Replace DCS Gas Range at Kenansville Community Center.
- Refurbish restrooms at Holopaw Community Center.
- Repair/replace flooring at Narcoossee Community Center.
- Replace garbage cans at all Community Centers.

Strategic Objective #2:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Design and construct Campbell City Community Center with Public Works Department. Will include a meeting/classroom, office and gymnasium

- Design, engineer and permit modular structure at Marydia Community Center for teens, meetings and computer training. Work with Public Works Department.
- Work with Emergency Services and Public Works Department on grant application for the creation of a Community Center/Storm Shelter in Yeehaw Junction.

Strategic Objective #3:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Purchase land to facilitate the expansion of the Community Center in the Intercession City area.

**COMMUNITY DEVELOPMENT
CURRENT PLANNING
FUND 001 - GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To provide the highest quality of customer service; to implement the goals and objectives of the County Manager and Commission; and to enhance the quality of life in Osceola County by effectively managing growth, natural resources, development and construction.

RECENT ACCOMPLISHMENTS:

We continue to improve the Osceola County Current Planning processes by offering customers multiple options for customer service via email, conference calls, Microsoft Teams meetings, and other virtual meeting platforms requested by customers. We additionally, continue to provide a more efficient and timely internal review process.

Accomplishment #1:

Strategic Plan Goal: Efficient and High Performing County Government.

- Continued on-going updates to the Land Development Code in an effort to reduce redundancies, inconsistencies and provide clear, streamlined and concise processes to improve transparency of review procedures.
- Assisted Customer Resources Tech Support with creating an electronic submittal process for Home Occupation renewals. Manually updated approximately 500 Home Occupations in Accela to complete set-up for this process.
- Amended the Outdoor Sign Standards to allow for billboards along State Road 429.

Accomplishment #2:

Strategic Plan Goal: Great Place to Live.

- Amended the public hearing set-up for the BOA meetings to allow for a Microsoft Teams public hearing format so that applicants could continue to have their items heard during the Covid-19 pandemic while staying safe at home.
- Offered a new option for interactive meetings with residents and guests through Microsoft Teams to address Zoning and use of properties.
- In response to the Covid-19 pandemic, relocated each Current Planning staff member to the safety of their homes with existing resources while maintaining the highest quality of customer service.

Accomplishment #3:

Strategic Plan Goal: Efficient and High Performing County Government.

- Implemented an email response process in Sharepoint for tracking all email inquiries that come in to the Zoning-DL mailbox to ensure all emails are responded to within one business day.

Accomplishment #5:

Strategic Plan Goal: Efficient and High Performing County Government.

- Maintained targeted levels of service, on average, for all development applications and permit reviews.
 - Reviewed and approved/responded to all over-the-counter permits within the same day.
 - Reviewed and provided responses within 3 business days for residential building permit applications.
 - Completed reviews and comments for commercial building permit applications within 10 business days.
 - Completed reviews and provided comments for development applications within 10 business days.
 - Continued Planner of the Day calendar which provides assigned staff daily for phone inquiries and walk-in/email questions.

Accomplishment #6:

Strategic Plan Goal: Efficient and High Performing County Government.

- Processed/reviewed 5,140 Zoning applications (Zoning Map amendments, Planned Development amendments, Variances, Conditional Uses, Home Occupation licenses, Business Tax Receipts, Short Term Residential applications, Administrative Waivers, Special Event permits, and Zoning Verification letters), which reflected a 15% reduction from FY19.
- Reviewed 13,551 building permit applications, which reflected a 2% increase over FY19.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal: Efficient and High Performing County Government.

Strategic Plan Goal: Great Place to Live; Objective: Parks/Green Space and Healthy Communities.

- Maintain the current levels of service reviews for building permit and development application reviews.
 - Residential building permits - Within 3 business days of submission
 - Commercial building permits - Within 10 business days of submission
 - Development applications - Within 10 business days of submission

Strategic Objective #2:

Strategic Plan Goal: Efficient and High Performing County Government.

- Continue to train staff to be the most efficient and responsive Current Planning (Zoning) office.
- Maintain consistent communication and provide follow-up training for staff on changes to the Land Development Code.

Strategic Objective #3:

Strategic Plan Goal: Efficient and High Performing County Government.

- Respond to Code Complaints within 7-10 business days of receipt.

Strategic Objective #4:

Strategic Plan Goal: Efficient and High Performing County Government.

- Continue to educate the public about Land Development Code standards and encourage voluntary compliance throughout the community.

Strategic Objective #5:

Strategic Plan Goal: Efficient and High Performing County Government.

- Streamline County organization structure and processes to reduce the cost of government.

Strategic Objective #6:

Strategic Plan Goal: Efficient and High Performing County Government.

- Have adequate resources to support defined County services and service levels.

**COMMUNITY DEVELOPMENT
CUSTOMER CARE
FUND 148 - BUILDING FUND**

DEPARTMENTAL OBJECTIVE:

To provide the highest quality of customer service; to implement the goals and objectives of the County Manager and Commission; and to enhance the quality of life in Osceola County by effectively managing growth, natural resources, development and construction.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Strategic Plan Goal: Efficient and High Performing County Government.

- For Fiscal Year 2020, we successfully processed and routed 18,911 building and activity permits (a 12% reduction from FY19).

Accomplishment #2:

Strategic Plan Goal: Efficient and High Performing County Government.

- In an effort to reduce the intake of paper copies, year over year, we targeted seven high-volume developers to direct them to use the on-line Permit Center, and included them in customer/vendor training of our Permit Center.
- Express Permits were introduced (instant permit generation with few input steps), including:
 - Roofing
 - Air Conditioning
 - Mechanical
 - Electrical
 - Plumbing
 - Pools/Spas
 - Residential Fence
 - Residential Window and/or Door change outs
 - Residential Sheds under 750 sq. ft
 - Total demolition

Accomplishment #3:

Strategic Plan Goal: Efficient and High Performing County Government.

- We received 65,351 calls to the main Community Development number, of which 97% were answered without going to voice mail.

Accomplishment #4:

Strategic Plan Goal: Efficient and High Performing County Government.

- Assisted Human Services with Rental Assistance/Foreclosure Grant and CARES Act Fund. Our services provided participant locations, past approvals and verification of duplicate entries. By

involving GIS, the manual labor required by the Human Services staff, was reduced from more than a week to a few hours, yielding the same outcome.

Accomplishment #5:

Strategic Plan Goal: Efficient and High Performing County Government.

- Developed an in-house tool, with the Office of Management and Budget, for assessing properties within the West US 192 MSBU.

Accomplishment #6:

Strategic Plan Goal: Efficient and High Performing County Government.

- Utilization of LiDAR data to display site elevations for Development Review and FEMA customer inquiries; providing more accurate data for decision-making.

Accomplishment #7:

Strategic Plan Goal: Efficient and High Performing County Government.

- Implementation of Curbside Collection, with the Solid Waste Department, and developing a master file for our vendor, ADS, by maintaining up-to-date records, which are available for online viewing and verification by staff and residents.

Accomplishment #8:

Strategic Plan Goal: Efficient and High Performing County Government.

- Built an online floodplain locator for public use with quick and easy access for determining site location with corresponding flood zones.

Accomplishment #9:

Strategic Plan Goal: Efficient and High Performing County Government.

- Created a user-friendly filing system for updating and maintaining SDE data across several agencies and allowing multiple editors for each file. This process grants numerous users to edit the same data simultaneously, reducing wait times for a single file to be released.

Accomplishment #10:

Strategic Plan Goal: Efficient and High Performing County Government.

- Participated in the Census 2020 to supply data, updates, files and boundaries for Census2020 and yearly to the Census Boundary and Annexation Survey. This information affects the amount of funding our community receives, how our community plans for the future, and our representation in government.

Accomplishment #11:

Strategic Plan Goal: Efficient and High Performing County Government.

- Reoccurring every five years, GIS assists with figures, boundary updates and maps for the Community Rating System, a voluntary incentive program, helping with discounted flood insurance rates for County residents.

Accomplishment #12:

Strategic Plan Goal: Efficient and High Performing County Government.

- Assigning reviewers and due dates to streamline the routing process.

Accomplishment #13:

Strategic Plan Goal: Efficient and High Performing County Government.

- Providing better customer service for online applicants, we implemented the 'waiting client reply' comment in Acela to notify customers that they have not uploaded plans for staff review.

Accomplishment #14:

Strategic Plan Goal: Efficient and High Performing County Government.

- Updating our historical permit books (GreenBar), staff has converted the paper binders into a searchable, digital format. The GreenBar project will also assist IT with assigning and relating historical permits to our system.

Accomplishment #15:

Strategic Plan Goal: Efficient and High Performing County Government.

- Archived historic SDP's, subdivisions and other Development Review and Planning documents for record retention.

Accomplishment #16:

Strategic Plan Goal: Efficient and High Performing County Government.

- Updating workflows to become more user-friendly for staff to have quicker processing and keeping customers more informed and updated.

Accomplishment #17:

Strategic Plan Goal: Efficient and High Performing County Government.

- In partnership with the I.T. Department, Community Development has participated in responding and resolving Osceola.org Live Chats. For the period of October 1, 2019 to July 31, 2020, there were a total of 6,162 live chats and 40% of those were resolved by Community Development's Customer Care Support Team. Of that 40% addressed by the team, 729 chats were to respond to issues or questions regarding permitting, inspections, code enforcement, zoning and other Community Development related topics. The team also assisted in responding to issues and questions for other county departments such as Human Services, as well as general inquiries that were COVID-19 related.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal: Efficient and High Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Continue to improve the Osceola County Permit Center to encourage outside customer use, reduce paper intake and provide a more efficient and timely internal review process.

Strategic Objective #2:

Strategic Plan Goal: Efficient and High Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Collective effort among departments, implement the ArcGIS Enterprise upgrade to give a more robust platform for GIS and related services.

Strategic Objective #3:

Strategic Plan Goal: Efficient and High Performing County Government.

- Collective effort among departments, implement the ePermit hub to improve our permitting and routing process.

Strategic Objective #4:

Strategic Plan Goal: Efficient and High Performing County Government.

- Achieve adopted levels of service in all areas, with an emphasis on scanning and routing times.
 - Level I Permits: Next Day Review
 - Level II Permits: 3-Day Review
 - Level III Permits: 5-Day Review
 - Level IV Permits: 15-Day Review

Strategic Objective #5:

Strategic Plan Goal: Efficient and High Performing County Government.

- Scan all incoming paper documents within 2-5 hours of submission.
 - Assist all customers signing in at the front lobby with an initial greeting within two minutes. A Permit Technician working in the waiting area, assisting with paperwork and permitting requirements, before being assigned to a Permit Technician at the front counter. All providing service within twenty minutes.

Strategic Objective #6:

Strategic Plan Goal: Efficient and High Performing County Government.

- To work out a plan to be cost effective for the County, efficient for Citizens and Contractors and reduce steps when doing a refund.

**COMMUNITY DEVELOPMENT
DEVELOPMENT REVIEW
FUND 001 - GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To provide the highest quality of customer service; to implement the goals and objectives of the County Manager and Commission; and to enhance the quality of life in Osceola County by effectively managing growth, natural resources, development and construction.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Strategic Plan Goal: Diversified Economy. Objective: Business Recovery & Job Training

- Provided efficient permitting for private projects in different industries to ensure growth and diversity in the County. Project successfully permitted, under construction or completed including:
 - Health Care (Orange Avenue Orland Health Campus, Reunion Orlando Health Campus, East 192 Advent Health Park)
 - Warehousing and Distribution (Horizon West Business Distribution Park)
 - Tourism and Conference Space (Margaritaville Resort, Gaylord Palms Expansion, Omni Resort Expansion)
 - Technology (NeoCity)

Accomplishment #2:

Strategic Plan Goal: High Quality Transportation & Infrastructure. Objective: Complete streets.

- Provided efficient permitting and inspection for several ongoing development driven road projects to construction framework streets in the County, as well as supporting the framework street network by requiring local street network connections.
 - Storey Creek Blvd connecting Ham Brown Rd and Pleasant Hill Rd
 - Westside Blvd
 - Cross-Prairie Pkwy
 - Zuni Rd, Cyrils Rd and continuation of local street network in Narcoossee Area

Accomplishment #3:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Provide efficient review, permitting and inspection of several new neighborhoods within the Low Density Residential and Mixed Use District areas of Osceola County.
 - Sunbridge
 - Kindred
 - Storey Creek
 - Edgewater

Accomplishment #4:

Strategic Plan Goal: Efficient and High Performing County Government; Objective:

- Completed development-related reviews within adopted levels of service for:
 - Site Development Plans and Revisions
 - Preliminary Subdivision Applications
 - Final Subdivision Applications
 - Lot Splits
 - Reaggregation
 - Pre-Development Applications
 - Soil Excavation Permits
 - Flood Plain Permits
 - Land Alteration Permits
 - Tree Clearing Permits
 - Driveway Permits
 - Right-of-Way Vacations
 - Easement Vacations
 - East US-192 CRA Reviews
 - Performance and Maintenance Bonds

Accomplishment #4:

Strategic Plan Goal: Efficient and High Performing County Government;

- Completed 1,101 development-related reviews, which reflected a 7% reduction from FY19.
- Processed/coordinated 184 Pre-application Conference requests, which reflected a 13% reduction from FY19.
- Performed 8,201 inspections, which reflected a 35% increase over FY19 (includes 150 complaint inspections, which reflected an increase of 38% over FY19).

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal: Diversified Economy. Objective: NeoCity Master Plan Implementation

Strategic Plan Goal, Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Continue to Evaluate and process Site Plans and Site Development Plans within NeoCity, Mixed-Use Districts, Urban and Community Centers, and Affordable Housing in accordance with our adopted service levels, which are:
 - Initial Submittal - 10 business days
 - Development Review Site Inspections - 1 business day

Strategic Objective #2:

Strategic Plan Goal: High Quality Transportation & Infrastructure. Objective: Complete Streets.

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Continue to implement the requirement for interconnectivity for new and existing developments.
- Review, approve and inspect all new infrastructure for new developments to ensure they are constructed to County standards.

Strategic Objective #3:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Implement standards for Mixed-Use Districts, Employment, Urban and Community Centers and Perimeters through the development process.
 - Ensure Stormwater and floodplain requirements are met for all new neighborhoods through the development process.

Strategic Objective #4:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Evaluate improvements to our Development Review processes and policies for all applications and procedures.
- Identify all issues relating to the newly implemented Permitting System that will assist in providing user-friendly applications for staff and citizens.
- Provide training for our applicants for online submittals.
- Provide training for Customer Care on all Development Review applications.
- Update the LDC based on changes to the Comprehensive Plan concerning site development.

**COMMUNITY DEVELOPMENT
ENVIRONMENTAL LANDS
FUND 125 - ENVIRONMENTAL LAND MAINTENANCE**

DEPARTMENTAL OBJECTIVE:

To preserve the natural beauty of the County and to ensure there will be natural lands and water resources for future generations. The Environmental Lands Conservation Program was created to acquire and manage environmentally significant lands with a voter-endorsed ad valorem funding source. This property tax enables the program to issue bonds for purchase and maintenance of land for water resource protection, wildlife habitat, public green space, and resource-based passive recreation.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Continued to work with Sea Life Aquarium on scheduling bi-annual volunteer clean-up days for our conservation areas (i.e. Twin Oaks, Shingle Creek and Tupperware).

Accomplishment #2:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Completed restoration efforts at Cherokee Point Conservation Area and Brownie Wise Park at Tupperware Island Conservation Area.

Accomplishment #3:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- With the assistance of the FWC, continued to use the County's gopher tortoise recipient site of Camp Lonesome Conservation Area to save on tortoise relocation fees at the County's Tax Collector/Fire Station/Community Center project.

Accomplishment #4:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Tupperware Island – Installed asphalt entryway at Brownie Wise Park at Tupperware Island with assistance of County Road and Bridge.

Accomplishment #5:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Culvert replacements at Shingle Creek Regional Park.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Treatment of exotic vegetation (i.e. Brazilian pepper and Lygodium) at Shingle Creek Regional Park, Camp Lonesome, Tupperware Island and Lake Lizzie Conservation Areas.

Strategic Objective #2:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Shingle Creek boardwalk repairs south of US 192.

Strategic Objective #3:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Pave the entranceway into Twin Oaks Conservation Area.

**COMMUNITY DEVELOPMENT
EXTENSION SERVICES AND SOIL & WATER CONSERVATION
FUND 001 - GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To provide the highest quality of customer service; to implement the goals and objectives of the County Manager and Commission; and to enhance the quality of life in Osceola County by effectively managing growth, natural resources, development and construction.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Soil & Water Conservation partnered with Natural Resources Conservation Service to obligate approximately \$1,000,000 in conservation program contracts.

Accomplishment #2:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- The 4-H program in Osceola County is in their second year offering the US Soccer Foundation's nationally recognized program (in partnership with National 4-H Council), 4-H Soccer for Success. The program helped participants and their families develop critical life skills through trained coach mentors. As a result, in our first season we engaged 88% in 4-H sports youth development programs, 94% of youth adopted healthier lifestyle behaviors and 100% had a safe place to play. The program is delivered through a holistic approach, addressing the barriers that impact physical, nutritional and psychological elements of children in Osceola County.
- The Juntos 4-H is a program that helps Latino youth (grades 8-12) and their families gain the knowledge and skills they need to bridge the gap between high school and higher education. For the past two years, the program has been offered at a local middle school. Juntos 4-H Club focuses on tutoring, public speaking, life skills and community service. The program offers Monthly One-On-One Success Coaching and/or Mentoring by an adult who monitors academic progress and coaches them to achieve their academic goals. The past school year served 21 youth and their respective families.

Accomplishment #3:

Strategic Plan Goal: Diversified Economy. Objective: Business Recovery and Job Training.

- Over 800 people participated in Sustainable Agriculture and Food Systems educational events and consultations. These activities offer education to agricultural producers on business planning, crop and livestock production, regulations, and marketing to help them produce more, save money, protect natural resources and contribute to keeping Osceola County's economy strong and diverse.

Accomplishment #4:

Strategic Plan Goal: Diversified Economy. Objective: Business Recovery and Job Training.

- The 4-H STEM Agent started a STEM program called 4-H Tech Wizards, which is entering its fifth year. The objective is for Osceola County high school students to learn about STEM through the support of adult mentors. Fifty-six youth were registered in the program during the 2019-2020 school year.

Accomplishment #5:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Master Gardener volunteers devoted 3,887.50 hours to UF/IFAS Extension with a value of \$93,611. The Master Gardener Plant Clinic educated 416 contacts, helping Osceola County residents with their gardening questions. They also expanded services to the Poinciana area with a Satellite Plant Clinic at the Mary Jane Arrington Gym and Aquatic Center.

Accomplishment #6:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- The Residential Horticulture Program continued with their annual tree giveaway in collaboration with the Florida Department of Forestry; 12 classes were offered in two locations giving away trees to over 300 homeowners.

Accomplishment #7:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Osceola Food and Nutrition Program provided roughly 700 SNAP-education classes and assisted in the set-up of four school and community gardens. Through these programs, close to 8,000 residents were reached. Partnerships were created or maintained with over 40 organizations across Osceola County with the mission to help limited-resource families access more nutritious food choices.

Accomplishment #8:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- There were 41 Family Financial Management classes taught to 1,781 adults. In addition, participation in two financial fair and exhibits reached 1,435 participants. Forty-seven One-On-One Financial Counseling sessions were provided to 53 participants. Subject matter included developing financial and saving strategies, understanding credit, debt management, foreclosure prevention, and fraud prevention.
- Budget and Savings Exhibition/Interactive Booth during Junior Achievement Day was accessible to over 4,000 middle schoolers who participated in the event.
- Twenty-six pre-purchase education classes for first-time homebuyers were offered to our community, reaching 1,478 participants. We also provided post-purchase education for 22 homeowners.

Accomplishment #9:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- The Natural Resources program taught 47 classes on water quality, water conservation, invasive species, and other topics to improve the environmental literacy of Osceola County residents. Of those, 22 classes were delivered virtually to over 700 clients in response to COVID-19.

Accomplishment #10:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Annually, 200 participants attend horticulture programs. Eighty-five percent of participants increased their knowledge on integrated pest management (IPM), proper irrigation and turf fertilization while 30% adopt at least two horticultural best management practices, including proper irrigation and nursery scouting.
- Annually, 110 participants attend tree care and chainsaw safety workshops. After attending the workshops, 80% of participants indicated an increase in knowledge. Seventy percent adopt at least two best management practices, such as wearing proper personal protective equipment and performing chainsaw maintenance.
- Annually, two turf field days are held at the Kenansville Research Demonstration plots, targeting 30 participants per meeting. At the end of each program, at least 85% of the participants increase their knowledge on various cultivars of St. Augustine and Zoysia grasses, while 35% adopt at least two turf best management practices, such as proper mowing and fertilization.

Accomplishment #11:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- An aerial drone program was established at the Kenansville demonstration site to determine nutrient and water uptake by plants to assist with reducing the amount of water and fertilizer used by sod farmers.

STRATEGIC OBJECTIVES:**Strategic Objective #1:**

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

Strategic Plan Goal: Diversified Economy. Objective: Business Recovery and Job Training.

- Continue securing funds from the Natural Resources Conservation Service to assist producers with production upgrades.
- Continue with farm Extension demonstrations such as insect control, weed control, forage selection and fertility management to increase profitability to Osceola County agricultural producers.
- Continue multi-year work on the Silver Spurs/IFAS demonstration site.
- Continue providing education on production and marketing to help agricultural producers building successful businesses.
- Continue education about water quality, water conservation, invasive species and native wildlife to protect Osceola County's natural resources and its natural resources-based industries.

Strategic Objective #2:

Strategic Plan Goal: Diversified Economy. Objective: Business Recovery and Job Training.

- Increase 4-H participation among Osceola County youth through upgraded-expanded education choices, activities, and programs. 4-H youth will continue to benefit from an educational program emphasizing science, technology, engineering, and math (STEM).
- Teach diverse youth audiences about agriculture and natural resources through upgraded/expanded education choices, activities, and programs.
- Continue to provide Osceola County residents the tools needed to improve their quality of life by increasing healthy decision-making, providing employable skills and increasing life skills.

**COMMUNITY DEVELOPMENT
OSCEOLA HERITAGE PARK
FUND 104 – TOURIST DEVELOPMENT TAX FUND**

DEPARTMENTAL OBJECTIVE:

Osceola Heritage Park/ASM Global endeavors to enhance and enrich the lives of Central Florida citizens and its visitors by providing a variety of events to entertain a diverse demographic. Through events, trade shows and entertainment, we will serve as a driver of economic impact and be a positive influence on Osceola County and Central Florida's quality of life.

RECENT ACCOMPLISHMENTS:

Accomplishment #1

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- The NOI for FY 2020 was \$27,954 higher than for FY 2019.
- In FY 2020, event days totaled 368.
- In FY 2020, 94% of promoters and 80% of patrons expressed satisfaction with OHP, for an average of 87%.

Accomplishment #2

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- January's Mecum Auction was the most successful in its history at OHP and continues to reign as the world's largest collector car auction.
- Added a three-day summer Mecum Auction event.

Accomplishment #3

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Provided venue and personnel assistance for County COVID-19 testing.

Accomplishment #4

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Prepared detailed, comprehensive Venue Safety Guidelines with "VenueShield" branded components such as training guides, website and social media elements, and on-site safety support items.
- Implemented VenueShield, a complete and comprehensive health and safety protocol system, to protect patrons and staff during COVID-19.

Accomplishment #5

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- In response to COVID-19, worked with promoters to reschedule, rather than cancel, many key events such as Country Thunder Music Festival including all original headliners.

Accomplishment #6

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- The net income from consumer shows exceeds both the budget and the prior year.

Accomplishment #7

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Continue to maintain an 80%+ client return annually.

Accomplishment #8

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Successfully utilized media relationships to provide consistent publicity of OHP resulting in greater awareness locally, regionally, nationally and internationally.
- Created improved marketing materials to present to promoters/event organizers to assist Event Services department in booking the facility.

Accomplishment #9

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

Significantly increased our social media presence.

- Facebook:
Followers (16,325 to 17,753) 8.7% increase
Total Reach 2,210,242
- Twitter:
Followers (1,704 to 1,819) 6.7% increase
Total Impressions 266,021
- Instagram:
Followers (1,610 to 1,900) 18% increase
Total Impressions 179,550

Accomplishment #10

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Development of facility systems modules. These relate to lighting, sound, IT systems and are used for continuing education and onboarding for new employees.

Accomplishment #11

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- The landscaping operation has been taken in-house. Results are more efficient and effective, with considerable savings.
- Developed a professional-level turf management operation.

Accomplishment #12

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- We have increased our sustainability efforts and 80% of the food and beverage concessions packaging is now compostable.
- Utility expense year-to-date decreased 5% compared to the prior year and this is with increased usage from Orlando City Soccer.

Accomplishment #13

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- SAVOR has satisfied the needs of community partners by successfully opening the NeoCity Café within the NeoCity complex, as well as providing the food and beverage needs for Orlando City SC players and staff at their on-property training facility.

- SAVOR has revamped the in-suite menus to add a better variety of fan and family favorites to our offerings.
- The SAVOR... Team has taken active Mentorship and Advisory roles in local high school Pro Start programs, which are geared for preparation of future food and beverage careers for students. (Lake Toho and Osceola High schools)

Accomplishment #14

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Online and contactless opportunities have been implemented in ticketing and food & beverage to increase safety and decrease waste. Ticketmaster events will be 100% mobile ticketing, and non-Ticketmaster events are encouraged to offer mobile options. Additionally, The SAVOR... team is instituting an in-seat ordering/pick-up and delivery service for the Arena using the Tapin2 program.

Accomplishment #15

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Participated in several community and charity events, such as Meals on Wheels, Osceola County Park project, Cattle Barons Ball (benefiting Children’s Cancer Cure Research), Taste of Central Florida (benefiting childhood hunger initiatives).

Accomplishment #16

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- We continued to serve the profession and community by volunteering on several boards, including Experience Kissimmee, Kissimmee Sports Commission, Greater Orlando Sports Commission, Osceola Resort Area Council, St. Cloud Chamber of Commerce and Junior Achievement of Osceola County.

STRATEGIC OBJECTIVES

Strategic Objective #1:

Strategic Plan Goal: Efficient and High-Performing Government. Objective: County Branding.

- Continue to target event bookings and promoter-driven events that appeal to a wide cross-section of people in our five-county area, which will result in patron and client satisfaction while adding significant economic impact to the community.
 - Outdoor events
 - Amateur sporting events
 - Professional sporting events
 - Family shows
 - Car shows
 - Concerts
 - Ethnic events
- Continue to look for innovative ways to increase income and reduce costs to offset COVID-related reductions to event income by hosting “COVID-SAFE” events such as drive-up concerts.

- Use the strength of ASM Global to attract more national tours.
- Boost our visibility and ticket sales through social media marketing.
- Continue to forge relationships with promoters by visiting them in South Florida, Nashville, New York and elsewhere.
- Adjust and increase current rental agreements where necessary.
- Continue to work closely with Experience Kissimmee, Kissimmee Sports Commission and Greater Orlando Sports to sell OHP.
- Focus on special sales offerings for slower months – specifically September and December.

Strategic Objective #2:

Strategic Plan Goal: Diversified Economy. Objective: County Branding.

Strategic Plan Goal: High-Quality Transportation and Infrastructure. Objectives: County Buildings and Facilities.

- Develop a master plan for OHP. The master plan will be consistent with the CRA Redevelopment Plan with an image to promote Osceola County and OHP as a destination/activity center.
 - Continue Master Planning development for approval by Board of County Commissioners.
 - Continue engineering studies for stormwater system, utilities, access points and circulation.
 - Continue drafting of contracts with Riviera Point to introduce hotel/support uses to site.
 - Continue drafting of common maintenance areas and parking garages for shared costs.
 - Continue Stakeholder presentations/outreach at each step of process.

Strategic Objective #3:

Strategic Plan Goal: Diversified Economy. Objective: County Branding.

- Benchmarks. Improve net operating income and customer satisfaction, and increase the number of event days over the past fiscal year.

**COMMUNITY DEVELOPMENT
PARKS AND PUBLIC LANDS
FUND 001 - GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To provide the highest quality of customer service; to implement the goals and objectives of the County Manager and Commission; and to enhance the quality of life in Osceola County by effectively managing growth, natural resources, and development construction.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Purchased 174 acres on Kings Highway for a future County park.

Accomplishment #2:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Constructed fencing and pavilion for the newly remodeled Tropical Neighborhood Park.
- Constructed a Thor Guard lightning detection system at Oren Brown Community Park sports fields (from the Softball Complex).
- Constructed bleacher shade covers at Archie Gordon Community Park football field (from the Softball Complex).

Accomplishment #3:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Completed the County's first full 18-hole disk golf course at 65th Infantry Community Park.
- Constructed an additional half-mile of walking trail, with exercise stations, at 65th Infantry Veterans Park.

Accomplishment #4:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Completed Phase I of the Urban Forest Tree Inventory.

Accomplishment #5:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Major landscape improvement to the Holopaw Community Park. Planted 60 trees from the County Tree Farm along the pedestrian walkway/trail.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Conduct Phase II of Urban Forest Tree Inventory Survey (county road medians and rights of way).

Strategic Objective #2:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Construct a restroom and playground shade cover at Marydia Community Park.
- Start/coordinate a Community Garden for Marydia community.

Strategic Objective #3:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Add bleacher shade covers at Oren Brown Community Park ballfields.

Strategic Objective #4:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Construct revenue generating batting cages at Archie Gordon Memorial Park

**COMMUNITY DEVELOPMENT
PLANNING & DESIGN
FUND 001 - GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To provide the highest quality of customer service; to implement the goals and objectives of the County Manager and Commission; and to enhance the quality of life in Osceola County by effectively managing growth, natural resources, development, and construction.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Strategic Plan Goal: Diversified Economy. Objective: NeoCity Master Plan Implementation.

- Completed landscape design and hardscape design for NeoCity Way west to Denn John intersection, as well as from the canal east to Phase I development.

Accomplishment #2:

Strategic Plan Goal: Great Place to Live. Objective: Affordable Housing and Transition Homeless.

- In coordination with Economic Development and Human Services Departments, hosted an affordable housing discussion with local affordable housing builders/developers to understand their needs and requirements for developing and receiving funding from multiple sources.
- Processed seven affordable housing requests through the Affordable Housing Advisory Committee (AHAC) for Human Services and obtained comments from Development Review Committee (DRC). This process allows the developer to apply for State Housing Funding credits.

Accomplishment #3:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Amended Parks Impact Fee study to clarify that use of funds for smaller properties and facilities is allowable. Identified properties throughout the County for parks acquisition and facility expansion, consistent with Parks Master Plan.

Accomplishment #4:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Worked with City of St. Cloud staff to annex two parcels (totaling 19.5 acres) into the City through a combination of annexation applications and Interlocal Agreement (ILA), consistent with the Joint Planning Agreement (JPA) adopted by the City and County. This continues to reduce enclaves, facilitating more efficient services over the next few years. The ILA included a transfer of roadway maintenance responsibilities.

Accomplishment #5:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Processed applications and/or completed reviews for planned developments (12, up from 9), rezonings (15, up from 9), zoning verification letters/research (10, up from 6), Comprehensive Plan amendments (4, down from 7), annexations (4, down from 7), DRI annual reports (4, up from 3), Habitat Conservation Management Plans (1, down from 2), school compliance reviews (1,

down from 3), affordable housing reviews/verifications (7, up from 5), community development district (CDD) applications/modifications (8, up from 7) and LDC modifications (3, up from 2).

- Completed review of four Concept Plans: AmeraCenter - industrial and office square footage increased; Edgewater (2) - residential for Neighborhoods 1 and 2, moved Urban Center and high school to accommodate new turnpike interchange; SunBridge - created Neighborhoods 1 and 2 for development north of Cyril's Road.

Accomplishment #6:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Completed design and installation of another section of the Pleasant Hill Road Landscape. This third phase of installation stretches for approximately two miles from Granada Boulevard to Reaves Road.

Accomplishment #7:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Smoothly transitioned in response to COVID. Transitioned to virtual Planning Commission public hearings, virtual neighborhoods workshops, virtual Development Review Committee meetings, and virtual meetings for applicants to review plans and discuss projects.
- Worked with IT to establish protocols and working with other departments to provide community hearings notice to MyOsceola app.
- Developed application templates for ADA compliance conversions to meet new protocols.
- Website updated for ADA compliance and Comprehensive Plan Amendment submittal 2-cycle per year schedule.
- Assisted with conversion of Land Development Code to be provided on Municode. Review completed for Comprehensive Plan to be provided on Municode.

Accomplishment #8:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Completed Comprehensive Plan Future Land Use Policies and LDC standards, developing a Centers Approach to change the face of retail and supporting residential in appropriate locations.
- Processed and worked with 12-15 applicants for multiple parcels as they rezone to Centers designations to help them implement the urban form and development standards.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal: Diversified Economy. Objective: NeoCity Master Plan Implementation.

- Manage design consultant for re-design of the entry signage for NeoCity.
- Manage design consultant to provide design guidelines that update the Master Plan and are to be used by future developers in understanding development standards for NeoCity.
- Administer construction management landscape installation consultants for NeoCity Way entrance at Denn John, as well as for Bill Beck entry and NeoCity Way west to end of Phase 1 site development.

Strategic Objective #2:

Strategic Plan Goal: Diversified Economy. Objective: NeoCity Master Plan Implementation.

- Manage consultant to develop CAD management system to document existing infrastructure and existing buildings. Final product to provide base sheet for parcel purchasers.

Strategic Objective #3:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Analyze Land Development Code (LDC) requirements for Parks, Open Space, Stormwater, Buffers, greenways and wildlife corridors, and landscaping. Revisit LDC requirements for these items in the Urban Growth Boundary as well as increasing standards for infrastructure.

Strategic Objective #4:

Strategic Plan Goal: Diversified Economy. Objective: Business Recovery and Job Training.

- Address Industrial Land Uses in the Comprehensive Plan and LDC, increasing the available land and adjusting regulations to support this type of employment development.

Strategic Objective #5:

Strategic Plan Goal: Great Place to Live. Objective: Affordable Housing and Transition Homeless.

- Comprehensive Plan Affordable Housing Element update. Element will be updated consistent with State requirements. Update will include analysis using the latest Census data and expanding goals and objectives to pinpoint housing need by household type and income, which will allow for targeted strategies to facilitate housing types and costs to meet the specific needs of these households. Implementation strategies will include Land Development Code changes to increase housing diversity by allowing and encourage missing middle housing types.

Strategic Objective #6:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

Strategic Plan Goal: High-Quality Transportation and Infrastructure. Objective: Enhanced Technology and Traffic Operations.

- Work closely with School District staff for school siting standards for LDC to address stacking concerns on public roads and resulting congestion blocking through traffic.

Strategic Objective #7:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Continue to work with Parks and Public Lands to identify and prioritize park property acquisition to implement the Parks Master Plan.

Strategic Objective #8:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

Strategic Plan Goal: High-Quality Transportation and Infrastructure. Objectives: Transportation, Stormwater and Lakes Systems.

- Continue planning process for MXD 5&6 Conceptual Master Plan (CMP), which will be adopted into the Comprehensive Plan. MXD 5&6 will be planned to have a mix of uses (homes, workplaces, stores, schools, services and parks) and will be designed as a walkable and bikeable community. The CMP will guide how the area develops, but other factors will influence when the area develops - availability of services such as water and sewer, road construction, market conditions, and other factors. When it does, the CMP will ensure that development happens according to the vision.

Strategic Objective #9:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

- Finalize the Parks ILA with St. Cloud to provide for the implementation of shared parks planning in the Joint Planning Area (JPA), including the smooth transition of parks properties to the City for operations and the transfer of capital funds to the City to purchase and improve parks to support the JPA.

Strategic Objective #10:

Strategic Plan Goal: Great Place to Live. Objective: Parks/Green Space and Healthy Communities.

Strategic Plan Goal: High-Quality Transportation and Infrastructure. Objectives: Transportation, Stormwater and Lakes Systems.

- Working with stakeholders, prepare a guidebook for developing Mixed Use Districts in Osceola County for use by developers, investors, realtors, builders, development consultants, and others involved in the development process.
- The purpose of this Guidebook is to highlight the importance of fulfilling the vision of the Conceptual Master Plans (CMPs), explain the purpose behind CMP development standards, and facilitate the development review process between County staff and developers by outlining the basic steps of each stage of the process.

**COMPTROLLER'S OFFICE
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To provide professional Financial Services to the Osceola County Board of County Commissioners and its citizens in the most timely and efficient manner possible.

RECENT ACCOMPLISHMENTS:

Accomplishment #1: Cost-Effective and High Performing County Government

In house completion of the FY 2019 Comprehensive Annual Financial Report (CAFR)

- For the 30th consecutive year, the County anticipates to receive the Certificate of Achievement for Excellence in Financial Reporting. The certification process has been delayed as a result of COVID-19 pandemic.

Accomplishment #2: Cost-Effective and High Performing County Government

Upgrade of Osceola County's Financial System

- The Comptroller's Office actively worked on preparing for an upgrade to the financial system, beginning in March 2020.
- The system went live in FY 2021, and was a success. The Project team delivered a stable system to the County.

Accomplishment #3: Cost-Effective and High Performing County Government

Upgrade of Osceola County's Time & Attendance System

- Within the Comptroller's Office, the Payroll Team worked with IT to upgrade the County's Time & Attendance System. This upgrade was also a success and the team delivered a stable system to the County.

Accomplishment #4: Cost-Effective and High Performing County Government

- On October 2nd, the County completed the Forward Refunding of the Capital Improvement Revenue Bonds, Series 2009ABC with the Capital Improvement Revenue Refunding Bond, Series 2019. The amount of the issuance was \$104,546,000 and produced net present value savings for the County totaling \$9,319,833.
- The County secured a financial agreement with Banc of America for the purchase of Specialized Tools totaling \$4,040,787, Heavy Equipment and Vehicles for the Public Works – Road and Bridge Department totaling \$2,338,943, and vehicles for the Osceola County Sheriff Office totaling \$1,973,550.
- The County refunded the Transportation Improvement Refunding Bonds (Osceola Parkway Project) Series 2014 with the Osceola County, Florida Transportation Improvement and Refunding Revenue Bonds (Osceola Parkway), Series 2019A1-2, the amount of the new issuance was \$308,827,341. Additionally, a portion of the proceeds were used to repay the Reedy Creek Improvement District ("RCID") obligations and to improve certain County roads.
- The County entered in a Master Lease/Purchase Agreement program with JPMorgan Chase Bank, N.A.; the Master Equipment Lease/Purchase Agreement was established to finance the purchase of two Sutphen Fire Apparatus Pumper vehicles in the amount of \$1,070,846.

- The County issued the Public Improvement Revenue Bond, Series 2020, the amount of the new issuance was \$3,850,000. The principal purpose of this issuance is to finance the acquisition and improvement of certain governmental facilities to house the County's Human Services Department.

Accomplishment #5: Cost-Effective and High Performing County Government

FEMA Reimbursement Process

- Continued to make progress in the FEMA reimbursement process for Hurricane Irma.

Accomplishment #6: Cost-Effective and High Performing County Government

CARES Act Funding

- Supporting the County with the implementation of the CARES Act Funding Programs.
- The Comptroller's Office serves on the team tasked with ensuring compliance with the grant requirements, submitting the County's financial reports and requests for reimbursement to the State.
- As the global pandemic began to show signs of its negative impact on the economy, Osceola County quickly began to establish programs to support the residents who have been impacted by the COVID-19 Public Health Emergency. With the implementation of the Mortgage & Rental Assistance programs, Business Assistance programs, Food Insecurity programs and supporting Education & Training the volume of invoices that have been processed by the Comptroller's Office has more than doubled.
- The Comptroller's Office has been able to maintain the level of service required to ensure these payments are processed accurately and timely, ensuring residents and business owners receive the needed funds to help them gain stability during the pandemic.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Efficient and High Performing County Government

- Supporting the transition of certain functions to the Clerk of the Court and Comptroller in accordance with Amendment 10.

Strategic Objective #2: Efficient and High Performing County Government

- Osceola County Financial System: Comptroller's Office finalized the upgrade of the Financial System early in FY 2021.

Strategic Objective #3: Efficient and High Performing County Government

- Comptroller's Office will continue to work on developing procedures and provide training opportunities for the County.

Strategic Objective #4: Diversified Economy

- Develop and present the NeoCity Maintenance District to the Board of County Commissioners.
- Develop and present the Deed Restrictions for NeoCity to the Board of County Commissioners.

CORRECTIONS
FUND 001 – GENERAL FUND
FUND 180 – INMATE WELFARE FUND

DEPARTMENTAL OBJECTIVE:

To maintain and operate a safe, secure facility that is in compliance with all State and accreditation standards while providing inmates with an environment that promotes rehabilitative change.

RECENT ACCOMPLISHMENTS:

Accomplishment # 1: Florida Model Jail Standards and National Commission on Correctional Health Care Accreditation

Florida Model Jail Standards (FMJS) annually and The National Commission on Correctional Health Care (NCCHC) every three (3) years allow jails to evaluate operations against standards and best practices.

In May 2019, NCCHC visited Osceola County jail and scrutinized policies and procedures, medical records, and charts covering all aspects of inmate medical operations. Out of 56 Standards we were in compliance with 49. A corrective action plan was put in place for the 7 standards not in compliance and the supportive documentation is being compiled to submit to NCCHC.

In August 2019, FMJS visited Osceola County jail and scrutinized policies and procedures and all aspects of jail operations. Out of 206 Facility Standards, we were in compliance with 205. Out of 46 Medical Standards, we were in compliance with 45. A corrective action plan was put in place for the 2 Standards not in compliance and the supportive documentation was submitted to FMJS.

Accomplishment #2: COVID Preparedness and Response

The department implemented the following strategies in accordance with Center of Disease Control and Prevention (CDC) recommendations to ensure effective social-distancing, safe jail operations, and staffing contingencies due to COVID-19.

Operational Preparedness:

- Implemented specific screening and temperature checks of all jail intakes. This screening takes place in the sally-port, before beginning the intake process. Intakes are processed individually in coordination with our law enforcement partners.
- Coordinated with court officials to establish video court to maintain essential court functions.
- Suspended all on-site inmate visitation and inmate programming until further notice. Video visitation is still being offered, free of charge.
- Suspended all face-to-face contacts with defendants on community supervision.
- Identified quarantine units throughout the facility.
- Established protocol with medical partners for suspected and/or confirmed COVID-19 cases and identified points of contact with the Osceola County Department of Health.

- Up-to-date information about COVID-19 provided to staff and inmates.
- Retro-fit cells in BB and BD to serve as quarantine units and intake overflow
- Incorporated screening and temperature checks into inmate release planning.
- Implemented staff use of protective equipment and supplies (PPE), as necessary.
- Enhanced cleaning, disinfecting and hygiene practices facility-wide.
- Implemented social-distancing strategies to increase space between inmates within housing units and restricted assignment of staff, where possible.
- Completed an assessment of all non-violent pre-sentenced inmates in an effort to seek authorization to release; however, no inmates met the established criteria.
- Authorized and purchased ninety (90) day supply of protective equipment and supplies; additional supplies have been requested through the Emergency Management Center due to the probable event of PPE shortages.
- Designated Staff, inmates, and volunteers made over 5,000 cloth masks for staff and inmates

Personnel Practices:

- Implemented screening and temperature checks of all staff and contracted personnel reporting for duty.
- Developed a personnel deployment plan which includes alternate work arrangements for Command Staff and allows staff to work remotely, within the scope of their duties.
- In preparation of absenteeism due to COVID-19, developed a contingency plan for minimum staffing levels required for the facility to function safely.
- Reassigned Judicial Services and Inmate Program staff to essential job functions within the facility.

Accomplishment #3: Facility Cameras – Phase 4

This is a continuous project as funds become available. During FY 19/20, perimeter cameras were transitioned from analog to digital with pan, tilt, and zoom capabilities and in-cell cameras were installed in our male and female intake housing units (FB, BE, BF, BG). Additionally, a camera room viewing station was completed, which includes several monitors and various views of the high liability areas throughout the facility, staffed 24 hours a day, 7 days per week.

Accomplishment #4: Jail Needs Assessment Study and Master Plan

On August 19, 2019, the Department signed an agreement with Strollo Architects Inc. to provide for a jail needs assessment study to perform a space needs and facility assessment on our current facility, identify trends and inmate population projections, and determine the most efficient way to accommodate that growth through a renovation and/or expansion of our current facility. An internal Planning Team was formed and assisted Strollo with the designated tasks outlined in the scope of work, to include: developing and organizing a historical records data base to be used as the basis for inmate bed use projections,

forming population projections for inmate numbers and utilizing projection data to conduct forecasting scenarios, providing a space needs analysis by identifying every function of jail operations and assigning staff and physical space need for each, providing condition assessments used by Corrections, by analyzing key infrastructure support throughout the entire campus, providing facility and site plan options to address all jail needs with flexibility for future decisions, assessing the current space for repurpose and/or expansion to include laundry and kitchen areas, inmate intake and release, to include space for courts and court functions, assessing current site and possible options for the future and providing a written comprehensive master plan, documenting the results of all task, including final options, cost investments and operational costs, and a project development schedule.

Accomplishment #5: Training and Development

- Hosted two (2) Specialized Training Courses: ICE Warrant Service Officer Certification Class and the Taser 7 Instructor Class for Taser rollout.
- Two (2) Supervisors holding the rank of Sergeant attended a Valencia Public Safety Leadership Training. One (1) Supervisor holding the rank of Lieutenant attended the Florida Department of Law Enforcement Leadership Academy.
- Developed a 40 hour training curriculum for Community Corrections Officers in preparation of FCAC Pre-Trial and Probation Accreditation, training is scheduled for September and November 2020.
- Due to COVID, transitioned all annual in-service training to a computer-based system, to include CPR Training and Use of Force and De-escalation training.
- Transitioned all Department firearms from the 40 Caliber to 9mm.
- Updated the Department's Field Training Officer Program.

Accomplishment #6: Community Partnerships and Inmate Programming

- Partnered with the State Health Department's Vaccinations for Adults Program; this program provides federally funded vaccines free of charge for inmate vaccinations. As of September 30, 2020, 1,165 inmates received the Hepatitis A vaccination.
- Partnered with U.S. Immigration and Customs Enforcement (ICE), solidified a Memorandum of Agreement in collaboration to promote public safety by facilitating the custodial transfer of specific aliens in Osceola County Corrections Department's custody to ICE and authorized OCCD personnel to perform certain immigration enforcement functions to serve as Warrant Service Officers as specified within the agreement.
- Park Place Behavioral Health Practice, Armor Correctional Health Services and Aspire Health Partners partnership effective February 2019, implementation of the Vivitrol Program. As of October 2019, eleven (11) inmates were assessed and approved to enter the program.
- **Senate Bill 7066 Restoration of Voting Rights.** Which requires an inmate to be provided at least 2 weeks prior to discharge, if possible, information explaining voting rights restoration and written notification of outstanding terms of the inmate's sentence at the time of release. Created a procedure to ensure compliance with Statute 951.29 and SB 7066. Partnered with the Supervisor of Elections Office with Voting from Jail Initiative in preparation for 2020 elections.

- Solidified two (2) year contract with Back on Track Employment Education Program to assist inmates with employability skills and job acquisition upon their release into the community.
- Solidified contract with the American Community Corrections Institute (ACCI) for annual license fee to facilitate inmate programming during COVID response. The curriculum included substance abuse, cognitive thinking, parenting, and anger management courses.
- Six (6) inmates obtained their GED/High School Diploma during this evaluation period from October 2019 through September 2020. **Note:** All inmate programming was suspended due to COVID precautions on March 19, 2020.

Accomplishment #8: Taser Procurement and Rollout

To increase officer and inmate safety, the Department was able to procure forty (40) Tasers and associated equipment for certified staff members through various grant funding opportunities totaling over \$100,000. By strategically outfitting certified Officers and Supervisors with the Tasers, we anticipate a reduction in the number of assaults on officers, a reduction in the number of inmate fights, thus decreasing injuries to both officers and inmates, as well as, a reduction of violent behavior thru deterrence. Taser acquisition, policy development and training have been completed. We anticipate a complete roll out of the Tasers by the end of the year 2020.

Accomplishment # 9: Purchase of suitable, environmentally sound handheld cameras for issuance to first line supervisors

Research was conducted into suitable replacements for handheld digital video recorders within the facility. An acceptable option was discovered in the form of the Patrol Eyes brand cameras. A beta test was conducted of all cameras available through the manufacturer and a camera was chosen based on the testing that met all of the needed criteria. Twenty (20) handheld cameras were purchased and issued to Corporal. This provides for immediate access to a handheld video recorder during incidents that occur within the facility. The cameras include specialized low light capability that auto switches to night vision when necessary as well as the ability to snap still photographs without discontinuing recording. In addition to the twenty (20) Patrol Eyes handheld cameras, an eight (8) port charging and download station was purchased for locating in a designated Supervisors area to allow for quick downloading of recorded data. Accompanying software is available to allow for convenient interaction and storage of data. Future coordination with Information Technology and Patrol Eyes will be necessary to get the software portion online and functional.

Accomplishment #10: Relocation of Fox and Delta Pod Officers' Stations (DA1 & 2, DC, FA1 & 2, FC)

Fox and Delta Pod Housing Unit Officers' Stations (DA1 & 2, DC, FA1 & 2, FC) were relocated to the Delta and Fox Rotundas. This places them within close proximity to the Zone Supervisors station. New data lines were placed in the area to accommodate three workstations and camera monitoring stations.

Accomplishment # 11: Creation of the Facility Camera Operator Station

A Facility Camera Monitoring Station was created in Charlie Pod Program Room that is staffed by two Civilian Technicians twenty-four (24) hours a day to assist Correctional Officers to monitor in-cell inmate

behavior for unusual in designated high liability areas. The station includes six (6) 55-inch monitors, which continuously cycles through all high liability areas and in-cell cameras as well as a computer used for log entries into the Jail Management System.

Accomplishment # 12 Completion of the Booking Renovation: Booking renovations resulting from the Booking Renovation Committee

In March of 2020 the Booking renovations were completed. This renovation was designed to streamline the Booking process in an effort to shorten the time the arresting agencies are required to remain inside the Booking area in order to get them back on patrol faster. This renovation included the following:

- Relocation of the Secure Pass body scanner to the front area of Booking in the Sally Port vestibule.
- Removal of Booking “Island”
- Addition of open booking seating
- Addition of handheld telephones to the open booking seating
- Relocation of the Inmate Telephones to a single location within Booking. This includes a TTY station for hearing impaired inmates.
- Relocation and upgrade of Picture Link station and camera used to capture the inmate photo.
- Relocation of Property Stations inside of the property room. This provides a secure environment for staff to complete their assigned duties and opened up the back area of Booking.
- Addition of roll-up door for the addition of a female shower/dress out area with access to the property room.
- Creation of an interview room to be used as needed by outside agencies and internal staff as needed.

Accomplishment #13: Training (orientation), new staff on Record Management and Public record laws and keeping staff informed on monthly health topics

Accomplishment #14: Florida Corrections Accreditation Commission Inspection (FCAC): The Department is seeking its sixth straight reaccreditation in April 2021. The Florida Corrections Accreditation program allows jails to evaluate operations against standards and best practices. It is an opportunity for trained inspectors to review the Jail’s policies and procedures to verify compliance with each of the 261 accreditation standards. The Jail is also required to show proof of compliance through written documentation, sampled over the three-year accreditation period.

Accomplishment #15: Prison Rape Elimination Act (PREA) Audit: The Department is seeking its third Department of Justice mandated audit for compliance with the PREA standards in 2021. The PREA law was enacted in 2003, establishing a zero tolerance for sexual assault and sexual harassment of inmates. Ensuring compliance with the 43 PREA standards assists in providing sexual safety for the inmate population and enhances the overall safety of staff and inmates in the corrections facility. The audit involves an intensive review of the Department’s policy and procedure, a complete tour of the facility, interviews with inmates and staff members and a review of documentation to show compliance.

Accomplishment #16: Completed 227 FMJS Files for 2020 FMJS Inspection and conducted two FMJS Mock Inspections. Preparing for FCAC Assessment in April 2021: Working on completing 261 electronic files and conducting FCAC observations to see if we are in compliance.

Accomplishment #17: Completed 2020 Operational Procedures and Post Order reviews

Accomplishment #18: Assisted Security Operations when needed and sent assigned FMJS inspectors to conduct inspections for other county jails.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Provide for the care, custody, and management of inmates while ensuring public and staff safety.

- Ensure agency compliance with Florida Model Jail Standards, Florida Corrections Accreditation Commission Standards, National Commission on Correctional Health Care Standards and Prison Rape Elimination Act Standards.
- Maintain an effective emergency management system and resources to respond to facility emergencies.
- Apply for the accreditation process for the Community Corrections Division; County Probation and Pretrial Release.
- Continue collaboration with Strollo Architects on the planning and design of a jail renovation and expansion.
- Retrofit two (2) housing units (BB and BC) to enhance observation of inmates displaying self-injurious behavior.
- Continue with facility camera improvement project; this is an ongoing project as funds become available to transition from analog to digital and to expand on coverage within the facility.
- Complete bunk retrofit project throughout the facility; FB completed.
- Add one (1) padded cell to assist in inmate behavior management while ensuring inmate safety.
- **Maintain compliance with House Bill 49 Incarcerated Women.** HB49 went into effect on October 1, 2019, requiring Correctional Facilities to make the following products available to an incarcerated woman in appropriate quantities at no cost: feminine hygiene products, no lye moisturizing soap, toothbrush, toothpaste and any other healthcare product the correctional facility deems appropriate. Our facility revised and instituted procedures to ensure compliance. Female housing units are supplied with the above listed items and available to female inmates upon request.
- **Maintain compliance with House Bill 1259 Incarcerated Pregnant Women.** HB1259 went into effect on July 1, 2020, requiring restrictive housing protocols to be put into place by Correctional Facilities for Pregnant Women. Our facility revised and instituted procedures to ensure compliance.
- Prepare for 2021 FCAC Assessment by ensuring we are in compliance with FCAC Standards files and conduct observations
- Prepare for 2021 FMJS Inspection by ensuring we are in compliance with FMJS Standards files and conduct FMJS Mock Inspections

Strategic Objective #2: Develop staff committed to professionalism and enhanced organizational performance

- Provide training on applicable statutes, policies, and procedures to all staff.
- Maximize staff attendance in trainings offered by the Department's Training Division, the County and Florida Department of Law Enforcement.
- Conduct an annual review of all Department policies and procedures for necessary updates and revision to ensure compliance with legal updates.
- Re-establish a Corrections Emergency Response Team (CERT)
- Conduct 2020 Operational Procedures and Post Orders review
- Conduct FMJS Inspections of other facilities in Florida

Strategic Objective #3: Ensure effective leadership at all levels of the Department

- Develop specialized leadership curriculum specifically for Corrections Department managers and supervisors.
- Provide continuous training on the Department's Vision, Mission, and leadership expectations to all agency personnel.

Strategic Objective # 4: Increase the use of technology and innovative practices effectively

- Solidify contract with Smart Communications, Inc. for electronic inmate mail delivery system and wireless tablets for inmate programming; installation and service roll out is expected to be completed by end of year 2020.
- Establish the use of evolving technology to include available upgrades to our existing jail management system and an incident reporting component.
- Through the Public Safety Coordinating Council, expand on electronic submissions of charging affidavits to assist with expediting the booking intake process.
- Implementing a Record Management software system to help streamline the file retrieval process. Responding to public record requests and litigation responses will be more efficient and will improve business processes.

Strategic Objective # 5: Continue addressing jail overcrowding and reducing incarceration costs to the County.

- Continue to deliver evidence-based practices classes and enhance partnerships with community providers in re-entry initiatives to reduce recidivism.
- Continue assessing all inmates during the intake process in accordance with the Administrative Order for non-monetary administrative Pre-Trial Release.

**COUNTY ATTORNEY
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To provide the best quality and quantity of legal services to the Board of County Commissioners and its subsidiary agencies and departments as is possible within this office's budgetary and resource constraints.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Provided legal advice and representation to the Board of County Commissioners and Management

Accomplishment #2:

Developed staff skills with training and interaction

Accomplishment #3:

Delivered professional services to citizens, businesses and organizations

Accomplishment #4:

Listened and Responded to citizens

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Adjust office practices to maintain a safe and healthy work environment

Strategic Objective #2:

Provide legal advice and representation to the Board of County Commissioners and Management

Strategic Objective #3:

Develop staff competencies through training and interaction

Strategic Objective #4:

Cross train staff to duplicate efficiencies

**NINTH JUDICIAL CIRCUIT COURT
COURT ADMINISTRATION
FUND 115 – COURT ADMINISTRATION**

DEPARTMENTAL OBJECTIVE:

To efficiently and effectively provide comprehensive administrative support to all the judges of the circuit, to manage programs and to act as a liaison between the Court and the people it serves.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Developed and implemented a virtual environment to facilitate the Teen Court Program. Using the Microsoft TEAMS platform, we can now accommodate intake appointments and virtual hearings for juvenile participants. Each aspect of the Teen Court program can now be accomplished by virtual means including case staffing and weekly updates with juvenile participants. For the short-term many of the sanctions have also been reworked in order to limit social interactions, which was necessary under the Covid-19 pandemic.

Accomplishment #2:

Developed and implemented a virtual environment to facilitate county mediations including; small claims, family, and dependency. Parties can now appear using the digital platform of their choosing or telephonically. Required paperwork submissions are submitted electronically to the Dispute Resolution Office.

Accomplishment #3:

Expanded the use of the Courthouse Facility Dog and the access to Therapy Dogs in the Osceola Court.

Accomplishment #4:

Enhanced compliance with court orders specifically in the domestic courts by connecting petitioners and respondents with community resources and with the inclusion of active case management.

Accomplishment #5:

Developed and implemented processes for holding virtual injunction hearings and other essential court proceedings that could not be postponed during the COVID-19 pandemic. This included the installation of video conferencing systems throughout the courthouse. The systems included Cisco Telepresence, Cisco WebEx, and Microsoft Teams. Court mobile devices were installed with Microsoft Teams and used to provide a remote connection for Court Staff to litigants connecting remotely.

Accomplishment #6:

Developed and implemented virtual supervised visitation options for families when in person visitation is not possible or limited due to travel constraints or as the Courts experienced during the COVID-19 pandemic. All Court ordered visitations were moved to a digital platform in order to provide a safe communication with children and their non-custodial parent during the COVID-19 pandemic. The digital platform used was the Microsoft TEAMS application. Visitation schedules were also expanded to include evenings and weekdays, instead of the usual weekend days. This was an essential component in order to support children and families who were also adjusting to remote schooling and remote work.

Accomplishment #7:

Upgraded all courtroom and hearing room audio amplifiers. The aging amplifier system had been in place since the original audio system installation in 2001. The new amplifiers provide the needed power to support additional courtroom audio speakers and additional courtroom technologies.

Accomplishment #8:

The courtroom audio control system was upgraded to a digital touch panel. The digital touch panel allows the judge to control the courtroom audio system, call up an interpreter, control the video presentation system, and bring in remote parties by video.

Accomplishment #9:

Installed a Microsoft Teams room system in the current IA (Initial Appearance) room at the Osceola County Jail. In addition to our current video/audio fiber optic connection, the Microsoft Teams system allows remote parties to participate in the court proceedings virtually.

Accomplishment #10:

Assigned and deployed mobile computing devices for Court staff. The devices were issued to all Court staff in order to provide remote access to Court related data over a secure internet connection. The devices have been a crucial part to maintaining court functions during the COVID-19 pandemic. The devices are used to connect users to printers, monitors, scanners, and other court issued devices to conduct court business.

Accomplishment #11:

Installed UPS systems in all Court communication rooms used to interconnect technology systems throughout the building and outlying locations. The systems provide uninterrupted power to technology systems and provide environmental readings to Technology Support Staff.

STRATEGIC OBJECTIVES:**Strategic Objective #1:**

Goal: Continue the courtroom and hearing room upgrades to include wireless high definition presentation devices and new projection screens. The upgrades will allow attorneys the ability to present evidence wirelessly in HD or wired in HD. The Initial Appearance (IA) equipment will be upgraded to high definition, which will complete the Osceola Jail/Osceola IA upgrade project.

Strategic Objective #2:

Goal: Continue phase three of the Osceola County Courthouse Wayfinding and Judicial Information Sharing project. Phase three involves the installation of digital LCD monitors and an interactive kiosk system in Family Court Services. This will assist in providing Family Court clients pertinent information and guidance to assist with their specific needs.

Strategic Objective #3:

Goal: Complete phase four and five of the Osceola County Courthouse Wayfinding and Judicial Information Sharing project. Phase four includes the installation of digital LCD monitors with software which will display court dockets throughout the courthouse. Phase five is the installation of software on existing monitors within the courthouse to display juror assignments.

Strategic Objective #4:

Goal: Upgrade the Courts' data center power distribution unit, which will allow a longer runtime in the event of a building power outage. This project will include the installation of a new equipment rack, efficient power distribution units, and an environmental monitoring system.

Strategic Objective #5:

Goal: Complete the installation of new audio/video systems capable of supporting VRI (virtual remote interpreting) in all courtrooms and hearing rooms. Once this project is complete, all courtrooms and hearing rooms will have the capability of bringing in a court certified interpreter by video.

Strategic Objective #6:

Goal: Upgrade the court approved audio recording software and hardware with speech-to-text feature. The new system will replace the aging software hardware package that has been in place for the past eight years. Transition the official Court audio recording system to FTR (For The Record) system. This system will use automated voice recognition software to reduce audio storage space by 20%. The software and hardware will allow the court reporting department to monitor twice as many court venues with the aid of ai (artificial intelligence) technology.

Strategic Objective #7:

Goal: Upgrade the Courts' judicial chambers audio system with Biamp AVB (audio visual bridge) audio system. The current audio system in the chambers is obsolete and beginning to fail. The new system will give the Court Technology staff the ability to transmit courtroom audio over the network to designated locations. The system will be used to transmit courtroom audio over a signal category cable to several other AVB systems throughout the courthouse.

Strategic Objective #8:

Goal: Continue to the deployment stage of implementing the use of electronic devices for all Osceola County visitation center observers to use in preparing observation reports for the Court in a digital format. Delayed due to COVID-19 pandemic.

Strategic Objective #9:

Goal: Install Cisco Telepresence in all courtrooms which will be added to the VRI (Virtual Remote Interpreting) system currently installed throughout the Ninth Circuit Courthouses. The Telepresence system will allow the judge to bring in a sign language interpreter by video to the courtroom with a push of a button. This system will also be used to allow for witnesses, attorneys, and other parties to appear in Court by video and audio.

Strategic Objective #10:

Goal: Continue the upgrade of the courtroom video presentation. The upgrade will combine several courtroom video presentation systems into one device. The Wolfvision Cynap system is a BYOD (bring your own device) system that cuts down on the learning curve needed to operate courtroom video presentation systems. The system will be integrated with the digital touch control panels which allows the judge to control what items are displayed and heard during a court hearing or trial.

Strategic Objective #11:

Goal: Continue to implement best practices in family court by developing space needs solutions for the separation of petitioners and respondents at all injunction hearings. This will be accomplished by implementing the plan to rework and modify existing court space and waiting area within the Family Court area of the courthouse.

Strategic Objective #12:

Goal: Expand the service window within the family court case management unit to more effectively provide pro se litigants access to case management services. Additionally, provide more convenient access to case management services using digital communication tools to allow for virtual access to case management services.

Strategic Objective #13:

Goal: Install second Microsoft Teams room system at the Osceola County Jail. The system will allow the Court to communicate with the jail by video and audio. This will create a second Court connection for judges to be able to address inmates.

**EMERGENCY MANAGEMENT
OFFICE OF EMERGENCY MANAGEMENT
FUND 001 – 2141**

DEPARTMENTAL OBJECTIVE:

Our mission is to reduce the loss of life and property, and protect the people of Osceola County through a comprehensive, all-hazards emergency management system of prevention, protection, mitigation, response and recovery.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

WebEOC

- Successfully integrated Arc-GIS online providing mapping solutions in WebEOC and in a public platform.

Accomplishment #2:

Transitional & Cold-Weather Shelters

- Continued community partnerships in the development of transitional shelters space including cold weather sites with our faith-based and community partners for response and recovery operations.

Accomplishment #3:

COVID-19 – Pandemic Response for Osceola County

- In coordination with the Florida Department of Health in Osceola County, the Office of Emergency Management coordinated resource support for the pandemic.

Accomplishment #4:

Community Emergency Response Team (CERT) Program

- The Office of Emergency Management has developed ten (10) CERT teams in the county to help provide neighbor emergency preparedness training and provide volunteer staffing during incidents impacting the county.

Accomplishment #5:

Ready Osceola Community Education Campaign

- Development of the Ready Osceola campaign for educating the citizens and visitors of Osceola County in preparing for disasters which include: Plan Ahead, Build a Kit, Stay Informed and Take Action.

Accomplishment #6:

County UAS Policy/Program

- Development and implementation of a County-wide policy for the use of unmanned aerial systems to benefit public safety and security, as well as other uses across all BOCC departments.

Accomplishment #7:

Non-Congregant Sheltering

- Emergency Management developed and implemented CDC-compliant non-congregant sheltering program (NCS), benefitting the community as well as first responders by providing safe shelter with consideration of social distancing and to help 'slow the spread.'

Accomplishment #8:

Intern Program

- Osceola County Emergency Management partnered with local colleges to provide internship opportunities that assisted in the completion of strategic projects focused on the department's five mission areas. Those who assisted were able to provide valuable assistance to the department, while simultaneously building a knowledge of emergency management procedures and policy.

Accomplishment #9:

Leadership Dashboard

- The office successfully programmed an informative portal to appropriately display in real time multiple streams of critical incident data to enhance situational awareness and decision making across a broad gamut of users, including: response officials, elected leaders, partner agencies, and the public.

STRATEGIC OBJECTIVES:**Strategic Objective #1: (Prevention)**

Promote a safe and secure environment minimizing all threats, hazards and incidents.

- Monitor evolving terror threats by informing and preparing the community accordingly
- Enhance our all-hazard capabilities through training and exercising for Osceola County as a whole community
- Actively engage businesses and industry in prevention planning
- Enhance the CERT (Community Emergency Response Team) Program through community outreach, training, exercising, and improvement planning
- Enhance Social Media campaign
- Improve the emergency public alerts and warnings processes
- Expand public education/awareness capabilities

Strategic Objective #2: (Protection)

Enhance protection through planning, training, exercises, and outreach to first responders, support agencies, and community members.

- Strengthen joint information center and emergency public information and warning capabilities
- Develop a "Safe Room" program for vulnerable communities that identifies potential grant opportunities
- Enhance planning efforts through collaboration with community partners

- Identify opportunities, means and measures to provide improved protection of the livestock and agriculture industry

Strategic Objective #3: (Mitigation)

Enhance the Mitigation System through developing and leveraging technology, partnerships, funding opportunities and policy.

- Develop an ordinance that requires integrated early weather alert and warning systems
- Employ the use of Light Detection and Ranging (LiDAR) technology to enhance modeling of flood and additional hazards
- Educate and engage partners in mitigation opportunities through the Local Mitigation Strategy Working Group (LMSWG)
- Seek additional public and private grant opportunities to mitigate vulnerable community assets
- Increase community education on personal mitigation measures for all hazards

Strategic Objective #4: (Response)

Strengthen and ensure a multi-faceted response capability through enhanced technology, response programs, advanced resource management and enriched coordination and planning with partners.

- Foster and encourage development of departmental and partner emergency operating plans and procedures
- Establish Policies and Procedures for the Office of Emergency Management
- Fully develop and enhance the capabilities of the Emergency Management Resource Center (EMRC) to serve as a multi-use facility
- Strengthen mass care (sheltering, feeding and related services) capabilities
- Develop 24 hour response capabilities through a duty office program
- Ensure robust, redundant voice and data communications capabilities to allow for continuous inter-agency, multi-jurisdictional communication

Strategic Objective #5: (Recovery)

Cultivate, develop and sustain a comprehensive recovery system that provides a community that is better and safer than before a disaster.

- Propose changes to the Emergency Management Ordinance to identify a County Coordinating Officer
- Engage civic groups and the faith-based community in disaster recovery planning, post-disaster sheltering/housing and community needs
- Develop, train and exercise a county-based Family Assistance/Reunification Center plan
- Update, train and exercise the Donations Management Plan including the financial components
- Work with additional county agencies to develop and complete plan for Continuity of Operations (COOP) plans
- Conduct a series of exercises to promote dialogue on post-disaster issues

**FIRE RESCUE & EMS
FUND 134 – COUNTYWIDE FIRE FUND**

DEPARTMENTAL OBJECTIVE:

Our mission is to provide the highest levels of emergency planning, fire protection and pre-hospital care to the residents and visitors of Osceola County. The quality of service will be maintained by strict adherences and dedication to the principles of:

SAFETY: We will make the public’s safety and welfare, and the safety of our employees priority ONE.

COMMITMENT: We realize that our personal and professional reputations are evaluated with every call for assistance.

RESPECT: We will maintain respect for ourselves, the organization and the county as well as those in need of services, regardless of age, ethnicity, religion, national origin or economic status.

HONESTY: We will exhibit honesty and integrity in all matters.

TEAMWORK: We will conduct ourselves in a professional manner to promote dedication, honor, and loyalty with our chosen profession.

EDUCATION: We will encourage an environment that promotes and emphasizes training, and adapts to ever changing dynamics and that after meeting our core educational and technical training needs encourages advanced education in the fields of fire and emergency medical services.

The FY21 Fire Rescue & EMS Department budget was developed with the overall goal of providing the highest quality of service to the citizens and visitors of Osceola County. In accordance with the Osceola County Strategic Plan to make the County a Great Place to Live, a continued emphasis on the replacement of outdated equipment and facilities is a priority and reflected in both the operating budget and Five Year Capital Improvement Plan. In response to COVID-19 and the potential impact to financial resources the FY21 budget is a continuation budget, developed to maintain the current level of service.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Two New Rescue Companies

- Added two new rescue companies to the west side of the County distributing the call volume in this side of the County to more manageable levels.

Accomplishment #2:

Fire Assessment Update

- Successfully updated and received Board approval of the Fire Assessment Program providing the rate structure for a five year period.

Accomplishment #3:

Medicaid Reimbursement Program

- Fee For Service - Successfully prepared expenditure and call data for participation in the Federal/State funded program to provide additional compensation for Medicaid calls for service. The County received \$521,159 in additional compensation.
- Managed Care Organizations (MCO) – The Department participated in the expanded Medicaid Reimbursement Program for MCO and received \$332,271 in additional compensation.

Accomplishment #4:

COVID-19

- Navigated the COVID-19 Pandemic while staying within budget and providing additional decontamination units and temperature check details.

Accomplishment #5:

Modular Classrooms

- Installed modular classrooms at the Fire Rescue & EMS Training Center providing for an additional mode of instruction at the Training Center.

Accomplishment #6:

Stocked Reserve Apparatus

- In an effort to more effectively and efficiently serve the community in times of natural disaster a fully stocked engine and two rescue units were equipped to allow the Department to deploy additional personnel when needed.

Accomplishment #7:

Implemented Drones in Responses

- New drone equipment was used in search and rescue operations, brush fires, and structure fire responses by our licensed pilot.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Fire Rescue & EMS Logistics Warehouse

- Design and build a new logistics warehouse which will be located near our Emergency Operations and Communications Center on Partin Settlement Road.

Strategic Objective #2:

Fire Rescue & EMS Equipment

- Continue to work cooperatively with the Fleet Management Division to routinely evaluate and manage Fire and EMS apparatus to ensure timely and fiducially responsible replacement thus ensuring adequate vehicle in-service times and lower maintenance costs.

Strategic Objective #3:

ESO Quick Speak

- Purchase and implement ESO Quick Speak to more effectively communicate with Osceola County's diverse population in need of service.

Strategic Objective #4:

Community Risk Reduction

- Interagency training with participation in regional and state planning committees. Development of inter-operable communication platforms to address capability gaps outlined by the National Threat and Hazard Identification Risk Assessment for our region, Region 5.

Strategic Objective #5:

Complete the Implementation of Digital Prefire Plan Database

- Utilizing Spillman to distribute the digital prefire plans immediately to response units via the computer aided dispatch system.

Strategic Objective #6:

Review and Update of Standard Operating Guidelines

- Review and update Standard Operating Guidelines to ensure completeness, relevance and compliance with local ordinances, state and federal laws.

**GOVERNMENT AFFAIRS
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

The Government Affairs Department is responsible for developing federal, state, and local advocacy platforms and a comprehensive legislative affairs strategy. The Department coordinates intergovernmental resources and support for county projects, including grants development and administration.

RECENT ACCOMPLISHMENTS:

Accomplishment #1: Ensure Cost-Effective & High Performing County Government, Upgrade the County's Infrastructure and Transportation Network, and Grow and Diversify the County's Government

- The Department was successful in securing three appropriation items in the FY 20-21 legislature-passed Florida state budget, unfortunately the items were vetoed due to the Corona virus.

Accomplishment #2: Ensure Cost-Effective & High Performing County Government

- The Department assisted in securing and obtaining CARES Act Funds. Helped coordinate implementation.

Accomplishment #3 Diversified Economy / Efficient & High Performing County Government

- The Department was successful in assisting the County Manager's Office in securing a replacement for UCF in the center for Neovation in NeoCity.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Efficient & High Performing County Government

- Building and Sustaining close relationships with Elected Officials and the community through consistent communication.

Strategic Objective #2: Efficient & High Performing County Government

- Define and track Key Issues for the County through the State Legislature.
- Keep Commissioners, County Manager, Deputy County Manager, Assistant County Manager and staff informed about changes in the Legislature, Washington DC and US Congress.
- Monitor and assist with grant opportunities.
- Help navigate staff through Federal and State bureaucracy.

Strategic Objective #3: Efficient & High Performing County Government

- Manage State and Federal Lobbying Contract.

**HUMAN RESOURCES & RISK MANAGEMENT DEPARTMENT
OFFICE OF THE COUNTY MANAGER
FUND 001 – FUND GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce. We seek to foster a healthy, safe, and productive work environment in order to maximize individual and organizational potential and position Osceola County as an employer of choice.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Recruitment & Selection

- Coordinated and conducted recruitment and selection efforts for 237 vacant positions.
- Received and screened a total of 5,076 employment applications.
- Coordinated and participated in over 865 employment interviews.
- Coordinated, administered and proctored typing tests for 52 candidates; various in-Basket exercises for 107 candidates written exams for 185 candidates and practical exams for 71 Firefighter candidates.
- In order to address the ongoing difficulty of recruiting qualified Corrections Officers, collaborated with the Corrections Department in the implementation of a Correctional Officer Equivalency Trainee Program. The program allows for Out-Of-State Officers and any Officer with a break in service for up to 8 years to apply for a Corrections Officer position. This initiative generated a pool of 138 applicants.
- In collaboration with the Corrections Department and Valencia College Public Safety Department, coordinated the Correction Officers' Cadet Academy. Four (4) candidates were selected for the Academy. All four (4) successfully completed the program and are now Certified Officers. 75% of the candidates were Hispanic and 25% Black.
- Participated in the Valencia College Public Safety Job Fairs in February 2020, for the purpose of recruiting candidates for the Firefighters and Correctional Officers' vacancies.
- Recruitment efforts resulted in the on-boarding of 143 new hires; 81 promotions; and 4 lateral transfers.

Accomplishment #2:

Diversity and Inclusion

Employment:

- Consistent with the County's commitment to attract and retain a diverse employee base that mirrors the populations it serves, for Fiscal Year 2020, of the 143 new hires, 38% were White, 20% Black, 39% Hispanic, 1% Asian, 2% other, 60% male and 40% female. In addition, 7% of the new hires were Veterans.

- Of the 81 employees promoted in Fiscal Year 2020, 48% were White, 41% Hispanic, 10% Black, 1% Other and 7% were Veterans.

Americans with Disabilities Act Program Coordination and Compliance:

As the designated Department to provide oversight of the coordination of ADA compliance efforts for Osceola County:

- Determined eligibility and provided ADA reasonable accommodations to twenty-four (24) employees with disabilities. Accommodations ranged from extended leave time, equipment, reassignment to vacant positions and structural modifications.
- Participated in the planning process of the ADA Transition Plan for Public Right of Way project.
- Consistent with the Effective Communications provisions under the Americans with Disabilities Act, coordinated five (5) requests for Sign Language Interpreters.
- In an effort to ensure that persons with disabilities can access and use all of our services, including the vital information sources on our website, the Human Resources Department in partnership with the Information Technology Department coordinated the Website Accessibility Remediation Initiative. This initiative was aimed to ensure that the County's digital assets – such as website, applications, and documents – are in compliance with the provisions of Title II of the Americans with Disabilities Act and recognized standards of website accessibility. Department Heads were asked to identify a Liaison to work on the initiative on behalf of their departments. All Liaisons were trained on how to develop ADA accessible documents in accordance with accessibility standards. In addition, this effort resulted in the development of document publication practices in support of ADA compliance.

Accomplishment #3:

Employee & Labor Relations

- Provided guidance and technical assistance on approximately 131 disciplinary actions to ensure the consistent application of policies and procedures.
- Completed off-boarding consisting of 30 retirements, 97 resignations and 17 terminations.
- Coordinated, participated and provided guidance on thirty-four (34) Pre-Determination Hearings and twenty-nine (29) grievance hearings.
- Prepared and submitted four (4) Investigative Position Statements to various regulatory agencies, resulting in favorable determinations for the County.
- Determined eligibility of 314 new requests for leave under the Family Medical Leave Act (FMLA) and managed an active caseload of 350 cases.
- Determined eligibility of 18 requests for emergency paid leave under The Families First Coronavirus Response Act.
- Determined eligibility of 139 requests for expanded medical leave under The Families First Coronavirus Response Act.

Accomplishment #4:

Training & Development

- Coordinated and concluded a 16 week Supervisory Academy to help front line supervisors develop their skills and become better supervisors.
- A total of 1,190 employees completed 148 courses through the Human Resources on-line Learning Management System (LMS).
- Coordinated a “Finance Enterprise – End User” training class for 91 employees of the following departments: Human Resources, Human Services, Procurement, Comptroller, OMB, Public Safety, Information Technology, Public Works, and Community Development.
- Coordinated a “Forklift Certification” training class for 26 employees of the following departments: Public Safety, Public Works and Community Development.
- Coordinated and presented a Workers’ Compensation training for 18 employees from Public Works.
- In Collaboration with the insurance broker, coordinated and conducted Hazardous Chemical Safety Training for seven (7) employees from the Solid Waste Department.

Accomplishment #5:

Risk Management & Safety

- Recovered a total of \$271,698.00 of losses from auto, property damage and Workers Compensation claims, through subrogation efforts.
- Received 434 new Workers’ Compensation claims of which 163 were COVID-19 exposure claims. Managed an overall caseload of 618 Workers’ Compensation claims.
- Coordinated rapid COVID-19 testing for 107 employees.
- Managed a caseload of 413 auto liability claims, of which 249 were resolved and closed on FY20.
- Attended 11 State mediation sessions for Auto, General Liability and Workers’ Compensation claims. Three (3) cases were dismissed and three (3) cases were settled under the settlement authority at savings to the County of \$256,864.00.
- Conducted monthly meetings with Fire and Corrections Departments to discuss their respective Workers’ Compensation claims.
- Reviewed sixty-four (64) agreements to determine appropriate insurance requirements
- Coordinated three (3) Random Drug testing screening sessions for fifty five (55) employees in safety-sensitive positions.
- Conducted post-accident drug testing for 141 employees.
- Monitored driver’s license activity for 1,953 employees, including constitutionals, and sent courtesy notifications to 565 employees regarding their driver’s license status.
- Implemented a Safety Suggestion pilot program at Corrections, designed to encourage employees to take part in the task of improving the safety and effectiveness of the operations within the Department. The pilot program has generated a total of twelve safety suggestions, six (6) of which have been implemented.

Accomplishment #6:

Benefits & Wellness

- Coordinated the County's Annual November Health Fair to maintain wellness engagement, facilitate biometrics screenings, flu vaccines and promote education about services and were to seek them. A total of 333 employees attended the event.
- In collaboration with Employee Health Center, coordinated a two (2) day COVID-19 Antibody testing event, open to all County Employees at no cost.
- In collaboration Cigna, promoted up to six (6) EAP face-to-face or telephonic consultations with a Behavioral Health provider, at no cost, for employees and their household members.
- Promoted multiple educational workshops, including "Navigating thru the New Normal" to assist employees and their dependents understand and accept their current life changes, while maintaining a healthy lifestyle.
- Achieved the participation of 691 employees and spouses under the County's StepUp Total Well-being Wellness program. This program promotes and educates employees and their dependents on issues related to health, behavioral well-being, and financial education and planning.
- Open Enrollment meetings were moved to a virtual platform and one-on-one meetings were made available to facilitate resources and employee engagement.
- Continued to monitor and promote the utilization of the County's Employee Health Center. The Center serviced a total of 1,430 eligible participants with a total of 16,919 appointments.

Accomplishment #7:

Support Services

- In support of the Human Resources programs and services, processed over 13,000 transactions, including, job requisitions, new hires, promotions, demotions, reclassifications, Military Leave, Leave without Pay, Family Medical Leave, Org-key changes, pay adjustments, terminations and open enrollment.
- Received and processed thirty (30) Unemployment Compensation Claims.
- Received and responded to thirty (30) Public Records Requests.
- Completed five (5) salary survey requests from four (4) neighboring Counties and a City.
- Completed 128 Verifications of Employment.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Competitive Pay

- Development of a strategy to implement the incremental increase of the state's minimum wage, from \$8.65 to \$15, as a result of the passing of Amendment 2.

Strategic Objective #2:

Performance Feedback Process

- Complete the training and roll out of the new Performance Review software and process.

Strategic Objective #3:

Mitigate and manage potential exposures to County assets and promote safety through education, training and compliance for both employees and the public.

- Continue to expand risk management/safety training opportunities to educate staff and mitigate risk.

HUMAN SERVICES
FUND 001 – GENERAL FUND
FUND 111 – SHIP STATE HOUSING INITIATIVE PROGRAM FUND
FUND 118 – HOMELESSNESS PREVENTION & RAPID RE-HOUSING FUND
FUND 137 – HOME INVESTMENT PARTNERSHIP (HOME) FUND
FUND 151 – COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND
FUND 168 – SECTION 8 FUND

DEPARTMENTAL OBJECTIVE:

To build a better community by encouraging civic engagement, providing excellent customer service and creating economic empowerment that leads to sustainable communities.

RECENT ACCOMPLISHMENTS:

Accomplishment #1: SHIP Assisted 21 families with affordable housing initiatives.

The SHIP Program was able to provide down payment for families to obtain a mortgage as well as their closing costs. The clients had to participate in an 8-12 hour home buyer education class as well as provide \$1,000 contribution and be income eligible. Substantial rehab was also completed on several homes as well as the construction of new homes for income eligible families in the community. The purpose of the rehab strategy is to improve the health, safety and code issues of homes for it to be decent, safe and sanitary.

Accomplishment #2: Recipient of the HOME Investment Partnership Funds in the amount of \$1,060,819

Through a Consortium with the City of Kissimmee, Osceola County continued to qualify for HOME funds through the Department of Housing and Urban Development (HUD). These funds are used for homebuyer programs, homeowner rehabilitation programs, rental housing programs and tenant-based rental assistance. HOME funds will be committed to do affordable housing for families.

Accomplishment #3: Assisted 102 families with Rapid Re-Housing and Eviction Prevention

Through CDBG and SHIP we were able to assist these families obtain/maintain rental housing with needed supportive services. These families were also required to compete the “Take Control of Your Money” course through Extension Services to ensure the knowledge base for financial responsibility in order to maintain their housing status. Based on the needs of the families, Case Management services were also available. All the families were provided some level of Case Management.

Accomplishment #4: The Housing Choice Voucher Program maintained a High Performance status with the Department of Housing and Urban Development (HUD)

At the end of the fiscal year Osceola County was administering 1502 vouchers. The program processed all files in a timely manner according to the 24 CFR, as well as completed the required annual certifications and inspections that resulted in a High Score in the Section 8 Management Assessment Program (SEMAP) tool.

Accomplishment #5: Provide Eyeglass Prescription Vouchers for seniors and Cremation/Burial services for indigent families

Through these programs, 26 Osceola senior adults 55 years of age and over were provided financial assistance for an eye exam, and for the purchase of a pair of prescription glasses. This was done in a partnership with Eye Glass World and the Osceola County Department of Health. In addition, 82 eligible families received assistance for the provision of burial/cremation services for family members.

Accomplishment #6: Community Service Grant

The Community Service Grant was initiated by the Board of County Commissioners to address human service needs in Osceola County. This year we awarded 13 qualified non-profit organizations financial assistance totaling \$800,000. With this funding, we were able to address specific needs in the County such as:

- Supported the Bridge Housing Project that assisted 15 homeless families with permanent housing.
- Provided 1,061 residents that are uninsured, low income and impoverished with much needed medical assistance.
- Provided 837 at-risk youth and their families with Developmental programs.
- Assisted with providing legal counseling/ documentation to 350 families in need of identification.
- Provided career training, job placements and tuition assistance.
- Provided much needed dairy product to disadvantaged families and children.
- Supported the construction of a new outreach center that will assist the homeless population.

Accomplishment #7: Veterans Services

This fiscal year the Veterans Services staff assisted nearly 1,650 contacts from Osceola County veterans, and were able to process approximately \$250,000 in approved claims! In addition, our staff were able to participate in the following Osceola events and activities:

- Jail and transition house outreach
- VA Court
- Partnering with local stakeholders to improve our services to veterans, reduce duplication of effort.

Accomplishment #8: Utilized \$150,000 in FRA funds to assist 39 families with the transition from hotel living to sustainable housing.

The Osceola County Financial Rental Assistance program, which is funded by the County General Fund, provides families living in hotels with the assistance they need to transition to an apartment or house by assisting them with their deposits, two months' of rent and up to a year of case management. These families were also required to compete the "Take Control of Your Money" course through Extension Services to ensure the knowledge base for financial responsibility in order to maintain their housing status.

Accomplishment #9: Received \$224,983 in Federal Funding for our Shelter+Care Program to maintain housing for 21 Chronically Homeless individuals and Families

The County receives funding from HUD each year to provide Permanent Supportive Housing for Chronically Homeless Individuals in Osceola County. Through a partnership with Park Place Behavioral Health Care, these families are also provided the wrap-around services they need to positively improve their lives.

Accomplishment #10: Utilized \$226,662 to maintain housing for 31 Chronically Homeless individuals and Families from the former Impact Fund

In FY19 the County provided the funds to provide Permanent Supportive Housing for 31 Chronically Homeless Individuals in Osceola County that had been housed previously under the Impact Fund, which was a regional initiative that ended in FY19. These funds not only provide for housing, but also pay for the case management and other services required by these individuals and families.

Accomplishment #11: Osceola County matched \$91,274 in Emergency Solutions Grant funding to provide rental assistance for homeless families in Osceola County.

Osceola County partnered with the Homeless Services Network to provide rental assistance and case management services for 26 homeless families in Osceola County. These funds allow these families to be housed for up to 24 months, while they work with our case managers to become sustainably housed.

Accomplishment #12: Lead the 2020 Census initiative for Osceola County

The census occurs once every 10 years to ensure there is an accurate count of individuals who live within a community. Human Services staff led the initiative working alongside community partners on a marketing campaign to ensure an accurate census count. The campaign consisted of billboards, social media, printed materials, and a designated website.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Increase Affordable Rental Housing.

- Partner with local developers to construct affordable rental housing using the LIHTC process.
- Partner with local non-profits to leverage CHDO dollars to increase affordable rental housing units.
- Leverage CDBG, SHIP, HOME and General Fund dollars to increase affordable rental housing units.

Strategic Objective #2: Decrease the number of homeless families in the county.

- Increase the inventory of affordable rental housing units.
- Conduct a Family Connect to provide resource information and outreach to homeless families.
- Provide rental assistance through the use of rapid re-housing dollars.
- Refer clients to job training and educational opportunities.

Strategic Objective #3: Continue to be a support to our local non-profits who are providing services through the BOCC strategic plan.

- Provide an opportunity for non-profits to apply for available county dollars.
- Provide ongoing staff support to agencies to ensure measureable outcomes are achieved.
- Assist service providers with the ability to build capacity to expand their service base.
- Continue to provide assistance to the Community through our Community Service Grant Program.

Strategic Objective #4: Continue to increase the number of Veterans that we service through the Veterans Office.

- Conduct a Veteran's event for local veterans to promote resources and outreach.
- Increase outreach efforts through local Veteran organizations.
- Evaluate the efficiency of the office to ensure availability for veteran's request.

**INFORMATION TECHNOLOGY
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

Securing and protecting the County’s information systems and assets through continued development and implementation of a formalized Information Security Program.

Support County employees with appropriate and secure technologies enabling them to continue providing services to citizens when County buildings are closed to the public.

Continue to enable greater efficiencies and resiliency in our information systems and services through design and implementation of redundant systems.

Improve enterprise level business processes using a standardized methodology and process automation tools to optimize efficiencies and effectiveness across the entire organization.

Expansion of the County’s mobile and web-based technologies to enhance services for the citizens and business community, as well as improving internal capabilities and efficiencies.

RECENT ACCOMPLISHMENTS:

Accomplishment #1

Strategic Plan Goal, Efficient & High Performing County Government

- Extended Osceola.org website search capabilities to include and display search results across websites from our partner agencies.

Accomplishment #2

Strategic Plan Goal, Efficient & High Performing County Government

- The MyOsceola Mobile Application has been updated to allow citizens to subscribe to Emergency and Osceola County news notifications, as well as Zoning & Development updates in their area.

Accomplishment #3

Strategic Plan Goal, Efficient & High Performing County Government

- Implemented a translation feature on Osceola.org to deliver content in multiple languages in order to better serve our Citizens.

Accomplishment #4

Strategic Plan Goal, Efficient & High Performing County Government

- Created the We’ve Opened Safely Website for businesses within Osceola County to register and apply for business assistance.

Accomplishment #5:

Strategic Plan Goal, Efficient & High Performing County Government

- In partnership with the Human Services department, implemented software improvements to enhance customer service and to meet new and modified regulations for managing Section 8 and Public Housing programs.

Accomplishment #6:

Strategic Plan Goal, Efficient & High Performing County Government

- In partnership with Fire Rescue and the Sheriff's Office, Law Enforcement software upgrades were performed to help reduce the dispatch time during a 911 call.

Accomplishment #7:

Strategic Plan Goal, Efficient & High Performing County Government

- In partnership with Animal Services, a software upgrade was performed to provide better Foster Care and Adoption notifications to the citizens of Osceola County.

Accomplishment #10:

Strategic Plan Goal, Efficient & High Performing County Government

- Successfully upgraded the network and bandwidth capacity for the County's computing and network infrastructure to improve overall reliability, availability, and performance. These upgrades included 13 Fire Stations and the Administration Building.

Accomplishment #11:

Strategic Plan Goal, Efficient & High Performing County Government

- Upgraded and expanded the County's data backup and disaster recovery solution. This upgrade and expansion include provisions for growth in addition to greater reliability, security, and performance.

STRATEGIC OBJECTIVES:**Strategic Objective #1:**

Strategic Plan Goal, Efficient & High Performing County Government

- Complete an update to the MyOsceola mobile application in order to provide a more modern and user-friendly experience.

Strategic Objective #2:

Strategic Plan Goal, Efficient & High Performing County Government

- Complete the upgrade project for our current Human Resources and Financial System. The upgrade will improve efficiency with business intelligence and workflow tools, improved business processes, eliminate redundant data entry, as well as leverage the latest technology and capabilities of the new software.

Strategic Objective #3:

Strategic Plan Goal, Efficient & High Performing County Government

- Implement a new Fleet Maintenance System called Faster, which will enable staff to plan, track and report all assets and fleet from acquisition through disposal. This information will allow managers to make informed business decisions about county assets and fleet.

Strategic Objective #4:

Strategic Plan Goal, Efficient & High Performing County Government

- Implement new software which allows emergency calls sent to the stations to also be accompanied by an automated voice description of the call.

Strategic Objective #5:

Strategic Plan Goal, Efficient & High Performing County Government

- Complete the implementation of the Fire Incident Display Board project, which will display emergency calls on screens installed throughout all 15 Fire Stations.

Strategic Objective #6:

Strategic Plan Goal, Efficient & High Performing County Government

- Complete Corrections Jail management system project which includes improvements and enhancements to the software and newer, more reliable hardware.

Strategic Objective #7:

Strategic Plan Goal, Efficient & High Performing County Government

- Complete the implementation of Fire Department Computer Aided Dispatch unit availability interface. This interface will allow Osceola County Fire Rescue 911 Dispatch staff to see all the Kissimmee & St. Cloud Fire Rescue units within a single user interface.

Strategic Objective #8:

Strategic Plan Goal, Efficient & High Performing County Government

- Implement a new Information Technology Service Management tool to better provide support and service to staff supporting County operations, including automating manual processes.

INTERGOVERNMENTAL RADIO COMMUNICATIONS
Intergovernmental Communications
FUND 158

DEPARTMENTAL OBJECTIVE:

The overall objective of Intergovernmental Communications is to provide day-to-day support to all users of the county's 800 MHz public safety and non-public safety radio system and to ensure the county's 800 MHz radio system is functional at all times.

RECENT ACCOMPLISHMENTS (2019-2020):

Accomplishment #1:

Upgraded and implemented new online MCM asset management records and work orders database.

Accomplishment #2:

Motorola bi-annual system upgrade completed to version A2019.2

Accomplishment #3:

Implemented Radio Management and have begun collecting and organizing radios into the database. Fire Rescue is 100% and ready to push programming changes remotely. We have collected (touched) 1366 radios into the system to date.

Accomplishment #4:

Tower Site F relocation.

STRATEGIC OBJECTIVES (2020-2021):

Strategic Objective #1:

Geo-Prime tower site to provide redundant control point in the event of failure at the primary site.

Strategic Objective #2:

Implement Motorola WAVE to integrate communication between different platforms on the public safety radio system.

Strategic Objective #3:

Convert from single point to dual Ethernet links between communication tower site locations.

Strategic Objective #4:

Microwave expansion to add a second path into the radio system for Site I, providing an additional layer of redundancy.

Strategic Objective #5:

Update of Mutual Aid system in Osceola County.

Strategic Objective #6:

Assist Fire Rescue and Emergency Management with obtaining and implementing a VHF repeater to be deployed as needed during temporary 800 MHz outages or during disasters.

**OFFICE OF COMMISSION AUDITOR
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

- Conduct performance audits of County government operations in order to safeguard County assets, promote maximum accountability, and enhance efficiency and effectiveness of programs and processes.
- Enforce and audit the collection and remission of the tourist development tax prescribed in accordance with Chapters 212 and 213, Florida Statutes, and Sections 13.61 through 13.68, Osceola County Code of Ordinances.
- Ensure the proper amounts of solid waste franchise fees have been paid to Osceola County as authorized by Osceola County Code of Ordinances, Chapter 19, Article II, Section 19-26.
- Perform duties assigned by the Board of County Commissioners, as required by Chapter 1.4 of the Osceola County Administrative Code.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Objective – Ensure Cost-Effective and High-Performing County Government

- Completed two (2) internal audits, six (6) audit follow-ups, and one (1) solid waste franchise hauler audit. There are nine (9) internal audits and one (1) solid waste franchise audit in progress, along with three (3) follow up internal audits.

Accomplishment #2:

Objective - Ensure Cost-Effective and High-Performing County Government

- Assessed \$510,165 and estimated \$203,499 in outstanding franchise fees owed to the County during FY 2019-2020 with year to date collections of \$160,000.

Accomplishment #3:

Objective - Ensure Cost-Effective and High-Performing County Government

- Completed three (3) tourist development tax audits. There is one (1) tourist development tax audit in progress.

Accomplishment #4:

Objective - Ensure Cost-Effective and High-Performing County Government

- Collected \$1,064,605 in outstanding tourist development taxes during FY 2019-2020.

Our collection and enforcement efforts have been impacted by the COVID-19 pandemic. Challenges experienced during the pandemic include hotel/property management closures and limited availability of staff to provide records and respond to inquiries. OCA also experienced changes to staffing levels during FY 2019-2020.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Efficient and High Performing Government

- In 2016, the Office of Commission Auditor (OCA) implemented electronic work papers which continues to improve the efficiency of risk assessment, audit planning, fieldwork, management review, and report writing.

Strategic Objective #2:

Efficient and High Performing Government

- OCA's goal is to complete nine (9) internal audits and four (4) follow ups during FY 2020-2021. This may be affected by reviews and other non-audit services requested by management and the BCC.

Strategic Objective #3:

Efficient and High Performing Government

- OCA will endeavor to complete one (1) solid waste franchise fee audit during FY 2020-2021 to ensure the franchisee paid the proper amount of franchise fees to Osceola County as authorized by Osceola County Code of Ordinances, Chapter 19, Article II, Section 19-26.

Strategic Objective #4:

Efficient and High Performing Government

- OCA will endeavor to complete four (4) tourist development tax audits during FY 2020-2021 with the objective of determining if TDT is paid in accordance with both Florida Statutes and Osceola County Code of Ordinances.

Strategic Objective #5:

Efficient and High Performing Government

- OCA's goal for FY 2020-2021 is to collect \$900,000 in outstanding tourist development taxes owed to the County.

**OFFICE OF MANAGEMENT & BUDGET
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To provide exceptional service to our stakeholders (citizens, entities and County departments) through development and adoption of the annual budget and compliance with all State Statutes, County Ordinances and Policies.

ACCOMPLISHMENTS:

Efficient and High Performing County Government

- Successful completion and adoption of the Fiscal Year 2020-2021 Budget in accordance with State Statutes, Chapters 129, 200 and 197 amidst the COVID-19 pandemic
- Adoption of Non-Ad Valorem Assessments and certification of the Non-Ad Valorem Assessment Roll submitted to the Tax Collector in accordance with State Statutes
- Received notification from the Department of Revenue on the County's successful completion of TRIM Compliance with no infractions for the FY2019-2020 budget adoption process
- Streamlined internal processes to improve various stages of the budget development process for departments and County Administration
- Created various budget reports to assist Budget Analyst and County Administration during the budget process
- Re-organized the Budget Office and re-classified a position to support the various processes and needs within the Budget Office
- Completed Phase 1 of the Budget Transfer Workflow process to streamline and simplify the review and approval process
- Assisted with the implementation of \$65 million dollars of CARES Act funding received from the Federal Government in response to the COVID-19 pandemic
- Successful completion of budget amendments in compliance with State Statutes and Budget Policy
- Completed a Countywide survey to obtain data on budget functions County staff would like to receive formal training
- Developed and implemented a new training program

FY2021 GOALS

- Review/Update the County's Budget Policy
- Finalize the Budget Transfer Workflow process for implementation in FY21
- Review/Analyze 100% of Budgets and provide quarterly reports to Department Administrators to assist with budgetary compliance
- Continue to conduct monthly departmental meetings to assist with budgetary needs and identify impacts to the upcoming budget year
- Continue to review/update and prepare County Manager Procedures where applicable

- Develop and distribute Countywide report to County Administrators to show the health and status of Countywide sources and uses
- Prepare Desktop procedures for various processes within OMB
- Continue to streamline internal and budget processes to improve customer service
- Develop and implement a Countywide training program based on training survey
- Continued emphasis on annual in-house training for the Budget Team
- Hire and retain qualified staff to support the demands of County Departments and residents

**OFFICE OF SPECIAL ASSESSMENTS
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To provide exceptional service to our citizens, entities and County departments through the areas of special assessments.

RECENT ACCOMPLISHMENTS:

Accomplishment #1: Ensure Cost-Effective and High Performing County Government

- Successful completion and adoption of the Fiscal Year 2020-2021 MSTU & MSBU Budgets in accordance with State Statutes, Chapters 129, 200 and 197
- Received notification from Department of Revenue on the County's successful completion of TRIM Compliance with no infractions
- Completed the FY2019 year-end close out in accordance with State Statutes and Budget Policy

Accomplishment #2: Ensure Cost-Effective and High Performing County Government

- Special Assessments successfully implemented new process and procedures for successfully analyzing the MSTU and MSBU budgets.
- Provided additional technology resources to field inspectors to enhance effectiveness and to improve productivity in office communication and to allow for real-time data sharing in relation to resident calls for quick responsiveness.
- Improved the resources for the Common Facilities Districts in relation to the accounting software.
- With the worldwide pandemic happening there has been no interruption in services.
- Non-Ad Valorem Assessments adopted and Tax Roll submitted to the Tax Collector in accordance with State Statutes

STRATEGIC OBJECTIVES:

Strategic Objective #1: Efficient and High Performing County Government

To improve the efficiency and effectiveness of the budget to ensure scarce resources are optimized to better position the County's community MSTUs and MSBUs for FY2021 and the upcoming years.

- Conduct monthly Team meetings to identify individual community needs and impacts to the upcoming budget year.
- Review/Analyze 100% of the individual Cost Centers and provide reports to the Budget Analyst to assist with budgetary compliance.

Strategic Objective #2: Efficient and High Performing County Government

Provide assistance to Departments, as requested, in determining current and future levels of service.

- Develop and implement an Inspector training program on various relevant topics to the services provided.
- Collaborate with Stormwater on the health of County ponds and prioritization of major storm water pond and inlet erosion repairs.
- Collaborate with Parks to inspect subdivision playground equipment annually and make repairs as necessary.

Strategic Objective #3: Efficient and High Performing County Government

Streamline processes for Special Assessments and the Common Facilities Districts.

- Continue to streamline internal processes to improve customer service, various budget processes (carry-forwards, year-end close-outs, journal entry requests) and the fiscal year budget process for communities and County administration.
- Prepare internal desk top procedures for the day to day operations in Special Assessments.

Strategic Objective #4: Efficient and High Performing County Government

Continue to provide quality service to the neighborhood serving Municipal Service Taxing Units (MSTU) and Municipal Service Benefit Units (MSBU)

- Perform minor pond repair projects for at least four MSTU/MSBU subdivision Ponds by the end of the first quarter of FY21.
- Obtain grant funding for at least one major MSBU/MSTU Subdivision Pond capital repair project during FY2021.
- Prepare preventative maintenance schedules and funding strategies for FY2022 projects by June 2021.

**OSCEOLA COUNTY LIBRARY SYSTEM
FUND 107 – LIBRARY**

DEPARTMENTAL OBJECTIVE:

The Library will build a print and virtual collection, provide programming and technology, and offer a welcoming and comfortable environment to residents of Osceola County to support education and skill building, foster creativity, and forge community connections.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Continued to build a collection to satisfy citizens' need to explore topics of personal interest, to continue learning throughout their lives, and to enhance their leisure time with access to high quality and meaningful resources.

- A total of 23,242 items were added to the Library's collection in FY 2020. This includes books, DVDs, Books on CD and 33 hotspots for checkout.
- The Library joined FLIN SHAREit, in partnership with the State Library of Florida, to provide a more consistent item lending service between participating libraries, including the University of Central Florida, Polk County Library Cooperative, Marion County Public Library System, and many more.
- The Library partnered with book vendor/distributor Baker & Taylor to join the Sustainable Shelves program which gives libraries funds for services and resources in exchange for their discarded books. To date, the Sustainable Shelves program has provided \$3,294.54 back to the Library's collection budget.
- eResources continue to gain in popularity, both as people become more comfortable with the technology and in a response to the COVID-19 pandemic during which the Library focused services and resources on virtual offerings.
As of August 2020, the Library has added 129,040 titles to its eResources offerings such as cloudLibrary and hoopla in the form of eBooks, eAudio, comics, streaming TV, movies and music. The Library also increased titles available up to 4,000 within eMagazine database RBDigital and now feature titles in multiple languages.
- Virtual checkouts have increased over 80% between October 2019 and September 2020.
- The Library added AtoZ Databases to its electronic resources. AtoZ Databases is a job search, marketing and research database that features millions of detailed entries for business and residences across the US. Access is free with a Library card.
- The Library added BiblioBoard, a creative online tool that allows for extensive community engagement through the sharing of digital content like video, photos, art, eBooks and sound recordings.
- The Church of Jesus Christ of Latter-day Saints promoted the Library to become a FamilySearch Affiliate Library that entitles patrons who create a FamilySearch account and log in at a branch library special access to additional genealogical resources not available to general web browsers.

Accomplishment #2:

Offered an array of robust events, services, and classes focusing on early literacy, STEAM learning, and technology skills and provided recreational and informational opportunities for persons of all ages.

- The Library provided programming to all age groups and interests before closing for the COVID-19 pandemic and moving to virtual events and programs. Regular storytimes engaged our youngest patrons with read-alongs, finger plays, crafts and songs. School age programming focused on developing reading skills, learning through hands-on activities such as coding, science experiments and games, and special guests from PBS Kids and Osceola Reads delighted families and kids alike. Teens and tweens enjoyed book clubs, gaming programs, creative crafts and activities, mixing fun with informative. Adult and intergenerational programming featured technology classes, fairs and festivals, crafting, health and wellness, citizenship, language learning, technology instruction, and even famous authors and TV personalities. Programming was presented in Spanish as well as bilingual offerings for children. By the time in-person programming ceased in March 2020, over 30,000 people had attended Library programs.
- In March 2020, the Library moved to virtual programming using both live and self-directed formats. Summer Learning was conducted entirely online, with programs drawing from this year's theme of Imagine Your Story and featuring well-known fairytales. Storytimes continued virtually through YouTube and Zoom along with live crafting programs and book clubs for adults, in both English and Spanish. Self-directed programs such as trivia games, digital escape rooms and special recorded guest speakers are available around the clock.
- Take-home crafts expanded the opportunity to reach patrons. Patrons can pick up a ready-made craft kit that corresponds to an adult or youth program. Youth Activity Packs and Storytime Take Out kits provide book lists, craft ideas and read-alongs to align with children's programs. Live adult craft programs are coordinated with available Take and Make kits. Together, patrons took home nearly 6,400 packs and kits in FY 20.
- With the reopening of the Library after closing during the COVID-19 pandemic, the Library implemented curbside pick-up and personal shopping as services to those who do not wish to enter the Library but still want materials to check out. With curbside pick-up, the Library designates parking spaces at each branch where a patron could park and call for staff to bring out their books. These books are either holds placed ahead of time, or a result of a request for personal shopping, where staff pull together materials on a topic or by an author for patrons to check out. By the end of September 2020, the Library had completed 3,200 curbside pick-ups and personal shopping experiences.
- Families with children ages 0-5 are challenged to read 1000 books before their child enters kindergarten and their reading hours can be tracked in the Library's online reading log app, Beanstack. Banners are up in all the branches so that when a child logs 1000 books, they will receive a certificate and be able to put their handprint on the 1000 Books before Kindergarten tree.
- Thirty-three hotspots are offered for checkout with service via MobileBeacon, a cellular carrier for nonprofits and libraries. The hotspots, free of charge to patrons with a library card, have been available since January 2020 to increase connectivity to Internet service in the community and have checked out 203 times.
- New Checkout Stations are installed in all full-service branch libraries. These stations create a convenient and contactless opportunity for patrons to check out and renew materials, pay fines

and fees, and check Library accounts. The Checkout Stations are equipped with credit card readers and some have coin boxes to facilitate financial transactions.

- 3D printing services expanded with the inclusion of the three 3D printers located in TechCentral, the Library's Makerspace. TechCentral was set to open to the public April 1, 2020, but has remained closed due to the pandemic. TechCentral is utilized to film tutorial videos on a number of technologies such as photography, graphic design and textile arts. Staff are preparing for the reopening of TechCentral in early FY 21.

Accomplishment #3:

Pursued and maintained partnerships and relationships with community leaders and stakeholders to ensure the Library is in tune to the needs and wants of the County.

- The Library collaborated with Osceola Reads, Osceola County's reading initiative program, as the Library's Children's Services representative to provide support, information and feedback on ways to improve early literacy skills in Osceola County.
- Library staff were invited to join the Children's Cabinet, which seeks to connect diverse community groups serving the interests and well-being of children in Osceola County.
- The Library contributed to two Osceola County Commissioner drive up backpack events at the Hart Memorial Library and the Archie Gordon Memorial Park, next door to the Buenaventura Lakes Branch Library, where families received nearly 750 backpacks filled with school supplies, food donations and other goods to start the school year off right.
- Staff served in leadership and support roles with the Emergency Management division of Osceola County during COVID pandemic and other emergencies, including three full-time staff members assigned to the Emergency Operations Center for over 6 months to date.
- The Library coordinated with Human Services to offer support for eGovernment services by providing early hour access to Library computers, promoting the United States Census in Osceola County, and posting on our website and social media any current promotions for Human Services programs.
- The Library served as a training location for the United States Census Bureau, and acts as both an Early Voting location (West Osceola) and Polling location (BVL, Poinciana and St. Cloud Libraries) in partnership with the Osceola Supervisor of Elections.
- Key staff served on the board of directors for the Downtown Kissimmee Area Council and Poinciana Area Council of the Chamber Of Commerce and gave presentations on Library resources to Chamber members.
- Management participated in the Osceola County Back to School task force to provide Library input regarding the District's plans to reopen during the COVID pandemic.
- The Library connected with numerous business-focused groups such as Kissimmee MainStreet, REACH (Internet marketing), Downtown Business Association of Kissimmee, and St. Cloud MainStreet, to promote Library services and provide community-based programming, such as the Hipstoric St. Cloud local history event and Boo on Broadway Kissimmee Halloween event.
- Staff were invited to be a community member on the event team and a judge for the City of Kissimmee's MLK Unity Festival and Parade.
- The Library served as a co-sponsor of the annual African American Read-In in partnership with the City of Kissimmee.

- Library staff served as programming experts on behalf of the State Library, travelling throughout Florida and conducting online training sessions to advise librarians on how to execute Summer Learning for adult patrons.
- PBS/WUCF partnered with the Library to present high-quality, themed programming for families and children at branch libraries.

Accomplishment #4:

Applied for and received grants and recognitions to support and promote programs and services.

- The Library has submitted an application to the State Library of Florida seeking nearly \$50,000 in CARES Act funding to provide Chromebooks, HotSpots, workforce training and skill building to unemployed or underemployed citizens affected by the COVID-19 pandemic. The devices would check out from the Library with local agencies like Human Services and Adult Learning Center of Osceola serving as referral conduits. Decisions are due in early FY 21.
- KultureCity, a national nonprofit group focusing on serving those with sensory integration issues, certified the Osceola Library System as “Sensory Inclusive” and featured the Library as a designation that is accepting of those with sensory challenges, such as autism, PTSD and dementia. The Library has sensory bags available to check out while in the Library that feature special resources as noise-cancelling headphones and feeling thermometers to help make the Library a more welcoming place. The Osceola Library System is the first library in Florida to be certified “Sensory Inclusive.” Plans are underway for a Sensory Friendly room at the St. Cloud Library, to be available in FY 21.
- The Library applied for a \$2,500 Florida Humanities Council grant, in partnership with PBS Books, entitled Life, Liberty + Libraries that seeks to create collections focusing on civic engagement. Funding decisions will be made in FY 21.
- Friends of the Library groups have contributed nearly \$11,000 in support of programming and services during FY 20.
- The Kissimmee Utility Authority donated \$500 to the BVL Library in support of its diverse programming.

Accomplishment #5:

Provided an updated online presence that encourages communication and interaction, provides convenient 24/7 access to Library resources and services, and promotes the Library in fun and informative ways.

- To offer a greater collection of eAudio and eBooks and to cut down on wait times, the Library switched from Overdrive to cloudLibrary. The Library now has access to both its own collection of eAudio and eBooks and the collections of dozens of libraries across the state available for our patrons to check out. Our collection size increased from about 7,000 with Overdrive to over 120,000 with cloudLibrary. Additionally, the records for the eAudio and eBooks owned by the Library are available via the card catalog so patrons can see all items checked out, physical or digital, on their Library account.
- The Library has converted its in-person programming to virtual events in response to the COVID-19 pandemic. Through YouTube Live, Facebook Live and Zoom, the Library offered high quality interactive programming via live streaming that was then made permanently available on our YouTube channel accessible anytime. Programs were created and implemented by Library staff

with occasional guest presenters. Self-directed programs such as digital escape rooms, presentations, quizzes, and games are also available, in addition to digital editions of Storytime Takeout.

- To create additional opportunities for patrons to reach the Library during the COVID-19 pandemic, the Library implemented chat reference using the Ask a Librarian platform. Patrons could see if the Library was online via a link on the Library's website and be instantly connected to a librarian during open hours.
- The Library published its second edition of *Lit Mag*, a print and online publication featuring selections from young authors and artists, chosen for publication by best-selling guest authors. The winning works were read on a special edition of the Nonfiction Friends podcast and published in the Osceola News Gazette.
- With the mid-year move to online and live programming, social media engagement is up significantly. The weekly newsletter has gained nearly 8,500 new followers. Facebook gained 540 followers, along with Twitter gaining 104 followers and Instagram nearly 300 followers. YouTube has seen a 620% increase in views from October 2019 to September 2020 as it has become our chosen platform for live events. These social medial platforms have been a source of creativity and connection for the Library to reach patrons, providing engaging content and timely information when in-person activity was not possible.
- Subject specific webpages were created to focus on specific event or celebration, to provide comprehensive coverage across all library platforms and a one-stop for information and resources. Topics ranged from celebrating Hispanic Heritage Month to Understanding Racial Justice, with links to eResources, book lists, reputable web sources and community links.

STRATEGIC OBJECTIVES:

Strategic Objective #1: ECONOMIC RESILENCE

Increase support to those seeking alternative education, searching for jobs, building new skills and making connections for career growth.

- Connect with education leaders to reinforce curriculum and to align the Library with educational and community benchmarks.
- Leverage TechCentral to support job and education readiness and connect residents with career advancement, skill enhancement and education (as possible with pandemic-related closure).
- Continue targeted activities to support employment for Spanish-speaking and bilingual populations. Offer consistent and predictable ESOL and citizenship programs and events.

Strategic Objective #2: VIRTUAL INNOVATION

Enhance virtual services, digital collections and technology to explore new connections, promote online engagement and champion equitable access for all Osceola County residents.

- Provide Student Cards via partnership with School District of Osceola to increase access to virtual services. Enroll students in the program at the beginning of the school year.

Strategic Objective #3: COMMUNITY VISIBILITY

Raise the Osceola Library System's profile in the community to engage new patrons and to awaken interest in the vitality and importance of Library services.

- Develop a thoughtful campaign to introduce the Osceola Library System to residents who are unfamiliar with the Library.
- Perform a cost/benefit analysis of Library fines and impact analysis of removing Library fines to collection access. Use the data to explore the potential of becoming a fine-free Library System.

Strategic Objective #4: CULTURAL CONNECTOR

Connect and unify patrons through Library programs and services designed to celebrate Osceola County's rich traditions and embrace the diversity of a dynamic and growing community.

- Offer timely and relevant cultural events, resources and services that showcase Osceola County's diversity across age, gender, culture, race, orientation, or ethnicity.
- Continue to target Spanish-speaking and bilingual populations to increase awareness and engagement with services. Create and disseminate assets that reflect understanding of cultural differences and increase use of public libraries.

**OSCEOLA COUNTY TAX COLLECTOR – BRUCE VICKERS
FUND 001 – GENERAL FUND**

MISSION STATEMENT:

To serve our citizens with knowledge, dignity and respect.

STRATEGIC OBJECTIVES:

- Cultivate an environment which is both welcoming to our customers and conducive to the professional and personal growth of Tax Collector staff members.
- Provide necessary training to deliver knowledgeable, courteous service to our customers and the agencies we serve.
- Utilize technology to the fullest extent possible to efficiently serve our customers and accurately account for revenue collected.
- Maintain public trust and confidence through service and accountability.

ACCOMPLISHMENTS: FY 2019-2020

- Our Human Resource Department continues to coordinate community outreach opportunities to promote educational information about Tax Collector services available to the community. They also continued to recruit potential staff via an Internship Partnership established with Valencia College, resulting in cost savings of new hire expenses.
- Since we began issuing Concealed Weapon Permits, Florida Birth Certificates and clearing toll violations for the CFX road system, we have generated \$239,020.00 in CWP, \$11,923.00 in Birth Certificates and \$1,099,231.00 in CFX Toll Violations revenue.
- Our office has been awarded the coveted “Legacy Award for Continued Excellence” through the Finance Award Program of the Florida Tax Collector’s Association. This award is the second step in the program through the Association. Last year for the first time, we applied for, and received the Excellence Award. This year, receiving the Legacy Award recognizes our ongoing commitment to excellence in the area of financial operations. We also received The Certificate of Merit Award for having our annual audit clear of findings.

To be eligible for the Legacy award, demonstrative evidence must be submitted in the following areas:

- **Area I: Innovation and Automation**
- **Area II: Clean Annual Audit Report**
- **Area III: Customer Focus**
- **Area IV: Budgeting**

This award is the culmination of the efforts of all staff members, particularly those in our Accounting division. Everyone doing their best and always looking for ways to improve fiscal responsibility results in efficiency and excellence. Our entire office diligently follows protocols and internal checks and balances to ensure financial compliance.

- This year we completed the design and build out phase, opening our Campbell City office in September 2020 to limited services due to the pandemic. This new office allowed us to expand services by offering a second location for Driving Skills Testing as well as Conceal Weapon Permits. The relocation of our formerly leased Poinciana office to County owned property resulted in annual cost savings of \$100,000.00. Also, permanently housed in this new location is Osceola Voting precinct.
- Florida law requires our office to operate on fees and commissions determined by statute. The statute also requires us to return any unused fees to the county and to benefit all citizens of the county. This year we increased the amount of unused fees we returned to the county and other taxing authorities by \$180,662.45, for a total of \$5,245,919.48.
- Through ongoing efforts to increase overall operational efficiency, we were able to reduce staff overtime costs by 6% over the previous fiscal year.
- Through implementing a short term, secured principal investment plan for temporarily held revenue, we were able to earn a total of \$221,898.34

Goals & Objectives

- Work with the County to relocate our BVL office. This will allow us to add additional services and realize a cost savings by eliminating our current lease.
- Achieve perfect fiscal year external audit of all accounting and financial functions.
- Continue to update technology in our ongoing effort to identify cost savings and increase efficiencies.
- Continue to search for and implement new and innovative training solutions for our staff.
- Continue our ongoing efforts to cross trained all staff members resulting in more efficient services.

**PROCUREMENT SERVICES
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

To enhance the quality of life of the citizens of Osceola County by procuring high quality products, services and innovative solutions that are cost effective and add value to County operations, while promoting vendor participation and diversity, providing excellent customer service and ensuring the public trust by adhering to the highest level of professional and ethical standards.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Achieved the 2020 Award of Excellence in Public Procurement sponsored by the Florida Association of Public Procurement Officials, Inc. (FAPPO)

Goal #4 Cost-Effective and High Performing Government

- The Award of Excellence in Public Procurement was established to recognize organizational excellence in public procurement.
- The program measures innovation, professionalism, e-procurement, productivity, and leadership attributes of the procurement function.
- The program recognizes agencies that meet or exceed benchmarks and best practices in the procurement profession.

Accomplishment #2:

Internal Procurement Training Programs

Goal #4 Cost-Effective and High Performing Government

- Provided 13 training sessions to educate P-card users and other stakeholders on P-card policy and procedures. The training sessions were held in person with appropriate social distancing or virtually.
- Presented 11 training opportunities for internal customers to expand their understanding of procurement procedures and to improve their customer experience and solicitation outcomes.
- Participated in 12 joint training sessions with the members of the Project Core Team to train users on the new financial software. These mandatory two-hour sessions were held virtually in order to enable as many participants as possible to attend a session.
- Partnered with the Comptroller's Office to present two joint training events on invoice processing and receiving.
- Worked with the Project Core Team to prepare training videos and other materials to help users become familiar with the new financial software.

Accomplishment #3:

Procurement Staff Professional Development

Goal #4 Cost-Effective and High Performing Government

- 80% of Procurement Staff have earned professional certifications in public procurement.
- Staff attended virtual training events offered by the National Institute of Governmental Purchasing (NIGP) to educate public procurement professionals on the values and principles that guide public procurement along with industry best practices.

Accomplishment #4:

Completed Solicitations for High-Impact County Projects

Goal #4 Cost-Effective and High Performing Government

- Professional Mechanical, Electrical and Plumbing Engineering and Design Services on a Task Authorization Basis
- Construction and Materials Testing Services on a Task Authorization Basis
- Completed solicitations for various County mowing projects including:
 - Pleasant Hill Road
 - John Young Parkway
 - Osceola Parkway
 - Coralwood, Bass Slough and Boggy Creek Municipal Service Taxing Unit
 - County Libraries
 - Bass Road Landfill
 - Indian Ridge Municipal Services Taxing Unit
 - Large Machine Mowing for Areas 2 and 4
- Solicited the following projects for our Transportation and Transit Department:
 - Construction Services for International Drive Sidewalk Infill Project (\$236,708)
 - Construction Services for Royal Palm Drive Sidewalk Project (\$274,480)
 - Construction of Poinciana Parkway Intelligent Transportation System (\$1,767,890)
 - Design Services for Simpson Road Widening and Reconstruction Project (\$4,500,000)
 - Design Services for Partin Settlement Road Widening and Reconstruction Project (\$2,935,839)
 - Design Services for Neptune Road Widening and Reconstruction Project (\$4,700,000)
 - Design Services for Boggy Creek Road Widening and Reconstruction Project (\$5,034,006)
 - Design Services for Poinciana Boulevard Widening and Reconstruction Project (\$5,052,980)
 - Roadway Marking Materials (\$1,575,000)

Accomplishment #5:

Summary of Procurement Activities

Goal #4 Cost-Effective and High Performing Government

- Completed 567 requests for Procurement assistance to obtain construction, goods or services for operational needs, and to amend existing agreements.

Accomplishment #6:

Supplier Education and Training Initiatives

Goal #4 Cost-Effective and High Performing Government

- Hosted a Vendor training event in January 2020, (How to Submit a Winning Bid) at the Osceola County Commission Chambers. This was an opportunity for vendors to gain a better understanding of how government purchases goods and services, network with other vendors, meet our Procurement Team and learn how they could improve their bid submissions and increase their chances for award.
- Hosted our 17th Annual Vendor Appreciation Event in March 2020, together with the Osceola County Purchasing Cooperative, which includes the School Board of Osceola County, Cities of Kissimmee and St. Cloud along with several constitutional offices.

- Presenter in a virtual workshop hosted by Prospera. We presented our “How to Submit a Winning Bid” in Spanish to assist Hispanic vendors interested in learning how they can do business with Osceola County Government.

Accomplishment #7:

Contract Compliance Activities

Goal #4 Cost-Effective and High Performing Government

- Provided a series of training opportunities to help Project Managers become familiar with their responsibilities as a County Project Manager.

Accomplishment #8:

Migration of Financial Software from ONESolution to Finance Enterprise

Goal #4 Cost-Effective and High Performing Government

- Procurement Services was a crucial member of the Project Core Team providing training and support for the continuing upgrades to the County’s financial software.

Accomplishment #9:

Transition of PEID Responsibilities

Goal #4 Cost-Effective and High Performing Government

- In July 2020, responsibility for maintenance of the Person-Entity (PEID) Identification database transitioned to Procurement Services.

Accomplishment #10:

Implementation of Virtual Bid/Proposal Openings

Goal #4 Cost-Effective and High Performing Government

- Implemented the virtual streaming of Procurement’s Bid/Proposal openings.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal #1: Grow & Diversify Economy

Vendor Education and Training

- Continue development of relationships with the County’s diverse supplier community to encourage greater participation in the County’s procurement process by the area’s vendor community.
- Further develop partnerships with vendor advocacy organizations that encourage and cultivate a diverse vendor community.

Strategic Objective #2:

Strategic Plan Goal #1: Grow & Diversify Economy

Explore paperless procurement processes (Cost-Effective High-Performing Government)

- Continue the transfer of information to electronic format to reduce document retention costs.
- Expand the use of VendorLink, our bid notification system, to include paperless solicitation processes.

Strategic Objective #3:

Strategic Plan Goal #4: Cost-Effective High-Performing Government

- Research Collective Procurement Opportunities Research department level procurements for opportunities to bundle purchases to ensure quantity discounts.
- Educate departments on collective procurements and existing contracts.
- Train stakeholders on the new software that will be used to administer the various functions of the P-Card program.

Strategic Objective #46:

Strategic Plan Goal #4: Cost-Effective High-Performing Government

- Achieve enhanced efficiency and transparency by researching and implementing industry best practices for public procurement.

**PROPERTY APPRAISER
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

The Property Appraiser is an elected county official, as established by Article VIII of the Constitution of the State of Florida and governed by Article VII (4). His/her duties are outlined in Chapter 193 of the Florida Statutes and are broadly classified as (i) make a fair and equitable determination of the market value for all Real Estate and Tangible Personal Properties within the county (ii) maintain the cadastral map of all properties in the county (iii) administer all property tax exemptions and assessment caps for properties within the county.

RECENT ACCOMPLISHMENTS:

APPRAISAL COMPETENCY

- The Property Appraiser's tax-roll was successfully submitted and approved by the Department of Florida Department of Revenue. The county saw an increase of 9.86% in Market Value, resulting in 10.66% increase in the tax base – which currently stands at \$ 25.37 billion.
- The Property Appraiser's office also defended 99.97% of their valuations at the Value Adjustment Board. This reflects a high degree of accuracy of the market values and is a testament to the professionalism of the staff.

ACCOUNTABILITY

- Continued to meticulously pursue those individuals who were non-compliant or fraudulently acquiring property tax exemptions. This effort includes conducting detailed audits of Homestead Exemptions, Tangible Personal Property and Agricultural Classifications. As a result, over \$ 75,000,000 was added back to County's tax base by bringing the properties and accounts back into compliance.
- The Property Appraiser remains fiscally accountable to the citizens of Osceola County. The office was able to accommodate for the growth in the County (number of properties) without requesting any additional positions – and yet, was able to fulfill their duties on time and under budget. In fact, preliminary FY 2020 financial results indicate that we will return \$1,088,516 back to the citizens of Osceola County.

CUSTOMER SERVICE

- Initiated a bi-lingual community outreach program related to informing the citizens of timely filing of Homestead Exemptions and other property tax benefits. As a result, we have attended 70 community events and engaged with approximately 55,000 citizens.
- We continue to serve the increasing population of Osceola County over the internet, by phone, by live online chat, by email, in-office or in the community. In fact, our popular website saw a traffic of 1.5 million users in the past 12 months.

TECHNOLOGY IMPLEMENTATION

- Implemented a Live Chat feature on the public website, which has received good user feedback.
- Acquired oblique-angle, multi-directional, aerial photos to aid in the appraisal review process.
- Implemented a Sales Analysis feature on our website, thus providing better market understanding.
- Implemented a Case Management System to manage and track exemption compliance cases.
- Completed a thorough audit of IT hardware and software assets – achieved a 100% pass rate.
- Updated several IT hardware components (Firewall, Virtual and Physical Servers, Cloud-storage, Desktops, etc.) for optimal security and performance.
- Continued to implement new features on the website (property-appraiser.org) thereby providing complete transparency in our valuations.
- Continued to make filing for Homestead Exemption and TPP Returns easier and quicker by offering E-file options. To date, 70% of exemptions and 23% TPP returns are now filed online.

STRATEGIC OBJECTIVES:

APPRAISAL COMPETENCY

- Produce fair and equitable market values → this objective is achieved by implementing statistical controls and data mining technology to ensure that all properties meet the quality and level of assessment reflecting the market conditions as of January 1 of each tax year.

ACCOUNTABILITY

- Continue to be fiscally accountable to the Citizens of Osceola County → this objective is achieved by operating the office within the allocated budget and meeting the statutory obligations on time.
- Fairly implement and adhere to the laws governing the Property Appraiser's Office → this is achieved by making sure that all Citizens are treated equally and no person or entity becomes non-compliant and receives unfair property tax exemptions.

CUSTOMER SERVICE

- Continue to serve the diverse and growing population of Osceola County → this objective is achieved by recognizing the diversity of the County and serving every segment of the Osceola County citizenry
- Continue to meet the objective of being a "Customer Oriented" local government agency → this is achieved by continually listening to the customer needs and responding to them. We strive to achieve this by engaging with the customer thru different communication mediums: internet, phone, email, live chat, social media, community events, in-office interactions, etc.

TECHNOLOGY

- Continue to be the industry thought leader in Technology implementation among peers → the Osceola County Property Appraiser office has received several awards and certifications in recognition of its technology implementation. We will continue to collaborate with our peers in the industry and bring the appropriate technologies and solutions that will ultimately benefit Osceola County.

- Leverage technology as a resource to achieve operational and fiscal efficiency → we firmly believe that leveraging technology and process automation is the answer to requiring a larger workforce. We will continue to develop software applications, which increase efficiency and provide better customer service.

**PUBLIC DEFENDER
FUND 130 – COURT TECHNOLOGY FUND**

DEPARTMENTAL OBJECTIVE:

The Public Defender protects the constitutional and statutory rights of all citizens through effective legal representation of court appointed clients, pursuant to Chapter 27, Florida Statutes.

FY21 GOAL:

The Founding Fathers were concerned that criminal laws, while necessary, could be used by government to suppress the rights of citizens. The Public Defender's office exists to guarantee that the poor or indigent have the right to a fair trial.

HIGHLIGHTS:

We are proud to professionally and competently represent citizens for less than the cost of a single hour of consultation in a local law firm. The average cost per case for public defender representation is less than \$300. While the majority of our work focuses on representing people in court, our trained staff also connects clients with programs dealing with substance abuse, anger management, and a host of other issues aimed at keeping people from returning to court. The Orange/Osceola Public Defender's Office has been a partner in education, teaching school children about how our legal system works and recruiting college students for internships in law, social services, and investigations/criminal justice.

**PUBLIC WORKS
CONSTRUCTION MANAGEMENT
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

Construction Management strives to plan, design, and construct facilities that support Osceola County's operational objectives through a collaborative effort with all departments that occupy, maintain, and support systems in County facilities.

RECENT ACCOMPLISHMENTS:

Accomplishment #1: NeoCity OC Building construction has been completed

- Construction was completed and the facility is currently operating as designed

Accomplishment #2: Campbell City Tax Collector construction has been completed

Construction of an 11,102 square foot Tax Collector branch office to provide support for continued growth and public need for services.

- Construction was completed and the facility is currently operating as designed

Accomplishment #3: Courthouse Injunction Unit Offices Build Out

Space was repurposed to help the Clerk of Courts office take over injunction services for Osceola County.

- Construction was completed and the facilities are currently operating as designed

Accomplishment #4: Retail Space Build Out in Courthouse Square Parking Garage

Construction has been completed to accommodate new tenants leasing retail space.

- Construction was completed and tenants are preparing space for opening

STRATEGIC OBJECTIVES:

Strategic Objective #1: NeoCity Office Building Construction Closeout Process

Manage the closeout and documentation process for the NeoCity Office building.

- Prepare final Record Drawings.
- Compile owner's operations and maintenance manual
- Document all contractor retainage payments and warranties
- Implement maintenance programs with Facilities Management

Strategic Objective #2: Master Planning of Future Fire Stations

Develop masterplans, budgets, and schedule for the design and construction of additional Fire Stations in growing areas of the County.

- Redesign prototype
- Finalize design requirements for individual sites
- Determine budget requirements and costs to accurately forecast projected costs

Strategic Objective #3: Correctional Facility Renovations

Develop masterplans, budgets, and schedule for renovations required at the Correctional Facility following recommendations from the Jail Needs Assessment.

- Work with Corrections, Courts and support departments to develop a masterplan and prioritized schedule that meets each department's needs
- Develop budgets that factor in the complexity and cost of renovating an operating correctional facility

Strategic Objective #4: Courthouse Square Expansion

Develop budgets and plans for updating existing masterplan for Courthouse Square.

- Space Study to allocate room for an additional Courtroom
- Develop a budget for consultants to update the masterplan from 2009
- Work with Courthouse agencies and County support departments to update the masterplan scope and prioritize each department's needs based on updated information
- Work with County departments and support departments to update the masterplan scope and prioritize each department's needs based on updated information for an Administration Building

**PUBLIC WORKS
ENGINEERING
FUND 102 – Transportation Fund**

DEPARTMENTAL OBJECTIVE:

Enhance public safety, health, and welfare by creating long term programs to protect and enhance public infrastructure and natural resources.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

BRIDGE IMPROVEMENTS

- High Quality Transportation & Infrastructure
- Completed bridge repairs to Pennywaugh and Wolf Creek Bridges and closed out LAP agreements with FDOT.

Accomplishment #2:

BRIDGE DESIGN

- High Quality Transportation & Infrastructure
- Prioritized Bridge Scour Countermeasures and Bridge Safety Projects.
- Retained consultants to prepare construction plans for safety improvements to 22 bridges throughout the County.

Accomplishment #3:

ROAD IMPROVEMENTS

- High Quality Transportation & Infrastructure
- Completed conversion of the last two remaining concrete roads to asphalt pavement within the Steeplechase subdivision.

Accomplishment #4:

RIGHT-OF-WAY MAPPING

- High Quality Transportation & Infrastructure
- Prepared and recorded Maintenance Maps for portions of Simmons Road, Old Vineland Road, Donegan Avenue, and Sharp Road.

Accomplishment #5:

RIGHT-OF-WAY PERMITTING

- High Quality Transportation & Infrastructure, Efficient & High Performing County Government
- Permitted and inspected over 2,000 utility projects within County right-of-way with limited staff due to COVID19 budget restrictions.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

BRIDGE IMPROVEMENTS

- High Quality Transportation & Infrastructure
- Complete construction of the safety improvements for the 22 bridges throughout the County.

- Retain consultants to prepare construction plans for safety improvements for the next group of bridges.

Strategic Objective #2:

RIGHT-OF-WAY PERMITTING

- High Quality Transportation & Infrastructure, Efficient & High Performing County Government
- Review current bonds, right-of-way permit conditions, and LDC to improve efficiency, safety, and accountability of contractors working in County right-of-way.

Strategic Objective #3:

CAPITAL IMPROVEMENT PROJECTS

- Efficient & High Performing County Government
- Create policies and procedures addressing the management of design contracts to improve consultant performance and reduce design and permitting schedules.

Strategic Objective #4:

EMPLOYEE TRAINING

- Efficient & High Performing County Government
- Focus on employee training to improve knowledge and efficiency of current engineers and inspectors.
- Provide training to current employees to manage construction projects due to limited staff and budget reductions.

Strategic Objective #5:

DRAINAGE INFRASTRUCTURE MAINTENANCE

- Efficient & High Performing County Government
- Develop program to address and rank drainage infrastructure improvements.
- Program will provide for the maintenance of drainage assets in an efficient and strategic manner.

Strategic Objective #6:

COUNTY RIGHT-OF-WAY

- Efficient & High Performing County Government
- Create database for all County roadways to determine form of ownership.
- For those roadways with no formal ownership, establish ranking to create program to survey and record road maintenance maps to establish exact limits of County right-of-way ownership.

**PUBLIC WORKS
FACILITIES MAINTENANCE
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

Facilities Management supports County operations by providing efficiently maintained facilities, properties, and infrastructure assets throughout Osceola County.

RECENT ACCOMPLISHMENTS:

Accomplishment #1: COVID-19 Pandemic Response

- Maintenance crews successfully supported COVID-19 efforts in County facilities by building over 300 Lexan partitions, over a hundred hand sanitizer stations, installing thousands of signs and floor markings, and stepped up sanitization efforts in all County facilities.

Accomplishment #2: Courthouse Security Improvements

- Rekey of the Osceola County Courthouse, improved key policies and installation of key tracking boxes to improve accountability of all issued keys.

Accomplishment #3: Infrastructure Improvements

- Replacement of infrastructure systems that had exceeded their recommended life expectancy.
 - Animal Control Kennel Exhaust Fan System
 - Corrections Facility HVAC Units
 - Courthouse Square CEP Cooling Tower Piping
 - OHP Chiller 8.3 Rebuild
 - Bass Road Landfill Modular HVAC systems
 - Courtroom LED Lighting Upgrades

Accomplishment #4: Roof Replacements

- Roof replacement projects for roofs that had exceeded their recommended life expectancy.
 - Fortune Road Health Department
 - Osceola County Stadium and Concessions Stands

Accomplishment #5: Carpet Replacements

- Carpet replacement projects for badly worn and torn carpets that had exceeded their recommended life expectancy.
 - Sheriff's Administration Building
 - Government Center Tax Collector's Main Branch Office
 - KVLS Meeting Rooms

Accomplishment #6: Electric Vehicle Charging Stations

- Completion of Electric Vehicle Charging Stations at Courthouse Square Campus, including three level II chargers and a level III fast charger.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Maintenance Technology Improvements

Facilities Management will continue progress towards implementation of Maximo as a new work order management system.

- This project will help us to more efficiently track and maintain Facility assets being maintained by Facilities Management.

Strategic Objective #2: Life Cycle Replacement of Infrastructure

- Continue to identify aging facilities and properties, provide for their continued maintenance and plan for their necessary upgrade and renovations through CIP and regular maintenance budget items.

FY21 Budget approved projects:

- Carpet replacement project for BOCC Administration, Courthouse State Attorney's Office, KVLs Office buildings
- BOCC Administration Parking Garage fire sprinkler pipe replacement
- LED Lighting Upgrades at Government Center, Sheriff's Administration, Corrections Facility,
- Administration Elevator Re-build and Modernization
- OHP Chiller 8.1 Re-build
- OHP Roof Maintenance
- Fire Station # 72 Celebration Roof Replacement
- Fire Station # 57 Kenansville Exterior Seal and Paint
- Storm drain inspection and repairs at Corrections and OHP

Strategic Objective #3: Infrastructure Maintenance and Positive Facility Experience

- Facilities Management will continue to maintain a standard of care by coordinating and implementing all routine service, repairs, scheduled and preventive maintenance and capital improvements with the intent to extend the lifespan of all County Buildings and equipment.
 - Customer service surveys continue to show an overwhelmingly positive satisfaction with County facilities and services provided for the public, partner departments, and agencies.

Strategic Objective #4: Energy Efficiency & Renewable Sources

- Facilities Management will continue to research and identify projects that can have a positive effect on energy efficiency in County facilities through energy studies conducted by engineers.
- Continue to pursue energy conservation measures aimed at reducing our energy consumption and utility expenses.
- Evaluate and prioritize potential renewable energy and high efficiency projects for existing facilities with high energy consumption.
- Evaluate potential locations for additional electric vehicle charging stations.

**PUBLIC WORKS
FLEET MANAGEMENT
FUND 001 – GENERAL FUND
FUND 509- FLEET GENERAL OVERHEAD INTERNAL SERVICE FUND
FUND 510 – FLEET INTERNAL SERVICE FUND
FUND 511- FUEL INTERNAL SERVICE FUND**

DEPARTMENTAL OBJECTIVE:

The objective of the Fleet Maintenance Department is to provide 24/7 vehicle, equipment, and small engine repair and maintenance for Fire/Rescue, Public Works, and various other County Departments. Fleet Maintenance provides countywide fuel management and administers new/replacement fleet purchasing services to include, vehicle/equipment specifications, ordering, receiving, disposition and disposal.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

- Upgrade and Installation of Lighting Protection System on Yard 1 Fuel Site Communication Lines completed to reduce site downtime caused from inclement weather conditions.

Accomplishment #2:

- Named as number 84 in the 100 Best Fleets of the Americas.

Accomplishment #3:

- Named as one of the Notable Fleets in the United States by the Government Fleet Magazine, and the American Public Works Association.

Accomplishment #4:

- Fuel site monitoring system installed at Fire Stations 42 and 55 in FY20 allowing Fuel Master Software monitoring with real time data.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Maintain and improve our Level of Service (Cost – Effective, High - Performing Government)

- Maintain equipment at a 98% or higher operational readiness rate.
- Implementation of the new Fleet Management Information Software.
- Ensure all Equipment Services are scheduled within three business days of the request.
- Become an ASE (Automotive Service Excellence) blue seal facility.

Strategic Objective #2:

Be an integral part of Emergency Operations (Cost – Effective, High - Performing Government)

- Be mission ready 100% of the time in case of Emergency or Natural Disaster.

Strategic Objective #3:

Improve countywide Fuel Services (Cost – Effective, High - Performing Government)

- Installation of new tanks, fuel dispensers and DEF dispenser at Fire Station 42 (Poinciana Blvd) and Fire Station 55 (Holopaw).
- Installation of fuel proximity sensors in countywide vehicles to obtain precise data on maintenance, vehicle faults, and fuel usage.

**PUBLIC WORKS
LAKES MANGEMENT
FUND 001 – GENERAL FUND
FUND 104 – TOURIST DEVELOPMENT TAX
FUND 141 – BOATING IMPROVEMENT FUND**

DEPARTMENTAL OBJECTIVE:

To protect, enhance, conserve, restore and manage the County’s aquatic resources through education, coordination, development, maintenance and management of the County’s lakes.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

COMMUNITY INVOLVEMENT

- High Quality Transportation & Infrastructure
- Participated in interagency forums, meetings and working groups to ensure the County’s interests are represented in lakes management and natural resources-related decisions, policy making and resources allocation.
- Conducted and participated in Community Rating System for the National Flood Insurance Program and National Pollutant Discharge Elimination System outreach activities with Community Development Districts, Homeowner Associations and other events.
- Held the 2019 Great Outdoor Day Annual event promoting lakes and natural resources of Osceola County.

Accomplishment #2:

BOAT RAMP AND BOATING IMPROVEMENTS

- High Quality Transportation & Infrastructure
- Acquired easement from South Florida Water Management District for improved boating amenities at the Cypress Lake boat ramp.
- Completed the design of upgrades to the Lake Gentry Boat ramp.
- Completed permitting and awarded a construction contract to remove shoaling in Lake Tohopekaliga at the mouth of Shingle Creek.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

COMMUNITY INVOLVEMENT

- High Quality Transportation & Infrastructure
- Continue to serve as the citizen’s voice in the management of Osceola County lakes and waterways
- Continue to serve on the Water Resources Advisory Committee to South Florida Water Management District.
- Continue to participate in the Upper Basin Working group and the Lake Okeechobee Basin Management Action Plan.
- Monitor and comment, when appropriate, to regulatory changes which may affect Osceola County lakes and waterways.

- Participate in the Central Florida Floodplain Managers Working group to monitor and comment proposed changes to the Community Rating System.
- Increase Public Awareness of Flood and water quality through Public Service Announcements in English and Spanish, outreach events such as the 2020 Virtual Great Outdoors Day, and Community Clean-ups.

Strategic Objective #2:

BOAT RAMP IMPROVEMENTS

- High Quality Transportation & Infrastructure
- Upgrade boating facilities to accommodate a growing demand for water access.
- Design, permit, and build parking and facilities upgrades at Cypress Lake.
- Construct the boat ramp improvements at Lake Gentry.
- Design and permit ramp and dock upgrades at C-Gate on the Alligator Chain.
- Permit and dredge Lake Marion boat ramp and repair seawalls.

Strategic Objective #3:

BOATING NAVIGATION AND FLOOD PROTECTION IMPROVEMENTS

- High Quality Transportation & Infrastructure
- Complete dredge operations at the Shingle Creek shoal.
- Design, permit, and dredge the Cypress Lake shoal.
- Inspect and remove debris from waterways.

**PUBLIC WORKS
MOSQUITO CONTROL
FUND 001 – GENERAL FUND
FUND 156 – FEDERAL AND STATE GRANTS FUND**

DEPARTMENTAL OBJECTIVE:

To enhance the quality of life in Osceola County by effectively managing and controlling mosquito populations; to provide the highest quality of customer service; to safeguard the public health, safety and welfare; and to implement the goals and objectives of the County Manager and Commission.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

MOSQUITO CONTROL OPERATIONS

- Efficient & High Performing County Government and High Quality Transportation & Infrastructure
- Continued to improve the efficiency and effectiveness of Mosquito Control operations by continually evaluating and remapping spray zones to accommodate growth and adding new trap locations to ensure mosquito populations within the Urban Growth Boundary are correctly monitored.
- Staff responded to 300 service calls in FY20.

Accomplishment #2:

STAFF TRAINING & EQUIPMENT

- Efficient & High Performing County Government and High Quality Transportation & Infrastructure
- Trained staff on current equipment and methods to provide the most effective mosquito control services available within a rapidly changing industry by having industry professionals provide hands on training on new equipment and chemicals to increase capabilities for environmentally safe and resident requested controls.
- Utilized the County's new V-1 sprayer to treat wetland areas with an environmentally friendly larvicide which increased staff efficiency and mosquito control effectiveness for a total of 760 acres treated in FY 20, up from 470 acres in FY19.
- Adulticide treatments were reduced from 521,670 acres in FY19 to 485,714 acres in FY20 due to increased larviciding.

Accomplishment #3:

TECHNOLOGY ADVANCEMENT

- Efficient & High Performing County Government and High Quality Transportation & Infrastructure
- Expanded efficiencies of operations through the addition of current technology by entering real-time data into a web-based application for the tracking of mosquito control activities while in the field.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

RESPOND TO GROWING POPULATION

- Efficient & High Performing County Government and High Quality Transportation & Infrastructure
- Address increased need for environmentally friendly and cost-effective mosquito control due to a growing population.
- Meet current staffing needs to address increased environmentally friendly and cost-effective larviciding methods by utilizing part-time positions more efficiently.
- Increase larviciding acreage by an additional 300 acres.
- Explore aerial larviciding of wetland areas within the Urban Growth Boundary that are not accessible to traditional larviciding techniques.

Strategic Objective #2:

FACILITY IMPROVEMENTS

- Efficient & High Performing County Government and High Quality Transportation & Infrastructure
- Continue to explore design and building opportunities for a Mosquito Control Facility to meet current and future population based needs.
- Contribute to the Master Plan Design for the Canoe Creek Road Facility by providing details on interior and exterior space needs for Mosquito Control; assisting in review of designs, plans, and reports; and identifying and meeting funding needs.

Strategic Objective #3:

TRAINING

- Efficient & High Performing County Government and High Quality Transportation & Infrastructure
- Encourage staff to increase mosquito control knowledge through trainings, seminars, and conferences.

**PUBLIC WORKS
MOWING & LANDSCAPING SERVICES
001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

The objective of the Mowing & Landscaping Services section is to provide contractual compliance inspections of services provided such as mowing, pest control and irrigation inspection/repair services for Osceola County Facilities, Sun Rail Stations, County owned parcels of land, Countywide road right of ways, and to provide in-house professional landscape maintenance activities of conservation areas and County owned parks and boat ramps.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

- Annual inspection of contractual services for 17,792 acres of Large Machine Mowing (rough cut).

Accomplishment #2:

- Annual inspection of contractual services for 39,836 acres of Small Machine Mowing (finish cut and finish cut plus).

Accomplishment #3:

- Annual inspection of the mowing of Judge's Farms Property.

Accomplishment #4:

- Annual inspection of contractual services for 45 County buildings/parcels of land (Libraries, EOC, Sheriff's Department, Health Departments, Fire Departments, and the Government Center).
- Annual inspection of contractual services for 403.3 miles of landscaped roadways such as Neptune Road, Old Canoe Creek Road, John Young Parkway, and Buenaventura Boulevard.

Accomplishment #5:

- Four maintenance staff members provided mowing/landscape maintenance activities for 38 park locations (including 10 active parks, 18 natural resource parks, 8 boat ramps, 2 cemeteries).

Accomplishment #6:

- Administer (30) mowing contracts for mowing and landscape maintenance of County Right of Ways.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Provide contract mowing inspection and administration

- 30 contracts covering 17,792 acres of large machine mowing, 39,836 acres of small machine mowing, and landscape maintenance to County Right of Ways including the inspection of West 192, Osceola Parkway, Neptune Road, John Young Parkway and Old Canoe Creek Road.
- Large tractor mowing of the Judge's Farms Property.
- Detailed Landscaping Services for the buildings and roadways within Neo City.
- 3 mowing contracts covering the maintenance of 45 various county owned facilities and parcels of land.
- 2 Sun Rail Stations to include landscape maintenance, pest control and irrigation inspection and repair.
- Sheriff's Training Facility and the Fire Training Facility.

Strategic Objective #2

Provide in-house mowing

- 38 locations (separate from contracted mowing) as designated such as Natural Parks, Active Parks, Boat Ramps, and Recreational Lands owned by the County.

**PUBLIC WORKS
PUBLIC WORKS ADMINISTRATION
FUND 102 – TRANSPORTATION FUND**

DEPARTMENTAL OBJECTIVE:

Design, construct, and maintain safe, effective, and efficient infrastructure assets to improve the quality of life and contribute to the economic development of the County. This is accomplished under the guiding principle of careful stewardship of County resources. The Public Works Administration Office develops and produces high quality capital projects that are completed in a cost effective and timely manner by working with involved County Departments and Constitutional Offices. Provide Osceola County cost effective real estate acquisition and disposal services, while maintaining a high level of service to citizens, commissioners, constitutional offices and staff for technical assistance and requests for information

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Diversion Wall

- High Quality Transportation & Infrastructure
- Pursuing funding opportunities.
- Worked with TWA to define the diversion wall project to compliment TWA's reuse augmentation program.

Accomplishment #2:

NeoCity Site Development

- Great Place to Live, High Quality Transportation & Infrastructure, and Diversified Economy
- Continued excavation of the West Pond and filling of the site.
- Finalized FEMA CLOMR application and submitted to FEMA for review and approval of the modification of the Flood Maps.
- Designing a pump along Neptune Road that will replace the Judge pump. This pump will outfall to the West Pond which will eliminate the discharge directly to Lake Toho.

Accomplishment #3:

Acquisitions

- 82 Acres – Poinciana Blvd at SunRail Station from Avatar for mixed use development/affordable housing (Item #3 – Affordable Rental Housing & Transition of Homeless)
- Kings Highway Properties from Green Island Ranch and Friar's Cove LLC (Item #8 – Park/Green Space and Healthy Communities)
- 1830 Fortune Road from Cents & Centsibility for OHP Expansion (Item #9 – County Buildings & Facilities)
- 1840 Fortune Road from Figueroa for OHP Expansion (Item #9 – County Buildings & Facilities)
- Fire Station Site 77 – Stoneybrook (Item #9 – County Buildings & Facilities)
- Fire Station Site 83 – Marigold/Poinciana (Item #9 – County Buildings & Facilities)
- 140 Oakwood Drive for Human Services (Item #9 – County Buildings & Facilities)
- Deed of Dedication – Ball Park Road Right-of-Way from Larsen (Item #2 – Transportation)

- Holopaw Groves Property Donation from Amadio (Item #8 – Park/Green Space and Healthy Communities)
- Kempfer Road Land Exchange (Item #2 – Transportation and Item #4A – Stormwater)
- Utility/Outfall Easement at NeoCity from City of Kissimmee (Item #1 – Development of NeoCity)
- Deed of Dedication – Reaves Road Right-of-Way from LLC Investments, Inc. (Item #2 – Transportation)

Accomplishment #4:

Conveyances

- Easement to SFWMD for Well Monitoring – Camp Lonesome (Item #7 – Joint Meetings with Other Governmental Agencies)
- Easement to SFWMD for Well Monitoring – Lake Marian (Item #7 – Joint Meetings with Other Governmental Agencies)
- Right of Entry to SFWMD for Well Monitoring – Southport Road (Item #7 – Joint Meetings with Other Governmental Agencies)
- Deed of Dedication – Thacker Avenue to City of Kissimmee (Item #2 – Transportation)
- Kempfer Road Land Exchange (Item #2 – Transportation and Item #4A – Stormwater)
- First Amendment to ILA with Toho Water Authority including two Utility Easements (Item #1 – Development of NeoCity and Item #7 – Joint Meetings with Other Governmental Agencies)

Accomplishment #5:

Leases – License Agreements

- Contract to Lease and Addendums for Parking Garage Retail Space to Ma’Belle Events, LLC (Item #9 – County Buildings & Facilities)
- Contract to Lease and Addendums for Parking Garage Retail Space to Café Si O Si (Item #9 – County Buildings & Facilities)
- Temporary Facilities Use Agreement for Use of Sheriff’s West Command Property to Amerifactors Financial for Non-Profit Activities (Item #9 – County Buildings & Facilities)
- Shared Parking Use Agreement at 110 Neptune Road (Item #9 – County Buildings & Facilities)
- Lease and Contract to Lease Purchase of Mill Creek Plaza for Human Services (Item #9 – County Buildings & Facilities)
- Lease Renewal to Embrace Families (Item #9 – County Buildings & Facilities)
- Lease to Non-Profit Boricuas de Corazon, Inc. at Hoagland Industrial Park (Item #9 – County Buildings & Facilities)

Accomplishment #6:

Property Management

- Hoagland Industrial Park (Item #9 – County Buildings & Facilities)
- Created Families Lease of two residences on Fortune Road - (Item #9 – County Buildings & Facilities)

Accomplishment #7:

Property Research and Valuations

- Hoagland Industrial Park Title Research (Item #9 – County Buildings & Facilities)
- Hoagland Industrial Park Environmental Lien Search (Item #9 – County Buildings & Facilities)
- 5631 Myakka Avenue Appraisal for Community Development (Item #9 – County Buildings & Facilities)
- Survey Services for Plat of Fire Station 75 (Item #9 – County Buildings & Facilities)
- JYP Softball Complex – Addendum to Appraisal for Community Development (Item #9 – County Buildings & Facilities)
- Partin Triangle Park – Appraisal for Community Development (Item #8 – Park/Green Space and Healthy Communities)
- 1525 Immokalee Street – Appraisal for Community Development (Item #9 – County Buildings & Facilities)
- Sheriff West Command – Survey and Replat (Item #9 – County Buildings & Facilities)
- 1300 North Central Avenue – Appraisal (Item #9 – County Buildings & Facilities)
- Mill Creek Plaza – Appraisal for Human Services (Item #9 – County Buildings & Facilities)
- Quina Family Property – Appraisal for Community Development (Item #8 – Park/Green Space and Healthy Communities)

Accomplishment #8:

Dispositions

- SR 535/Vineland Road Property – Contract to Sale and Multiple Addendums (Item #9 - County Buildings & Facilities)
- JYP Softball Complex (Item #9 - County Buildings & Facilities)
- Auction and Sale of 9 Surplus Properties (Item #9 – County Buildings & Facilities)

STRATEGIC OBJECTIVES:

Strategic Objective #1:

DEVELOPMENT OF NEOCITY

- Great Place to Live, High Quality Transportation & Infrastructure, and Diversified Economy
- Continue excavating the pond and filling the site in preparation for future development.
- Convert the FEMA CLOMR application to a LOMR Application and modify Floodplain maps.
- Modify existing permits for OHP eliminating the need for the pond that was filled in.
- Modify the permit along Neptune Road due to the West Pond being constructed.
- Construct a pump along Neptune Road into the West Pond to replace the Judge pump.

Strategic Objective #2:

DIVERSION WALL

- High Quality Transportation & Infrastructure
- Pursue funding as opportunities become available.
- Hire a consultant to complete the design and permitting of the Diversion Wall upon completion of TWA reuse augmentation modeling efforts. This will aid in the pursuit of grant opportunities as well as the development of a cost estimate for the project.

Strategic Objective #3:

BRIDGE ASSESSMENT

- High Quality Transportation & Infrastructure
- Create a database of all the bridges in the County and complete a needs assessment.
- Utilizing the needs assessment, create a program for maintaining the assets in a strategic and methodical way.

Strategic Objective #4:

Property Acquisition and Disposal

- Provide analysis, research and property management service for the acquisition, disposal, and management of County properties. Examples include:
 - Acquisition of a District 1 Community Park that incorporates Smart Park Technologies in its plan design
 - Acquisition of a Fire Station in Poinciana to ensure safety and adequate response time in serving citizens and responding to emergencies
 - Assist in facilitating the transition of Building Maintenance, Sheriff Operations, and Human Services from the Beaumont facilities to the newly acquired Mill Creek Plaza location through extension of a portion of Beaumont space leased and expansion of leased space at Mill Creek Plaza where warranted and requested.

Strategic Objective #5:

Administrative and Process Improvements

- Continue departmental self-assessment as a part of the APWA accreditation process. This is a multi-year endeavor.

Strategic Objective #6:

Joint Meetings

- Efficient & High Performing County Government
- Continue meeting with governmental agencies regularly to keep abreast of projects, and also foster relationships for mutual cooperation.

**PUBLIC WORKS
ROAD & BRIDGE DEPARTMENT
FUND 102 – TRANSPORTATION TRUST FUND**

DEPARTMENTAL OBJECTIVE:

The Road & Bridge Department provides maintenance services for County-owned roads, rights of way, and drainage systems in the unincorporated areas of Osceola County. This includes approximately 2,098 lane miles of paved roadways, 37 miles of county accepted unpaved roadways, 1,600 miles of open roadside drainage systems, 300 miles of enclosed roadside drainage systems and 70 miles of outfall storm water drainage systems.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

- Cleaned approximately 10 miles of storm water outfall infrastructure conveyance systems.

Accomplishment #2:

- Cleaned/versa ditched approximately 46 miles of storm water roadside infrastructure conveyance systems.

Accomplishment #3:

- Utilized approximately 1,130 tons of hot/cold mix asphalt for repairs such as potholes, broken edges, slides and depressions.

Accomplishment #4:

Provided approximately 3,737 miles of maintenance to the unpaved roadways.

STRATEGIC OBJECTIVES:

The Countywide Maintenance and Repair Strategy for roadways, right-of-ways and drainage facilities is to maintain all County owned infrastructure in a manner and condition that provides a high level of service and functionality and is safe for all users.

Strategic Objective #1:

Maintain Paved Roadway Infrastructure

- Utilize cold and hot asphalt repair methods to provide maintenance to approximately 2,098 lane miles of paved roadway infrastructure

Strategic Objective #2:

Maintain Storm Water Infrastructure

- Clean, versa ditch and maintain approximately 50 miles of roadside and 10 miles of outfall storm water ditch infrastructure annually.

Strategic Objective #3:

Maintain Unpaved Road Infrastructure

- Use heavy equipment and road stabilization materials to provide maintenance to all County maintained unpaved roadways. Roadbed grading maintenance to be performed on a minimum cycle of every two weeks to ensure a safe and stable travel way.

Strategic Objective #4:

Availability and Response

- Provide on call service 24 hours a day, 365 days a year. Respond to calls for services, emergency repairs or assistance that may be needed after hours, on weekends and holidays.

**PUBLIC WORKS
ROAD & BRIDGE DEPARTMENT
FUND 154 – CONSTITUTIONAL GAS TAX FUND**

DEPARTMENTAL OBJECTIVE:

The Milling and Resurfacing Project strategy at the current budget level is to stabilize and improve the overall countywide roadway network health. Periodic updates to the pavement condition index will be completed to ensure the project strategy remains accurate, successful, and that budgeted funds are requested and allocated appropriately. The needs will increase as roadways are being improved/widened to accommodate increasing transportation needs. Currently Utilizing County staff and outside contractors are applying various road rehabilitation methods. The objective is to complete an estimated 157 lane miles of resurfacing in FY 2021.

The Chip Seal Surface Treatment project encompasses stabilizing County maintained unpaved roadways and applying a Chip Seal surface treatment which minimizes dust and erosion. The Chip Seal Surface Treatment Project strategy is to continue the surface treatment of unpaved roadways outside the Urban Growth Boundary with estimated completion by FY 2027. Osceola County has 36.5 miles remaining of unpaved County maintained roadways.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Milling/Resurfacing

- \$10,216,130 completed 95.65 lane miles of County roadways

Accomplishment #2:

Micro surfacing

- \$1,765,175 completed 63.85 lane miles of County roadways

Total Funds: \$11,981,305, Total lane miles: 159.50

Accomplishment #3:

Chip Seal Surface Treatment

- Utilized \$750,000 approved funding in FY 2020 to begin surface treatment of roadways outside the Urban Growth Boundary, 11.3 miles completed FY 2020.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Milling/Resurfacing

- Utilize \$10,400,000 to mill and resurface 100 lane miles of County roadways

Strategic Objective #2:

Micro surfacing

- Utilize \$1,600,000 to micro surface 57 lane miles of County roadways

Strategic Objective #3:

Chip Seal Surface Treatment

- Utilize \$750,000 approved funding for FY 2021 to continue surface treatment of unpaved roadways outside the Urban Growth Boundary
- Treatment process will utilize current County staff and outside contractors
- Complete the surface treatment of unpaved roadways outside the Urban Growth Boundary in FY 2027 with funding at current level of \$750,000 annually
- Total \$6,000,000 FY 2020 thru FY 2027 for treatment of roadways outside the Urban Growth Boundary

**PUBLIC WORKS
SOLID WASTE
BASS ROAD LANDFILL
FUND 401 – SOLID WASTE FUND**

DEPARTMENTAL OBJECTIVE:

The Solid Waste Department’s mission is to ensure customer satisfaction through the effective administration of the residential solid waste collection contract; provide education for businesses and residents on the proper disposal and handling of commercial and residential chemical wastes; efficiently provide quality yard waste and waste tire disposal; compliance with all Florida Department of Environmental Protection closure and long term care permit requirements for the County’s closed landfills; and compliance with environmental regulations for the sound stewardship of the County’s ecosystems.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

- Paving of entrance road has been completed.

Accomplishment #2:

- Improved yard waste tipping area with application of lime rock.

Accomplishment #3:

- Improved scale house safety by upgrading customer service window and eliminating cash transactions, requiring credit/debit only, per COVID-19 protocols.

Accomplishment #4:

- Improved all signage at Bass Road operations site.

Accomplishment #5:

- Tire Amnesty Days: The continued Saturday events are a huge success and support the County’s efforts to combat the spread of ZIKA and reduce illegal dumping by providing for free disposal of tires to residents. A total of 12,000 pounds of waste tires were collected for FY2019-2020.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

- To purchase and install a security camera at the Bass Road Yard waste facility to allow additional security in the area and allow for monitoring operations.

Strategic Objective #2:

- To pave service area around household chemical waste site to improve customer service.
- Renew the Bass Road long term care solid waste permit with the Florida Department of Environmental Protection prior to December 9, 2020.

**PUBLIC WORKS
SOLID WASTE
CONTAINER ROUTE
FUND 401 – SOLID WASTE FUND**

DEPARTMENTAL OBJECTIVE:

The Solid Waste Department's mission is to ensure customer satisfaction through the effective administration of the residential solid waste collection contract; provide education for businesses and residents on the proper disposal and handling of commercial and residential chemical wastes; efficiently provide quality yard waste and waste tire disposal; compliance with all Florida Department of Environmental Protection closure and long term care permit requirements for the County's closed landfills; and compliance with environmental regulations for the sound stewardship of the County's ecosystems.

RECENT ACCOMPLISHMENTS:

Container Route

Accomplishment #1:

- Provided excellent customer service.
- Kenansville drop off site serves 50-60 vehicles a day; 4 roll off containers for garbage and 1 compactor are transported to JED landfill and 1 roll off container for recycling is transported to Taft Recycling 2 days a week.
- Manage internal routes which serve Solid Waste and Road & Bridge, consisting of 7 roll off containers for garbage and recycling, 3 recycling containers at private trailer parks and 1 at City of St. Cloud transfer station. Accomplished without complaints from internal and external customers.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

- Maintain record of excellent customer service.

**PUBLIC WORKS
SOLID WASTE
HOUSEHOLD HAZARDOUS WASTE
FUND 401 – SOLID WASTE FUND**

DEPARTMENTAL OBJECTIVE:

The Solid Waste Department's mission is to ensure customer satisfaction through the effective administration of the residential solid waste collection contract; provide education for businesses and residents on the proper disposal and handling of commercial and residential chemical wastes; efficiently provide quality yard waste and waste tire disposal; compliance with all Florida Department of Environmental Protection closure and long term care permit requirements for the County's closed landfills; and compliance with environmental regulations for the sound stewardship of the County's ecosystems.

RECENT ACCOMPLISHMENTS:

Household Hazardous Waste

Accomplishment #1:

- Purchase of skid steer loader has allowed for purchase and utilization of self-tipping hopper to streamline paint can crusher operation. This has reduced damage to equipment and increased worker safety.

Accomplishment #2:

- Collected and processed 170,155 pounds of household chemicals.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

- To continue to maintain a record of zero violations from Department of Environmental Protection.

**PUBLIC WORKS
SOLID WASTE
SOUTHPORT LANDFILL
FUND 401 – SOLID WASTE DEPARTMENT**

DEPARTMENTAL OBJECTIVE:

The Solid Waste Department's mission is to ensure customer satisfaction through the effective administration of the residential solid waste collection contract; provide education for businesses and residents on the proper disposal and handling of commercial and residential chemical wastes; efficiently provide quality yard waste and waste tire disposal; compliance with all Florida Department of Environmental Protection closure and long term care permit requirements for the County's closed landfills; and compliance with environmental regulations for the sound stewardship of the County's ecosystems.

RECENT ACCOMPLISHMENTS:

Southport Landfill

Accomplishment #1:

- Repaired several small areas of slope with new skid steer and cleaned up maintenance area with assistance of skid steer.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

- Continue to maintain slope areas with skid steer
- To maintain record of no violations issued by Florida Department of Environmental Protection on any long term care for groundwater monitoring.

**PUBLIC WORKS
SOLID WASTE
UNIVERSAL SOLID WASTE PROGRAM
FUND 401 – SOLID WASTE FUND**

DEPARTMENTAL OBJECTIVE:

The Solid Waste Department's mission is to ensure customer satisfaction through the effective administration of the residential solid waste collection contract; provide education for businesses and residents on the proper disposal and handling of commercial and residential chemical wastes; efficiently provide quality yard waste and waste tire disposal; compliance with all Florida Department of Environmental Protection closure and long term care permit requirements for the County's closed landfills; and compliance with environmental regulations for the sound stewardship of the County's ecosystems.

RECENT ACCOMPLISHMENTS:

Universal Solid Waste Program

Accomplishment #1:

- Completed first year of the new Residential Curbside Collection Agreement. County serviced approximately 72,000 homes.

Accomplishment #2:

- Worked with I.T. to create and implement a new internal database (Comm-CLEAN) for customer service staff to create and monitor field requests and provide staff with a more efficient work flow process when monitoring customer service issues.

Accomplishment #3:

- Hired new field inspector to address and monitor in-field incidents as well as waste contractor activity throughout unincorporated Osceola County, and to monitor routes and assist in educating citizens on proper disposal.

STRATEGIC OBJECTIVES

Strategic Objective #1:

- To continue to accommodate the growth in residential customers and provide quality customer service.

Strategic Objective #2:

- To adopt revisions to Chapter 19 which address lessons learned during the first year of the new residential contract.

**PUBLIC WORKS
STORMWATER
FUND 102 – TRANSPORTATION FUND
FUND 156 – FEDERAL AND STATE GRANTS FUND
FUND 306 – LOCAL OPTION SALES TAX**

DEPARTMENTAL OBJECTIVE:

Protecting Osceola County residents, visitors, and businesses from potential flooding as a result of weather events continues to be a priority for Stormwater Office. The Stormwater Office is contemplating nutrient reduction and water storage projects as a way to fulfill the County's obligations in the Lake Okeechobee Basin Management Action Plan. The Stormwater Office is also pursuing State and Federal grant funding for upgrades to reduce flood risk and to improve surface water quality.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

GRANTS

- Efficient & High Performing County Government
- Obtaining additional Funding from the Florida Division of Emergency Management for the Seven Dwarfs Lane and Princess Way Stormwater Improvements.
- Obtained additional funding and time extension from the Florida Division of Emergency Management for the Kempfer Road Culvert Replacement project.
- Obtained CDBG Hazard Mitigation Grant for \$300,000 towards drainage improvements on Royal Palm Drive in the Buenaventura Lakes community.
- Prepared and submitted applications to the Florida Department of Economic Opportunity for CDBG MIT grants for the Master Surface Water Management Plan Update and drainage improvements within the Buenaventura Lakes community.
- Continued to explore grants/appropriations for stormwater related projects such as the Diversion wall for the Lake Tohopekaliga Restoration Project.

Accomplishment #2:

STORMWATER QUALITY

- High Quality Transportation & Infrastructure
- Continued coordination with Federal, State and Local Agencies and locally guide the Basin Management Action Plan (BMAP), Total Maximum Daily Load (TMDL), and Numeric Nutrient Criteria (NNC) processes and outcomes utilizing all data, tools, local knowledge and partnerships.
- Year 3 of the paleolimnological studies in partnership with the Florida Department of Environmental Protection to determine the historic nutrient contents of Lakes Tohopekaliga, Jackson, Marion, East Lake Tohopekaliga, Cypress, and Kissimmee in order to set appropriate restoration targets has completed.
- Continued water quality monitoring at outfalls for compliance assessment.

Accomplishment #3:

DRAINAGE IMPROVEMENT PROJECTS AND STUDIES

- High Quality Transportation & Infrastructure
- Prepared Scope of Services and selected consultant for the Shingle Creek Drainage Basin Study project.
- Prepared Scope of Services and selected consultant for the Buenaventura Lakes/Simpson Road Drainage Project.
- Retained consultant and began the design of the Hickory Tree Road Stormwater Pond Project.
- Completed the design of the Buenaventura Lakes/Family Dollar Drainage Improvement Project.
- Continued the Engineering Studies of the infrastructure within the Buenaventura Lakes Community.
- Secured additional design information for the Floral Drive outfall improvements within the Buenaventura Lakes community in order to apply for additional grant funding opportunities.
- Secured consultant to investigate and develop solutions for minor flooding in the Eagle Bay Community.
- Secured consultant to address drainage maintenance improvements supporting the Municipal Service Benefit Units in the following subdivisions: Windmill Point; Adriane Park; Country Crossing; Indian Ridge; and Amberly Park.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

GRANTS AND COMMUNITY SUPPORT

- Efficient & High Performing County Government
- Continue to explore and secure grant funding from all available local, state and federal agencies for drainage improvements to reduce flooding and improve the County's drainage infrastructure.
- Partner with federal and state agencies to maximize funding opportunities for restoration and flood related efforts.
- Continue to coordinate with other County Departments to respond and address citizen's concerns and complaints related to the County's drainage infrastructure.
- Address County's LDC, Policies and Procedures to secure the next level of the Community Rating System of the Federal Emergency Management Agency to reduce flood insurance premiums for the residents of Osceola County.

Strategic Objective #2:

STORMWATER QUALITY

- High Quality Transportation & Infrastructure
- Continue to coordinate with Federal, State and Local Agencies and locally guide the Basin Management Action Plan (BMAP), Total Maximum Daily Load (TMDL), and Numeric Nutrient Criteria (NNC) processes and outcomes utilizing all data, tools, local knowledge and partnerships.
- Utilize the paleolimnological studies to open discussion with the Florida Department of Environmental Protection on the historic nutrient contents of waterbodies within Osceola County.
- Implement required nutrient reduction projects such as the Lake Toho Restoration Initiative.
- Continue water quality monitoring at outfalls for compliance assessment and pollutant source identification.
- Partner with federal and state agencies to maximize funding opportunities for restoration and flood related efforts.

- Review and comment on current Impaired Water Rule (IWR)

Strategic Objective #3:

DRAINAGE IMPROVEMENT PROJECTS

- High Quality Transportation & Infrastructure
- Complete the design and permitting of the following drainage improvement projects:
 - Buenaventura Lakes/Simpson Road Drainage Project
 - Royal Palm Drive drainage improvements in the Buenaventura Lakes community
 - Hickory Tree Road Stormwater Pond Project
 - Old Canoe Creek Road Culvert Crossing WPA Canal
- Begin the Master Surface Water Management Plan Update provided grant funding is secured
- Begin the Shingle Creek Drainage Basin Study
- Construct the following drainage improvement projects:
 - Seven Dwarfs Lane and Princess Way Stormwater Improvements
 - Buenaventura Lakes/Family Dollar Drainage Improvement Project
 - drainage maintenance improvements supporting the Municipal Service Benefit Units in the following subdivisions: Windmill Point; Adriane Park; Country Crossing; Indian Ridge; and Amberly Park

**FUND 001 – GENERAL FUND
SUPERVISOR OF ELECTIONS**

VISION STATEMENT:

“To build and maintain public trust in the electoral process.”

MISSION STATEMENT:

“To provide the citizens of Osceola County with quality election services and maintain the integrity of the electoral process. As election professionals, we are the gatekeepers of democracy.”

PUBLIC INFORMATION:

Mary Jane Arrington is currently serving her third term as Supervisor of Elections and is a nationally certified election profession. She previously served as a County Commissioner for eight years. She and her staff strive to be responsive to all citizens to ensure a positive voting experience. They work on a daily basis utilizing the latest technology and best practices of their field. Supervisor Arrington and her staff ensure compliance with Florida Election Laws, while providing excellent customer service. It is her vision to build and maintain public trust in the electoral process. She and her staff are always working to be fiscally conscientious to the taxpayers of Osceola County.

FY2020 ACCOMPLISHMENTS:

The Elections Office has provided quality election services, which includes the open, fair, transparent and secure elections in the most efficient and professional manner as well as posting timely and accurate results. The office has promoted voter awareness through education, outreach and community involvement that encourages voter participation and assists voters in making informed decisions. Voter education is provided at schools through the office’s outreach program providing the opportunity to embrace youth participation. Inspiring and preparing our young people to become voters, elections workers and candidates of tomorrow has been a priority. At the same time the office has been maintaining accurate Voter Registration files ensuring every voter has the opportunity to exercise his or her right to vote and complying with Florida Election Laws, providing exemplary customer service, and remaining on the forefront of elections technology and innovations. The office has worked to educate voters on the vote by mail process, which has increased requests and the vote by mail method of voting. Increasing the vote by mail voting has help to ease wait times at many of the polling locations throughout the county. The purchase of additional equipment also made the voting process quicker for the voters.

FY2021 OBJECTIVES AND GOALS:

1. To continue to educate our community on the election process through outreaches, education, and community involvement.

2. Work to find additional Election Day and Early Voting locations to accommodate the growth that Osceola County is experiencing.
3. Providing accessible voting equipment.
4. Maintaining accurate Voter Registration files.
5. Judiciously expending our tax dollars while making sure we are meeting the expectations of our citizens.
6. Working to make sure every voter has the opportunity to exercise his or her right to vote by increasing awareness of online voter registration.
7. Ensuring compliance with Florida Election Laws.
8. Educating voters on the 3 different ways they can cast a ballot in any election.
9. Reaching out to the registered voters to ensure their voter registration file is accurate and up to date.
10. Educating voters on party affiliation and voting in the Primary Elections.
11. Remaining on the forefront of elections technology and innovations.
12. Continue to provide exemplary customer service.

**STRATEGIC INITIATIVES
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

The Strategic Initiatives office, working at the direction of the Assistant County Manager, undertakes major discretionary projects and programs, outside of the organization’s day-to-day operational activities, that are designed to help enable the County achieve its targeted goals.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Emergency Economic Relief Grant Program

- Implemented a program to provide emergency economic relief to small businesses and non-profits negatively affected by Covid-19. As of 09/30/2020, 204 applicants have been assisted, with \$900,044.67 disbursed.
- Providing grant support for Valencia College's Accelerated Skills Training programs to support at least 355 eligible Osceola County resident negatively affected by Covid-19 to complete Valencia College's AST programs, and to purchase critical equipment to ensure students are learning industry-validated skills. The total allocation for this program is \$859,078 and continues through FY21, to December 31, 2020 using CARES Act funding.
- Supporting the School District with \$2.3 million in CARES Act funds for computer equipment, rapid job training, and basic education and language programs. Funding will support at least 185 eligible students to complete a GED program, ESL language training, and earn credentials in targeted high-growth industry sectors.

Accomplishment #2:

W192 Signage Grants

- Fifteen grants awarded totaling \$583,830.20

Accomplishment #3:

W192 Façade Improvements Grants

- Five grants awarded totaling \$149,685

Accomplishment #4:

W192 Demolition Grants

- Two grants awarded totaling \$128,495

Accomplishment 5:

Manufacturing Equipment Refunds

- Approved seven refund applications totaling \$137,169 going back to local companies for their investment in manufacturing equipment.

Accomplishment 6:

W192 Landscape Improvements

- Completed the West 192 corridor Florida Department of Transportation (FDOT) funded \$2M median landscape project.

Accomplishment 7:

Green Initiative

- Completed and transmitted to the Department of Economic Opportunity (DEO) an amendment to the Osceola County Comprehensive Plan by creating a new element entitled Osceola Green Initiative.

Accomplishment 8:

Business Expansion projects

AmeraTrail, Inc.: Osceola County approved an incentive agreement with this local boat trailer manufacturing to expand its facilities and stay in the County, invest \$4.5MM in building and manufacturing equipment, create 50 new jobs and retain 80 existing jobs.

SVC Manufacturing Inc.: Osceola County approved an incentive agreement with this local sports drinks manufacturing and bottling company to expand its facilities and stay in the County, invest \$30.7MM in building and manufacturing equipment and create 40 new jobs.

Accomplishment 9:

NeoCity

- Facilitated and coordinated various design and development projects – NeoCity Way; Reservoir Hard/Soft edges; LG development.

STRATEGIC OBJECTIVES:**Strategic Objective #1: Diversified Economy**

Create opportunities to diversify the County's local tax base and redevelop and revitalize distressed areas in the County.

- Continue implementing and supporting business recovery programs and training programs that promote economic recovery of small businesses within the county that have been negatively impacted by the current COVID-19 pandemic crisis.
- Continue working with the City of St. Cloud, City of Kissimmee and Orlando Economic Partnership to recruit and retain businesses.
- Continue assisting with the implementation of the NeoCity Master Plan.
- Continue implementing the strategies and actions outlines in the adopted W192 Redevelopment Plan.

**TRANSPORTATION & TRANSIT DEPARTMENT
FUND 001 - GENERAL FUND
FUND 102 - TRANSPORTATION TRUST FUND**

DEPARTMENTAL OBJECTIVE:

To implement the goals and objectives of the County Manager and Commission; and to enhance the quality of life in Osceola County by effectively managing the transportation system by efficiently budgeting, planning and constructing countywide infrastructure, while providing exceptional customer service in a professional and progressive manner.

Accomplishment #1:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

Strategic Plan Goals #4: Efficient and High Performing County Government

- *Hoagland Boulevard:* The newest stretch of Hoagland Boulevard was officially opened to motorists on Oct. 20, 2020. Costing \$38.2 million, Hoagland Phases 2&3 includes a new 3-mile four-lane divided roadway, with bike lanes and sidewalks on each side of the road, and a completely realigned roadway from John Young Parkway to the existing four-lane section at 5th Street. This project includes a new bridge structure spanning the SunRail railroad tracks and Old Tampa Highway, and was completed on budget and one year ahead of schedule.

Accomplishment #2:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- *Neptune Road and Simpson Road:* Neptune Road and Simpson Road improvements include widening both arterials to four lanes, with sidewalks and – in the case of Neptune – an adjacent recreational trail. Separate Project Development and Environment (PD&E) studies for each of the roads were initiated in 2018. The Simpson PD&E was completed with local Location and Design Concept Acceptance (LDCA) on May 11, 2020. Neptune Road PD&E completed the Public Hearing phase of the study on September 24, 2020 and is scheduled for approval by the Board of County Commissioners on November 9, 2020 with final approvals expected from FDOT in February 2021. Design scopes for both projects were issued in 2020, with awards to the first and second place bidder for the Neptune project and Simpson project respectively, with continued coordination with Transportation Planning and the PD&E teams. Construction on both roads is anticipated to start by early 2023.

Accomplishment #3:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- *Osceola Roads:* With the sale of bond proceeds from the refinancing of Osceola Parkway in 2019, approximately \$210 million was pumped into the County's road building program. In FY 2020, Osceola County began the design of three new road widening projects – along Boggy Creek Road, Poinciana Parkway and Partin Settlement Road – as well as the Bill Beck Boulevard extension, a

new roadway connecting Woodcrest and Osceola Parkway. Construction of these projects is expected to be complete by FY 2025. Transportation and Transit also initiated a Project Development and Environment (PD&E) study for Old Lake Wilson Road; and continued construction of NeoCity Way, which is expected to open in January 2021, and the Shady Lane/Cross Prairie Parkway, expected to be complete in December 2020. These two projects included the construction and completion of three new traffic signals. The County also partnered with the Central Florida Expressway Authority to complete the design needed to widen CR 532 from Osceola Polk County Line Road to US 17-92.

Accomplishment #4:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- *Intersection Improvements:* Federal and state grants were used to advance the design of intersection improvements at Fortune Road and Simpson Road and Carroll Street and U.S. 441 (Orange Blossom Trail) to improve the flow of traffic in both areas. The Fortune-Simpson project is expected to start construction in 2022 and the Carroll Street project is expected to start construction in late 2021. State funds also allowed the County to complete the design a new diverging diamond interchange at County Road 532 and Interstate 4, which includes multimodal features, enhanced on and off ramps and signalization for better traffic flow. This project will be constructed by the Florida Department of Transportation.

Accomplishment #5:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- *Pedestrian Facilities and Trails:* Several pedestrian oriented projects were completed in 2020. That includes the ADA Framework Study, which reviewed internal policies and procedures to facilitate the implementation of the Americans with Disability Act via planning review, code review, design standards review, and establishment of an ADA Grievance Procedure. This study developed a framework for several components of an ADA Transition Plan, taking the County one step closer towards the goal of Title 2 compliance to further improve pedestrian mobility and secure eligibility for federal transportation funds. Additionally, the team completed the Neptune - Lake Toho Restoration Pond Loop Trail Concept Feasibility Study which identified trail heads, connectivity nodes, and connections that will be provided around a portion of the perimeter of the 142-acre pond adjacent to the NeoCity development area and into the City of Kissimmee. The County will use this study as the basis for a design project moving forward in 2021. Planners also advanced pedestrian safety and commuting options, working in tandem with Best Foot Forward and reThink Your Commute. Two new trails -- the Fortune to Lakeshore Trail and the Kissimmee St. Cloud Connector Trail -- also advanced into design with federal/state grant assistance. The Fortune to Lakeshore Trail is expected to start construction in 2021 and the Kissimmee St. Cloud Connector Trail in 2022.

Accomplishment #6:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- *Sidewalks:* State and federal grant funds were used to complete construction of three new sidewalks along Royal Palm Drive, Osceola Parkway and International Drive, and two new sidewalks to improve the safety of children walking to and from East Lake Elementary and Highlands Elementary schools. Design also began on two additional new sidewalk improvements for safer access to Deerwood Elementary School and Koa Elementary School. Osceola County also funds were used to design four more new sidewalks for children accessing Parkway Middle School, Bellalago Academy, and additional sidewalks leading to Deerwood Elementary School and Osceola County's new dog park along Lake Villa Way. In addition, the County applied for state Safe Routes to School funds for three additional sidewalk projects serving Hickory Tree Elementary School, Parkway Middle School and Boggy Creek Elementary School, Reedy Creek Elementary School.

Accomplishment #7:

Strategic Plan Goal #2: High Quality Transportation and Infrastructure

Strategic Plan Goal #4: Efficient and High Performing County Government

- *Financial Partnerships:* A total of 18 new project applications were submitted to Florida Department of Transportation and MetroPlan Orlando for consideration in the FY25/26 Project Priority List and Transportation Improvement Program and to compete for Federal/State funds. The estimated cost for improvements associated with the 18 new applications is \$128.4 million. The projects include various roadway widening, trails, sidewalks, intersection improvements, transit, and ITS infrastructure.

Accomplishment #8:

Strategic Plan Goal #2: High Quality Transportation and Infrastructure

- *Traffic Signals:* In FY 2020, a total of 5 new traffic signals were constructed and 12 signals advanced into the design phase of development. Federal and state funds were used to construct one new traffic signal at Poinciana Boulevard and Siesta Lago Drive, as well as for the design of a new traffic signal at Pleasant Hill Road and Eagle Lake, and to install new audible pedestrian signals at Osceola Parkway and Buenaventura Boulevard. County funds were used to construct a three new traffic signals at Narcoossee Road @ Thompkins Road, Old Dixie Highway at Donegan Avenue, and Simpson Road @ Eagle Bay Boulevard. County funds also were used to design eight replacement traffic signals that had significantly deteriorated at Celebration Avenue @ the SR 417 NB and SB ramps; Celebration Boulevard @ World Drive; Osceola Parkway @ Poinciana Boulevard; Marigold Avenue @ Koa Street; John Young Parkway @ W. Columbia Avenue and Fortune Road @ Bill Beck Boulevard; John Young Parkway at West Donegan Avenue; and Osceola Parkway @ Interstate 4 eastbound ramp. County funds also were used to complete the design of three new signals at N. Old Lake Wilson Road @ Livingston Road; Westside Boulevard @ Goodman Road/Florence Villa Grove Road; and North Central Avenue @ West Donegan Avenue, which are advancing into construction in FY 2021. The County also worked with development interests to share the cost of a new traffic signal at Poinciana Boulevard and Reaves Road and inspected and took ownership of 16 new traffic signals designed and constructed by development interests.

Accomplishment #9:

Strategic Plan Goal #2: High Quality Transportation and Infrastructure

- *Transportation Studies:* Transportation Operations initiated new five corridor studies designed to improve safety and traffic flows. Those studies include the Osceola Parkway Arterial Study, Pleasant Hill Road at Clay Street traffic assessment, and Michigan Avenue Safety study. FDOT safety funds also examined safety improvements for Marigold Avenue and Buenaventura Boulevard from Osceola Parkway to Florida Avenue. Interim improvements along the four corridors were made in FY 2020 pending the availability of funding in future fiscal years.

Accomplishment #10:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

Strategic Plan Goals #4: Efficient and High Performing County Government

- *Constituent Services:* More than 450 constituent requests for information and/or transportation improvements were fielded and addressed regarding a variety of topics, including requests for new traffic signals, traffic calming devices, parking concerns, signal trouble calls and other issues. As well, more than 108 Transportation Impact Analyses were reviewed, and County TIA guidelines/requirements were reviewed and updated. In addition, Transportation and Transit prepared a golf cart ordinance and policy adopted by the Board of County Commissioner providing guidance to citizens who request the use of golf carts on County roads. Staff also responded to approximately 270 requests and evaluations related to signal timing issues throughout the County. The Transportation and Transit website page on www.osceola.org also was overhauled and greatly expanded to include up-to-date information on projects.

Accomplishment #11:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- *Traffic Operations:* Traffic Operations added two new sections to the department in FY 2020 – a 6-member crew for maintenance and repairs of traffic signals, and a 5-member crew for subdivision pavement marking maintenance, and also took over maintenance and repair of all traffic signals in the City of Kissimmee. Sign crews cleaned and straightened 1,104 signs; installed 724 new signs; and replaced 4,906 outdated signs. The sign shop fabricated 4,577 vinyl signs, laminated 3,280 signs, silk screened 878 signs, and digitally printed 570 signs. Pavement marking crews long line striped 113 miles of roadway, hand line striped 91,783 square feet of thermoplastic and replaced 19,608 roadway reflective markers. The Department also handled 9,888 cable locate requests, and set up and maintained message boards at 130 locations to inform the public of events. Operation crews installed 10 new push button flashers (RRFB) at pedestrian crossings, and installed 11 flashing school beacons in designated school zones. GIS data bases were started for the underground utility infrastructure (with 1,505 objects and 62.94 miles completed), hand-line pavement markings (with 5,076 objects equaling 208.5 linear miles), and completion of the longline GIS database with 16,714 readings equaling 1,529 miles of striping. Traffic signal crews completed 233 preventative maintenance inspections on traffic signals, 103 construction inspections, 861 visits to intersections for maintenance issues, and installed and/or replaced 474 signal components.

Accomplishment #12:

Strategic Plan Goal #2: High Quality Transportation and Infrastructure

Strategic Plan Goal #4: Efficient and High-Performing County Government

- *Intelligent Transportation Systems:* In FY 2020, 25 older analog Closed Circuit Television Cameras (CCTVS) were replaced with newer IP cameras for better roadway monitoring capabilities and to help reduce the overall camera maintenance costs. The video wall at the Traffic Management Center was replaced, reducing the need for additional firmware and hardware support for failing parts and the old equipment was repurposed in Traffic Operations. FDOT's SunGuide software was deployed at the TMC, allowing operators to integrate and exchange data with other TMCs, publish road closures and serious incidents to Florida's 511 Website and better notify the traveling public of real time traffic issues. FDOT's Integrated Corridor Management technology also was deployed, allowing Osceola County to manage major traffic incidents throughout the evenings and weekends when the TMC is not staffed. Construction began on Phase IV of the County's Advanced Traffic Management System (ATMS), establishing communication to signalized intersections throughout the city of St. Cloud, along US-192. CCTVs were installed at 27 locations and 4 overhead Dynamic Messaging Signs were installed. An additional 25 intersections were added to the County's monitoring database, bringing the total to 155 monitored intersections throughout the County. Osceola County received a \$500,000 grant to deploy computer software that will prepare the County for connected vehicles technology at 9 intersections. TMC operators also managed 1,932 crashes, 97 Silver/Amber alerts, and approximately 75 signal timing adjustment requests.

Accomplishment #13:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2 High Quality Infrastructure and Transportation

Strategic Plan Goal #4: Efficient and High Performing County Government

- *Transportation Planning:* Planning for the County's future transportation needs is vital to identifying and securing resources to implement projects. In Fiscal Year 2020, the Osceola County Transportation Planning team completed reviews for 529 development applications, including Site Development Plans, Preliminary Subdivision Plans, Final Subdivision Plans, Planned Developments, and Zoning Map Amendments for traffic-related impacts on the current road network. Additionally, the team reviewed and participated in 148 Pre-Application meetings to ensure applicants understood the development review process while providing comments and suggestions to property owners and potential developers with due diligence information prior to official submittal of development applications. The team also reviewed and provided feedback on 16 Developer Agreements, of which six have been approved and recorded. These 16 DAs have and/or will result in over 11 miles of right-of-way dedication to the County for future improvements. Transportation Planners also advanced completion of Mobility Indicator Standard Operation Procedures to ensure ease of update for required annual and 5-year updates required by the Comprehensive Plan.

Accomplishment #15:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Infrastructure and Transportation

Strategic Plan Goal #4: Efficient and High Performing County Government

- *Partnership Projects:* In coordination with the Central Florida Expressway Authority, Transportation and Transit staff participated in and monitored the project management and

coordination of several Concept, Feasibility & Mobility Studies as well as PD&E's, including the Osceola Brevard County Connector, Northeast Connector Extension, Poinciana Parkway Extension, Osceola Parkway Extension and Re-Evaluation, Southport Connector Expressway. This coordination with CFX allows for Osceola County to be involved through the entire planning process of limited access regional expressways that will provide a significant improvement in safe and efficient movement of traffic around and through the county.

Accomplishment #16:

Strategic Plan Goal #2: High Quality Transportation and Infrastructure

Strategic Plan Goal #4: Efficient and High Performing County Government

- *Mobility Fees:* Interim Mobility Ordinance Update and Fee District Boundaries Revisions were developed and approved, including the addition of a new district in the Northeast and Narcoossee area along Cyrils, Jack Brack, Jones, Rummell, and north of Nova Road. Additionally, it included updating the Mobility Fees taking into consideration the 10th Edition of the Institute of Transportation Engineers (ITE) Manual average traffic generation rates, as well as the National Highway Construction Cost Index published by Federal Highway Administration.

Accomplishment #17:

Strategic Plan Goal #2: High Quality Transportation and Infrastructure

- *Right of Way:* More than 25 individual right-of-way transactions were completed in FY 2020, including acquisitions, easements, dedications, leases and auctions of surplus property in support of the County's transportation projects. As well, new continuing services contracts were procured for appraisals, relocation and right-of-way acquisition professionals.

STRATEGIC OBJECTIVES:

Strategic Objective #1

- *Osceola Roads:* Complete the Project Development and Environment study (PD&E) for Neptune Road PD&E, and advance design of Neptune Road and Simpson Road projects to construction; advance design plans for on the widening of Partin Settlement Road, Boggy Creek Road and Poinciana Boulevard, as well as the Bill Beck Boulevard extension, to advance into right-of-way acquisition and construction; advance the PD&E study for Old Lake Wilson Road (anticipated completion scheduled for late 2022). Complete construction of NeoCity Way in January 2021 of Shady Lane/Cross Prairie Parkway in December 2020. Launch an environmental study for NeoVation Way, a new 0.59 mile roadway providing access to NeoCity from the south, linking Neptune Road and NeoCity Way. The proposed roadway will be a four-lane divided roadway with sidewalks on both sides and a shared use trail. A 110-foot right-of-way has been dedicated for the facility. The County will pursue federal National Environmental Policy Act (NEPA) clearances required to obtain federal and state funding assistance.

Strategic Objective #2:

- *Intersection Improvements:* Complete the design of Fortune Road and Simpson Road and Carroll Street and U.S. 441 (Orange Blossom Trail) intersection improvements and prepare for construction depending upon funding availability.

Strategic Objective #3:

- *Pedestrian Facilities, Trails and Sidewalks:* Complete design plans for the Fortune Lakeshore Trail and Kissimmee-St. Cloud Connector Trail and prepare for construction as funding becomes available; continue to advance the design and construction of additional sidewalks and other pedestrian amenities; begin design of the Lake Toho Water Restoration Pond Trail, a 3.7 mile long shared bicycle and pedestrian trail that will be provided around a portion of the perimeter of the 142 acre pond that provides pedestrian scaled emphasis areas, or gateway features into the Lake Toho Water Restoration Pond area; and continue to identify and advance safety-related issues and studies along County roadways; complete ADA Transition Plan. Advance carpool and pedestrian and bicycle safety initiatives in partnership with Best Foot Forward and reThink Your Commute.

Strategic Objective #4:

- *Financial Partnerships:* Continue to advance strategic partnerships with FDOT, MetroPlan Orlando and other grant funding sources to better leverage Osceola County Transportation and Transit dollars.

Strategic Objective #5:

- *Traffic Signals and Constituent Services:* Advance all signals currently in design into the construction phase of project development for implementation and completion; begin design on two new signals at US 17-92 at Whispering Pines Boulevard and Narcoossee Road at Jack Brack Road; continue to respond to constituent concerns in a timely and professional manner.

Strategic Objective #6:

- *Traffic Operations:* Continue GIS mapping of County traffic control assets; continue to maintain the smooth operation of County roadways; and initiate efforts for potential relocation of the Traffic Operations Department required by expanded staff, responsibilities and activities as funds permit in future fiscal years.

Strategic Objective #7:

- *Intelligent Transportation Systems:* Advance deployment of Intelligent Transportation systems in the County with the launch of design and construction of the Osceola Parkway Tolling conversion and fiber installation project; complete ATMS Phase IV in the City of St. Cloud and connect to existing fiber along Narcoossee Road; change out an additional 15 CCTV cameras from dated analog cameras; coordinate IT fiber installation and device communications with the design and construction of new roads in Osceola County to enhance TMC operations; and pursue grant funds for ATMS Phase 7 for the installation of an interconnected fiber network along Canoe Creek Road and Old Canoe Creek Road.

Strategic Objective #8:

- *Transportation Planning:* Continue completing reviews of development applications, pre-applications, transportation impact analyses, developer-funded county obligation agreements, and coordinate with other County agencies to ensure that residents are afforded fiscally

responsible transportation improvements. Advance design for the Westside Boulevard Extension (Gap). This started as a feasibility analysis for the completion of one of the last remaining gaps to make the completion of Westside Boulevard a complete 4-lane divided roadway from Bella Citta Boulevard north to US 192. Complete the Buenaventura Boulevard Complete Streets Feasibility Study in 2021. This study will assess the feasibility of incorporating Complete Streets improvements along Buenaventura Boulevard from Simpson Road to Osceola Parkway. These improvements will be pedestrian oriented and may include a multi-modal trail, access management analysis, transit connectivity, and lane width analysis.

Strategic Objective #9:

- *Partnership Projects:* Continue to advance partnerships with CFX for the design of CR 532 from Old Lake Wilson Road to US 17-91; continue to advance developer driven agreements, including the widening and construction of Cyrils Drive to a 4-lane divided roadway and advance the Bill Beck Boulevard Development Agreement into design, to allow for the construction of approximately 0.62 miles of 4-lane divided roadway from Fortune Road to just south of Mill Slough Road. With the exception of one parcel south of Mill Slough Road, this will allow for with an eventual connection to the northern portion of Bill Beck currently under design starting a Woodcrest Boulevard to Osceola Parkway; Continue coordination and oversight of the Sinclair Road / Westside Connector, primarily with the Reunion Development, which will create a much needed connection between the eastern terminus of Bella Citta Boulevard and the southern terminus of Sinclair Road. Continue coordination with MetroPlan Orlando as they lead a cross-jurisdictional study to explore the feasibility of increasing the parking supply at three of the Phase 2 SunRail stations, including the Tupperware and Poinciana stations in Osceola County, and the potential for traffic calming measures at the Poinciana Boulevard station exit.

Strategic Objective #10:

- *Mobility Fees:* Update the Mobility Fee ordinance, as required by the Florida Legislature every five years.

Strategic Objective #11:

- *Right-of-Way:* Complete right-of-way acquisition for the Fortune-Lakeshore Trail and Kissimmee-St. Cloud Connector Trail; complete project resolutions and begin right-of-way acquisition for Neptune Road and Simpson Road, which should be completed in FY 2022; complete right-of-way dedications and easement agreements with private owners and the City of Kissimmee for the Bill Beck Boulevard extension project; and advance property acquisitions for other road-building projects. Complete the ADA Transition Plan to address ADA issues within the public right-of-way by documenting mobility barriers to better assist the mobility challenged, and as required to qualify for federal assistance.

GENERAL FUNDS

GENERAL FUNDS SUMMARY.....	4-1
ANIMAL SERVICES	4-2
BOARD OF COUNTY COMMISSIONERS & COUNTY MANAGER.....	4-3
BUSINESS SERVICES	4-4
CLERK OF THE BOARD.....	4-5
COMMISSION AUDITOR.....	4-6
COMMUNICATIONS DEPARTMENT	4-7
COMMUNITY DEVELOPMENT.....	4-8
CONSTITUTIONAL OFFICERS	4-10
CORRECTIONS	4-16
COUNTY ATTORNEY	4-17
COURT ADMINISTRATION	4-18
DEBT SERVICES.....	4-20
EMERGENCY MANAGEMENT.....	4-21
FINANCIAL & ADMINISTRATIVE PROJECTS.....	4-22
GENERAL GOVERNMENT	4-23
GOVERNMENT AFFAIRS.....	4-24

HUMAN RESOURCES	4-25
HUMAN SERVICES	4-26
INFORMATION TECHNOLOGY	4-27
OC BUILDING	4-28
OFFICE OF MANAGEMENT & BUDGET.....	4-29
OFFICE OF SPECIAL ASSESSMENTS.....	4-30
OFFICE OF THE COMPTROLLER	4-31
OTHER GOVERNMENT SUPPORT SERVICES.....	4-32
PROCUREMENT	4-33
PUBLIC DEFENDER	4-34
PUBLIC WORKS	4-35
STATE ATTORNEY	4-37
STRATEGIC INITIATIVES	4-38
TRAFFIC EDUCATION (DORI SLOSBERG).....	4-39
TRANSPORTATION & TRANSIT	4-40
FUND 010 DESIGNATED AD VALOREM TAX (DAT) FUND.....	4-41

SUMMARY BY CATEGORY - GENERAL FUND

	Adopted FY 2020	Adopted FY 2021	Variance
REVENUES			
Current Ad Valorem Taxes	190,660,609	210,655,831	19,995,222
PY Delinquent Ad Valorem Tax	1,000,000	76,524	-923,476
Other Taxes	22,403,635	23,957,064	1,553,429
Permits, Fees & Special Assessments	5,956,655	5,837,698	-118,957
Intergovernmental Revenue	37,610,494	27,359,117	-10,251,377
Charges For Services	2,346,091	2,038,713	-307,378
Judgment, Fines & Forfeits	1,296,297	1,365,772	69,475
Miscellaneous Revenues	3,303,548	3,152,236	-151,312
Less 5% Statutory Reduction	<u>-13,210,933</u>	<u>-13,702,719</u>	<u>-491,786</u>
Operating Revenues	251,366,396	260,740,236	9,373,840
Transfers In	31,000,003	30,586,558	-413,445
Other Sources	2,696,892	3,361,354	664,462
Fund Balance	<u>86,933,237</u>	<u>93,292,164</u>	<u>6,358,927</u>
Non Operating Revenues	120,630,132	127,240,076	6,609,944
Total Revenues	<u>371,996,528</u>	<u>387,980,312</u>	<u>15,983,784</u>
EXPENDITURES			
Personal Services	65,454,214	66,008,021	553,807
Operating Expenses	68,770,277	74,835,367	6,065,090
Capital Outlay	<u>6,576,244</u>	<u>10,542,187</u>	<u>3,965,943</u>
Operating Expenditures	140,800,735	151,385,575	10,584,840
Debt Service	50,137	1,981,166	1,931,029
Grants and Aids	5,900,839	5,635,805	-265,034
Transfers Out	149,452,299	161,733,552	12,281,253
Reserves - Operating	60,137,845	61,635,177	1,497,332
Reserves - Debt	0	419,357	419,357
Reserves - Capital	10,420,234	2,118,723	-8,301,511
Reserves - Assigned	3,908,107	1,744,625	-2,163,482
Reserves - Stability	<u>1,326,332</u>	<u>1,326,332</u>	<u>0</u>
Non-Operating Expenditures	231,195,793	236,594,737	5,398,944
Total Expenditures	<u>371,996,528</u>	<u>387,980,312</u>	<u>15,983,784</u>

ANIMAL SERVICES

Animal Services is an open access animal shelter and field enforcement program that directly supports the BOCC Strategic Plan and their mission is to provide the best care possible to animals that come to the shelter regardless of circumstance, to be diligent in the effort to save lives, and to educate and assist the community with animal related matters. This department works to reduce threats posed by animals to public safety through proactive enforcement, education, assistance, and prevention based programs. The overall Animal Services budget decreased \$143,758 from FY20.

Veterinary Operations includes spay/neuter services on all adopted pets as well as many of them that are reclaimed by owners, medical care to sick or injured animals, medical examinations on animals that are seized, treatment to pets whose owners cannot afford veterinary care any other way, and vaccinations for adopted and reclaimed pets.

Kennel Operations includes day to day care of the animals received which include dogs, cats, livestock, exotic and wild animals. Other services include cursory examinations, administration of core vaccines as well as anthelmintics, flea and tick control agents, conducting various tests, assisting customers, euthanizing, daily enrichment for sheltered animals and monitoring.

Road Operations responds to calls ranging from dog attacks, to dogs running loose, to large scale animal cruelty cases.

Animal Services Administration provides support and infrastructure for all clerical functions, financial transactions, record keeping, and fiscal responsibilities.

Animal Services Donations funds services to include orthopedic surgery, laceration repair and diagnostics as well as general supplies, food, and medicine.

Licensing Program provides spay and neuter services.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 2,383,988	\$ 2,386,196	\$ 2,208
Operating Expenses	\$ 681,589	\$ 661,247	\$(20,342)
Capital Outlay	\$ 110,590	\$ 0	\$(110,590)
Grants and Aids	\$ 75,000	\$ 59,966	\$(15,034)
Subtotal:	\$ 3,251,167	\$ 3,107,409	\$(143,758)
EXPENDITURES TOTAL:	\$ 3,251,167	\$ 3,107,409	\$(143,758)

BOARD OF COUNTY COMMISSIONERS & COUNTY MANAGER

The County Commissioners constitutes the chief governing board of Osceola County which provide citizens with elected representation and set all policies and goals for the conduct of Osceola County Government. The County Manager's Office is responsible for overseeing county operations, implementing Commission policies and procedures. The County Manager is responsible for carrying out the directive of the County Commission through the management of more than 1,400 employees under the Board. This office also provides management of the contract with the Medical Examiner. The overall goal is to provide efficient and responsive customer service and coordination for all programs. The overall FY21 Budget reflects an increase of \$58,712 over the FY20 Adopted Budget primarily due to countywide employee benefit changes and an increase to the Medical Examiner's agreement.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 1,954,183	\$ 1,969,548	\$ 15,365
Operating Expenses	\$ 1,357,303	\$ 1,400,650	\$ 43,347
Subtotal:	\$ 3,311,486	\$ 3,370,198	\$ 58,712
 EXPENDITURES TOTAL:	 \$ 3,311,486	 \$ 3,370,198	 \$ 58,712

BUSINESS SERVICES

This office provides various services to support the operations of Osceola County which includes support of the Board of County Commissioners' Strategic Plan as well as special projects.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 54,245	\$ 49,125	\$(5,120)
Operating Expenses	\$ 5,702	\$ 5,629	\$(73)
Subtotal:	\$ 59,947	\$ 54,754	\$(5,193)
EXPENDITURES TOTAL:	\$ 59,947	\$ 54,754	\$(5,193)

CLERK OF THE BOARD

The Clerk of the Board Department maintains the official records of the Osceola County Board of County Commissioners and serves as the Clerk of the Value Adjustment Board. There are two cost centers, the first one being Recording Secretary with core services that include compliance with State Statutes, Local Ordinances, Resolutions, County Policies and County Manager instructions. In addition, it maintains the Countywide records retention program, indexing, managing, and maintaining all original binding documents, agreements, and contracts of the County Commission, as well as serving as the Recording Secretary to the various Sunshine committees. The second cost center is the Value Adjustment Board which is an unfunded statutory duty in which the Clerk of the Board serves in the support function of this administrative process for property owners who dispute the Property Appraiser's value or classification of their property. The FY21 Budget reflects a slight increase over the FY20 Adopted Budget to support operations in the new fiscal year. Impacts and revisions, if any, as a result of Amendment 10, will be coordinated in conjunction with the Clerk of the Court.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 477,648	\$ 483,533	\$ 5,885
Operating Expenses	\$ 74,805	\$ 71,188	\$(3,617)
Subtotal:	\$ 552,453	\$ 554,721	\$ 2,268
EXPENDITURES TOTAL:	\$ 552,453	\$ 554,721	\$ 2,268

COMMISSION AUDITOR

The Office of Commission Auditor was established by the Osceola County Home Rule Charter and reports directly to the Board of County Commissioners. The purpose of the Office of Commission Auditor is to provide for an independent appraisal, promoting efficient and effective Charter government. This office includes the following: Commission Auditor, TDC Audit, & TDT Enforcement. As this office is partially supported by TDT revenues, which are projected to decline significantly in FY21, the Commission Auditor’s budget has been impacted for FY21. Overall, the FY21 Budget is projected to decrease \$118,375 from the FY20 Adopted Budget. Impacts and revisions, if any, as a result of Amendment 10, will be coordinated in conjunction with the Clerk of the Court.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 1,329,259	\$ 1,239,471	\$(89,788)
Operating Expenses	\$ 68,689	\$ 40,102	\$(28,587)
Subtotal:	\$ 1,397,948	\$ 1,279,573	\$(118,375)
EXPENDITURES TOTAL:	\$ 1,397,948	\$ 1,279,573	\$(118,375)

COMMUNICATIONS DEPARTMENT

The Communications Department (formerly known as PIO) works with the County Manager and Deputy County Manager in regard to Communications, Public Information, Community Outreach and Branding. It promotes and disseminates public information regarding County initiatives and services in order to maintain a well-informed public. It conducts events with the public and with community stakeholders to spread the County's message and branding, and to promote the public good. It develops and implements the standards for Osceola County branding. The overall budget decreased \$7,412 from FY20 primarily due to the annual evaluation of positions resulting in mid-year adjustments.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 607,419	\$ 599,094	\$(8,325)
Operating Expenses	\$ 230,677	\$ 237,590	\$ 6,913
Capital Outlay	\$ 6,000	\$ 0	\$(6,000)
Subtotal:	\$ 844,096	\$ 836,684	\$(7,412)
EXPENDITURES TOTAL:	\$ 844,096	\$ 836,684	\$(7,412)

COMMUNITY DEVELOPMENT

The Community Development Department is comprised of several offices and functions that provide a wide variety of services to the residents of Osceola County. Overall, the FY21 Budget is projected to decrease \$475,906 from the FY20 Adopted Budget mainly due to a reduction in contractual services and the completion of prior year CIP projects. Below is a description of each office/function within the Community Development Department:

Community Development Administration is responsible for the administration and management of Building & Permitting, Development Review, Current Planning, Customer Care, Parks, Environmental Land Maintenance, Community Centers, Extension Services, Soil & Water Conservation, Planning & Design, Code Enforcement, Impact Fee Coordination, Austin Tindall, and Osceola Heritage Park.

Current Planning is tasked with helping manage orderly growth and development through administration of the Osceola County Land Development Code, to ensure compliance with the Osceola County Comprehensive Plan, and enforcement of various codes and ordinances.

Customer Care Administration is responsible for permitting, document management and GIS staff which provides competent, responsive, helpful and courteous services to all citizens as well as to the internal Community Development Staff.

Development Review provides the processing, review and approval of all Engineering Improvement Plans, soil excavation permits, platting, flood plain management, and construction inspection functions which are accomplished through the Project Management, Environmental, Engineering and Inspection Sections of this Office.

Extension Services provides non-biased, research based education to residents and businesses in the areas of agriculture, horticulture, water conservation, energy conservation, protection of our natural resources, housing, finance management, food nutrition and health, food safety, family issues and 4-H youth development.

Heritage Park supports expenditures associated with the maintenance and operation of Osceola Heritage Park (OHP) which is operated and maintained by ASM Global, a private contractor.

Impact Fee Coordination administers and maintains various Impact Fees including fire, parks and schools.

Parks and Public Lands is responsible for the maintenance of Parks, Community Centers, Shingle Creek, Shingle Creek Perpetual Maintenance, Split Oak & Lake Lizzie, Holopaw Conservation Area and Poinciana Scrub.

Planning & Design provides the development framework, process, review and maintenance functions for Osceola County to achieve a sustainable world-class community.

The Tree Bank was created for the purpose of acquiring, protecting and maintaining native vegetative communities in Osceola County and maintaining land for the placement of trees acquired pursuant to Chapter 10 of the Land Development Code entitled Land Management.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 7,675,670	\$ 7,730,283	\$ 54,613
Operating Expenses	\$ 4,428,164	\$ 3,953,226	\$(474,938)
Capital Outlay	\$ 376,817	\$ 321,236	\$(55,581)
Subtotal:	\$ 12,480,651	\$ 12,004,745	\$(475,906)
EXPENDITURES TOTAL:	\$ 12,480,651	\$ 12,004,745	\$(475,906)

CONSTITUTIONAL OFFICERS

INTRODUCTION

The Constitutional Officers are each elected by the residents of Osceola County to perform executive and administrative functions as specified by general law, the State Constitution and any specific provisions included in the Osceola County Home Rule Charter. The County provides funding for each Constitutional Office as detailed on the pages to follow.

Below is a summary of the functions of each Constitutional Office in Osceola County:



CLERK OF THE COURT - The Clerk's responsibility is to keep and protect the public records of the County and to make them available when requested, pursuant to Florida Statutes, Chapter 119, Chapter 286, and Rule 2.240 of the Rules of Judicial Administration. The Clerk keeps the Court's record and seal, issues process, enters judgments and orders, attends court, gives certified copies from the record, maintains custody of court records and all related pleadings filed, secures evidence entered in court, and performs other court related duties. The Clerk is also the official recorder of all instruments that may, by law, be recorded in Osceola County.



PROPERTY APPRAISER - The Property Appraiser is responsible for determining the value of all property within the county, including improved and vacant real property, tangible personal property, and agricultural property. The Property Appraiser is also responsible for maintaining property ownership records and parcel ownership maps, and for administering tax exemptions such as homestead exemption, widows, widowers, blind exemptions, and disability and non-profit exemptions.



SHERIFF - The Sheriff's mission to partner with the community to provide a safe and secure environment in which to live, work and visit, in a manner that is fair, impartial, transparent and consistent.



SUPERVISOR OF ELECTIONS - The Supervisor of Elections mission is to provide the citizens of Osceola County with quality election services and maintain the integrity of the electoral process.



TAX COLLECTOR - The Tax Collector is an agent for various state and local government agencies, for the collection of revenue and public funding. A wide range of services are provided by The Tax Collector to the citizens of Osceola County. These include, collection of ad valorem taxes, non-ad valorem taxes, motor vehicle and vessel registration and title applications, collection of sales tax, issuance of business tax receipt, issuance of hunting and fishing licenses, issuance of concealed weapon permits, driver licenses, and collection of tourist development taxes.

CLERK OF THE CIRCUIT COURT

As the Clerk of the Circuit Court submits their budget request to the State, per Statute 29.008 the County is obligated to fund court-related expenditures for maintenance, utilities, and security of court facilities. The County provides funding for Property and Liability Insurances, associated overhead, as well as building maintenance which is budgeted in Building Maintenance’s budget in the General Fund for a total appropriation of \$589,949. The County also provides funding for costs related to construction of the courts which is provided for in the Court Facilities Fund as well as technology needs through the Court Technology Fund. Impacts and revisions, if any, as a result of Amendment 10, will be addressed in FY21.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 42,036	\$ 233,047	\$ 191,011
Subtotal:	\$ 42,036	\$ 233,047	\$ 191,011
EXPENDITURES TOTAL:	\$ 42,036	\$ 233,047	\$ 191,011

PROPERTY APPRAISER

The Property Appraiser’s Office is responsible for determining the value of all property within the county, including improved and vacant real property, tangible personal property, and agricultural property. The Property Appraiser is also responsible for maintaining property ownership records and parcel ownership maps, and for administering tax exemptions such as homestead exemption, widows, widowers, blind exemptions, and disability and non-profit exemptions. The Property Appraiser’s budget request is funded by the General Fund as well as other funds to which Ad Valorem is assessed. Of the total \$7,270,829 submitted budget request, \$6,496,648 is allocated to the General Fund and transferred to the Property Appraiser. Included in the FY21 Budget are costs associated with aerial photos, operating supplies, legal fees, and funding for a replacement backup system. In addition, included in the General Fund are costs that are not considered in their submitted budget, these costs are associated with Property & Liability Insurances, TRIM postage, overhead cost and building maintenance cost (included in Building Maintenance's budget). Considering these items were not included in their submitted budget, overall funding provided from the General Fund represents a slight increase (less than 1%) over the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 147,668	\$ 155,472	\$ 7,804
Subtotal:	\$ 147,668	\$ 155,472	\$ 7,804
Transfers Out	\$ 6,485,240	\$ 6,496,648	\$ 11,408
EXPENDITURES TOTAL:	\$ 6,632,908	\$ 6,652,120	\$ 19,212

SHERIFF

The Mission of the Osceola County Sheriff's Office is to partner with our community to provide a safe and secure environment in which to live, work and visit in a manner that is fair, impartial, transparent and consistent. This Office enforces the laws of the State of Florida and the ordinances of Osceola County, as well as law enforcement services to our citizens and visitors. As a result of the economic crisis and the Sheriff's willingness to work with the County, a revised FY21 Budget request for General Fund support was submitted in the amount of \$77,335,826. The Sheriff's funds are Transferred Out and includes funding for Personal Services with a 3.5% pay adjustment based on a Step Plan. Operating Expenses include contractual and Communication Services, Repair & Maintenance, as well as various operational expenses and Capital for equipment replacement. In addition to the Sheriff's specific budget requests, the County also provides for other costs associated with Property & Liability Insurances, intergovernmental radio communication (included in the Transfers Out), overhead costs, as well as building maintenance (included in Building Maintenance's Budget). Overall the Sheriff's budget increased 1% over the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 507,950	\$ 968,031	\$ 460,081
Subtotal:	\$ 507,950	\$ 968,031	\$ 460,081
Transfers Out	\$ 77,351,814	\$ 77,843,668	\$ 491,854
EXPENDITURES TOTAL:	\$ 77,859,764	\$ 78,811,699	\$ 951,935

SUPERVISOR OF ELECTIONS

The Supervisor of Elections (SOE) is responsible for administering and certifying the elections for Osceola County and its municipalities. This office is also responsible for maintaining a current and accurate voter registration list, conducting voter registration, and providing voter education to all citizens to assist them in becoming a more informed voter while complying with the Florida Election Laws. For FY21, the Supervisor of Election submitted a budget request of \$3,730,069, which includes a contingency request of \$10,000. The FY21 Budget supports funding for disaster recovery and replacement cycle for computers. Additionally, included are funds which are not a part of the Supervisor of Election's submitted budget for costs associated with Property & Liability Insurances, building maintenance (included in Building Maintenance Department's budget) as well as Overhead.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 11,414	\$ 13,849	\$ 2,435
Subtotal:	\$ 11,414	\$ 13,849	\$ 2,435
Transfers Out	\$ 4,136,192	\$ 3,720,069	\$(416,123)
Reserves - Assigned	\$ 10,000	\$ 10,000	\$ 0
EXPENDITURES TOTAL:	\$ 4,157,606	\$ 3,743,918	\$(413,688)

TAX COLLECTOR

The Tax Collector participates in the management of the executive branch of state government, which includes the Fish and Wildlife Conservation Commission, Department of Highway Safety & Motor Vehicles, Department of Agriculture, Vital Statistics and Department of Revenue. This office is also responsible for the collection of other taxes by special levying districts. The Tax Collector receives fees for providing a variety of services and historically has returned unused fees to the County. As an independent Constitutional Officer elected by the voters of Osceola County, the Tax Collector submitted a budget request for FY21 to the Florida Department of Revenue of \$11,793,980, which represents an overall increase of 1.66% over the FY20 Budget. Specific to the General Fund, the request was \$9,189,959. Also included in the General Fund are expenses related to insurances, building maintenance, postage and intergovernmental radio. Overall, however, the Tax Collector's Personal Services increased 3.06% or \$293,307 over the FY20 Budget. Operating expenses decreased by 2.15% or \$41,547. Capital Outlay remains the same at \$10,000. Operating includes funding for Rentals and Leases for office space at the BVL location. The office continues to have additional services added by the State which are managed with as little increase as possible. Most recently, issuance of concealed weapons permits, Florida birth certificates and CFX Toll Violation Clearances were added as new services.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 8,012,852	\$ 9,280,730	\$ 1,267,878
Subtotal:	\$ 8,012,852	\$ 9,280,730	\$ 1,267,878
Transfers Out	\$ 16,402	\$ 16,817	\$ 415
EXPENDITURES TOTAL:	\$ 8,029,254	\$ 9,297,547	\$ 1,268,293

CORRECTIONS

The Department of Corrections' mission is to provide a safe, secure and humane environment for the public, staff and those requiring detention or supervision in Osceola County. This mission is carried out through a variety of offices and programs within the Corrections Department.

The Probation office promotes the safety of the citizens of Osceola County by conducting investigations for the court, enforcing court orders, ensuring victim's rights, engaging in crime prevention partnerships and facilitating the re-socialization of offenders. The Inmate Medical Program provides medical, psychiatric and dental care to the inmates and is currently outsourced to Armor Correctional Health Services. The Drug Lab provides testing that is court ordered by a Judge for individuals who are not inmates. Courthouse Security is contracted out to Universal Protection Services for armed security officers at the Osceola County Courthouse.

The FY21 Budget includes increases to Operating Expenses due to professional and contractual services. Capital Outlay includes funds for lobby kiosk, camera replacements, smartboard, diesel Kubota and laptops. Overall this Department's budget increased \$862,312 to support operations in the new fiscal year.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 31,161,744	\$ 31,023,556	\$(138,188)
Operating Expenses	\$ 12,240,812	\$ 13,403,355	\$ 1,162,543
Capital Outlay	\$ 1,166,232	\$ 1,004,189	\$(162,043)
Subtotal:	\$ 44,568,788	\$ 45,431,100	\$ 862,312
EXPENDITURES TOTAL:	\$ 44,568,788	\$ 45,431,100	\$ 862,312

COUNTY ATTORNEY

The County Attorney’s Office is responsible for rendering legal services to the Board of County Commissioners, defending lawsuits on behalf of the County Commission, and assisting in the preparation and implementation of all ordinances, codes and resolutions adopted by the Board. Overall, this Department’s FY21 Budget increased \$239,495 from the FY20 Adopted Budget due to legal fees to support unanticipated appeals.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 1,040,412	\$ 1,075,079	\$ 34,667
Operating Expenses	\$ 591,116	\$ 795,944	\$ 204,828
Subtotal:	\$ 1,631,528	\$ 1,871,023	\$ 239,495
EXPENDITURES TOTAL:	\$ 1,631,528	\$ 1,871,023	\$ 239,495

COURT ADMINISTRATION

The Court Administration Department is comprised of several offices and functions that provide a wide variety of services to residents of Osceola County which are detailed below. Overall this Department's FY21 Budget increased slightly over the FY20 Adopted Budget to support operations in the new fiscal year.

Court Innovations - 25% of the funds collected under the local Osceola County Ordinance No. 04-24 fund innovations for the Court. Spending of these funds is determined by the Chief Judge of the Circuit Court to supplement state funding for the elements of the state courts system identified in F.S.29.004 and county funding for local requirements under F.S.29.008(2)(a)2.

Court Administration - Under the Florida Rules of Judicial Procedure 2.215(b)(3) the Chief Judge will provide mandatory periodic review of the status of the inmates in the county jail. This is achieved by this fund providing one FTE, a Court Analyst. In addition, under F.S. 29.008, County Funding of Court Related Functions for the courts communication services, wireless communications, courier messenger service, and auxiliary aids for qualified individuals with a disability are provided for under this fund.

Teen Court - This program provides criminal justice services and information to first time juvenile offenders and their families who are residents of Osceola County, and assists with public safety through accountability. Teen Court Program's purpose is to divert less serious cases away from the more formal juvenile court to a more informal court, where first time juvenile offenders who admit their wrongful acts are evaluated and judged by a jury of their peers.

Jury Services - Pursuant to Florida Statute 40, the Clerk of Court has specific responsibilities regarding the processing of jurors. Pursuant to an Interlocal agreement between Osceola County, the Osceola County Clerk of Court, and the Court, the parties have agreed that certain court-related functions, such as those performed by the Jury Services Unit will be provided by the Court under the supervision and administration of the Chief Judge through Court Administration and funded by the Clerk.

Drug Court - The Adult Drug Court Program provides criminal justice services, information and treatment alternatives in lieu of incarceration for adult offenders with substance abuse disorders and assists with public safety through accountability. It is a diversionary and post plea program for nonviolent felony and misdemeanor offenders with substance abuse problems, and in some cases provides treatment for individuals with co-occurring disorders, substance abuse and mental health problems by addressing the underlying issues that contribute to criminal behavior through appropriate treatment and support services while also holding the defendant's accountable for their actions.

Mental Health Court - This court seeks to improve public safety by reducing criminal recidivism through the improvement of the quality of life of people with serious mental illnesses. In Mental Health Court, the judge orders participation in appropriate treatment services for the defendant and monitors the defendant through regular court sessions rather than incarceration with limited access to mental health services.

Juvenile Alternative Sanctions - This program provides criminal justice services, information and alternatives to incarceration for juvenile offenders in Osceola County, and assists with public safety through accountability. In addition, staff provides intervention services which include counseling, educational classes, and drug screenings. The Alternative Sanctions Program is supported from revenue generated by the \$65 additional court cost established by county ordinance, of which 25% is designated to fund Juvenile Alternative Programs, as well as supplemented by the County's General Fund.

Veteran's Court - Veteran's Treatment Court coordinates the judiciary, criminal justice entities, and veteran services. Treatment providers and the community under the umbrella program (Problem Solving Courts) are working towards reducing criminal behavior of its participants and restoring them to a more productive life.

Injunction Services - It was mutually agreed by the Clerk of Court and the Court that effective October 1, 2019 Injunction Services will no longer be managed by Court Administration. Instead, the Clerk will perform the statutory requirements for injunctions per Florida Statute 741.30.

Domestic Violence Unit - This unit was established in Fiscal Year 2020 to assist the Court in providing information to offenders/respondents involved in domestic violence cases. The Domestic Violence Unit will assist the offenders/respondents to better understand the process during injunction return hearings; proper courtroom etiquette; the terms and conditions of the final judgment for protection against violence; the necessary information needed to comply with the order; the importance of providing proof of compliance with the order to the court; the ramifications if they fail to comply with the final judgment/court order; and violation of the terms and conditions of the court order and possible criminal charges.

Supervised Visitation Center - This center provides supervised visitations, monitors exchange visits, and allows children involved in domestic violence cases, and other family disputes moving through the court system, to spend time with the non-custodial parent in a safe atmosphere, thereby enhancing public safety.

Mediation - This program provides training opportunities, recognition and incentives to volunteer county mediators.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 1,077,002	\$ 1,197,785	\$ 120,783
Operating Expenses	\$ 991,535	\$ 874,670	\$(116,865)
Capital Outlay	\$ 0	\$ 0	\$ 0
Subtotal:	\$ 2,068,537	\$ 2,072,455	\$ 3,918
EXPENDITURES TOTAL:	\$ 2,068,537	\$ 2,072,455	\$ 3,918

DEBT SERVICES

This cost center (9961) accounts for principal, interest and other debt service expenses. The FY21 Adopted Budget includes costs for the TWA Interlocal Agreement and vehicle leases. Reserves for Debt – Future Payments are in accordance with the amortization schedule.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Debt Service	\$ 50,137	\$ 1,981,166	\$ 1,931,029
Subtotal:	\$ 50,137	\$ 1,981,166	\$ 1,931,029
Reserves - Debt	\$ 0	\$ 419,357	\$ 419,357
EXPENDITURES TOTAL:	\$ 50,137	\$ 2,400,523	\$ 2,350,386

EMERGENCY MANAGEMENT

The Office of Emergency Management provides the framework for coordination and facilitation across multiple community partners in accordance with its mission, which is to reduce the loss of life and property, and protect the people of Osceola County through a comprehensive, all hazards emergency management system of prevention, preparedness, response, recovery and mitigation. To accomplish this, the Office of Emergency Management organizes staff, communities, volunteers and business efforts prior to, during and after a disaster; equips first responders and community response teams with tools and equipment that may be needed to respond to and recover from a disaster; and conducts a variety of exercises designed to evaluate and improve the County and our partner’s ability to respond and recover from a disaster. As COVID-19 is expected to impact FY21, Emergency Management will continue to assist with response to the pandemic in Osceola County and coordinate with FDOT for resource support. The FY21 budget reflects an increase of \$2,302 over the FY20 Adopted Budget primarily due to the annual reevaluation of positions which resulted in an allocation for a Public Information Coordinator (shared position with Fire Rescue).

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 371,877	\$ 408,150	\$ 36,273
Operating Expenses	\$ 232,393	\$ 230,777	\$(1,616)
Capital Outlay	\$ 32,355	\$ 0	\$(32,355)
Subtotal:	\$ 636,625	\$ 638,927	\$ 2,302
EXPENDITURES TOTAL:	\$ 636,625	\$ 638,927	\$ 2,302

FINANCIAL & ADMINISTRATIVE PROJECTS

The purpose of this cost center (1200) is to capture capital projects for various General Fund Departments.

The CAFM Software Replacement project was established through an Amendment; funding for FY21 reflects the remaining funds to continue/complete this project.

The Financial/HR System Upgrade was established in a different cost center in FY20 and is being consolidated into this cost center for FY21.

The Human Services Mill Creek Building Improvements project was established in FY20 through an Amendment; funding for FY21 reflects the remaining funds to continue/complete this project.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Capital Outlay	\$ 0	\$ 596,879	\$ 596,879
Subtotal:	\$ 0	\$ 596,879	\$ 596,879
EXPENDITURES TOTAL:	\$ 0	\$ 596,879	\$ 596,879

GENERAL GOVERNMENT

This cost center captures costs not specifically associated with the operating functions performed by other cost centers within the General Fund such as Juvenile Justice, St. Cloud, Kissimmee and Vine Street CRAs, as well as arbitrage, litigation and consulting expenses.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 5,040,359	\$ 5,232,415	\$ 192,056
Subtotal:	\$ 5,040,359	\$ 5,232,415	\$ 192,056
EXPENDITURES TOTAL:	\$ 5,040,359	\$ 5,232,415	\$ 192,056

GOVERNMENT AFFAIRS

The Government Affairs office is responsible for developing federal, state, and local advocacy platforms and a comprehensive legislative affairs strategy. This office coordinates intergovernmental resources and support for county projects, including grants development and administration. During FY20, this office assisted with securing and obtaining CARES Act Funds and will continue to coordinate the implementation of the funds in FY21. The FY21 Budget supports professional and contractual services, legal services, as well as various operational expenses. Overall this Department's FY21 Budget increased slightly over the FY20 Adopted Budget to support operations.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 267,264	\$ 262,343	\$(4,921)
Operating Expenses	\$ 495,350	\$ 500,641	\$ 5,291
Subtotal:	\$ 762,614	\$ 762,984	\$ 370
EXPENDITURES TOTAL:	\$ 762,614	\$ 762,984	\$ 370

HUMAN RESOURCES

The Human Resources Department provides Countywide centralized management and oversight for activities associated with recruitment and selection, labor relations, disciplinary process, investigations and grievances, compliance, staff development and training, employee benefits and risk management services.

Organizationally, the Department is divided into four offices which are detailed below. Overall, the FY21 Budget is projected to increase \$128,935 over the FY20 Adopted Budget to provide Countywide services.

Employee & Labor Relations is responsible for all aspects of the employer-employee relationship in the workplace, including recruitment and selection, on-boarding, disciplinary actions, grievances, labor contract administration and interpretation, administrative investigations, policy development, performance management, leave management, and training & development.

Risk Management and Safety is responsible for providing the oversight and protection of County assets through purchase of insurance, contractual transfer of risk, program and operational analysis, mitigation of insured losses, loss prevention and related program and policy development to minimize risk and loss potential. This Office is also charged with developing and implementing the County's safety programs to reduce accidents and injuries through training, inspections and regulatory compliance.

Benefits and HRIS is responsible for the day- to- day oversight of the county's Health, Dental, Vision, STD, LTD, Life Insurance, EAP, Florida Retirement System (FRS), Deferred Compensation, Flexible Spending Account, COBRA, Wellness, and other related programs. This Office is also responsible for the daily activities of the Human Resources Information Systems (HRIS) to include management and maintenance of all County employee Human Resources data; managing any and all personnel changes within the Finance Enterprise system; the production of reports that analyze personnel data, and processing all new position creations and position updates. Through detailed data and systems maintenance, the HRIS's services are critical elements in providing accurate information to both internal and external customers.

Diversity, Inclusion and Equal Opportunity is responsible for the development, coordination and implementation of Countywide initiatives related to Supplier Diversity, Equal Employment Opportunity, Title II of the Americans with Disabilities Act, Limited English Proficiency Plan and Civil Rights Program. This Office includes one position, Diversity, Inclusion and Equal Opportunity Programs Manager, to lead these initiatives.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 921,951	\$ 1,068,446	\$ 146,495
Operating Expenses	\$ 361,110	\$ 343,550	\$(17,560)
Subtotal:	\$ 1,283,061	\$ 1,411,996	\$ 128,935
EXPENDITURES TOTAL:	\$ 1,283,061	\$ 1,411,996	\$ 128,935

HUMAN SERVICES

The Human Services Department provides low income families in Osceola County with assistance programs and referrals to services designed to improve the health and well-being of residents. Human Services also serves as the county liaison with the Osceola County Health Department. FY21 Budget supports expenditures such as personnel, medical services, mandated programs and grants to private organizations. Detailed below is a description of each office and their functions within the Human Services Department.

Homeless Assistance administers rental assistance grants designated for homeless prevention and rapid re-housing in order to avoid rising numbers in homelessness among families with children.

Veteran's Services provides assistance to disabled and needy war veterans, members of the U.S. Armed Forces and their dependents, and the widows and orphans of deceased veterans entitled to benefits under any federal, state, and local government laws, rules or regulations by their service in the Armed Forces of the United States in accordance with the requirements of Florida Statute 292.11.

Social Services administers mandated programs such as Indigent Burial and Cremation Services, Child Protection Exams, the Baker Act and Medicaid Match Program. All funding for programs provided by Social Services are funded by property taxes.

Legal Aid is mandated by Florida Statute Chapter 29.0085 to provide community legal services to residents who cannot afford such services.

Outside Agencies provides funding to various non-profits through a competitive process who assist low income families in the community such as the Children's Advocacy Center, Help Now – Aid to victims of domestic violence, Park Place Behavioral Health Care, Healing Tree, and Council on Aging.

Health Unit supports the five Osceola County Health Department locations. Operating costs include the County's contribution for repairs and maintenance for the buildings, insurance, and telephone services.

Federally Qualified Health Care is operated by Primary Care Medical Services of Poinciana which began providing primary and maternity care services to the residents of Osceola County on April 1, 2017 as a separate entity, as in prior years this function was combined with the Health Unit.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 1,077,833	\$ 1,089,049	\$ 11,216
Operating Expenses	\$ 10,816,296	\$ 10,107,591	\$(708,705)
Grants and Aids	\$ 2,575,839	\$ 2,325,839	\$(250,000)
Subtotal:	\$ 14,469,968	\$ 13,522,479	\$(947,489)
EXPENDITURES TOTAL:	\$ 14,469,968	\$ 13,522,479	\$(947,489)

INFORMATION TECHNOLOGY

Information Technology is comprised of teams that focus on activities such as technology application development, networking, systems operations and helpdesk support, as well as ensuring the integrity and security of the information on the County's computer systems. The Department includes the following offices: IT Administration, IT Project Management, IT Application Support, and IT Infrastructure Support. In addition, Information Technology works very closely with other Departments to implement technology needed to support the identified improvements.

The FY21 Budget includes an increase in Personal Services as a result of the annual reevaluation of position appropriations between General Fund and the Building Fund and countywide changes in employee benefits. Operating Expenses and Capital Outlay were adjusted based on the capital threshold changes and to account for purchases of computer hardware and software as well as annual maintenance and licensing costs for various software applications.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 4,565,430	\$ 4,699,753	\$ 134,323
Operating Expenses	\$ 5,557,952	\$ 6,330,594	\$ 772,642
Capital Outlay	\$ 1,245,929	\$ 1,117,529	\$(128,400)
Subtotal:	\$ 11,369,311	\$ 12,147,876	\$ 778,565
EXPENDITURES TOTAL:	\$ 11,369,311	\$ 12,147,876	\$ 778,565

OC BUILDING

The purpose of this Cost Center is to capture the revenue and costs related to the OC Building, a Class A Office Building located within NeoCity. Overall, the FY21 budget is an increase of \$288,376 over the FY20 Adopted Budget. Although tenants moved into the 3rd and 4th floors at the end of FY19, the building construction was not completed until FY20. As a result, FY21 marks the first full year of operating costs for the building. In addition to the operation and maintenance costs, this cost center also includes a transfer out for the tenants contribution to the debt service payments.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 631,780	\$ 920,156	\$ 288,376
Subtotal:	\$ 631,780	\$ 920,156	\$ 288,376
Transfers Out	\$ 641,334	\$ 641,334	\$ 0
EXPENDITURES TOTAL:	\$ 1,273,114	\$ 1,561,490	\$ 288,376

OFFICE OF MANAGEMENT AND BUDGET

The Office of Management & Budget (OMB) is responsible for ensuring compliance with Florida Statute Chapter 129 (County Annual Budget), Chapter 200 (Determination of Millage-including TRIM Compliance), Chapter 197 (Uniform Method for Levy, Collection, and Enforcement of Non-Ad Valorem Assessments) and the County's Administrative Code Chapter 4-Budget Policy. Tasks include preparing and presenting the County Manager's Recommended Budget and Five-Year Capital Improvement Plan (CIP); providing ongoing monitoring of Department's budget, CIP, administration of budget adjustments, maintaining and certifying the County's non-ad valorem assessment roll. OMB also prepares revenue projections and funding analysis to be used by County Administration to support policy decisions. OMB is responsible for calculating the millage rates and non-ad valorem assessment rates. Overall the FY21 Budget reflects an increase of \$321,308 over the FY20 Adopted Budget due to annual reevaluation of existing positions/changes due to Amendment 10, reallocating an existing full time equivalent position from the Special Assessment Office (cost center 1242) to OMB (cost center 1241), and countywide changes to employee benefits.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 723,722	\$ 1,036,969	\$ 313,247
Operating Expenses	\$ 20,185	\$ 28,246	\$ 8,061
Subtotal:	\$ 743,907	\$ 1,065,215	\$ 321,308
EXPENDITURES TOTAL:	\$ 743,907	\$ 1,065,215	\$ 321,308

OFFICE OF SPECIAL ASSESSMENTS

The Office of Special Assessments provides for the administration of the County’s neighborhood-serving Municipal Service Taxing Units (MSTU) and Municipal Service Benefit Units (MSBU). There are a variety of services funded through municipal service units in Osceola County, as authorized by each specific County Ordinance or Resolution, under Chapter 125, Florida Statutes. These services include, but are not limited to, street lighting, garbage service, retention pond and drainage easement maintenance, common area maintenance, and road resurfacing for individual specific neighborhoods. Another function of Special Assessments is the District Clerk services for the four Common Facilities Districts (CFDs). Special Assessments calculates the millage rates and special assessment rates for the County’s MSTUs, MSBUs, and CFDs. Overall the FY21 Budget reflects a decrease of \$160,985 from the FY20 Adopted Budget due to the reallocation of an existing full-time equivalent position to the Office of Management and Budget, which was offset by the annual reevaluation of position allocation, mid-year staffing adjustments, and countywide employee benefits changes.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 680,535	\$ 551,261	\$(129,274)
Operating Expenses	\$ 46,216	\$ 39,504	\$(6,712)
Capital Outlay	\$ 24,999	\$ 0	\$(24,999)
Subtotal:	\$ 751,750	\$ 590.765	\$(160,985)
EXPENDITURES TOTAL:	\$ 751,750	\$ 590,765	\$(160,985)

OFFICE OF THE COMPTROLLER

The Office of the Comptroller is responsible for financial reporting, vendor and payroll disbursements, accounts receivable, banking, investments, debt management, fixed assets, and grant compliance. The FY21 Budget reflects a decrease of \$191,439 from the FY20 Adopted Budget due to a decrease in Personal Services resulting from the annual reevaluation of existing position allocations. Impacts and revisions, if any, as a result of Amendment 10, will be coordinated in conjunction with the Clerk of the Court.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 1,972,024	\$ 1,777,563	\$(194,461)
Operating Expenses	\$ 126,571	\$ 129,593	\$ 3,022
Subtotal:	\$ 2,098,595	\$ 1,907,156	\$(191,439)
EXPENDITURES TOTAL:	\$ 2,098,595	\$ 1,907,156	\$(191,439)

OTHER GOVERNMENT SUPPORT SERVICES

This cost center accounts for the Community Betterment Grants, Transfers to support other operations and Reserves. Transfers Out provides funding for debt service obligations, fire assessment subsidies based on the specifics of the program; East 192 CRA for community redevelopment purposes and the West 192 Development Authority, along with funding for intergovernmental radio. Overall for FY21, Transfers Out increased due to the need for increase support of Funds impacted by the COVID-19 pandemic (Transportation Trust Fund, Constitutional Gas Tax Fund, and 2nd Local Option Fuel Tax Fund) and Court Technology Fund as revenues do not support operations. Reserves-Operating is comprised of Reserves for Contingency to respond to unanticipated needs and emergencies, which include funding set aside for mandated HCRA and funds for mobility fee credits for affordable housing; and Reserves for Cash to offset the timing of revenue receipts and short-term cash flow variations. Reserves-Assigned includes funds primarily for disaster recovery pending FEMA reimbursement. Reserves for Capital-Designated sets aside remaining funds for the Jail/HVAC Piping project and roadway bank; Reserves-Stability offsets revenue fluctuations whether anticipated or unanticipated.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Grants and Aids	\$ 250,000	\$ 250,000	\$ 0
Subtotal:	\$ 250,000	\$ 250,000	\$ 0
Transfers Out	\$ 48,203,051	\$ 54,783,569	\$ 6,580,518
Reserves - Operating	\$ 60,137,845	\$ 61,635,177	\$ 1,497,332
Reserves - Capital	\$ 10,113,743	\$ 1,795,758	\$(8,317,985)
Reserves - Assigned	\$ 3,898,107	\$ 1,734,625	\$(2,163,482)
Reserves - Stability	\$ 1,326,332	\$ 1,326,332	\$ 0
EXPENDITURES TOTAL:	\$ 123,929,078	\$ 121,525,461	\$(2,403,617)

PROCUREMENT

The main function of the Procurement Office is to enhance the quality of life of the citizens of Osceola County by procuring high quality products, services and innovative solutions that are cost effective and add value to County operations, while promoting vendor participation and diversity, providing excellent customer service and ensuring the public trust by adhering to the highest level of professional and ethical standards. The FY21 Budget reflects an increase of \$3,238 over the FY20 Adopted Budget due to countywide employee benefits changes and to support operations in the new fiscal year.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 1,275,069	\$ 1,276,401	\$ 1,332
Operating Expenses	\$ 44,688	\$ 46,594	\$ 1,906
Subtotal:	\$ 1,319,757	\$ 1,322,995	\$ 3,238
EXPENDITURES TOTAL:	\$ 1,319,757	\$ 1,322,995	\$ 3,238

PUBLIC DEFENDER

The Public Defender’s Office protects the constitutional and statutory rights of all citizens through the effective legal representation of court appointed clients, pursuant to Chapter 27, Florida Statutes. This office exists to guarantee that the poor or indigent citizens have the right to a fair trial. The County is obligated to cover the technology needs of this office per Florida Statute 29.008. The budget below reflects funding for communication services and other operating expenses, which remains the same as FY20.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 7,000	\$ 7,000	\$ 0
Subtotal:	\$ 7,000	\$ 7,000	\$ 0
EXPENDITURES TOTAL:	\$ 7,000	\$ 7,000	\$ 0

PUBLIC WORKS

The Public Works Department is comprised of several offices that support various functions throughout the County. Overall, the budget increased \$7,322,189 from the prior year Adopted Budget primarily due to an increase of \$4.1 million for needed capital projects as noted in the Public Works Projects below, increased costs for mowing services due to higher contractual services, as well as new mowing locations added for FY21. Below is a description of each office/function within the Public Works Department:

Facilities Maintenance office manages and coordinates the preventative maintenance, general repair, statutory inspections, janitorial services, utilities, etc., for all County buildings and facilities, including boat ramps. This office provides Life Safety inspections for Fire Systems, Elevators, Generators, Lighting, Air Quality, and sanitation as well as the day-to-day routine preventive maintenance.

Construction Management office manages the vertical construction for Osceola County and oversees the design and construction of new County projects and renovations to ensure quality, on-time and on-budget delivery. This office administers and oversees the contractor's and construction manager's work to ensure construction is performed in such a manner as to provide ease of maintenance and conservation of energy after completion. The office administers and works closely with the designer to ensure they use the most cost effective techniques and standards in fulfilling the needs of the departments. The office assists all County departments with planning and budgeting projects and observes the construction process for quality and cost effective solutions.

Mowing Unit office has a wide range of mowing/landscaping responsibilities such as annual inspection of contractual services for: 30 contracts covering 17,792 acres of Large Machine Mowing (rough cut), 39,836 acres of Small Machine Mowing (finish cut and finish cut plus), 45 various County owned facilities and parcels of land (i.e. libraries, EOC, Sheriff's department, health departments, fire departments, government centers, etc.) and 2 Sunrail Stations. New additions for FY21 include detailed Landscaping Services for the buildings and roadways within NeoCity, the new Tax Collectors Office, as well as the improved section of Hoagland Boulevard in December of 2020. Four maintenance staff members provide in-house mowing to natural parks, active parks, boat ramps, and recreational lands owned by the County (separate from contracted mowing). In-house mowing staff services 38 locations approximately 5,400 acres annually.

Small Engine Repair office repairs all extraction tools for Fire/Rescue and all small equipment for Road & Bridge and Parks.

Lakes Management is responsible for the coordination with local, state, and federal agencies in the management of the County's lakes and waterways and oversight of the County's National Pollutant Discharge Elimination System (NPDES) MS4 permit and Community Rating System (CRS) audit to ensure residents are eligible for discounted FEMA flood insurance premiums. Staff is responsible for the inspection, maintenance, and renovation of lake related facilities including fishing piers, boat ramps, docks, and navigation signage.

Mosquito Control is responsible for the inspection and treatment of immature mosquitoes (larviciding), trapping, identification (surveillance), control of adult mosquitoes by ground or aerial treatment (adulticiding), and site inspections for customer service requests. Mosquito Control is committed to protecting the public health of residents and visitors through the implementation of environmentally sound practices, utilizing an integrated pest management approach, to control mosquitoes throughout Osceola County. Staff ensure compliance with local, state and federal rules and regulations.

Hoagland Industrial Park records the lease revenues which are used to offset the expenses for the repair and maintenance of the Hoagland Industrial Park. This property was acquired as a part of the right-of-way acquisition for the Hoagland Boulevard project.

Public Works Projects for FY21 primarily include the jail's piping system replacement and the Countywide Lease of Fleet Vehicles.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 5,368,168	\$ 5,742,345	\$ 374,177
Operating Expenses	\$ 13,615,137	\$ 16,456,511	\$ 2,841,374
Capital Outlay	\$ 3,367,237	\$ 7,473,875	\$ 4,106,638
Subtotal:	\$ 22,350,542	\$ 29,672,731	\$ 7,322,189
EXPENDITURES TOTAL:	\$ 22,350,542	\$ 29,672,731	\$ 7,322,189

STATE ATTORNEY

The ultimate goal of the State Attorney’s Office is to seek justice for the citizens of Osceola County through the successful prosecution of criminal cases. Seeking justice means aggressively charging and trying not only the easy or sure winners, but also those tough cases in which the evidence establishes the guilt of the accused by legal and ethical standards. The FY21 Budget remains unchanged from the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 8,000	\$ 8,000	\$ 0
Subtotal:	\$ 8,000	\$ 8,000	\$ 0
EXPENDITURES TOTAL:	\$ 8,000	\$ 8,000	\$ 0

STRATEGIC INITIATIVES DEPARTMENT

The Strategic Initiatives Department directly supports the BOCC Strategic Plan by encompassing methods in which a community can create a balance between livability, economic viability, and environmental sensitivity. Strategic Initiatives administers Economic Development, the East 192 CRA and the West 192 Development Authority, among other initiatives. Through Economic Development, the department assists in retention, recruitment and expansion of businesses and industries within Osceola County.

In the General Fund, Strategic Initiatives encompasses three key, inter-related, areas. Economic Development provides incentives and assistance to new and existing targeted industries for the creation of high wage jobs in Osceola County. Economic Incentives functions as a tool to encourage qualified job growth in targeted high value-added businesses. This department also includes initiatives that help develop small businesses and increase education and training opportunity for Osceola County residents. Technology Development functions to aggressively stimulate economic growth within Osceola County by growing the high-wage and high value-added employment opportunities and by attracting certain targeted high value-added industries to Osceola County. The overall FY21 Budget decreased \$163,141 over the FY20 Adopted Budget due to the retirement of an employee and the decision to not fill for FY21.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Personal Services	\$ 468,771	\$ 342,071	\$(126,700)
Operating Expenses	\$ 1,910,647	\$ 1,845,727	\$(64,920)
Capital Outlay	\$ 0	\$ 28,479	\$ 28,479
Grants and Aids	\$ 3,000,000	\$ 3,000,000	\$ 0
Subtotal:	\$ 5,379,418	\$ 5,216,277	\$(163,141)
EXPENDITURES TOTAL:	\$ 5,379,418	\$ 5,216,277	\$(163,141)

TRAFFIC EDUCATION (DORI SLOSBERG)

Per Ordinance 03-01 the County collects an additional \$3.00 on every traffic penalty for the purpose of funding traffic education programs in public and non-public schools. Funds are used for direct educational expenses and cannot be used for administrative expenses. Funding is requested by the School Board on an annual basis. Overall, the FY21 Budget is projected to increase \$49,457 over the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 252,901	\$ 302,358	\$ 49,457
Subtotal:	\$ 252,901	\$ 302,358	\$ 49,457
EXPENDITURES TOTAL:	\$ 252,901	\$ 302,358	\$ 49,457

TRANSPORTATION & TRANSIT

The Transportation and Transit Department consists of Transit Shelter, Mobility Fee Coordination, and Roadway Bank. The Transit Shelter office is responsible for the collection of fees from developers who opted not to build a shelter as per development review requirements and instead provide funding to the County for construction. The Mobility Fee Coordination office administers and maintains various Impact Fees including fire, parks and schools. The Roadway Bank was created to manage payments from developers wishing to pay for impacts to the roadway network when construction costs are prohibitive for the individual development or when required by the Land Development Code. Funds are used to facilitate roadway construction to complete the adopted roadway networks in the County, consistent with the Comprehensive Plan and Land Development Code.

Total FY21 budget includes \$100,000 for Mobility Fee Coordination which is solely attributed to charges when payments are made by credit cards and offset by the convenience fee charged on credit card transactions. The Transit Shelter budget of \$111,380 is unchanged from the FY20 Adopted Budget and Reserves for Capital is associated with the Roadway Bank for future construction.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 211,380	\$ 211,380	\$ 0
Subtotal:	\$ 211,380	\$ 211,380	\$ 0
Reserves - Capital	\$ 306,491	\$ 322,965	\$ 16,474
EXPENDITURES TOTAL:	\$ 517,871	\$ 534,345	\$ 16,474

FUND 010 – DESIGNATED AD VALOREM TAX (DAT) FUND



The Designated Ad Valorem Tax (DAT) was established by Ordinance #12-40 which provides funds to support Transportation. Annual appropriation is the Board’s decision and is not an automatic source of revenue each year. As a result of the COVID-19 pandemic and the decrease in gas taxes, funding for FY21 increased \$5.6m to support Transportation.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 12,618,266	\$ 18,231,447	\$ 5,613,181
REVENUES TOTAL:	\$ 12,618,266	\$ 18,231,447	\$ 5,613,181
EXPENDITURES			
Transfers Out	\$ 12,618,266	\$ 18,231,447	\$ 5,613,181
EXPENDITURES TOTAL:	\$ 12,618,266	\$ 18,231,447	\$ 5,613,181

SPECIAL REVENUE FUNDS

FUND GROUP SUMMARY.....	5-1
101 – TDT RIDA TAX BOND 2012.....	5-2
102 – TRANSPORTATION TRUST FUND.....	5-3
103 – DRUG ABUSE TREATMENT FUND.....	5-4
104 – TOURIST DEVELOPMENT TAX FUND.....	5-5
105 – FIFTH CENT TOURIST DEVELOPMENT TAX FUND.....	5-6
106 – SIXTH CENT TOURIST DEVELOPMENT TAX FUND.....	5-7
107 – LIBRARY DISTRICT FUND.....	5-8
109 – LAW ENFORCEMENT TRUST FUND.....	5-9
111 – SHIP STATE HOUSING INITIATIVE PROGRAM FUND.....	5-10
112 – EMERGENCY 911 COMMUNICATIONS FUND.....	5-11
113 – BUENAVENTURA LAKES MSBU FUND.....	5-12
115 – COURT FACILITIES FUND.....	5-13
118 – HOMELESSNESS PREVENTION & RAPID RE-HOUSING FUND.....	5-14
125 – ENVIRONMENTAL LAND MAINTENANCE FUND.....	5-15
128 – SUBDIVISION POND MAINTENANCE MSBU FUND.....	5-16
129 – SUBDIVISION STREETLIGHTS MSBU FUND.....	5-19
130 – COURT RELATED TECHNOLOGY FUND.....	5-21

134 – COUNTYWIDE FIRE FUND	5-22
137 – HOME INVESTMENT PARTNERSHIP (HOME) FUND.....	5-23
139 – CRIMINAL JUSTICE TRAINING FUND.....	5-24
141 – BOATING IMPROVEMENT FUND	5-25
142 – MOBILITY FEE EAST DISTRICT FUND.....	5-26
143 – MOBILITY FEE WEST DISTRICT FUND.....	5-27
145 – RED LIGHT CAMERA FUND	5-28
146 – TDT REVENUE BONDS SERIES 2016 (RIDA PHASE II)	5-29
148 – BUILDING FUND.....	5-30
149 – EAST U.S. 192 CRA FUND	5-31
150 – WEST 192 DEVELOPMENT AUTHORITY	5-32
151 – COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND.....	5-33
152 – MUNICIPAL SERVICES TAX UNIT (MSTU) FUND.....	5-34
153 – MUNICIPAL SERVICES BENEFIT UNIT (MSBU) FUND.....	5-36
154 – CONSTITUTIONAL GAS TAX FUND.....	5-38
155 – WEST 192 MSBU PHASE I FUND.....	5-39
156 – FEDERAL AND STATE GRANTS FUND.....	5-40
158 – INTERGOVERNMENTAL RADIO COMMUNICATION FUND.....	5-41
168 – SECTION 8 FUND	5-42
177 – FIRE IMPACT FEE FUND.....	5-43
178 – PARKS IMPACT FEE FUND	5-44



180 – INMATE WELFARE FUND	5-45
187 – TRANSPORTATION IMPACT FEE POINCIANA OVERLAY	5-46
189 – SECOND LOCAL OPTION FUEL TAX FUND	5-47

SUMMARY BY CATEGORY - SPECIAL REVENUE FUND GROUP

	<u>Adopted FY 2020</u>	<u>Adopted FY 2021</u>	<u>Variance</u>
REVENUES			
Current Ad Valorem Taxes	35,015,740	38,563,877	3,548,137
PY Delinquent Ad Valorem Tax	6,000	6,500	500
Other Taxes	81,131,744	50,606,180	-30,525,564
Permits, Fees & Special Assessments	95,377,137	91,570,681	-3,806,456
Intergovernmental Revenue	63,402,035	112,460,844	49,058,809
Charges For Services	17,031,351	16,493,914	-537,437
Judgment, Fines & Forfeits	1,391,154	1,228,531	-162,623
Miscellaneous Revenues	4,440,376	4,930,126	489,750
Less 5% Statutory Reduction	<u>-12,107,101</u>	<u>-10,480,587</u>	<u>1,626,514</u>
<i>Operating Revenues</i>	285,688,436	305,380,066	19,691,630
Transfers In	30,627,538	40,506,365	9,878,827
Other Sources	1,945,804	1,561,392	-384,412
Fund Balance	<u>219,551,359</u>	<u>241,623,728</u>	<u>22,072,369</u>
<i>Non Operating Revenues</i>	252,124,701	283,691,485	31,566,784
Total Revenues	<u>537,813,137</u>	<u>589,071,551</u>	<u>51,258,414</u>
EXPENDITURES			
Personal Services	70,624,931	70,101,583	-523,348
Operating Expenses	139,465,990	188,378,083	48,912,093
Capital Outlay	<u>115,362,972</u>	<u>97,567,890</u>	<u>-17,795,082</u>
<i>Operating Expenditures</i>	325,453,893	356,047,556	30,593,663
Debt Service	4,953,797	5,071,506	117,709
Grants and Aids	612,472	14,461,887	13,849,415
Transfers Out	32,393,196	36,765,115	4,371,919
Reserves - Operating	43,838,438	47,803,976	3,965,538
Reserves - Debt	2,221,852	3,899,422	1,677,570
Reserves - Capital	88,789,375	96,536,709	7,747,334
Reserves - Assigned	88,000	0	-88,000
Reserves - Restricted	10,467,801	11,407,519	939,718
Reserves - Stability	<u>28,994,313</u>	<u>17,077,861</u>	<u>-11,916,452</u>
<i>Non-Operating Expenditures</i>	212,359,244	233,023,995	20,664,751
Total Expenditures	<u>537,813,137</u>	<u>589,071,551</u>	<u>51,258,414</u>

FUND 101 – TDT RIDA TAX BOND 2012

This Fund was established in 2012 to track the proceeds from the Taxable Tourist Development Tax (5th Cent) Revenue Bonds, Series 2012, to provide funding for the County's portion of the construction costs for the OMNI Convention Center and to provide funding for amortized rent payments for 30 years.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 7,736,154	\$ 7,394,403	\$(341,751)
REVENUES TOTAL:	\$ 7,736,154	\$ 7,394,403	\$(341,751)
EXPENDITURES			
Operating Expenses	\$ 343,049	\$ 343,049	\$ 0
Subtotal:	\$ 343,049	\$ 343,049	\$ 0
Reserves - Restricted	\$ 7,393,105	\$ 7,051,354	\$(341,751)
EXPENDITURES TOTAL:	\$ 7,736,154	\$ 7,394,403	\$(341,751)

FUND 102 – TRANSPORTATION TRUST FUND

This Fund is supported by the 9th Cent Fuel Tax (1 cent per gallon), the County Fuel Tax (1 cent per gallon) and the Local Option Fuel Tax (6 cents per gallon). Gas Taxes were impacted by the COVID-19 pandemic as a result of the shelter in place Executive Orders. Although the overall revenues show an increase of \$2.7M, this is due to Transfers In which provides additional support from the Designated Ad Valorem Tax (General Fund dollars) to support operations. Other sources of revenues are Interest, Miscellaneous Revenues, Engineering Fees and Fund Balance.

Personal Services reflects a small increase due to Countywide employee benefit changes. Operating Expenditures provides funding for the Shingle Creek Basin Study, which was added mid-year in FY20 and accounts for most of the increases in Operating, as well as funds associated with repairs and maintenance services and road materials. Capital Outlay includes requests for equipment and vehicles. Debt Service provides funding for Sunrail and lease payments for vehicles purchased in prior years. Overall, the FY21 Budget reflects an increase of \$2,763,915 over the FY20 Adopted Budget for reasons noted above. As the economic crisis is anticipated to impact Gas Taxes in FY21, this Fund’s revenue sources will be monitored closely to ensure continuance of operations.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 9,249,298	\$ 7,984,675	\$(1,264,623)
Permits, Fees & Special Assessments	\$ 313,959	\$ 242,790	\$(71,169)
Intergovernmental Revenue	\$ 2,094,297	\$ 1,965,415	\$(128,882)
Charges For Services	\$ 194,003	\$ 558,026	\$ 364,023
Miscellaneous Revenues	\$ 39,920	\$ 83,971	\$ 44,051
Less 5% Statutory Reduction	\$(594,573)	\$(541,745)	\$ 52,828
Subtotal:	\$ 11,296,904	\$ 10,293,132	\$(1,003,772)
Transfers In	\$ 12,638,646	\$ 18,246,589	\$ 5,607,943
Other Sources	\$ 158,836	\$ 35,000	\$(123,836)
Fund Balance	\$ 2,886,071	\$ 1,169,651	\$(1,716,420)
REVENUES TOTAL:	\$ 26,980,457	\$ 29,744,372	\$ 2,763,915
EXPENDITURES			
Personal Services	\$ 11,736,641	\$ 11,949,406	\$ 212,765
Operating Expenses	\$ 10,636,653	\$ 12,450,664	\$ 1,814,011
Capital Outlay	\$ 640,899	\$ 454,364	\$(186,535)
Debt Service	\$ 1,395,821	\$ 1,411,033	\$ 15,212
Subtotal:	\$ 24,410,014	\$ 26,265,467	\$ 1,855,453
Transfers Out	\$ 2,570,443	\$ 2,087,988	\$(482,455)
Reserves - Debt	\$ 0	\$ 1,390,917	\$ 1,390,917
EXPENDITURES TOTAL:	\$ 26,980,457	\$ 29,744,372	\$ 2,763,915

FUND 103 - DRUG ABUSE TREATMENT FUND

Funds collected are transferred to the General Fund in support of the operations of the Drug Court Program which is managed by Court Administration. Revenues collected are in accordance with County Ordinance 00-11, whereby \$14 of every \$15 collected for incidents involving alcohol or drugs are remitted to the BOCC. Overall, the FY21 Budget is projected to increase \$7,140 from the FY20 Adopted Budget due to estimated Fund Balance from the prior year.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Judgment, Fines & Forfeits	\$ 74,526	\$ 74,526	\$ 0
Less 5% Statutory Reduction	\$(3,726)	\$(3,726)	\$ 0
Subtotal:	\$ 70,800	\$ 70,800	\$ 0
Fund Balance	\$ 0	\$ 7,140	\$ 7,140
REVENUES TOTAL:	\$ 70,800	\$ 77,940	\$ 7,140
EXPENDITURES			
Transfers Out	\$ 70,800	\$ 77,940	\$ 7,140
EXPENDITURES TOTAL:	\$ 70,800	\$ 77,940	\$ 7,140

FUND 104 – TOURIST DEVELOPMENT TAX FUND

This Fund allows for the allocation of revenues to promote and advertise tourism in Florida, to fund the convention and visitors bureau (Experience Kissimmee), acquire, construct, and promote publicly owned and operated convention centers, sports stadiums, sports arenas, coliseums, or auditoriums or museums (publicly or non- profit owned and operated) within the County. The major revenue source, Other Taxes, is a 4% tax levy on hotel rooms and other temporary lodging. Other revenues include Charges for Services for special events, ticket sales, and rental of facilities. The tourism industry saw an immediate impact as a result of the COVID-19 pandemic, with the shutdown of tourist attractions and travel restrictions causing revenue collections to decline drastically during FY20. The economic impact of the pandemic is expected to continue into FY21, which is reflected in the overall decrease in the projection for Tourist Development Taxes and associated reductions in the operating budget for FY21.

For FY21, Operating Expenses include the allocation for Experience Kissimmee, ASM Global (formerly SMG) contract, as well as repair and maintenance of the County-owned facilities. Funding for Experience Kissimmee was reduced due to the decline in projected Tourist Development Tax collections. Capital Outlay includes funding for minimal OHP projects, vehicles, and other new projects as listed in the Capital Improvement Program section of this book. However, the capital projects will not begin unless the revenue collections are there to support them. Overall, the FY21 Budget is projected to decrease \$29,956,355 from the FY20 Adopted Budget due to the impacts of the public health crisis on the tourism industry.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 42,155,310	\$ 23,887,649	\$(18,267,661)
Charges For Services	\$ 2,085,128	\$ 1,888,115	\$(197,013)
Miscellaneous Revenues	\$ 320,000	\$ 296,980	\$(23,020)
Less 5% Statutory Reduction	\$(2,228,022)	\$(1,303,637)	\$ 924,385
Subtotal:	\$ 42,332,416	\$ 24,769,107	\$(17,563,309)
Other Sources	\$ 148,273	\$ 200,273	\$ 52,000
Fund Balance	\$ 38,327,843	\$ 25,882,797	\$(12,445,046)
REVENUES TOTAL:	\$ 80,808,532	\$ 50,852,177	\$(29,956,355)
EXPENDITURES			
Personal Services	\$ 2,000,491	\$ 1,888,590	\$(111,901)
Operating Expenses	\$ 26,229,675	\$ 23,592,836	\$(2,636,839)
Capital Outlay	\$ 19,236,907	\$ 6,641,473	\$(12,595,434)
Grants and Aids	\$ 1,000	\$ 166,667	\$ 165,667
Subtotal:	\$ 47,468,073	\$ 32,289,566	\$(15,178,507)
Transfers Out	\$ 8,129,817	\$ 5,454,872	\$(2,674,945)
Reserves - Operating	\$ 11,698,749	\$ 11,840,633	\$ 141,884
Reserves - Capital	\$ 2,000,000	\$ 0	\$(2,000,000)
Reserves - Assigned	\$ 0	\$ 0	\$ 0
Reserves - Stability	\$ 11,511,893	\$ 1,267,106	\$(10,244,787)
EXPENDITURES TOTAL:	\$ 80,808,532	\$ 50,852,177	\$(29,956,355)

FUND 105 – FIFTH CENT TOURIST DEVELOPMENT TAX

This Fund allows for the allocation of revenues to promote and advertise tourism in Florida, to pay the debt service on bonds issued for a convention center, and to pay the debt service on bonds issued to finance the construction, reconstruction or renovation of a professional sports franchise facility, or the acquisition, construction, reconstruction or renovation of a retained spring training franchise facility. The major revenue source, Other Taxes, is a 1% tax levied on hotel rooms and other temporary lodging. The tourism industry saw an immediate impact as a result of the COVID-19 pandemic, with the shutdown of tourist attractions and travel restrictions causing revenue collections to decline drastically during FY20. The economic impact of the pandemic is expected to continue into FY21, which is reflected in the overall decrease in the projection for Tourist Development Taxes and associated reductions in the operating budget for FY21.

For FY21, Operating Expenses include a decrease of \$4,391,780 primarily due to the Gaylord Palms Joint Marketing payment being reallocated to Fund 106, as well as a reduction of the promotional and marketing expenses for the CVB (Experience Kissimmee) agreement due to a decline in projected Tourist Development Tax collections which reduced Osceola CVB's allocation. Overall, the FY21 Budget is projected to decrease \$5,885,371 from the FY20 Adopted Budget due to the impacts of the public health crisis on the tourism industry.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 10,538,827	\$ 5,971,912	\$(4,566,915)
Miscellaneous Revenues	\$ 194,887	\$ 119,873	\$(75,014)
Less 5% Statutory Reduction	\$(536,686)	\$(304,589)	\$ 232,097
Subtotal:	\$ 10,197,028	\$ 5,787,196	\$(4,409,832)
Other Sources	\$ 47,149	\$ 47,149	\$ 0
Fund Balance	\$ 11,048,999	\$ 9,573,460	\$(1,475,539)
REVENUES TOTAL:	\$ 21,293,176	\$ 15,407,805	\$(5,885,371)
EXPENDITURES			
Operating Expenses	\$ 6,953,731	\$ 2,561,951	\$(4,391,780)
Subtotal:	\$ 6,953,731	\$ 2,561,951	\$(4,391,780)
Transfers Out	\$ 4,040,562	\$ 3,696,626	\$(343,936)
Reserves - Operating	\$ 5,362,935	\$ 4,444,809	\$(918,126)
Reserves - Stability	\$ 4,935,948	\$ 4,704,419	\$(231,529)
EXPENDITURES TOTAL:	\$ 21,293,176	\$ 15,407,805	\$(5,885,371)

FUND 106 – SIXTH CENT TOURIST DEVELOPMENT TAX

This Fund allows for the allocation of revenues to promote and advertise tourism in Florida and to pay the debt service on bonds issued for a professional sports franchise or a retained spring training franchise. The major revenue source, Other Taxes, is a 1% tax levied on hotel rooms and other temporary lodging. The tourism industry saw an immediate impact as a result of the COVID-19 pandemic, with the shutdown of tourist attractions and travel restrictions causing revenue collections to decline drastically during FY20. The economic impact of the pandemic is expected to continue into FY21, which is reflected in the overall decrease in the projection for Tourist Development Taxes and associated reductions in the operating budget for FY21.

For FY21, Operating Expenses decreased \$3,552,088 primarily due to a decline in projected Tourist Development Tax collections which reduced Osceola CVB's allocation. This decrease is partially offset by the Gaylord Palms Joint Marketing payment which was reallocated from Fund 105. Overall, the FY21 Budget is projected to decrease \$5,724,629 from the FY20 Adopted Budget due to the impacts of the public health crisis on the tourism industry.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 10,538,827	\$ 5,971,912	\$(4,566,915)
Miscellaneous Revenues	\$ 65,828	\$ 64,170	\$(1,658)
Less 5% Statutory Reduction	\$(530,233)	\$(301,804)	\$ 228,429
Subtotal:	\$ 10,074,422	\$ 5,734,278	\$(4,340,144)
Other Sources	\$ 47,149	\$ 47,149	\$ 0
Fund Balance	\$ 7,201,012	\$ 5,816,527	\$(1,384,485)
REVENUES TOTAL:	\$ 17,322,583	\$ 11,597,954	\$(5,724,629)
EXPENDITURES			
Operating Expenses	\$ 10,158,082	\$ 6,605,994	\$(3,552,088)
Subtotal:	\$ 10,158,082	\$ 6,605,994	\$(3,552,088)
Transfers Out	\$ 219,761	\$ 256,219	\$ 36,458
Reserves - Operating	\$ 1,888,945	\$ 3,479,386	\$ 1,590,441
Reserves - Stability	\$ 5,055,795	\$ 1,256,355	\$(3,799,440)
EXPENDITURES TOTAL:	\$ 17,322,583	\$ 11,597,954	\$(5,724,629)

FUND 107 - LIBRARY DISTRICT FUND

The Library District Fund is primarily supported by Ad Valorem Taxes as set forth by Ordinance No. 79-2 along with State Grant funding to support operation. The FY21 Budget reflects a \$1,708,095 increase primarily resulting from estimated Fund Balance from the prior year and Ad Valorem Taxes which are calculated at the same millage rate (0.3000) as FY20.

This Fund supports the operation of six full service libraries, outreach libraries, central services, and support services which have been operated by LS&S since January 3, 2012 with oversight by the County.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 8,573,835	\$ 9,470,631	\$ 896,796
PY Delinquent Ad Valorem Tax	\$ 2,000	\$ 2,000	\$ 0
Intergovernmental Revenue	\$ 162,424	\$ 124,417	\$(38,007)
Charges For Services	\$ 72,959	\$ 57,207	\$(15,752)
Judgment, Fines & Forfeits	\$ 35,000	\$ 35,000	\$ 0
Miscellaneous Revenues	\$ 202,407	\$ 197,407	\$(5,000)
Less 5% Statutory Reduction	\$(443,960)	\$(487,930)	\$(43,970)
Subtotal:	\$ 8,604,665	\$ 9,398,732	\$ 794,067
Fund Balance	\$ 2,678,801	\$ 3,592,829	\$ 914,028
REVENUES TOTAL:	\$ 11,283,466	\$ 12,991,561	\$ 1,708,095
EXPENDITURES			
Personal Services	\$ 60,868	\$ 61,717	\$ 849
Operating Expenses	\$ 6,256,808	\$ 6,539,985	\$ 283,177
Capital Outlay	\$ 279,327	\$ 250,654	\$(28,673)
Debt Service	\$ 557,792	\$ 557,792	\$ 0
Subtotal:	\$ 7,154,795	\$ 7,410,148	\$ 255,353
Transfers Out	\$ 971,215	\$ 477,354	\$(493,861)
Reserves - Operating	\$ 1,590,242	\$ 1,179,843	\$(410,399)
Reserves - Debt	\$ 278,896	\$ 278,896	\$ 0
Reserves - Stability	\$ 1,288,318	\$ 3,645,320	\$ 2,357,002
EXPENDITURES TOTAL:	\$ 11,283,466	\$ 12,991,561	\$ 1,708,095

FUND 109 - LAW ENFORCEMENT TRUST FUND

This Fund provides support to special programs such as safe neighborhoods, crime prevention, drug abuse and education. The Sheriff's Office submits requests for funding to the BOCC in support of these programs. Revenues collected are based on funds derived from forfeited property, which makes the funding source unpredictable. The overall decrease from FY20 Adopted is primarily due to Fund Balance.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 5,609	\$ 8,264	\$ 2,655
Less 5% Statutory Reduction	\$(280)	\$(413)	\$(133)
Subtotal:	\$ 5,329	\$ 7,851	\$ 2,522
Other Sources	\$ 27,667	\$ 27,667	\$ 0
Fund Balance	\$ 775,299	\$ 636,187	\$(139,112)
REVENUES TOTAL:	\$ 808,295	\$ 671,705	\$(136,590)
EXPENDITURES			
Transfers Out	\$ 808,295	\$ 671,705	\$(136,590)
EXPENDITURES TOTAL:	\$ 808,295	\$ 671,705	\$(136,590)

FUND 111 - SHIP STATE HOUSING INITIATIVE PROGRAM

The SHIP (State Housing Initiatives Partnership) is a Grant Program funded by the State of Florida to provide assistance, mostly via deferred payment loans, to very low, low and moderate income level residents for the purchase or rehabilitation of existing homes. Additionally, this program provides assistance to families facing foreclosure, and for rental deposits/rent payments to prevent homelessness. The program also provides local government matches to affordable housing developers seeking tax credits from Florida Housing Finance Corporation. Funds received are split between administrative and programmatic expenses. The County is allowed to use 10% of funds received from the State for expenses related to administering the program. Although for FY21 State funding has been cut for this program, as the Governor vetoed \$225 million dollars allocated for State Housing Initiatives Partnership (SHIP), it is being replaced by SHIP Coronavirus Relief Funds (CRF). The SHIP CRF funds will allow the needed assistance programs to continue into FY21. This program is managed by Human Services.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 461,358	\$ 1,194,921	\$ 733,563
Charges For Services	\$ 6,000	\$ 6,000	\$ 0
Less 5% Statutory Reduction	\$(23,368)	\$(300)	\$ 23,068
Subtotal:	\$ 443,990	\$ 1,200,621	\$ 756,631
Fund Balance	\$ 1,690,700	\$ 945,781	\$(744,919)
REVENUES TOTAL:	\$ 2,134,690	\$ 2,146,402	\$ 11,712
EXPENDITURES			
Personal Services	\$ 93,457	\$ 103,159	\$ 9,702
Operating Expenses	\$ 2,041,233	\$ 2,039,243	\$(1,990)
Capital Outlay	\$ 0	\$ 4,000	\$ 4,000
Subtotal:	\$ 2,134,690	\$ 2,146,402	\$ 11,712
EXPENDITURES TOTAL:	\$ 2,134,690	\$ 2,146,402	\$ 11,712

FUND 112 – EMERGENCY (911) COMMUNICATIONS

This revenue source was established by County Ordinance No. 04-47 whereby an emergency service fee is paid on every resident’s telephone bill. Funding supports the operations of the Emergency (911) Communications program, commonly referred to as Dispatch, which is managed by the Sheriff’s Department. The County utilizes a consolidated Dispatch approach; the Countywide Fire Fund pays for its services and the General Fund supports Animal Services. Remaining funds are reserved for future needed improvements to the equipment and technology utilized.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 1,405,939	\$ 1,494,073	\$ 88,134
Charges For Services	\$ 56,089	\$ 83,809	\$ 27,720
Miscellaneous Revenues	\$ 13,084	\$ 19,109	\$ 6,025
Less 5% Statutory Reduction	\$(73,756)	\$(79,850)	\$(6,094)
Subtotal:	\$ 1,401,356	\$ 1,517,141	\$ 115,785
Fund Balance	\$ 1,567,677	\$ 2,600,311	\$ 1,032,634
REVENUES TOTAL:	\$ 2,969,033	\$ 4,117,452	\$ 1,148,419
EXPENDITURES			
Transfers Out	\$ 1,574,066	\$ 2,159,327	\$ 585,261
Reserves - Operating	\$ 419,193	\$ 275,520	\$(143,673)
Reserves - Capital	\$ 975,774	\$ 1,682,605	\$ 706,831
EXPENDITURES TOTAL:	\$ 2,969,033	\$ 4,117,452	\$ 1,148,419

FUND 113 – BUENAVENTURA LAKES MSBU

The Buenaventura Lakes Municipal Service Benefit Unit (MSBU) was established to provide a range of services including street lighting, stormwater management, right of way landscaping and management/maintenance to the Robert Guevara Community Center and the adjacent Fellowship Park. In an effort to be consistent with the management and assessment rate calculation of the remaining neighborhood serving MSBUs within the County, staff created new MSBUs within Funds 128 (Subdivision Pond MSBU) and 129 (Street Lighting MSBU) respectively. The right of way landscaping was absorbed by the Mowing Unit and the management and maintenance of the community center was moved to the Parks Department both within the General Fund.

This MSBU was repealed on June 2, 2014, however the remaining funds, not associated with the Stormwater Improvement project budgeted in Capital Outlay, was split amongst the new Funds for the following MSBUs: Fund 128 - Coralwood Subdivision Pond MSBU, Bass Slough Subdivision Pond MSBU and Boggy Creek Subdivision Pond MSBU; and Fund 129 - Buenaventura Lakes Street Lighting MSBU and Plaza Drive Street Lighting MSBU.

The only remaining expenses associated with this Fund are those related to the Boggy Creek Stormwater Capital Improvement Project, which is funded by Fund Balance. Once the funds are completely expended, this Fund will be closed.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 40,796	\$ 32,970	\$(7,826)
REVENUES TOTAL:	\$ 40,796	\$ 32,970	\$(7,826)
EXPENDITURES			
Capital Outlay	\$ 40,796	\$ 32,970	\$(7,826)
Subtotal:	\$ 40,796	\$ 32,970	\$(7,826)
EXPENDITURES TOTAL:	\$ 40,796	\$ 32,970	\$(7,826)

FUND 115 - COURT FACILITIES FUND

The Court Facilities Fund provides for maintenance or construction of facilities for the judiciary. This Fund was created to capture revenue collected per Florida Statute 318.18 for non-criminal traffic infractions, based on \$30 per infraction. The FY21 Budget includes funding for ongoing capital projects such as the Prose Service Window Expansion, Court Facility Wayfinding, Admin Building 3rd Floor Reconfiguration as well as new projects for the Courthouse Bi-Directional Amplifier System, and Clerk of Court Criminal Division Office Reconfiguration. Revenues are estimated to decrease from the FY20 Adopted Budget as a result of anticipated impacts from the COVID-19 pandemic.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 1,697,188	\$ 917,200	\$(779,988)
Miscellaneous Revenues	\$ 123,405	\$ 85,527	\$(37,878)
Less 5% Statutory Reduction	\$(91,030)	\$(50,136)	\$ 40,894
Subtotal:	\$ 1,729,563	\$ 952,591	\$(776,972)
Fund Balance	\$ 11,969,255	\$ 11,504,851	\$(464,404)
REVENUES TOTAL:	\$ 13,698,818	\$ 12,457,442	\$(1,241,376)
EXPENDITURES			
Operating Expenses	\$ 65,200	\$ 378,700	\$ 313,500
Capital Outlay	\$ 650,785	\$ 723,530	\$ 72,745
Subtotal:	\$ 715,985	\$ 1,102,230	\$ 386,245
Transfers Out	\$ 646,928	\$ 606,605	\$(40,323)
Reserves - Operating	\$ 18,120	\$ 18,120	\$ 0
Reserves - Capital	\$ 12,317,785	\$ 10,730,487	\$(1,587,298)
EXPENDITURES TOTAL:	\$ 13,698,818	\$ 12,457,442	\$(1,241,376)

FUND 118 - HOMELESSNESS PREVENTION & RAPID RE-HOUSING FUND

This fund was established in September 2009 to account for contributions made to the Homelessness Prevention and Rapid Re-Housing Program as part of the US Department of Housing and Urban Development (HUD) Economic Recovery and Reinvestment Act of 2009. This program provided assistance to homeless clients and clients that were on the verge of being homeless. However, that grant ended October 31, 2012, and a new HUD grant was received for the 2010 McKinney-Vento Continuum of Care Homeless Assistance Program "Shelter Plus Care" for a five-year period. In FY13, a new grant was received for the "Shelter Plus Care 2" in the amount of \$400,140.

In FY14, the County received a McKinney-Vento Homeless Assistance renewal grant to provide rapid re-housing for families in Osceola County. The purpose of the grant is to provide rental assistance for permanent supportive housing to families with children residing in motels/hotels.

Emergency Solution Grants (ESG) is an entitlement program that started in FY20. The program is being funded directly from HUD to assist low-income families with housing relocation and stabilization as well as homeless individuals and families with permanent housing.

The FY21 budget also provides for the administration of the remaining balance for the Shelter Plus Care Grant and Shelter Plus Care 2 Grant. This program is managed by Human Services.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 378,104	\$ 324,471	\$(53,633)
Subtotal:	\$ 378,104	\$ 324,471	\$(53,633)
Fund Balance	\$ 6,123	\$ 33,226	\$ 27,103
REVENUES TOTAL:	\$ 384,227	\$ 357,697	\$(26,530)
EXPENDITURES			
Operating Expenses	\$ 384,227	\$ 357,697	\$(26,530)
Subtotal:	\$ 384,227	\$ 357,697	\$(26,530)
EXPENDITURES TOTAL:	\$ 384,227	\$ 357,697	\$(26,530)

FUND 125 - ENVIRONMENTAL LAND MAINTENANCE FUND

The Environmental Land Maintenance program is managed by the Parks and Public Lands Office in Community Development. The Environmental Land Conservation Program was created to acquire and manage environmentally significant lands with a voter-endorsed Ad Valorem funding source. The Maintenance Fund covers expenses associated with preparation of management plans, construction of passive recreational facilities, and monitoring and maintenance of the site. This Fund is for maintenance and is funded through a dedicated millage rate called Save Osceola Maintenance. As a result of acquisition being completed, the revenues generated from the combined millage rates are first applied to the debt service payment and then to fund maintenance.

FY21 Budget includes an increase in Personal Services as a result of countywide changes in employee benefits. Operating Expenditures increased primarily due to Contractual Services for controlled burns, facility directional maps/signs, Repair & Maintenance for exotic vegetation control (including lygodium) and repairs required at Shingle Creek Welcome Center Boardwalk. Capital Outlay includes funding for ongoing projects such as Cherokee Point and Twin Oaks. Reserves-Operating are established in accordance with Policy and Reserves-Restricted increased to provide funding for the perpetual maintenance of acquired lands. Overall, the FY21 Budget is projected to increase \$1,285,116 over the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 1,863,380	\$ 2,059,630	\$ 196,250
Miscellaneous Revenues	\$ 120,606	\$ 155,618	\$ 35,012
Less 5% Statutory Reduction	\$(99,199)	\$(110,762)	\$(11,563)
Subtotal:	\$ 1,884,787	\$ 2,104,486	\$ 219,699
Other Sources	\$ 20,730	\$ 0	\$(20,730)
Fund Balance	\$ 2,258,207	\$ 3,344,354	\$ 1,086,147
REVENUES TOTAL:	\$ 4,163,724	\$ 5,448,840	\$ 1,285,116
EXPENDITURES			
Personal Services	\$ 328,207	\$ 342,100	\$ 13,893
Operating Expenses	\$ 669,748	\$ 713,416	\$ 43,668
Capital Outlay	\$ 244,259	\$ 340,814	\$ 96,555
Debt Service	\$ 0	\$ 3,888	\$ 3,888
Subtotal:	\$ 1,242,214	\$ 1,400,218	\$ 158,004
Transfers Out	\$ 152,250	\$ 165,681	\$ 13,431
Reserves - Operating	\$ 301,000	\$ 455,302	\$ 154,302
Reserves - Debt	\$ 0	\$ 1,944	\$ 1,944
Reserves - Restricted	\$ 2,468,260	\$ 3,425,695	\$ 957,435
EXPENDITURES TOTAL:	\$ 4,163,724	\$ 5,448,840	\$ 1,285,116

FUND 128 – SUBDIVISION POND MSBU

The Board is authorized to create Municipal Serving Benefit Units (MSBUs) encompassing property located within the unincorporated area of the County as provided in Florida Statute Section 125.01(1)(g). Each MSBU shall encompass only that property specifically benefited by the local improvement and/or local service proposed for funding from the proceeds of assessments to be imposed.

An MSBU Special Assessment Fee is based on a fixed rate for all properties receiving similar services. The assessment is calculated by dividing the revenue required by the total number of ERUs (Equivalent Residential Units) within the boundary of the MSBU. These fees are levied and collected through the yearly real estate tax bill and funds are utilized to cover the costs associated with the repair and maintenance of the stormwater management systems within the subdivisions that receive the benefit. Each MSBU may only expend the funds it charges its residents for the permitted maintenance activities.

On the following page is a listing of the various Subdivision Pond MSBU locations which includes their FY21 assessment rate and estimated revenue.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 753,731	\$ 911,047	\$ 157,316
Less 5% Statutory Reduction	\$(37,687)	\$(45,557)	\$(7,870)
Subtotal:	\$ 716,044	\$ 865,490	\$ 149,446
Fund Balance	\$ 393,050	\$ 489,303	\$ 96,253
REVENUES TOTAL:	\$ 1,109,094	\$ 1,354,793	\$ 245,699
EXPENDITURES			
Operating Expenses	\$ 920,100	\$ 986,380	\$ 66,280
Subtotal:	\$ 920,100	\$ 986,380	\$ 66,280
Transfers Out	\$ 188,994	\$ 368,413	\$ 179,419
EXPENDITURES TOTAL:	\$ 1,109,094	\$ 1,354,793	\$ 245,699

Name of MSBU Location	FY21 Adopted Assessment Rate	FY21 Estimated Revenue
Adriane Park	\$89.50	\$4,923
Amberley Park	\$70.00	\$6,230
Bass Slough	\$76.73	\$126,865
Boggy Creek	\$58.52	\$345,371
Brighton Landings and Little Creek	\$25.30	\$12,574
Brighton Place	\$95.00	\$4,180
Chisholm Estates	\$117.90	\$6,956
CJ's Landing	\$136.00	\$3,264
Coralwood	\$84.53	\$6,509
Cornelius Place 1	\$320.00	\$2,240
Cornelius Place 2	\$351.20	\$2,107
Country Crossings	\$50.80	\$8,636
County Green	\$80.00	\$5,920
Eagle Bay	\$35.83	\$18,990
Eagle Trace	\$117.00	\$5,382
Emerald Lake at Lizzia Brown	\$41.33	\$7,171
Fish Lake	\$10,000	\$10,000
Fryer Oaks	\$180.00	\$1,980
Green Meadows	\$120.00	\$4,080
Hamilton's Reserve	\$22.32	\$4,754
Hammock Point	\$100.40	\$14,658
Heritage Key Villas	\$22.00	\$9,682
Hickory Hollow	\$176.80	\$11,315
Hidden Pines	\$231.00	\$2,772
Hilliard Place	\$168.00	\$3,192
Hunter's Ridge	\$252.00	\$8,316
Hyde Park	\$85.00	\$2,890
I-Hop	\$744.00	\$2,225
Indian Point	\$25.50	\$12,495
Johnson's Landing	\$160.00	\$2,720
Legacy Park	\$90.00	\$12,960
Live Oak Springs	\$220.30	\$11,235
Lost Lake Estates	\$408.00	\$2,856
Monica Terrace	\$342.00	\$6,156
Moreland Estate	\$106.50	\$7,775
Morningside Village	\$91.70	\$17,240
Narcoossee Half Acres	\$235.00	\$3,055
Neptune Shores	\$180.00	\$4,860

Name of MSBU Location	FY21 Adopted Assessment Rate	FY21 Estimated Revenue
North Shore Village	\$30.00	\$7,530
Oak Pointe	\$25.44	\$2,162
Orange Vista	\$75.00	\$6,075
Parkway Plaza	\$575.00	\$2,933
Pebble Point	\$60.35	\$36,150
Pine Grove Estates	\$154.40	\$3,088
Pleasant Hill Lakes	\$29.13	\$2,796
Raintree at Spring Lake	\$40.00	\$11,960
Regal Oak Shores	\$212.00	\$8,692
Rolling Hills Estates	\$53.00	\$10,123
Royal Oaks	\$79.00	\$4,266
Saratoga Park	\$61.00	\$9,516
Silver Lake Drive	\$145.00	\$6,090
Silver Lake Estates	\$88.00	\$4,664
Southport Bay	\$69.00	\$8,073
Steeplechase	\$180.00	\$5,040
Sylvan Lake	\$107.00	\$4,387
Tierra Del Sol	\$86.20	\$6,810
Turnberry Reserve*	\$0.00	\$0
Vacation Villas	\$41.35	\$7,737
Valencia Woods	\$121.00	\$3,025
Whispering Oaks	\$58.80	\$3,998
Windmill Point	\$42.58	\$16,099
Windward Cay	\$54.00	\$7,776
Woods at Kings Crest & Ashley Reserve	\$48.18	\$7,516

* No assessment rate was adopted for FY21 as Turnberry Reserve HOA provides these services.

FUND 129 - STREET LIGHTING MSBU

The Board is authorized to create Municipal Serving Benefit Units (MSBUs) encompassing properties located within the unincorporated area of the County as provided in Florida Statute Section 125.01(1)(g). Each MSBU shall encompass only that property specifically benefited by the local improvement and/or local service proposed for funding from the proceeds of assessments to be imposed.

An MSBU Special Assessment fee is based on a fixed rate for all properties receiving similar services. The assessment is calculated by dividing the revenue required by the total number of residential lots within the boundary of the MSBU. These fees are levied and collected through the yearly real estate tax bill.

On the following page is a listing of the various Subdivisions Street Lighting MSBU locations which includes their FY21 assessment rate and estimated revenue.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 319,855	\$ 260,846	\$(59,009)
Less 5% Statutory Reduction	\$(15,992)	\$(13,041)	\$ 2,951
Subtotal:	\$ 303,863	\$ 247,805	\$(56,058)
Fund Balance	\$ 137,671	\$ 217,311	\$ 79,640
REVENUES TOTAL:	\$ 441,534	\$ 465,116	\$ 23,582
EXPENDITURES			
Operating Expenses	\$ 412,296	\$ 407,157	\$(5,139)
Subtotal:	\$ 412,296	\$ 407,157	\$(5,139)
Transfers Out	\$ 29,238	\$ 57,959	\$ 28,721
EXPENDITURES TOTAL:	\$ 441,534	\$ 465,116	\$ 23,582

Name of MSBU Location	FY21 Adopted Assessment Rate	FY21 Estimated Revenue
Adriane Park	\$79.00	\$4,345
Alamo Estates & Oak Pointe	\$35.75	\$6,828
Blackstone	\$175.00	\$17,675
Brighton Place	\$87.00	\$3,828
BVL Street Lighting	\$11.00	\$67,287
Chisolm Estates	\$235.00	\$13,865
CJ's Landing	\$62.08	\$1,490
Country Crossings	\$36.00	\$6,120
Hamilton's Reserve	\$31.50	\$6,710
Hilliard Place	\$85.00	\$1,615
Hyde Park	\$63.41	\$2,156
Indian Point	\$22.00	\$10,780
Kaliga Dr.	\$27.00	\$2,079
Legacy Park	\$120.00	\$17,280
Moreland Estate	\$42.00	\$3,066
Neptune Shores	\$55.00	\$935
Orange Vista	\$38.00	\$3,078
Pebble Point	\$15.00	\$7,680
Pine Grove Estates	\$80.00	\$1,600
Pine Grove Park	\$13.00	\$6,890
Plaza Drive Street Lighting	\$0.01	\$1,407
Quail Wood	\$49.00	\$2,793
Regal Oak Shores Unt VIII	\$60.00	\$2,460
Rolling Hills Estates	\$95.00	\$18,145
Sailfish Court	\$79.00	\$1,264
Southport Bay	\$93.74	\$10,968
The Wilderness	\$30.00	\$7,290
Turnberry Reserve	\$64.76	\$24,155
Whispering Oaks	\$45.00	\$3,060
Woods at Kings Crest	\$25.00	\$3,025
Wren Drive	\$81.00	\$972

FUND 130 - COURT RELATED TECHNOLOGY FUND

Pursuant to Florida Statute 29.008(1), Counties are required by Article V, Section 14 of the State Constitution to fund the cost of communication services for the Circuit and County Courts, Public Defender’s Office, State Attorney’s Offices, Guardian Ad Litem Offices, and the offices of the Clerks of the Circuit performing court-related functions. For FY21, funding supports replacements of computer equipment including printers, laptops, monitors, scanners and servers for the courtroom audio upgrade. Revenues collected are based on \$2.00 of a \$4.00 recording fee collected by the Clerk of the Circuit Court. Revenues are projected to decrease from the FY20 Adopted Budget as a result of the anticipated impact from COVID-19 pandemic. This decrease was partially offset by a Transfer In from the General Fund to support operations in the new fiscal year.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 1,007,047	\$ 926,641	\$(80,406)
Miscellaneous Revenues	\$ 4,500	\$ 4,500	\$ 0
Less 5% Statutory Reduction	\$(50,577)	\$(46,557)	\$ 4,020
Subtotal:	\$ 960,970	\$ 884,584	\$(76,386)
Transfers In	\$ 219,334	\$ 104,937	\$(114,397)
Fund Balance	\$ 234,290	\$ 433,427	\$ 199,137
REVENUES TOTAL:	\$ 1,414,594	\$ 1,422,948	\$ 8,354
EXPENDITURES			
Personal Services	\$ 520,141	\$ 518,422	\$(1,719)
Operating Expenses	\$ 591,375	\$ 653,442	\$ 62,067
Capital Outlay	\$ 218,100	\$ 171,000	\$(47,100)
Subtotal:	\$ 1,329,616	\$ 1,342,864	\$ 13,248
Transfers Out	\$ 62,436	\$ 80,084	\$ 17,648
Reserves - Operating	\$ 22,542	\$ 0	\$(22,542)
EXPENDITURES TOTAL:	\$ 1,414,594	\$ 1,422,948	\$ 8,354

FUND 134 - COUNTYWIDE FIRE FUND

The Countywide Fire Fund provides funding to operate 15 Osceola County Fire stations, Logistics Warehouse as well as Fire Administration and provides Fire Rescue & EMS services to the unincorporated areas of Osceola County. In accordance with the Osceola County Strategic plan to create great neighborhoods which are safe and livable, a continued emphasis on the replacement of aging equipment and facilities is a priority and reflected in both the operating budget and Five Year Capital Improvement Plan. In response to the COVID-19 pandemic and its impact on the community and the economy, the FY21 budget holds the level of service steady from FY20, while ensuring the needs of the residents can be met. The FY21 budget will support the design of the Fire Rescue & EMS Logistics Warehouse, replacement of aging Fire Rescue & EMS equipment and complete the implementation of the Digital Prefire Plan Database. Overall, this Fund increased by \$9,802,692 over the FY20 Adopted Budget to support operations and capital. The increase is primarily attributed to an increase in Fund Balance when compared to FY20, which is an indication of the County's efforts to begin reducing expenses in FY20 where possible in response to the economic impacts of the pandemic.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 23,150,146	\$ 25,606,162	\$ 2,456,016
PY Delinquent Ad Valorem Tax	\$ 4,000	\$ 4,500	\$ 500
Permits, Fees & Special Assessments	\$ 40,245,490	\$ 41,428,207	\$ 1,182,717
Intergovernmental Revenue	\$ 99,900	\$ 0	\$(99,900)
Charges For Services	\$ 10,648,909	\$ 10,978,561	\$ 329,652
Miscellaneous Revenues	\$ 1,613,196	\$ 1,898,141	\$ 284,945
Less 5% Statutory Reduction	\$(3,788,083)	\$(3,995,779)	\$(207,696)
Subtotal:	\$ 71,973,558	\$ 75,919,792	\$ 3,946,234
Transfers In	\$ 4,171,447	\$ 4,786,055	\$ 614,608
Fund Balance	\$ 21,589,506	\$ 26,831,356	\$ 5,241,850
REVENUES TOTAL:	\$ 97,734,511	\$ 107,537,203	\$ 9,802,692
EXPENDITURES			
Personal Services	\$ 45,923,594	\$ 45,824,588	\$(99,006)
Operating Expenses	\$ 14,847,914	\$ 15,983,115	\$ 1,135,201
Capital Outlay	\$ 568,778	\$ 177,585	\$(391,193)
Debt Service	\$ 2,549,069	\$ 2,552,448	\$ 3,379
Subtotal:	\$ 63,889,355	\$ 64,537,736	\$ 648,381
Transfers Out	\$ 11,794,437	\$ 18,730,689	\$ 6,936,252
Reserves - Operating	\$ 17,197,249	\$ 19,403,777	\$ 2,206,528
Reserves - Debt	\$ 1,942,956	\$ 1,954,492	\$ 11,536
Reserves - Capital	\$ 2,910,514	\$ 2,910,509	\$(5)
EXPENDITURES TOTAL:	\$ 97,734,511	\$ 107,537,203	\$ 9,802,692

FUND 137 - HOME FUND

The Home Investment Partnership Program (HOME) is a federal block grant designed exclusively to create affordable housing for low-income households. It funds a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. The County entered into an Interlocal Agreement with the City of Kissimmee on May 19, 2014 regarding participation in the HOME Program. The original agreement was effective for a period of three fiscal years commencing on October 1, 2015 and ending on September 30, 2018. This agreement has been automatically renewed as outlined in the original agreement, Section 11, for a term of three fiscal years commencing on October 1, 2018 and ending on September 30, 2021. This program is managed by Human Services.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 1,037,320	\$ 1,414,544	\$ 377,224
Subtotal:	\$ 1,037,320	\$ 1,414,544	\$ 377,224
Fund Balance	\$ 244,187	\$ 236,877	\$(7,310)
REVENUES TOTAL:	\$ 1,281,507	\$ 1,651,421	\$ 369,914
EXPENDITURES			
Personal Services	\$ 98,178	\$ 101,237	\$ 3,059
Operating Expenses	\$ 810,095	\$ 860,953	\$ 50,858
Grants and Aids	\$ 373,234	\$ 689,231	\$ 315,997
Subtotal:	\$ 1,281,507	\$ 1,651,421	\$ 369,914
EXPENDITURES TOTAL:	\$ 1,281,507	\$ 1,651,421	\$ 369,914

FUND 139 - CRIMINAL JUSTICE TRAINING FUND

Funding provides training to criminal justice personnel as requested by the Sheriff and approved by the Board of County Commissioners. Revenues are based on an additional \$2, which is levied on traffic fines and collected by the Clerk of the Circuit Court.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Judgment, Fines & Forfeits	\$ 57,464	\$ 65,961	\$ 8,497
Miscellaneous Revenues	\$ 150	\$ 136	\$(14)
Less 5% Statutory Reduction	\$(2,881)	\$(3,305)	\$(424)
Subtotal:	\$ 54,733	\$ 62,792	\$ 8,059
Fund Balance	\$ 7,194	\$ 7,002	\$(192)
REVENUES TOTAL:	\$ 61,927	\$ 69,794	\$ 7,867
EXPENDITURES			
Transfers Out	\$ 61,927	\$ 69,794	\$ 7,867
EXPENDITURES TOTAL:	\$ 61,927	\$ 69,794	\$ 7,867

FUND 141 - BOATING IMPROVEMENT FUND

This Fund accounts for boat registration fees collected by the State and remitted to the County for boating improvements and are recorded as revenues in this Fund. Vessel owners are required to pay an annual State Registration Fee, and the amount of such fee varies by vessel class. A portion of the State Registration Fee is derived from recreational vessels only and then distributed to County governments for expenditure on a variety of recreational boating related purposes (Sections 328.66 and 328.72, Florida Statutes). Funding for FY21 supports the Lake Gentry Boat Ramp and Lake Marian Boat Ramp renovations.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 105,053	\$ 90,666	\$(14,387)
Miscellaneous Revenues	\$ 18,466	\$ 18,092	\$(374)
Less 5% Statutory Reduction	\$(6,176)	\$(5,438)	\$ 738
Subtotal:	\$ 117,343	\$ 103,320	\$(14,023)
Fund Balance	\$ 662,402	\$ 654,526	\$(7,876)
REVENUES TOTAL:	\$ 779,745	\$ 757,846	\$(21,899)
EXPENDITURES			
Capital Outlay	\$ 602,449	\$ 486,566	\$(115,883)
Subtotal:	\$ 602,449	\$ 486,566	\$(115,883)
Transfers Out	\$ 5,904	\$ 8,158	\$ 2,254
Reserves - Operating	\$ 0	\$ 54,256	\$ 54,256
Reserves - Capital	\$ 171,392	\$ 208,866	\$ 37,474
EXPENDITURES TOTAL:	\$ 779,745	\$ 757,846	\$(21,899)

FUND 142 - MOBILITY FEE EAST DISTRICT

Ordinance No. 2015-22 authorized the imposition of Mobility Fees which was also amended by Ordinance No. 2018-7 and No. 2018-26. The intent of the Mobility Fee is to ensure new developments pay their proportionate share and impact to the County's transportation facilities. The originating Ordinance created only two separate Mobility Fee Districts whose physical boundary is the Florida Turnpike. However, Ordinance No. 2020-63 restructured the Mobility Fee Funds dividing this District (East District) into 2 separate Districts. As a result, this Fund will be adjusted in an upcoming amendment to reflect these changes. Mobility Fees are assessed in connection with the issuance of a building permit and will be collected prior to the issuance of a certification of occupancy.

FY21 funding supports capital projects including Fortune Lakeshore Multi-Use Trail, Fortune-Simpson Intersection Improvement, Boggy Creek Road Improvement between Simpson/Narcoossee, Neptune Road, Simpson Road, ADA Sidewalk Improvements, Advanced Traffic Management System (ATMS) and Parkway Ventura Elementary Sidewalk. Funding in Capital - Designated is reserved for Neptune Phases III and IV.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 7,814,692	\$ 8,321,753	\$ 507,061
Miscellaneous Revenues	\$ 86,576	\$ 155,042	\$ 68,466
Less 5% Statutory Reduction	\$(395,063)	\$ (423,840)	\$(28,777)
Subtotal:	\$ 7,506,205	\$ 8,052,955	\$ 546,750
Fund Balance	\$ 12,455,435	\$ 21,339,723	\$ 8,884,288
REVENUES TOTAL:	\$ 19,961,640	\$ 29,392,678	\$ 9,431,038
EXPENDITURES			
Capital Outlay	\$ 8,103,017	\$ 18,744,275	\$ 10,641,258
Subtotal:	\$ 8,103,017	\$ 18,744,275	\$ 10,641,258
Transfers Out	\$ 6,529	\$ 9,488	\$ 2,959
Reserves - Capital	\$ 11,852,094	\$ 10,638,915	\$(1,213,179)
EXPENDITURES TOTAL:	\$ 19,961,640	\$ 29,392,678	\$ 9,431,038

FUND 143 - MOBILITY FEE WEST DISTRICT

Ordinance No. 2015-22 authorized the imposition of Mobility Fees which was also amended by Ordinance No. 2018-7 and No. 2018-26. The intent of the Mobility Fee is to ensure new developments pay their proportionate share and impact to the County's transportation facilities. The originating Ordinance created two separate Mobility Fee Districts whose physical boundary is the Florida Turnpike. This Fund represents the West District. Ordinance No. 2020-63 restructured the East District Mobility Fee Funds into two separate funds, but West District remains unchanged. Mobility Fees are assessed in connection with the issuance of a building permit and will be collected prior to the issuance of a certification of occupancy. Revenues are decreasing based on estimates for fees and development activity which will be reevaluated through the year.

FY21 funding supports capital projects including Michigan Avenue Pedestrian Safety, Old Lake Wilson, Fortune Lakeshore Multi-Use Trail, Neptune Road, Simpson Road, ADA Sidewalk Improvements, Advanced Traffic Management System (ATMS), Hoagland Boulevard Phase II, Intersection Improvements (Poinciana Blvd. at Reaves Road and Doverplum Rd. at San Remo Rd.), Traffic Signal Replacements, KOA Elementary and Deerwood Elementary Sidewalks, Storey Creek Boulevard and Bill Beck Boulevard Segment B. Funding in Capital - Designated is reserved for Neptune Phase II and III as well as CR532.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 24,606,603	\$ 18,335,154	\$(6,271,449)
Charges For Services	\$ 529	\$ 0	\$(529)
Miscellaneous Revenues	\$ 270,127	\$ 349,751	\$ 79,624
Less 5% Statutory Reduction	\$(1,243,863)	\$(934,245)	\$ 309,618
Subtotal:	\$ 23,633,396	\$ 17,750,660	\$(5,882,736)
Fund Balance	\$ 43,718,997	\$ 58,295,278	\$ 14,576,281
REVENUES TOTAL:	\$ 67,352,393	\$ 76,045,938	\$ 8,693,545
EXPENDITURES			
Capital Outlay	\$ 23,546,395	\$ 26,731,029	\$ 3,184,634
Subtotal:	\$ 23,546,395	\$ 26,731,029	\$ 3,184,634
Transfers Out	\$ 12,723	\$ 21,431	\$ 8,708
Reserves - Capital	\$ 43,793,275	\$ 49,293,478	\$ 5,500,203
EXPENDITURES TOTAL:	\$ 67,352,393	\$ 76,045,938	\$ 8,693,545

FUND 145 – RED LIGHT CAMERAS

Ordinance No. 2014-24 amended part of Chapter 11 of the County Code of Ordinances to implement the Mark Wandall Traffic Safety Program. The program calls for the Osceola County Sheriff/designees to enforce Florida Statutes Chapter 316 allowing for the installation of cameras at intersections with signals and the issuance of tickets for violation of a red light. The Ordinance further allowed for the use of a Local Hearing Officer and future camera relocation. The purpose and intent is to increase the safety of intersections within unincorporated Osceola County.

Subsequent Resolution Numbers 14-012R and 14-013R (BOCC approved January 6, 2014) created fines, fees and charges as set forth in the new provision of the safety act. Revenues support costs incurred by the operation and enforcement of the safety act, improve intersections where safety may be enhanced, improve new traffic signals, signal timing, turn lane modifications and additions, signage, pavement marking, education programs, bicycle and pedestrian facilities, sidewalks and street lighting. Reserves-Restricted provides funding for intersection safety expenses. Overall, the FY21 Budget is projected to increase \$337,164 over the FY20 Adopted Budget primarily due to Fund Balance.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Judgment, Fines & Forfeits	\$ 980,652	\$ 809,532	\$(171,120)
Miscellaneous Revenues	\$ 6,262	\$ 6,262	\$ 0
Less 5% Statutory Reduction	\$(49,346)	\$(40,790)	\$ 8,556
Subtotal:	\$ 937,568	\$ 775,004	\$(162,564)
Fund Balance	\$ 299,152	\$ 798,880	\$ 499,728
REVENUES TOTAL:	\$ 1,236,720	\$ 1,573,884	\$ 337,164
EXPENDITURES			
Operating Expenses	\$ 670,200	\$ 670,200	\$ 0
Subtotal:	\$ 670,200	\$ 670,200	\$ 0
Transfers Out	\$ 0	\$ 5,476	\$ 5,476
Reserves - Restricted	\$ 566,520	\$ 898,208	\$ 331,688
EXPENDITURES TOTAL:	\$ 1,236,720	\$ 1,573,884	\$ 337,164

FUND 146 – TDT RIDA PHASE II TAX BOND 2016

The Fund was established in FY16 from the proceeds of the Taxable Tourist Development Tax (5th Cent) Revenue Bonds, Series 2016, to provide funding for the County's portion of the construction costs and pre-paid rent for the RIDA Convention Center Phase II.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 146,646	\$ 149,994	\$ 3,348
REVENUES TOTAL:	\$ 146,646	\$ 149,994	\$ 3,348
EXPENDITURES			
Reserves - Capital	\$ 146,646	\$ 149,994	\$ 3,348
EXPENDITURES TOTAL:	\$ 146,646	\$ 149,994	\$ 3,348

FUND 148 - BUILDING FUND

The Building & Permitting Office, which is managed by the Community Development Department, protects the health and safety of the public by providing the best possible building permit service and by administering and enforcing various building codes and technical standards while preparing for the future growth of Osceola County. Pursuant to F.S. 125.56(1) counties may enforce the Florida Building Code as provided in ss. 553.80,633.022 and 633.025 and adopt local technical amendments in order to provide for the safe construction, erection, alteration, repair, securing and demolition of any building within its territory. Pursuant to F.S. 125.56(2) and F.S. 166.222, local government may provide a schedule of reasonable fees for enforcing Building Construction Standards. Additionally, F.S. 125.56(2) provides for authorization for the Board to develop a schedule of inspection fees for such purpose.

For FY21, Operating Expenses provides funding for Professional and Contractual Services, Repair & Maintenance, administrative costs as well as various operational costs. Capital Outlay includes funding for a KIP Scanner for Customer Resources, a MAVIC 2 Zoom Smart Drone for Building and Permitting, and carry forward funding for the Permitting Office Renovations, Permits Plus Upgrade and Onsite Technology Improvements for Inspections. Overall, the FY21 Budget is projected to decrease \$1.8M over the FY20 Adopted Budget primarily due to the estimated Fund Balance from prior year which will be adjusted, if necessary, based on the actual year-end balance.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 9,671,862	\$ 8,958,378	\$(713,484)
Charges For Services	\$ 145,833	\$ 156,452	\$ 10,619
Judgment, Fines & Forfeits	\$ 5,075	\$ 5,075	\$ 0
Miscellaneous Revenues	\$ 89,389	\$ 250,967	\$ 161,578
Less 5% Statutory Reduction	\$(495,608)	\$(468,544)	\$ 27,064
Subtotal:	\$ 9,416,551	\$ 8,902,328	\$(514,223)
Fund Balance	\$ 21,117,857	\$ 19,740,701	\$(1,377,156)
REVENUES TOTAL:	\$ 30,534,408	\$ 28,643,029	\$(1,891,379)
EXPENDITURES			
Personal Services	\$ 7,038,000	\$ 6,850,159	\$(187,841)
Operating Expenses	\$ 5,259,392	\$ 4,577,819	\$(681,573)
Capital Outlay	\$ 4,570,036	\$ 7,008,794	\$ 2,438,758
Subtotal:	\$ 16,867,428	\$ 18,436,772	\$ 1,569,344
Transfers Out	\$ 331,418	\$ 658,812	\$ 327,394
Reserves - Operating	\$ 2,885,538	\$ 4,180,389	\$ 1,294,851
Reserves - Capital	\$ 4,916,503	\$ 0	\$(4,916,503)
Reserves - Stability	\$ 5,533,521	\$ 5,367,056	\$(166,465)
EXPENDITURES TOTAL:	\$ 30,534,408	\$ 28,643,029	\$(1,891,379)

FUND 149 – EAST U.S. 192 CRA FUND

Ordinance No. 12-15 created the East U.S. 192 CRA (Community Redevelopment Area). The East U.S. 192 CRA is funded by tax increment funds (TIF) revenues as a Transfer In from the General Fund in accordance with the above referenced Ordinance. The revenues are received based on taxable value within the Redevelopment Area and will be used for community redevelopment purposes as provided in the Redevelopment Plans or any amendments or modifications thereto as provided by law. Overall, the FY21 Budget is projected to increase \$585,538 over the FY20 Adopted Budget primarily due to Operating Expenses for Streetscape Design in the East US 192 corridor and Reserves-Capital for the Landscape East 192 Beautification project.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 5,175	\$ 7,511	\$ 2,336
Less 5% Statutory Reduction	\$(259)	\$(376)	\$(117)
Subtotal:	\$ 4,916	\$ 7,135	\$ 2,219
Transfers In	\$ 568,385	\$ 729,589	\$ 161,204
Fund Balance	\$ 624,465	\$ 1,046,580	\$ 422,115
REVENUES TOTAL:	\$ 1,197,766	\$ 1,783,304	\$ 585,538
EXPENDITURES			
Personal Services	\$ 52,862	\$ 61,050	\$ 8,188
Operating Expenses	\$ 303,482	\$ 503,760	\$ 200,278
Capital Outlay	\$ 500,000	\$ 500,000	\$ 0
Subtotal:	\$ 856,344	\$ 1,064,810	\$ 208,466
Transfers Out	\$ 4,412	\$ 24,756	\$ 20,344
Reserves - Operating	\$ 145,892	\$ 128,241	\$(17,651)
Reserves - Capital	\$ 191,118	\$ 565,497	\$ 374,379
EXPENDITURES TOTAL:	\$ 1,197,766	\$ 1,783,304	\$ 585,538

FUND 150 - WEST 192 DEVELOPMENT AUTHORITY

On September 10, 2012, the Board of County Commissioners approved Ordinance No. 12-23 which created the West 192 Development Authority. The West 192 Development Authority is funded by incremental tax revenues received by the County, based on annual taxable increases in property values, within the defined Development Area. Funds are received through a transfer from the General Fund and used for community redevelopment purposes, as provided in the County's Development Plans, or any amendments or modifications thereto as provided by law. FY21 Operating Expenditures increased \$2.29M primarily due to the re-budget for continuing Professional Services improvements and redevelopment grants in the W192 Corridor. Capital Outlay includes funding for the Gateways and Pedestrian Bridge, Streetscape Improvements and West 192 Sidewalk Lighting Replacement Project (shared cost with Fund 155 - West 192 MSBU Phase I at 50% of project). Overall, the FY21 Budget is projected to increase \$4,051,997 over the FY20 Adopted Budget to support operations as noted above.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 37,208	\$ 50,629	\$ 13,421
Less 5% Statutory Reduction	\$(1,860)	\$(2,531)	\$(671)
Subtotal:	\$ 35,348	\$ 48,098	\$ 12,750
Transfers In	\$ 6,115,822	\$ 4,219,261	\$(1,896,561)
Fund Balance	\$ 1,895,661	\$ 7,831,469	\$ 5,935,808
REVENUES TOTAL:	\$ 8,046,831	\$ 12,098,828	\$ 4,051,997
EXPENDITURES			
Personal Services	\$ 502,052	\$ 327,505	\$(174,547)
Operating Expenses	\$ 2,808,810	\$ 5,108,514	\$ 2,299,704
Capital Outlay	\$ 4,195,661	\$ 5,391,690	\$ 1,196,029
Subtotal:	\$ 7,506,523	\$ 10,827,709	\$ 3,321,186
Transfers Out	\$ 78,014	\$ 118,555	\$ 40,541
Reserves - Operating	\$ 338,158	\$ 338,855	\$ 697
Reserves - Capital	\$ 124,136	\$ 813,709	\$ 689,573
EXPENDITURES TOTAL:	\$ 8,046,831	\$ 12,098,828	\$ 4,051,997

FUND 151 - CDBG FUND

The Community Development Block Grant (CDBG) Program is a federal program that provides funding for housing and community development. The national objectives of the program are to benefit low and moderate income persons, prevent or eliminate slum or blight, and address urgent community development needs. This program is managed by Human Services. Highlights for FY21 include funding for the BVL After Hours Clinic and nonprofit public service activities. There is also CARES Act funding in the amount of \$2.8 million which can be used for regular CDBG services as well as to prevent, prepare for, and respond to the coronavirus pandemic.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 1,588,255	\$ 6,629,518	\$ 5,041,263
Subtotal:	\$ 1,588,255	\$ 6,629,518	\$ 5,041,263
Fund Balance	\$ 85,368	\$ 1,776	\$(83,592)
REVENUES TOTAL:	\$ 1,673,623	\$ 6,631,294	\$ 4,957,671
EXPENDITURES			
Personal Services	\$ 198,896	\$ 223,568	\$ 24,672
Operating Expenses	\$ 1,236,489	\$ 6,209,488	\$ 4,972,999
Grants and Aids	\$ 238,238	\$ 198,238	\$(40,000)
Subtotal:	\$ 1,673,623	\$ 6,631,294	\$ 4,957,671
EXPENDITURES TOTAL:	\$ 1,673,623	\$ 6,631,294	\$ 4,957,671

FUND 152 – MUNICIPAL SERVICES TAXING UNIT (MSTU) FUND

The Board is authorized to create MSTUs encompassing property located within the unincorporated area of the County as provided in Florida Statute Section 125.01(1)(g). Each MSTU shall encompass only that property specifically benefitted by the local improvement and/or local service proposed for funding from the proceeds of Ad Valorem Taxes to be imposed therein.

Revenues collected and corresponding expenditures for each MSTU can only be spent for services within that community and are based on trending expenditures and identifiable needs. Current Ad Valorem Taxes are property taxes which are computed as a percentage of the fair market value of locally assessed real estate and tangible personal property less any exclusion and exceptions.

Each location provides various services such as repair, maintenance, operation, and improvement of streetlights and dedicated storm water management systems within the MSTU, which are outlined in the Ordinance establishing or amending each MSTU location.

On the following page is a listing of the current MSTU locations which includes the FY21 millage rate and estimated revenue.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 1,428,379	\$ 1,427,454	\$(925)
Less 5% Statutory Reduction	\$(71,418)	\$(71,370)	\$ 48
Subtotal:	\$ 1,356,961	\$ 1,356,084	\$(877)
Fund Balance	\$ 486,347	\$ 782,786	\$ 296,439
REVENUES TOTAL:	\$ 1,843,308	\$ 2,138,870	\$ 295,562
EXPENDITURES			
Operating Expenses	\$ 1,615,118	\$ 1,759,018	\$ 143,900
Capital Outlay	\$ 44,378	\$ 44,378	\$ 0
Subtotal:	\$ 1,659,496	\$ 1,803,396	\$ 143,900
Transfers Out	\$ 75,812	\$ 305,474	\$ 229,662
Reserves - Operating	\$ 20,000	\$ 30,000	\$ 10,000
Reserves - Assigned	\$ 88,000	\$ 0	\$(88,000)
EXPENDITURES TOTAL:	\$ 1,843,308	\$ 2,138,870	\$ 295,562

Name of MSTU Location	FY21 Adopted Millage Rate	FY21 Estimated Revenue
Anorada	2.4000	\$10,412
Bellalago	0.2500	\$99,427
Blackstone Landing	1.1000	\$71,024
Emerald Lake Colony	0.4250	\$2,243
Hammock Point	0.3000	\$8,463
Hammock Trails	1.6800	\$108,797
Hidden Heights Trail*	0.0000	\$0
Indian Ridge	3.8374	\$248,424
Indian Ridge Villas	0.5000	\$23,168
Indian Wells	3.8890	\$325,008
Intercession City	0.6583	\$11,779
Isle of Bellalago	2.2500	\$113,748
King's Crest	1.6450	\$22,265
Kissimmee Isle	0.5937	\$5,228
Lindfields	0.6475	\$89,397
Live Oak Springs	0.9724	\$10,885
Orange Vista	1.6250	\$8,307
Quail Ridge	1.0000	\$37,023
Raintree Park	1.2500	\$75,416
Remington	0.3995	\$87,885
Reserves at Pleasant Hill	0.6720	\$6,623
Royal Oaks Phase II	0.8264	\$2,466
Shadow Oaks	0.4000	\$1,813
St James Park	2.5150	\$12,909
The Oaks	0.2400	\$13,391
Windmill Point	0.4735	\$16,214
Windward Cay	0.5350	\$10,058
Winners Park	1.7500	\$5,081

*Effective October 1, 2020 (FY21), the residents will assume responsibility for the maintenance of the right-of-way along Hidden Heights Trail, resulting in a zero millage rate.

FUND 153 - MUNI SVCS BENEFIT UNITS (MSBU)

The Board is authorized to create MSBUs encompassing property located within the unincorporated area of the County as provided in Florida Statute Section 125.01(1) (g). Each MSBU shall encompass only that property specifically benefitted by the local improvement and/or local service proposed for funding from the proceeds of non-ad valorem assessments to be imposed therein. The FY21 budgeted amounts are based on current year trending cost of services and identifiable needs. The Transfers Out to the General Fund is for the support of administrative services.

Revenues collected from MSBU fees are non-ad valorem assessments and are recorded in the Special Assessments account. Various MSBUs utilize Fund Balance to provide authorized services. Each location provides various services such as repair, maintenance, operation, and improvement of streetlights and dedicated storm water management systems within the MSBU, which are outlined in the Ordinance establishing or amending each MSBU location.

On the following page is a listing of the current MSBU locations which includes their FY21 assessment rate and estimated revenue.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 39,378	\$ 36,792	\$(2,586)
Less 5% Statutory Reduction	\$(1,968)	\$(1,840)	\$ 128
Subtotal:	\$ 37,410	\$ 34,952	\$(2,458)
Fund Balance	\$ 48,823	\$ 63,413	\$ 14,590
REVENUES TOTAL:	\$ 86,233	\$ 98,365	\$ 12,132
EXPENDITURES			
Operating Expenses	\$ 39,009	\$ 49,870	\$ 10,861
Subtotal:	\$ 39,009	\$ 49,870	\$ 10,861
Transfers Out	\$ 7,308	\$ 16,233	\$ 8,925
Reserves - Restricted	\$ 39,916	\$ 32,262	\$(7,654)
EXPENDITURES TOTAL:	\$ 86,233	\$ 98,365	\$ 12,132

Name of MSBU Location	FY21 Adopted Assessment Rate	FY21 Estimated Revenue
Cane Brake	\$150.00	\$10,350
Emerald Lake (The Fountains)	\$240.00	\$23,040
Tops Terrace	\$63.00	\$3,402

FUND 154 - CONSTITUTIONAL GAS TAX FUND

The Constitutional Gas Tax Fund includes revenues and appropriations for transportation related debt service, resurfacing projects and other transportation related expenditures such as traffic signals, Road and Bridge vehicle replacement and miscellaneous road maintenance. FY21 revenues are projected to decrease 21.16% due to the impact from COVID-19 which resulted in an increase in General Fund support in order to maintain operations at the same level as the prior fiscal year. Additionally, revenues will be monitored closely and adjustments made, if applicable, during an amendment. The FY21 Budget for Operating Expenses supports the County’s road resurfacing and dirt road maintenance/paving programs. Road Resurfacing reflects an increase of \$3,000,000 to this Fund however, it supports the total desired level at \$12M. The dirt road maintenance/paving program remains at the same annual amount as prior years at \$750,000.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 4,432,528	\$ 3,494,534	\$(937,994)
Miscellaneous Revenues	\$ 52,489	\$ 19,516	\$(32,973)
Less 5% Statutory Reduction	\$(224,251)	\$(175,702)	\$ 48,549
Subtotal:	\$ 4,260,766	\$ 3,338,348	\$(922,418)
Transfers In	\$ 5,290,953	\$ 8,939,359	\$ 3,648,406
Other Sources	\$ 1,496,000	\$ 1,204,154	\$(291,846)
Fund Balance	\$ 993,155	\$ 1,365,608	\$ 372,453
REVENUES TOTAL:	\$ 12,040,874	\$ 14,847,469	\$ 2,806,595
EXPENDITURES			
Operating Expenses	\$ 9,750,000	\$ 12,750,000	\$ 3,000,000
Capital Outlay	\$ 1,832,192	\$ 1,204,154	\$(628,038)
Debt Service	\$ 451,115	\$ 546,345	\$ 95,230
Subtotal:	\$ 12,033,307	\$ 14,500,499	\$ 2,467,192
Transfers Out	\$ 7,567	\$ 73,797	\$ 66,230
Reserves - Debt	\$ 0	\$ 273,173	\$ 273,173
EXPENDITURES TOTAL:	\$ 12,040,874	\$ 14,847,469	\$ 2,806,595

FUND 155 - WEST 192 MSBU PHASE I

The West 192 Municipal Services Benefit Unit (MSBU) Maintenance Fund records the maintenance and improvements along the West 192 tourist corridor. Revenue is received from a Special Assessment levied upon non-residential properties lying within the boundaries of the W192 benefit area. FY21 Operating Expenses primarily supports Repairs and Maintenance which accounts for \$2.5M as well as road materials and supplies. Capital Outlay includes \$1,000,000 for W192 LED Light Project (shared cost with Fund 150 - West 192 Development Authority at 50% of project). Overall, the FY21 Budget is projected to increase \$452,366 over the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 3,430,288	\$ 3,138,780	\$(291,508)
Miscellaneous Revenues	\$ 216,725	\$ 192,259	\$(24,466)
Less 5% Statutory Reduction	\$(182,351)	\$(166,552)	\$ 15,799
Subtotal:	\$ 3,464,662	\$ 3,164,487	\$(300,175)
Fund Balance	\$ 1,634,608	\$ 2,387,149	\$ 752,541
REVENUES TOTAL:	\$ 5,099,270	\$ 5,551,636	\$ 452,366
EXPENDITURES			
Personal Services	\$ 234,508	\$ 230,053	\$(4,455)
Operating Expenses	\$ 3,750,183	\$ 3,346,914	\$(403,269)
Capital Outlay	\$ 86,360	\$ 1,000,000	\$ 913,640
Subtotal:	\$ 4,071,051	\$ 4,576,967	\$ 505,916
Transfers Out	\$ 133,738	\$ 67,250	\$(66,488)
Reserves - Operating	\$ 894,481	\$ 907,419	\$ 12,938
EXPENDITURES TOTAL:	\$ 5,099,270	\$ 5,551,636	\$ 452,366

FUND 156 – FEDERAL AND STATE GRANT FUND

This Fund accounts for Federal and State grants, which offset the cost of various operations and capital projects. This Fund includes various grants such as the JAG Grant, VOCA Grant, EMPA Grant, EMPG Grant, EMS Grant, and Mosquito Control Chemical Grant. In response to the COVID-19 pandemic, the Federal Government established the Coronavirus Relief Fund (CRF). Osceola County revived a total allocation of \$65.5 million as a pass-through from the Florida Division of Emergency Management, which accounts for a majority of the FY21 Budget and increase over the FY20 Adopted Budget. In addition, this Fund includes various capital projects funded by individual grants such as the Fortune Lakeshore Multi-Use Trail, Fortune-Simpson Intersection Improvement, Hoagland Blvd Phase II & III, Landscaping for W192 & E192, BVL Drainage Improvements, and Kempfer Road Culvert Replacement.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 35,969,109	\$ 79,861,421	\$ 43,892,312
Subtotal:	\$ 35,969,109	\$ 79,861,421	\$ 43,892,312
REVENUES TOTAL:	\$ 35,969,109	\$ 79,861,421	\$ 43,892,312
EXPENDITURES			
Personal Services	\$ 452,596	\$ 244,673	\$(207,923)
Operating Expenses	\$ 85,842	\$ 49,524,905	\$ 49,439,063
Capital Outlay	\$ 35,402,310	\$ 16,513,255	\$(18,889,055)
Grants and Aids	\$ 0	\$ 13,407,751	\$ 13,407,751
Subtotal:	\$ 35,940,748	\$ 79,690,584	\$ 43,749,836
Transfers Out	\$ 28,361	\$ 170,837	\$ 142,476
EXPENDITURES TOTAL:	\$ 35,969,109	\$ 79,861,421	\$ 43,892,312

FUND 158 - INTERGOVERNMENTAL RADIO COMMUNICATION FUND

The Intergovernmental Radio Communication Fund supports the 800MHz radio system which is used by both cities, the School District and the County for public safety and supporting agency communications. This Fund includes the following cost centers, IT Infrastructure, Facilities Management and Countywide Communications.

Revenues are received from traffic violations as well as from interlocal agreements with other users of the system, such as KUA, OUC, OHP, City of St. Cloud, City of Kissimmee, Toho Water Authority and the Osceola School District, who pay for the radio services they receive. In addition, funds are received via transfers from other BOCC Funds for use of the 800MHz radios, as well as Interest and Fund Balance.

The FY21 Budget includes funding to support the Motorola Agreement as well as funds for Capital for a replacement vehicle.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 1,015,190	\$ 846,029	\$(169,161)
Judgment, Fines & Forfeits	\$ 238,437	\$ 238,437	\$ 0
Miscellaneous Revenues	\$ 35,434	\$ 37,044	\$ 1,610
Less 5% Statutory Reduction	\$(64,453)	\$(56,076)	\$ 8,377
Subtotal:	\$ 1,224,608	\$ 1,065,434	\$(159,174)
Transfers In	\$ 1,622,951	\$ 1,213,335	\$(409,616)
Fund Balance	\$ 616,786	\$ 715,350	\$ 98,564
REVENUES TOTAL:	\$ 3,464,345	\$ 2,994,119	\$(470,226)
EXPENDITURES			
Personal Services	\$ 351,039	\$ 328,679	\$(22,360)
Operating Expenses	\$ 2,014,352	\$ 1,849,381	\$(164,971)
Capital Outlay	\$ 450,795	\$ 44,999	\$(405,796)
Subtotal:	\$ 2,816,186	\$ 2,223,059	\$(593,127)
Transfers Out	\$ 213,248	\$ 106,685	\$(106,563)
Reserves - Operating	\$ 434,911	\$ 664,375	\$ 229,464
EXPENDITURES TOTAL:	\$ 3,464,345	\$ 2,994,119	\$(470,226)

FUND 168 - SECTION 8 FUND

The Section 8 Program is federally funded and administered by the Department of Housing & Urban Development (HUD). The County receives additional administrative income from other Housing Agencies to administer portable vouchers, i.e., tenants that move to Osceola County from other counties. Funds are used for reimbursement for local and portable Housing Assistance Payments (HAP) for Section 8. FY21 highlights include \$125,000 in Capital Outlay for the HS Mill Creek Building improvements, as well as an additional \$5,795 for Computer Hardware. Transfers Out supports Debt Service obligations associated with the Mill Creek property. This program is managed by Human Services.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 15,542,718	\$ 15,957,530	\$ 414,812
Miscellaneous Revenues	\$ 24,841	\$ 17,016	\$(7,825)
Less 5% Statutory Reduction	\$(1,242)	\$(851)	\$ 391
Subtotal:	\$ 15,566,317	\$ 15,973,695	\$ 407,378
Fund Balance	\$ 2,574,368	\$ 2,441,486	\$(132,882)
REVENUES TOTAL:	\$ 18,140,685	\$ 18,415,181	\$ 274,496
EXPENDITURES			
Personal Services	\$ 900,161	\$ 911,990	\$ 11,829
Operating Expenses	\$ 17,240,524	\$ 17,300,396	\$ 59,872
Capital Outlay	\$ 0	\$ 130,795	\$ 130,795
Subtotal:	\$ 18,140,685	\$ 18,343,181	\$ 202,496
Transfers Out	\$ 0	\$ 72,000	\$ 72,000
EXPENDITURES TOTAL:	\$ 18,140,685	\$ 18,415,181	\$ 274,496

FUND 177 – FIRE IMPACT FEE FUND

The Fire Impact Fee Fund captures costs associated with the collection and expenditures of Fire Impact Fees. The fees are collected in accordance with Ordinance No. 2017-96 and can only be used as directed by the Ordinance for needs related to new growth. For FY21, funds are reserved for Fire Station 45 Kyngs Heath.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 2,562,930	\$ 2,428,049	\$(134,881)
Miscellaneous Revenues	\$ 54,322	\$ 54,322	\$ 0
Less 5% Statutory Reduction	\$(130,863)	\$(124,119)	\$ 6,744
Subtotal:	\$ 2,486,389	\$ 2,358,252	\$(128,137)
Fund Balance	\$ 3,972,967	\$ 7,243,129	\$ 3,270,162
REVENUES TOTAL:	\$ 6,459,356	\$ 9,601,381	\$ 3,142,025
EXPENDITURES			
Operating Expenses	\$ 15,000	\$ 20,000	\$ 5,000
Capital Outlay	\$ 6,196,290	\$ 6,196,290	\$ 0
Subtotal:	\$ 6,211,290	\$ 6,216,290	\$ 5,000
Transfers Out	\$ 61,225	\$ 12,471	\$(48,754)
Reserves - Operating	\$ 12,704	\$ 5,412	\$(7,292)
Reserves - Capital	\$ 174,137	\$ 3,367,208	\$ 3,193,071
EXPENDITURES TOTAL:	\$ 6,459,356	\$ 9,601,381	\$ 3,142,025

FUND 178 - PARKS IMPACT FEE FUND

This Fund accounts for revenues from impact fees collected on new development, appropriations realized from growth-related impact fees the County currently levies on developments affecting the County’s park system. Use of this revenue is restricted to the costs of growth-necessitated capital improvements for parks and recreational facilities. The Parks Impact Fee Ordinance and program was revised in FY19 which resulted in a division of three zones to aid in the management, oversight and success of the program.

FY21 budget provides funding for Capital Outlay which includes several carry forward projects such as Campbell City Park/Community Center Project in Park District 1, 65th Infantry Veterans Park Project in Park District 2 and Hanover Lakes Project in Park District 3. Reserves-Capital sets funds aside for future park property purchase.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 5,513,296	\$ 7,418,219	\$ 1,904,923
Less 5% Statutory Reduction	\$(275,665)	\$(370,911)	\$(95,246)
Subtotal:	\$ 5,237,631	\$ 7,047,308	\$ 1,809,677
Fund Balance	\$ 8,555,593	\$ 12,787,155	\$ 4,231,562
REVENUES TOTAL:	\$ 13,793,224	\$ 19,834,463	\$ 6,041,239
EXPENDITURES			
Operating Expenses	\$ 6,000	\$ 25,000	\$ 19,000
Capital Outlay	\$ 4,980,600	\$ 4,070,922	\$(909,678)
Subtotal:	\$ 4,986,600	\$ 4,095,922	\$(890,678)
Transfers Out	\$ 59,247	\$ 42,422	\$(16,825)
Reserves - Capital	\$ 8,747,377	\$ 15,696,119	\$ 6,948,742
EXPENDITURES TOTAL:	\$ 13,793,224	\$ 19,834,463	\$ 6,041,239

FUND 180 – INMATE WELFARE FUND

In accordance with Florida Statute 951.23(9), a commissary may be operated in a detention facility. Revenues to the County are deposited into the Inmate Welfare Fund and can only be used for programs or items that benefit the welfare of the inmates. The purpose of this Fund is to provide a jail ministry program, recreational equipment, supplies, GED tests and research materials to those requiring detention or supervision in Osceola County. Overall, the FY21 Budget is projected to increase \$517,313 from the FY20 Adopted Budget primarily due to Fund Balance.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 102,476	\$ 75,874	\$(26,602)
Miscellaneous Revenues	\$ 759,204	\$ 757,453	\$(1,751)
Less 5% Statutory Reduction	\$(6,160)	\$(4,741)	\$ 1,419
Subtotal:	\$ 855,520	\$ 828,586	\$(26,934)
Fund Balance	\$ 1,006,592	\$ 1,550,839	\$ 544,247
REVENUES TOTAL:	\$ 1,862,112	\$ 2,379,425	\$ 517,313
EXPENDITURES			
Personal Services	\$ 133,240	\$ 134,687	\$ 1,447
Operating Expenses	\$ 741,117	\$ 758,967	\$ 17,850
Capital Outlay	\$ 201,100	\$ 186,000	\$(15,100)
Subtotal:	\$ 1,075,457	\$ 1,079,654	\$ 4,197
Transfers Out	\$ 37,342	\$ 64,527	\$ 27,185
Reserves - Operating	\$ 80,475	\$ 397,639	\$ 317,164
Reserves - Stability	\$ 668,838	\$ 837,605	\$ 168,767
EXPENDITURES TOTAL:	\$ 1,862,112	\$ 2,379,425	\$ 517,313

FUND 187 – TRANSPORTATION IMPACT FEE POINCIANA OVERLAY FUND

The Transportation Impact Fee – Poinciana Overlay Fund accounts for revenues and appropriations realized from the impact fees levied on developments affecting the County’s transportation system in the Poinciana area. This funding was repealed per Ordinance No. 12-31.

As indicated in the Repeal Ordinance, any remaining balances are to be applied to widening Marigold Avenue from a 2-lane to 4-lane corridor. The only revenue source is Fund Balance which is appropriated to Reserves for Capital until this project is ready to move forward.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 468,624	\$ 479,322	\$ 10,698
REVENUES TOTAL:	\$ 468,624	\$ 479,322	\$ 10,698
EXPENDITURES			
Reserves - Capital	\$ 468,624	\$ 479,322	\$ 10,698
EXPENDITURES TOTAL:	\$ 468,624	\$ 479,322	\$ 10,698

FUND 189 - SECOND LOCAL OPTION FUEL TAX FUND

The Second Local Option Fuel Tax Fund includes revenues from a 5 cent tax per gallon on motor fuel. FY21 revenues are projected to decrease 21.5% due to the impact from COVID-19 which necessitated a Transfer In from General Fund to support operations. Additionally, revenues will be monitored closely and adjustments made, if applicable, during an amendment. Operating Expenditures decreased \$2,737,308 as funding for Road Resurfacing (\$3M) was reallocated to Fund 154 as a result of projected decreases in revenues and Fund Balance. The amount for LYNX remained the same as the FY20 Funding Partner Agreement. Additionally, Capital Outlay accounts for funding that will be carried from the prior fiscal year to continue/complete a project.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 8,649,482	\$ 6,790,032	\$(1,859,450)
Miscellaneous Revenues	\$ 80,566	\$ 80,566	\$ 0
Less 5% Statutory Reduction	\$(436,502)	\$(343,530)	\$ 92,972
Subtotal:	\$ 8,293,546	\$ 6,527,068	\$(1,766,478)
Transfers In	\$ 0	\$ 2,267,240	\$ 2,267,240
Fund Balance	\$ 7,201,052	\$ 1,198,801	\$(6,002,251)
REVENUES TOTAL:	\$ 15,494,598	\$ 9,993,109	\$(5,501,489)
EXPENDITURES			
Operating Expenses	\$ 12,186,577	\$ 9,449,269	\$(2,737,308)
Capital Outlay	\$ 2,771,538	\$ 518,353	\$(2,253,185)
Subtotal:	\$ 14,958,115	\$ 9,967,622	\$(4,990,493)
Transfers Out	\$ 9,179	\$ 25,487	\$ 16,308
Reserves - Operating	\$ 527,304	\$ 0	\$(527,304)
EXPENDITURES TOTAL:	\$ 15,494,598	\$ 9,993,109	\$(5,501,489)

DEBT SERVICE FUNDS

FUND GROUP SUMMARY	6-1
201 – DEBT SERVICES LIMITED G.O. REFUNDING BONDS, SERIES 2015.....	6-2
204 – DEBT SERVICES TAXABLE 5 TH CENT REVENUE BOND SERIES 2012.....	6-3
210 – DEBT SERVICE WEST 192 PHASE IIC	6-4
211 – DEBT SERVICES SALES TAX REVENUE BONDS SERIES 2015A	6-5
236 – CAPITAL IMPROVEMENT REVENUE BONDS SERIES 2009	6-6
238 – LIMITED G.O. BONDS SERIES 2010.....	6-7
239 – INFRASTRUCTURE SALES TAX REV. REFUNDING SERIES 2011.....	6-8
240 – TDT REVENUE REFUNDING BONDS SERIES 2012.....	6-9
241 – DEBT SERVICES INFRASTRUCTURE SALES SURTAX SERIES 2015.....	6-10
242 – SALES TAX REVENUE REFUNDING BONDS SERIES 2016.....	6-11
243 – TDT REVENUE BONDS SERIES 2016	6-12
244 – INFRASTRUCTURE SALES SURTAX REF. REV. BONDS SERIES 2017.....	6-13
245 – SALES TAX REVENUE REFUNDING BONDS SERIES 2017.....	6-14
246 – DEBT SERVICE PUBLIC IMP. REVENUE BONDS SERIES 2017.....	6-15
247 – DEBT SERVICE TDT REFUNDING BONDS SERIES 2019.....	6-16
248 – COMMUNICATIONS EQUIPMENT UPGRADE (MOTOROLA)	6-17
249 – DEBT SERVICE CIRB 2019	6-18
250 – LIMITED G.O. REFUNDING BOND SERIES 2020.....	6-19
251 – DEBT SERVICE PUBLIC IMP. REVENUE BONDS SERIES 2020.....	6-20

SUMMARY BY CATEGORY - DEBT SERVICE FUND GROUP

	Adopted FY 2020	Adopted FY 2021	Variance
REVENUES			
Current Ad Valorem Taxes	3,445,689	3,101,864	-343,825
PY Delinquent Ad Valorem Tax	0	0	0
Permits, Fees & Special Assessments	684,375	629,843	-54,532
Intergovernmental Revenue	2,069,456	0	-2,069,456
Miscellaneous Revenues	108,159	76,304	-31,855
Less 5% Statutory Reduction	<u>-211,911</u>	<u>-190,401</u>	<u>21,510</u>
<i>Operating Revenues</i>	6,095,768	3,617,610	-2,478,158
Transfers In	40,105,260	38,352,483	-1,752,777
Other Sources	0	0	0
Fund Balance	<u>43,639,870</u>	<u>34,299,190</u>	<u>-9,340,680</u>
<i>Non Operating Revenues</i>	83,745,130	72,651,673	-11,093,457
Total Revenues	<u>89,840,898</u>	<u>76,269,283</u>	<u>-13,571,615</u>
EXPENDITURES			
Operating Expenses	<u>66,677</u>	<u>60,159</u>	<u>-6,518</u>
<i>Operating Expenditures</i>	66,677	60,159	-6,518
Debt Service	44,218,085	39,583,779	-4,634,306
Transfers Out	653,681	1,980	-651,701
Reserves - Debt	<u>44,902,455</u>	<u>36,623,365</u>	<u>-8,279,090</u>
<i>Non-Operating Expenditures</i>	89,774,221	76,209,124	-13,565,097
Total Expenditures	<u>89,840,898</u>	<u>76,269,283</u>	<u>-13,571,615</u>

FUND 201 – DEBT SERVICES LIMITED G.O. REFUNDING BONDS, SERIES 2015

This Fund was established in FY15 to account for the advance refunding of a portion of the outstanding Limited General Obligation Bonds, Series 2006 \$8,600,000 (Fund 234). This bond will sunset in October 2025.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 1,218,811	\$ 1,223,938	\$ 5,127
Less 5% Statutory Reduction	\$(60,941)	\$(61,197)	\$(256)
Subtotal:	\$ 1,157,870	\$ 1,162,741	\$ 4,871
Fund Balance	\$ 1,058,037	\$ 1,065,221	\$ 7,184
REVENUES TOTAL:	\$ 2,215,907	\$ 2,227,962	\$ 12,055
EXPENDITURES			
Operating Expenses	\$ 24,376	\$ 24,479	\$ 103
Debt Service	\$ 1,126,310	\$ 1,124,352	\$(1,958)
Subtotal:	\$ 1,150,686	\$ 1,148,831	\$(1,855)
Reserves - Debt	\$ 1,065,221	\$ 1,079,131	\$ 13,910
EXPENDITURES TOTAL:	\$ 2,215,907	\$ 2,227,962	\$ 12,055

FUND 204 – DEBT SERVICE TAXABLE 5TH CENT REVENUE BOND SERIES 2012

This Fund was established to account for principal, interest and other debt service expenses for the Taxable Tourist Development Tax (5th Cent) Revenue Bonds, Series 2012. This bond was issued to provide funds to finance costs of construction and pre-paid rent for the RIDA Convention Center. This Fund was partially refunded as approved by the Board and in accordance with the bond documents. This bond will sunset in October 2045.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 1,192,031	\$ 544,294	\$(647,737)
REVENUES TOTAL:	\$ 1,192,031	\$ 544,294	\$(647,737)
EXPENDITURES			
Debt Service	\$ 272,300	\$ 271,682	\$(618)
Subtotal:	\$ 272,300	\$ 271,682	\$(618)
Transfers Out	\$ 653,681	\$ 1,980	\$(651,701)
Reserves - Debt	\$ 266,050	\$ 270,632	\$ 4,582
EXPENDITURES TOTAL:	\$ 1,192,031	\$ 544,294	\$(647,737)

FUND 210 – DEBT SERVICE WEST 192 PHASE IIC

This Fund was established in Fiscal Year 2008 to account for principal, interest and other debt service expenses related to the \$4,415,000 West 192 Redevelopment Area Municipal Service Benefit Unit (MSBU) Special Assessment Bonds, Series 2003. This Bond was issued to provide funds to complete installation of roadway landscaping and street lighting, pedestrian pathways and crosswalks, roadway signage and transit facilities in the Phase IIC Benefit area. The Series 2003 revenue bonds will sunset in November 2033.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 339,375	\$ 329,843	\$(9,532)
Miscellaneous Revenues	\$ 4,500	\$ 4,500	\$ 0
Less 5% Statutory Reduction	\$(17,194)	\$(16,717)	\$ 477
Subtotal:	\$ 326,681	\$ 317,626	\$(9,055)
Fund Balance	\$ 424,207	\$ 396,488	\$(27,719)
REVENUES TOTAL:	\$ 750,888	\$ 714,114	\$(36,774)
EXPENDITURES			
Debt Service	\$ 354,400	\$ 329,782	\$(24,618)
Subtotal:	\$ 354,400	\$ 329,782	\$(24,618)
Reserves - Debt	\$ 396,488	\$ 384,332	\$(12,156)
EXPENDITURES TOTAL:	\$ 750,888	\$ 714,114	\$(36,774)

FUND 211 – DEBT SERVICE SALES TAX REVENUE BONDS SERIES 2015A

This Fund was established in FY15 to account for principal, interest and other debt service expenses related to the \$58,660,000 Sales Tax Revenue Bonds, Series 2015A. This bond was issued to provide funds to construct and equip the Center for Neovation and will sunset in FY2045.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 5,736	\$ 5,834	\$ 98
Less 5% Statutory Reduction	\$(287)	\$(292)	\$(5)
Subtotal:	\$ 5,449	\$ 5,542	\$ 93
Transfers In	\$ 3,354,609	\$ 3,368,016	\$ 13,407
Fund Balance	\$ 1,911,885	\$ 1,944,760	\$ 32,875
REVENUES TOTAL:	\$ 5,271,943	\$ 5,318,318	\$ 46,375
EXPENDITURES			
Debt Service	\$ 3,327,183	\$ 3,346,808	\$ 19,625
Subtotal:	\$ 3,327,183	\$ 3,346,808	\$ 19,625
Reserves - Debt	\$ 1,944,760	\$ 1,971,510	\$ 26,750
EXPENDITURES TOTAL:	\$ 5,271,943	\$ 5,318,318	\$ 46,375

FUND 236 – CAPITAL IMPROVEMENT REVENUE BONDS SERIES 2009

This Fund accounts for principal, interest and other debt service expenses related to this bond which was established to fund various capital projects including road and ancillary projects, such as the Courthouse Square Parking Garage, Marydia Community Center, and the Sheriff’s Training Facility. Funding sources included Transfers In from the General Fund and Fund 115 – Courthouse Facilities Fund to support debt service payments associated with the Parking Garage. Also, there was a Transfer In from the General Fund and Fund 306 – Local Infrastructure Sales Surtax to support the remaining debt service previously paid by Impact Fees. Additional revenue was received from a Federal Subsidy on the Build America & Recovery Zone Economic Development Bonds, as well as Interest and Fund Balance. This Fund is closed due to refunding in FY20. Funds remaining in FY20 were appropriated to the refunded Fund 249 (DS CIRB 2019). This Fund is included for historical purposes.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 2,069,456	\$ 0	\$(2,069,456)
Miscellaneous Revenues	\$ 44,396	\$ 0	\$(44,396)
Less 5% Statutory Reduction	\$(2,220)	\$ 0	\$ 2,220
Subtotal:	\$ 2,111,632	\$ 0	\$(2,111,632)
Transfers In	\$ 7,958,397	\$ 0	\$(7,958,397)
Fund Balance	\$ 14,798,515	\$ 0	\$(14,798,515)
REVENUES TOTAL:	\$ 24,868,544	\$ 0	\$(24,868,544)
EXPENDITURES			
Debt Service	\$ 10,108,331	\$ 0	\$(10,108,331)
Subtotal:	\$ 10,108,331	\$ 0	\$(10,108,331)
Reserves - Debt	\$ 14,760,213	\$ 0	\$(14,760,213)
EXPENDITURES TOTAL:	\$ 24,868,544	\$ 0	\$(24,868,544)

FUND 238 – LIMITED G.O. BONDS SERIES 2010

This Fund accounts for the payment of principal, interest and other debt service costs related to this bond, which was issued to provide funds for the SAVE Osceola program to purchase environmentally significant lands, pursuant to Ordinance No. 04-28. The Environmental Lands Conservation Program utilizes dedicated Ad Valorem funding as well as Fund Balance and Interest to provide funds for debt service costs. This debt was refunded in FY20 and remaining funds were appropriated to Fund 250 - Limited General Obligation Refunding Bond, Series 2020. This Fund is included for historical purposes.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 2,226,878	\$ 0	\$(2,226,878)
Miscellaneous Revenues	\$ 10,000	\$ 0	\$(10,000)
Less 5% Statutory Reduction	\$(111,844)	\$ 0	\$ 111,844
Subtotal:	\$ 2,125,034	\$ 0	\$(2,125,034)
Fund Balance	\$ 1,884,010	\$ 0	\$(1,884,010)
REVENUES TOTAL:	\$ 4,009,044	\$ 0	\$(4,009,044)
EXPENDITURES			
Operating Expenses	\$ 42,301	\$ 0	\$(42,301)
Debt Service	\$ 2,062,934	\$ 0	\$(2,062,934)
Subtotal:	\$ 2,105,235	\$ 0	\$(2,105,235)
Reserves - Debt	\$ 1,903,809	\$ 0	\$(1,903,809)
EXPENDITURES TOTAL:	\$ 4,009,044	\$ 0	\$(4,009,044)

FUND 239 – INFRASTRUCTURE SALES TAX REV REFUNDING BONDS SERIES 2011

This Fund was established in FY12 to account for the payments of principal, interest and other debt service expenses for the \$29,500,000 Series 2011 Infrastructure Sales Surtax Refunding Bond, which will sunset in October 2022. This Bond was issued to refund the County's outstanding Infrastructure Sales Surtax Bonds, Series 2002.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 3,765,925	\$ 3,766,925	\$ 1,000
Fund Balance	\$ 3,451,063	\$ 3,522,813	\$ 71,750
REVENUES TOTAL:	\$ 7,216,988	\$ 7,289,738	\$ 72,750
EXPENDITURES			
Debt Service	\$ 3,694,175	\$ 3,693,925	\$(250)
Subtotal:	\$ 3,694,175	\$ 3,693,925	\$(250)
Reserves - Debt	\$ 3,522,813	\$ 3,595,813	\$ 73,000
EXPENDITURES TOTAL:	\$ 7,216,988	\$ 7,289,738	\$ 72,750

FUND 240 – TDT REVENUE REFUNDING BONDS SERIES 2012

This Fund was established to account for principal, interest and other debt service expenses for the \$74,790,000 Series 2012 TDT Revenue Refunding Bond. Funding sources include Transfers In from Fund 104 - Tourist Development Tax Fund, Fund 105 - Fifth Cent Tourist Development Tax Fund, as well as Interest and Fund Balance. This bond was issued to refund the County's outstanding TDT Revenue Bonds, Series 2002A and will sunset in October 2034.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 12,704	\$ 12,920	\$ 216
Less 5% Statutory Reduction	\$(635)	\$(646)	\$(11)
Subtotal:	\$ 12,069	\$ 12,274	\$ 205
Transfers In	\$ 5,536,813	\$ 5,533,358	\$(3,455)
Fund Balance	\$ 4,234,791	\$ 4,306,791	\$ 72,000
REVENUES TOTAL:	\$ 9,783,673	\$ 9,852,423	\$ 68,750
EXPENDITURES			
Debt Service	\$ 5,476,882	\$ 5,472,257	\$(4,625)
Subtotal:	\$ 5,476,882	\$ 5,472,257	\$(4,625)
Reserves - Debt	\$ 4,306,791	\$ 4,380,166	\$ 73,375
EXPENDITURES TOTAL:	\$ 9,783,673	\$ 9,852,423	\$ 68,750

FUND 241 – DEBT SERVICES INFRASTRUCTURE SALES SURTAX SERIES 2015

This Fund was established in FY15 to account for expenses related to this bond due to the advance refunding of the Infrastructure Sales Surtax Revenue Bonds, Series 2007, and the Infrastructure Sales Surtax Revenue Bonds, Series 2011, in the amount of \$26,170,000. Funding sources include a Transfer In from Fund 306 - Local infrastructure Sales Surtax Fund, as well as Interest and Fund Balance. This bond will sunset in October 2024.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 2,047	\$ 14,843	\$ 12,796
Less 5% Statutory Reduction	\$(102)	\$(742)	\$(640)
Subtotal:	\$ 1,945	\$ 14,101	\$ 12,156
Transfers In	\$ 5,218,719	\$ 5,196,843	\$(21,876)
Fund Balance	\$ 682,368	\$ 4,947,832	\$ 4,265,464
REVENUES TOTAL:	\$ 5,903,032	\$ 10,158,776	\$ 4,255,744
EXPENDITURES			
Debt Service	\$ 955,200	\$ 5,168,304	\$ 4,213,104
Subtotal:	\$ 955,200	\$ 5,168,304	\$ 4,213,104
Reserves - Debt	\$ 4,947,832	\$ 4,990,472	\$ 42,640
EXPENDITURES TOTAL:	\$ 5,903,032	\$ 10,158,776	\$ 4,255,744

FUND 242 – SALES TAX REVENUE REFUNDING BONDS, SERIES 2016

This Fund was established in FY16 to account for the payment of principal, interest and other debt service expenses for the \$39,465,000 Series 2016 Sales Tax Revenue Refunding Bond, which will sunset in October 2038. This bond was issued to refund the County’s Outstanding Sales Tax Bonds, Series 2009 (Fund 202). FY21 Revenues include Interest, Transfers In from the General Fund and Countywide Fire Fund for their proportionate share of the debt service for the EOC building, as well as Fund Balance.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 6,314	\$ 6,374	\$ 60
Less 5% Statutory Reduction	\$(316)	\$(319)	\$(3)
Subtotal:	\$ 5,998	\$ 6,055	\$ 57
Transfers In	\$ 2,938,590	\$ 2,936,333	\$(2,257)
Fund Balance	\$ 2,104,694	\$ 2,124,494	\$ 19,800
REVENUES TOTAL:	\$ 5,049,282	\$ 5,066,882	\$ 17,600
EXPENDITURES			
Debt Service	\$ 2,924,788	\$ 2,918,488	\$(6,300)
Subtotal:	\$ 2,924,788	\$ 2,918,488	\$(6,300)
Reserves - Debt	\$ 2,124,494	\$ 2,148,394	\$ 23,900
EXPENDITURES TOTAL:	\$ 5,049,282	\$ 5,066,882	\$ 17,600

FUND 243 – TDT REVENUE BONDS SERIES 2016

This Fund was established in FY16 to account for the payments of principal, interest and other debt service expenses for the \$23,325,000 Series 2016 TDT Revenue Bond, which will sunset in October 2045. This bond was issued to provide funds to finance costs of construction and prepaid rent for the RIDA Convention Center Phase 2.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 1,381,783	\$ 1,384,592	\$ 2,809
Fund Balance	\$ 2,335,883	\$ 2,340,556	\$ 4,673
REVENUES TOTAL:	\$ 3,717,666	\$ 3,725,148	\$ 7,482
EXPENDITURES			
Debt Service	\$ 1,377,110	\$ 1,375,687	\$(1,423)
Subtotal:	\$ 1,377,110	\$ 1,375,687	\$(1,423)
Reserves - Debt	\$ 2,340,556	\$ 2,349,461	\$ 8,905
EXPENDITURES TOTAL:	\$ 3,717,666	\$ 3,725,148	\$ 7,482

FUND 244 – INFRASTRUCTURE SALES SURTAX REFUNDING REV BONDS SERIES 2017

This Fund was established in FY17 to account for the payments of principal, interest and other debt service expenses for the \$19,062,000 Infrastructure Sales Surtax Refunding Series 2017 bonds, which were issued due to the partial refunding of the County's outstanding Sales Surtax Bonds, Series 2007 (Fund 235). This bond will sunset October 2024.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 551,863	\$ 550,956	\$(907)
Fund Balance	\$ 4,666,824	\$ 453,932	\$(4,212,892)
REVENUES TOTAL:	\$ 5,218,687	\$ 1,004,888	\$(4,213,799)
EXPENDITURES			
Debt Service	\$ 4,764,755	\$ 548,410	\$(4,216,345)
Subtotal:	\$ 4,764,755	\$ 548,410	\$(4,216,345)
Reserves - Debt	\$ 453,932	\$ 456,478	\$ 2,546
EXPENDITURES TOTAL:	\$ 5,218,687	\$ 1,004,888	\$(4,213,799)

FUND 245 – SALES TAX REVENUE REFUNDING BONDS SERIES 2017

This Fund was established to account for principal, interest and other debt service expenses for the \$26,078,000 Series 2017 bonds which were issued to refund the County’s outstanding Sales Tax Revenue Bonds, Series 2010 (Fund 237). This Bond supports the construction, expansion and improvement of the County’s Courthouse and administrative facilities and will sunset in October 2024.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 11,410	\$ 11,517	\$ 107
Less 5% Statutory Reduction	\$(569)	\$(576)	\$(7)
Subtotal:	\$ 10,841	\$ 10,941	\$ 100
Transfers In	\$ 4,016,142	\$ 4,015,752	\$(390)
Fund Balance	\$ 3,803,434	\$ 3,838,992	\$ 35,558
REVENUES TOTAL:	\$ 7,830,417	\$ 7,865,685	\$ 35,268
EXPENDITURES			
Debt Service	\$ 3,991,425	\$ 3,990,838	\$(587)
Subtotal:	\$ 3,991,425	\$ 3,990,838	\$(587)
Reserves - Debt	\$ 3,838,992	\$ 3,874,847	\$ 35,855
EXPENDITURES TOTAL:	\$ 7,830,417	\$ 7,865,685	\$ 35,268

FUND 246 – DEBT SERVICE PUBLIC IMPROVEMENT REVENUE BONDS SERIES 2017

This Fund was established in FY18 to account for the principal, interest, and other debt service costs associated with the \$26,315,000 Osceola County Taxable Public Improvement Revenue Bonds, Series 2017. This bond will sunset in October 2047.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 1,482,834	\$ 1,481,252	\$(1,582)
Fund Balance	\$ 1,019,023	\$ 1,023,917	\$ 4,894
REVENUES TOTAL:	\$ 2,501,857	\$ 2,505,169	\$ 3,312
EXPENDITURES			
Debt Service	\$ 1,477,940	\$ 1,477,043	\$(897)
Subtotal:	\$ 1,477,940	\$ 1,477,043	\$(897)
Reserves - Debt	\$ 1,023,917	\$ 1,028,126	\$ 4,209
EXPENDITURES TOTAL:	\$ 2,501,857	\$ 2,505,169	\$ 3,312

FUND 247 – DEBT SERVICE TDT REFUNDING BONDS 2019

This Fund was established in FY19 to account for the payments of principal, interest and other debt service expenses for the \$11,595,000 Debt Service TDT Refunding Bonds 2019, which were issued due to the partial refunding of the County’s outstanding Taxable 5th Cent Revenue Bond, Series 2012 (Fund 204). FY21 Revenues include a Special Assessments from the OMNI Orlando Resort, Interest, Transfers In from Fund 204 - Taxable 5th Cent Revenue Bond Series 2012 and Fund 105 - Fifth Cent Tourist Development Tax, as well as Fund Balance. This bond will sunset in October 2041.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 345,000	\$ 300,000	\$(45,000)
Miscellaneous Revenues	\$ 11,052	\$ 2,940	\$(8,112)
Less 5% Statutory Reduction	\$(17,803)	\$(15,147)	\$ 2,656
Subtotal:	\$ 338,249	\$ 287,793	\$(50,456)
Transfers In	\$ 819,450	\$ 68,602	\$(750,848)
Fund Balance	\$ 73,105	\$ 979,876	\$ 906,771
REVENUES TOTAL:	\$ 1,230,804	\$ 1,336,271	\$ 105,467
EXPENDITURES			
Debt Service	\$ 250,928	\$ 356,395	\$ 105,467
Subtotal:	\$ 250,928	\$ 356,395	\$ 105,467
Reserves - Debt	\$ 979,876	\$ 979,876	\$ 0
EXPENDITURES TOTAL:	\$ 1,230,804	\$ 1,336,271	\$ 105,467

FUND 248 – COMMUNICATIONS EQUIPMENT UPGRADE (MOTOROLA)

This Fund was established in FY20 to account for the payment of principal and interest expenses for the Equipment Lease-Purchase agreement, in the amount of \$7,771,033, which the County entered with Motorola Solutions Inc. to upgrade the County's communications equipment (Motorola radios) for emergency communications. The payments for this capital lease are due annually beginning December 2019. The loan will sunset in October 2022.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 3,080,135	\$ 2,053,424	\$(1,026,711)
Fund Balance	\$ 0	\$ 1,026,712	\$ 1,026,712
REVENUES TOTAL:	\$ 3,080,135	\$ 3,080,136	\$ 1
EXPENDITURES			
Debt Service	\$ 2,053,424	\$ 2,053,424	\$ 0
Subtotal:	\$ 2,053,424	\$ 2,053,424	\$ 0
Reserves - Debt	\$ 1,026,711	\$ 1,026,712	\$ 1
EXPENDITURES TOTAL:	\$ 3,080,135	\$ 3,080,136	\$ 1

FUND 249 – DEBT SERVICE CIRB 2019

This Fund was established due to the refunding of Fund 236 - Capital Improvement Bond Series 2009 in FY20, to account for the payment of principal, interest and other debt service expenses, associated with the refunding of the County's outstanding Taxable Capital Improvement Revenue Bonds, Series 2009A and Series 2009B (Direct Subsidy Build America Bonds) and Taxable Capital Improvement Revenue Bonds, Series 2009C (Taxable Recovery Zone Build America Bonds). The FY21 funding sources include Interest, Transfers In from the General Fund, Court Facilities Fund, the Local Option Sales Tax Fund, and remaining balances from Fund 236 (Capital Improvement Bon Series 2009), as well as Fund Balance. This bond will sunset in October 2039.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 0	\$ 16,603	\$ 16,603
Less 5% Statutory Reduction	\$ 0	\$(830)	\$(830)
Subtotal:	\$ 0	\$ 15,773	\$ 15,773
Transfers In	\$ 0	\$ 7,420,952	\$ 7,420,952
Fund Balance	\$ 0	\$ 5,534,283	\$ 5,534,283
REVENUES TOTAL:	\$ 0	\$ 12,971,008	\$ 12,971,008
EXPENDITURES			
Debt Service	\$ 0	\$ 7,360,645	\$ 7,360,645
Subtotal:	\$ 0	\$ 7,360,645	\$ 7,360,645
Reserves - Debt	\$ 0	\$ 5,610,363	\$ 5,610,363
EXPENDITURES TOTAL:	\$ 0	\$ 12,971,008	\$ 12,971,008

FUND 250 – LIMITED GENERAL OBLIGATION REFUNDING BOND SERIES 2020

This Fund accounts for the payment of principal, interest and other debt service expenses for the \$9,875,000 Limited General Obligation Refunding Bond, Series 2020 which was issued to fully refund the County’s outstanding Limited General Obligation Bond, Series 2010 (Fund 238). The funding source comes from dedicated ad valorem revenue as well as Fund Balance and Interest to provide funds for debt service expenses associated with environmental lands. This new bond will sunset in October 2025.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 0	\$ 1,877,926	\$ 1,877,926
Miscellaneous Revenues	\$ 0	\$ 773	\$ 773
Less 5% Statutory Reduction	\$ 0	\$(93,935)	\$(93,935)
Subtotal:	\$ 0	\$ 1,784,764	\$ 1,784,764
Fund Balance	\$ 0	\$ 248,229	\$ 248,229
REVENUES TOTAL:	\$ 0	\$ 2,032,993	\$ 2,032,993
EXPENDITURES			
Operating Expenses	\$ 0	\$ 35,680	\$ 35,680
Debt Service	\$ 0	\$ 67,976	\$ 67,976
Subtotal:	\$ 0	\$ 103,656	\$ 103,656
Reserves - Debt	\$ 0	\$ 1,929,337	\$ 1,929,337
EXPENDITURES TOTAL:	\$ 0	\$ 2,032,993	\$ 2,032,993

FUND 251 – DEBT SERVICE PUBLIC IMPROVEMENT REVENUE BONDS SERIES 2020

This Fund accounts for the payment of principal, interest and other debt service expenses for the \$3,850,000 DS Public Improvement Revenue Bonds, Series 2020 which was issued to provide for the acquisition and improvement of certain governmental facilities to house the Osceola County Human Services Department. The funding source for this bond comes from budgeted Non-Ad Valorem Revenues which includes a Transfer In from the General Fund and Section 8 Fund. This bond will sunset in October 2027.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 0	\$ 575,478	\$ 575,478
REVENUES TOTAL:	\$ 0	\$ 575,478	\$ 575,478
EXPENDITURES			
Debt Service	\$ 0	\$ 27,763	\$ 27,763
Subtotal:	\$ 0	\$ 27,763	\$ 27,763
Reserves - Debt	\$ 0	\$ 547,715	\$ 547,715
EXPENDITURES TOTAL:	\$ 0	\$ 575,478	\$ 575,478

CAPITAL PROJECTS FUNDS

FUND GROUP SUMMARY.....	7-1
306 – LOCAL INFRASTRUCTURE SALES SURTAX FUND	7-2
315 – GENERAL CAPITAL OUTLAY FUND.....	7-3
328 – SPECIAL PURPOSE CAPITAL FUND.....	7-4
329 – SALES TAX REVENUE BONDS SERIES 2015A CAPITAL FUND	7-5
331 – COUNTYWIDE FIRE CAPITAL FUND.....	7-6
332 – PUBLIC IMPROVEMENT REVENUE BONDS SERIES 2017 FUND.....	7-7
333 – CAPITAL IMPROVEMENT REV. BONDS CONSTRUCTION FUND...	7-8
334 – TRANSPORTATION IMPROVEMENT CONSTRUCTION FUND.....	7-9

SUMMARY BY CATEGORY - CAPITAL PROJECTS FUND GROUP

	Adopted FY 2020	Adopted FY 2021	Variance
REVENUES			
Other Taxes	37,139,969	27,065,136	-10,074,833
Intergovernmental Revenue	6,234,867	3,650,733	-2,584,134
Miscellaneous Revenues	33,172,191	33,247,252	75,061
Less 5% Statutory Reduction	<u>-1,867,597</u>	<u>-1,367,609</u>	<u>499,988</u>
Operating Revenues	74,679,430	62,595,512	-12,083,918
Transfers In	7,070,147	12,224,184	5,154,037
Other Sources	40,340,487	39,752,445	-588,042
Fund Balance	<u>91,243,031</u>	<u>289,493,773</u>	<u>198,250,742</u>
Non Operating Revenues	138,653,665	341,470,402	202,816,737
Total Revenues	<u>213,333,095</u>	<u>404,065,914</u>	<u>190,732,819</u>
 EXPENDITURES			
Capital Outlay	<u>85,211,166</u>	<u>154,100,872</u>	<u>68,889,706</u>
Operating Expenditures	85,211,166	154,100,872	68,889,706
Debt Service	5,561,490	2,526,537	-3,034,953
Grants and Aids	69,915,598	69,915,598	0
Transfers Out	16,921,983	14,385,625	-2,536,358
Reserves - Debt	0	1,263,269	1,263,269
Reserves - Capital	29,970,335	147,921,400	117,951,065
Reserves - Assigned	<u>5,752,523</u>	<u>13,952,613</u>	<u>8,200,090</u>
Non-Operating Expenditures	128,121,929	249,965,042	121,843,113
Total Expenditures	<u>213,333,095</u>	<u>404,065,914</u>	<u>190,732,819</u>

FUND 306 - LOCAL INFRASTRUCTURE SALES SURTAX FUND

The Local Infrastructure Sales Surtax Fund accounts for revenues realized from its main revenue source, the voter approved one-percent sales tax levied in the County for infrastructure needs and is projected to decrease significantly from FY20 as a result of the anticipated impact from the COVID-19 Pandemic. Additionally, Other Sources includes Lease proceeds to support the purchase of Sheriff's vehicles.

This Fund is the main funding source for the County's Capital Improvement Program which supports new and ongoing projects including Vehicle Replacements for the Sheriff's Office, Equipment for the EOC, Stormwater projects (improvements to BVL outfall ditch and culvert upgrades), road & bridge projects (bridge rehabilitation, bridge scour countermeasures, and safety features/repairs) and transportation projects (signals, traffic control equipment, signal replacement and mast arm upgrades). Due to the impact from COVID-19, projects will not move forward until revenue receipts are confirmed. Reserves include funds for future Debt Service payments related to both vehicles and Motorola equipment, as well as Reserves Assigned for the approved, ongoing complete street projects.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 37,139,969	\$ 27,065,136	\$(10,074,833)
Miscellaneous Revenues	\$ 211,978	\$ 287,039	\$ 75,061
Less 5% Statutory Reduction	\$(1,867,597)	\$(1,367,609)	\$ 499,988
Subtotal:	\$ 35,484,350	\$ 25,984,566	\$(9,499,784)
Other Sources	\$ 2,024,816	\$ 2,203,825	\$ 179,009
Fund Balance	\$ 35,180,375	\$ 33,351,413	\$(1,828,962)
REVENUES TOTAL:	\$ 72,689,541	\$ 61,539,804	\$(11,149,737)
EXPENDITURES			
Capital Outlay	\$ 23,067,238	\$ 23,694,038	\$ 626,800
Debt Service	\$ 5,561,490	\$ 2,526,537	\$(3,034,953)
Subtotal:	\$ 28,628,728	\$ 26,220,575	\$(2,408,153)
Transfers Out	\$ 16,921,983	\$ 14,245,135	\$(2,676,848)
Reserves - Debt	\$ 0	\$ 1,263,269	\$ 1,263,269
Reserves - Capital	\$ 24,138,830	\$ 8,610,825	\$(15,528,005)
Reserves - Assigned	\$ 3,000,000	\$ 11,200,000	\$ 8,200,000
EXPENDITURES TOTAL:	\$ 72,689,541	\$ 61,539,804	\$(11,149,737)

FUND 315 - GENERAL CAPITAL OUTLAY FUND

The intent of this Fund is to allocate funds for general capital outlay projects not funded from the Local Infrastructure Sales Surtax. This Fund is not a revenue generating Fund, therefore, funds are transferred in from other County funding sources to support projects. For FY21 there are no new projects; funding supports the continuation of capital projects, through Fund Balance, which includes the Sheriff's Office Training Facility, the Lake Toho Water Restoration project, Hoagland Boulevard Phase II & III, the Campbell City Tax Collector project, Champions Gate DDI Improvement and CR532 Widening project. Reserves - Assigned is for the Bronson DRI, Osceola Corporate Center and Ham Brown.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 5,000,000	\$ 0	\$(5,000,000)
Fund Balance	\$ 32,597,124	\$ 41,296,023	\$ 8,698,899
REVENUES TOTAL:	\$ 37,597,124	\$ 41,296,023	\$ 3,698,899
EXPENDITURES			
Capital Outlay	\$ 34,844,601	\$ 37,398,908	\$ 2,554,307
Subtotal:	\$ 34,844,601	\$ 37,398,908	\$ 2,554,307
Reserves - Capital	\$ 0	\$ 1,144,502	\$ 1,144,502
Reserves - Assigned	\$ 2,752,523	\$ 2,752,613	\$ 90
EXPENDITURES TOTAL:	\$ 37,597,124	\$ 41,296,023	\$ 3,698,899

FUND 328 - SPECIAL PURPOSE CAPITAL FUND

This Fund was created in FY15 to capture projects funded from outside sources, such as State appropriations and agency reimbursements, to distinguish between capital projects whose budgets are not funded by County funds. There are no new projects for FY21; funding primarily supports ongoing projects such as Carroll Street – JYP to Michigan, Lake Toho Water Restoration, Ethos Park and Hoagland Boulevard Phase II. In addition, funding is provided for Grants and Aids for ongoing grant/contractual obligations with FDOT.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 6,234,867	\$ 3,650,733	\$(2,584,134)
Miscellaneous Revenues	\$ 32,960,213	\$ 32,960,213	\$ 0
Subtotal:	\$ 39,195,080	\$ 36,610,946	\$(2,584,134)
Other Sources	\$ 36,955,385	\$ 36,955,385	\$ 0
Fund Balance	\$ 300,000	\$ 699,506	\$ 399,506
REVENUES TOTAL:	\$ 76,450,465	\$ 74,265,837	\$(2,184,628)
EXPENDITURES			
Capital Outlay	\$ 6,534,867	\$ 4,350,239	\$(2,184,628)
Grants and Aids	\$ 69,915,598	\$ 69,915,598	\$ 0
Subtotal:	\$ 76,450,465	\$ 74,265,837	\$(2,184,628)
EXPENDITURES TOTAL:	\$ 76,450,465	\$ 74,265,837	\$(2,184,628)

FUND 329 - SALES TAX REVENUE BONDS SERIES 2015A

This Fund was established in FY15 with bond proceeds from the Sales Tax Revenue Bonds Series 2015A for the Center for Neovation project. FY21 Funding reflects the project's remaining balance.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 829,556	\$ 852,934	\$ 23,378
REVENUES TOTAL:	\$ 829,556	\$ 852,934	\$ 23,378
EXPENDITURES			
Capital Outlay	\$ 829,556	\$ 852,934	\$ 23,378
Subtotal:	\$ 829,556	\$ 852,934	\$ 23,378
EXPENDITURES TOTAL:	\$ 829,556	\$ 852,934	\$ 23,378

FUND 331 - COUNTYWIDE FIRE CAPITAL FUND

This Fund was established in FY17 to appropriate loan proceeds for design and construction of fire projects and to account for ongoing capital projects for the Fire Rescue & EMS Department. Revenues for FY21 include Transfers In from the Countywide Fire Fund (utilizing the dedicated funding source for Fire Rescue), Other Sources associated with lease proceeds for Fire Engine equipment as well as Fund Balance. For FY21, Capital Outlay includes funding to continue projects for the Fire Rescue/EMS Training Facility, Fire/EMS Equipment, and Fire Rescue/EMS Warehouse. Transfers Out is associated with the Cost Allocation and Reserves - Capital allocates funds for future Capital projects.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 2,070,147	\$ 12,224,184	\$ 10,154,037
Other Sources	\$ 1,360,286	\$ 593,235	\$(767,051)
Fund Balance	\$ 15,166,761	\$ 9,922,856	\$(5,243,905)
REVENUES TOTAL:	\$ 18,597,194	\$ 22,740,275	\$ 4,143,081
EXPENDITURES			
Capital Outlay	\$ 12,765,689	\$ 7,731,685	\$(5,034,004)
Subtotal:	\$ 12,765,689	\$ 7,731,685	\$(5,034,004)
Transfers Out	\$ 0	\$ 140,490	\$ 140,490
Reserves - Capital	\$ 5,831,505	\$ 14,868,100	\$ 9,036,595
EXPENDITURES TOTAL:	\$ 18,597,194	\$ 22,740,275	\$ 4,143,081

FUND 332 - PUBLIC IMP REV BONDS SERIES 2017

This Fund was established in FY15 from the Series 2017 Bonds to track expenditures associated with issuance costs and the design and construction of the office building at NeoCity. Revenue for FY21 is Fund Balance and represents the remaining project balance.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 7,169,215	\$ 1,681,264	\$(5,487,951)
REVENUES TOTAL:	\$ 7,169,215	\$ 1,681,264	\$(5,487,951)
EXPENDITURES			
Capital Outlay	\$ 7,169,215	\$ 1,681,264	\$(5,487,951)
Subtotal:	\$ 7,169,215	\$ 1,681,264	\$(5,487,951)
EXPENDITURES TOTAL:	\$ 7,169,215	\$ 1,681,264	\$(5,487,951)

FUND 333 – CAPITAL IMP REV BONDS CONSTRUCTION FUND

This Fund was established in FY20 by Resolution 18-153R as a result of the refunding of the Capital Improvement Revenue Bonds, Series 2009 (Fund 236). As a result, the bond reserve requirement was released, allowing for the appropriation of capital projects which include Hoagland Blvd Phase II, NeoCity Way and Hoagland Blvd Phase 3.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 0	\$ 3,180,423	\$ 3,180,423
REVENUES TOTAL:	\$ 0	\$ 3,180,423	\$ 3,180,423
EXPENDITURES			
Capital Outlay	\$ 0	\$ 3,180,423	\$ 3,180,423
Subtotal:	\$ 0	\$ 3,180,423	\$ 3,180,423
EXPENDITURES TOTAL:	\$ 0	\$ 3,180,423	\$ 3,180,423

FUND 334 – TRANSPORTATION IMP CONSTRUCTION FUND

This Fund was established in FY20 as a result of refunding the Osceola Parkway Transportation Improvement Bonds and appropriates bond proceeds for identified complete street projects. Each project funded by these proceeds are being cash-flowed based on the funding needs for that year. For FY21 capital projects include Boggy Creek Road, Bill Beck Boulevard, Poinciana Boulevard, and Partin Settlement Road. Reserves-Capital allocates funds for future complete streets projects.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 0	\$ 198,509,354	\$ 198,509,354
REVENUES TOTAL:	\$ 0	\$ 198,509,354	\$ 198,509,354
EXPENDITURES			
Capital Outlay	\$ 0	\$ 75,211,381	\$ 75,211,381
Subtotal:	\$ 0	\$ 75,211,381	\$ 75,211,381
Reserves - Capital	\$ 0	\$ 123,297,973	\$ 123,297,973
EXPENDITURES TOTAL:	\$ 0	\$ 198,509,354	\$ 198,509,354

ENTERPRISE FUNDS

FUND GROUP SUMMARY.....	8-1
401 – SOLID WASTE FUND.....	8-2
407 – OSCEOLA PARKWAY FUND.....	8-3
408 – POINCIANA PARKWAY FUND.....	8-4

SUMMARY BY CATEGORY - ENTERPRISE FUNDS

	<u>Adopted FY 2020</u>	<u>Adopted FY 2021</u>	<u>Variance</u>
REVENUES			
Permits, Fees & Special Assessments	22,760,630	24,453,275	1,692,645
Charges For Services	25,009,511	13,093,117	-11,916,394
Miscellaneous Revenues	386,574	363,948	-22,626
Less 5% Statutory Reduction	<u>-2,407,836</u>	<u>-1,895,517</u>	<u>512,319</u>
<i>Operating Revenues</i>	45,748,879	36,014,823	-9,734,056
Transfers In	0	0	0
Other Sources	107,842	0	-107,842
Fund Balance	<u>51,752,288</u>	<u>73,034,666</u>	<u>21,282,378</u>
<i>Non Operating Revenues</i>	51,860,130	73,034,666	21,174,536
Total Revenues	<u>97,609,009</u>	<u>109,049,489</u>	<u>11,440,480</u>
EXPENDITURES			
Personal Services	1,661,168	1,689,396	28,228
Operating Expenses	28,217,734	26,839,015	-1,378,719
Capital Outlay	<u>9,009,292</u>	<u>11,212,000</u>	<u>2,202,708</u>
<i>Operating Expenditures</i>	38,888,194	39,740,411	852,217
Debt Service	10,892,140	7,437,433	-3,454,707
Other Non Operating Expenses	3,820,851	0	-3,820,851
Transfers Out	1,602,419	986,053	-616,366
Reserves - Operating	5,996,722	12,626,307	6,629,585
Reserves - Debt	6,215,856	23,691,597	17,475,741
Reserves - Capital	14,090,937	9,979,515	-4,111,422
Reserves - Assigned	16,101,890	13,282,673	-2,819,217
Reserves - Restricted	<u>0</u>	<u>1,305,500</u>	<u>1,305,500</u>
<i>Non-Operating Expenditures</i>	58,720,815	69,309,078	10,588,263
Total Expenditures	<u>97,609,009</u>	<u>109,049,489</u>	<u>11,440,480</u>

FUND 401 – SOLID WASTE FUND

The Solid Waste Fund is used to account for the operation of the County's off-site collection centers, curbside collections, and closure of the County's landfills and operates from rates that are established by the County to generate sufficient funds to pay the costs of current operations and provide long-term asset acquisitions. The major revenue source for this Fund comes from Special Assessments. Other revenue sources include franchise fees charged to haulers, tipping fees, and host fees charged to private landfill operators. Revenues are projected to increase \$6,981,029 over the FY20 Budget primarily due to Fund Balance.

The FY21 Budget budget supports professional and contractual services, tax collector fees, landfill care & closure, repair & maintenance, and administrative support, as well as depreciation expenses. Capital Outlay provides funding for a root rake for Bass Road Yard Waste operations, Debt Service is associated with lease payments for Fleet Vehicle Replacement and Transfers Out provides funding for this Fund's share of two Fleet capital projects for Dispenser and Monitoring Upgrades of fuel sites. Reserves were established in accordance with Policy and specific requirements of the Fund; specifically Reserves Restricted includes the required reserves for the Landfill Closure Liability and funds to offset the remaining reimbursement due from FEMA for Hurricane Irma. Overall, the FY21 Budget is projected to increase \$6.9M from FY20 Adopted primarily due to Fund Balance from the prior year.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 22,760,630	\$ 24,453,275	\$ 1,692,645
Charges For Services	\$ 4,601,726	\$ 3,768,904	\$(832,822)
Miscellaneous Revenues	\$ 345,961	\$ 276,891	\$(69,070)
Less 5% Statutory Reduction	\$(1,385,416)	\$(1,424,953)	\$(39,537)
Subtotal:	\$ 26,322,901	\$ 27,074,117	\$ 751,216
Other Sources	\$ 107,842	\$ 0	\$(107,842)
Fund Balance	\$ 24,429,464	\$ 30,767,119	\$ 6,337,655
REVENUES TOTAL:	\$ 50,860,207	\$ 57,841,236	\$ 6,981,029
EXPENDITURES			
Personal Services	\$ 1,473,937	\$ 1,498,247	\$ 24,310
Operating Expenses	\$ 23,475,699	\$ 22,178,815	\$(1,296,884)
Capital Outlay	\$ 268,591	\$ 12,000	\$(256,591)
Debt Service	\$ 19,677	\$ 21,383	\$ 1,706
Subtotal:	\$ 25,237,904	\$ 23,710,445	\$(1,527,459)
Transfers Out	\$ 1,395,769	\$ 867,639	\$(528,130)
Reserves - Operating	\$ 5,140,736	\$ 9,990,272	\$ 4,849,536
Reserves - Debt	\$ 1,907	\$ 10,692	\$ 8,785
Reserves - Capital	\$ 2,982,001	\$ 9,979,515	\$ 6,997,514
Reserves - Assigned	\$ 16,101,890	\$ 13,282,673	\$(2,819,217)
EXPENDITURES TOTAL:	\$ 50,860,207	\$ 57,841,236	\$ 6,981,029

FUND 407 – OSCEOLA PARKWAY

The Osceola Parkway Fund is an Enterprise Fund under the Transportation and Transit Department that provides funding for Osceola Parkway’s operations, maintenance, and debt service for the Transportation Improvement and Refunding Revenue Bonds (Osceola Parkway), Series 2019A1-2 and the Osceola Parkway projects. This Fund's primary funding source is tolls from roads and bridges which are projected to decrease from FY20 Adopted Budget due to the anticipated continued impacts of COVID-19 on the economy. As a result of the public health crisis, toll counts and collections were down stemming from the stay at home/shelter in place Executive Orders in FY20 and decline in tourism and travel.

Although toll collection is projected to decrease from FY20, total revenue for the Fund shows an increase due to the Fund Balance increasing. The increase in Fund Balance is made up of bond proceeds which are required to be used to fund the reserves per the bond documents. For FY21, Operating Expenses support professional services, contractual services, repair & maintenance, and administrative support, as well as depreciation expenses. Capital Outlay includes two CIP projects: Osceola Parkway Tolling Facility AET and Osceola Parkway Toll Equipment Upgrade and Reserves support the required reserve levels per the Bond documents, as mentioned above, and the Budget Policy. Overall, the FY21 Adopted Budget is projected to increase \$18.4M due to Fund Balance from the prior year. As it is anticipated that the pandemic will continue to impact toll collections well into FY21, toll revenues will be closely monitored.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 20,407,785	\$ 9,324,213	\$(11,083,572)
Miscellaneous Revenues	\$ 40,613	\$ 87,057	\$ 46,444
Less 5% Statutory Reduction	\$(1,022,420)	\$(470,564)	\$ 551,856
Subtotal:	\$ 19,425,978	\$ 8,940,706	\$(10,485,272)
Fund Balance	\$ 13,302,532	\$ 42,267,547	\$ 28,965,015
REVENUES TOTAL:	\$ 32,728,510	\$ 51,208,253	\$ 18,479,743
EXPENDITURES			
Personal Services	\$ 187,231	\$ 191,149	\$ 3,918
Operating Expenses	\$ 4,742,035	\$ 4,660,200	\$(81,835)
Capital Outlay	\$ 5,357,330	\$ 11,200,000	\$ 5,842,670
Debt Service	\$ 9,331,404	\$ 7,416,050	\$(1,915,354)
Subtotal:	\$ 19,618,000	\$ 23,467,399	\$ 3,849,399
Other Non Operating Expenses	\$ 3,820,851	\$ 0	\$(3,820,851)
Transfers Out	\$ 206,650	\$ 118,414	\$(88,236)
Reserves - Operating	\$ 855,986	\$ 2,636,035	\$ 1,780,049
Reserves - Debt	\$ 4,679,640	\$ 23,680,905	\$ 19,001,265
Reserves - Capital	\$ 3,547,383	\$ 0	\$(3,547,383)
Reserves - Restricted	\$ 0	\$ 1,305,500	\$ 1,305,500
EXPENDITURES TOTAL:	\$ 32,728,510	\$ 51,208,253	\$ 18,479,743

FUND 408 – POINCIANA PARKWAY

The Poinciana Parkway Fund was established in FY14 to receive Bond Proceeds and manage the Debt Service payments for the Poinciana Parkway project. The State of Florida State Infrastructure Bank (SIB) Loan received in FY15 fully funded the project. In FY20, Poinciana Parkway was acquired by Central Florida Expressway Authority and the debt and SIB loan for the County was satisfied. This Fund is included for historical purposes.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 14,020,292	\$ 0	\$(14,020,292)
REVENUES TOTAL:	\$ 14,020,292	\$ 0	\$(14,020,292)
EXPENDITURES			
Capital Outlay	\$ 3,383,371	\$ 0	\$(3,383,371)
Debt Service	\$ 1,541,059	\$ 0	\$(1,541,059)
Subtotal:	\$ 4,924,430	\$ 0	\$(4,924,430)
Reserves - Debt	\$ 1,534,309	\$ 0	\$(1,534,309)
Reserves - Capital	\$ 7,561,553	\$ 0	\$(7,561,553)
EXPENDITURES TOTAL:	\$ 14,020,292	\$ 0	\$(14,020,292)

INTERNAL SERVICE FUNDS

FUND GROUP SUMMARY.....	9-1
501 – WORKERS’ COMPENSATION INTERNAL SERVICE FUND.....	9-2
502 – PROPERTY & CASUALTY INSURANCE INTERNAL SERVICE FUND ...	9-3
503 – DENTAL INSURANCE INTERNAL SERVICE FUND.....	9-4
504 – HEALTH INSURANCE INTERNAL SERVICE FUND.....	9-5
505 – LIFE, LTD, AND VOLUNTARY LIFE INTERNAL SERVICE FUND....	9-6
509 – FLEET GENERAL OVERSIGHT INTERNAL SERVICE FUND.....	9-7
510 – FLEET MAINTENANCE INTERNAL SERVICE FUND	9-8
511 – FLEET FUEL INTERNAL SERVICE FUND	9-9

SUMMARY BY CATEGORY - INTERNAL SERVICE

	<u>Adopted FY 2020</u>	<u>Adopted FY 2021</u>	<u>Variance</u>
REVENUES			
Charges For Services	40,646,939	40,778,485	131,546
Miscellaneous Revenues	880,204	880,204	0
Less 5% Statutory Reduction	<u>-44,010</u>	<u>-44,010</u>	<u>0</u>
<i>Operating Revenues</i>	41,483,133	41,614,679	131,546
Transfers In	241,783	188,918	-52,865
Other Sources	123,284	0	-123,284
Fund Balance	<u>16,129,845</u>	<u>16,853,124</u>	<u>723,279</u>
<i>Non Operating Revenues</i>	16,494,912	17,042,042	547,130
Total Revenues	<u>57,978,045</u>	<u>58,656,721</u>	<u>678,676</u>
EXPENDITURES			
Personal Services	1,902,494	1,938,579	36,085
Operating Expenses	36,774,484	36,298,632	-475,852
Capital Outlay	<u>735,184</u>	<u>544,371</u>	<u>-190,813</u>
<i>Operating Expenditures</i>	39,412,162	38,781,582	-630,580
Debt Service	14,312	23,117	8,805
Transfers Out	376,650	811,955	435,305
Reserves - Operating	173,985	93,720	-80,265
Reserves - Debt	0	11,559	11,559
Reserves - Claims	<u>18,000,936</u>	<u>18,934,788</u>	<u>933,852</u>
<i>Non-Operating Expenditures</i>	18,565,883	19,875,139	1,309,256
Total Expenditures	<u>57,978,045</u>	<u>58,656,721</u>	<u>678,676</u>

FUND 501 - WORKERS' COMPENSATION INTERNAL SERVICE FUND

This Fund is managed by the Human Resources' Risk Management & Safety Office. The primary source of revenue is derived from charges related to workers' compensation insurance rates to countywide departments. The FY21 primary revenue source is based on rates published by the State of Florida. Additional revenue includes Fund Balance. Overall, the FY21 Budget is projected to decrease \$1,614,729 over the FY20 Adopted Budget. Reserves were established in accordance with the Budget Policy and are in compliance with the actuarial study.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 3,687,420	\$ 3,547,882	\$(139,538)
Subtotal:	\$ 3,687,420	\$ 3,547,882	\$(139,538)
Fund Balance	\$ 4,712,879	\$ 3,237,688	\$(1,475,191)
REVENUES TOTAL:	\$ 8,400,299	\$ 6,785,570	\$(1,614,729)
EXPENDITURES			
Personal Services	\$ 129,363	\$ 144,671	\$ 15,308
Operating Expenses	\$ 2,546,182	\$ 2,633,191	\$ 87,009
Subtotal:	\$ 2,675,545	\$ 2,777,862	\$ 102,317
Transfers Out	\$ 124,249	\$ 79,538	\$(44,711)
Reserves - Operating	\$ 55,329	\$ 33,713	\$(21,616)
Reserves - Claims	\$ 5,545,176	\$ 3,894,457	\$(1,650,719)
EXPENDITURES TOTAL:	\$ 8,400,299	\$ 6,785,570	\$(1,614,729)

FUND 502 - PROPERTY & CASUALTY INSURANCE INTERNAL SERVICE FUND

This Fund is managed by the Human Resources' Risk Management & Safety Office. The primary source of revenue is derived from charges related to property and casualty insurance rates to countywide departments based on the number of County vehicles, property, auto physical and general liability premiums. Additional revenue includes Fund Balance. Overall, the FY21 Budget is projected to increase \$2,032,305 over the FY20 Adopted Budget. Reserves were established in accordance with the Budget Policy and are in compliance with the actuarial study.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 4,053,965	\$ 3,779,267	\$(274,698)
Subtotal:	\$ 4,053,965	\$ 3,779,267	\$(274,698)
Fund Balance	\$ 2,536,906	\$ 4,843,909	\$ 2,307,003
REVENUES TOTAL:	\$ 6,590,871	\$ 8,623,176	\$ 2,032,305
EXPENDITURES			
Personal Services	\$ 114,965	\$ 130,050	\$ 15,085
Operating Expenses	\$ 5,045,736	\$ 4,799,151	\$(246,585)
Subtotal:	\$ 5,160,701	\$ 4,929,201	\$(231,500)
Transfers Out	\$ 99,952	\$ 51,597	\$(48,355)
Reserves - Claims	\$ 1,268,539	\$ 3,642,378	\$ 2,373,839
EXPENDITURES TOTAL:	\$ 6,590,871	\$ 8,623,176	\$ 2,032,305

FUND 503 - DENTAL INSURANCE INTERNAL SERVICE FUND

This Fund is managed by Human Resources. The primary source of revenue is derived from charges related to dental insurance rates, to countywide departments and employees, which are projected to increase \$12,285 over the prior year. Insurance premiums for the entire County, as well as some Constitutional Offices, are expensed out of this Fund. Additional revenue includes Fund Balance. Overall, the FY21 Budget is projected to increase \$145,059 over the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 1,224,825	\$ 1,237,110	\$ 12,285
Subtotal:	\$ 1,224,825	\$ 1,237,110	\$ 12,285
Fund Balance	\$ 629,679	\$ 762,453	\$ 132,774
REVENUES TOTAL:	\$ 1,854,504	\$ 1,999,563	\$ 145,059
EXPENDITURES			
Personal Services	\$ 73,658	\$ 67,942	\$(5,716)
Operating Expenses	\$ 1,119,650	\$ 1,008,299	\$(111,351)
Subtotal:	\$ 1,193,308	\$ 1,076,241	\$(117,067)
Transfers Out	\$ 0	\$ 59,508	\$ 59,508
Reserves - Operating	\$ 8,740	\$ 8,740	\$ 0
Reserves - Claims	\$ 652,456	\$ 855,074	\$ 202,618
EXPENDITURES TOTAL:	\$ 1,854,504	\$ 1,999,563	\$ 145,059

FUND 504 - HEALTH INSURANCE INTERNAL SERVICE FUND

This Fund is managed by Human Resources to fund and administer the health insurance costs of the County's self-insurance program. Insurance premiums for the entire County, as well as some Constitutional Offices, are expensed out of this Fund. The primary source of revenue is derived from charges related to health insurance rates to countywide departments and employee contributions for health insurance, which are projected to increase \$512,964 over the prior year. Additional revenue includes Miscellaneous Revenue for prior fiscal year refunds and rebates, and Fund Balance. Overall, the FY21 Budget is projected to increase \$244,154 over the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 26,557,843	\$ 27,070,807	\$ 512,964
Miscellaneous Revenues	\$ 880,204	\$ 880,204	\$ 0
Less 5% Statutory Reduction	\$(44,010)	\$(44,010)	\$ 0
Subtotal:	\$ 27,394,037	\$ 27,907,001	\$ 512,964
Fund Balance	\$ 6,734,148	\$ 6,465,338	\$(268,810)
REVENUES TOTAL:	\$ 34,128,185	\$ 34,372,339	\$ 244,154
EXPENDITURES			
Personal Services	\$ 128,935	\$ 123,433	\$(5,502)
Operating Expenses	\$ 24,034,518	\$ 24,258,041	\$ 223,523
Subtotal:	\$ 24,163,453	\$ 24,381,474	\$ 218,021
Transfers Out	\$ 112,504	\$ 161,133	\$ 48,629
Reserves - Operating	\$ 39,435	\$ 39,435	\$ 0
Reserves - Claims	\$ 9,812,793	\$ 9,790,297	\$(22,496)
EXPENDITURES TOTAL:	\$ 34,128,185	\$ 34,372,339	\$ 244,154

FUND 505 - LIFE, LTD, VOL. LIFE INTERNAL SERVICE FUND

This Fund is managed by Human Resources, which facilitates revenue collection and payments for these insurance coverages Countywide. The primary source of revenue is derived from charges related to life, long term and short term disability rates to countywide departments, Constitutional Offices and employees which are projected to increase \$72,975 over the prior year. Additional revenue includes Fund Balance. Overall, the FY21 Budget is projected to increase \$22,997 over the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 646,096	\$ 719,071	\$ 72,975
Subtotal:	\$ 646,096	\$ 719,071	\$ 72,975
Fund Balance	\$ 883,257	\$ 833,279	\$(49,978)
REVENUES TOTAL:	\$ 1,529,353	\$ 1,552,350	\$ 22,997
EXPENDITURES			
Personal Services	\$ 58,445	\$ 52,512	\$(5,933)
Operating Expenses	\$ 719,356	\$ 716,845	\$(2,511)
Subtotal:	\$ 777,801	\$ 769,357	\$(8,444)
Transfers Out	\$ 20,778	\$ 21,609	\$ 831
Reserves - Operating	\$ 8,802	\$ 8,802	\$ 0
Reserves - Claims	\$ 721,972	\$ 752,582	\$ 30,610
EXPENDITURES TOTAL:	\$ 1,529,353	\$ 1,552,350	\$ 22,997

FUND 509 - FLEET GENERAL OVERSIGHT INTERNAL SERVICE FUND

The purpose of this Fund is to capture indirect costs associated with the general oversight of the Fleet operation. This Fund is supported by Charges for Services generated by an overhead allocation assessed to every department that receives services from Fleet. Overall, the FY21 Budget is projected to increase \$67,874 over the FY20 Adopted Budget to provide services in FY21.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 61,440	\$ 123,432	\$ 61,992
Subtotal:	\$ 61,440	\$ 123,432	\$ 61,992
Fund Balance	\$ 4,017	\$ 9,899	\$ 5,882
REVENUES TOTAL:	\$ 65,457	\$ 133,331	\$ 67,874
EXPENDITURES			
Personal Services	\$ 40,391	\$ 41,793	\$ 1,402
Operating Expenses	\$ 23,149	\$ 14,277	\$(8,872)
Debt Service	\$ 0	\$ 23,117	\$ 23,117
Subtotal:	\$ 63,540	\$ 79,187	\$ 15,647
Transfers Out	\$ 1,917	\$ 39,555	\$ 37,638
Reserves - Operating	\$ 0	\$ 3,030	\$ 3,030
Reserves - Debt	\$ 0	\$ 11,559	\$ 11,559
EXPENDITURES TOTAL:	\$ 65,457	\$ 133,331	\$ 67,874

FUND 510 - FLEET MAINTENANCE INTERNAL SERVICE FUND

This Fund accounts for costs incurred by the County for maintenance of large vehicles. Departments are billed for actual use of repair services and revenues are generated from Charges for Services based on each department's appropriation for vehicle maintenance. Overall, the FY21 Budget is projected to decrease \$241,139 over the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 2,617,590	\$ 2,688,560	\$ 70,970
Subtotal:	\$ 2,617,590	\$ 2,688,560	\$ 70,970
Transfers In	\$ 49,783	\$ 42,918	\$(6,865)
Other Sources	\$ 123,284	\$ 0	\$(123,284)
Fund Balance	\$ 181,960	\$ 0	\$(181,960)
REVENUES TOTAL:	\$ 2,972,617	\$ 2,731,478	\$(241,139)
EXPENDITURES			
Personal Services	\$ 1,279,582	\$ 1,298,316	\$ 18,734
Operating Expenses	\$ 1,400,599	\$ 1,124,141	\$(276,458)
Capital Outlay	\$ 263,749	\$ 0	\$(263,749)
Debt Service	\$ 14,312	\$ 0	\$(14,312)
Subtotal:	\$ 2,958,242	\$ 2,422,457	\$(535,785)
Transfers Out	\$ 14,375	\$ 309,021	\$ 294,646
Reserves - Debt	\$ 0	\$ 0	\$ 0
EXPENDITURES TOTAL:	\$ 2,972,617	\$ 2,731,478	\$(241,139)

FUND 511 - FLEET FUEL INTERNAL SERVICE FUND

The purpose of this Fund is to capture costs associated with the purchase of fuel by County departments. Revenues are from Charges for Services generated by Gas & Oil expenses from each cost center, which is this Fund's primary revenue source. Revenue is also generated by an overhead allocation assessed to every cost center with an appropriation for fuel.

Operating Expenses decreased due to adjustments for Gas & Oil based on the revised revenue and Capital Outlay. FY21 includes funding for ongoing capital projects: Fuel Proximity Sensors and the Dispenser and Monitoring upgrades at various Fire Stations. Overall, the FY21 Budget is projected to increase \$22,155 over the FY20 Adopted Budget.

	FY20 Adopted Budget:	FY21 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 1,797,760	\$ 1,612,356	\$(185,404)
Subtotal:	\$ 1,797,760	\$ 1,612,356	\$(185,404)
Transfers In	\$ 192,000	\$ 146,000	\$(46,000)
Fund Balance	\$ 446,999	\$ 700,558	\$ 253,559
REVENUES TOTAL:	\$ 2,436,759	\$ 2,458,914	\$ 22,155
EXPENDITURES			
Personal Services	\$ 77,155	\$ 79,862	\$ 2,707
Operating Expenses	\$ 1,885,294	\$ 1,744,687	\$(140,607)
Capital Outlay	\$ 471,435	\$ 544,371	\$ 72,936
Subtotal:	\$ 2,433,884	\$ 2,368,920	\$(64,964)
Transfers Out	\$ 2,875	\$ 89,994	\$ 87,119
EXPENDITURES TOTAL:	\$ 2,436,759	\$ 2,458,914	\$ 22,155

CAPITAL IMPROVEMENT PROGRAM FUNDS

TABLE OF CONTENTS

CAPITAL IMPROVEMENT PROGRAM DESCRIPTION.....	10-1
001 - GENERAL FUND	10-2
102 – TRANSPORTATION TRUST FUND.....	10-3
104 - TOURIST DEVELOPMENT TAX FUND	10-4
115 – COURT FACILITIES FUND.....	10-6
125 – ENVIRONMENTAL LAND MAINTENANCE FUND.....	10-7
142 – MOBILITY FEE EAST ZONE FUND.....	10-8
143 – MOBILITY FEE WEST ZONE FUND.....	10-9
149 – EAST 149 – EAST 192 CRA	10-10
150 – WEST 192 DEVELOPMENT AUTHORITY FUND	10-11
154 - CONSTITUTIONAL GAS TAX FUND	10-12
155 – WEST 192 MSBU PHASE I FUND	10-13
156 –FEDERAL AND STATE GRANTS FUND.....	10-14
177 – FIRE IMPACT FEE FUND.....	10-16
178 – PARKS IMPACT FEE FUND.....	10-17
306 - LOCAL OPTION SALES TAX FUND	10-18
328 – SPECIAL PURPOSE CAPITAL FUND.....	10-20
331 – COUNTYWIDE FIRE CAPITAL FUND	10-21
334 – TRANSPORTATION IMPROVEMENT CONSTRUCTION FUND.....	10-22
511 – FLEET FUEL INTERNAL SERVICE FUND	10-23

CAPITAL IMPROVEMENT PROGRAM

The 5-year Capital Improvement Program (CIP) is a major public infrastructure and planning tool used by Osceola County. It is a reflection of the County's Goals and Objectives which is intended to coordinate the financing and timing of improvements in a way that maximizes the return to the public. The CIP is described as projects that typically have a useful life of at least ten years and a cost of \$25,000 or more and includes new, replacement, or upgraded items/projects, construction, software, and/or land purchases. In general, the CIP does not include multiple purchase requests, i.e. a number of items with a unit cost of less than \$25,000 or repairs that do not extend the useful life of the asset, but an aggregate cost of more than \$25,000.

The CIP encompasses the four Goals of the County's Strategic Plan:

- Great Place to Live
- Efficient & High Performing County Government
- High Quality Transportation & Infrastructure
- Diversified Economy

Fund 001-General Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<u>Community Development</u>						
1400 - Community Development Projects						
Urban Farm - C20-011	0	500,000	900,000	1,000,000	0	2,400,000
Total: 1400 - Community Development	0	500,000	900,000	1,000,000	0	2,400,000
7200 - Parks Projects						
Parks Equipment - 7007	0	115,000	0	175,000	200,000	490,000
Total: 7200 - Parks Projects	0	115,000	0	175,000	200,000	490,000
Total: Community Development	0	615,000	900,000	1,175,000	200,000	2,890,000
<u>Public Safety</u>						
2100 - Public Safety Projects						
Security Cameras (Facility-wide) - O21-003	276,040	0	0	0	0	276,040
Total: 2100 - Public Safety Projects	276,040	0	0	0	0	276,040
Total: Public Safety	276,040	0	0	0	0	276,040
<u>Public Works</u>						
4100 - Public Works Projects						
Corrections - Rear Gate Improvements - P21-011	60,000	0	0	0	0	60,000
Corrections - Replacement of Fuel Tank - P21-013	50,000	0	0	0	0	50,000
Fleet Vehicle Replacements - Out Years - P22-001	0	349,838	0	0	0	349,838
FY21 Fleet Vehicle Replacement - P21-001	281,354	0	0	0	0	281,354
Jail - HVAC Chilled water and hot Water piping system replacement PHASE 2 - 180028	4,000,000	0	0	0	0	4,000,000
Total: 4100 - Public Works Projects	4,391,354	349,838	0	0	0	4,741,192
4144 - Fleet Vehicles/Equipment						
NiftyLift Gas Boom - C21-014	27,300	0	0	0	0	27,300
Parks Tractor - C21-012	115,000	0	0	0	0	115,000
Total: 4144 - Fleet Vehicles/Equipment	142,300	0	0	0	0	142,300
Total: Public Works	4,533,654	349,838	0	0	0	4,883,492
Total: 001	4,809,694	964,838	900,000	1,175,000	200,000	8,049,532

Fund 102-Transportation Trust Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Public Works						
4100 - Public Works Projects						
Yard 1 Propane Site - P21-004	150,000	0	0	0	0	150,000
Total: 4100 - Public Works Projects	150,000	0	0	0	0	150,000
4144 - Fleet Vehicles/Equipment						
Bucket Truck - T21-002	0	213,100	0	0	0	213,100
Pickup Truck (Thermo Crew) - T21-001	35,000	0	0	0	0	35,000
Total: 4144 - Fleet Vehicles/Equipment	35,000	213,100	0	0	0	248,100
Total: Public Works	185,000	213,100	0	0	0	398,100
Total: 102	185,000	213,100	0	0	0	398,100

Fund 104-Tourist Development Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<u>Community Development</u>						
7500 - TDT Projects						
Additional Parking Lot for Orlando City - C21-011	0	0	233,400	0	0	233,400
Concession Stand Upgrade & Signage - 7511	233,290	0	0	0	0	233,290
OHP - Administrative Office/Box Office Renovations - 7559	511,765	0	0	0	0	511,765
OHP - Arena Concourse Expansions - C19-011	0	0	0	0	2,390,000	2,390,000
OHP - Arena Lobby Floor - 17053	0	0	375,000	375,000	0	750,000
OHP - Arena Sound System - 7549	54,616	0	0	0	0	54,616
OHP - Bollards - C21-004	125,000	150,000	150,000	150,000	0	575,000
OHP - Carpet - Removable/Storable - C19-017	0	0	0	0	150,000	150,000
OHP - Covered Walkway between Arena & Exhibition Building - C19-055	0	0	0	0	2,000,000	2,000,000
OHP - Escalators - 16065	0	0	0	0	2,000,000	2,000,000
OHP - Event Center Box Office Awning - C20-005	0	0	300,000	0	0	300,000
OHP - Events Center & Arena Lobby Lighting System - 7017	900,000	500,000	0	0	1,000,000	2,400,000
OHP - Fencing - 7505	100,000	100,000	100,000	0	0	300,000
OHP - Gazebo - 180009	0	0	0	0	250,000	250,000
OHP - Heritage Club Upgrades - 7018	0	100,000	200,000	250,000	1,400,000	1,950,000
OHP - Improved Exterior Signage - 7507	400,000	400,000	400,000	0	0	1,200,000
OHP - Improved Interior Signage - 7537	300,000	300,000	300,000	300,000	0	1,200,000
OHP - Maintenance Workshop, Office and Storage Unit - 7021	61,000	2,000,000	1,500,000	0	0	3,561,000
OHP - Multipurpose Pavilion (West Lot) - 7564	0	0	0	0	1,000,000	1,000,000
OHP - PA System (Box Office, Bowl, General, and Outdoors) - 7572	200,000	0	0	0	0	200,000
OHP - POS Systems - C21-005	180,000	0	0	0	0	180,000
OHP - Remodel Suites and Furniture (Arena) - 7546	0	0	0	150,000	0	150,000
OHP - Site Grading & Drainage - C20-007	0	0	500,000	500,000	0	1,000,000
OHP - Spotlight Replacements - C19-056	0	0	0	250,000	0	250,000
OHP - Surveillance System/Metal Detectors - 7593	100,000	100,000	100,000	100,000	0	400,000
OHP - Telephone/Voicemail System - C21-006	200,000	0	0	0	0	200,000
OHP - Utility Distribution (Arena, Events Center, Parking Lots) - 7558	500,000	500,000	0	0	0	1,000,000
OHP - Wall Panels/Air Wall/Acoustical Panels - 17104	0	0	0	0	200,000	200,000
OHP Parking and Hardscape - 7548	0	0	0	250,000	250,000	500,000
Stadium Automated Gate Entrance - C21-007	0	0	30,000	0	0	30,000
Stadium Concession Stand Upgrades - C21-008	0	0	0	0	500,000	500,000
Stadium Permanent Seating - C21-009	0	0	0	600,000	0	600,000

Fund 104-Tourist Development Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Stadium Video Scoreboard - C21-010	0	0	0	1,000,000	0	1,000,000
Total: 7500 - TDT Projects	3,865,671	4,150,000	4,188,400	3,925,000	11,140,000	27,269,071
Total: Community Development	3,865,671	4,150,000	4,188,400	3,925,000	11,140,000	27,269,071
<u>Public Works</u>						
4100 - Public Works Projects						
FY21 Fleet Vehicle Replacement - P21-001	52,000	0	0	0	0	52,000
Mac Overstreet Boat Ramp - 17010	0	600,000	800,000	0	0	1,400,000
OHP - Replace Fire Alarm Panels - P21-015	435,000	0	0	0	0	435,000
Total: 4100 - Public Works Projects	487,000	600,000	800,000	0	0	1,887,000
Total: Public Works	487,000	600,000	800,000	0	0	1,887,000
<u>Transportation</u>						
4300 - Transportation Projects						
Bill Johnston Park - 4357	0	27,050	0	0	0	27,050
Lake Toho Water Restoration Pond Trail - 4350	0	772,950	0	0	0	772,950
Neptune Connector - 4355	0	2,000,000	5,370,762	0	0	7,370,762
Total: 4300 - Transportation Projects	0	2,800,000	5,370,762	0	0	8,170,762
Total: Transportation	0	2,800,000	5,370,762	0	0	8,170,762
Total: 104	4,352,671	7,550,000	10,359,162	3,925,000	11,140,000	37,326,833

Fund 115-Court Facilities Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Public Works						
4100 - Public Works Projects						
Clerk of Court Criminal Division Office Reconfiguration - P21-016	82,000	0	0	0	0	82,000
Courthouse Bi-Directional Amplifier System - P21-014	63,000	0	0	0	0	63,000
Total: 4100 - Public Works Projects	145,000	0	0	0	0	145,000
Total: Public Works	145,000	0	0	0	0	145,000
Total: 115	145,000	0	0	0	0	145,000

Fund 125-Environmental Land Maintenance

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<u>Community Development</u>						
1400 - Community Development Projects						
Shingle Creek Babb Playground - C21-016	0	0	0	0	100,000	100,000
Twin Oaks Conservation Area - 1494	300,000	0	0	0	0	300,000
Total: 1400 - Community Development	300,000	0	0	0	100,000	400,000
Total: Community Development	300,000	0	0	0	100,000	400,000
Total: 125	300,000	0	0	0	100,000	400,000

Fund 142 - Mobility Fee East Zone

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<u>Transportation</u>						
4300 - Transportation Projects						
Fortune Lakeshore Multi-Use Trail - 4104	1,500,000	0	0	0	0	1,500,000
Fortune-Simpson Intersection Improvement - 4374	750,000	0	0	0	0	750,000
Neptune Road (Partin Settlement to US 192) - 4178	0	11,834,460	0	0	0	11,834,460
Total: 4300 - Transportation Projects	2,250,000	11,834,460	0	0	0	14,084,460
Total: Transportation	2,250,000	11,834,460	0	0	0	14,084,460
Total: 142	2,250,000	11,834,460	0	0	0	14,084,460

Fund 143 - Mobility Fee West Zone

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Transportation						
4300 - Transportation Projects						
Michigan Ave Pedestrian Safety - T21-009	58,500	390,000	0	0	0	448,500
Neptune Road (Partin Settlement to US 192) - 4178	0	27,613,740	0	0	0	27,613,740
Total: 4300 - Transportation Projects	58,500	28,003,740	0	0	0	28,062,240
Total: Transportation	58,500	28,003,740	0	0	0	28,062,240
Total: 143	58,500	28,003,740	0	0	0	28,062,240

Fund 149-East 192 CRA

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<u>Economic Development/Strategic Initiatives</u>						
01400 - Economic Development Projects						
Landscape E192 - 1421	0	1,844,437	0	0	0	1,844,437
Total: 01400 - Economic Development	0	1,844,437	0	0	0	1,844,437
Total: Economic Development/Strategic	0	1,844,437	0	0	0	1,844,437
Total: 149	0	1,844,437	0	0	0	1,844,437

Fund 150-West 192 Development Authority

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<u>Community Development</u>						
1400 - Community Development Projects						
LED Lights - 1432	1,000,000	0	0	0	0	1,000,000
Total: 1400 - Community Development	1,000,000	0	0	0	0	1,000,000
<hr/>						
Total: Community Development	1,000,000	0	0	0	0	1,000,000
<u>Public Works</u>						
4100 - Public Works Projects						
FY21 Fleet Vehicle Replacement - P21-001	36,000	0	0	0	0	36,000
Total: 4100 - Public Works Projects	36,000	0	0	0	0	36,000
<hr/>						
Total: Public Works	36,000	0	0	0	0	36,000
<hr/>						
Total: 150	1,036,000	0	0	0	0	1,036,000

Fund 154-Constitutional Gas Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Public Works						
4100 - Public Works Projects						
Fleet Vehicle Replacements - Out Years - P22-001	0	815,000	1,671,000	1,359,000	1,389,000	5,234,000
FY21 Fleet Vehicle Replacement - P21-001	1,204,154	0	0	0	0	1,204,154
Total: 4100 - Public Works Projects	1,204,154	815,000	1,671,000	1,359,000	1,389,000	6,438,154
Total: Public Works	1,204,154	815,000	1,671,000	1,359,000	1,389,000	6,438,154
Total: 154	1,204,154	815,000	1,671,000	1,359,000	1,389,000	6,438,154

Fund 155-West 192 MSBU Phase I

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<u>Community Development</u>						
1400 - Community Development Projects						
LED Lights - 1432	1,000,000	0	0	0	0	1,000,000
Total: 1400 - Community Development	1,000,000	0	0	0	0	1,000,000
<hr/>						
Total: Community Development	1,000,000	0	0	0	0	1,000,000
Total: 155	1,000,000	0	0	0	0	1,000,000

Fund 156-Federal And State Grants Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
<u>Economic Development/Strategic Initiatives</u>						
01400 - Economic Development Projects						
Landscape E192 - 1421	0	2,000,000	0	0	0	2,000,000
Total: 01400 - Economic Development	0	2,000,000	0	0	0	2,000,000
Total: Economic Development/Strategic	0	2,000,000	0	0	0	2,000,000
<u>Public Works</u>						
3800 - Stormwater Projects						
Buenaventura/Floral Ave Outfall - 3812	0	3,160,000	0	0	0	3,160,000
Buenaventura/Simpson Outfall - 3101	1,675,125	0	0	0	0	1,675,125
East Lake Toho Water Quality Improvements - P21-006	0	37,500	0	120,000	0	157,500
Kempfer Road Culvert Replacement - 3102	150,000	0	0	0	0	150,000
Total: 3800 - Stormwater Projects	1,825,125	3,197,500	0	120,000	0	5,142,625
4100 - Public Works Projects						
C-Gate Boat Ramp Safety Repairs & ADA Improvements - P21-002	0	0	200,000	0	0	200,000
Total: 4100 - Public Works Projects	0	0	200,000	0	0	200,000
Total: Public Works	1,825,125	3,197,500	200,000	120,000	0	5,342,625
<u>Transportation</u>						
4300 - Transportation Projects						
Advanced Traffic Management System (ATMS) Phase VI - T20-019	0	0	0	3,500,000	0	3,500,000
Bellalago Academy Sidewalk - 4370	0	0	0	86,121	0	86,121
Bill Beck Trail - T20-009	0	0	0	0	209,590	209,590
Buenaventura Blvd Complete Streets - T21-005	0	0	0	1,223,870	9,382,999	10,606,869
Canoe Creek Road (CR523) - 4395	0	0	0	0	2,000,000	2,000,000
Deerwood Elementary Sidewalk Gaps - 4382	0	786,835	0	0	0	786,835
Deerwood Elementary Sidewalk II - 4371	0	0	0	1,034,225	0	1,034,225
Fortune Lakeshore Multi-Use Trail - 4104	4,490,000	0	0	0	0	4,490,000
Fortune Road Widening - T21-006	0	0	0	1,000,000	2,034,915	3,034,915
Fortune-Simpson Intersection Improvement - 4374	0	0	4,953,978	0	0	4,953,978
Kissimmee St.Cloud Connector Trail - 4011	0	0	3,451,000	0	0	3,451,000
Parkway Middle Ventura Elementary Sidewalk - 4367	0	0	0	568,649	0	568,649
Simpson Road Phase I - 7011	0	13,999,000	0	0	0	13,999,000
SunRail Poinciana Parking Lot - T21-007	0	324,902	2,490,915	0	0	2,815,817

Fund 156-Federal And State Grants Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
SunRail Tupperware Parking Lot - T21-008	0	266,403	2,042,423	0	0	2,308,826
Total: 4300 - Transportation Projects	4,490,000	15,377,140	12,938,316	7,412,865	13,627,504	53,845,825
Total: Transportation	4,490,000	15,377,140	12,938,316	7,412,865	13,627,504	53,845,825
Total: 156	6,315,125	20,574,640	13,138,316	7,532,865	13,627,504	61,188,450

Fund 177-Fire Impact Fee Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Public Safety						
2100 - Public Safety Projects						
Campbell City Fire Station 43 - 2203	0	2,367,197	0	0	0	2,367,197
Fire Station 63 - Shady Lane (Replacement) - 2233	0	0	0	6,455,992	0	6,455,992
Station 45 Kyngs Heath (535 Area Station) - 2008	0	6,728,598	0	0	0	6,728,598
Total: 2100 - Public Safety Projects	0	9,095,795	0	6,455,992	0	15,551,787
Total: Public Safety	0	9,095,795	0	6,455,992	0	15,551,787
Total: 177	0	9,095,795	0	6,455,992	0	15,551,787

Fund 178-Parks Impact Fee Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Community Development						
7208 - Parks District 1						
Campbell City Park/Community Center - 7003	0	4,157,010	0	0	0	4,157,010
East 192 CRA Parks - 7215	0	2,000,000	500,000	2,000,000	500,000	5,000,000
Fletcher Park - C21-001	0	250,000	250,000	0	0	500,000
Intercession City Community Center - C21-002	0	0	100,000	2,000,000	0	2,100,000
Kings Highway Park - C21-003	0	250,000	2,500,000	0	1,000,000	3,750,000
Mac Overstreet Park - C21-013	0	0	0	0	100,000	100,000
Marydia Community Center - 7248	0	250,000	0	0	0	250,000
Oren Brown Park Improvements - 1423	0	150,000	600,000	225,000	0	975,000
Park Property Purchase (District 1) - 7028	0	3,070,000	3,070,000	3,070,000	3,070,000	12,280,000
Scotty's Cove Conservation Area - C20-001	0	34,000	0	0	0	34,000
Total: 7208 - Parks District 1	0	10,161,010	7,020,000	7,295,000	4,670,000	29,146,010
7209 - Parks District 2						
65th Infantry Veterans Park - 4155	0	850,000	0	150,000	0	1,000,000
Archie Gordon Memorial Park - 7220	0	0	700,000	100,000	0	800,000
District 2 Park - C21-015	0	0	0	0	100,000	100,000
Park Property Purchase (District 2) - C20-014	0	500,000	500,000	500,000	500,000	2,000,000
Total: 7209 - Parks District 2	0	1,350,000	1,200,000	750,000	600,000	3,900,000
7217 - Parks District 3						
HANOVER LAKES PROJECT - 7005	125,000	0	0	0	0	125,000
Total: 7217 - Parks District 3	125,000	0	0	0	0	125,000
Total: Community Development	125,000	11,511,010	8,220,000	8,045,000	5,270,000	33,171,010
Total: 178	125,000	11,511,010	8,220,000	8,045,000	5,270,000	33,171,010

Fund 306-Local Option Sales Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Wolf Creek Bridge Replacement - P19-030	0	0	600,000	6,000,000	0	6,600,000
Total: 4100 - Public Works Projects	950,000	1,050,000	2,725,000	12,950,000	950,000	18,625,000
Total: Public Works	2,008,375	8,827,500	3,375,000	15,470,000	1,350,000	31,030,875
<u>Transportation</u>						
4300 - Transportation Projects						
Countywide Signals - 4401	450,000	0	0	0	0	450,000
Traffic Control Equipment - 3780	375,000	175,000	175,000	175,000	175,000	1,075,000
Traffic Signal Replacement Mast Arm Upgrades - 4352	387,150	0	0	0	0	387,150
Total: 4300 - Transportation Projects	1,212,150	175,000	175,000	175,000	175,000	1,912,150
Total: Transportation	1,212,150	175,000	175,000	175,000	175,000	1,912,150
Total: 306	7,703,521	11,652,500	21,294,280	18,345,000	4,225,000	63,220,301

Fund 328 - Special Purpose Capital Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Transportation						
4300 - Transportation Projects						
Boggy Creek Road (Simpson to Narcoossee) - 4171	0	0	10,823,868	0	0	10,823,868
Carroll St - JYP to Michigan - 4316	0	5,633,100	0	0	0	5,633,100
Total: 4300 - Transportation Projects	0	5,633,100	10,823,868	0	0	16,456,968
Total: Transportation	0	5,633,100	10,823,868	0	0	16,456,968
Total: 328	0	5,633,100	10,823,868	0	0	16,456,968

Fund 331-Countywide Fire Capital Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Public Safety						
2100 - Public Safety Projects						
Bunker Gear - 2185	0	1,484,586	0	0	0	1,484,586
Campbell City Fire Station 43 - 2203	0	4,806,127	0	0	0	4,806,127
Fire Station 63 - Shady Lane (Replacement) - 2233	0	0	0	717,332	0	717,332
Fire Station 87 - F21-008	0	0	0	0	2,238,767	2,238,767
Fire/EMS Equipment - 2700	1,571,667	4,856,290	3,157,999	2,628,216	5,296,445	17,510,617
Poinciana Fire Station #83 - 2204	0	0	0	0	7,460,257	7,460,257
Portable SCBA Filling Station - F21-007	0	150,150	0	0	0	150,150
Portable Shower/Bathroom Unit - F21-006	0	149,336	0	0	0	149,336
Station 75 Funie Steed Road - 2009	0	0	7,173,324	0	0	7,173,324
Station 81 - South Big Lake/West of Canal - F20-003	0	0	0	2,152,660	0	2,152,660
Total: 2100 - Public Safety Projects	1,571,667	11,446,489	10,331,323	5,498,208	14,995,469	43,843,156
Total: Public Safety	1,571,667	11,446,489	10,331,323	5,498,208	14,995,469	43,843,156
Total: 331	1,571,667	11,446,489	10,331,323	5,498,208	14,995,469	43,843,156

Fund 334-Transportation Imp Construction Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Transportation						
4300 - Transportation Projects						
Bill Beck Blvd, Segment B - 4398	8,000,000	0	0	0	0	8,000,000
Boggy Creek Road (Simpson to Narcoossee) - 4171	17,700,000	0	0	52,067,500	0	69,767,500
Partin Settlement Road (Neptune Road to E. Lakeshore) - 4175	8,100,000	0	0	23,827,500	0	31,927,500
Poinciana Blvd (Pleasant Hill to Crescent Lakes Way) - 4177	2,850,000	0	0	50,302,500	0	53,152,500
Simpson Road (Myers Road to US 192) - 4170	0	0	48,382,500	0	0	48,382,500
Total: 4300 - Transportation Projects	36,650,000	0	48,382,500	126,197,500	0	211,230,000
Total: Transportation	36,650,000	0	48,382,500	126,197,500	0	211,230,000
Total: 334	36,650,000	0	48,382,500	126,197,500	0	211,230,000

Fund 511-Fleet Fuel Internal Service Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2021/25
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Public Works						
4100 - Public Works Projects						
Fire Station 42 DEF Dispenser and monitoring upgrade - 4163	73,000	0	0	0	0	73,000
Fire Station 55 DEF Dispenser and monitoring upgrade - 4164	73,000	0	0	0	0	73,000
Fire Station 57 DEF Dispenser and monitoring upgrade - P20-014	0	169,000	0	0	0	169,000
Fire Station 71 DEF Dispenser and monitoring upgrade - P20-015	0	169,000	0	0	0	169,000
Total: 4100 - Public Works Projects	146,000	338,000	0	0	0	484,000
Total: Public Works	146,000	338,000	0	0	0	484,000
Total: 511	146,000	338,000	0	0	0	484,000

Program / Function / Project	Proposed CIP by Fiscal Year					Total
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	2021/25
Report Grand Total:	67,852,332	121,477,109	125,120,449	178,533,565	50,946,973	543,930,428