

# OSCEOLA COUNTY



## FISCAL YEAR 2022 ADOPTED BUDGET

Adopted - September 20, 2021



**OSCEOLA**  
COUNTY be first  
to what's next.

# Osceola County

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## *Fiscal Year 2022 Adopted Budget*



**OSCEOLA**  
**COUNTY** *be first  
to what's next.*

### Board of County Commissioners:

**Brandon Arrington, Chair**

*District 3*

**Viviana Janer, Vice Chair**

*District 2*

**Peggy Choudhry, Commissioner**

*District 1*

**Cheryl Grieb, Commissioner**

*District 4*

**Ricky Booth, Commissioner**

*District 5*

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*ADOPTED - September 20, 2021*

Book Finalized & Distributed on November 19, 2021





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## **Introduction**

Osceola County is pleased to present the Adopted Budget for Fiscal Year 2021-2022 (FY22). The annual budget development and approval process began in January and concluded with the Final Public Budget Hearing in September. The annual budget presented new challenges and uncertainties due to the ongoing COVID-19 global public health crisis. During the preparation of the FY22 Budget, the County began to see some stabilization of revenues impacted by the global pandemic such as Tourist Development Taxes, Tolls, State Shared Revenues, Local Government Half-Cent Sales Taxes, and Gas Taxes. While this is a positive sign locally, the County continues to experience challenges stemming from declines in major revenue sources, impacts to small businesses, declines in tourism, loss of employment, and the highest unemployment rate (5.8%) in the Central Florida region resulting in a loss of income for our residents. All these impacts have resulted in greater assistance needs for Osceola County residents.

The ongoing COVID-19 pandemic had an immediate negative impact on many of the County's revenue sources in the prior fiscal years, and we anticipate the impacts to continue in concert with the ebb and flow of the pandemic intensity. As mentioned above, some of the County's revenues began to stabilize during FY21; however, we are continuously monitoring external forces that may impact the County's revenues and expenses. The County was the recipient of funds (\$72M) from the passage of the American Rescue Plan Act (ARPA) that will aid in filling the gaps related to revenue losses associated with COVID-19. The result will be the receipt of two tranches of funds, one in FY21 (\$36.4M) and one anticipated in FY22 (\$36.4M). In a similar fashion to the use of the CARES Act funding, the County has developed a strategy to utilize the funds for revenue replacement, infrastructure investments, and community support. While traditional downturns in the national and local economy have resulted in the decline of property valuations, the impacts of the ongoing pandemic remain to be seen, as a result of property valuations lagging two years behind. For example, FY22 Ad Valorem saw an increase of 8.49% in property valuations. The FY22 budget was prepared based on the continued provision of exceptional services to Osceola County residents.

## **Budget Guidelines**

The FY22 Adopted Budget, which begins on October 1, 2021 and concludes on September 30, 2022, 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. 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 and the Osceola County Board of County Commissioners (Board). Annual budget priorities are formed based on the Strategic Plan framework. In February, prior to the entry of annual budgets by departments, a review and forecast of revenues is completed based on trends and market conditions available. Departments complete the entry of their budgets in April based on the strategic priorities and current year budgetary forecasting. 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 26, 2021, the County Manager submitted his Recommended Budget to the Board for review and recommendations. After completion of the budget presentation and Board discussion, the Board established the rolled-back millage rates, proposed millage rates, and set the date, time, and location for the First Public Hearing on September 9<sup>th</sup>. The Board also set the proposed assessment rates for many of the County's non-ad valorem assessments and established the date, time, and location for the Final Public Hearing for the same date. During the public hearing portion of the budget discussion, the County Commissioners continued discussions of their FY22 priorities.

At the September 9<sup>th</sup> meeting, the FY22 Tentative Millage Rates and Budget were established. 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 FY22 – FY26 Capital Improvement Plan (CIP). In addition, the Final Public Hearing date, time, and location were set, and staff in compliance with F.S. 200, advertised the Tentative Millage Rates and Budget in a newspaper of general paid circulation.

Input from the public and the Board during the Tentative Budget Hearing was then integrated into the preparation of the Recommended Final Budget. In addition, staff estimated the remaining balances and projections of ongoing capital projects to be included in the Recommended Final Budget and presented the recommendations at the Final Public Hearing. The entire budget adoption process, which began in January, concluded with a Final Public Hearing held on September 20, 2021 to discuss the County Manager's Recommended Final Budget. After presentation and discussions, the Board unanimously adopted the millage rates and the Fiscal Year 2022 Budget.

#### **REVENUES:**

Although the County's property valuations increased for FY22, the valuations were from 2020 and the impact from the public health crisis is yet to be known. As a result, the County has proceeded with caution as it relates to revenue projections. As previously mentioned, some of the County's major revenue sources have yet to return to pre-pandemic levels, but the Board was dedicated to providing the citizens of this County with quality services without increasing the millage rates to offset the

impacts. Through the leadership of the Board of County Commissioners, FY22 millage rates for the General Fund, County EMS, Library, and SAVE Maintenance remained unchanged. Although the millage rates did not increase, the Budget continues to provide necessary services to the citizens, with a continued focus on transportation, housing services, and public safety. The below chart reflects the approved millage rates and corresponding Ad Valorem revenue for FY22 as compared to FY21.

Taxing Entity	FY21 Millage	FY22 Millage	FY22 Revenue	Revenue Variance
Osceola County BCC	6.7000	6.7000	\$228,538,006	\$17,882,175
EMS MSTU	1.0682	1.0682	\$27,860,253	\$2,254,091
Library District	0.3000	0.3000	\$10,272,960	\$802,329

Although the General Fund (Osceola County BCC) shows a significant increase in Ad Valorem, these revenues are quickly reduced by the amount of funds that are obligated for the Constitutional Officers, 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 addition of the American Rescue Plan Act funding allotted to the County. Overall, the Countywide budget increased \$342.5M over the FY21 Adopted Budget which reflects revenues associated with the American Rescue Plan Act funding allotted to the County and increases associated with capital programming.

**EXPENDITURES:**

The uncertainty of the pandemic and the economic strain on our citizens has resulted in the County adopting an operating budget that continues to provide exceptional core public services to the residents and includes targeted appropriations for mitigating the impacts of the pandemic on the community. The FY22 expenditure budget balances the need to retain a quality workforce through the application of a 3% wage increase for eligible employees, while expanding services to better serve the citizens through the Housing & Community Services Department and Development Plan review. In FY22, the County will return inmate medical services to a County provided service resulting in the addition of 44 new employees. This year the focus has been on the expansion of public services consistent with new growth and development and a conservative approach to revenue generation due to unprecedented federal funding and pandemic impacts.

The budget also includes funding for Road Resurfacing, Dirt Road Paving and Stormwater, contractual services supporting 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 is confirmed or available. Incorporated within the Capital Budget is the Capital Improvement Plan that totals \$137.4M and funds projects for stormwater, signals, equipment, vehicles, intersection improvements, Calypso Cay Fire Station, Cypress Parkway

Fire Station, and Dispenser and Monitoring upgrades to various County 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 and Poinciana Blvd. Other significant roadway improvement projects such as Cyrils Drive and Carroll Street utilize a combination of funding sources to realize completion. 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. Maintenance of Reserves in accordance with County policy ensures the continued ability to provide public services in the event of immediate or prolonged revenue losses. In light of the state of the economy and uncertainty with revenues for FY22, 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, actuarial studies, 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 FY22, are as follows:

- **General Funds:** This Fund Group includes funding from the General Fund for the Designated Ad Valorem Tax (DAT), which provides funding to support transportation needs, but the General Fund is the primary purpose within this Fund Group. 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 of which realized the economic uncertainty of the ongoing pandemic, 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, Animal Services, Community Development, Constitutional Offices, Corrections (jail), Strategic Initiatives, Extension Services, general administration and oversight, Health Unit, Human Resources, Housing & Community Services, and Public Works.



Highlights of the General Fund include funds to support and maintain the County's adopted level of service, accommodate increases in costs related to mowing, security, transition to in-house Inmate Medical services in the jail, unfunded mandates such as support of Medicaid and juvenile justice expenses, transfers to support the Constitutional Officers, transportation operations and road resurfacing, transit and debt service. Capital Outlay includes funding for designated capital expenditures including countywide equipment replacement, park improvements, improvements at the jail and support of approved on-going Capital Improvement Projects.

- 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 continues to be impacted by the effects of COVID-19. While revenue continues to recover to pre-pandemic levels the return is slow and subject to worldwide and local case counts. TDT funds have been budgeted at a conservative rate to ensure impacts due to the pandemic can be absorbed without significant reductions to programming during the fiscal year. Highlights include the implementation of the American Rescue Plan Act funds through revenue replacement, continued support for road resurfacing and dirt road paving projects, and Countywide Fire and Rescue services. Capital Outlay includes minimal new projects for FY22 in which revenues will be verified prior to moving forward, as well as vehicle replacements funded with lease proceeds, the expansion of Fire/Rescue services through the construction of three new stations, and approved ongoing projects carried forward from the prior year to continue in FY22.

- 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.
- 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 FY22 include the previously mentioned Transportation complete street projects, Stormwater projects, Bridge Improvements, Countywide Signals Project, Traffic Signal Replacements/Mast Arm upgrades, Traffic Equipment, and Fire/EMS equipment. The Budget also includes projects carried over into FY22 for completion, as well as debt service.

- 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. While it is anticipated the pandemic will continue to impact tourism and travel, the toll revenues continue to improve from pandemic lows and are anticipated to stabilize.
- 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 FY22 Budget was successfully adopted on September 20, 2021 totaling \$1,967,627,271. This budget could not have been accomplished without the team approach taken by the constitutional and judicial offices as well as the County Attorney, 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 essential public services to our citizens without increasing the millage rates.

# Osceola County Citizens



**Osceola County  
BOARD OF COUNTY COMMISSIONERS**

**County Attorney  
FRANK TOWNSEND**

**County Manager  
DONALD S. FISHER**

**CONSTITUTIONALS / ELECTED OFFICIALS:**  
 Clerk of the Circuit Court  
 Public Defender  
 Property Appraiser  
 State's Attorney  
 Sheriff  
 Supervisor of Elections  
 Tax Collector

**Deputy County Manager  
BETH A. KNIGHT**

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

**Office of  
Sustainability**

**Human  
Resources**

- Employee Benefits & Relations
- Risk Mgmt.

**Governmental  
Affairs/Grants**

- Lobbying Services
- Federal & State Grants

**Audit & Oper.  
Improvements**

- Performance Audits
- Operational Improvements

**Community  
Development**

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

**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.
- Real Estate
- Road & Bridge
- Solid Waste
- Stormwater/Nat. Resources

**Transportation  
& Transit**

- Complete Street Construction
- Osceola Parkway
- Lynx/SunRail/MPO
- Mobility Fee Coordination
- 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





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# OSCEOLA COUNTY MISSION STATEMENT & STRATEGIC PLAN

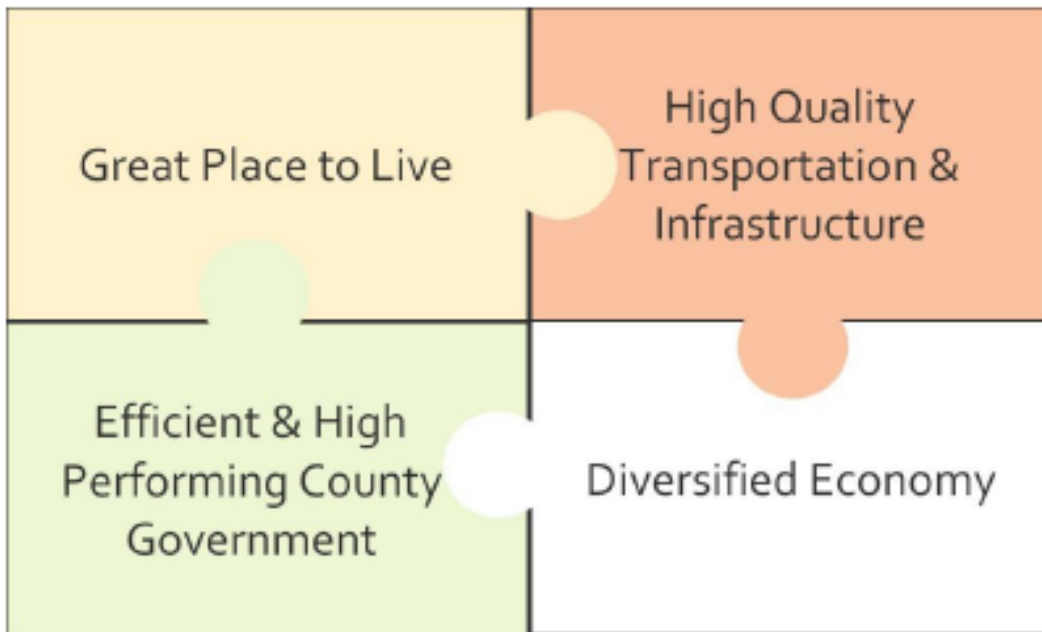
## MISSION STATEMENT:

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. 21-229R**

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF OSCEOLA COUNTY, FLORIDA APPROVING THE BUDGET FOR FISCAL YEAR 2021-2022; 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 9, 2021, the Board of County Commissioners of Osceola County, Florida (the "Board") adopted Resolution No. 21-163R, adopting the tentative budget for Fiscal Year 2021-2022; and

**WHEREAS**, upon approval of the tentative budget for Fiscal Year 2021-2022, 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 2021-2022 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. 21-226R, 21-227R, and 21-228R adopting the final millage rates for Fiscal Year 2021-2022;

**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 2021-2022, totaling \$1,967,627,271 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 2021-2022, 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 2021-2022.



**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 20<sup>th</sup> day of September, 2021.

BOARD OF COUNTY COMMISSIONERS  
OF OSCEOLA COUNTY, FLORIDA

By:   
Chair/Vice Chair

ATTEST:  
OSCEOLA COUNTY CLERK OF THE BOARD

By:   
Clerk/ Deputy Clerk of the Board



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

September 9, 2021  
Resolution # 21-229R

Schedule A  
 Second Public Hearing  
 BOCC Osceola County  
 Countywide Summary

FY22  
 Final  
 Recommended  
 Budget

**Revenues**

Current Ad Valorem Taxes	273,653,841
PY Delinquent Ad Valorem Tax	83,224
Other Taxes	106,291,367
Permits, Fees & Special Assessments	142,286,351
Intergovernmental Revenue	191,951,602
Charges For Services	82,841,748
Judgment, Fines & Forfeits	2,466,483
Miscellaneous Revenues	44,404,591
Less 5% Statutory Reduction	-30,797,767

**Subtotal** 813,181,440

Transfers In	158,953,648
Other Sources	49,439,525
Fund Balance	946,052,658

**Total Revenues** 1,967,627,271

**Expenditures**

Personal Services	152,361,088
Operating Expenses	355,496,094
Capital Outlay	429,575,137
Debt Service	61,792,927
Grants and Aids	123,261,488

**Subtotal** 1,122,486,734

Transfers Out	262,445,426
Reserves - Operating	125,473,940
Reserves - Debt	66,954,100
Reserves - Capital	246,096,992
Reserves - Claims	13,081,999
Reserves - Assigned	79,526,790
Reserves - Restricted	24,721,892
Reserves - Stability	26,839,398

**Total Expenditures** 1,967,627,271

## COUNTYWIDE BUDGET SUMMARY

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Current Ad Valorem Taxes	\$ 252,321,572	<b>\$ 273,653,841</b>	\$ 21,332,269
PY Delinquent Ad Valorem Tax	\$ 83,024	<b>\$ 83,224</b>	\$ 200
Other Taxes	\$ 101,628,380	<b>\$ 106,291,367</b>	\$ 4,662,987
Permits, Fees & Special Assessments	\$ 122,491,497	<b>\$ 142,286,351</b>	\$ 19,794,854
Intergovernmental Revenue	\$ 143,470,694	<b>\$ 191,951,602</b>	\$ 48,480,908
Charges For Services	\$ 72,404,229	<b>\$ 82,841,748</b>	\$ 10,437,519
Judgment, Fines & Forfeits	\$ 2,594,303	<b>\$ 2,466,483</b>	\$(127,820)
Miscellaneous Revenues	\$ 42,650,070	<b>\$ 44,404,591</b>	\$ 1,754,521
Less 5% Statutory Reduction	\$(27,680,843)	<b>\$(30,797,767)</b>	\$(3,116,924)
<b>Subtotal:</b>	<b>\$ 709,962,926</b>	<b>\$ 813,181,440</b>	<b>\$ 103,218,514</b>
Transfers In	\$ 121,858,508	<b>\$ 158,953,648</b>	\$ 37,095,140
Other Sources	\$ 44,675,191	<b>\$ 49,439,525</b>	\$ 4,764,334
Fund Balance	\$ 748,596,645	<b>\$ 946,052,658</b>	\$ 197,456,013
<b>REVENUES TOTAL:</b>	<b>\$ 1,625,093,270</b>	<b>\$ 1,967,627,271</b>	<b>\$ 342,534,001</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 139,737,579	<b>\$ 152,361,088</b>	\$ 12,623,509
Operating Expenses	\$ 326,411,256	<b>\$ 355,496,094</b>	\$ 29,084,838
Capital Outlay	\$ 273,967,320	<b>\$ 429,575,137</b>	\$ 155,607,817
Debt Service	\$ 56,623,538	<b>\$ 61,792,927</b>	\$ 5,169,389
Grants and Aids	\$ 90,013,290	<b>\$ 123,261,488</b>	\$ 33,248,198
<b>Subtotal:</b>	<b>\$ 886,752,983</b>	<b>\$ 1,122,486,734</b>	<b>\$ 235,733,751</b>
Transfers Out	\$ 214,684,280	<b>\$ 262,445,426</b>	\$ 47,761,146
Reserves - Operating	\$ 122,159,180	<b>\$ 125,473,940</b>	\$ 3,314,760
Reserves - Debt	\$ 65,908,569	<b>\$ 66,954,100</b>	\$ 1,045,531
Reserves - Capital	\$ 256,556,347	<b>\$ 246,096,992</b>	\$(10,459,355)
Reserves - Claims	\$ 18,934,788	<b>\$ 13,081,999</b>	\$(5,852,789)
Reserves - Assigned	\$ 28,979,911	<b>\$ 79,526,790</b>	\$ 50,546,879
Reserves - Restricted	\$ 12,713,019	<b>\$ 24,721,892</b>	\$ 12,008,873
Reserves - Stability	\$ 18,404,193	<b>\$ 26,839,398</b>	\$ 8,435,205
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,625,093,270</b>	<b>\$ 1,967,627,271</b>	<b>\$ 342,534,001</b>

# FTE Multiple Year Summary

Budget Year: 2022

	2020	2021	2022
<b>001 - GENERAL FUND</b>			
001-General Fund	797.62	804.59	840.45
<b>Total 001 - GENERAL FUND</b>	<b>797.62</b>	<b>804.59</b>	<b>840.45</b>
<b>100 - SPECIAL REVENUE FUND GROUP</b>			
102-Transportation Trust Fund	164.10	164.25	168.25
104-Tourist Development Tax Fund	30.72	29.72	29.72
107-Library District Fund	.50	.50	.50
111-SHIP State Housing Initiative Program	1.60	1.60	.82
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	382.76	382.98	383.63
137-HOME Fund	1.50	1.50	1.25
148-Building Fund	83.70	80.85	84.70
149-East 192 CRA	.30	.75	.75
150-West 192 Development Authority	4.85	3.85	3.65
151-CDBG Fund	3.20	3.20	3.45
155-West 192 MSBU Phase I	2.70	2.70	2.75
156-Federal And State Grants Fund	6.00	4.00	26.78
158-Intergovernmental Radio Communications	3.34	3.35	3.34
168-Section 8 Fund	12.65	12.65	13.65
180-Inmate Welfare Fund	2.00	2.00	2.00
<b>Total 100 - SPECIAL REVENUE FUND GROUP</b>	<b>709.52</b>	<b>703.50</b>	<b>734.84</b>
<b>400 - ENTERPRISE FUNDS</b>			
401-Solid Waste Fund	21.25	21.25	21.25
407-Osceola Parkway	1.70	1.70	1.70
<b>Total 400 - ENTERPRISE FUNDS</b>	<b>22.95</b>	<b>22.95</b>	<b>22.95</b>
<b>500 - INTERNAL SERVICE</b>			
501-Workers' Comp Internal Service Fund	1.30	1.50	1.50
502-Property & Casualty Insurance Internal Service Fund	1.30	1.50	1.50
503-Dental Insurance Internal Service Fund	.96	.83	.83
504-Health Insurance Internal Service Fund	1.43	1.29	1.29
505-Life, LTD, Vol. Life Internal Service Fund	.81	.68	.68
509-Fleet General Oversight Internal Service Fund	.30	.30	.30
510-Fleet Maintenance Internal Service Fund	17.30	17.30	17.30
511-Fleet Fuel Internal Service Fund	1.05	1.05	1.05
<b>Total 500 - INTERNAL SERVICE</b>	<b>24.45</b>	<b>24.45</b>	<b>24.45</b>
<b>Total</b>	<b>1,554.54</b>	<b>1,555.49</b>	<b>1,622.69</b>

# DEPARTMENT ACCOMPLISHMENTS

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**ANIMAL SERVICES  
FUND 001 – GENERAL FUND**

**DEPARTMENTAL OBJECTIVE:**

The purpose of the Animal Services Department is to enhance public safety as it relates to human-animal interactions while also working to advance the interests of animal welfare. We work to create a safe and humane community for pets and people.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

The Ribbon Cutting Ceremony for the low-cost veterinary clinic that will operate at Harmony High School was held on August 9, 2021. The clinic has not yet opened but that will occur soon. This is a collaboration between Osceola County, the Osceola County School District, Protectors of Companion Animals, and PetSmart Charities.

**Accomplishment #2:**

Investigated and brought to closure the largest animal confiscation in Osceola County history with the seizure of 150 animals including pigeons, horses, a donkey, sheep, goats, a duck, dogs, cats, and chickens. Through this effort we solidified relationships with our partners and received assistance from the American Society for the Prevention of Animal Cruelty, ASPCA, and the Florida State Animal Response Coalition, SARC. Of the 150 animals seized all have been recovered and rehomed except 5 animals that could not be recovered. Two horses remain at Osceola County Animal Services as of 10/06/21.

**Accomplishment #3:**

The Best Friends Animal Society Community Cat program ended March 31, 2021, but a new position at animal services was created and approved so the program can continue. We recently received a \$25,000 grant from Florida Animal Friends for spay/neuter and vaccination of community cats. This is enough to fund 500 surgeries for FY 2022.

**Accomplishment #4:**

We have successfully maneuvered through an entire year of Covid-19. Our intake numbers have remained low through assistance from our community and program adjustments. We have avoided working beyond our capacity for care all year except for the time during the large-scale seizure. We have continued to assist pet owners facing financial challenges in the care of their pets by offering vaccinations, pet food, examinations, treatments, and on some occasions, surgery for their pets. Our live release rate continues to fluctuate between 75%-80%.



## **STRATEGIC OBJECTIVES:**

### **Strategic Objective #1:**

We will remain steadfast in our commitment to bring the low-cost veterinary clinic at Harmony High School to fruition through opening and closing out the PetSmart Grant. We will continue to support this program through licensing revenues and seeking grant funding.

### **Strategic Objective #2:**

We will be starting a pilot program where Senior High School Students will ride and be trained by Osceola County Animal Services Officers so they can become future Animal Control Officers. This will require an MOU between Osceola County and the School District which is actively being worked on. Students will be paid to learn the various skills and responsibilities of an ACO so that if they choose to follow this as a career path, they will be well positioned to do so. Plans are in the works to open this up for students to work in the veterinary clinic, shelter, and administrative areas of the Animal Services Department.

### **Strategic Objective #3:**

Osceola County is home to a large number of equines, but little attention has been given to the special needs of these animals. This often leads to situations of neglect. We will be working to create and establish minimal standards of care for equines to reduce situations of neglect through owner education and enforcement.

### **Strategic Objective #4:**

Continue to seek grant and other sources of funding through creative thinking strategies designed to help the pets and people of Osceola County. This will include funding for animal disaster response, cruelty investigations, spay/neuter, and pet retention.

**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.

**BOARD SUPPORT SERVICES OFFICE  
FUND 001 – GENERAL FUND**

**DEPARTMENTAL OBJECTIVE:**

The Board Support Services Office, formerly Clerk of the Board Department, was affected by the transfer of certain responsibilities from the County to the Clerk of the Circuit Court due to the passing of the referendum for Amendment 10 in the 2018 General Elections. The transfer of duties took effect in March 2021. As a result of the transfer, the Board Support Services Office consists of one cost center, 1281, and supports 3.10 FTEs (fulltime equivalent positions) which is a decrease of 2.95 FTEs from Fiscal Year 21.

In accordance with the adopted Strategic Plan of the County Commissioners, this Office 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; providing Recording Secretary Services as assigned for specific Sunshine Boards; and assisting County Departments with the Record Retention process.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

Amendment 10 Transition of Clerk of the Board duties to Clerk of the Circuit Court

- Provided recommendations to the Clerk of the Circuit Court Team to prepare a budget for consideration by the County for funding the responsibilities for the Clerk of the Board duties.
- Trained and provided documentation to the Clerk of the Circuit Court, Clerk of the Board Staff, to assist with the transition of the responsibilities of taking the minutes of the Board of County Commission meetings, the Value Adjustment Board process, and maintaining the official County Commission records for public information requests.

**Accomplishment #2:**

Upgrade to new electronic Agenda Management System and Document Management System

- The Sire WebCenter Agenda Management system was deemed obsolete and no longer a system supported by the vendor. The OnBase Agenda Management and OnBase Unity Document Management system is an updated version of the Sire system. The electronic Agenda Management system was completed, with end users trained. The migration of Clerk of the Board documents from Sire FileCenter to OnBase Unity Document Management system has been completed. The anticipated plan is to have the new document management system pushed out and end users trained prior to the end of calendar year 2022.

**Accomplishment #3:**

Board Support Services

- Prepared 45 meeting agendas for the Board of County Commissioners and 31 meeting agendas for various other Sunshine Boards during the past fiscal year. Meeting notices for each meeting were prepared as well as other informational postings as required.

**Accomplishment #4:**

Records Management Liaison Officer for County

- Processed 35 requests for records dispositions from various departments resulting in the destruction of 295 cubic feet of paper and disposition of documents stored in electronic format.

**STRATEGIC OBJECTIVES:**

It is the objective of the Board Support Services Office to provide efficient and high performing County government by continuing to review all processes

**Strategic Objective #1:**

Board Support Services/Recording Secretary

- Provide Board Support Services of agenda preparation and notice posting for all Board of County Commission meetings and other Sunshine Boards.
- Provide Board Support Services and Recording Secretary Services for the meetings of the 2021/2022 Charter Review Advisory Commission and the 2021 Redistricting Advisory Committee.

**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.

**Strategic Objective #3:**

Electronic Messaging Board

- Once the Electronic Messaging Boards are installed in the Administration Building Lobby, train and begin using the boards to provide a more efficient method of posting notices.

**CLERK OF THE CIRCUIT COURT AND COUNTY COMPTROLLER  
FUND 001 – GENERAL FUND**

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**ORGANIZATIONAL OBJECTIVE:**

The Clerk of the Circuit Court and County Comptroller is an elected county official, as established by Article VIII of the Constitution of the State of Florida with the mission “to Protect and Preserve the Public Records, the Public funds, and the Public Trust.”

The Office of the Clerk & Comptroller performs a wide range of record keeping, information management, and financial management for the judicial system and county government through its various roles as Clerk of the Circuit and County Court, County Recorder, Clerk to the Board of County Commissioners, Accountant and Custodian of County funds, and County Auditor.

**SOME RECENT ACCOMPLISHMENTS:**

**Substantial Progress in the Implementation of Amendment 10 to the Florida Constitution**

- Transitioned County Auditor, County Comptroller, and Clerk of the Board of County Commissioners duties to create the reformed Clerk of the Circuit Court and County Comptroller’s Office.
- Built a new Office of the County Auditor from the ground up including a County Audit Plan, hiring two experienced staff auditors, and procured, developed, and implemented an internal audit project management system.

**CARES Act**

- Processed approximately 11,000 payment requests to help citizens, small businesses, food banks, and universities from CARES Act funds from January 6, 2021 through September 30, 2021.

**Executed the Comprehensive Case Information System, version 9, Access Security Matrix**

- Aimed at creating statewide electronic court data access protocols
- Achieved Florida Supreme Court deadlines for “go live” status.

**Fraud, Waste, and Abuse Hotline: 1.888.835.5535**

- Creates an avenue for residents, employees, and contractors to anonymously report suspected Fraud, Waste, and Abuse of County funds.
- Reports go directly to the Office of the County Auditor for evaluation and investigation through either the phone hotline or through the County Auditor website.

**Transition to Forte Payment Systems**

- The Finance and Accounting Department was instrumental in switching Automated Clearing House processors to Forte Payment Systems for Tax Deed Auctions.
- This resulted in a 60% reduction in fund disbursement time and file completion without incurring any additional cost.

### **Marriage Kiosk Full Implementation**

- Allows for couples to complete their marriage application process and schedule an appointment online.
- This resulted in expedited processing times for marriage licenses and decreased overall traffic within the Courthouse, meeting this administration's goal of increased online services and greater safety for the public during the COVID-19 pandemic.

### **Time, Attendance, and Payroll System Modernization**

- The implementation of ADP centralized time, attendance, and payroll into a single system.
- The result is a decreased workload for payroll processing and streamlined processes for employee access to documents and time submission.
- Current efforts are underway to expand ADP to improve recruitment, manage employee performance, and institute a learning management system for employee training and growth.

### **Court and Official Records and Data Back-up**

- On January 5, 2021, all Court and Official County Records server back-ups were located on-site at the Osceola County Courthouse, creating the potential that a disaster could result in a complete destruction of all records held by the Clerk of the Court.
- The IT Department took the initiative to secure not only an off-site back-up solution removing this risk, but one which would allow the Clerk's Office to operate completely and indefinitely from a cloud environment if the Courthouse facilities are unusable.

### **STRATEGIC OBJECTIVE:**

To evaluate and update all processes, procedures, and technological solutions on an organizational level to modernize the Office of the Clerk of the Circuit Court and County Comptroller. Our focus is on sustainable growth as an organization and for each individual Deputy Clerk, to increase effectiveness in managing increasing case-loads, streamlining and expanding the collection of funds, and continuing to adapt our service model to ensure the safety and security of our staff and the public during the pandemic.

**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, objectives, and accomplishments.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

Response to Coronavirus

- Created communications plans for continuing needs related to health and safety as well as to launch new programs and reinforce the availability of on-going ones to help sections of the community recover from the impacts of the pandemic, reaching media and citizens using press release distribution, website updates, social media messaging and press conferences
- Established information campaign, along with flyers, to support new assistance programs, testing and vaccination opportunities, and other programs
- Planned and executed drive-through community events requested by Board of County Commissioners to provide food assistance

**Accomplishment #2:**

Development of Osceola County Brand

- Coordinated efforts with agency to collect research and connect with County and community stakeholders, influencers and officials, along with the residents, to uncover what is distinct and “ownable” for our County and its communities, including surveys, interviews and focus groups
- Coordinated community input meetings to allow citizens to offer creative suggestions on style, attributes, colors and icons for the brand development
- Facilitated meetings for Creative Committee to finalize the color palette, tagline, creative look/style and updated logo for new brand

**Accomplishment #3:**

State of the County

- Coordinated the 2021 State of the County luncheon in partnership with Osceola Heritage Park/ASM Global staff, including event plan, ticket sales, marketing materials, program content and videos, etc.

**Accomplishment #4:**

Supported “Osceola Roads” with publicity and ribbon cuttings for road openings

- Hosted ribbon cutting events for roadway openings to showcase County efforts to improve transportation and infrastructure
- Provided updates to the community on a regular basis, through videos, press releases, social media, public presentations, advertisements, website updates and editorial submissions to media

**Accomplishment #5:**

Maintained effective communication with the public

- Distributed information about Osceola County to the community through press releases, the website, 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

- Coordinated communications and event to welcome SkyWater Technology to NeoCity.
- Continued efforts to educate and inform the public about efforts at NeoCity, including new business developments and partnerships
- Updated standalone NeoCity website to better reflect activities
- Promoted opening of NeoCity Way
- Facilitated dissemination of information on efforts to attract partners from South Korea
- Provided support for speaking engagements and media engagement

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1:**

Efficient and High Performing County Government: County Branding

- Integrate new Osceola brand identity appropriately, including website, social media outreach, presentations, and other operational needs.



- Develop plans to tell brand story to staff, community, and strategic partners through use of video, social content and printed materials

### **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:

- Continue to share the story of Osceola County's evolving and expanding 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](http://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.
- Facilitate stand up of new Office of Sustainability including communications plan, public outreach and annual benchmark reporting

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

**DEPARTMENTAL OBJECTIVE:**

Austin Tindall Sports Complex's (ATSC) 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.

- ATSC hosted 21 new events in FY21 over FY20.
- ATSC generated an increase of approximately \$300,000 in revenues over FY20 which represents over a 50% increase for the year.
- ATSC maintained operations without increasing expenditures appreciably (less than 1%) for the year from FY20 to FY21.
- ATSC continues 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.

- During the past fiscal year, Austin Tindall Sports Complex returned to full operation for sporting events. We hosted 74 events during the year while having 359 events days accounted for during those events.

**Accomplishment #3:**

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 #4:**

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

- ATSC reached \$900,000 in total revenue collection for the highest total in the history of the operation.
- ATSC reduced the gap between operating costs and revenues by approximately 77% from FY20 to FY21.

**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 new and returning large scale events to be hosted at the facility.
- Regroup to promote the sale of ice to event organizers and the participants with the Ice House after COVID.
- Continue to look for additional revenue streams which could be implemented to increase return on investment at the facility and improve direct event income/net operating subsidy.
- Re-establish positive economic impact post-COVID.

**Strategic Objective #2:**

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

- To maintain the operation during a down year budget wise as it relates to the impact of COVID, with strategies to minimize impacts to the fields due to reduced funds for major repairs this upcoming season.

**Strategic Objective #3:**

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

- Work with the Facility Department on the Master Plan for Austin Tindall Sports Complex, incorporating new Fire Station, additional fields to expand regional/national/international capacity, sod farm to reduce operating costs, and tree farm to improve facilities while reducing installation costs.

**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 employed England Enterprises Training and the Building Officials Association for inspector/plan review training programs. This allows the Building Office to hire un-licensed (but qualified) inspectors and plan reviewers, and train them in-house to become State Licensed. These inspectors are allowed to conduct limited inspections during their training program. 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 to fully license three inspectors that are now working full time for the department and currently have three inspectors currently enrolled in a training program.
- 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 same job site, reducing inspection time and transportation costs. We have three inspectors that completed cross training last year and received additional inspector/plan review licenses and currently have three inspectors enrolled in cross-training.

**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-annual license renewal. This requirement costs approximately \$8,000 and the department loses two days of inspections while inspectors are in class. It takes the department over a week to recover from the lost time. To avoid this, we became State certified to be a Continuing Educational Provider. Additionally, we submitted and received approval for sixteen (16) hours of new continuing education class this year. We are currently providing this training to staff in one and two-hour blocks of time throughout the remainder of the year for their license renewal in November. This training is 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 and better trained inspectors.

**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 been unsuccessful at implementing this very important program and as a result we have lost several inspectors. This prompted us to review our process and develop a new strategy 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 last year and expect to graduate two more inspector this year.

**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.

- The Building Complaint Tracking (BCT) & Driveway/Engineering Inspection Department continues to improve its processes, timeliness of inspections, and compliance. 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 are discussed. By doing this we have more 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 expanded upon our "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 as 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.

- This year we will implement “on demand live video inspections”. This will allow our customers to receive an inspection when needed, without even scheduling the inspection in advance.

**Strategic Objective #2:**

Strategic Plan Goal: Efficient and High Performing County Government.

- We have implemented inspections with the use of a drone for difficult inspections that are high in elevation. 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.
- This year we will be expanding and updating this inspection process to be more widely utilized by our customers and inspectors.

**Strategic Objective #3:**

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

- We plan to take our message to the community (post COVID-19) by attending community events to inform the public about how we make our community safe and how they can make their homes safer for their families. Included in our budget are convention display materials for the department to set up information booths at community events.
- This project was postponed due to the COVID-19 pandemic and Delta Variant but there is a high probability that we will have the opportunity to implement it this year.

**Strategic Objective #4:**

Strategic Plan Goal: Efficient and High Performing County Government.

- With the successful enhancements to our review and inspection software (Permit Center), the department has returned to a customer friendly service level for reviews and inspections, and provides transparent reporting, monitoring, and tracking systems. We are currently testing our new plan review program (E-Permit Hub) and expect it to go live in November. This will enhance the customer experience through the plan review and permitting process. When this implementation is complete, we will be further enhancing Permit Center through the implementation of 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 schedule for a variety of permits, with the intent to simplify and communicate more clearly the total costs of each permit.

**Strategic Objective #6:**

Strategic Plan Goal: Efficient and High Performing County Government.

- Modifying Chapter 1 of the Florida Building Code to be Osceola County Specific. Chapter 1 is the administrative section of the Florida Building Code (FBC) and guides all the various volumes. Chapter 1 is the only part of the FBC that can be adapted to meet local requirements and does not expire like technical amendments. Chapter 1 governs how the FBC is to be applied at the local level and they are published on the Florida Building Commission website for all to see. This aides in the enforcement of the FBC.

- The Building Department has rewritten Chapter 1 of the Florida Building Code to be Osceola County specific. We have presented this change to both the Greater Orlando Builders Association (Home Builders) and the Associated Builders and Contractor (Commercial Contractors) and have received letters of support for this amendment.
- This year we will be submitting the Osceola County specific amended Chapter 1 of the Florida Building Code to the Board of County Commission for public hearings and approval by the BOCC.

**Strategic Objective #7:**

Strategic Plan Goal: Efficient and High Performing County Government.

- During the next several months the Building Department will reopen to the public with our newly reconstructed facility. The primary focus of this project is to improve our customers experience while in the Building Department. Here are some of the new experiences our customers will have:
  - An open and airy facility with more natural lighting from outside the building.
  - Energy-efficient technology to reduce operating costs while improving customer experience
  - Upfront information kiosks and dropbox to provide answers to questions the customer may have and quick access for simple drop-offs.
  - Display panels to keep customers informed of community events and entertained while waiting for service.
  - A sign-in kiosk that features our new QLess registration program. This program may also be used to sign-in online before our customers leave their home or office which will reduce their wait times for service.
  - A friendlier and less invasive security checkpoint.
  - More access stations in permit center to serve more customers efficiently.
  - Private conference rooms equipped with full teleconference capabilities and located with more immediate customer access from front lobby.

**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.

- Removal of the old Quonset hut at Marydia Community Center for the location of a future Teen Center.

**Accomplishment #2:**

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

- Replaced flooring at Narcoossee Community Center.
- Replaced gas range at Kenansville Community Center.
- New HVAC at Robert Guevara Community Center.

**Accomplishment #3:**

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

- With Emergency Services, applied for a grant for design and construction of a community center/storm shelter in Yeehaw Junction.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1:**

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

- Replace garbage cans at all Community Centers.
- Add shade structures to outdoor gaming tables at Robert Guevara Community Center.
- Replace ice machine at Kenansville Community Center.
- Purchase tables and chairs at Robert Guevara and Holopaw Community Centers.
- Replace fire alarms at Holopaw and Robert Guevara Community Centers.

**Strategic Objective #2:**

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

- Design the new Campbell City Community Center with Public Works Department. Will include a meeting space/classrooms, office, kitchen, restrooms and gymnasium.

**Strategic Objective #3:**

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

- Purchase land to facilitate a future community center in the Intercession City area.



**Strategic Objective #4:**

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

- Design, engineer, permit and begin construction of a new structure at Marydia for a Teen Community Center. The project would include a meeting /computer training room, boxing training area, office and restrooms. Work with Public Works Department on design and construction.

**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. Additionally, we 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 to reduce redundancies, inconsistencies and provide clear, streamlined, and concise processes to improve transparency of review procedures.
- Assisted IT through weekly meetings in building the workflows and process for Zoning/Community Development applications in the new document system (New UI).
- Coordinated Covid-19 Outreach program with assistance from multiple departments to provide CDC guideline flyers, assistance information and grant opportunities to 4,663 businesses within Osceola County.

**Accomplishment #2:**

Strategic Plan Goal: Great Place to Live.

- Increased the number of interactive meetings with residents and guests through Microsoft Teams to address Zoning and use of properties.
- In response to the Covid-19 pandemic, continued having most of Current Planning staff members work from the safety of their homes while maintaining the highest quality of customer service.
- Moved some Current Planning Staff back into the Administration Building to provide daily service on-site for the public and other offices.

**Accomplishment #3:**

Strategic Plan Goal: Efficient and High Performing County Government.

- Implemented a QLess call process for follow up on all phone calls that come in to Zoning to ensure all phone calls are responded to within one business day.

**Accomplishment #4:**

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.
  - Completed Code Enforcement inspections within 7-10 business days.
  - Completed Low Mow Violation inspections within 7-10 business days.

**Accomplishment #5:**

Strategic Plan Goal: Efficient and High Performing County Government.

- Processed/reviewed 4,010 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 6.5% reduction from FY 2020.
- Reviewed 13,274 building permit applications, which reflected a 29% increase from FY 2020.
- Replied to 4,284 emails received in the Zoning mailbox.
- Processed 10,735 Code Enforcement cases.
- Processed 10,090 Lien Verification and 8,703 Building Activity research requests.

**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.
- Respond to Lot Mow 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 2021, The Customer Care Team successfully accepted applications, processed fees and payments, managed plans and document submissions, reviewed supporting documentation, registered contractor licenses and routed for reviews 46,534 records across multiple departments: Building, Development Review, Code Enforcement, Fire, Contractor Licensing, Planning, and Zoning. This is a 7% increase from Fiscal Year 2020.

**Accomplishment #2:**

Strategic Plan Goal: Efficient and High Performing County Government.

- We processed 5,576 express permits. 80% of which were issued within an hour and another 10% were issued same day. This is a 40% increase from Fiscal Year 2020.

Record Type	FY 20	FY 21	Variance
Roofing Permit	2,566	3,821	49%
Mechanical Permit	928	1,251	35%
Plumbing Permit	479	504	5%
TOTAL	3,973	5,576	40%

**Accomplishment #3:**

Strategic Plan Goal: Efficient and High Performing County Government.

- We received 44,316 calls to the main Community Development number, of which 98% were answered without going to voice mail.

**Accomplishment #4:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Attending weekly departmental sessions for ePermitHub/Rocket Permits requirements, development and testing of software upgrade.

**Accomplishment #5:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Providing Tenant Occupancy research to Building Department for build-out/alteration permits.

**Accomplishment #6:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Telecommuting and the transition for staff being able to work remotely, continuing open lines of communication and response to citizens via email and/or QLess phone calls in a timely manner.

**Accomplishment #7:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Continued assistance (55 weeks to date) for Human Services with Rental Assistance/Foreclosure Grant, Utility Assistance 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 #8:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Maintenance 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.
- Assisting Courthouse Auditor's Office with weekly record results from providers/haulers.

**Accomplishment #9:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Continued assistance, 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.
- Training Stormwater GIS staff on the processes and procedures, calculations, reports and mapping requirements for FEMA review and revisions.

**Accomplishment #10:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Collaborating with Redistricting Advisory Board to supply figures and review changes for the County Commission District boundaries.

**Accomplishment #11:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Assisting in the Covid Strikeforce efforts by geocoding Business Tax Receipts, supplying staff with individual zone maps and a GPS enabled webmap, weekly imports/exports for sites visited and remaining sites, calculations and figures for zone locations and city limits.

**Accomplishment #12:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Data collection for Countywide Broadband High-Speed Internet.

**Accomplishment #13:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Creating database, maps, table and area calculations for Urban Forest Management Plan.
- Creating database, maps, table and area calculations for Urban Tree Canopy Analysis.

**Accomplishment #14:**

Strategic Plan Goal: Efficient and High Performing County Government.

- Imported data from our historical permit books (GreenBar) into our permitting system and relating microfiche images that were converted to digital format.

**Accomplishment #15:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Provided OMB with the tools, procedure and results for the West US192 MSBU Assessment Tool.

**Accomplishment #16:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Hiring and training of GIS staff, doubling number of employees for section. Able to assist with higher volume of requests from citizens and staff.

**Accomplishment #17:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Assisting Public Works with County Asset Management; Real Estate, Stormwater.

**Accomplishment #18:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Completing backlog of As-Builts for Development Review.

## **STRATEGIC OBJECTIVES:**

### **Strategic Objective #1:**

Strategic Plan Goal #4, Ensure Cost-Effective 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.
- Creation of GIS web page where citizens, customers and staff can locate GIS related files and interactive maps.
- Development of web maps and data download options for County departments, can customize for a more user-friendly experience.

### **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 to implement ePermitHub Digital Plan Room (DPR) to improve our permitting and routing process while encouraging outside customer use, reducing paper intake and providing a more efficient and timely internal review process.



**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

- Provided efficient permitting for private projects in different industries to ensure growth and diversity in the County. Projects successfully permitted, under construction or completed including:
  - Warehousing and Distribution (Horizon West Business Distribution Park, Poinciana Industrial Center: Trinity Industrial Center, Sunray Junction)
  - Manufacturing (AmeraCenter)
  - Tourism and Conference Space (Margaritaville Resort, Gaylord Palms Expansion, Omni Resort Expansion)
  - Technology (NeoCity)

**Accomplishment #2:**

Strategic Plan Goal: High Quality Transportation & Infrastructure

- 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 Dr and continuation of local street network in Narcoossee Area
  - Celebration Blvd Extension

**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
  - Celebration Island Village

#### **Accomplishment #4:**

Strategic Plan Goal: Efficient and High Performing County Government

- Completed 1,470 development-related reviews, which reflected a 34% increase over FY20 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
  - West US-192 CRA Reviews
  - Performance and Maintenance Bonds
- Processed/coordinated 256 Pre-application Conference requests, which reflected a 39% increase over FY20.
- Performed 11,426 inspections, which reflected a 39% increase over FY20.

#### **STRATEGIC OBJECTIVES:**

##### **Strategic Objective #1:**

Strategic Plan Goal: Diversified Economy

- 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

- 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

- 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: Efficient and High Performing County Government

- Continue to meet adopted levels of service.
- 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 Land Development Code 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 and other community groups and businesses on scheduling volunteer clean-up or planting 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.

- Completed transfer of 650 acres of conservation/mitigation property from HRI to the County at Holopaw Conservation Area.

**Accomplishment #4:**

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

- Twin Oaks Conservation Area-Installed asphalt entryway 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 Camp Lonesome Conservation Area.

**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, Kings Highway Park, Holopaw, and Tupperware Island Conservation Areas.

**Strategic Objective #2:**

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

- Establishment and opening of the Florida National Scenic Trail at Holopaw Conservation Area.

**Strategic Objective #3:**

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

- Install security fencing and gates at Holopaw Conservation Area.

**Strategic Objective #4:**

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

- Design and establish a Native Tree Arboretum next to the County Tree Farm for public awareness and education regarding the value of planting native trees within the Urban Forest.

**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 \$500,000 in conservation program contracts.
- Assisted Osceola County producers' plant over 200 acres of land.

**Accomplishment #2:**

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

- The 4-H program in Osceola County is in their third 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. In 2020-2021 and due to COVID, the program was offered synchronous and asynchronous. Results are still pending as the program is still on-going until the end of the year.
- 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 10 youth and their respective families. The program was impacted due to COVID.
- Healthy Living-Nutrition summer camp opportunities. The 4-H program teaches and promotes healthy lifestyle choices. During the summer we go over the tools necessary for our youth to implement these skills in their daily lives. We use an experiential learning approach to teach healthy eating and active play. During the summer of 2021 we were able to reach 148 youth, who participated free of charge thanks to the support of the Osceola County Government and 4-H grants.

**Accomplishment #3:**

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

- Over 500 people participated in Sustainable Agriculture and Food Systems educational events and consultations. These activities offer agriculture and food production education on self-sufficiency, entrepreneurship, crop and livestock production, regulations, and marketing to help residents

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 sixth year. The objective is for Osceola County high school students to learn about STEM through the support of adult mentors.

**Accomplishment #5:**

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

- Master Gardener volunteers devoted 3,479.50 hours to UF/IFAS Extension with a value of \$86,743.94. The Master Gardener Plant Clinic educated 233 contacts, helping Osceola County residents with their gardening questions. During COVID-19 the Master Gardener volunteers were able to offer services to the community via a Virtual Plant Clinic and assisted the agent with virtual classes.

**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; 9 virtual classes were offered, and the residents were able to pick up their trees a week later.

**Accomplishment #7:**

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

- Osceola Food and Nutrition Program provided approximately 500 SNAP-education classes and assisted in the set-up of three school and community gardens. Through these programs, close to 3,000 residents were reached. Partnerships were created or maintained with approximately 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 34 Family Financial Management classes taught to 935 adults. In addition, we did a collaborative effort in a youth summer camp reaching a total of 20 young children between the ages of 8-12.
- Twenty-seven pre-purchase education classes for first-time homebuyers were offered to our community, reaching 1,546 participants.

**Accomplishment #9:**

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

- The Natural Resources program taught 32 classes on water quality, water conservation, invasive species, wildlife habitat and other topics to improve the environmental literacy of Osceola County residents. Of those, 28 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.
- Continue providing horticulture education to homeowners and Master Gardener Volunteers such a plant selection, water conservation, water quality, edible gardens, IPM and other topics.

### **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.  
"ASM Global's management of Osceola Heritage Park met or exceeded all benchmarks established by the management agreement.

- The Adjusted NOI for FY 2021 was \$48,711 higher than the FY 2020 benchmark.
- In FY 2021, event days totaled 485.
- In FY 2021, 97% of promoters and 81% of patrons expressed satisfaction with OHP, for an average of 89%.

**Accomplishment #2**

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

- Transitioned Stadium from baseball to Soccer.
- Completed year-round training complex for MLS soccer franchise Orlando City.
- The Stadium now hosts Orlando City B soccer.
- 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.
- Hosted a successful Latino/Christian concert
- Country Thunder Music Festival had a triumphant return to OHP

**Accomplishment #3**

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

- Provided venue and personnel assistance for County COVID-19 testing.
- OHP was designated as a COVID-19 vaccination site.

**Accomplishment #4**

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

- By implementing detailed, comprehensive health and safety protocols OHP was able to safely remain open and provide the community with necessary services as well as entertainment.

### **Accomplishment #5**

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

- In response to COVID-19, worked with promoters to successfully reschedule, rather than cancel, many key events.

### **Accomplishment #6**

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

- The preliminary Net Operating Loss for FY21 was an approximate \$150,000 improvement over FY20.
- While COVID-19 caused many events to cancel or experience decreased attendance, the overall net event income for FY21 exceeded that of FY20 with greatest improvements shown with concerts, catering, and sports & stadium events.
- Largely due to cost containment measures implemented due to COVID-19, indirect expense were less than budget by over \$1mil.

### **Accomplishment #7**

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

- Even throughout the COVID-19 pandemic, we 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 (17,753 to 19,037) 7.2% increase  
Total Reach 1,803,131
- Twitter:  
Followers (1,819 to 1,891) 4% increase  
Total Impressions 147,400
- Instagram:  
Followers (1,930 to 2,436) 26.2% increase  
Total Impressions 99,220

### **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.
- Developing a new comprehensive security plan

### **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.
- SAVOR...is currently working with KVLS on a compostable service ware and more efficient cooking oil reclaiming effort for the upcoming Osceola County Fair '22.

### **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.
- Continuing to expand all efforts above to the Stadium.

### **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, Education Foundation Osceola County and Florida Venue Managers Association.

## **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
- 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 outstanding 162-acre parcel on Kings Highway for a future County Park and bike trail connection.
- Purchased 30-acre Quina property on the west side of the county for a future high tech Community Park.
- Purchased a 7-acre lake front site at the end of Kings Highway for a future Park and trail linkage.
- Co-funded, with the City of St. Cloud, the 75-acre Hastings property for a Community Park as part of the JPA agreement.

**Accomplishment #2:**

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

- Constructed restroom and shade covers for the newly remodeled Marydia Neighborhood Park.
- Installed a Thor Guard lightning detection system at BVL Community Park sports fields.
- Installed a security gate and fencing at Archie Gordon Community Park.

**Accomplishment #3:**

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

- Completed the design of the new Splash Pad facility at 65th Infantry Veterans Park.

**Accomplishment #4:**

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

- Completed Phase II 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 65th Infantry Veterans Park and BVL Batting Cages. Planted 50 trees from the County Tree Farm.
- Planted 30 trees from the County Tree Farm around the Holopaw Community Center and sports fields.
- Planted 20 trees from the County Tree Farm at Brownie Wise Park.
- Planted replacement trees along Pleasant Hill Road landscaping corridor.

**Accomplishment #6:**

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

- Constructed and opened relocated batting cages at BVL sports fields.

**Strategic Objectives:****Strategic Objective #1:**

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

- Approve Urban Forest Management Plan and begin implementation.

**Strategic Objective #2:**

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

- Construct a restroom, parking lot and splash pad at 65th Infantry Veterans Park.
- Acquire three vacant lots adjacent to 65th Infantry Veterans Park for additional parking and access.
- Design Community Garden and Phase II walkway at 65th Infantry Veterans Park.

**Strategic Objective #3:**

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

- Complete new bleacher shade covers and replace Field 2 electrical panels at Oren Brown Community Park ballfields.
- Replace doors and paint caretaker residence.
- Replace wind screens at BVL and Parkway Middle School sports fields.
- Replace playgrounds at Yeehaw Junction Neighborhood Park and Oren Brown Community Park.

**Strategic Objective #4:**

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

- Acquire additional parcels at end of Kings Highway for new community park and bike trail connection.

**Strategic Objective #5:**

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

- Design and engineer Master Plan for Westside Community Park future development with Public Works.
- Design and engineer Master Plan for Kings Highway Parks future development with Public Works.
- Develop a District 5 Community Park Master Plan with the City of St. Cloud.

**Strategic Objective #6:**

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

- Install shade covers at SENSES Community Park.

**Strategic Objective #7:**

Strategic Plan Goal: High Quality Transportation and infrastructure. Objective: Parks/Green Space and Healthy Communities.

- Construct paved access road at Scotty's Cove Conservation Area.



**COMMUNITY DEVELOPMENT  
PLANNING AND 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 #1, Grow and Diversify the County's Economy; Objective: Brand the County as the place to have your business in central Florida. OHP Master Plan

- Continued work on the Master Plan update for Osceola Heritage Park. The consultants have begun their data and analysis. The effort includes a strong input schedule for the Commissioners, Managers and OHP Partners.
- Completed the RFLOI process and selected hotel operators/developers for OHP and NeoCity. Refined the Master Plan for OHP with particular focus on the SE property corner at US 192 and Bill Beck Blvd.
- Completed overlay studies of how various events and their parking will be accommodated with the new master planned roadway system. Event studies included: Country Thunder, Mecum Auto Auction, and the County Fair. Worked with engineering consultants to complete traffic studies based on the various events and traffic flow.
- Worked with engineering consultants to complete roadway improvement studies to determine number of lanes, median cuts, and traffic movement.
- Worked with engineering consultants to complete stormwater studies to determine retention requirements.
- Worked with consultants on the lease agreements and memorandum of understanding (MOU) between the County and Riviera Point development team. The MOU was signed in May, lease and developer agreement are still to be finalized.
- Engineers coordinated and provided existing utility surveys and scoped survey work required to provide a shovel-ready site for the hotels. Developed timelines for demolition and site work to provide Riviera Point with shovel-ready property.
- Discussed development of the corner of US 192/Bill Beck Blvd for restaurant and retail sites in conjunction with development of the Phase 1 hotel.
- Coordinated the master plan with the proposed trails on US 192 and Bill Beck Blvd.
- Discussed hotel programming and amenities and the hotel's focus on sustainable design as a priority.

**Accomplishment #2**

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

- Completed a Trails Economic Impact Study. The County is contemplating expansion of the trail system into a multi-purpose trail network, which will add to the desirability of Osceola County as a destination and enhance the quality of life for those living in the area.
- The Trails Study is a required step that allows the County to use TDT funding for trail system expansion.

**Accomplishment #3**

Strategic Plan Goal #3, Create Great Neighborhoods for the Future; Objective: Expand activities and programs for youth and families.

- Executed an Interlocal Agreement with the City of St. Cloud to transfer park impact fees to the City. The City has responsibility for providing park facilities within the Joint Planning Area (JPA).
- Completed the first transfer of park impact fees, including funds for the purchase of Hastings Ranch, which will include joint City and County facilities.
- Developed concepts for the park site next to NeoCity Academy, which would further the implementation of an urban parks network within NeoCity and further the goals of the Parks Master Plan.
- Amended the Land Development Code (LDC) to ensure parks and open space requirements implement the Parks Master Plan and the recently amended Parks Element of the Comprehensive Plan.

**Accomplishment #4:**

Strategic Plan Goal #3, Create Great Neighborhoods for the Future; Objective: Develop mixed-use communities in appropriate locations

Strategic Plan Goal #4, Ensure Cost Effective and High-Performing County Government, Objective: Deliver County services in an efficient and cost-effective manner.

- In coordination with Economic Development and Human Services Departments, reviewed an affordable housing project and the SunRail Station Area Plan for consistency with Employment Center Future Land Use standards and goals.
- Processed 10 affordable housing requests through the Affordable Housing Advisory Committee (AHAC) for Human Services and obtained comments from the Development Review Committee (DRC). This process allows the developers to apply for State Housing Funding credits.

**Accomplishment #5:**

Strategic Plan Goal #3, Create Great Neighborhoods for the Future; Objective: Develop mixed-use communities in appropriate locations

Strategic Plan Goal #4, Ensure Cost Effective and High-Performing County Government, Objective: Deliver County services in an efficient and cost-effective manner.

- Mixed Use District 5&6 (MXD 5&6) - initiated the planning process with consultant, facilitated multiple community meetings, drafted Conceptual Master Plan (CMP) maps and development program. Working with community and consultant to develop goals, objectives, and policies (GOPs) for the MXD 5&6 Comprehensive Plan Element. Procured a transportation consultant to assist with transportation feasibility studies to aid the CMP planning process.

**Accomplishment #6:**

Strategic Plan Goal #1, Grow & Diversify the County's Economy: Strategic Plan Action Item #1 - Development of NeoCity, B. NeoCity Way.

- Directed and supervised consultants on the re-evaluated entry way and signage features and created new wayfinding and entry features for the NeoCity Entry East and East 192 (Bill Beck Blvd).

**Accomplishment #7:**

Strategic Plan Goal #1, Grow & Diversify the County's Economy: Strategic Plan Action Item #1 - Development of NeoCity, C. NeoCity Way Master Plan implementation.

- Directed and supervised consultants for design drawings and construction documents for the pond edge of the small retention pond adjacent to NeoCity Academy. Staff will work with the Academy to incorporate an outside classroom if desired.

**Accomplishment #8:**

Strategic Plan Goal #3, Create Great Neighborhoods for the Future; Objective: Develop mixed-use communities in appropriate locations.

- Working with stakeholders, prepared 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.

**Accomplishment #9:**

Strategic Goal Plan #4, Ensure Cost Effective and High-Performing County Government; Objective: Consolidate services to increase quality and cost effectiveness.

- Worked with City of St. Cloud staff to annex two parcels (totaling 17.1 acres) into the City through a combination of annexation applications and Interlocal Agreement (ILA), and 10 annexation requests currently in process, consistent with the Joint Planning Agreement (JPA) adopted by the City and County. This continues to reduce enclaves, facilitating more efficient provision of services over the next few years.
- Staff supported the St. Cloud staff at a City Council Workshop regarding development of Pine Grove Road area and the future school site on Nova Road.

**Accomplishment #10:**

Strategic Plan Goal #1, Grow & Diversify the County's Economy, Objective; Pursuit of Other Economic Opportunities - Industrial Study

- Working with Economic Development, addressing industrial land uses in the Comprehensive Plan and LDC, increasing the available land and adjusting regulations to support this type of employment development.
- Worked with TWA, FDOT, Transportation and Transit to evaluate the S. OBT corridor for roadway reconstruction and water line enhancement to combine funding and timing to facilitate services to the area for industrial development.

**Accomplishment #11:**

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

- Completed design and installation of Phase three of the Pleasant Hill Road Landscape. This phase of installation stretches for approximately three miles from Reaves Road to Poinciana Blvd.

**Accomplishment #12:**

Strategic Plan Goal #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Processed applications and/or completed reviews for planned developments (11, down from 12), rezoning (8, down from 15), Zoning Verification Letters/Research (22, up from 10), Comprehensive Plan amendments (14, up from 4), Mixed Use District Concept Plans (10, up from 4), Annexations (2, down from 7), DRI Annual Reports (1, down from 4), Habitat Conservation Management Plans (2, up from 1), School compliance reviews (4), Affordable housing reviews/verifications (10, up from 7), Community Development District applications/modifications (8, even with last year), PS application reviews (49, up from 21), SDP application reviews (14, up from 6), Interlocal Agreements (8, up from 4), and LDC modifications (2, even with last year).
- Completed analysis and review of 26 active, rescinded, and expired Developments of Regional Impact, updated the County website and created links to online databases to allow external users easy access to all the information and statuses.
- Processed applications and/or completed reviews for Northeast District (NED) MXD to modify the land use from Mixed Use to a specific Sunbridge land use, processed a companion PD to capture

the economic, job, and development goals from the NED, and processing a Developers Agreement (DA) to further capture developer commitments for infrastructure, jobs, and housing.

- Processed Solivita application within the Poinciana PD, which combined 3 separate PDs and LDR parcels, to create a residential community with a new K-8 and High School, parks for the larger community, and commitments for future infrastructure improvements.

**Accomplishment #13:**

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

- Continued to work in and out of the office in response to COVID. Transitioned back to in-person Planning Commission public hearings, both in-person and virtual neighborhood workshops, virtual Development Review Committee meetings, and virtual meetings for applicants to review plans and discuss projects.
- Work with communications and IT to update all applications online to allow for a better customer experience while submitting online.
- Completed the first year of Comprehensive Plan Amendment 2-cycle per year schedule.
- Assisted with conversion of updates to the Land Development Code and Comprehensive Plan amendments to be provided on Municode.
- Participated in testing for ePermitHub transitions, which will allow us to review and electronically comment on all documents, providing easier and concise internal communications regarding a project. Also, ePermitHub will allow easy review and retrieval of stamped final documents in the system.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1:**

Strategic Plan Goal #1, Grow and Diversify the County’s Economy; Objective: Brand the County as the place to have your business in central Florida.

- Complete the Master Plan update for Osceola Heritage Park. The consultants have begun their data and analysis. The effort includes a strong input schedule for the Commissioners, Managers, and OHP Partners.
- Work with the hotel developer on a developer agreement and lease for the first hotel on OHP.
- Coordinate with Public Works on site prep for the first hotel.

**Strategic Objective #2:**

Strategic Plan Goal #3, Create Great Neighborhoods for the Future; Objective: Expand activities and programs for youth and families.

- Amend the Land Development Code (LDC) to ensure parks and open space requirements implement the recently amended Parks Element of the Comprehensive Plan.
- Amend the LDC to address urban parks standards applicable to MXD and Urban Infill Centers.

**Strategic Objective #3:**

Strategic Plan Goal #3, Create Great Neighborhoods for the Future; Objective: Develop mixed-use communities in appropriate locations

Strategic Plan Goal #4, Ensure Cost Effective and High-Performing County Government, Objective: Deliver County services in an efficient and cost-effective manner.

- Complete the MXD 5&6 Conceptual Master Plan by drafting the MXD 5&6 Element GOPs and adopting the Element into the Comprehensive Plan.

**Strategic Objective #4:**

Strategic Plan Goal #3, Create Great Neighborhoods for the Future; Objective: Develop mixed-use communities in appropriate locations

Strategic Plan Goal #4, Ensure Cost Effective and High-Performing County Government, Objective: Deliver County services in an efficient and cost-effective manner.

- Continue to coordinate with TWA, FDOT, and Transportation & Transit to facilitate potable and wastewater expansion through the S. OBT Industrial Study area.
- Work with Whitted neighborhood to develop neighborhood preservation plan.

**Strategic Objective #5:**

Strategic Plan Goal #1, Grow & Diversify the County's Economy: Strategic Plan Action Item #1 - Development of NeoCity, B. NeoCity Way.

- Direct and supervise consultants on the opportunities for parks locations within NeoCity and explore additional civic opportunities such as a performing arts center.

**Strategic Objective #6:**

Strategic Plan Goal #1, Grow & Diversify the County's Economy: Strategic Plan Action Item #1 - Industrial Study.

- Complete the Industrial Study, workshop findings with the BCC, and propose land use changes to increase the availability of industrial land within the County to further diversify the job and tax base.
- Update the Future Land Use Map to assess and promote employment opportunities from new multimodal Terminal C at OIA.

**Strategic Objective #7:**

Strategic Plan Goal #1, Grow and Diversify the County's Economy

- Affordable Housing Element Update - work with Housing and Community Services to update the Housing Element.

**Strategic Objective #8:**

Strategic Plan Goal #3: Create Great Neighborhoods for the Future

- Multi-Agency Coordination for School Sites- work with cities, School Board and legislation to facilitate School Siting Standards.

**OSCEOLA COUNTY CORRECTIONS DEPARTMENT  
FUND 001 – GENERAL FUND**

**DEPARTMENTAL OBJECTIVE:**

To maintain and operate a safe, secure facility that follows 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 Corrections Accreditation Commission (FCAC) every three (3) years and the Florida Model Jail Standards (FMJS) annually, allow jails to evaluate operations against standards and best practices.

In April 2021, FCAC visited Osceola County jail virtually and scrutinized policies, procedures, programs, and practices. Out of 262 standards we were following 256, with 6 standards that were not applicable to our facility.

In August 2021, FMJS visited Osceola County jail and scrutinized policies and procedures and all aspects of jail operations. Out of 233 facility standards, we were following 215, 17 of which did not apply to our facility. Out of 45 medical standards, we were following 44. A corrective action plan was put in place for the 1 Standard not in compliance and the supportive documentation was submitted to FMJS.

**Accomplishment #2: Maintained 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.
- Coordinated vaccination efforts with collaboration from the Department of Health
- 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.

- Implemented virtual inmate programming for A New Direction, Parenting Inside Out and Back on Track and introduced correspondence courses for substance abuse, cognitive thinking, parenting, and anger management courses, as well as, GED Preparation.

### **Accomplishment #3: Facility Cameras – Phase 5**

This is a continuous project as funds become available. During FY 20/21, in-cell cameras were installed in housing units FC and all of C -Floor and in-cell cameras in CE (high risk unit) were transitioned from analog to digital with pan, tilt, and zoom capabilities. Additionally, cameras were added to Main Control, the sewing room, the laundry area, the laundry closet, the chaplain area and inmate classroom cameras were updated.

### **Accomplishment #4: Jail Needs Assessment Study and Master Plan**

In the fall of 2019, the County and Stroll Architects entered into a contractual agreement for the Jail Needs Assessment Study. Project work was defined by the County’s Scope of Services, generally, its goal was to aid the County in being proactive in addressing current challenges and future needs at the jail, focusing primarily on future inmate types, operational needs, space requirements, and physical conditions of facilities. The Assessment and Master Plan was completed this year and presented to County Management. The plan provides several action steps, introduced in phases, required to bring a full and complete transformation of the facility campus by replacing and updating key critical infrastructure and providing new and adapted buildings that support the operation, to include medical and mental health housing, booking and release, juvenile housing, equitable female housing, and updates to inmate housing and programming space. Phase 1 of the project is expected to begin in early 2022.

### **Accomplishment #5: Training and Development**

- In an effort to resume normal operations, transitioned all annual in-service training from a computer-based system, to in class facilitation. In addition to mandatory FDLE curriculum, in-service training focused on use of force, de-escalation, and CPR certification, a requirement for all staff, every two years.
- Transitioned the Department from the American Heart Association CPR Curriculum to the American Safety Health Institute Curriculum, a cost-savings of over \$10,000.
- Implemented continual ballistic vest rotation program designed to replace expiring vests annually and add vests specific for range instructors. Additionally, range equipment was upgraded to include new targes and backers and training was updated to include scenario-based shooting and advanced shooting techniques during all range sessions. Trained and recertified all certified staff members in firearms.
- Researched and presented another less lethal tool, the GLOVE, which has been approved by the Chief and funded utilizing a JAG Grant Award. Roll out is anticipated to be early 2022.
- Two (2) Supervisors holding the rank of Lieutenant or Sergeant attended the Valencia Public Safety Leadership Training. Two (2) Lieutenants attended the Florida Criminal Justice Executive Institute Senior Leadership Program through FDLE and one (1) Sergeant attended the Florida Criminal Justice Executive Institute Florida Leadership Academy through FDLE. Additionally, in 2021, 54 staff members attended off-site training and conferences.
- Retooled and Updated the Main Armory to include new benches, shelves, electrical outlets and computer accessibility, and dehumidifiers.
- With the selection of two (2) Training Officers and a new Key Control Officer, focus was given to ensure these staff members received the necessary credentials for Armorer, Less Lethal, Instructor Techniques, High-Liability Instructor Techniques, CPR and First Aid and Key Control.

**Accomplishment #6: 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. The Taser Implementation Project is anticipated to be completed by November 30, 2021.

**Accomplishment #7: Smart Communications and MailGuard**

After a formal solicitation process, Smart Communications was selected to provide both an electronic mail delivery system for inmates, as well as, inmate tablets. Tablet programs have proven to be a successful tool for increasing inmate readiness for reentry while also keeping inmates occupied leading to a safer correctional environment. The tablets provide educational content, GED preparation, computer programs and self-paced study and an approved inmate library, in addition to secure connectivity with family and loved ones through emails, text messaging, and photographs. Tablets also allow inmates access to a variety of corrections-approved entertainment, providing applications that build self-reliance and constructive utilization of time. Additionally, tablets provide the facility the ability to save time, money, and staff hours by essentially going paperless and automating repetitive administrative tasks while also automatically creating accountability and recordkeeping. These applications apply to submitting and answering inmate requests, grievances, commissary requests, sick class, law library access and accessibility to facility rules, the inmate handbook, and program and activity schedules.

The tablets are tamper-resistant and designed for the correctional environment. Additionally, the MailGuard component allows for all inmate personal mail to be inspected and screened externally, thus eliminating the opportunity for the introduction of any contraband through the postal mail system. The implementation of this program was at no cost to the County. All fees associated with the program are at the expense of the inmate, similar to commissary and off-site visitation options.

**Accomplishment # 8: Objective Classification Instrument Transition**

In May 2020, following the Jail Needs Assessment Study and research conducted on jail objective classification systems, a complete assessment and evaluation was completed on the Department's inmate classification system. After reviewing current practices and proposed solutions, it was decided that best option for the facility was to adopt the Point Additive System for Objective Classification, a validated instrument supported by the National Institute of Corrections. Projections indicate that the Point Additive System will change the composition of the inmate population with the following long-term benefits: the instrument has three (3) custody levels: minimum, medium, and maximum, while also allowing for high-risk determinations, it has the potential to increase inmate worker eligibility, as custody is determined by institutional behavior, rather than charges and it has proven to decrease inmate disciplinary sanctions and use of force incidents. All Classification Specialists have completed essential training and have been double classifying all inmates in preparation for the transition. Informational training has been provided to all staff during mandatory in-service training. The transition is anticipated to roll-out in January 2022. Upon the 6-month mark, the National Institute of Corrections will evaluate and further validate the instrument for the Department.



### **Accomplishment #9: Enhanced Community Corrections Initiatives and Interventions**

- Conducted a comprehensive review of all Community Corrections policies and procedures to ensure compliance with all FCAC Probation and Pretrial Release Accreditation standards.
- Enhanced Quality Assurance through caseload audits and documentation expectations.
- Facilitated training to all oncoming judiciary on Pretrial Release Program criteria and case management, increasing the usage of non-monetary release for qualified inmates.
- Facilitated training for all Community Corrections Officers (CCO) on evidence-based case management techniques, to include Motivational Interviewing, ORAS facilitation, and implemented individualized case plans for all participants.
- Implemented Carey guides, evidence-based activities to enhance interaction between the CCO and participant based on the needs of the participant.
- Implemented the E-Notify Program driven by the Circuit's Court Administration to notify defendants of upcoming court dates. All PTR participants are enrolled in this program prior to release.
- Collaborated with the State Attorney's Office to increase the utilization of Diversion Programs, update County Diversion Program contracts to include conditions based on formal assessments and CCO discretion.

### **Accomplishment #10: CJMHSA Reinvestment Grant Application and Award**

In March 2020, Central Florida Cares Health System in collaboration with the Corrections Department and Turning Point (Inmate Ministries) applied for and was given a conditional award to enhance the Department's current reentry program, EMERGE. The goal is to enhance the EMERGE Reentry Program by bridging the gap between jail, focusing on the principles of effective intervention, and coordinated reentry services. Turning Point (Inmate Ministries) serves as the lead organization and has been awarded two (2) Care Coordinators for coordinated services after release and two (2) Peer Specialists through The Rase Project or Peer Support Space, both contracted through the Central Florida Cares Health System. The Corrections Department's role is to continue to provide evidence-based assessments, program availability and reintegration preparation through the Program Housing Unit and the Reentry Specialist and ensure the required data is collected and maintained. The targeted population is 45 participants for year 1, 55 for year 2, and 65 for year 3. The start date is January 1, 2022.

### **Accomplishment # 11: Relocation 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. In March of 2021 the Facility Camera Operator Station was relocated to a downstairs area within the Facility which is near Main Control. This relocation not only allows for future growth in the form of additional monitors but allows the potential for additional staff to be assigned if necessary. The new downstairs location allows the assignment of staff who may be on a temporary light duty status due to a work-related injury.

**Accomplishment #12: Continued Booking Renovation: Replacement of Fingerprint Scanners and Rapid ID Readers**

In March of 2020 the Booking renovations were completed. This renovation was designed to streamline the Booking process to shorten the time the arresting agencies are required to remain inside the Booking area to get them back on patrol faster. This has proven successful. To continue the momentum, we are working closely with Information Technology to replace the existing two fingerprint scanners as well as the rapid ID readers we currently use. A quote has been obtained and are working to ensure the quoted equipment specifications and software will meet our agencies needs and comply with standards set by the Florida Department of law Enforcement

**Accomplishment #13: Staff Overtime Selection Process**

Temporarily revised the method used to select staff overtime while the agency was experiencing numerous vacancies. This new practice involved requiring staff members to select a predetermined number of overtime days in advance and stopping the mandating of overtime beyond the days selected.

**Accomplishment #14: Promotional Processes**

Successfully completed promotional processes to fill Sergeant and Corporal vacancies within the facility. Both processes provided an excellent pool of candidates for vacancies that may open for the coming year.

**Accomplishment #15: Virtual Annual Bid Capability**

Successfully developed and tested a virtual annual bid process. The process allows staff to remotely attend the annual bid from home or other location, to include predetermined locations within the facility and administration. This will allow for social distancing and a more streamlined experience.

**Accomplishment #16: Additional Staging Armory Equipment**

Additional Equipment for Hospital Duty: Additional Equipment has been added to the Staging Armory for issuance to staff assigned to hospital details. This additional equipment not only ensures necessary equipment is available to staff should hospital admittance numbers rise but it also allows for better accountability of the issued equipment.

**Accomplishment #17: Development of Manual Post Assignment Log**

This log was developed to replace the ledger books previously used for duty assignments that have no computer access such as perimeter rover and hospital duty. They may also be used in times of computer and power outages within the facility. The logs are twenty-four (24) hour logs and can be easily digitized for storage and record retention unlike the bulky ledger books.

**Accomplishment #18: Handheld Radio Software Upgrades and New Radio Purchase**

A beta test was conducted of two (2) alternative handheld radios for use in areas where there is no inmate contact such as administration and Bonds and Dockets. These radios are less expensive than the existing radios but lack features that prove beneficial to Security Operations or staff who frequently interact with the inmate population. A decision was made to purchase ten (10) Motorola APX900 radios. These radios were distributed to the areas and their existing radios were redistributed to Security Operations. In addition, every handheld radio assigned to Osceola County Corrections Department was reprogrammed by Radio Services to allow for remote updates in the future.

**Accomplishment #19: Additional Computer Workstations added to Fox and Delta Pods**

Additional computer workstations were added to Fox and Delta Rotundas to allow more workspace for Officers assigned. The new workstations also allow for Security Desk portal to be accessed to monitor in cell and dayroom cameras from the workstations.

### **Accomplishment #20: Facility Paint Scheme Transition**

A facility wide paint transition from beige and burgundy to blue and white is ongoing. Much of the process is completed within the secure confines with only small, isolated areas which remain beige and burgundy.

### **Accomplishment #21: Phone and Data Addition to BB and BC Pods**

Telephone and data access was added to BB and BC in preparation for an upcoming retrofit of the area. This phone and data access allows staff assigned to conduct direct observations in this area, access to a PC and telephone.

## **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.
- Retrofit two (2) housing units (BB and BC) to enhance observation of inmates displaying self-injurious behavior. This work is scheduled to begin in November 2021.
- 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, FC, DC, BC and B and C ISO cells completed.
- Move forward with proposed project to divide the recreation yard in Fox and Delta Pods into two (2) sides to include the addition of holding cells for individuals who need to attend recreation in a more secure fashion. Proposal was approved and forwarded and placed out for bid.
- 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 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**

- 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**

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**DEPARTMENTAL OBJECTIVE:**

To provide excellent legal services to the Board of County Commissioners and its subsidiary boards, agencies, and departments.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

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

**Accomplishment #2:**

Modified management practices to increase responsiveness to commissioners and staff.

**Accomplishment #3:**

Delivered professional services to citizens, businesses and organizations.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1:**

Adjust management practices to increase staff efficiency and decrease response time.

**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:**

Evaluate staff and outside resources to match responsibilities with expertise.

**NINTH JUDICIAL CIRCUIT COURT  
OFFICE OF THE COURT ADMINISTRATOR  
FUND 1511 - COURT ADMINISTRATION**

**DEPARTMENTAL OBJECTIVE:**

To efficiently and effectively provide comprehensive administrative support to all Judges of the Ninth Judicial Circuit, manage programs, and act as a liaison between the Court and the people we serve.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

Completed the courtroom projection screen and presentation device upgrades. New projection screens and presentation devices were installed in the remaining 10 court venues. The new screens and devices will allow court evidence to be seen from greater distances and also provide a clearer image of digital content. All courtrooms have received this upgrade, which ensures standardization throughout the courthouse.

**Accomplishment #2:**

Completed the Osceola Courthouse Wayfinding and Judicial Information Sharing project with the installation of the courthouse docket boards used for wayfinding and displaying court related information. This part of the project involved the configuration and installation of twelve 49" digital displays throughout the public areas of the Osceola County Courthouse. The court dockets can now be viewed from any floor of the courthouse.

**Accomplishment #3:**

Expanded the service window within the family court case management unit. This additional window will allow us to serve family court clients more efficiently.

**Accomplishment #4:**

Completed the design and implementation of the Visitation Center's improved technology process to automate many tasks that were previously done by hand. Configured 10 Microsoft Surface Pros with wireless storage and networking. Setup a document storage area that can be accessed by the Surface devices to update shared documents. Visitation Center observers will now have the capability of preparing reports digitally.

**Accomplishment #5:**

Completed the installation of a second Microsoft Teams room system at the Osceola County Jail. The device will allow the Court to communicate with the jail by video and audio. This created a second virtual court connection for judges to address inmates without the need to transport them to the courthouse.

## **STRATEGIC OBJECTIVES:**

### **Strategic Objective #1:**

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 #2:**

Goal: Upgrade of the courthouse public Wi-Fi. This project consists of installing 85 access points (APs) along with installation of 19,000 feet of category 6 cabling for power and data. The new APs will provide faster speeds while maintaining enhanced data security to the hundreds of mobile devices that enter the courthouse every day. The current Wi-Fi system can only support about 20% of the mobile devices that enter the courthouse before the service starts to degrade.

### **Strategic Objective #3:**

Goal: Complete the transition of the official court audio recording system to the FTR (For the Record) system. To date the storage devices and network servers have been installed and tested. This system will use automated voice recognition software to reduce audio storage space by 20%. The FTR system will only record sounds that it perceives as human speech. The software and hardware will allow the court reporting department to monitor twice as many court venues, with the aid of ai technology.

### **Strategic Objective #4:**

Goal: Upgrade the court audio network to increase the speed and security of the audio recording network. Installation of 12 network switches capable of providing ten times the speed of our current court audio recording network. The new switches will also provide power to the audio devices currently installed throughout all courtrooms and hearing rooms.

### **Strategic Objective #5:**

Goal: Complete the Cisco Telepresence project. The final stages of the project will involve installing the four remaining Cisco systems in courtrooms 4A, 4F, 5A, and 5F. The Cisco Telepresence system allows remote testimony from court participants who cannot appear in person. The system will also allow an American Sign Language (ASL) interpreter to appear in the courtroom by video. This has been a major success with bringing in court participants virtually, including witnesses, attorneys, and other court participants, especially during a time when face to face interactions were limited.

### **Strategic Objective #6:**

Goal: Design and install a new audio and video system for hearing room 3128. The hearing room was structurally redesigned to accommodate special court proceedings that require separation of participants. The new Tesira audio system and the FTR system will allow automated transcription of court proceedings held in this venue. The new Cisco system will also allow court interpreters to appear virtually from any offsite location.

**Strategic Objective #7:**

Goal: Continue the upgrade of the courtroom video presentation system. 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 proceeding.

**Strategic Objective #8:**

Goal: Installation of the new Court data backup system (Veeam) which includes new hardware and new software. The software has a cloud-based client that allows us to store and secure data off site. The Veeam system will be an essential asset to our current disaster recovery plan. Court audio and court data will be secured and retained according to the State Courts data retention policies.

**Strategic Objective #9:**

Goal: To continue the installation of Cisco video systems capable of supporting VRI (virtual remote interpreting) in all courtrooms and hearing rooms. 85% of the installation is complete and we plan to have the remaining 15% done this fiscal year. Once this project is complete each court venue will have the capability of connecting with a court certified interpreter by video. In addition to using this system internally, it also provides a way for offsite court participants to appear in the courtroom virtually.

**Strategic Objective #10:**

Goal: To complete the renovation of family court services within the first quarter of FY22. This includes the reconfiguration of the family court lobby and hearing room 3128. When completed these modifications will create a separation of petitioners and respondents while they are waiting to participate in their injunction hearing, which will support recommended best practices for family courts.



**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:**

Arc-GIS -Improvements for access of data

- New damage assessment dashboard for view by leadership and operation teams
- Public view Flood depth analysis on website
- Public stream gauge dashboard on website

**Accomplishment #2:**

Substantial Damage Management Plan

- Continued community partnerships in the development of a Substantial Damage Management Plan to assess and track flood hazard area damage

**Accomplishment #3:**

COVID-19 – Pandemic Response for Osceola County

- The Office of Emergency Management coordinated operations and resource support for the pandemic, including testing & vaccination sites and public outreach & messaging

**Accomplishment #4:**

Community Emergency Response Team (CERT) Program

- The Office of Emergency Management has secured funding through the Volunteer Florida Grant Program to continue neighborhood emergency preparedness training and provide training and equipment for Osceola CERT
- Osceola CERT members provided 12,478 hours in support of incident response efforts, including COVID-19

**Accomplishment #5:**

Community Education Preparedness Campaign

- Updated the Quick Tips guide to the Ready Osceola Resource Guide, an easier to follow guide for residents to use to prepare for disasters

**Accomplishment #6:**

FEMA Public Assistance

- Successful Hurricane Dorian reimbursement submission (\$438,000.00)
- Successful COVID-19 reimbursement submissions for two County departments (\$743,185.33)

**Accomplishment #7:**

## Emergency Management Resource Center (EMRC) Improvements

- The Office of Emergency Management, through a partnership with Florida Department of Health-Osceola County, expanded storage capacity through the installation of a rack system capable of accommodating maximum volume space. The partnership provided for the centralization of commodities and equipment supporting emergency response, shelters, and special needs.

**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. In FY21, five college interns participated in plans development, real world events, training programs, and Public Assistance.

**Accomplishment #9:**

## Emergency Management Plan Updates and Approvals

- Comprehensive Emergency Management Plan
- Local Mitigation Strategy
- Hazard Identification & Risk Assessment

**Accomplishment #10:**

## Mobile Command Vehicle

- The Office of Emergency Management and Osceola Fire Rescue & EMS acquired the Osceola County Sheriff's Office previous Urban Area Security Initiative-funded command vehicle, upgrading communications and adding a dispatch console.

**Accomplishment #11:****Website enhancements**

- Webpage added to the County's website that highlights the Local Mitigation Strategy (LMS) and the LMS Working Group. This includes minutes and recordings of meetings, project lists, and the ability for members of the public-at-large to submit requests to speak.
- Webpage added to the County's website that provides important information for local health care facilities that are required to submit emergency management plans to the County. This includes a newly developed portal that allows for the online submission of plans, targeted messaging to specific health care facility types, invoice tracking, and an easily accessible repository of approved emergency plans.

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

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

Monitor evolving terror threats and inform and prepare the community accordingly.

- 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
- Annual PIO collaboration meeting for coordination and procedure review with area PIO network
- Continue EM Newsletter to communicate quarterly success stories with the EM Program
- Enhance community partnership with EM team involvement with community action committees – i.e., Health Leadership Council, Osceola Social Network, Homeless Services Network

**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

**FINANCIAL SERVICES  
FINANCE 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: Efficient and High Performing County Government**

In house completion of the FY 2020 Annual Comprehensive Financial Report (ACFR)

- For the 31st consecutive year, the County anticipates receiving the Certificate of Achievement for Excellence in Financial Reporting. The certification process continues to be delayed as a result of the COVID-19 pandemic.

**Accomplishment #2: Efficient and High Performing County Government**

FEMA Reimbursement Process

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

**Accomplishment #3: Efficient and High Performing County Government**

COVID -19 Relief Funding

- Supported the County with the implementation of the CARES Act Funding Programs.
- The Financial Services 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.

**Accomplishment #4: Efficient and High Performing County Government**

- Completed the transition of certain accounting functions to the Clerk of the Court Comptroller Office in accordance with Amendment 10 to the Florida Constitution.

**Accomplishment #5: Efficient and High Performing County Government**

- Drafted the NeoCity Maintenance District to the Board of County Commissioners.
- Drafted the Deed Restrictions for NeoCity to the Board of County Commissioners.

**Accomplishment #6: Efficient and High Performing County Government**

- Closed on three Capital Leases for the County:
  - Schedule of Property No. 13 for the financing of the Sheriff's Office vehicles, estimated expenditures \$1,453,124.00.
  - Schedule of Property No. 14 for the financing of the County-departments' vehicle replacements, estimated expenditures \$1,472,555.20.
  - Schedule of Property No. 12 for the financing of one (1) new 2021 Sutphen Fire Apparatus Pumper, estimated expenditures \$539,784.00.

**Strategic Objective #1: Efficient and High Performing County Government**

- Financial Services Office will continue to work on developing procedures and provide training opportunities for the County.

**Strategic Objective #2: Efficient and High Performing County Government**

- Continue to transition payroll functions to the Clerk of the Court Comptroller Office in accordance with Amendment 10.

**Strategic Objective 3: Diversified Economy**

- Present the NeoCity Maintenance District to the Board of County Commissioners.
- Present the Deed Restrictions for NeoCity to the Board of County Commissioners.

**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, that 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 FY22 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 create great neighborhoods, a continued emphasis on the replacement of outdated equipment is a priority and is reflected in both the operating budget and Five Year Capital Improvement Plan. The FY22 budget includes funding for the construction of three fire stations, the Austin Tindall Fire Station, which was originally budgeted in FY20 but delayed due to the Coronavirus epidemic, the Calypso Cay Fire Station, and Cypress Parkway Fire station. The budget also recognizes funding awarded to the Department from the FEMA 2020 SAFER Grant which will provide for the salaries and benefits for the Austin Tindall Fire Station firefighters for three years.

## **RECENT ACCOMPLISHMENTS:**

### **Accomplishment #1:**

Upgraded Personal Protective Equipment to Improve Firefighter Safety

- Equipped every seat on front line apparatus with ballistic gear, which includes a vest and helmet.
- Secured funding for the replacement of front line bunker gear providing two sets of gear for all combat positions.

### **Accomplishment #2:**

Upgraded Radio Communications to Improve Firefighter Safety

- Upgraded radios to talk on VHF channels, and to provide a secondary means of call notification by alerting individual unit portables.
- Purchased Bluetooth Voice Amplifiers for Company Officers and Paramedics in order to improve fire ground communications and enhance safety.

### **Accomplishment #3:**

Enhancement of the 911 Computer Aided Dispatch System to Improve Firefighter Safety

- Completed the implementation of the Digital Prefire Plan Database utilizing Spillman CAD to distribute the Digital Prefire Plans immediately to response units via the computer aided dispatch system.

### **Accomplishment #4:**

FEMA 2020 SAFER Grant

- Awarded the FEMA 2020 SAFER Grant which will provide the funding for the salaries and benefits for 21 Firefighters to staff the Austin Tindall Fire Station for a period of three years.

### **Accomplishment #5:**

Station Construction

- Board approved funding for two additional stations to begin construction in FY22. The Calypso Cay and Cypress Parkway Fire Stations were approved for funding, and the Austin Tindall Station which was previously funded, was approved to move forward for construction.

### **Accomplishment #6:**

Fire Rescue & EMS Logistics Warehouse

- Broke ground on the new logistics warehouse which is located near our Fire Rescue & EMS Administration Center on Partin Settlement Road.

### **Accomplishment #7:**

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 \$547,839 in additional compensation.
- Managed Care Organizations (MCO) – The Department participated in the expanded Medicaid Reimbursement Program for MCO and received \$323,090 in additional compensation.



**Accomplishment #8:**

Essential Emergency Medical Service Equipment Replacement

- Replaced all Lifepaks utilized by the Department, replaced all stretchers that had reached their useful life, and purchased three Lucas Chest Compression Devices so that all engine only stations now have the device.

**Accomplishment #9:**

Community Risk Reduction – Mobile Command Vehicle

- Participated in regional and state planning committees to develop an inter-operable communications platform to address capability gaps outlined by the National Threat and Hazard Identification Risk Assessment for our region, Region 5.
- Received \$246,000 in communications equipment from the UASI Regional Grant program to upgrade the Mobile Command Vehicle.

**Accomplishment #10:**

Enhanced Public Outreach

- Aggressively pursued public outreach opportunities through print, television and online media outlets, social media campaigns, inter-agency partnerships, and door-to-door neighborhood sweeps, to keep residents and visitors advised of trending public health and safety concerns.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1:**

Continuous Improvement to Firefighter Safety

- Implementation of programs within the Training and Operations Divisions to address trending concerns related to best practices and procedures, thereby enhancing and fostering improved firefighter safety.
- Continuous cooperation with Fleet Management to evaluate and manage Fire and EMS apparatus ensuring timely and fiducially responsible replacement and ensuring safe vehicles with adequate vehicle in-service times, and lower maintenance costs.

**Strategic Objective #2:**

FEMA 2020 SAFER Grant

- Successfully hire 21 Firefighters within the allotted recruitment period provided in the grant.

**Strategic Objective #3:**

Public Education Program

- Revamp and launch our new public education and community outreach program, providing fire and life safety educational opportunities to communities and residents of all ages throughout unincorporated Osceola County. Create a seamless, convenient, and measurable means of requesting instruction or presentation, and continue to evaluate presentation materials and revise content presented so that it is effective for both English and Spanish audiences.

**Strategic Objective #4:**

Continue 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.

**Strategic Objective #5:**

Continue Command and Communications Training

- Continue interagency training on command and control of high risk, low frequency events of significant public impact.

**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: Great Place to Live, High Quality Transportation & Infrastructure, Efficient & High Performing County Government, and Diversified Economy**

- The Department was successful at advocating and helping to obtaining a \$5.44 million federal grant from the U.S. Department of Homeland Security to allow 21 firefighters to be hired for a new fire station that is scheduled to break ground near Austin-Tindall Park. The SAFER grant funding for the new Station 67 will fill a huge service gap. Staffing the new station will decrease our ISO Rating in the area to 3, resulting in a significant decrease in both the physical and financial risk to nearby residents and businesses

**Accomplishment #2: Great Place to Live, High Quality Transportation & Infrastructure, Efficient & High Performing County Government, and Diversified Economy**

- The Department was successful in advocating, obtaining, and assisting to implement a \$72.98 million federal grant from the U.S. Department of Treasury’s Coronavirus Local Fiscal Recovery Fund as part of the American Rescue Plan Act (ARPA). The Department helped to draft the implementation report to the U.S. Treasury on how the County plans to use the funds.
  - The County will use the funds to complement the County’s prior response to the pandemic, through the use of revenue replacement. Since March 2020, Osceola County has seen substantial losses in various revenue sources. The County saw revenue loss in gas taxes, sales taxes, toll revenue, and tourist development taxes. Revenue replacement will allow the County to stabilize its finances, allowing for the continuation of county services, and enhance pandemic and economic recovery response efforts.
  - The Board established the following categorical priorities to help guide how the future recovery efforts should be focused, ensuring equitable investments and establishing long-term resiliency for the county:
    - Education/Training/Infrastructure
    - County Infrastructure
    - Targeted Recovery Efforts
    - Enhanced Recovery of Tourism/Quality of Life
    - Enhanced Transit

**Accomplishment #3: Great Place to Live, High Quality Transportation & Infrastructure, Efficient & High Performing County Government, and Diversified Economy**

- The Department assisted in the implementation and reporting of \$65.5 million of the State of Florida’s Coronavirus Relief Fund, through the State’s CARES Act emergency funding for pandemic response.
  - Fund went to support the costs of public safety, ensure the protection of residents, maintain local government operations and allowed the allocation of funds that would have supported the County’s public safety payroll to be used for the County’s local response to the public health emergency. The County’s strategies are mentioned above, and more detail provided in the table below:

CARES REPLACEMENT FUNDS			
Recipient	Strategy	Recipient	Strategy
Individual Recipients	Rental/Mortgage Foreclosure/ Eviction Asst/Utilities	Osceola Tech College / Adult Learning Center of Osceola	Training for better paying jobs
Help Now - Not For Profit	Rental/Mortgage	Valencia Community College	Training program for sustained employment
Cameron Preserve Phase II	Development of Affordable Housing	Experience Kissimmee	Recovery Marketing/Local-Focused
Hope Center	Housing Homeless	Health Department	2 Mobile Medical Units
Homeless Services Network	Housing Homeless	Federally Qualified Health Centers	1 Mobile Medical Unit
Dillingham Apartment	Chronically Homeless	Park Place Behavioral Health Care	Mental Health Assistance
Individual Recipients	Elderly/Disabled assistance program	School District of Osceola County	Support for Distance Learning
Food Pantries/Bank (multiple)	Food Insecurity Assistance	United Cerebral Palsy School	Support for Distance Learning
School District of Osceola County	Food Insecurity Assistance - FIT support	LS&S / Career Online High School	Scholarships for online educational learning
Individual Recipients	Business Assistance/Utilities	County Support Costs & Supplies	Support for delivery of strategies
Early Learning Coalition	Child Care Assistance		

**Accomplishment #4 High Quality Transportation & Infrastructure**

- The Department advocated for and helped obtain a \$4.69 million grant from the Florida Department of Economic Opportunity’s (DEO) Rebuild Florida Mitigation General Infrastructure Program.
- The funds are for stormwater improvements in the Buenaventura Lakes neighborhood.

**Accomplishment #5 Diversified Economy**

- The Department assisted with the negotiation of acquiring and having SkyWater Technology replace the University of Central Florida as the operator and anchor tenant of the Center for Neovation.
- SkyWater technology has brought the Center for Neovation back online and they’re now producing semiconductor wafers for both United States Government and industry customers.

**Accomplishment #6 Great Place to Live, Diversified Economy**

- The Department assisted with providing \$1.3 million to Valencia College for the implementation of student scholarships for the 2021 Fall Semester.

**Accomplishment #7 Efficient & High Performing County Government**

- The Department assisted with the Amendment 10 functions transition of the new Clerk of Court and Comptroller.

## **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.

### **Strategic Objective #4: Great Place to Live, High Quality Transportation & Infrastructure, Efficient & High Performing County Government, and Diversified Economy**

- Assist the various County Departments in their pursuit of state and federal grant opportunities
  - The Department assisted with the following pending grant applications:
    - DEO Job Growth Grant for \$9.1 million for Neovation Way road construction
    - DEO General Infrastructure Program for \$4.4 million for additional Buenaventura Lakes Drainage Improvements
    - DEO General Infrastructure Program for \$1.7 million for hardening and reinforcement of Osceola Heritage Park
    - DEO General Infrastructure Program for \$4.1 million of Yeehaw Junction Emergency Shelter/Community Center
    - EDA Build Back Better Regional Challenge Phase 1 grant for \$500,000 for technical assistance for a Phase 2 application worth up to \$100 million to expand NEOCITY
    - USDOT RAISE grant for \$18.1 million for Neptune Road
- Increase the amount of successful grant applications.
- Advocate for successful state and federal appropriation requests.
  - The Department assisted with the following pending appropriation requests:
    - \$5 million in federal appropriations for Neptune Road
    - \$1 million in federal appropriations for Neovation Way
    - \$5 million in federal appropriations for Marigold Ave
    - \$350,000 in state appropriations for construction of a boat ramp for Lake Runnymede and a onetime aquatic vegetation harvest
    - \$400,000 in state appropriations to conduct a study on cleaning up the northern lobe of Lake Toho, including sediment, muck, and vegetation removal

**OFFICE OF AUDIT AND OPERATIONAL IMPROVEMENT (AOI)  
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.
- AOI provides consulting or advisory services including facilitation or process mapping, improvement or re-engineering.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

Objective – Provide objective analysis of County government operations to assist management with reducing risks, maintaining compliance and ensuring effective and efficient operations.

- Completed eight (8) internal audits, two (2) follow up audits, and one (1) special review. Three (3) internal audits, seven (7) follow-up audits and two (2) special projects are in progress.
- Provided advisory services to four (4) departments for various process improvement reviews.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1:**

Efficient and High Performing Government

- AOI's goal is to complete two (2) internal audits, four (4) follow up audits, two (2) special projects, and begin two (2) special projects as assigned by the County Manager.

**OFFICE OF SUSTAINABILITY  
FUND 001 – GENERAL FUND**

**DEPARTMENTAL OBJECTIVE:**

The Office of Sustainability is responsible for planning, organizing, guiding, and coordinating sustainability initiatives within County government and throughout the County.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1: Great Place to Live; High Quality Transportation & Infrastructure; Cost-Effective & High Performing County Government**

- Completed an amendment to the Osceola County Comprehensive Plan by creating a new element entitled *Osceola Green Initiative*. Adopted by the County Commission December 2020. The Element includes goals, objectives, and policies (GOPs) designed to mitigate greenhouse gas (GHG) emissions and impacts likely to result from anticipated climate change. These GOPs are organized by these overarching objectives: planning and management; shifting transportation demand; increasing energy efficiency; waste reduction and recycling; and enhancing ecological resilience.

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

- Initiated a Sustainability Audit for Osceola Heritage Park. In conjunction with the OHP Master Plan Update, conducting a sustainability audit at OHP to explore the potential for increasing the sustainability of OHP operations. The audit will provide baseline data and specific recommendations for increasing operational sustainability at OHP.

**Accomplishment #3: Cost-Effective & High Performing County Government**

- Working with the East Central Florida Regional Planning Council's Regional Resilience Collaborative and the International Council for Local Environmental Initiatives (ICLEI), completed an inventory of greenhouse gas (GHG) emissions from County operations to establish a baseline for measuring GHG reductions over time.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1: Establish the Office of Sustainability**

- Finalize the five-year plan/project list for the Sustainability Office, consolidating goals and actions from the Osceola Energy Initiative (2012), Strategies for a Sustainable Future Report (2017), and Green Initiatives Element (2020).
- Establish an interdepartmental Sustainability Working Group to coordinate activities.
- Develop an outreach and communications plan, including benchmarking and reporting.

**Strategic Objective #2: Complete the OHP Sustainability Audit**

- Complete the Sustainability Audit for Osceola Heritage Park. The scope of work includes the following elements: facility energy use and potential for using renewable energy; water usage and conservation; recycling systems; food procurement and disposal; landscaping; transportation; sustainable development potential from hotels; and stormwater management.

The final product will be recommended actions for improving operations in these areas. This effort will serve as a demonstration project for implementing strategies in the Green Initiatives Element, which will provide feedback for policy modification if needed; will showcase successful implementation; and would lead to similar programs at other County facilities and Countywide.

**Strategic Objective #3: Infill and Mixed-Use Center Development Strategy**

- Working with a consultant, undertake case studies of designated centers to analyze existing and proposed residential and non-residential development, infrastructure availability, market viability (including changing retail and office trends), amenities, and opportunities for development and redevelopment. Develop potential strategies to facilitate center development, including regulatory changes, design recommendations, land consolidation, incentives, funding, infrastructure, fees, process, and the provision of amenities, along with ideas for County involvement in transitioning these areas.

**Strategic Objective #4: Update and expand the GHG Inventory**

- Working with the East Central Florida Regional Planning Council's Regional Resilience Collaborative and ICLEI, update the GHG inventory and expand to include employee commuting data.

**Strategic Objective #5: Interdepartmental Project Coordination**

- Work with Parks and Public Lands and UF Extension to begin implementing the Urban Forest Management Plan and to plan for composting in conjunction with community gardens.
- Review departmental budgets and the CIP to identify sustainability opportunities for capital projects.
- Coordinate with HR on employee engagement in sustainability.
- Work with departments as appropriate to implement the OHP Sustainability Audit.



**HOUSING AND COMMUNITY SERVICES**  
**FUND 001 – Housing and Community Services**

**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: Coronavirus Relief Funds (CRF) Funds assisted 1,441 families with emergency rent, mortgage, and utility payments**

In response to the COVID19 pandemic, Osceola County was initially awarded \$3.2 million to provide emergency housing assistance to Osceola County residents. The funding was provided through Florida Housing Finance Corporation (FHFC) and implemented within our SHIP Program. As a result of our successful implementation of the initial allocation, Osceola County received an additional \$3 million to continue providing this resource in the community. A total of \$6,320,306 was expended from August 2020 – December 2020. As a result of this funding, residents were able to continue to maintain stable housing during the pandemic. Additionally, with our regular SHIP allocation, we assisted 156 households with emergency housing assistance from April 2020 – August 2020. A total of \$355,757.66 was expended.

**Accomplishment #2: Recipient of the HOME Investment Partnership Funds in the amount of \$986,152.00**

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 for this fiscal year were committed to assist with the construction of affordable senior housing in a CDBG target area. HOME funds were also utilized to rehab senior affordable housing in partnership with Osceola County Council on Aging.

**Accomplishment #3: Ensuring decent, safe, and sanitary housing for existing homeowners in the County**

Through our owner-occupied rehab program for CDBG and SHIP, we provided funds for the rehabilitation or replacement of 6 homeowner homes within the County. This includes substantially repairing items on the property that are considered unsafe or pose health and safety risks.

**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 1,576 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. During this fiscal year, additional vouchers were awarded for the Mainstream Voucher Program and Emergency Housing Voucher Program. This increased the Osceola County program by 94 vouchers.

#### **Accomplishment #5: Provided Eyeglass Prescription Vouchers for seniors**

Through this program, 37 Osceola 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.

#### **Accomplishment #6: Provided Cremation/Burial services for indigent families**

This program provides for the cremation or burial of qualified indigent families and unclaimed deceased persons who died within Osceola County boundaries. In FY21, 57 eligible families received assistance for the provision of burial/cremation services for family members.

#### **Accomplishment #7: 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 10 qualified non-profit organizations financial assistance totaling \$794,133. With this funding, we were able to address specific needs in the County such as:

- Supported the Bridge Housing Project that assisted 21 homeless families with permanent housing.
- Provided 1,347 residents that are uninsured, low income and impoverished with much needed medical assistance.
- Provided 350 at-risk youth and their families with Developmental programs.
- Assisted with providing legal counseling/ documentation to 262 families in need of identification.
- Provided much needed dairy product to disadvantaged families and children.
- Identified homeless individuals and families and guide them toward independence.

#### **Accomplishment #8: Veterans Services**

This fiscal year the Veterans Services staff assisted nearly 1,500 contacts from Osceola County veterans and were able to process over \$438K in approved claims! In addition, our staff were able to participate in the following Osceola events and activities:

- Continued to serve customers during Covid-19 Pandemic via Virtual and In-Person appointments.
- Attended City of St. Cloud veteran's event on four Thursdays in May
- Attended quarterly Virtual Stakeholders Meetings with Orlando VAMC

#### **Accomplishment #9: Utilized \$120,000 in FHA funds to assist families and individuals with rental assistance and eviction prevention assistance**

The Osceola County Financial Housing 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 or more months of rent, and case management. This program also assists families with eviction prevention, whether they are renting or own their homes. This year the FHA program assisted 21 families with these areas of need.

**Accomplishment #10: Received \$244,471 in Federal Funding for our Shelter+Care program for housing 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. In FY21 this program provided 20 chronically homeless individuals and families with the necessary assistance to maintain their housing.

**Accomplishment #11: Utilized \$226,662 to maintain housing for chronically homeless individuals and families from the former Impact Fund**

Since FY19 the County has provided the funds to provide Permanent Supportive Housing for 30 Chronically Homeless Individuals in Osceola County. These households 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 #12: 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 13 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.

**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.

**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:**

**Accomplishments #1: Recruitment & Selection**

- Coordinated and conducted recruitment and selection efforts for 343 vacant positions.
- Received and screened a total of 6,129 employment applications, representing an increase of 17% from last fiscal year.
- Coordinated and participated in over 841 employment interviews.
- Coordinated, administered and proctored typing tests for 96 candidates, various in-Basket exercises for 162 candidates, written exams for 78 candidates and practical exams for 47 Firefighter candidates.
- In collaboration with the Corrections Department and Valencia College Public Safety Department, coordinated the Correction Officers' Cadet Academy. Five (5) candidates were selected for the Academy. Four (4) candidates successfully completed the program and are now Certified Officers.
- Recruitment efforts resulted in the on-boarding of 204 new hires; 75 promotions; and 6 lateral transfers.

**Accomplishments #2: Diversity, Inclusion and Equal Opportunity Programs**

**Employment**

Consistent with the County's commitment to attract and retain a diverse workforce that mirrors the populations it serves, for Fiscal Year 2021:

- Recruitment efforts yielded a total of 6,129 applicants for employment of which, 30.05% were White, 39.29% Hispanic, 22.19% Black, 2% Asian/Pacific Islander, 5% Other, 1% Unknown, 50% Male, 50% Female and 6% Veterans.
- Of the 204 new hires, 36% were White, 42% Hispanic, 16% Black, 4% Asian/Pacific Islander, 1% Other, 1% American Indian/Alaskan Native, 66% Male, 34% Female and 11% Veterans.

- Of the 75 employees promoted, 41% were White, 21% Black, 34% Hispanic, 3% Asian/Pacific Islander, 1% Other, 59% Male, 41% Female, and 11% Veterans.
- As of September 30, 2021, the County's workforce totaled 1416 employees. The overall breakdown by race, ethnicity, and gender was as follows: 55% White, 14% Black, 28% Hispanic, 2% Asian/Pacific Islander, 1% other, .1% American Indian/Alaskan, 66% Male, 34% Female and 11% Veterans.

### **Americans with Disabilities Act and Civil Rights Title VI Programs Coordination and Compliance**

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

- Determined eligibility for and provided ADA reasonable accommodations to twenty (20) employees with disabilities. Accommodations ranged from extended leave time, equipment, reassignment to vacant positions and structural modifications.
- Collaborated with the Transportation and Transit Teams by disseminating invitations to Disability Advocacy Agencies to provide input on the development of the County's Public Right of Way ADA Transition Plan.
- Updated the County's Civil Rights Title VI Nondiscrimination Program and Limited English Proficiency (LEP) Plan for submittal to the Florida Department of Transportation.
- Consistent with the Effective Communications provisions under the Americans with Disabilities Act, coordinated six (6) requests for Sign Language Interpreters for various County-wide activities.

### **Training & Development**

- Staff attended several training events sponsored by various agencies, including the U.S. Equal Employment Opportunity Commission, the ADA National Network, and the Florida Department of Transportation. Among others, training topics included Breastfeeding in the Workplace, Marijuana in the Workplace, the Civil Rights Complaint Process, Covid-19 and the Family Medical Leave Act (FMLA), Advancing Race and Gender Equality, and Gender Transition in the Workplace.

### **Supplier Diversity**

Staff coordinated and participated in various outreach and educational efforts to promote the County's Supplier Diversity Initiative with the goal of increasing the participation of suppliers from diverse backgrounds in the County's supply chain.

- In partnership with the Procurement Services Team, hosted the “How to Do Business with Osceola County” virtual event. The event was held in both English and Spanish and had a total of 124 attendees.
- Began collaborations with the African American Chamber of Commerce of Central Florida, the Hispanic Chamber of Commerce of Metro Orlando, and the Kissimmee/Osceola Chamber of Commerce.
- Presented in three (3) of the African American Chamber of Commerce of Central Florida’s new member orientations to promote and provide information on the County’s Supplier Diversity Initiative.
- Participated in the Florida State Minority Supplier Development Council’s 35<sup>th</sup> Annual Business Expo. The County’s virtual booth was virtually visited and viewed by over 137 individuals.
- Participated in the “Go for the Greens” virtual 2021 Annual Conference for Women-owned businesses. Go for the Greens Foundation. Inc. connects women-owned businesses and future business leaders with business growth opportunities through corporate and government contracting.
- Attended the African American Chamber of Commerce of Central Florida Second Annual Empowerment Business Conference to network with the African American businesses in the Central Florida area.
- Attended the 2021 Hispanic Business Conference hosted by the Hispanic Chamber of Commerce of Metro Orlando.
- For the second consecutive year, we continued our partnership with Prospera. Prospera is an economic development, nonprofit organization specialized in providing bilingual assistance to Hispanic entrepreneurs trying to establish or expand their business.
  - ✓ Through the Prospera’s “Providers’ Academy”, the County conducted ten (10) “How to Do Business with Osceola County” training webinars.
  - ✓ Through our partnership with Prospera, twenty-eight (28) Hispanic American owned businesses were provided one-on-one technical assistance and were identified as eligible to become certified through reciprocity. Staff is working with these businesses to follow up on the status of their certification.
- Our outreach and educational efforts resulted in the certification of thirty-seven (37) new Minority/Women Business Enterprises (MWBE), Service-Disabled Veteran-Owned Business Enterprises (SDVBE), and Local Small Business Enterprises (LSBE) ready, willing and able to do business with the County. Of the thirty-seven (37) new certified firms, 38% are Hispanic American-owned, 14% African American-owned, 8% Asian American-owned, 57% Women-owned, 16% Service-Disabled Veteran-owned and 8% Local Small Business Enterprises. Note that some of these businesses have more than one designation.

- Re-certifications were awarded to seventy-one (71) businesses as follows:
  - ✓ 21% African American-owned
  - ✓ 14% Asian American-owned
  - ✓ 30% Hispanic American-owned
  - ✓ 37% Women-owned
  - ✓ 3% Service-Disabled Veteran-owned
  - ✓ 6% Local Small Business Enterprises
  
- In Fiscal Year 21, the County spent \$1,947,028.26 on commodities and services provided by MWBE's and Local Business Enterprises. Additionally, the County awarded over \$2,291,998.00 to Disadvantage Business Enterprises (DBE)<sup>1</sup> for projects contracted with and funded through the Florida Department of Transportation.

**Accomplishments #3: Employee & Labor Relations**

- Provided guidance and technical assistance on approximately 92 disciplinary actions to ensure the consistent application of policies and procedures.
  
- Completed off-boarding consisting of 29 retirements, 160 resignations, 13 layoffs and 17 terminations.
  
- Coordinated, participated, and provided guidance on twenty-nine (29) Pre-Determination Hearings and sixteen (16) grievance hearings.
  
- Conducted two (2) Internal Administrative Investigations.
  
- Prepared and submitted one (1) Investigative Position Statement to a Federal employment regulatory agency, resulting in favorable determinations for the County.

**Accomplishments #4: Training & Development**

- Rolled out a new automated Performance Management Feedback System (Taleo). The new Performance Management System emphasizes real-time feedback instead of the annual traditional performance evaluation. Training was provided,
  
- A total of 908 employees completed 86 courses through the Human Resources on-line Learning Management System (LMS).

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<sup>1</sup> DBE's are for-profit small business concerns where socially and economically disadvantaged individuals own at least a 51% interest and also control management and daily business operations. African Americans, Hispanics, Native Americans, Asian-Pacific and Subcontinent Asian Americans, and women are presumed to be socially and economically disadvantaged. Other individuals can also qualify as socially and economically disadvantaged on a case-by-case basis.



- Coordinated a total of twenty-two (22) “Finance Enterprise – End User” training sessions for two hundred and sixty (260) employees of the following departments: Human Resources, Community Development, Public Safety, Transportation, Public Works, Procurement, Finance, Information Technology, County Attorney, Public Information and County Manager’s Office.

**Accomplishments #5: Risk Management & Safety**

- Recovered a total of \$410,429.36 of losses from auto, property damage and Workers’ Compensation claims, through subrogation efforts.
- Received 630 new Workers’ Compensation claims of which 312 were COVID-19 exposure claims. Of the claims received 527 were resolved and closed as of September 30, 2021.
- Managed a caseload of 413 auto and general liability claims, of which 237 were resolved and closed.
- Attended 26 State mediation sessions for Auto, General Liability and Workers’ Compensation claims. One case was dismissed and thirteen (13) cases were settled under the settlement authority at savings to the County of \$256,864.00.
- Conducted monthly health and safety meetings with Fire and Corrections Departments to discuss their respective Workers’ Compensation claims.
- Reviewed fifty-three (53) agreements to determine appropriate insurance requirements.
- Coordinated three (3) Random Drug testing screening sessions for one-hundred and fifty (150) employees in safety-sensitive positions.
- Coordinated post-accident drug testing for 151 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.

**Accomplishments #6: Benefits & Wellness**

- In collaboration with the Emergency Management Team and the Osceola County Health Department, coordinated several COVID-19 vaccination events in order to facilitate vaccination opportunities for Osceola County employees. In addition, employees were offered up to three (3) hours of leave to get vaccinated and up to three (3) days of Emergency Administrative Leave for those employees experiencing vaccine side effects.
- Determined eligibility of three hundred and thirty (330) new requests for leave under the Family Medical Leave Act (FMLA) and managed an active caseload of 302 cases.

- Provided guidance and assistance to three-hundred and seventy-one (371) employees regarding COVID-19 related issues.
- Determined the eligibility of one hundred and eighty-five (185) request for COVID-19 emergency paid leave.
- Determined the eligibility of fifty-one (51) requests for Emergency Administrative leave Vaccine Incentive.
- In collaboration with Cigna, provided 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 “Is the COVID-19 vaccine for me?”, designed to assist employees and eligible dependents understand the vaccine development, efficacy and risks. Other workshops promoted included: “Work at Home-Keys to Success” and “Estate and Insurance Planning”.
- Distributed face coverings and hand sanitizer to County Departments to promote a safe workplace.
- Achieved the participation of 253 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 18,642 appointments.

#### **Accomplishments #7: Support Services**

- In support of the Human Resources & Risk Management programs and services, processed over 18,000 transactions, including: job requisitions, new hires, promotions, demotions, reclassifications, Military Leave, Leave without Pay, Family Medical Leave, Org-key changes, pay adjustments, terminations, open enrollment, claims, Motor Vehicle Records (MVR) and others.
- Received and processed one hundred and forty-two (142) Unemployment Compensation Claims.
- Received and responded to forty-three (43) Public Records Requests.
- Completed seventy (17) salary survey requests from neighboring Counties and two consulting firms.

- Completed one-hundred and thirty-one (131) Verifications of Employment.

## **STRATEGIC OBJECTIVES:**

### **Strategic Objective #1:**

#### Competitive Pay

- Complete the development of a strategy to implement the incremental increase of the state's minimum wage, from \$8.65 to \$15.00, as a result of the passing of Amendment 2.

### **Strategic Objective #2:**

#### Safety and Risk Management

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

- Develop and Coordinate a Safety and Loss Prevention Program in order to manage occupational health, safety and injury prevention.
- Continue to expand risk management/safety training opportunities to educate staff and mitigate risk.

### **Strategic Objective #3:**

#### Supplier Diversity

- Through the utilization of various research methods and data analyses, review/revise the minimum annual participation goals of twenty-five percent (25%) of contracts awarded to MWBE's.
- Strengthen Supplier Diversity outreach efforts through partnerships and collaboration with various state and local agencies.
- Collaborate with the Procurement Team to host quarterly "How to Do Business with Osceola County" webinars.

## 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.

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 citizens and business community, as well as improving internal capabilities and efficiencies.

#### **RECENT ACCOMPLISHMENTS:**

##### **Accomplishment #1:**

Strategic Plan Goal, Efficient & High Performing County Government

- Successfully upgraded the bandwidth and network capacity at the Emergency Operations Center for the County's computing and network infrastructure to improve overall reliability, availability, and performance.

##### **Accomplishment #2:**

Strategic Plan Goal, Efficient & High Performing County Government

- Successfully implemented upgrades to the County Financial system to improve efficiency with business intelligence and workflow tools, improve business processes, and eliminate redundant data entry.

##### **Accomplishment #3:**

Strategic Plan Goal, Efficient & High Performing County Government

- Successfully implemented a new Agenda Management System for all County Board meetings.

##### **Accomplishment #4:**

Strategic Plan Goal, Efficient & High Performing County Government

- In partnership with the Clerk of the Circuit Court, supported the transition of various Financial and Board Support services functions from the Board of County Commissioners to the Clerk of the Circuit Court.

##### **Accomplishment #5:**

Strategic Plan Goal, Efficient & High Performing County Government

- In partnership with Fire Rescue and EMS, Corrections, and the Sheriff's Office, successfully upgraded the Law Enforcement software to improve security and redundancy of the system.

**Accomplishment #6:**

Strategic Plan Goal, Efficient & High Performing County Government

- In partnership with the Facilities Management department, an automated maintenance management application was implemented to manage preventive maintenance and repairs for the County facilities.

**Accomplishment #7:**

Strategic Plan Goal, Efficient & High Performing County Government

- In partnership with the Human Resources department, a new performance management system was implemented to modernize employee performance feedback processes.

**Accomplishment #8:**

Strategic Plan Goal, Efficient & High Performing County Government

- In partnership with the Fire Rescue department, new Fire Incident Display Boards, which display emergency calls on screens, were installed throughout all 15 Fire Stations.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1:**

Strategic Plan Goal, Efficient & High Performing County Government

- Implement Digital Plan Room components into the Accela Civic Platform to provide access to integrated digital review capabilities, including automated digital signature validation, automated document and sheet versioning, collaborative issue management, and electronic markups.

**Strategic Objective #2:**

Strategic Plan Goal, Efficient & High Performing County Government

- Implement software which evaluates a Building Inspector's daily inspection list and organizes it based upon a start location and an ending location to make the Inspector's route the most efficient and effective.

**Strategic Objective #3:**

Strategic Plan Goal, Efficient & High Performing County Government

- Implement software to allow customers to use their smartphones to request, schedule, cancel, track, and see results of Community Development related inspections via text messaging.

**Strategic Objective #4:**

Strategic Plan Goal, Efficient & High Performing County Government

- Upgrade the County-wide Phone System to provide new capabilities and features to enhance the customer experience when communicating with our citizens and customers.

**Strategic Objective #7:**

Strategic Plan Goal, Efficient & High Performing County Government

- In collaboration with several County departments, upgrade and expand the County's Geographical Information Systems (GIS) solution. This initiative will lead to improved online and mobile mapping applications and services through the County's website, Osceola.org.

**Strategic Objective #5:**

Strategic Plan Goal, Efficient & High Performing County Government

Implement a new module called GeoValidation for the Law Enforcement software to validate street addresses to ensure accuracy and improve public safety and service response time.

**Strategic Objective #6:**

Strategic Plan Goal, Efficient & High Performing County Government

- Implement a payment portal on the Fire Rescue and EMS Department website to accept credit card payments from customers for services rendered. Customers will have the ability to access and view their accounts, communication letters and invoices.

**Strategic Objective #7:**

Strategic Plan Goal, Efficient & High Performing County Government

- Implement a new Asset Management and Work Order System that will enable staff of multiple Public Works organizations to track and manage infrastructure assets, service requests, work orders, inspection reports, and citizen concerns through a centralized solution.

**Strategic Objective #8:**

Strategic Plan Goal, Efficient & High Performing County Government

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

**Strategic Objective #9:**

Strategic Plan Goal, Efficient & High Performing County Government

- Implement a new solution which allows emergency calls sent to Fire Stations to also be accompanied by an automated text-to-speech description of the call.

**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 (2020-2021):**

**Accomplishment #1:**

New GEO-Prime Site implemented at Tower Site F

**Accomplishment #2:**

New Motorola Critical Connect and WAVE implemented

**Accomplishment #3:**

Updated Mutual Aid system infrastructure

**Accomplishment #4:**

Add Tower Site I into the microwave loop for resiliency

**Accomplishment #5:**

Assisted Osceola Fire Rescue and Emergency Management with implementing portable VHF repeater to be deployed during temporary 800 MHz outages or during disasters; applicable codeplug changes applied to all EM and Fire radios.

**Accomplishment #6:**

New Tone signaling scheme created for further Osceola Fire station alerting redundancy.

**Accomplishment #7:**

Towers sites converted from using T1s to Ethernet

**STRATEGIC OBJECTIVES (2021-2022):**

**Strategic Objective #1:**

Reconfigure all radio codeplugs for SCFD, KFD and OCFR to include Reedy Creek, Indian River County and new EDs and push to all fire radios

**Strategic Objective #2:**

Continue to capture all radios into Radio Management, reconfigure, reprogram, and add radios features to all Sheriff's Office radios, per their strategic plan

**Strategic Objective #3:**

Capture all radios into Radio Management, reconfigure codeplugs and program all Corrections radios per Corrections Admin Staff's strategy

**Strategic Objective #4:**

Add an additional ASR voice channel for medical and law aircraft

**Strategic Objective #5:**

Expand Region 5 VHF to west side of County

**Strategic Objective #6:**

Add expansion modules to Genesis reporting to enhance troubleshooting capabilities

**Strategic Objective #7:**

Be specifically involved with a five and ten year strategic plan for Radio Services

**Strategic Objective #8:**

Add Redundant Master Client for access to radio infrastructure

**Strategic Objective #9:**

Add additional tower site in east side of the County to address coverage issues and growth



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

**DEPARTMENTAL OBJECTIVE:**

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

**ACCOMPLISHMENTS:**

**Efficient and High Performing County Government**

- Successful completion and adoption of the Fiscal Year 2021-2022 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 FY2021-2022 budget adoption process
- Successful completion of budget amendments in compliance with State Statutes and Budget Policy
- Re-organized the Budget Office and re-classified positions to optimize the performance of the department and enhance service to internal customers
- Successfully implemented the automated Budget Transfer Workflow process to streamline and simplify the review and approval process
- Streamlined internal processes to improve various stages of the budget development process for departments and County Administration
- Added one additional Budget Analyst position to support the growth of the County

**STRATEGIC OBJECTIVES:**

- Review/Update the County's Budget Policy
- Review/Analyze Budgets and provide quarterly reports to County Administration to provide a current status of the fiscal year budget
- Conduct departmental meetings to assist with budgetary needs and identify impacts for the upcoming annual budget
- 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
- Continue to prepare Desktop procedures for various processes within OMB to ensure continuity of operations
- Continue to streamline internal budget processes to improve customer service
- Provide enhanced training and resources organization wide
- 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: Efficient and High Performing County Government**

- Successful completion and adoption of the Fiscal Year 2021-2022 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 FY2021 year-end close out in accordance with State Statutes and Budget Policy

**Accomplishment #2: Efficient and High Performing County Government**

- Special Assessments successfully improved the process and procedures for analyzing the MSTU and MSBU budgets.
- Purchased misc. tools for inspector's trucks.
- Created community inspection checklist.
- Implemented an electronic check signature policy for the Common Facilities District.
- Completed large community projects within numerous MSTU/MSBUs.
- Implemented a monthly review process of all MSTU/MSBU cost centers.

**Accomplishment #3: Great Place to Live**

- Granted \$125,850 of CDBG funds to complete 4 projects including; erosion repairs restorations, sediments removals, and stormwater projects.
- Accomplished major projects within multiple communities such as re-slopping affected ponds, tree removal, and beneficial planting of aquatic plants.
- Established a schedule with Parks to inspect community playground equipment annually.
- Completion of a robust playground project and pool renovation in two of our largest MSTUs.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1: Efficient and High Performing County Government**

To improve the efficiency and effectiveness of the field work to ensure resources are optimized to better position the County's community MSTUs and MSBUs for FY2022 and the upcoming years.

- Convert all field paperwork to e-files.
- Improve productivity with cross-functional teams in different areas of Special Assessments.
- Improve ongoing project management efficiently and effectively.
- Develop leadership abilities and potential of the team.

### **Strategic Objective #2: Efficient and High Performing County Government**

Aid Departments, as requested, in determining current and future levels of service.

- Continue Inspector training programs on various relevant topics to the services provided.
- Collaborate with Public Works on the health of County ponds and prioritization of major storm water pond and inlet erosion repairs.
- Collaborate with Office of Management and Budget, at minimum, on a quarterly basis to review the Special Assessments 132 cost centers.

### **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 (carryforwards, year-end close-outs, journal entry requests) and the fiscal year budget process for communities and County administration.
- Restructure and improve budget processes within the CFDs.
- Prepare internal desk top procedures for the day to day operations in Special Assessments.
- Review and revise current CFD Operating Guide to reflect the most current State and County requirements and processes.

### **Strategic Objective #4: Great Place to Live**

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 FY22.
- Obtain grant funding for at least one major MSBU/MSTU Subdivision Pond capital repair project during FY2022.
- Prepare preventative maintenance schedules and funding strategies for FY2023 projects by June 2022.
- Create a list of minor repair projects ranked by priority.
- Strategize and complete robust playground improvement project.

**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:**

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

- The Library's physical collection grew by 22,218 items in Fiscal Year 2021. This includes books, DVDS, Books on CD, Chromebooks, hotspots and kits.
- Engagement with eResources remained high as more titles were purchased and higher checkout limits remained in effect to serve patrons using the Library's collections virtually. Some eResources are viewable within the Library's online catalog and some collections are accessible from apps or websites for download to tablets, phones and computers with millions of resources available at the click of a button.
- The Library prioritized building collections of high demand items. Increased copies of popular Adult titles and Sunshine State Readers were selected to reduce hold levels, in addition to more aggressively employing the Lease option for Young Adult/Teen titles. Leasing versus purchasing allows collections to make high-interest and topical titles available while popular and then quickly replaced with new titles to meet changing demands.
- The Library implemented specialized collections for reluctant middle-grade readers to entice this important community back into libraries and to support initiatives for improving reading achievements in middle school. Collections added were Hi/Lo books that assist struggling readers grades 4-8 with engaging content but less strenuous reading levels; Light Novels, which focus on Japanese stories similar to manga but in novelized form; and Choose Your Own Adventure novels, which increase fluency with interactive themes and compelling plotting.
- New virtual resources were added in the areas of periodicals and news sources. Flipster replaced RB Digital with downloadable access to popular titles such as *People*, *Astronomy* and *Men's Health*. After surveying our patrons, *The New York Times* replaced the *Washington Post* as the newspaper of record, providing free access to daily news, crosswords and historical archives.
- The Library introduced Book Bundles to provide patrons with a convenient way to connect with great titles, and for the Library, to increase circulation within the print collection. Staff bundle titles together based on themes (examples: Historical Romance or True Crime, for adults or Star Wars or Disney for children). Patrons can then "grab and go" their bundles of choice. Book Bundles can be requested in advance through the catalog and staff will bundle titles on demand, readying them to pick up on the holds shelf under a patron's account. The Library promotes Book Bundles as an easy way to keep up with the ongoing "1000 Books Before Kindergarten" Beanstack challenge.

- Book Club Kits bundle 10 copies of popular middle grade books together with author biography, discussion questions and activities. The Kits are displayed and circulated in a clear tote for convenience.
- Teen READBOX is a creative way to encourage Young Adult reading through mimicking popular subscription service boxes like LootCrate and BirchBox but with books, activities and gifts. Teens can “order” their themed box at the start of the month and it will be packed and ready for checkout by mid-month.

### **Accomplishment #2:**

Offered an array of robust events, services, and classes focusing on early literacy, STEAM (Science Technology Engineering Arts Math) learning and technology skills, and provided recreational and informational opportunities for persons of all ages.

- The Library remained open throughout the COVID-19 pandemic, providing essential services free to citizens, such as Internet access, 24/7 access to digital resources, online programming and in-person events and classes such as English as a Second Language, Citizenship, Early Literacy and Technology Training, meeting and study rooms and notary service. Full-service hours of Monday through Sunday, including 4 nights open until 9pm, resumed in April.
- The Library restarted in person events and classes in March, beginning with the scheduling at most branches of Rhythm, Rhyme and Storytime, an early literacy and movement class for families with toddlers and preschoolers, then adding in homeschool programming, robotics workshops and improvisational training for middle grade students. Staff often scheduled multiple classes each day to keep per-class attendees limited to adhere to social distance requirements. Weekly visits by the School District’s READ Bus, which also focuses on the importance of family literacy, was also added to the calendar. Programming quickly evolved with the inclusion of adult programs like Ready to Work Job Skills Series, ESOL and Spanish for Beginners, computer classes in English and Spanish, Citizenship classes, and senior-focused gaming and crafting programs, plus TechCentral’s technology training.
- Summer Learning’s theme this year was Tales and Tails, inspiring programming featuring animals, storytelling, fables, journeys through personal discovery and much more. Most of the Summer Learning programs for youth were presented online for the safety and convenience of our youngest patrons, exploring topics through interactive readers’ theater, art instruction, book discussions, follow-along crafting, and author visits. Summer Learning for adults was presented in hybrid fashion, some online and some in person. Beginning Guitar, cooking demonstrations, take and makes, summer gardening how-to, Messy Media art workshops and live art demonstrations rounded out the calendar. Both adult and youth Summer Learning programs utilized Beanstack, an online program/reading app facilitating opportunities to track reading and win prizes.
- The Library maintained a schedule of virtual programming throughout the year, despite opening for full service hours in April. Virtual programming gave patrons a choice of how to enjoy Library activities, especially important both for safety reasons and to adapt to citizens’ new habits of enjoying quality entertainment and learning from the convenience of their homes on their schedule. The Library featured programs such as ESOL Conversation Hour, Storytime Friends, Take and Make videos with free in-library craft supplies, online book talks with author appearances, drawing workshops, cooking demonstrations, and portions of our annual Summer Learning safely

and conveniently online through Zoom and YouTube. In addition, downloadable content from the Library's website provided activities such as trivia, digital escape rooms, scavenger hunts, BINGO games and craft projects.

- TechCentral opened in May, a year after its intended opening date. The space features reservable technology and rooms, including VR stations, a Mac Lab, sewing studio, photography studio, filming equipment, a sound recording studio with musical instruments plus 3D printing on demand and access to robotics and coding workshops using VEX Robots, LEGO Mindstorm and Little Bits. The space is designed to support collaborative use or individual study, and offers programming on introductory skill building and personal development on the various technologies and software.
- The Library created programming and communications presented in the Spanish language or bilingually in English and Spanish. Featured programs included Art Time/Hora de Arte, Mother Goose y Amigos Storytime, technology instruction in Spanish, and Bilingual Bedtime Storytime/Cuentos Bilingues para Dormir. Newsletters, signage and social media posts are regularly translated into Spanish for greater accessibility.
- *Lit Mag*, the Library's annual literature contest and magazine for tweens and teens, published both in print and online through BiblioBoard. The theme was "The Ways of Love" and tweens and teens could submit their works of art and writing to be reviewed by guest author judges for inclusion in the magazine.
- The Library launched a Countywide reading initiative called Spot the Book. The program asked kids and grownups to read *City Spies* by James Ponti and then answer trivia, attend virtual programs and complete a scavenger hunt to earn a chance to live chat with the author. Participants attended virtual Spy School 101 from the International Spy Museum and a how-to magic workshop as part of the program. Local VIPs took photos of themselves getting "caught" reading *City Spies* for a fun promotional campaign.
- The Library embraced the breadth and depth of the diversity of Osceola County's community and citizenry and reflected these concepts in programming and in-library displays. Staff recognized significant cultural touchstones like Black History Month, Juneteenth, Hispanic Heritage Month, Pride Month and Mental Health Awareness Month. Staff included these topics in storytime, encouraged sharing of personal stories through BiblioBoard, created beautiful and thoughtful book displays to highlight the Library's collection, showcased Library services at local festivals and outreach events, developed crafts presentations highlighting arts and activities special to specific groups or cultures, and invited speakers to share their personal stories. The goal was to ensure that everyone can see themselves and their personal story reflected in the Library's programming offerings.

### **Accomplishment #3:**

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

- Osceola Arts presented Art in Public Places at most branch libraries, coordinating the selection and installation of artwork from artists with local and national prominence. Featured exhibits include Life In Colors - artwork by Hispanic immigrants, African-themed Spirit Animal art by Kissimmee artist Britny Fernandes, Venezuelan artist JJ Gonzalez-Acosta who also taught Summer Learning art instruction, and Carols Colon who presented his Canvas Praise Art.

- The Library collaborated with the Cornell Fine Arts Museum (now Rollins Museum of Art) to provide access to art kits to the Poinciana, West Osceola and Hart Memorial libraries. The kits were distributed through the museum's CFAM @ Home program and Museum Educators led families through "visual art making experiences" inspired by the Cornell collection.
- Library staff served critical roles throughout the height of the COVID-19 pandemic with Osceola County Emergency Management. Staff managed information documentation and dissemination, most significantly with the Citizen's information Center. These staff provided essential time and expertise to the County's emergency management mission while simultaneously fulfilling their assigned Library roles. In addition, the Library hosted the Severe Weather Awareness art contest for students grades K-5 with the Emergency Management department.
- The School District for Osceola County continues to be our most significant partner. The READ Bus visits each branch weekly offering families with preschoolers and toddlers guidance in developing strong early literacy skills. Learn 2 Read, another early literacy program aimed at families with infants and toddlers presented by the School District's Parent Involvement Team, follows the READ Bus at each branch library most mornings. Library staff regularly attend open houses or present informational workshops for children at back to school or open house events and adult education students at O-Tech and ALCO, both in person and virtually. Youth staff conducted several programming outreaches to schools designated as 21<sup>st</sup> Century Learning Centers, college and career nights, and supported the District's transition program for high school students.
- The Library partnered with the City of Kissimmee to produce or support numerous events, including Storytime in the Park, Fandom Kissimmee, the Juneteenth festival and the Fourth Of July annual event, in addition to providing and coordinating support for 5 PC workstations for Internet and word processing access to afterschool children at Chambers Park Community Center.
- The St. Cloud Monthly Market hosted Library staff for a One Book, One Community program. Staff promoted the book *Home Sweet Motel* by Chris Grabenstein, gave away 3D printed motel keys, issued Library cards and chatted with hundreds of visitors during this community outreach.
- Staff were active with the Kissimmee/Chamber of Commerce in all corners of the County, including the Poinciana Area Council and Downtown Kissimmee Area Council. This relationship enables us opportunities to outreach to the community in tandem with local stakeholders and leaders. The Library was featured in the Back to School American Idol promo filmed on a visit to the Osceola School for the Arts and launched the DKAC marketing campaign for downtown businesses with marketing/media outlet Positively Osceola. The Library also benefited from programming partnerships like that with LaVell D. Monger, a Chamber member who created several workshops on photography for TechCentral.
- Staff served in important community liaison or leadership roles with the St. Cloud Main Street and Kissimmee Main Street organizations and support programming efforts to engage citizens with downtown resources. The Library provided materials for inclusion in 1,000 backpacks given away during Kissimmee Main Street's Back to School event and joined with St. Cloud Main Street to conduct a story walk with local authors in downtown St. Cloud.
- The Library connected with the Clerk of the Court to share information about the Ray Shanks Memorial Law Library's print and online resources. Library staff provided flyers with Law Library information and directions to the Library that now hang in the Courthouse for the public to view. Additionally, Library staff toured the Courthouse to learn more about what type of resources Clerk

of the Court staff are directing citizens to the Library for in an effort to aid in better training for Library staff.

- The Library linked up with Love Makes Me Grow, a nonprofit group dedicated to teaching awareness of community gardening. In conjunction with Love Makes Me Grow, the Library tabled at the Kissimmee Farmer's Market and participated in the Sun Rail's Little Riders program.
- Preschool visits were a great way to connect with our youngest citizens. We launched the Little Explorers summer outreach program to area preschools, supported Creation Kids Village in Celebration with Storytime Take Out goody bags and information about upcoming summer programs and visited Grace Lutheran School to celebrate Dr. Seuss's birthday, among other visits.
- The Library hosted both COVID vaccination and testing events at branch libraries. Working with the Florida Department of Emergency Management and Osceola County Emergency Management department, the Library's parking lots served as community hubs for day-long mobile vaccination events and weekly established COVID testing through Nomi Health.
- Access to housing assistance was a major focus of partnerships with Osceola County Human Services and community social service agencies. The Library was a hub for application assistance, both through convenient and free access to computers before and during library operating hours and printed applications available on demand, and programming coordinated with community agencies like HOUSD and Community Legal Services of Mid-Florida.
- Show Your Card, Osceola connected the Library with area businesses in a push for community exposure and economic development during National Library Card Sign Up Month. Businesses provided discounts to customers who produced their Library card during this month-long community engagement and Library promotion event. Wild Florida, an excellent partner who has supported several Library outreach events, gave free admission one Saturday during the month in conjunction with the Library's Wild About Reading outreach program. Overall, the Library issued nearly 100 more library cards in September than the previous month.
- The Pine Lily Chapter of the Florida Native Plant Society led nature walks, part of the Library's effort to for more "Out & About" programs in the community. Participants were given Library handouts for nature-based activities and resources to explore during the walk and to enjoy after.
- The Girl Scouts of Citrus Council launched the Library Love patch in recognition of National Library Week. The patch program is designed to educate girls about the use and value of their local library and the Osceola Library System was featured in its own brochure and webpage, promoted via the Council's membership.

#### **Accomplishment #4:**

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

- Osceola County awarded the Library over \$108,000 in CARES Act funds to start a technology checkout program and to provide citizens with the opportunity to enroll in Career Online High School, a free online high school diploma program for adults 19 and older. Participants are eligible to check out a Chromebook and/or a hotspot if connectivity is an issue with enrollment.
- The Library was awarded a Library Services and Technology Act grant from the State Library of Florida for nearly \$70,000 to purchase two self-service lockers for holds pick up and returns. The lockers will be placed at the Reunion Fire Station and the Narcoossee Community Center, two areas of the County with lacking library services.



- The Library received a \$2,500 grant from PBS Books and the Florida Humanities Council to establish a civic literacy collection in English and Spanish, in print and eBook format, in addition to providing programming with local Supervisor of Election staff and elected officials discussing the importance of voting and civic engagement.
- The School District of Osceola presented an award to the Library for “outstanding dedication to the educational needs of students, teachers and staff.”
- The Library was recognized by the Communication Center for the Deaf and Hard of Hearing, Inc. and ASL Services, Inc. The award is “in honor and with appreciation for ... support ... and serv(ing) the members of the Deaf and Hard of Hearing communities in Osceola County and surrounding Central Florida area.”
- TechCentral, the makerspace located at the Hart Memorial Library, was the recipient of the Beautification and Innovation Award from the Osceola Chamber of Commerce’s Downtown Kissimmee Area Council (DKAC). The award recognizes those who have invested in their community by improving their space to be more inviting, making better use of the space or technology, or providing a new and important service.

**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.

- The Library continued to provide and promote virtual programming for not only safety and convenience but as an additional outlet for creative expression. Zoom and YouTube have been the medium of choice for both adult and youth programming. Take and Make videos provide instruction and context to in-library take-home craft packets and are continually accessible via the Library’s YouTube channel. Storytime Friends airs weekly using Zoom as an early literacy alternative for parents and caregivers who do not have the time or yet feel safe enough to venture back to the Library. ESOL Conversation Hour continued to grow in popularity as patrons log in on Saturday mornings and chat with other language learners from the convenience of their homes. Our partnership with WUCF, the local PBS affiliate, connected patrons to the Virtual PBS KIDS Time, an hour of learning and fun with their favorite PBS characters. Hora de Arte is a monthly Spanish-language crafting program and Virtual Crafting Corner established an online crafting club. Quizzes on topical or educational subjects, cooking demonstrations, an Adult Spelling Bee, Poetry Extravaganzas, job skills training, trivia, and much of the Summer Learning program for adults and children was made available virtually, either accessible at a pre-set time or around the clock through our website and YouTube.
- The Library acquired BiblioBoard, available via the Library’s website, a digital publishing platform that provides a creative online space for Osceola cardholders to publish original works, contribute to unique collections of multimedia titles, and browse, share and download materials via the BiblioBoard platform. BiblioBoard allows users to create professionally formatted books or manuscripts in digital and print-ready formats, contribute to community collections that feature important cultural connections, and possibly submit original works for statewide and national exposure. Library staff launched community collections for public submission, starting with the OsceWriMo writing challenge for National Novel Writing Month and continued with Osceola County Cuisine, Local History, Tales of Triumph (sharing your pandemic experiences) and Voices

in honor of Hispanic Heritage Month. Each collection encouraged the public to submit works of art, commentary, writing, photographs and other media to create a collection for public enjoyment and community connection.

- The Library expanded its social media reach into new territory with Tik Tok and NextDoor. Tik Tok videos created by the Graphics Team engage a younger audience and highlight library services and resources using music, humor and popular culture as communication tools. NextDoor utilizes a relationship with Osceola County Government to reach over 17,000 residents following the public agency's account to post information about Library services and community events.
- Osceola cardholders 19 and older now have access to Career Online High School, an accredited online high school program. Library staff provide scholarships and once pre-requisite requirements are satisfied, students can earn their high school diploma entirely online in addition to career certificates in a variety of vocational areas.
- The Teen Ambassador program moved entirely online to maintain the health and safety of our young adult volunteers. Teen Ambassadors contributed to the Library through promoting the collection on social media, making video book talks or skits based on literature, posting book reviews or re-creating the cover of a favorite media or book cover. During COVID, the Teen Ambassador program enabled high school students to achieve valuable community service hours while helping to keep the Library's collection fresh in students' minds.

## **STRATEGIC OBJECTIVES:**

### **Strategic Objective #1: Economic Resilience**

**Focus on partnerships to amplify resources and services offered by other community organizations and support established initiatives.**

- Extend the opportunity for the community to receive government or social services by scheduling outreach at library locations including mobile, drive up/through and in-library events.
- Connect with area businesses, agencies and groups to support and maintain a Library of Things to provide access to informational or recreational resources for skill building, professional development or quality of life enhancement.
- Investigate promoting Library services to new residents through channels such as utility, phone or cable bills, rental housing companies or employment locator services.

### **Strategic Objective #2: Virtual Innovation**

**Identify and create opportunities for the addition of services and materials that complement in-person resources and create a greater depth of virtual offerings.**

- Expand Makerspace opportunities to branch libraries and outreaches by purchasing new equipment and providing training and access.
- Investigate the addition of learning and training videos, either by creating a library-produced database or via a new contracted service.
- Explore the development or acquisition of a Library app.

### **Strategic Objective #3: Community Visibility**

**Increase accessibility, accommodation and representation in collections, services, and processes to ensure inclusion and equity for all residents.**

- Conduct an analysis of the Library's collection to ensure diversity, representation and inclusion for all citizens.
- Establish regular library services utilizing remote lockers that enable 24/7 pickup and return of Library materials.
- Enhance print, in-building and online visual material (to include informational and directional signage) to provide increased access and understanding for new English language learners and those with visual impairments and learning differences.
- Explore a greater range of inclusive programming for adults and children.

**Redesign website for increased versatility and timeliness in communication.**

- Explore web development platforms to create a more user-friendly and easily updatable website.
- Present text in English and Spanish for increased usability.
- Create a consistent schedule for updating and refreshing website content.
- Employ a team of front-line Library staff to routinely review the website from an end-user perspective and provide feedback for improvement.

**Strategic Objective #4: Cultural Connector**

**Provide platforms for cultural sharing in all formats.**

- Develop a talent showcase that invites the sharing of the creative abilities within the community.
- Provide tools for digital preservation and instruction on their use.

**Provide Spanish language classes to enhance communication among neighbors and communities.**

- Explore intermediate and expert-level options for locations with existing classes.
- Expand classes to target detailed topics such as health care, social services, or other topics necessary to navigate complex verbal or written exchanges.

**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 2020-2021**

- 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, in 2020-2021 we have generated \$376,035.00 in CWP, \$12,056.25 in Birth Certificates and \$1,518,354.22 in CFX Toll Violations revenue.
- In January of this year, we successfully took over the Tourist Development Tax Audit Department. We recreated ourselves through the pandemic and office fire, we continued moving forward providing service to the Citizens. At the request of the State our office also assisted CDL drivers while all offices were closed so that they could continue delivering essential goods throughout the State.
- This year, we applied for, and received the Excellence Award for a third time. 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.

- 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 \$405,672.68, for a total of \$5,718,746.83.

### **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 train 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 2021 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 24 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 5 training opportunities for internal customers to expand their understanding of procurement procedures and to improve their customer experience and solicitation outcomes.
- Partnered with the Comptroller's Office to present a joint training event on Finance Enterprise Invoice Training.
- Partnered with the Clerk of Courts Comptroller's Office and Office of Management and Budget to present four End of Year Training FY2021.

**Accomplishment #3:**

Procurement Staff Professional Development

Goal #4 Cost-Effective and High Performing Government

- 75% 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:**

Summary of Procurement Activities

Goal #4 Cost-Effective and High Performing Government

- Completed 540 requests for Procurement assistance to obtain construction, goods or services for operational needs, and to amend existing agreements.
- Issued 2,479 purchase orders and processed 1,849 change order requests.

#### **Accomplishment #5:**

Supplier Education and Training Initiatives

Goal #4 Cost-Effective and High Performing Government

- Hosted our 18<sup>th</sup> Annual Vendor Appreciation Event virtually in English and Spanish in March 2021, 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 #6:**

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 #7:**

Person/Entity Information Database (PEID) Responsibilities

Goal #4 Cost-Effective and High Performing Government

- Completed 1,418 new PEIDs and updated 246 PEIDs for Human Services and Economic Development for distribution of CARES Act funds. Completed 166 new PEIDs and updated 1,412 PEIDs for the Comptroller’s Office and all other county departments.

### **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.
- All but the most complex solicitations are retained in electronic format alone.

**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.

**Strategic Objective #4:**

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

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



**FUND 001 – GENERAL FUND  
PROPERTY APPRAISER**

**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. They are broadly classified as (i) making a fair and equitable determination of the market value for all Real Estate and Tangible Personal Properties within the County, (ii) maintaining the cadastral map of all properties in the County, (iii) administering all property tax exemptions and assessment caps for properties within the County.

**RECENT ACCOMPLISHMENTS:**

**APPRAISAL COMPETENCY**

- The Property Appraiser's 2021 tax-roll was successfully submitted and approved by the Florida Department of Revenue. The County - including all taxing agencies - saw an increase of 7.7% in Market Value which is now just over \$50.6 billion, and an 8.6% increase in the tax base, which currently stands at \$34.10 billion.
- The Property Appraiser's office also defended over 99.9% of their valuations at the Value Adjustment Board. This reflects a high degree of accuracy of our appraisals and is a testament to the professionalism of the staff.

**ACCOUNTABILITY**

- The office 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. Since the inception of this program, over \$ 75,000,000 has been 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 2021 financial results indicate that we will return \$1,134,926 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 over a 100 community events and engaged with approximately 70,000 citizens since the program's start.
- 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. Our popular website served over 1.6 million users in the past 12 months, and our staff has handled over 11K live chats.

## **TECHNOLOGY IMPLEMENTATIONS**

- Installed the Zoom VOIP phone system, making it easier to work from home during the pandemic.
- 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.
- Streamlined our internal software application to pick up new construction and permits efficiently.
- Completed a thorough audit of IT hardware and software assets, achieving 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. Currently working on adding more features to the website.
- Continued to make filing for Homestead Exemption and TPP Returns easier and quicker by offering E-file options. To date, 74% of exemptions and 25% TPP returns are now filed online.
- Implementing bi-lingual Homestead Exemption filing online application. Perhaps the first Property Appraiser in Florida to do so.

## **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.

**FY22 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**

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**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: Housing and Community Services Office**

Renovation and tenant improvements of a 30,625 square foot office space to provide support for continued growth and the public's need for services.

- This project was completed within budget and on schedule.
- The facility is currently operating as designed.

**Accomplishment #2: Courthouse Hearing Room Build Out**

Space was repurposed within the Judge Jon B. Morgan Courthouse to facilitate the Ninth Judicial Circuit Court's management of hearings involving disputing parties where separation may be necessary.

- This project was completed within budget and on schedule.
- The facilities are currently operating as designed.

**Accomplishment #3: Completed design and began construction of Sheriff Training Facility**

Completed design and broke ground on a 16,000 square foot training facility in Harmony.

- This project is currently on budget and schedule despite impacts from COVID-19.
- Construction project is scheduled for completion in late January 2022.

**Accomplishment #4: Completed design and began construction of Fire Rescue & EMS Logistics & Facility Management Facility**

Completed design and broke ground on a 30,000 square foot fire logistics warehouse and maintenance shop.

- Construction project is scheduled for completion in late August 2022.
- This project is currently over budget and schedule due to impacts from COVID-19 and fluctuations in materials markets (availability and costs).

## **STRATEGIC OBJECTIVES:**

### **Strategic Objective #1: Design Standards Manual**

Develop a Design Standards Manual to standardize and implement consistency and minimum standards for facility construction projects.

- Document life cycle cost saving strategies into facility designs for operational savings and improved cost of ownership.
- Document procedures to improve energy performance and benchmark completed facilities' energy consumption.
- Establish clear and concise communication methods with designers to achieve desired outcomes for all facility construction projects.
- Implement turn over procedures from Construction Management to maintenance programs within Facilities Management for efficient transition to operational use.

### **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.

- Reevaluate Prototype and implement identified improvements.
- Finalize design requirements for individual sites.
- Determine budget requirements and costs to accurately forecast project costs.

### **Strategic Objective #3: Correctional Facility Renovations**

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

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

### **Strategic Objective #4: Courthouse Square Space Study**

Develop budgets and plans for updating existing masterplan for Courthouse Square with an emphasis on increasing efficiency of space utilization.

- Space Study to inventory and benchmark capacity of existing Courthouse.
- 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 to update the masterplan scope and prioritize each department's needs as they relate to the functions performed at the Administration Building.
- Develop a budget for construction and improvements to improve the efficiency of space utilization at Courthouse Square.

**PUBLIC WORKS  
ENGINEERING  
FUND 102 – TRANSPORTATION TRUST FUND**

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**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 design and bidding for six guardrail and bridge maintenance projects across the County.
- Completed design and started bidding for two scour critical bridges.

**Accomplishment #2: Bridge Design**

- High Quality Transportation & Infrastructure
- Prioritized Bridge Scour Countermeasures and Bridge Safety Projects.
- Design underway for two remaining scour critical bridge improvement projects.
- Design underway for seven bridges focusing on guardrail and maintenance improvements.

**Accomplishment #4: Right-of-Way Mapping**

- High Quality Transportation & Infrastructure
- Prepared and recorded a Maintenance Map for a portion of Jack Brack Road to support developer provided framework road improvements.
- Funded the purchase of additional right-of-way for S. Goodman Road to support developer funded local road improvements.

**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 COVID-19 restrictions.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1: Bridge Assessments**

- 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 #2: 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.

**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**

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**DEPARTMENTAL OBJECTIVE:**

Facilities Management strives to support public and 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 600 Lexan partitions, over a hundred hand sanitizer stations, installing thousands of signs and floor markings, and increased sanitization efforts in all County facilities.

**Accomplishment #2: Infrastructure Improvements and maintenance projects**

- Replacement of infrastructure systems that exceeded their recommended life expectancy.
  - Corrections Facility storm water system repairs and pipe replacement
  - Corrections Facility sally port gate replacement
  - Corrections Facility exterior paint and seal projects
  - Courthouse Square Parking Garage sprinkler piping
  - OHP Chiller 8.1 rebuild
  - Fire Station 53, 55, and 57 kitchen cabinet replacement
  - Fire Station 57 exterior seal and paint project

**Accomplishment #3: Roof Replacements**

- Roof replacement projects for roofs that exceeded their recommended life expectancy.
  - Fire Station 72 membrane roof replacement
  - Osceola Heritage Park boot component replacement

**Accomplishment #4: Carpet Replacements**

- Carpet replacement projects for badly worn and torn carpets that exceeded their recommended life expectancy.
  - Administration Building 4<sup>th</sup> Floor
  - Courthouse State Attorney's Suite
  - Sheriff's Office 911 Operations Areas
  - KVLS offices carpet replacement

**Accomplishment #5: Energy Saving Initiatives**

- Completion of LED lighting retrofit projects at Government Center, Administration Building, and Sheriff's Administration Building.

- Energy audits and analysis on Courthouse Central Energy Plant, Administration Building, Sheriff Administration Building, and Poinciana Health Department.

## **STRATEGIC OBJECTIVES:**

### **Strategic Objective #1: Maintenance Technology Improvements**

Facilities Management will continue to utilize IBM Maximo to measure and improve key performance indicators.

- Further improvements in the software system allows for enhanced decision making for system replacements and results in extending the useful service life of systems.
- Improved metrics for measuring employee man-hour utilization allows for greater productivity of staff and allows management to optimize staffing levels.

### **Strategic Objective #2: Life Cycle Replacement of Infrastructure**

- Continue to identify aging facilities and properties, provide continued maintenance and plan for necessary upgrades and renovations through the CIP and maintenance budget process.

FY22 Budget approved projects:

- Courthouse Square fire alarm system replacement
- Courthouse elevators rebuild and electronic modernization
- Courthouse Square HVAC controls replacement
- Clerk of Courts carpet replacement
- Sheriff Administration air handler replacement
- Correctional facility air handler replacements
- Correctional facility fire alarm replacement
- Government Center server room HVAC replacement
- Road & Bridge generator replacement
- Emergency Communication towers HVAC replacement
- Housing and Community Services HVAC replacement

### **Strategic Objective #3: Infrastructure Maintenance Ensuring a Positive Facility Experience**

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

### **Strategic Objective #4: Energy Efficiency & Renewable Sources**

- Facilities Management will continue to research and identify projects through energy studies conducted by engineers that may have a positive effect on the energy efficiency of County facilities.
- Continue to analyze and employ 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**

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**DEPARTMENTAL OBJECTIVE:**

The Fleet Management Department provides a variety of functions in support of maintaining the County's 1,259 pieces of equipment in both a safe and functional state. Services include unscheduled repairs, scheduled maintenance, and acquisition and disposal of both vehicles and equipment ranging from Light Duty, Heavy Duty, and Small Engine, utilized by Fire and Rescue, Public Works, and various other County Departments. Additionally, the Fleet Management Department provides county-wide bulk fuel management and distribution for 14 bulk fuel sites located at various fire stations and County locations.

**RECENT ACCOMPLISHMENTS:**

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

- For FY21 Fleet Management completed 3,173 work orders totaling \$2,625,682.31. Additionally, the Small Engine Repair Shop completed 326 work orders totaling \$48,538.19 and Fleet Fueling provided 492,857 gallons of petroleum products totaling \$1,176,360.40.

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

- Successful integration of a new FMIS, FASTER, enabling and the tracking of multiple key performance indicators. Implementation of this FMIS will streamline data integration and management resulting in a more comprehensive fleet and fuel management program.

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

- Installation of a 1,000-gallon bulk propane tank at the Yard 1 bulk fuel Site and integration into the Fuel Master system to enable automated dispensing and inventory management.

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

- Improved ranking within the 100 Best Fleets in the Americas from the 84<sup>th</sup> Best Fleet in 2020 to the 55<sup>th</sup> Best Fleet in 2021.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1: Maintain and improve our Level of Service (Efficient & High - Performing Government)**

- Maintain equipment at a 90% or higher operational readiness rate.
- Ensure all Equipment Services are scheduled within three business days of the request.
- Become an ASE (Automotive Service Excellence) blue seal facility.
- Improve identification process for equipment meeting replacement criteria County-wide.
- Automation of Spare Key Storage.

- Evaluation of Fleet Infrastructure/ Expansion to meet increasing County-wide Fleet size.
- Evaluation of Parts Room Inventory and Stock Levels.

**Strategic Objective #2: Be an integral part of Emergency Operations (Efficient & High - Performing Government)**

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

**Strategic Objective #3: Improve countywide Fuel Services (Efficient & High - Performing Government)**

- Installation of automated DEF dispensers at Fire Station 57 and Fire Station 71 in addition to adding automated fuel tank monitoring to all County-wide Bulk Fuel Sites.
- Continued 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, stakeholder 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 resource allocation.
- Conducted and participated in a multi-jurisdictional effort including community stakeholders to develop a Program for Public Information to raise public awareness on flood-related issues, identified stakeholders, and prepared draft documents to be adopted by the Board of County Commissioners.
- Coordinated the 2021 Community Rating System Audit.

**Accomplishment #2: Boat Ramp and Boating Improvements**

- High Quality Transportation & Infrastructure
- Completed permitting and awarded a construction contract to remove shoaling in Cypress Lake.
- Completed permitting and awarded a construction contract to remove shoaling in Lake Tohopekaliga at Shingle Creek.
- Installed a new fence for improved safety and repaired the seawall at the Lake Marion boat ramp.
- Removed debris and downed trees in Shingle Creek and Boggy Creek.
- Cleared the boat ramp channel at Sexton Landing (Fish Lake) of lake and overhead vegetation for improved boating access.
- Completed 2021 inspection of in-lake signage.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1: Community Involvement**

- High Quality Transportation & Infrastructure
- Continue to gather citizen’s input regarding 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, on regulatory matters which may affect Osceola County lakes and waterways.
- Participate in the Central Florida Floodplain Managers Working group to monitor and comment on 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 2021 Great Outdoors Day, and Community Clean-ups.

**Strategic Objective #2: Boat Ramp Improvements**

- High Quality Transportation & Infrastructure
- Update the 2013 Boat Ramp Master Plan.
- Formalize standards for design and construction of boat ramps, kiosks, and signage at ramps.
- Finalize design, permitting, and construction of boat ramp improvements at Lake Gentry.
- Design and permit ramp and dock upgrades at C-Gate on the Alligator Chain.
- Finalize design, permitting, and construction of an air boat ramp and parking improvements at Lake Cypress boat ramp.
- Dredge Lake Marion boat ramp.

**Strategic Objective #3: Boating Navigation and Floor Protection Improvements**

- High Quality Transportation & Infrastructure
- Complete dredge operations at the Shingle Creek and Cypress Lake shoals.
- Contract the repair and replacement of in-lake signage.
- 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 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 added new trap locations to ensure mosquito populations within the Urban Growth Boundary are correctly monitored.
- Staff responded to 348 service calls in FY21.
- Increased service area by 2,000 acres.

**Accomplishment #2: Staff Training and Equipment**

- Efficient & High Performing County Government and High Quality Transportation & Infrastructure
- Trained staff by having industry professionals provide hands on training on new equipment and chemicals to assure that the most effective mosquito control services are utilized and 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 5,071 acres treated in FY 21, an increase of 4,311 acres from FY20.

**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; assist in review of designs, plans, and reports, and identify funding needs.

**Strategic Objective #3: Training**

- Efficient & High Performing County Government and High Quality Transportation & Infrastructure
- Encourage staff to increase mosquito control knowledge through training, 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, landscaping, and irrigation services provided for the NEOCITY complex.

**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 to:**

- 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.
- Detailed landscaping services for the buildings and roadways within NEOCITY.
- 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 – PUBLIC WORKS ADMIN**

**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 and maintenance projects that are completed in a cost effective and timely manner by working with involved County Departments and Constitutional Offices.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1: Operations**

- Efficient & High Performing County Government
- Provided executive leadership and guidance for all operating programs and capital projects under Public Works Administration.

**Accomplishment #2: NEOCIY Site Development**

- Great Place to Live, High Quality Transportation & Infrastructure, and Diversified Economy
- Completed excavation of the West Pond and filling of the site.
- Completed technical review of FEMA LOMR for the modification of the Flood Maps. Remaining submittals include copy of SFWMD permit and advertising of map revisions.
- Completed design and permitting of 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.
- Converted SFWMD permit to allow for 100% impervious development.
- Constructed bird nesting platform in cooperation with NeoCity Academy.

**Accomplishment #3: Osceola Heritage Park and Neptune Road**

- High Quality Transportation & Infrastructure
- Prepared SFWMD Permit Modification for OHP eliminating the need for the pond that was filled in.
- Prepared SFWMD Permit Modification for Neptune Road due to the West Pond being constructed.

**Accomplishment #4: Narcoossee Road**

- High Quality Transportation & Infrastructure
- Negotiated and obtained fully executed agreement for the clean up by FDEP/Orange County EPD of historical petroleum spill in Narcoossee Road right-of-way at no cost to the County.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1: Executive Leadership**

- Efficient & High Performing County Government

- Continue meeting with governmental agencies regularly to keep abreast of projects, and foster relationships for mutual cooperation.
- Continue to provide executive leadership and guidance for all operating programs and capital projects under Public Works Administration.
- Provide project leadership and management for the Performing Arts Center at NEOCITY.

**Strategic Objective #2: Development of NeoCity**

- Great Place to Live, High Quality Transportation & Infrastructure, and Diversified Economy
- Assist Toho Water Authority in the development of the alternative water supply treatment plant.
- Assist Transportation & Transit in the grant application and design for Neovation Way.
- Construct a pump along Neptune Road into the West Pond to replace the Judge pump.
- Continue coordinating with KUA and Toho Water Authority utility partners to strengthen utility systems in the area and support smart development within NEOCITY.

**Strategic Objective #3: Joint Meetings**

- Efficient & High Performing County Government
- Continue meeting with governmental agencies regularly to keep abreast of projects, and foster relationships for mutual cooperation.
- Provide technical support when requested by other Departments within the County.

**Strategic Objective #4: Road Maintenance**

- Efficient & High Performing County Government
- Finalize Interlocal Agreement with City of Kissimmee to assign maintenance responsibilities for Hoagland Boulevard and Neptune Road.

**Strategic Objective #4: HB 53 Stormwater Needs Analysis**

- Efficient & High Performing County Government
- Retain consultant and prepare 20-year needs analysis for the County's storm water management system, which is an unfunded mandate from the State of Florida.

**PUBLIC WORKS  
REAL ESTATE ASSET MANAGEMENT  
FUND 001 – GENERAL FUND  
FUND 102 – TRANSPORTATION TRUST FUND**

**DEPARTMENTAL OBJECTIVE:**

To provide Osceola County cost effective real estate acquisition and disposal services, creation of temporary and permanent easements, leasing and use of real property and structures by the County and from the County, assist with accurate, current information, skilled analysis, and sound real estate advice, 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:**

- Acquisition of 1700 Rachel Lane on West Lake Tohopekaliga which provides additional park land including a canoe and kayak launch area, expanding the West Lake trail system and preserving tree canopy.

**Accomplishment #2:**

- Preliminary Letter of Intent for Acquisition of 1720 Rachel Lane on West Lake Tohopekaliga which will allow the county to expand the parkland purchased at 1700 Rachel Lane into a regional park with expanded lake frontage for a continuance of the trail system.

**Accomplishment #3:**

- Preliminary Letter of Intent for Acquisition of 1525 Immokalee in Intercession City which will allow the county to expand the adjacent community center property and increase the capacity to offer more recreational, educational and needs based services to this lower income community.

**Accomplishment #4:**

- Preliminary Letter of Intent for Acquisition of 731 Cypress Parkway for a new Poinciana Fire Station.

**Accomplishment #5:**

- Coordinated sketch and legal descriptions for the 96-unit Birdsong Development affordable housing complex at the SunRail Station in Poinciana in an effort to receive State Housing Finance SHIP funding.

**Accomplishment #6:**

- Provided Property Management and Leasing Services to County Assets housing Non-Profit Services Providers and County Event Hosting: Embrace Families, Inc., New Start Housing Partners, USMC Toys for Tots, Boricuas de Corazon, Inc., Community Coordinated Care for Children, Inc. (4C) and the “Chalk Away Hate” community event.

**Accomplishment #7:**

- Acquisition of the 39-acre regional park in District 1 on the corner of Funie Steed and Westside Blvd.

**Accomplishment #8:**

- Completed the selection of real estate brokerage service vendors to provide real estate expertise as needed by the County over the next three years with capacities in the specialized real estate categories of residential, commercial, mixed use, industrial, multifamily, retail, institutional and office commodities with both global reach and multilingual communication abilities.

**Accomplishment #9:**

- Renewed Leases and/or Facilities Use Agreements for:
  - Renewed the Osceola County Welcome Center and History Museum Facilities Use Agreement.
  - Renewed needed warehouse space for the Emergency Operations Management Center.

**Accomplishment #10:**

- Purchase Agreement reached on 70+ Acres of Conservation Wetlands and Park Area on Siesta Way in Villa Sol.

**Accomplishment #11:**

- Established or placed in process new agreements and renewed agreements for the following Caretaker needs within both the Natural Resources and Parks and Public Lands Divisions:
  - Deputy Robert Hansell/Sheriff's Training Station, Deputy Heather Ford/Whaley's Landing, Officer John Pearce, Cherokee Point, Deputy Brandon Perez/Shingle Creek-Babb Landing, Deputy Elliott Edwards/C-Gate, Deputy Stuart Croft/C-Gate, Deputy Kevin Calvas/Granada Boat Ramp.

**Accomplishment #12:**

- Provided Real Estate Consult to Parks and Public Lands in their acquisition of Holopaw Conservation Area/Mitigation Bank.

**Accomplishment #13:**

- Provided analysis, research, and property management toward a decision by the BOCC for surplus disposal, management, and public departmental use of remainder properties of the S. Hoagland Blvd. Extension Purchase.

**Accomplishment #14:**

- Completed a parking lot use agreement with Treasure Island at the West Government Command Center.

**Accomplishment #15:**

- Completed preliminary negotiations for a long-term lease on the Deseret Emergency Communications Tower.

**STRATEGIC OBJECTIVES:****Strategic Objective #1: A Great Place to Live**

- Actively assist Consultant where Requested in the Affordable Housing Development and Long-Term Property Management efforts at Osceola's Premier transit-oriented development site adjacent to the SunRail Station in Poinciana.
- Provide Property Management and Leasing Services to County Assets housing Non-Profit Services Providers and County Event Hosting: Embrace Families, Inc., New Start Housing Partners, USMC Toys for Tots, Community Coordinated Care for Children, Inc. (4C), Help Now of Osceola, Inc. and The Salvation Army.
- Acquire park, trail and recreation property in accordance with the strategic plan and budgeted actions. (1887 Kings Hwy, etc.)
- Acquire prioritized and budgeted fire station land assets to meet future growth and effective deliver of fire and rescue services based on the Fire Chief's strategic plan.
- Acquire appropriate land/structure asset for a Corrections Probation Office.
- Closing or Close Out of the acquisition of 1525 Immokalee in Intercession City.
- Completion of a full research analysis of cell tower leasing and ownership for Osceola County decision-making purposes.

**Strategic Objective #2: High Qualify Transportation and Infrastructure**

- Prepare easements and rights-of-entry as directed by departmental staff with Director approval.

**Strategic Objective #3: Efficient and High Performing County Government**

- Analyze and assess the value of communication tower purchase, leasing and ground leasing for both immediate needs and 2-5-year planning purposes.
- Continue creation and improvement of internal spreadsheets to improve asset management functions with increased tracking of lease renewals, certificate of insurance proof and turn on/shut off electrical and waste management services
- Continue creation of hyperlinked multi-departmental checklist for complex closing projects to facilitate communication between real estate asset management, engineering, participating departments and legal.
- Continue improvement of hyperlinked Osceola County Real Estate Assets spreadsheets for increased use, location, upland percentage, zoning and structure research and analysis.
- Complete compliance with Parking Garage tenant, Ma'Belle, on all aspects of their event space lease.

**Strategic Objective #4: Diversified Economy**

- Sale and Closing of the Vineland Rd. (SR 535) surplus property toward development of tourism corridor business



- Disposal and Closing or use transition of 12.78 Acres of County owned land and building assets along S. Hoagland Blvd. and Pug Mill Rd.
- Complete work on Osceola Heritage Park Ground Leases as warranted and requested.

**PUBLIC WORKS  
ROAD & BRIDGE DEPARTMENT  
FUND 102 – TRANSPORTATION TRUST FUND**

**DEPARTMENTAL OBJECTIVE:**

The Road & Bridge Department provides maintenance services for County-owned roads, right-of-way, and drainage systems in the unincorporated areas of Osceola County. This includes approximately 2,118 lane miles of paved roadways, 28 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 stormwater drainage systems.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

- Cleaned approximately six (6) miles of stormwater outfall infrastructure conveyance systems.

**Accomplishment #2:**

- Cleaned/versa ditched approximately 44 miles of stormwater roadside infrastructure conveyance systems.

**Accomplishment #3:**

- Utilized approximately 1,558 tons of hot/cold mix asphalt for repairs such as potholes, broken edges, slides, and depressions.

**Accomplishment #4:**

- Provided approximately 1,417 miles of maintenance to unpaved roadways.

**STRATEGIC OBJECTIVES:**

The Countywide Maintenance and Repair Strategy for roadways, right-of-way, 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 2,118 lane miles of paved roadway infrastructure

**Strategic Objective #2: Maintain Storm Water Infrastructure**

- Clean, versa ditch, and maintain approximately fifty (50) miles of roadside and ten (10) miles of outfall stormwater 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 (2) 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  
Project: Maintenance & Repaving of Existing Roads**

**DEPARTMENTAL OBJECTIVE #1:**

**Maintenance & Repaving of Existing Roads**

Osceola County currently maintains approximately 2,118 lane miles of paved roadways. The Milling and Resurfacing Project encompasses the maintenance and repaving of County maintained paved roadways using various road rehabilitation methods.

**RECENT ACCOMPLISHMENTS:**

The BCC approved \$12,000,000 in funding for the Milling and Resurfacing Project in FY21. Utilizing current County staff and outside contractors to apply various road rehabilitation methods the following was accomplished:

**Accomplishment #1: Micro Surfacing**

- Completed 55.6 lane miles of micro surfacing on County roadways for a total of \$1,491,861.41.

**Accomplishment #2: Milling / Resurfacing / FDR**

- Completed 94.4 lane miles of resurfacing on County roadways for a total of \$10,258,290.01.

**Total Funds: \$11,750,151.42**

**Total lane miles: 150**

**STRATEGIC OBJECTIVES:**

The Milling and Resurfacing Project strategy at the current budget level is to stabilize and improve the overall countywide roadway network's 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.

The BCC approved the requested \$12,000,000 in funding for the Milling and Resurfacing Project in FY22. Utilizing current County staff and outside contractors to apply various road rehabilitation methods the objective is to complete an estimated 157 lane miles of resurfacing in FY22 as follows:

**Strategic Objective #1: Micro Surfacing**

- Utilize \$2,200,000 to micro surface 75 lane miles of County roadways.

**Strategic Objective #2: Milling / Resurfacing**

- Utilize \$9,800,000 to mill and resurface 82 lane miles of County roadways.

**PUBLIC WORKS  
ROAD & BRIDGE DEPARTMENT  
FUND 154 – CONSTITUTIONAL GAS TAX FUND  
Project: Dirt Road Paving, Chip Seal Surface Treatment**

**DEPARTMENTAL OBJECTIVE #2:**

**Dirt Road Paving**

The Chip Seal Surface Treatment project encompasses stabilizing County maintained unpaved roadways and applying a Chip Seal surface treatment which minimizes dust and erosion. At inception in FY15 the project initially focused on unpaved roadways within the Urban Growth Boundary which were completed in FY19. The Chip Seal surface treatment of unpaved roadways outside the Urban Growth Boundary began in FY20.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

Applied surface treatment to the County maintained unpaved roadways outside the Urban Growth Boundary beginning in FY20 utilizing current County staff and outside contractors.

- Utilized \$750,000 approved funding in FY21 to continue the surface treatment of roadways outside the Urban Growth Boundary, 9.4 miles of roadways were completed in FY21.

**STRATEGIC OBJECTIVES:**

The Chip Seal Surface Treatment Project strategy at the current \$750,000 annual budget level is to continue the surface treatment of unpaved roadways outside the Urban Growth Boundary with estimated completion by FY27. Osceola County has 28.1 miles remaining of unpaved County maintained roadways.

**Strategic Objective #1:**

Chip Seal Surface Treatment

- Utilize \$750,000 approved funding for FY22 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 FY27 with funding at current level of \$750,000 annually.
- Approximately \$4,500,000 for FY22 through FY27 for treatment of roadways outside the Urban Growth Boundary is necessary.

**PUBLIC WORKS  
SOLID WASTE  
FUND 401 – SOLID WASTE DEPARTMENT  
3162 – BASS ROAD**

**DEPARTMENTAL OBJECTIVE:**

The Solid Waste Department’s mission is to ensure customer satisfaction through the effective administration of the residential solid waste collection contract, educating businesses and residents on the proper disposal and handling of commercial and residential chemical wastes, efficiently providing quality yard waste and waste tire disposal, complying with all Florida Department of Environmental Protection closure and long term care permit requirements for the County’s closed landfills, and complying with environmental regulations to ensure the sound stewardship of the County’s ecosystems.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

- Improved yard waste tipping area with application of lime rock.

**Accomplishment #2:**

- Continued scale house safety practices including Covid-19 protocols.

**Accomplishment #3:**

- Paved service area around household chemical waste area to improve customer service.

**Accomplishment #4:**

- **TIRE AMNESTY DAYS:** The Saturday events are a huge success and support the county’s efforts to combat the spread of ZIKA and illegal dumping by providing for free disposal of tires to residents. Total tons of waste tires collected for 2020-2021 was 4 tons.

**Accomplishment #5:**

- The Bass Road long term care solid waste permit has been renewed with the Florida Department of Environmental Protection.

**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 work with I.T. to upgrade the data line to the scale house.

**Strategic Objective #3:**

- Removal of the overgrown vegetation in the outfall ditches.

**PUBLIC WORKS  
SOLID WASTE  
FUND 401 – SOLID WASTE DEPARTMENT  
3166 – CONTAINER ROUTE**

**DEPARTMENTAL OBJECTIVE:**

The Solid Waste Department’s mission is to ensure customer satisfaction through the effective administration of the residential solid waste collection contract, educating businesses and residents on the proper disposal and handling of commercial and residential chemical wastes, efficiently providing quality yard waste and waste tire disposal, complying with all Florida Department of Environmental Protection closure and long term care permit requirements for the County’s closed landfills, and complying with environmental regulations to ensure the sound stewardship of the County’s ecosystems.

**RECENT ACCOMPLISHMENTS:**

Container Route

**Accomplishment #1:**

- Maintained low level of complaints and provided excellent customer service.
- Kenansville Drop off site serves 50-60 vehicles a day; four (4) roll off containers for garbage and one (1) compactor are transported to JED landfill; and one (1) roll off container for recycling is transported to Taft Recycling two (2) days per week.
- Internal service route serves; Solid Waste and Road and Bridge including seven (7) roll off containers for garbage and recycling, three (3) recycling containers at private trailer parks and one (1) at City of St. Cloud transfer station with no complaints from citizens.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1:**

- To maintain record of low level of complaints and excellent customer service



**PUBLIC WORKS  
SOLID WASTE  
FUND 401 – SOLID WASTE DEPARTMENT  
3141 – HOUSEHOLD HAZARDOUS WASTE**

**DEPARTMENTAL OBJECTIVE:**

The Solid Waste Department’s mission is to ensure customer satisfaction through the effective administration of the residential solid waste collection contract, educating businesses and residents on the proper disposal and handling of commercial and residential chemical wastes, efficiently providing quality yard waste and waste tire disposal, complying with all Florida Department of Environmental Protection closure and long term care permit requirements for the County’s closed landfills, and complying with environmental regulations to ensure the sound stewardship of the County’s ecosystems.

**RECENT ACCOMPLISHMENTS:**

Household Hazardous Waste

**Accomplishment #1:**

- Collected and processed 181,000 pounds of household chemicals.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1:**

- To continue to maintain a record of zero violations from Department of Environmental Protection.

**Strategic Objective #2:**

- Follow through on interlocal agreement with City of St. Cloud for shared employee at St. Cloud Transfer Station drop off site.

**PUBLIC WORKS  
SOLID WASTE  
FUND 401 – SOLID WASTE DEPARTMENT  
3161 – SOUTHPORT ROAD**

**DEPARTMENTAL OBJECTIVE:**

The Solid Waste Department’s mission is to ensure customer satisfaction through the effective administration of the residential solid waste collection contract, educating businesses and residents on the proper disposal and handling of commercial and residential chemical wastes, efficiently providing quality yard waste and waste tire disposal, complying with all Florida Department of Environmental Protection closure and long term care permit requirements for the County’s closed landfills, and complying with environmental regulations to ensure the sound stewardship of the County’s ecosystems.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

- Repaired several small areas of damaged slope and repaired maintenance area with assistance of new skid steer.

**Accomplishment #2:**

- Five (5) Year Long Term Care permit was renewed with the Florida Department of Environmental Protection in September 2021.

**Accomplishment #3:**

- The leachate piping system was jet cleaned in September 2021, in order to meet the requirements of the Long Term Care permit.

**STRATEGIC OBJECTIVES:**

**Strategic Objective #1:**

- To replace/upgrade electrical panels on three (3) lift stations.

**Strategic Objective #2:**

- To maintain record of no violations issued by Florida Department of Environmental Protection for groundwater standards.

**Strategic Objective #3:**

- Continue to maintain slope areas with skid steer.

**PUBLIC WORKS  
SOLID WASTE  
FUND 401 – SOLID WASTE DEPARTMENT  
3113 – UNIVERSAL SOLID WASTE PROGRAM**

**DEPARTMENTAL OBJECTIVE:**

The Solid Waste Department’s mission is to ensure customer satisfaction through the effective administration of the residential solid waste collection contract, educating businesses and residents on the proper disposal and handling of commercial and residential chemical wastes, efficiently providing quality yard waste and waste tire disposal, complying with all Florida Department of Environmental Protection closure and long term care permit requirements for the County’s closed landfills, and complying with environmental regulations to ensure the sound stewardship of the County’s ecosystems.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1:**

- Completed second year of the ADS/WM Residential Curbside Collection Agreement. County is currently servicing over 74,200 homes.

**Accomplishment #2:**

- With the completion of the Solid Waste Department’s internal database and the second year of having a field inspector in the department, relationships with the contracted vendor’s drivers, route managers, and management team have strengthened resulting in quicker response times, accountability, and higher level of service for our citizens.

**Accomplishment #3:**

- Careful administration of the Residential collection agreement during FY21 resulted in a total of \$133,900 in administrative charges being assessed to the contractor for failure to adhere to contractual provisions.

**Accomplishment #4:**

- Completion of the monthly reconciliation process with I.T.

**STRATEGIC OBJECTIVES**

**Strategic Objective #1:**

- The department will evaluate the need for an additional field inspector and/or customer service representative to accommodate the County’s continued growth and increase in customer calls.

**Strategic Objective #2:**

- The current contract has resulted in the need for a monthly detailed reconciliation process and administrative charge review. This has added to the duties of the Contract Administrator. The department is evaluating the need for an additional position to manage these critical responsibilities.

**Strategic Objective #3:**

- To continue working with contracted vendor in further streamlining their SERVICENOW customer service data system, in order to further improve customer service quality and department reporting.

**PUBLIC WORKS  
STORMWATER  
FUND 102 – TRANSPORTATION FUND**

**DEPARTMENTAL OBJECTIVE:**

The Stormwater Division’s objective is to protect Osceola County residents, visitors, and businesses from potential flooding due to weather-related events, meet nutrient reduction and water storage goals outlined in the Lake Okeechobee Basin Management Action Plan, and to continue the pursuit of Federal and State funding opportunities.

**RECENT ACCOMPLISHMENTS:**

**Accomplishment #1: Grants**

- Efficient & High Performing County Government
- Obtained additional funding from the Florida Division of Emergency Management for and started construction on the Seven Dwarfs Lane and Princess Way Stormwater Improvements Project.
- Obtained additional funding and time extension from the Florida Division of Emergency Management, and completed design of the Kempfer Road Culvert Replacement Project.
- Obtained CDBG MIT grants from the Florida Department of Economic Opportunity for the Master Surface Water Management Plan Update in the amount of \$1.26 million and drainage improvements within the Buenaventura Lakes community in the amount of \$4.7 million.

**Accomplishment #2: Stormwater Quality**

- High Quality Transportation & Infrastructure
- Continued coordination with Federal, State and Local Agencies to provide local input and guidance for the Basin Management Action Plan (BMAP), Total Maximum Daily Load (TMDL), and Numeric Nutrient Criteria (NNC) processes.
- Completed 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.
- Continued water quality monitoring at outfalls for compliance assessment.

**Accomplishment #3: Drainage Improvement Projects and Studies**

- High Quality Transportation & Infrastructure
- Continued negotiations with consultant for the Shingle Creek Drainage Basin Study project.
- Awarded consultant contract for design of a new dedicated drainage outfall into East Lake Tohopekaliga from the Buenaventura Lakes master drainage system.
- Finalizing design and permitting of the Hickory Tree Road Stormwater Pond Project.
- Finalized design and permitting of the Buenaventura Lakes/Family Dollar Drainage Improvement Project.
- Continued the Engineering Studies of the infrastructure within the Buenaventura Lakes Community.
- Retained consultant to develop solution options for minor flooding in the Eagle Bay Community. Consultant will now finalize design and County will seek grant funding for improvements.

- Completed design and bidding for drainage maintenance improvements supporting the Municipal Service Benefit Units in the following subdivisions: Windmill Point, Adriane Park, Country Crossing, Indian Ridge, and Amberly Park.
- Retained consultant to develop improvements to the storm water management ponds to improve maintenance functionality and aesthetics in the Buenaventura Lakes community, reducing MSBU maintenance costs.

## **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.
- Continue to coordinate with other County Departments to respond and address citizens' 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 available 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.
- Review and comment on current Impaired Water Rule (IWR).

### **Strategic Objective #3: Drainage Improvement Projects**

- High Quality Transportation & Infrastructure
- Complete the design and/or 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
  - Emerald Lake Drainage Restoration Project
  - Lake Lizzie Drainage Improvement Project
- Begin the Master Surface Water Management Plan Update now that the \$1.26 million grant 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

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

**MISSION STATEMENT:**

The mission of the Osceola County Sheriff's Office is to serve the public in partnership with our community, to protect life and property, prevent crime, respect human rights, and resolve problems. We will ensure the peace and safety of all citizens by upholding the Constitution of the United States and state of Florida.

**FY22 Goals & Objectives:**

To provide professional law enforcement services to our citizens and visitors while we foster community partnerships and provide our members with a work environment that promotes community service, innovation, and teamwork. New programs, goals and objectives for FY22 are as follows:

**GOAL 1 – Implement the Outreach Services Division**

Objectives:

1. Provide mental health services, veterans outreach services, opioid outreach services, and juvenile services.
2. Include the Citizens Advisory and Review of Enforcement Standards (CARES) board.
3. Enhanced de-escalation training to improve interaction between deputies and citizens during stressful situations.

**GOAL 2 – Expand the Osceola Sheriff's Aggressive Driving Unit**

Objectives:

1. We will also expand the specialized aggressive driving unit to deal with the increasing traffic violations and accidents in Osceola County, including pedestrians killed by intoxicated and reckless drivers.
2. Addition of 5 sworn deputies to the existing 5-member Aggressive Driving Unit, to provide two squads to operate during peak hours.
3. Continued participation in the regional joint operation to combat street racing and aggressive drivers.

**GOAL 3 – Fiscal Responsibility – Provide efficient, cost-effective law enforcement and crime prevention services.**

Objectives:

1. Operate within budget, attentive to optimum use of taxpayer dollars.
2. Maximize the efficiency of current resources to combat crime and provide necessary services.



3. Concentrate personnel and resources, at any given time, in areas of critical need.
4. Maximize grant acquisition efforts to bring in outside funding opportunities.
5. Utilize the new DNA lab to efficiently and cost effectively speed up the processing of genetic materials to close cases in a more expeditious manner.

**ACCOMPLISHMENTS:**

The Osceola County Sheriff's Office continues to meet its goals and objectives in a cost effective and efficient manner to provide essential law enforcement services to the citizens of Osceola County.

**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 09/30/2021, \$17,562,353 was disbursed in Emergency Economic Relief Grants, assisting over 1,300 small businesses. This program ended on March 31<sup>st</sup>, 2021.
- Implemented a program in partnership with utility providers to pay past due utility bills for small businesses affected by Covid-19 and avoid service interruption. As of 09/30/2021 \$1,031,116 was disbursed, assisting over 600 small businesses. This program ended on March 31<sup>st</sup>, 2021.
- Providing \$859,078 in funding through Valencia College for Accelerated Skills Training tuition and equipment and marketing outreach, to support Osceola County resident negatively affected by Covid-19. As of 09/30/2021 approximately \$655K has been disbursed with 43 residents earning multiple accelerated training certifications and 29 of the 43 received job placement. This program will continue until January 31, 2021.
- Providing \$1,300,000 in scholarships through Valencia College for Osceola County residents, to provide \$500 scholarships to approximately 2,000 Osceola residents who start a degree program or certificate program in Fall 2021. As of 09/30/2021 all funding has been invoiced and disbursed.
- 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. This agreement ended March 2021, and a total of \$2,217,482 was disbursed.

**Accomplishment #2:**

W192 Signage Grants

- Two grants awarded totaling \$72,609.32

**Accomplishment #3:**

W192 Façade Improvements Grants

- Three grants awarded totaling \$57,475.72

**Accomplishment #4:**

W192 Demolition Grants

- One grant awarded totaling \$75,000

**Accomplishment 5:**

Manufacturing Equipment Refunds

- Approved five refund applications totaling \$24,970 going back to local companies for their investment in manufacturing equipment.

**Accomplishment 6:**

W192 Street Lighting Improvements

Awarded installation Agreement to Traffic Control Devices, for the West US 192/SR 530 Street Lighting Retrofitting Project.

**Accomplishment 7:****Accomplishment 8:**

Business Expansion projects

**SkyWater Technologies:** Osceola County signed an agreement with SkyWater Technologies, based in Bloomington, Minnesota, to take over operation of the Center for Neovation, make additional investments in NeoCity and create an estimated 220 high-wage jobs in the next five years.

**PepsiCo Incorporated:** Osceola County approved an incentive agreement with this food and beverage manufacturing and distribution company to make an \$180,000,000.00 capital investment to construct a 355,000 square feet mega-fulfillment center, and material handling and warehouse equipment, and create 180 new full-time positions.

**Accomplishment 9:**

NeoCity

**DSUS, LLC:** Osceola County entered into an agreement with DSUS, LLC, the US affiliate of DS Semicon, to negotiate the purchase of 25 acres in the county's NeoCity technology district with the intent to create a \$1.2 billion mixed-use city center that would include 1.4 million-square-foot retail and entertainment hub, 1,150 condominiums with nearly 400,000 square feet of amenities and common space along the lakefront in NeoCity, among other developments.

**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 E192 and W192 Redevelopment Plan.

**SUPERVISOR OF ELECTIONS  
FUND 001 – GENERAL FUND**

**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 fourth 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 maintained accurate Voter Registration files ensuring every voter has the opportunity to exercise his or her right to vote, while complying with Florida Election Laws, providing exemplary customer service, and remaining on the forefront of elections technology and innovations.

**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 voters to ensure their voter registration file is accurate and up to date.
10. Educating voters on voting in the Primary Elections.
11. Remaining on the forefront of elections technology and innovations.
12. Continue to provide exemplary customer service.

**TRANSPORTATION AND TRANSIT  
ACCOMPLISHMENTS AND OBJECTIVES  
FY 2022**

**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.

**RECENT ACCOMPLISHMENTS**

**Accomplishment #1:**

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

Strategic Plan Goal #4: Efficient and High Performing County Government

- *Hoagland Boulevard:* The newest stretch of Hoagland Boulevard was officially opened to motorists on Oct. 20, 2020. Additional pile jacket work that will save the County funds on long-term maintenance was completed on March 26, 2021. Costing \$38.2 million, Hoagland Phases 2&3 include 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 5<sup>th</sup> 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.
- *Cross Prairie Parkway:* The new Cross Prairie Parkway, which included the widening of Shady Lane from Partin Settlement Road to U.S. 192, was opened to the public on January 28, 2021. Providing motorists with enhanced options to access Florida's Turnpike and the U.S. 192 commercial corridor, the project cost approximately \$14 million for design and construction, and was funded with Mobility Fee credits associated with the new Kindred development.
- *NeoCity Way:* The main thoroughfare in NeoCity, the capstone of Osceola County's economic development vision, opened to motorists on May 21, 2021, connecting the massive project with US 192 at Bill Beck Boulevard and Denn John Lane. The 2.1-mile long roadway allows for the future development of NeoCity. The \$11.3 million construction cost was partially funded with a \$5.8 million grant from the Florida Department of Economic Opportunities, and features two lanes of traffic with a divided and landscaped median, a grade-separated 12-foot Veloway specifically dedicated to bicyclists and roller-bladers, and two 10-foot wide sidewalks on each side of the road.

**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 and completed in late 2020 for Simpson Road, and in February 2021 for Neptune Road. Final plans for both Neptune Road and Simpson Road Phases 2, 3 & 4 (from US 192 approximately 4.5 miles to Myers Road) are anticipated in early 2022. Construction on both roads is anticipated to start by early 2023. Simpson Road Phase 1 improvements, which includes widening the roadway from two- to four-lanes from Myers Road to Boggy Creek Road, advanced through design in FY 2021. That phase of Simpson Road improvements is expected to complete design in late 2021 and advertise for construction in January 2022. The County is seeking federal grant funds to assist with the construction of Neptune Road.

### **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 \$220 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. In FY 2021, Transportation and Transit also initiated a Project Development and Environment (PD&E) study for Old Lake Wilson Road and, in partnership with the City of St. Cloud, a PD&E study for Canoe Creek Road. The County is also engaged with a developer's agreement to widen Cyrils Drive from Narcoossee Road to Absher Road. This project is in final design and expected to go to construction in early 2023. The County also partnered with a developer to perform a PD&E study on the extension of Sinclair Road. That study should be complete in 2022. A PD&E study also was completed in 2021 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 Veloway trail. A 110-foot right-of-way has been dedicated for the facility, which received required federal environmental clearances on March 1, 2021. Design is advancing in 2021, and the County is currently pursuing grant funds for construction of the project.

### **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. Both projects are expected to begin construction in 2022. State funds also allowed the County to complete the design of 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. The Florida Department of Transportation began construction on this project in the summer of 2021.



### **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 2021. This includes the ADA Transition Plan Study, which provided recommendations for updates to 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 included a self-assessment of 34 miles of County roadways which identified ADA barriers and prioritized them based on the previously completed ADA Framework Study, 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. 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 final design with federal/state grant assistance. The Fortune to Lakeshore Trail is expected to start construction in late 2021 and the Kissimmee St. Cloud Connector Trail by the spring of 2022.

### **Accomplishment #6:**

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- *Sidewalks:* Federal grant funds were used to complete design of the first phase of sidewalk improvements providing safer access to Deerwood Elementary School. Osceola County funds were used to complete the design of a sidewalk to provide safe routes to school for children attending Bellalago Academy; the design of sidewalks serving Parkway Middle School Sidewalk neared completion, and design of additional sidewalks serving Boggy Creek Elementary School and Parkway Middle School was started. Community Development Block Grant funds combined with County funds were used to complete construction of a sidewalk serving Koa Elementary School and another sidewalk connecting Osceola County's new dog park along Lake Villa Way. This combination of funds was also used to complete the design of Phase II sidewalk improvements for Deerwood Elementary School. In FY 2022, the County plans to construct the first phase of Deerwood Elementary school sidewalks, as well as the Bellalago Academy and Parkway Middle School sidewalks using available federal funds. The County is also seeking federal grant funds to finance the construction of the second phase of Deerwood Elementary School sidewalks.

### **Accomplishment #7:**

Strategic Plan Goal #4: Efficient and High Performing County Government

- *Financial Partnerships:* In FY 2021, Osceola County managed approximately \$50 million worth of transportation and transit projects that were funded by local, state and/or federal grants. The County received consistently high marks from the Florida Department of Transportation (on behalf of the Federal Highway Administration) for managing those grant funds in both the design and construction phases of project development.

- Continue to leverage Osceola County funds with the aggressive pursuit of grant funds; identify new sources of revenue for projects; exceed the approximately \$50 million worth of grant-funded projects that Transportation and Transit managed in FY 2021; continue to build partnership relationships with the Florida Department of Transportation, Florida's Turnpike Enterprise, MetroPlan Orlando, the Federal Highway Administration, Florida Department of Economic Opportunity and other agencies.

#### **Accomplishment #8:**

##### Strategic Plan Goal #2: High Quality Transportation and Infrastructure

*Traffic Signals:* In FY 2021, a total of 7 new traffic signals were constructed and 7 are currently under construction. 12 signals advanced into the design phase of development, with 6 still under design. County funds were used to construct the signals at: Cross Prairie Pkwy. at Fire Station 63, Cross Prairie Pkwy. at Neptune Rd., Cross Prairie Pkwy. at Partin Settlement Rd., Koa St. at Marigold Ave., Hoagland Blvd. at Jack Calhoun Dr., and Hoagland Blvd. at Northgate Dr. Federal and state funds were used to construct one new traffic signal at Pleasant Hill Road and Eagle Lake Boulevard. The County is also funding 7 signals that are currently under construction: Westside Blvd. at Florence Villa Grove Rd./N. Goodman Rd., Celebration Blvd. at World Dr., Osceola Pkwy. at the Poinciana Blvd. ramps, John Young Pkwy. at Columbia Ave., John Young Pkwy. at Donegan Ave., N. Old Lake Wilson Rd. at Livingston Rd., and N. Central Ave. at Donegan Ave. County funds were also used to complete the design of 6 new signals that were advanced into construction in FY21: Osceola Pkwy. at the Poinciana Blvd. ramps, John Young Pkwy. at Columbia Ave., John Young Pkwy. at Donegan Ave., N. Old Lake Wilson Road at Livingston Road; Westside Boulevard at Florence Villa Grove Rd./N. Goodman Rd., and N. Central Avenue at West Donegan Avenue. 3 County funded signals are currently under design: Narcoossee Rd. at Jack Brack Rd., Old Lake Wilson Rd. at Fairfax Ave., and Fortune Rd. at Bill Beck Blvd. The County has entered into interlocal agreements with the City of Kissimmee to share funding for 2 signals: Neptune Rd. at Broadway Ave., N. Central Ave. at Oak St., and with the City of St. Cloud to share funding for 1 signal at Canoe Creek Rd. at Deer Creek Blvd. The County also inspected and took ownership of 9 new traffic signals designed and constructed by development interests and is actively inspecting and supervising the construction of 11 new developer driven signals. In FY 21, the County applied to the Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP) for Hurricane Dorian funding to retrofit and/or replace 14 intersections with span wire designs or mast arms with sub-standard wind load design. The project has been recommended for advancement by HMGP engineering and has been forwarded by them to FEMA headquarters for final approval.

#### **Accomplishment #9:**

##### Strategic Plan Goal #2: High Quality Transportation and Infrastructure

- *Transportation Studies:* Transportation Engineering initiated a Traffic Signal Master Plan study in FY21. Through the study, an App will be developed that will evaluate unsignalized County intersections, and rank and prioritize them based on the vehicular volumes and crashes that occur at each of them. This will aid in planning and scheduling funding for signal design and construction over the 5-year work program. Traffic Engineering also submitted three new study requests to FDOT in FY 21 to improve safety and traffic flows along the project corridors. Those studies include the Funie Steed Rd. Safety Study to evaluate intersection control types from Westside Blvd. to Morgan Williams Rd.; the Clay St./Pershing St./Jack Calhoun Dr. One-Way Pair study to promote

operational and safety improvements through the Old Tampa Hwy. to Jack Calhoun Dr. to Clay St. commuter corridor, and the SunRail railroad crossing that cuts through it; and the Michigan Ave. Pedestrian and Bike Safety Study which promotes improvements to enhance the safety of the biking and pedestrian public. The County completed a Buenaventura Boulevard Complete Streets Feasibility Study in 2021, which incorporates safety improvements along Buenaventura Boulevard from Osceola Parkway to Simpson Road. That project is expected to begin design in 2022.

**Accomplishment #10:**

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

Strategic Plan Goal #4: Efficient and High Performing County Government

- *Constituent Services:* More than 638 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 111 Methodologies and Transportation Impact Analyses, and 6 access or reduced speed studies were reviewed, and County TIA guidelines/requirements were reviewed and are in the process of their annual update. Staff also responded to approximately 138 requests and evaluations related to signal timing issues throughout the County. The Transportation and Transit website page on [www.osceola.org](http://www.osceola.org) also was further expanded from the previous year to include up-to-date information on projects and additional services.

**Accomplishment #11:**

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- *Traffic Operations:* Sign crews cleaned and straightened 1,061 signs; installed 648 new signs; and replaced 4,121 outdated signs. The sign shop fabricated 2,558 vinyl signs, laminated 3,270 signs, silk screened 1,053 signs, and digitally printed 155 signs. Pavement marking crews long line striped 146 miles of roadway, hand line striped 91,067 square feet of thermoplastic and replaced 13,630 roadway reflective markers. The Department also handled 9,117 cable locate requests, and set up and maintained message boards at 112 locations to inform the public of events. Operation crews installed 14 new push button flashers (RRFB) at pedestrian crossings and installed 5 new flashing school beacons in designated school zones. GIS data bases grew for a second year, the underground utility infrastructure totals 2,046 objects with 106 miles completed, and the hand-line pavement markings total 11,512 objects equaling 345 linear miles. Traffic signal crews performed first inhouse fiber optic cable splicing, completed 421 preventative maintenance inspections on traffic signals, 120 construction inspections, 1,381 visits to intersections for maintenance issues, and installed and/or replaced 878 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 2021, completion of Automated Traffic Management Systems (ATMS) Phase IV brought most of St. Cloud's signals online with the installation of 27 cameras to monitor real time traffic. An additional 18 Bluetooth readers were installed to establish travel time information; and four overhead Dynamic Messaging Signs were installed to

display public service announcements. With the ATMS Phase IV connection and repair to existing fiber on Narcoossee Road, the County now has connections to all six signals as well as 5 newly installed closed circuit television cameras along Narcoossee Road, from US 192 north to Boggy Creek Road. The new Bluetooth installation allowed the County to partner with FDOT to publish real time travel data on overhead Dynamic Messaging Signs, which helps Osceola County motorists better navigate travel routes. The County also installed a network monitoring system at the Traffic Management Center to provide immediate notifications of failures to network operators; installed a new firewall for better cyber protection of the County's ATMS network; and installed a new video wall at the TMC with enhanced traffic monitoring capabilities. The County also kicked off a \$9.6 million project to convert to all electronic tolling on Osceola Parkway. TMC operators managed 1,932 crashes, 978 Silver/Amber alerts, approximately 75 signal timing requests and 17 public records requests. As well, 24 additional signals were added to the County's centralized Signal Software – which now allows the TMC to monitor/manage 185 county traffic signals. Six back-up battery replacements were deployed; 20 older analog cameras were replaced by new HD closed circuit television cameras; and 5 older routers were replaced to allow the County's network to run more efficiently and securely.

**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 2021, the Osceola County Transportation Planning team completed reviews for 559 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 transportation network. Additionally, the team reviewed and participated in 232 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 17 Developer Agreements, of which ten (10) have been approved and recorded. These 10 approved DAs have and/or will result in over an estimated \$34.7 million worth of transportation improvements for Osceola County above what the developments would have been required to construct.

**Accomplishment #14:**

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 and 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. The Department also coordinated closely with Florida's Turnpike Enterprise plans to widen the Turnpike through Osceola County, which will affect design plans for the Neptune Road, Partin Settlement Road and Simpson Road improvements, as well as the Kissimmee Park Interchange and Turnpike bridges that span Fortune Road and Osceola Parkway. The County also coordinated with the Florida Department of Transportation on numerous improvement projects along state road in Osceola County.

**Accomplishment #15:**

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 updated in FY 2021 and included the addition of a new district in the Northeast portion of the County including the Narcoossee area along Cyrils, Jack Brack, Jones, Rummell, and north of Nova Road. Mobility Indicator Standard Operation Procedures also were completed in FY 2021 to ensure ease of update for annual and 5-year updates required by the Comprehensive Plan. Successfully coordinated with Long Range Planning coming to a consensus on updated Comprehensive Plan language that better suits the goals and intent of the multi-modal and complete street approach to transportation in the County, as well as how best to track improvements over time to the overall transportation system.

**Accomplishment #16:**

Strategic Plan Goal #2: High Quality Transportation and Infrastructure

- *Right of Way:* More than 85 individual right-of-way transactions were completed in FY 2021, including acquisitions, easements, dedications and leases in support of the County's multiple transportation projects. As well, 3 firms were placed under contract to assist with acquisition services, and 1 firm was placed under contract for appraiser right of way estimates. Approximately 13 right-of-way valuations also were performed.

## **STRATEGIC OBJECTIVES:**

### **Strategic Objective #1**

- *Osceola Roads:* Osceola County Transportation & Transit will finish final design plans for the widening of Partin Settlement Road, Boggy Creek Road and Poinciana Boulevard. The County will begin construction of the Bill Beck Boulevard extension project and Simpson Road Phase 1 in early 2022. Neptune Road and Simpson Road Phase 2, 3, 4 will advertise for construction in late 2022. The County will continue obtaining right of way acquisition for the Simpson 2, 3, 4; Neptune Road; Boggy Creek Road; Poinciana Boulevard and Partin Settlement Road projects. The PD&E study for Old Lake Wilson Road is anticipated for completion in spring 2023. The County also will advance the design of NeoVation Way in NeoCity to better position the project for grant funding and/or design-build construction.

### **Strategic Objective #2:**

- *Intersection Improvements:* Complete the design and post-design of Fortune Road and Simpson Road and Carroll Street and U.S. 441 (Orange Blossom Trail) intersection improvements and prepare for construction in 2022.

### **Strategic Objective #3:**

- *Pedestrian Facilities, Trails and Sidewalks:* Complete design plans for the Fortune Lakeshore Trail and Kissimmee-St. Cloud Connector Trail and start construction; continue to advance the design and construction of additional sidewalks and other pedestrian amenities; continue to identify and advance safety-related issues and studies along County roadways; begin implementation of the ADA Transition Plan. Advance carpool and pedestrian and bicycle safety initiatives in partnership with Best Foot Forward and reThink Your Commute. Build the first phase of sidewalks serving Deerwood Elementary, as well as sidewalks serving Bellalago Academy and Parkway Middle School

### **Strategic Objective #4:**

- *Financial Partnerships:* Continue to leverage Osceola County funds with the aggressive pursuit of grant funds; identify new sources of revenue for projects; exceed the approximately \$50 million worth of grant-funded projects that Transportation and Transit managed in FY 2021; continue to build partnership relationships with the Florida Department of Transportation, Florida's Turnpike Enterprise, MetroPlan Orlando, the Federal Highway Administration, Florida Department of Economic Opportunity and other agencies.

### **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 a new signal at US 17-92 at Whispering Pines Boulevard and a temporary signal at US 192 at Old Melbourne Hwy. Begin design of an exclusive northbound right turn lane from John Young Parkway onto Emmett Street; 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 advance into design plans for the relocation of the Traffic Operations Department required by expanded staff, responsibilities and activities. Set up a microwave connection and mini-Traffic Management Center for traffic-signal monitoring/troubleshooting at the sign shop.; initiate new Cyberlock program for security of traffic signal cabinets, assets and operations; and purchase a derrick truck (a crane/auger truck) to allow construction/installation/repair of temporary and permanent traffic signal infrastructure.

**Strategic Objective #7:**

- *Intelligent Transportation Systems:* Advance deployment of Intelligent Transportation systems in the County with the launch of the design and construction of the Osceola Parkway Tolling conversion and fiber installation project; change out additional 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 future Automated Traffic Management Systems (ATMS) upgrades to create a fully integrated fiber network along Osceola County roads.

**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; continue advancing transportation projects through the state and federal funding process with MetroPlan Orlando; advance carpool and pedestrian and bicycle safety initiatives in partnership with Best Foot Forward and reThink Your Commute; as well as provide data and analysis that can be utilized while determining transportation project priorities and evaluating progress towards multi-modal transportation alternatives. 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 to allow for 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 an eventual connection to the northern portion of Bill Beck currently about to begin construction, starting at Woodcrest Boulevard to Osceola Parkway; Continue coordination and oversight and advance environmental studies and design plans by development interests for the Sinclair Road Extension, which will create a much

needed connection between the eastern terminus of Bella Citta Boulevard and the southern terminus of Sinclair Road.

**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:* Settle all right-of-way acquisition suits for Carroll Street; complete acquisition of the Central Phase, 80% of the South Phase and 50% of the North Phase to advance Neptune Road into construction; complete acquisitions of the South Phase of Simpson Road Phases 2, 3, 4 and complete 50% of the North Phase; complete 20% acquisitions for Partin Settlement Road, Poinciana Boulevard and Boggy Creek Road; complete 30% of acquisitions required for the Cyrils Drive project; submit and complete all right of entries for Simpson Road Phase 1; complete all acquisitions for Partin Triangle Park and complete all acquisitions for the Mill Creek Mall.



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SUMMARY BY CATEGORY - GENERAL FUND GROUP

	<b>Adopted FY 2021</b>	<b>Adopted FY 2022</b>	<b>Variance</b>
<b>REVENUES</b>			
Current Ad Valorem Taxes	210,655,831	228,538,006	17,882,175
PY Delinquent Ad Valorem Tax	76,524	76,524	0
Other Taxes	23,957,064	23,737,725	-219,339
Permits, Fees & Special Assessments	5,837,698	7,340,842	1,503,144
Intergovernmental Revenue	27,359,117	36,162,649	8,803,532
Charges For Services	2,038,713	2,021,825	-16,888
Judgment, Fines & Forfeits	1,365,772	1,352,548	-13,224
Miscellaneous Revenues	3,152,236	5,458,004	2,305,768
Less 5% Statutory Reduction	<u>-13,702,719</u>	<u>-15,089,440</u>	<u>-1,386,721</u>
<i>Operating Revenues</i>	260,740,236	289,598,683	28,858,447
Transfers In	30,586,558	27,511,130	-3,075,428
Other Sources	3,361,354	3,881,768	520,414
Fund Balance	<u>93,292,164</u>	<u>162,708,473</u>	<u>69,416,309</u>
<i>Non Operating Revenues</i>	127,240,076	194,101,371	66,861,295
<b>Total Revenues</b>	<b><u>387,980,312</u></b>	<b><u>483,700,054</u></b>	<b><u>95,719,742</u></b>
<b>EXPENDITURES</b>			
Personal Services	66,008,021	70,375,239	4,367,218
Operating Expenses	74,835,367	94,770,490	19,935,123
Capital Outlay	<u>10,542,187</u>	<u>15,322,312</u>	<u>4,780,125</u>
<i>Operating Expenditures</i>	151,385,575	180,468,041	29,082,466
Debt Service	1,981,166	2,033,796	52,630
Grants and Aids	5,635,805	36,600,707	30,964,902
Transfers Out	161,733,552	193,084,865	31,351,313
Reserves - Operating	61,635,177	64,523,274	2,888,097
Reserves - Debt	419,357	419,357	0
Reserves - Capital	2,118,723	2,118,723	0
Reserves - Assigned	1,744,625	4,042,798	2,298,173
Reserves - Stability	<u>1,326,332</u>	<u>408,493</u>	<u>-917,839</u>
<i>Non-Operating Expenditures</i>	236,594,737	303,232,013	66,637,276
<b>Total Expenditures</b>	<b><u>387,980,312</u></b>	<b><u>483,700,054</u></b>	<b><u>95,719,742</u></b>

## 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.

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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 2,386,196	<b>\$ 2,438,987</b>	\$ 52,791
Operating Expenses	\$ 661,247	<b>\$ 634,390</b>	\$(26,857)
Capital Outlay	\$ 0	<b>\$ 5,500</b>	\$ 5,500
Grants and Aids	\$ 59,966	<b>\$ 126,728</b>	\$ 66,762
<b>Subtotal:</b>	<b>\$ 3,107,409</b>	<b>\$ 3,205,605</b>	<b>\$ 98,196</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 3,107,409</b>	<b>\$ 3,205,605</b>	<b>\$ 98,196</b>

**BOARD OF COUNTY COMMISSIONERS & COUNTY MANAGER**

The County Commissioners constitute the chief governing board of Osceola County, which provides citizens with elected representation and sets 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 directives of the County Commission through the management of more than 1,600 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 FY22 Budget reflects an increase of \$246,349, primarily due to countywide employee benefit changes and an increase to the Medical Examiner's agreement.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,969,548	<b>\$ 2,073,935</b>	\$ 104,387
Operating Expenses	\$ 1,400,650	<b>\$ 1,513,551</b>	\$ 112,901
Grants and Aids	\$ 0	<b>\$ 29,061</b>	\$ 29,061
<b>Subtotal:</b>	<b>\$ 3,370,198</b>	<b>\$ 3,616,547</b>	<b>\$ 246,349</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 3,370,198</b>	<b>\$ 3,616,547</b>	<b>\$ 246,349</b>

## **BOARD SUPPORT SERVICES**

The Board Support Services Office was affected by the transition of duties to the Clerk of the Court due to the passing of the 2018 Statewide referendum of Amendment 10, which became effective January 05, 2021. Responsibilities that remained with the County include the preparation and distribution of the Board of County Commission meeting agendas, posting public notices of the meetings, assuring that all documents are delivered to the Clerk of the Court, submission of Ordinances to Municode for codification, the Records Management Liaison Officer for all other County documents, Recording Secretary for the Charter Review Advisory Commission, and the Redistricting Committee. The FY22 Budget reflects a decrease from the FY21 Adopted Budget as a result of the transition mentioned above.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 483,533	<b>\$ 281,624</b>	\$(201,909)
Operating Expenses	\$ 71,188	<b>\$ 22,018</b>	\$(49,170)
Grants and Aids	\$ 0	<b>\$ 41,550</b>	\$ 41,550
<b>Subtotal:</b>	<b>\$ 554,721</b>	<b>\$ 345,192</b>	<b>\$(209,529)</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 554,721</b>	<b>\$ 345,192</b>	<b>\$(209,529)</b>

**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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 49,125	<b>\$ 138,112</b>	\$ 88,987
Operating Expenses	\$ 5,629	<b>\$ 8,423</b>	\$ 2,794
<b>Subtotal:</b>	<b>\$ 54,754</b>	<b>\$ 146,535</b>	<b>\$ 91,781</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 54,754</b>	<b>\$ 146,535</b>	<b>\$ 91,781</b>

**COMMISSION AUDITOR**

The Office of Commission Auditor was affected by the transition of duties to the Clerk of the Court due to the passing of the 2018 Statewide referendum of Amendment 10, which became effective January 05, 2021. The role of Auditor transferred to the Clerk of the Court.

The Office of Audit and Operational Improvement (AOI) was created during FY21, under the Governmental Affairs Department, to perform the responsibilities that remain with the County. The Office of Audit and Operational Improvement is responsible for conducting performance audits of County government operations in order to safeguard County assets, promote maximum accountability, and enhance efficiency and effectiveness of programs and processes. AOI provides consulting or advisory services including facilitation of process mapping, improvement or reengineering.

Costs related to the remaining functions are reflected in the Government Affairs/Audit and Operational Improvement office.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,239,471	\$ 0	\$(1,239,471)
Operating Expenses	\$ 40,102	\$ 0	\$(40,102)
<b>Subtotal:</b>	<b>\$ 1,279,573</b>	<b>\$ 0</b>	<b>\$(1,279,573)</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,279,573</b>	<b>\$ 0</b>	<b>\$(1,279,573)</b>



## 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. Overall, the FY22 budget increased \$100,559 over FY21 primarily due to the addition of the Social Media Specialist position.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 599,094	<b>\$ 700,395</b>	\$ 101,301
Operating Expenses	\$ 237,590	<b>\$ 236,848</b>	\$(742)
Capital Outlay	\$ 0	<b>\$ 0</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 836,684</b>	<b>\$ 937,243</b>	<b>\$ 100,559</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 836,684</b>	<b>\$ 937,243</b>	<b>\$ 100,559</b>

## **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 FY22 Budget is projected to increase \$972,034 from the FY21 Adopted Budget mainly due to an increase in Capital Outlay. Transfers Out expenses are for Conservation Lands Perpetual Maintenance cost centers moving to Fund 147. 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 4H 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 7,730,283	<b>\$ 7,831,861</b>	\$ 101,578
Operating Expenses	\$ 3,953,226	<b>\$ 3,094,638</b>	\$(858,588)
Capital Outlay	\$ 321,236	<b>\$ 1,077,787</b>	\$ 756,551
<b>Subtotal:</b>	<b>\$ 12,004,745</b>	<b>\$ 12,004,286</b>	<b>\$(459)</b>
Transfers Out	\$ 0	<b>\$ 972,493</b>	\$ 972,493
<b>EXPENDITURES TOTAL:</b>	<b>\$ 12,004,745</b>	<b>\$ 12,976,779</b>	<b>\$ 972,034</b>

# 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. This Office provides both court related services and services directly to the Board of County Commissioners serving as ex-officio clerk and accountant of the Board, and auditor, recorder, and custodian of all county funds. The budget for the court related functions are submitted directly to the State. Implementation of the transfer of the above mentioned Board functions to the Clerk occurred mid-year FY21.



**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 serve the public in partnership with our community, to protect life and property, prevent crime, respect human rights and resolve problems. We will ensure the peace and safety of all citizens by upholding the constitution of the United States and state of Florida.



**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, birth certificates, driver licenses, CFX Toll Violation Clearances, and collection of tourist development taxes. During FY21, the Tax Collector's Office assumed the additional TDT audit services with an offsetting revenue to support these services.

**CLERK OF THE CIRCUIT COURT**

This Office provides both court related services and services directly to the Board of County Commissioners serving as ex-officio clerk and accountant of the Board, and auditor, recorder, and custodian of all county funds. The budget for the court related functions are submitted directly to the State. Implementation of the transfer of the above mentioned Board functions to the Clerk occurred mid-year FY21. As such, the Clerk's FY22 request reflects an entire year of Personal Services and Operating for the services provided to the Board in the amount of \$2,791,138, but includes \$69,250 in Value Adjustment Board (VAB) Operating expenses. The Clerk has realized increases of 9.2% in Health and 3% in Dental insurances. In an effort to better manage these expenses, the Clerk is implementing new programs to reduce claims in the hopes of rejoining the County's program at some point. The Personal Services request also includes a 3% increase, but does not include a Vacancy Factor as the Clerk's team did not feel it was feasible. As a result, the impact to Personal Services over the annualized FY21 budget is a 12% increase. As the County is only responsible for 3/5ths of actual costs of the VAB, the amount included in the Adopted Budget is reduced by the VAB Operating expenses to reflect a transfer of \$2,721,888. In addition, included in the General Fund are costs that are not included in the Clerk's budget submittal. These are costs associated with Property & Liability Insurances (as well as corresponding overhead costs) and building maintenance. With these additional costs, the overall FY22 Budget is \$3,045,475, plus whatever actual VAB expenses are incurred.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 233,047	\$ 323,587	\$ 90,540
<b>Subtotal:</b>	<b>\$ 233,047</b>	<b>\$ 323,587</b>	<b>\$ 90,540</b>
Transfers Out	\$ 0	\$ 2,721,888	\$ 2,721,888
<b>EXPENDITURES TOTAL:</b>	<b>\$ 233,047</b>	<b>\$ 3,045,475</b>	<b>\$ 2,812,428</b>

**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. A total of \$7,493,002 was submitted as a budget request, of which \$6,685,303 is allocated to the General Fund and transferred to the Property Appraiser. Included in the FY22 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 over the FY21 Adopted Budget.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 155,472	<b>\$ 163,583</b>	\$ 8,111
<b>Subtotal:</b>	<b>\$ 155,472</b>	<b>\$ 163,583</b>	<b>\$ 8,111</b>
Transfers Out	\$ 6,496,648	<b>\$ 6,685,303</b>	\$ 188,655
<b>EXPENDITURES TOTAL:</b>	<b>\$ 6,652,120</b>	<b>\$ 6,848,886</b>	<b>\$ 196,766</b>

## SHERIFF

The Mission of the Osceola County Sheriff's Office is to serve the public in partnership with our community, to protect life and property, prevent crime, respect human rights and resolve problems. The Sheriff's Office submitted a budget request of \$84,569,011 which represents an overall increase of 9.35% over the FY21 Adopted Budget. Personal Services represents an increase of 9.76% over the FY21 Adopted. It includes a request to fund 15 Deputies previously assigned to Charter Schools and for 24 new civilian positions to support areas such as Community Outreach, Human Trafficking, Juvenile Services Unit, Real Time Crime Center, and Aggressive Driving Unit Divisions. The request staggers the hiring of the new positions throughout the Fiscal Year to reduce the budgetary impact. Personal Services also includes a 3.5% pay adjustment based on a Step Plan. Operating includes debt service costs for tasers as well as body cameras for Deputies. In addition to the SO's specific budget requests, the County also provides for other costs in the General Fund, as well as other Funds, associated with Property & Liability Insurances, building maintenance and intergovernmental radio communication, as well as overhead costs. Overall, the FY22 General Fund budget totals \$85,789,780.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 968,031	<b>\$ 710,881</b>	\$(257,150)
<b>Subtotal:</b>	<b>\$ 968,031</b>	<b>\$ 710,881</b>	<b>\$(257,150)</b>
Transfers Out	\$ 77,843,668	<b>\$ 85,078,899</b>	\$ 7,235,231
<b>EXPENDITURES TOTAL:</b>	<b>\$ 78,811,699</b>	<b>\$ 85,789,780</b>	<b>\$ 6,978,081</b>



## 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 more informed voters while complying with the Florida Election Laws. For FY22, the Supervisor of Elections submitted a budget request of \$4,070,581, which includes a contingency request of \$10,000 and supports a 3% salary adjustment as well as funding for temporary election workers and replacement cycle for computers and servers. 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 13,849	<b>\$ 30,478</b>	\$ 16,629
<b>Subtotal:</b>	<b>\$ 13,849</b>	<b>\$ 30,478</b>	<b>\$ 16,629</b>
Transfers Out	\$ 3,720,069	<b>\$ 4,070,581</b>	\$ 350,512
Reserves - Assigned	\$ 10,000	<b>\$ 10,000</b>	\$ 0
<b>EXPENDITURES TOTAL:</b>	<b>\$ 3,743,918</b>	<b>\$ 4,111,059</b>	<b>\$ 367,141</b>

**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 FY22 to the Florida Department of Revenue of \$113,189,074. 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 due to assuming the additional positions/services and the inclusion of a 3% salary increase in coordination with the County. Capital Outlay increased to \$160,000 for office equipment. Operating includes funding for Rentals and Leases for office space at the BVL location. The office continues to have additional services added which are managed as efficiently as possible. Most recently, TDT audit and compliance, issuance of concealed weapons permits, Florida birth certificates and CFX Toll Violation Clearances were added as new services.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 9,280,730	<b>\$ 9,873,335</b>	\$ 592,605
<b>Subtotal:</b>	<b>\$ 9,280,730</b>	<b>\$ 9,873,335</b>	<b>\$ 592,605</b>
Transfers Out	\$ 16,817	<b>\$ 17,884</b>	\$ 1,067
<b>EXPENDITURES TOTAL:</b>	<b>\$ 9,297,547</b>	<b>\$ 9,891,219</b>	<b>\$ 593,672</b>

## 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. During FY22, the Inmate Medical service delivery will transition from an outside contracted provider to County in-house 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 FY22 Budget includes increases to Operating Expenditures due to the transition of Inmate Medical service delivery from an outside contracted provider to County in-house services which include the addition of 44.2 Full Time Equivalent positions. Overall this Department's budget increased \$3,308,786 to support operations in the new fiscal year.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 31,023,556	<b>\$ 35,976,136</b>	\$ 4,952,580
Operating Expenses	\$ 13,403,355	<b>\$ 11,778,561</b>	\$(1,624,794)
Capital Outlay	\$ 116,089	<b>\$ 97,089</b>	\$(19,000)
<b>Subtotal:</b>	<b>\$ 44,543,000</b>	<b>\$ 47,851,786</b>	<b>\$ 3,308,786</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 44,543,000</b>	<b>\$ 47,851,786</b>	<b>\$ 3,308,786</b>

**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. The FY22 Budget reflects a slight increase over the FY21 Adopted Budget to support operations.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,075,079	<b>\$ 1,075,527</b>	\$ 448
Operating Expenses	\$ 795,944	<b>\$ 796,791</b>	\$ 847
<b>Subtotal:</b>	<b>\$ 1,871,023</b>	<b>\$ 1,872,318</b>	<b>\$ 1,295</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,871,023</b>	<b>\$ 1,872,318</b>	<b>\$ 1,295</b>

## **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.

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, 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 & 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 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.

The Supervised Visitation 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,197,785	<b>\$ 1,228,623</b>	\$ 30,838
Operating Expenses	\$ 874,670	<b>\$ 880,300</b>	\$ 5,630
Capital Outlay	\$ 0	<b>\$ 0</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 2,072,455</b>	<b>\$ 2,108,923</b>	<b>\$ 36,468</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,072,455</b>	<b>\$ 2,108,923</b>	<b>\$ 36,468</b>

## DEBT SERVICES

This cost center (9961) accounts for principal, interest and other debt service expenses. The FY22 Adopted Budget includes costs for the TWA Interlocal Agreement and vehicle leases. Reserves for Debt – Future Payments are in accordance with the amortization schedule.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 1,981,166	<b>\$ 2,033,796</b>	\$ 52,630
<b>Subtotal:</b>	<b>\$ 1,981,166</b>	<b>\$ 2,033,796</b>	<b>\$ 52,630</b>
Reserves - Debt	\$ 419,357	<b>\$ 419,357</b>	\$ 0
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,400,523</b>	<b>\$ 2,453,153</b>	<b>\$ 52,630</b>

## 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 designated to evaluate and improve the County and our partner's ability to respond and recover from a disaster. The Office of Emergency Management's budget reflects an increase of \$39,653 over the FY21 Adopted Budget to support operations in the new fiscal year.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 408,150	<b>\$ 423,714</b>	\$ 15,564
Operating Expenses	\$ 230,777	<b>\$ 254,866</b>	\$ 24,089
Capital Outlay	\$ 0	<b>\$ 0</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 638,927</b>	<b>\$ 678,580</b>	<b>\$ 39,653</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 638,927</b>	<b>\$ 678,580</b>	<b>\$ 39,653</b>



## FINANCE

The Finance Office is responsible for financial reporting, payroll, grants compliance, debt management and fixed assets. The FY22 Budget reflects a decreased of \$862,059 from the FY21 Adopted Budget as a result of the transition of certain functions and staff to the Clerk of the Court's Office due to Amendment 10, and the reallocation of bank analysis fees to Cost Center 1212 (General Government).

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,777,563	<b>\$ 993,373</b>	\$(784,190)
Operating Expenses	\$ 129,593	<b>\$ 51,724</b>	\$(77,869)
<b>Subtotal:</b>	<b>\$ 1,907,156</b>	<b>\$ 1,045,097</b>	<b>\$(862,059)</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,907,156</b>	<b>\$ 1,045,097</b>	<b>\$(862,059)</b>

**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 FY22 reflects the remaining funds to continue/complete this project.

The Financial/HR System Upgrade was consolidated into this cost center for FY21; funding for FY22 reflects the remaining funds to continue/complete this project.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 596,879	\$ 72,436	\$(524,443)
<b>Subtotal:</b>	\$ 596,879	\$ 72,436	\$(524,443)
<b>EXPENDITURES TOTAL:</b>	\$ 596,879	\$ 72,436	\$(524,443)

## 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, Countywide mailroom, as well as arbitrage, litigation and consulting expenses. Additionally, this budget accounts for the CARES Replacement funding and ARP Replacement funding. Overall, this budget increased primarily as a result of including these budgets during mid-FY21 and carrying forward the estimated balances into FY22.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 5,232,415	<b>\$ 25,031,583</b>	\$ 19,799,168
Capital Outlay	\$ 0	<b>\$ 92,101</b>	\$ 92,101
Grants and Aids	\$ 0	<b>\$ 27,617,194</b>	\$ 27,617,194
<b>Subtotal:</b>	<b>\$ 5,232,415</b>	<b>\$ 52,740,878</b>	<b>\$ 47,508,463</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 5,232,415</b>	<b>\$ 52,740,878</b>	<b>\$ 47,508,463</b>

## GOVERNMENT AFFAIRS & INTERNAL COMPLIANCE

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. Also included in this cost center is the Office of Audit and Operational Improvement (AOI) is responsible for conducting performance audits of County government operations in order to safeguard County assets, promote maximum accountability, and enhance efficiency and effectiveness of programs and processes. Based on the BOCC's priorities and adoption of FY22 Budget, the Office of Sustainability was created; the Office of Sustainability is responsible for planning, organizing, guiding, and coordinating sustainability initiatives within County government and throughout the County. Overall this Department's FY22 Budget increased over the FY21 Adopted Budget to support operations in the new fiscal year.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 262,343	<b>\$ 508,509</b>	\$ 246,166
Operating Expenses	\$ 500,641	<b>\$ 572,519</b>	\$ 71,878
<b>Subtotal:</b>	<b>\$ 762,984</b>	<b>\$ 1,081,028</b>	<b>\$ 318,044</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 762,984</b>	<b>\$ 1,081,028</b>	<b>\$ 318,044</b>

## HOUSING & COMMUNITY SERVICES

The Housing and Community Services Department (formerly 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. Housing and Community Services also serves as the county liaison with the Osceola County Health Department. Overall, this department increased \$1,075,120 from the FY21 Adopted Budget to support operations in the new fiscal year. Detailed below is a description of each office and function within the Housing and Community 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,089,049	<b>\$ 1,328,345</b>	\$ 239,296
Operating Expenses	\$ 10,107,591	<b>\$ 10,233,080</b>	\$ 125,489
Grants and Aids	\$ 2,325,839	<b>\$ 3,036,174</b>	\$ 710,335
<b>Subtotal:</b>	<b>\$ 13,522,479</b>	<b>\$ 14,597,599</b>	<b>\$ 1,075,120</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 13,522,479</b>	<b>\$ 14,597,599</b>	<b>\$ 1,075,120</b>

## 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 FY22 Budget is projected to increase \$111,023 over the FY21 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 process 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,068,446	<b>\$ 1,018,973</b>	\$(49,473)
Operating Expenses	\$ 343,550	<b>\$ 504,046</b>	\$ 160,496
<b>Subtotal:</b>	<b>\$ 1,411,996</b>	<b>\$ 1,523,019</b>	<b>\$ 111,023</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,411,996</b>	<b>\$ 1,523,019</b>	<b>\$ 111,023</b>

## 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 FY22 Budget includes an increase in Personal Services as a result of the annual re evaluation of position appropriations between General Fund and the Building Fund and countywide changes in employee benefits. Operating and Capital Outlay include purchases of computer hardware and software as well as annual maintenance and licensing costs for various software applications.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 4,699,753	<b>\$ 4,876,366</b>	\$ 176,613
Operating Expenses	\$ 6,330,594	<b>\$ 7,102,231</b>	\$ 771,637
Capital Outlay	\$ 1,117,529	<b>\$ 985,690</b>	\$(131,839)
<b>Subtotal:</b>	<b>\$ 12,147,876</b>	<b>\$ 12,964,287</b>	<b>\$ 816,411</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 12,147,876</b>	<b>\$ 12,964,287</b>	<b>\$ 816,411</b>

## 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 FY22 budget reflects a decrease of \$69,730 from the FY21 Adopted Budget due to a reduction in operating and maintenance costs based on usage and building occupancy.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 920,156	<b>\$ 850,426</b>	\$(69,730)
<b>Subtotal:</b>	<b>\$ 920,156</b>	<b>\$ 850,426</b>	<b>\$(69,730)</b>
Transfers Out	\$ 641,334	<b>\$ 641,334</b>	\$ 0
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,561,490</b>	<b>\$ 1,491,760</b>	<b>\$(69,730)</b>



**OFFICE OF MANAGEMENT & 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); provides ongoing monitoring of Department's budgets, CIP, administration of budget adjustments, and 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 FY22 Budget reflects an increase of \$164,743 over the FY21 Adopted Budget primarily due to the reallocation of a position for a Budget Analyst II position, as well as the annual reevaluation of existing position appropriations and countywide changes to employee benefits.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,036,969	<b>\$ 1,197,259</b>	\$ 160,290
Operating Expenses	\$ 28,246	<b>\$ 32,699</b>	\$ 4,453
<b>Subtotal:</b>	<b>\$ 1,065,215</b>	<b>\$ 1,229,958</b>	<b>\$ 164,743</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,065,215</b>	<b>\$ 1,229,958</b>	<b>\$ 164,743</b>

**OFFICE OF SPECIAL ASSESSMENTS**

The Special Assessments office 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, 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 FY22 Budget reflects an increase of \$63,367 from the FY21 Adopted Budget primarily due to the reclassification of the Senior Inspector position, and assuming the maintenance of additional ponds in BVL to ensure they are being treated and maintained at the same level prior to inclusion into the program.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 551,261	<b>\$ 567,770</b>	\$ 16,509
Operating Expenses	\$ 39,504	<b>\$ 86,362</b>	\$ 46,858
<b>Subtotal:</b>	<b>\$ 590,765</b>	<b>\$ 654,132</b>	<b>\$ 63,367</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 590,765</b>	<b>\$ 654,132</b>	<b>\$ 63,367</b>

**OTHER GOVERNMENT SUPPORT SERVICES**

This cost center captures costs not specifically associated with the operating functions performed by other cost centers within the General Fund. Grants & Aids remains unchanged from the FY21 Adopted Budget. Transfers Out supports funding for debt services, road resurfacing, transportation, support for the West Government Complex in Fund 315 from anticipated returned excess fees from the Sheriff, support for Inmate Medical's Malpractice Insurance in Fund 502 as a result of resuming operating internally, and funding for the East 192 CRA for community redevelopment purposes and the West 192 Development Authority. In addition, funding is provided for the intergovernmental radio system and fire subsidies, as well as to establish a sinking fund for major capital projects (Jail Expansion and Courthouse Annex). Operating Reserve levels are established per Policy. Reserves for Contingency allocates funding for the required HCRA obligation and mobility fee credits for eligible affordable housing projects. Reserves for Capital includes funding for an identified Jail project. Reserves Assigned increased to reflect the remaining funds yet to be reimbursed by FEMA due to Hurricane Irma expenses and an estimate of excess funds. Reserves Stability provides funding for fluctuations in revenues and remains at the same level as FY21.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Grants and Aids	\$ 250,000	\$ 250,000	\$ 0
<b>Subtotal:</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 0</b>
Transfers Out	\$ 54,783,569	\$ 77,685,425	\$ 22,901,856
Reserves - Operating	\$ 61,635,177	\$ 64,523,274	\$ 2,888,097
Reserves - Capital	\$ 1,795,758	\$ 1,795,758	\$ 0
Reserves - Assigned	\$ 1,734,625	\$ 4,032,798	\$ 2,298,173
Reserves - Stability	\$ 1,326,332	\$ 408,493	\$(917,839)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 121,525,461</b>	<b>\$ 148,695,748</b>	<b>\$ 27,170,287</b>

## 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 FY22 Budget reflects an increase of \$139,314 over the FY21 Adopted Budget due to reallocation of a position from another department to reflect a change in responsibilities and to support operations in the new fiscal year.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,276,401	<b>\$ 1,405,503</b>	\$ 129,102
Operating Expenses	\$ 46,594	<b>\$ 56,806</b>	\$ 10,212
<b>Subtotal:</b>	<b>\$ 1,322,995</b>	<b>\$ 1,462,309</b>	<b>\$ 139,314</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,322,995</b>	<b>\$ 1,462,309</b>	<b>\$ 139,314</b>

**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 FY21.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 7,000	<b>\$ 7,000</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 0</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 0</b>

## **PUBLIC WORKS**

The Public Works Department is comprised of several offices that support various functions throughout the County. Overall, the budget increased \$5,245,701 from the prior year Adopted Budget primarily due to an increase of \$3.9 million for needed capital projects as noted in the Public Works Projects below, increased costs for building maintenance services due to higher janitorial contractual services, as well as a number of repair and maintenance projects needed at multiple County owned buildings, including Animal Services, Fortune Road Health Department, Corrections, Emergency Operations Center, and Courthouse Square and Parking Garage Complex. 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. FY22 objectives include detailed Landscaping Services for the buildings and roadways within NeoCity, as well as the Sheriff's Training Facility and Fire Training Facility. 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 FY22 primarily include the Simpson Road jail's domestic water piping system replacement and HVAC chilled and hot water piping projects, the Jon B. Morgan Osceola County Courthouse

elevator rebuild and modernization, the Sheriff's Office Admin Building Data Center, and the Countywide Lease of Fleet Vehicles.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 5,742,345	<b>\$ 5,944,593</b>	\$ 202,248
Operating Expenses	\$ 16,456,511	<b>\$ 17,520,467</b>	\$ 1,063,956
Capital Outlay	\$ 7,259,275	<b>\$ 11,238,772</b>	\$ 3,979,497
<b>Subtotal:</b>	<b>\$ 29,458,131</b>	<b>\$ 34,703,832</b>	<b>\$ 5,245,701</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 29,458,131</b>	<b>\$ 34,703,832</b>	<b>\$ 5,245,701</b>

**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 budget reflects funding for communication services, which remains unchanged from the FY21 Adopted Budget.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 8,000	<b>\$ 8,000</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 0</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 0</b>



## STRATEGIC INITIATIVES

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, interrelated, 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 FY22 Budget increased \$2,615,417 over the FY21 Adopted Budget mainly due to Grants and Aids to account for the approved settlement payments from UCF to the County.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 342,071	<b>\$ 365,634</b>	\$ 23,563
Operating Expenses	\$ 1,845,727	<b>\$ 1,963,023</b>	\$ 117,296
Capital Outlay	\$ 28,479	<b>\$ 3,037</b>	\$(25,442)
Grants and Aids	\$ 3,000,000	<b>\$ 5,500,000</b>	\$ 2,500,000
<b>Subtotal:</b>	<b>\$ 5,216,277</b>	<b>\$ 7,831,694</b>	<b>\$ 2,615,417</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 5,216,277</b>	<b>\$ 7,831,694</b>	<b>\$ 2,615,417</b>

**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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 302,358	\$ 216,894	\$(85,464)
<b>Subtotal:</b>	<b>\$ 302,358</b>	<b>\$ 216,894</b>	<b>\$(85,464)</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 302,358</b>	<b>\$ 216,894</b>	<b>\$(85,464)</b>

## 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 FY22 budget remains unchanged from FY21, and 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 FY21 Adopted Budget and Reserves for Capital is associated with the Roadway Bank for future construction.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 211,380	\$ 211,380	\$ 0
<b>Subtotal:</b>	<b>\$ 211,380</b>	<b>\$ 211,380</b>	<b>\$ 0</b>
Reserves - Capital	\$ 322,965	\$ 322,965	\$ 0
<b>EXPENDITURES TOTAL:</b>	<b>\$ 534,345</b>	<b>\$ 534,345</b>	<b>\$ 0</b>

**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. The originating Ordinance was repealed and replaced with Ordinance #2015-89 to revise and simplify the calculation. Annual appropriation is the Board's decision and is not an automatic source of revenue each year. FY22 appropriations include \$15,211,058 to support Transportation.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Transfers In	\$ 18,231,447	<b>\$ 15,211,058</b>	\$(3,020,389)
<b>REVENUES TOTAL:</b>	<b>\$ 18,231,447</b>	<b>\$ 15,211,058</b>	<b>\$(3,020,389)</b>
<b>EXPENDITURES</b>			
Transfers Out	\$ 18,231,447	<b>\$ 15,211,058</b>	\$(3,020,389)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 18,231,447</b>	<b>\$ 15,211,058</b>	<b>\$(3,020,389)</b>

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SUMMARY BY CATEGORY - SPECIAL REVENUE FUNDS GROUP

	<b>Adopted FY 2021</b>	<b>Adopted FY 2022</b>	<b>Variance</b>
<b>REVENUES</b>			
Current Ad Valorem Taxes	38,563,877	41,780,547	3,216,670
PY Delinquent Ad Valorem Tax	6,500	6,700	200
Other Taxes	50,606,180	52,434,066	1,827,886
Permits, Fees & Special Assessments	91,570,681	106,312,640	14,741,959
Intergovernmental Revenue	112,460,844	135,077,338	22,616,494
Charges For Services	16,493,914	19,804,373	3,310,459
Judgment, Fines & Forfeits	1,228,531	1,113,935	-114,596
Miscellaneous Revenues	4,930,126	4,375,373	-554,753
Less 5% Statutory Reduction	<u>-10,480,587</u>	<u>-11,636,714</u>	<u>-1,156,127</u>
<i>Operating Revenues</i>	305,380,066	349,268,258	43,888,192
Transfers In	40,506,365	39,826,137	-680,228
Other Sources	1,561,392	4,004,184	2,442,792
Fund Balance	<u>241,623,728</u>	<u>329,822,220</u>	<u>88,198,492</u>
<i>Non Operating Revenues</i>	283,691,485	373,652,541	89,961,056
<b>Total Revenues</b>	<b><u>589,071,551</u></b>	<b><u>722,920,799</u></b>	<b><u>133,849,248</u></b>
<b>EXPENDITURES</b>			
Personal Services	70,101,583	78,292,968	8,191,385
Operating Expenses	188,378,083	191,203,335	2,825,252
Capital Outlay	<u>97,567,890</u>	<u>215,852,192</u>	<u>118,284,302</u>
<i>Operating Expenditures</i>	356,047,556	485,348,495	129,300,939
Debt Service	5,071,506	5,433,664	362,158
Grants and Aids	14,461,887	16,745,183	2,283,296
Transfers Out	36,765,115	51,544,142	14,779,027
Reserves - Operating	47,803,976	51,832,154	4,028,178
Reserves - Debt	3,899,422	4,026,799	127,377
Reserves - Capital	96,536,709	70,881,548	-25,655,161
Reserves - Assigned	0	3,379,565	3,379,565
Reserves - Restricted	11,407,519	12,047,604	640,085
Reserves - Stability	<u>17,077,861</u>	<u>21,681,645</u>	<u>4,603,784</u>
<i>Non-Operating Expenditures</i>	233,023,995	237,572,304	4,548,309
<b>Total Expenditures</b>	<b><u>589,071,551</u></b>	<b><u>722,920,799</u></b>	<b><u>133,849,248</u></b>



**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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Fund Balance	\$ 7,394,403	<b>\$ 6,346,866</b>	\$(1,047,537)
<b>REVENUES TOTAL:</b>	<b>\$ 7,394,403</b>	<b>\$ 6,346,866</b>	<b>\$(1,047,537)</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 343,049	<b>\$ 343,049</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 343,049</b>	<b>\$ 343,049</b>	<b>\$ 0</b>
Reserves - Restricted	\$ 7,051,354	<b>\$ 6,003,817</b>	\$(1,047,537)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 7,394,403</b>	<b>\$ 6,346,866</b>	<b>\$(1,047,537)</b>

**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, but are expected to continue to improve through FY22. Revenues are projected to increase \$3,485,390 primarily due to Fund Balance. Other sources of revenues are Interest, Miscellaneous Revenues, and Engineering Fees.

Personal Services reflects an increase due to Countywide employee benefit changes. Operating Expenditures provides funding for the Master Surface Water Management Plan and Shingle Creek Basin Study, continued from FY21 to allow for continuation/completion of the studies, 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 FY22 Budget reflects an increase of \$3,485,390 over the FY21 Adopted Budget for reasons noted above. As the economic recovery and oil price fluctuations are anticipated to impact Gas Taxes in FY22, this Fund's revenue sources will be monitored closely to ensure continuance of operations.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Other Taxes	\$ 7,984,675	\$ 8,422,919	\$ 438,244
Permits, Fees & Special Assessments	\$ 242,790	\$ 336,361	\$ 93,571
Intergovernmental Revenue	\$ 1,965,415	\$ 1,987,076	\$ 21,661
Charges For Services	\$ 558,026	\$ 460,481	\$(97,545)
Miscellaneous Revenues	\$ 83,971	\$ 48,714	\$(35,257)
Less 5% Statutory Reduction	\$(541,745)	\$(562,777)	\$(21,032)
<b>Subtotal:</b>	<b>\$ 10,293,132</b>	<b>\$ 10,692,774</b>	<b>\$ 399,642</b>
Transfers In	\$ 18,246,589	\$ 15,226,148	\$(3,020,441)
Other Sources	\$ 35,000	\$ 213,100	\$ 178,100
Fund Balance	\$ 1,169,651	\$ 7,097,740	\$ 5,928,089
<b>REVENUES TOTAL:</b>	<b>\$ 29,744,372</b>	<b>\$ 33,229,762</b>	<b>\$ 3,485,390</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 11,949,406	\$ 12,912,129	\$ 962,723
Operating Expenses	\$ 12,450,664	\$ 13,187,674	\$ 737,010
Capital Outlay	\$ 454,364	\$ 464,337	\$ 9,973
Debt Service	\$ 1,411,033	\$ 1,418,146	\$ 7,113
<b>Subtotal:</b>	<b>\$ 26,265,467</b>	<b>\$ 27,982,286</b>	<b>\$ 1,716,819</b>
Transfers Out	\$ 2,087,988	\$ 2,357,059	\$ 269,071
Reserves - Debt	\$ 1,390,917	\$ 1,390,417	\$(500)
Reserves - Assigned	\$ 0	\$ 1,500,000	\$ 1,500,000
<b>EXPENDITURES TOTAL:</b>	<b>\$ 29,744,372</b>	<b>\$ 33,229,762</b>	<b>\$ 3,485,390</b>

**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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Judgment, Fines & Forfeits	\$ 74,526	<b>\$ 70,879</b>	\$(3,647)
Less 5% Statutory Reduction	\$(3,726)	<b>\$(3,544)</b>	\$ 182
<b>Subtotal:</b>	<b>\$ 70,800</b>	<b>\$ 67,335</b>	<b>\$(3,465)</b>
 Fund Balance	 \$ 7,140	 <b>\$ 5,754</b>	 \$(1,386)
<b>REVENUES TOTAL:</b>	<b>\$ 77,940</b>	<b>\$ 73,089</b>	<b>\$(4,851)</b>
<b>EXPENDITURES</b>			
Transfers Out	\$ 77,940	<b>\$ 73,089</b>	\$(4,851)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 77,940</b>	<b>\$ 73,089</b>	<b>\$(4,851)</b>

**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 nonprofit owned and operated) within the County. The major revenue source, Other Taxes, is a 4% tax levy on hotel rooms and other temporary lodging. Projected revenue collections are starting to improve from being negatively impacted due to COVID 19's effect on tourism and travel. Other revenues include Charges for Services for special events, ticket sales, and rental of facilities.

For FY22, Operating Expenses include the allocation for Experience Kissimmee, ASM Global (formerly SMG) contract for the operations of Osceola Heritage Park, as well as repair and maintenance of the County owned facilities. Capital Outlay includes a limited number of Machinery & Equipment, Computer Hardware, and CIP for FY22. In addition, many projects funded in FY21 were also put on hold. As a result, there is a large decrease in Capital. Transfers Out decreased \$674,941 from the FY21 Adopted Budget primarily due to the cost allocation plan and transfer to Commission Auditor for TDT Audit & Compliance services now allocated to operating expenses for the Tax Collector, with the transfer of those responsibilities to them. Reserves reflect an increase of \$8,283,086 from FY21's Adopted Budget but are in line with the Revised Budget. Reserves are established in accordance with the budget policy. Overall, the FY22 budget increased \$7,561,133 from the FY21 Adopted Budget, primarily due to an increase of Fund Balance, as the recovery begins from the negative impact on tourism and travel by the Coronavirus pandemic.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Other Taxes	\$ 23,887,649	\$ 24,508,881	\$ 621,232
Charges For Services	\$ 1,888,115	\$ 2,399,713	\$ 511,598
Miscellaneous Revenues	\$ 296,980	\$ 573,980	\$ 277,000
Less 5% Statutory Reduction	\$(1,303,637)	\$(1,374,129)	\$(70,492)
<b>Subtotal:</b>	<b>\$ 24,769,107</b>	<b>\$ 26,108,445</b>	<b>\$ 1,339,338</b>
Other Sources	\$ 200,273	\$ 255,273	\$ 55,000
Fund Balance	\$ 25,882,797	\$ 32,049,592	\$ 6,166,795
<b>REVENUES TOTAL:</b>	<b>\$ 50,852,177</b>	<b>\$ 58,413,310</b>	<b>\$ 7,561,133</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,888,590	\$ 1,959,980	\$ 71,390
Operating Expenses	\$ 23,592,836	\$ 27,545,083	\$ 3,952,247
Capital Outlay	\$ 6,641,473	\$ 2,570,824	\$(4,070,649)
Grants and Aids	\$ 166,667	\$ 166,667	\$ 0
<b>Subtotal:</b>	<b>\$ 32,289,566</b>	<b>\$ 32,242,554</b>	<b>\$(47,012)</b>
Transfers Out	\$ 5,454,872	\$ 4,779,931	\$(674,941)
Reserves - Operating	\$ 11,840,633	\$ 15,427,350	\$ 3,586,717
Reserves - Assigned	\$ 0	\$ 0	\$ 0
Reserves - Stability	\$ 1,267,106	\$ 5,963,475	\$ 4,696,369
<b>EXPENDITURES TOTAL:</b>	<b>\$ 50,852,177</b>	<b>\$ 58,413,310</b>	<b>\$ 7,561,133</b>

**FUND 105 - FIFTH CENT TOURIST DEVELOPMENT TAX FUND**

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. Projected revenue collections are starting to improve from being negatively impacted due to COVID 19's effect on tourism and travel.

For FY22, Operating budget has an increase of \$158,534 primarily due to a slight increase in projected Tourist Development Tax collection which increases Osceola CVB's allocation (45% of net TDT revenues). Transfers Out increased \$618,368 from the FY21 Adopted Budget primarily due to debt payment to Fund 247. Reserves reflect a decrease of \$922,843 from FY21. Reserves are established in accordance with the budget policy. Overall, the FY22 budget decreased \$145,941 from the FY21 Adopted Budget, primarily due to a reduction of Fund Balance, this is offset by an increase in revenues as the recovery begins from the negative impact on tourism and travel by the Coronavirus pandemic.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Other Taxes	\$ 5,971,912	\$ 6,127,220	\$ 155,308
Miscellaneous Revenues	\$ 119,873	\$ 119,873	\$ 0
Less 5% Statutory Reduction	\$(304,589)	\$(312,355)	\$(7,766)
<b>Subtotal:</b>	<b>\$ 5,787,196</b>	<b>\$ 5,934,738</b>	<b>\$ 147,542</b>
Other Sources	\$ 47,149	\$ 47,149	\$ 0
Fund Balance	\$ 9,573,460	\$ 9,279,977	\$(293,483)
<b>REVENUES TOTAL:</b>	<b>\$ 15,407,805</b>	<b>\$ 15,261,864</b>	<b>\$(145,941)</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 2,561,951	\$ 2,720,485	\$ 158,534
<b>Subtotal:</b>	<b>\$ 2,561,951</b>	<b>\$ 2,720,485</b>	<b>\$ 158,534</b>
Transfers Out	\$ 3,696,626	\$ 4,314,994	\$ 618,368
Reserves - Operating	\$ 4,444,809	\$ 4,578,559	\$ 133,750
Reserves - Stability	\$ 4,704,419	\$ 3,647,826	\$(1,056,593)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 15,407,805</b>	<b>\$ 15,261,864</b>	<b>\$(145,941)</b>

**FUND 106 - SIXTH CENT TOURIST DEVELOPMENT TAX FUND**

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. Projected revenue collections are starting to improve from being negatively impacted due to COVID-19's effect on tourism and travel.

For FY22, Operating Expenses decreased \$616,466 primarily due to decrease in Promotional Activities at OHP. Transfers Out decreased \$106,658 from the FY21 Adopted Budget primarily due to transfer to Commission Auditor now allocated to operating expenses for Tax Collector Fees and the cost allocation plan. Reserves reflect a decrease of \$1,156,639 from FY21 but are established in accordance with the budget policy. Overall, the FY22 budget decreased \$1,879,763 from the FY21 Adopted Budget, primarily due to a reduction of Fund Balance, this is offset by an increase in revenues as the recovery begins from the negative impact on tourism and travel by the Coronavirus pandemic.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Other Taxes	\$ 5,971,912	<b>\$ 6,127,220</b>	\$ 155,308
Miscellaneous Revenues	\$ 64,170	<b>\$ 64,170</b>	\$ 0
Less 5% Statutory Reduction	\$(301,804)	<b>\$(309,570)</b>	\$(7,766)
<b>Subtotal:</b>	<b>\$ 5,734,278</b>	<b>\$ 5,881,820</b>	<b>\$ 147,542</b>
Other Sources	\$ 47,149	<b>\$ 47,149</b>	\$ 0
Fund Balance	\$ 5,816,527	<b>\$ 3,789,222</b>	\$(2,027,305)
<b>REVENUES TOTAL:</b>	<b>\$ 11,597,954</b>	<b>\$ 9,718,191</b>	<b>\$(1,879,763)</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 6,605,994	<b>\$ 5,989,528</b>	\$(616,466)
<b>Subtotal:</b>	<b>\$ 6,605,994</b>	<b>\$ 5,989,528</b>	<b>\$(616,466)</b>
Transfers Out	\$ 256,219	<b>\$ 149,561</b>	\$(106,658)
Reserves - Operating	\$ 3,479,386	<b>\$ 2,915,457</b>	\$(563,929)
Reserves - Stability	\$ 1,256,355	<b>\$ 663,645</b>	\$(592,710)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 11,597,954</b>	<b>\$ 9,718,191</b>	<b>\$(1,879,763)</b>

**FUND 107 - LIBRARY DISTRICT FUND**

The Library Fund is primarily supported by Ad Valorem Taxes as set forth by Ordinance No. 79-2 and receives State Grant funding as well. The FY22 Budget reflects an increase in Fund Balance as well as an increase in Ad Valorem Taxes which are calculated at the same millage rate (0.3000) as FY21.

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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Current Ad Valorem Taxes	\$ 9,470,631	\$ 10,272,960	\$ 802,329
PY Delinquent Ad Valorem Tax	\$ 2,000	\$ 2,000	\$ 0
Intergovernmental Revenue	\$ 124,417	\$ 156,543	\$ 32,126
Charges For Services	\$ 57,207	\$ 58,135	\$ 928
Judgment, Fines & Forfeits	\$ 35,000	\$ 20,000	\$(15,000)
Miscellaneous Revenues	\$ 197,407	\$ 76,970	\$(120,437)
Less 5% Statutory Reduction	\$(487,930)	\$(521,336)	\$(33,406)
<b>Subtotal:</b>	<b>\$ 9,398,732</b>	<b>\$ 10,065,272</b>	<b>\$ 666,540</b>
Fund Balance	\$ 3,592,829	\$ 5,333,524	\$ 1,740,695
<b>REVENUES TOTAL:</b>	<b>\$ 12,991,561</b>	<b>\$ 15,398,796</b>	<b>\$ 2,407,235</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 61,717	\$ 63,976	\$ 2,259
Operating Expenses	\$ 6,539,985	\$ 6,630,603	\$ 90,618
Capital Outlay	\$ 250,654	\$ 298,141	\$ 47,487
Debt Service	\$ 557,792	\$ 557,792	\$ 0
<b>Subtotal:</b>	<b>\$ 7,410,148</b>	<b>\$ 7,550,512</b>	<b>\$ 140,364</b>
Transfers Out	\$ 477,354	\$ 639,346	\$ 161,992
Reserves - Operating	\$ 1,179,843	\$ 1,955,713	\$ 775,870
Reserves - Debt	\$ 278,896	\$ 278,896	\$ 0
Reserves - Stability	\$ 3,645,320	\$ 4,974,329	\$ 1,329,009
<b>EXPENDITURES TOTAL:</b>	<b>\$ 12,991,561</b>	<b>\$ 15,398,796</b>	<b>\$ 2,407,235</b>

**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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 8,264	<b>\$ 2,500</b>	\$(5,764)
Less 5% Statutory Reduction	\$(413)	<b>\$(125)</b>	\$ 288
<b>Subtotal:</b>	<b>\$ 7,851</b>	<b>\$ 2,375</b>	<b>\$(5,476)</b>
Other Sources	\$ 27,667	<b>\$ 27,667</b>	\$ 0
Fund Balance	\$ 636,187	<b>\$ 636,187</b>	\$ 0
<b>REVENUES TOTAL:</b>	<b>\$ 671,705</b>	<b>\$ 666,229</b>	<b>\$(5,476)</b>
<b>EXPENDITURES</b>			
Transfers Out	\$ 671,705	<b>\$ 666,229</b>	\$(5,476)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 671,705</b>	<b>\$ 666,229</b>	<b>\$(5,476)</b>



**FUND 111 - SHIP STATE HOUSING INITIATIVE PROGRAM FUND**

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. Projected revenue collections are starting to improve from being negatively impacted due to COVID 19's effect on tourism and travel.

For FY22, Operating budget has an increase of \$158,534 primarily due to a slight increase in projected Tourist Development Tax collection which increases Osceola CVB's allocation (45% of net TDT revenues). Transfers Out increased \$618,368 from the FY21 Adopted Budget primarily due to debt payment to Fund 247. Reserves reflect a decrease of \$922,843 from FY21. Reserves are established in accordance with the budget policy. Overall, the FY22 budget decreased \$145,941 from the FY21 Adopted Budget, primarily due to a reduction of Fund Balance, this is offset by an increase in revenues as the recovery begins from the negative impact on tourism and travel by the Coronavirus pandemic.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Intergovernmental Revenue	\$ 1,194,921	\$ 1,728,744	\$ 533,823
Charges For Services	\$ 6,000	\$ 0	\$(6,000)
Less 5% Statutory Reduction	\$(300)	\$ 0	\$ 300
<b>Subtotal:</b>	<b>\$ 1,200,621</b>	<b>\$ 1,728,744</b>	<b>\$ 528,123</b>
Fund Balance	\$ 945,781	\$ 655,862	\$(289,919)
<b>REVENUES TOTAL:</b>	<b>\$ 2,146,402</b>	<b>\$ 2,384,606</b>	<b>\$ 238,204</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 103,159	\$ 55,641	\$(47,518)
Operating Expenses	\$ 2,039,243	\$ 2,328,965	\$ 289,722
Capital Outlay	\$ 4,000	\$ 0	\$(4,000)
<b>Subtotal:</b>	<b>\$ 2,146,402</b>	<b>\$ 2,384,606</b>	<b>\$ 238,204</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,146,402</b>	<b>\$ 2,384,606</b>	<b>\$ 238,204</b>

**FUND 112 - EMERGENCY (911) COMMUNICATIONS FUND**

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 (Law Enforcement, Fire/Rescue and Animal Services). This Fund supports the Law Enforcement Dispatch services; 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. This revenue source was established by County Ordinance No. 04-47 whereby an emergency service fee is paid on every resident's telephone bill.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Intergovernmental Revenue	\$ 1,494,073	\$ 1,616,884	\$ 122,811
Charges For Services	\$ 83,809	\$ 111,835	\$ 28,026
Miscellaneous Revenues	\$ 19,109	\$ 8,018	\$(11,091)
Less 5% Statutory Reduction	\$(79,850)	\$(86,837)	\$(6,987)
<b>Subtotal:</b>	<b>\$ 1,517,141</b>	<b>\$ 1,649,900</b>	<b>\$ 132,759</b>
Fund Balance	\$ 2,600,311	\$ 2,448,742	\$(151,569)
<b>REVENUES TOTAL:</b>	<b>\$ 4,117,452</b>	<b>\$ 4,098,642</b>	<b>\$(18,810)</b>
<b>EXPENDITURES</b>			
Transfers Out	\$ 2,159,327	\$ 2,068,678	\$(90,649)
Reserves - Operating	\$ 275,520	\$ 275,520	\$ 0
Reserves - Capital	\$ 1,682,605	\$ 1,754,444	\$ 71,839
<b>EXPENDITURES TOTAL:</b>	<b>\$ 4,117,452</b>	<b>\$ 4,098,642</b>	<b>\$(18,810)</b>

**FUND 113 - BUENAVENTURA LAKES MSBU FUND**

As a result of Board action approved on June 2, 2014, the Buenaventura Lakes MSBU was repealed. 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 Fund is anticipated to close at the end of FY21.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Fund Balance	\$ 32,970	\$ 0	\$(32,970)
<b>REVENUES TOTAL:</b>	<b>\$ 32,970</b>	<b>\$ 0</b>	<b>\$(32,970)</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 32,970	\$ 0	\$(32,970)
<b>Subtotal:</b>	<b>\$ 32,970</b>	<b>\$ 0</b>	<b>\$(32,970)</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 32,970</b>	<b>\$ 0</b>	<b>\$(32,970)</b>

**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 FY22 Budget includes funding for ongoing capital projects such Courthouse Bi-Directional Amplifier System, Administration Building Third Floor Reconfiguration, Clerk of Court Offices Reconfiguration, and Addition of a Family Court Room. Revenues are projected to increase over the FY21 Adopted Budget based on current year collection trends and the anticipated Fund Balance from the prior year.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 917,200	<b>\$ 1,326,253</b>	\$ 409,053
Miscellaneous Revenues	\$ 85,527	<b>\$ 85,527</b>	\$ 0
Less 5% Statutory Reduction	\$(50,136)	<b>\$(70,589)</b>	\$(20,453)
<b>Subtotal:</b>	<b>\$ 952,591</b>	<b>\$ 1,341,191</b>	<b>\$ 388,600</b>
Fund Balance	\$ 11,504,851	<b>\$ 11,765,589</b>	\$ 260,738
<b>REVENUES TOTAL:</b>	<b>\$ 12,457,442</b>	<b>\$ 13,106,780</b>	<b>\$ 649,338</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 378,700	<b>\$ 564,700</b>	\$ 186,000
Capital Outlay	\$ 723,530	<b>\$ 1,386,499</b>	\$ 662,969
<b>Subtotal:</b>	<b>\$ 1,102,230</b>	<b>\$ 1,951,199</b>	<b>\$ 848,969</b>
Transfers Out	\$ 606,605	<b>\$ 628,603</b>	\$ 21,998
Reserves - Operating	\$ 18,120	<b>\$ 318,214</b>	\$ 300,094
Reserves - Capital	\$ 10,730,487	<b>\$ 10,208,764</b>	\$(521,723)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 12,457,442</b>	<b>\$ 13,106,780</b>	<b>\$ 649,338</b>

**FUND 118 - HOMELESS PREVENTION & RAPID REHOUSING 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 FY22 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 Housing and Community Services.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Intergovernmental Revenue	\$ 324,471	\$ 344,513	\$ 20,042
<b>Subtotal:</b>	<b>\$ 324,471</b>	<b>\$ 344,513</b>	<b>\$ 20,042</b>
Fund Balance	\$ 33,226	\$ 47,875	\$ 14,649
<b>REVENUES TOTAL:</b>	<b>\$ 357,697</b>	<b>\$ 392,388</b>	<b>\$ 34,691</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 357,697	\$ 392,388	\$ 34,691
<b>Subtotal:</b>	<b>\$ 357,697</b>	<b>\$ 392,388</b>	<b>\$ 34,691</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 357,697</b>	<b>\$ 392,388</b>	<b>\$ 34,691</b>

**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.

FY22 Budget includes a slight increase in Personal Services, as a result of countywide changes in employee benefits. Operating Expenditures increased primarily due to Contractual Services for mowing, facility maintenance, Repair & Maintenance for exotic vegetation control (including lygodium) at Shingle Creek Regional Park, Kings Highway Park, Holopaw, and Tupperware Island Conservation Areas. Capital Outlay expenditures are not anticipated in FY22. Reserves Operating are established in accordance with Policy and Reserves Restricted increased to provide funding for the perpetual maintenance of acquired lands.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Current Ad Valorem Taxes	\$ 2,059,630	\$ 2,232,657	\$ 173,027
Miscellaneous Revenues	\$ 155,618	\$ 132,431	\$(23,187)
Less 5% Statutory Reduction	\$(110,762)	\$(118,254)	\$(7,492)
<b>Subtotal:</b>	<b>\$ 2,104,486</b>	<b>\$ 2,246,834</b>	<b>\$ 142,348</b>
Fund Balance	\$ 3,344,354	\$ 4,279,011	\$ 934,657
<b>REVENUES TOTAL:</b>	<b>\$ 5,448,840</b>	<b>\$ 6,525,845</b>	<b>\$ 1,077,005</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 342,100	\$ 347,725	\$ 5,625
Operating Expenses	\$ 713,416	\$ 748,322	\$ 34,906
Capital Outlay	\$ 340,814	\$ 0	\$(340,814)
Debt Service	\$ 3,888	\$ 3,888	\$ 0
<b>Subtotal:</b>	<b>\$ 1,400,218</b>	<b>\$ 1,099,935</b>	<b>\$(300,283)</b>
Transfers Out	\$ 165,681	\$ 167,974	\$ 2,293
Reserves - Operating	\$ 455,302	\$ 447,520	\$(7,782)
Reserves - Debt	\$ 1,944	\$ 1,944	\$ 0
Reserves - Restricted	\$ 3,425,695	\$ 4,808,472	\$ 1,382,777
<b>EXPENDITURES TOTAL:</b>	<b>\$ 5,448,840</b>	<b>\$ 6,525,845</b>	<b>\$ 1,077,005</b>

**FUND 128 - SUBDIVISION POND MAINTENANCE MSBU FUND**

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 FY22 assessment rate and estimated revenue.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 911,047	\$ 1,050,450	\$ 139,403
Less 5% Statutory Reduction	\$(45,557)	\$(52,528)	\$(6,971)
<b>Subtotal:</b>	<b>\$ 865,490</b>	<b>\$ 997,922</b>	<b>\$ 132,432</b>
Fund Balance	\$ 489,303	\$ 599,849	\$ 110,546
<b>REVENUES TOTAL:</b>	<b>\$ 1,354,793</b>	<b>\$ 1,597,771</b>	<b>\$ 242,978</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 986,380	\$ 1,214,178	\$ 227,798
<b>Subtotal:</b>	<b>\$ 986,380</b>	<b>\$ 1,214,178</b>	<b>\$ 227,798</b>
Transfers Out	\$ 368,413	\$ 383,593	\$ 15,180
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,354,793</b>	<b>\$ 1,597,771</b>	<b>\$ 242,978</b>

<b>Name of MSBU Location</b>	<b>FY22 Adopted Assessment Rate</b>	<b>FY22 Estimated Revenue</b>
Adriane Park	\$120.00	\$6,600
Amberley Park	\$55.00	\$4,895
Bass Slough	\$77.00	\$127,312
Boggy Creek	\$59.00	\$348,204
Brighton Landings and Little Creek	\$25.30	\$12,574
Brighton Place	\$125.00	\$5,500
Chisholm Estates	\$148.00	\$8,732
CJ's Landing	\$177.00	\$4,248
Coralwood	\$85.00	\$6,545
Cornelius Place 1	\$400.00	\$2,800
Cornelius Place 2	\$435.00	\$2,610
Country Crossings	\$63.00	\$10,710
County Green	\$67.00	\$4,958
Eagle Bay	\$46.00	\$24,380
Eagle Trace	\$180.00	\$8,280
Emerald Lake at Lizzia Brown	\$73.00	\$12,666
Fish Lake	\$10,500	\$10,500
Fryer Oaks	\$325.00	\$3,575
Green Meadows	\$300.00	\$10,200
Hamilton's Reserve	\$25.00	\$5,325
Hammock Point	\$117.00	\$17,082
Heritage Key Villas	\$22.00	\$9,682
Hickory Hollow	\$266.00	\$17,024
Hidden Pines	\$281.00	\$3,372
Hilliard Place	\$168.00	\$3,192
Hunter's Ridge	\$315.00	\$10,395
Hyde Park	\$138.00	\$4,692
I-Hop	\$1,250.00	\$3,738
Indian Point	\$52.00	\$25,480
Johnson's Landing	\$163.00	\$2,771
Legacy Park	\$100.00	\$14,400
Live Oak Springs	\$255.00	\$13,005
Lost Lake Estates	\$408.00	\$2,856
Monica Terrace	\$355.00	\$6,390
Moreland Estate	\$157.00	\$11,461
Morningside Village	\$125.00	\$23,500
Narcoossee Half Acres	\$315.00	\$4,095
Neptune Shores	\$210.00	\$5,670



<b>Name of MSBU Location</b>	<b>FY22 Adopted Assessment Rate</b>	<b>FY22 Estimated Revenue</b>
North Shore Village	\$42.00	\$10,542
Oak Pointe	\$53.00	\$4,505
Orange Vista	\$125.00	\$10,125
Parkway Plaza	\$612.00	\$3,121
Pebble Point	\$82.00	\$49,118
Pine Grove Estates	\$185.00	\$3,700
Pleasant Hill Lakes	\$31.00	\$2,976
Raintree at Spring Lake	\$36.50	\$10,914
Regal Oak Shores	\$175.00	\$7,175
Rolling Hills Estates	\$70.80	\$13,523
Royal Oaks	\$179.00	\$9,666
Saratoga Park	\$81.00	\$12,636
Silver Lake Drive	\$145.00	\$6,090
Silver Lake Estates	\$125.00	\$6,625
Southport Bay	\$104.00	\$12,168
Steeplechase	\$300.00	\$8,400
Sylvan Lake	\$150.00	\$6,150
Tierra Del Sol	\$150.00	\$11,850
Turnberry Reserve*	\$0.00	\$0
Vacation Villas	\$41.35	\$7,737
Valencia Woods	\$150.00	\$3,750
Whispering Oaks	\$78.80	\$5,358
Windmill Point	\$66.00	\$24,955
Windward Cay	\$96.00	\$13,824
Woods at Kings Crest & Ashley Reserve	\$50.00	\$7,800

\* No assessment rate was adopted for FY22 as Turnberry Reserve HOA provides these services.

**FUND 129 - SUBDIVISION STREETLIGHTS MSBU FUND**

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 FY22 assessment rate and estimated revenue.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 260,846	\$ 288,262	\$ 27,416
Less 5% Statutory Reduction	\$(13,041)	\$(14,416)	\$(1,375)
<b>Subtotal:</b>	<b>\$ 247,805</b>	<b>\$ 273,846</b>	<b>\$ 26,041</b>
Fund Balance	\$ 217,311	\$ 141,454	\$(75,857)
<b>REVENUES TOTAL:</b>	<b>\$ 465,116</b>	<b>\$ 415,300</b>	<b>\$(49,816)</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 407,157	\$ 351,822	\$(55,335)
<b>Subtotal:</b>	<b>\$ 407,157</b>	<b>\$ 351,822</b>	<b>\$(55,335)</b>
Transfers Out	\$ 57,959	\$ 63,478	\$ 5,519
<b>EXPENDITURES TOTAL:</b>	<b>\$ 465,116</b>	<b>\$ 415,300</b>	<b>\$(49,816)</b>

<b>Name of MSBU Location</b>	<b>FY22 Adopted Assessment Rate</b>	<b>FY22 Estimated Revenue</b>
Adriane Park	\$97.00	\$5,335
Alamo Estates & Oak Pointe	\$38.00	\$7,258
Blackstone	\$150.00	\$15,150
Brighton Place	\$80.00	\$3,520
BVL Street Lighting	\$12.00	\$73,404
Chisolm Estates	\$210.00	\$12,390
CJ's Landing	\$100.00	\$2,400
Country Crossings	\$39.00	\$6,630
Hamilton's Reserve	\$38.00	\$8,094
Hilliard Place	\$105.00	\$1,995
Hyde Park	\$93.00	\$3,162
Indian Point	\$35.00	\$17,150
Kaliga Dr.	\$53.00	\$4,081
Legacy Park	\$75.00	\$10,800
Moreland Estate	\$54.00	\$3,942
Neptune Shores	\$98.00	\$1,666
Orange Vista	\$45.00	\$3,645
Pebble Point	\$18.00	\$9,216
Pine Grove Estates	\$120.00	\$2,400
Pine Grove Park	\$18.00	\$9,540
Plaza Drive Street Lighting	\$0.01	\$1,407
Quail Wood	\$90.00	\$5,130
Regal Oak Shores Unit VIII	\$85.00	\$3,485
Rolling Hills Estates	\$107.00	\$20,437
Sailfish Court	\$115.00	\$1,840
Southport Bay	\$95.00	\$11,115
The Wilderness	\$40.00	\$9,720
Turnberry Reserve	\$64.76	\$24,155
Whispering Oaks	\$50.00	\$3,400
Woods at Kings Crest	\$35.00	\$4,235
Wren Drive	\$130.00	\$1,560

**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 Clerk of the Circuit Court performing court-related functions. For FY22, 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 926,641	<b>\$ 1,176,456</b>	\$ 249,815
Miscellaneous Revenues	\$ 4,500	<b>\$ 4,500</b>	\$ 0
Less 5% Statutory Reduction	\$(46,557)	<b>\$(59,048)</b>	\$(12,491)
<b>Subtotal:</b>	<b>\$ 884,584</b>	<b>\$ 1,121,908</b>	<b>\$ 237,324</b>
Transfers In	\$ 104,937	<b>\$ 0</b>	\$(104,937)
Fund Balance	\$ 433,427	<b>\$ 686,645</b>	\$ 253,218
<b>REVENUES TOTAL:</b>	<b>\$ 1,422,948</b>	<b>\$ 1,808,553</b>	<b>\$ 385,605</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 518,422	<b>\$ 522,066</b>	\$ 3,644
Operating Expenses	\$ 653,442	<b>\$ 706,459</b>	\$ 53,017
Capital Outlay	\$ 171,000	<b>\$ 174,600</b>	\$ 3,600
<b>Subtotal:</b>	<b>\$ 1,342,864</b>	<b>\$ 1,403,125</b>	<b>\$ 60,261</b>
Transfers Out	\$ 80,084	<b>\$ 90,352</b>	\$ 10,268
Reserves - Operating	\$ 0	<b>\$ 315,076</b>	\$ 315,076
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,422,948</b>	<b>\$ 1,808,553</b>	<b>\$ 385,605</b>

**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. This Fund's operations directly support the BOCC Strategic Plan. Countywide Fire includes: IT Project Management, IT Applications Support, IT Infrastructure, Human Resources, Public Safety Projects, Countywide Fire Protection, Fire Marshal, County EMS, County Fire Protection, Medical Director, Facilities Management, Mowing Unit, Sheriff 911 Dispatch, Other Government Support Services, and Debt Service. FY22 highlights include funding for items per the Depreciation Schedule, replacement laptops and equipment necessary for department training in addition to items needed for the delivery of service. Overall, this Fund increased by \$14,614,244 over the FY21 Adopted Budget to support operations in the new fiscal year, as well as a Transfers Out increase to Fund 331 for future capital projects.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Current Ad Valorem Taxes	\$ 25,606,162	\$ 27,860,253	\$ 2,254,091
PY Delinquent Ad Valorem Tax	\$ 4,500	\$ 4,700	\$ 200
Permits, Fees & Special Assessments	\$ 41,428,207	\$ 42,893,193	\$ 1,464,986
Intergovernmental Revenue	\$ 0	\$ 98,000	\$ 98,000
Charges For Services	\$ 10,978,561	\$ 13,118,678	\$ 2,140,117
Miscellaneous Revenues	\$ 1,898,141	\$ 1,317,137	\$(581,004)
Less 5% Statutory Reduction	\$(3,995,779)	\$(4,264,598)	\$(268,819)
<b>Subtotal:</b>	<b>\$ 75,919,792</b>	<b>\$ 81,027,363</b>	<b>\$ 5,107,571</b>
Transfers In	\$ 4,786,055	\$ 4,846,506	\$ 60,451
Fund Balance	\$ 26,831,356	\$ 36,277,578	\$ 9,446,222
<b>REVENUES TOTAL:</b>	<b>\$ 107,537,203</b>	<b>\$ 122,151,447</b>	<b>\$ 14,614,244</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 45,824,588	\$ 46,426,958	\$ 602,370
Operating Expenses	\$ 15,983,115	\$ 17,273,138	\$ 1,290,023
Capital Outlay	\$ 177,585	\$ 11,500	\$(166,085)
Debt Service	\$ 2,552,448	\$ 2,666,566	\$ 114,118
<b>Subtotal:</b>	<b>\$ 64,537,736</b>	<b>\$ 66,378,162</b>	<b>\$ 1,840,426</b>
Transfers Out	\$ 18,730,689	\$ 32,965,624	\$ 14,234,935
Reserves - Operating	\$ 19,403,777	\$ 18,868,020	\$(535,757)
Reserves - Debt	\$ 1,954,492	\$ 2,082,369	\$ 127,877
Reserves - Capital	\$ 2,910,509	\$ 1,175,424	\$(1,735,085)
Reserves - Assigned	\$ 0	\$ 681,848	\$ 681,848
<b>EXPENDITURES TOTAL:</b>	<b>\$ 107,537,203</b>	<b>\$ 122,151,447</b>	<b>\$ 14,614,244</b>

**FUND 137 - HOME INVESTMENT PARTNERSHIP (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 residents. 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 is effective for a period of three fiscal years commencing on October 1, 2015 and ending on September 30, 2018. This agreement was renewed on September 21, 2020 for two additional years until December 31, 2022. This program is managed by Housing and Community Services.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Intergovernmental Revenue	\$ 1,414,544	<b>\$ 2,147,662</b>	\$ 733,118
<b>Subtotal:</b>	<b>\$ 1,414,544</b>	<b>\$ 2,147,662</b>	<b>\$ 733,118</b>
Fund Balance	\$ 236,877	<b>\$ 353,314</b>	\$ 116,437
<b>REVENUES TOTAL:</b>	<b>\$ 1,651,421</b>	<b>\$ 2,500,976</b>	<b>\$ 849,555</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 101,237	<b>\$ 91,724</b>	\$(9,513)
Operating Expenses	\$ 860,953	<b>\$ 1,308,207</b>	\$ 447,254
Grants and Aids	\$ 689,231	<b>\$ 1,101,045</b>	\$ 411,814
<b>Subtotal:</b>	<b>\$ 1,651,421</b>	<b>\$ 2,500,976</b>	<b>\$ 849,555</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,651,421</b>	<b>\$ 2,500,976</b>	<b>\$ 849,555</b>

**FUND 139 - CRIMINAL JUSTICE TRAINING FUND**

Funding provides training to criminal justice personnel as requested by the Sheriff and approved by the BOCC. Revenues are based on an additional \$2, which is levied on traffic fines and collected by the Clerk of the Circuit Court.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Judgment, Fines & Forfeits	\$ 65,961	<b>\$ 66,843</b>	\$ 882
Miscellaneous Revenues	\$ 136	<b>\$ 136</b>	\$ 0
Less 5% Statutory Reduction	\$(3,305)	<b>\$(3,349)</b>	\$(44)
<b>Subtotal:</b>	<b>\$ 62,792</b>	<b>\$ 63,630</b>	<b>\$ 838</b>
Fund Balance	\$ 7,002	<b>\$ 20,611</b>	\$ 13,609
<b>REVENUES TOTAL:</b>	<b>\$ 69,794</b>	<b>\$ 84,241</b>	<b>\$ 14,447</b>
<b>EXPENDITURES</b>			
Transfers Out	\$ 69,794	<b>\$ 84,241</b>	\$ 14,447
<b>EXPENDITURES TOTAL:</b>	<b>\$ 69,794</b>	<b>\$ 84,241</b>	<b>\$ 14,447</b>

**FUND 141 - BOATING IMPROVEMENT FUND**

This Fund accounts for boat registration fees collected by the State and remitted to the County for boating improvements. 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 FY22 supports renovations at Lake Gentry Boat Ramp, Lake Marian Boat Ramp, Lake Cypress Boat Ramp, and Lake Runnymede Boat Ramp.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 90,666	\$ 95,113	\$ 4,447
Miscellaneous Revenues	\$ 18,092	\$ 19,322	\$ 1,230
Less 5% Statutory Reduction	\$(5,438)	\$(5,722)	\$(284)
<b>Subtotal:</b>	<b>\$ 103,320</b>	<b>\$ 108,713</b>	<b>\$ 5,393</b>
Fund Balance	\$ 654,526	\$ 643,628	\$(10,898)
<b>REVENUES TOTAL:</b>	<b>\$ 757,846</b>	<b>\$ 752,341</b>	<b>\$(5,505)</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 486,566	\$ 552,093	\$ 65,527
<b>Subtotal:</b>	<b>\$ 486,566</b>	<b>\$ 552,093</b>	<b>\$ 65,527</b>
Transfers Out	\$ 8,158	\$ 8,849	\$ 691
Reserves - Operating	\$ 54,256	\$ 50,050	\$(4,206)
Reserves - Capital	\$ 208,866	\$ 141,349	\$(67,517)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 757,846</b>	<b>\$ 752,341</b>	<b>\$(5,505)</b>



**FUND 142 - MOBILITY FEE EAST DISTRICT FUND**

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 of this restructuring, this Fund will be supported solely by Fund Balance in FY22.

FY22 funding includes a small allocation for the reimbursement of prior year revenue, with the remainder supporting ongoing 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), Boggy Creek Road Part A, and Parkway Ventura Elementary Sidewalk.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 8,321,753	\$ 0	\$(8,321,753)
Miscellaneous Revenues	\$ 155,042	\$ 0	\$(155,042)
Less 5% Statutory Reduction	\$(423,840)	\$ 0	\$ 423,840
<b>Subtotal:</b>	<b>\$ 8,052,955</b>	<b>\$ 0</b>	<b>\$(8,052,955)</b>
Fund Balance	\$ 21,339,723	<b>\$ 20,924,543</b>	\$(415,180)
<b>REVENUES TOTAL:</b>	<b>\$ 29,392,678</b>	<b>\$ 20,924,543</b>	<b>\$(8,468,135)</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 0	<b>\$ 100,000</b>	\$ 100,000
Capital Outlay	\$ 18,744,275	<b>\$ 20,824,543</b>	\$ 2,080,268
<b>Subtotal:</b>	<b>\$ 18,744,275</b>	<b>\$ 20,924,543</b>	<b>\$ 2,180,268</b>
Transfers Out	\$ 9,488	\$ 0	\$(9,488)
Reserves - Capital	\$ 10,638,915	\$ 0	\$(10,638,915)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 29,392,678</b>	<b>\$ 20,924,543</b>	<b>\$(8,468,135)</b>

**FUND 143 - MOBILITY FEE WEST DISTRICT FUND**

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 the 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. The majority of FY22 funding is from Fund Balance, along with an estimated \$2.4 million increase in residential and commercial Mobility Fee revenues.

FY22 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), Intersection Improvements (Poinciana Blvd. at Reaves Road and Doverplum Rd. at San Remo Rd.), Traffic Signal Replacements, Storey Creek Boulevard, CR 532 Widening, Life is Beautiful Way Improvements, Shady Lane Road Improvements, Sinclair Road Extension, and Bill Beck Boulevard Segment B. Other expenditures include a Transfer Out to General Fund for cost allocation and an allocation for the reimbursement of prior year revenue. Funding in Reserves Capital – Undesignated will support future capital projects.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 18,335,154	\$ 20,793,070	\$ 2,457,916
Miscellaneous Revenues	\$ 349,751	\$ 349,751	\$ 0
Less 5% Statutory Reduction	\$(934,245)	\$(1,057,141)	\$(122,896)
<b>Subtotal:</b>	<b>\$ 17,750,660</b>	<b>\$ 20,085,680</b>	<b>\$ 2,335,020</b>
Fund Balance	\$ 58,295,278	\$ 102,200,703	\$ 43,905,425
<b>REVENUES TOTAL:</b>	<b>\$ 76,045,938</b>	<b>\$ 122,286,383</b>	<b>\$ 46,240,445</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 0	\$ 100,000	\$ 100,000
Capital Outlay	\$ 26,731,029	\$ 92,036,808	\$ 65,305,779
<b>Subtotal:</b>	<b>\$ 26,731,029</b>	<b>\$ 92,136,808</b>	<b>\$ 65,405,779</b>
Transfers Out	\$ 21,431	\$ 35,533	\$ 14,102
Reserves - Capital	\$ 49,293,478	\$ 30,114,042	\$(19,179,436)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 76,045,938</b>	<b>\$ 122,286,383</b>	<b>\$ 46,240,445</b>

**FUND 145 - RED LIGHT CAMERA FUND**

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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Judgment, Fines & Forfeits	\$ 809,532	\$ 730,490	\$(79,042)
Miscellaneous Revenues	\$ 6,262	\$ 6,262	\$ 0
Less 5% Statutory Reduction	\$(40,790)	\$(36,838)	\$ 3,952
<b>Subtotal:</b>	<b>\$ 775,004</b>	<b>\$ 699,914</b>	<b>\$(75,090)</b>
Fund Balance	\$ 798,880	\$ 1,180,539	\$ 381,659
<b>REVENUES TOTAL:</b>	<b>\$ 1,573,884</b>	<b>\$ 1,880,453</b>	<b>\$ 306,569</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 670,200	\$ 670,200	\$ 0
<b>Subtotal:</b>	<b>\$ 670,200</b>	<b>\$ 670,200</b>	<b>\$ 0</b>
Transfers Out	\$ 5,476	\$ 7,200	\$ 1,724
Reserves - Restricted	\$ 898,208	\$ 1,203,053	\$ 304,845
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,573,884</b>	<b>\$ 1,880,453</b>	<b>\$ 306,569</b>

**FUND 146 - TDT REVENUE BONDS SERIES 2016 (RIDA PHASE II)**

This 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Fund Balance	\$ 149,994	\$ 150,606	\$ 612
<b>REVENUES TOTAL:</b>	<b>\$ 149,994</b>	<b>\$ 150,606</b>	<b>\$ 612</b>
<b>EXPENDITURES</b>			
Reserves - Capital	\$ 149,994	\$ 150,606	\$ 612
<b>EXPENDITURES TOTAL:</b>	<b>\$ 149,994</b>	<b>\$ 150,606</b>	<b>\$ 612</b>

**FUND 147 - CONSERVATION LANDS PERPETUAL MAINTENANCE FUND**

The Conservation Lands Perpetual Maintenance Fund includes revenues and appropriations related to perpetual maintenance accounts. This Fund consists of the following cost centers: Shingle Creek Perpetual Maintenance (2551), Split Oaks & Lake Lizzie (7241), Holopaw Conservation Area (7295), Poinciana Conservation Area (7465). The cost centers were moved from the General Fund into this new separate Fund to exclusively account for perpetual maintenance funds. Operating Expenditures of \$978,708 include Other Contractual Services for Controlled Burns at Split Oaks & Lake Lizzie and Holopaw Conservation Areas; Repair & Maintenance at Lake Lizzie and Poinciana Conservation Areas, and Other Current Charges for Land Management expenses at Shingle Creek, Lake Lizzie and Holopaw Conservation Areas.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 0	\$ 6,542	\$ 6,542
Less 5% Statutory Reduction	\$ 0	\$(327)	\$(327)
<b>Subtotal:</b>	<b>\$ 0</b>	<b>\$ 6,215</b>	<b>\$ 6,215</b>
Transfers In	\$ 0	\$ 972,493	\$ 972,493
<b>REVENUES TOTAL:</b>	<b>\$ 0</b>	<b>\$ 978,708</b>	<b>\$ 978,708</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 0	\$ 978,708	\$ 978,708
<b>Subtotal:</b>	<b>\$ 0</b>	<b>\$ 978,708</b>	<b>\$ 978,708</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 0</b>	<b>\$ 978,708</b>	<b>\$ 978,708</b>

## 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. FY22 funding sources include a projected increase of approximately \$1.1 million, due largely to increased demand for building permits, as well as Fund Balance.

For FY22, Operating Expenses provides funding for Professional and Contractual Services, Repair & Maintenance of software services, administrative costs, as well as various operational costs. Capital Outlay includes carry forward funding for the Permitting Office Renovations, Permits Plus Upgrade, Onsite Technology Improvements for Inspections, and Building Office Phone System. Reserves Operating and Reserves Stability are established in accordance with Policy.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 8,958,378	<b>\$ 9,595,823</b>	\$ 637,445
Charges For Services	\$ 156,452	<b>\$ 200,000</b>	\$ 43,548
Judgment, Fines & Forfeits	\$ 5,075	<b>\$ 5,075</b>	\$ 0
Miscellaneous Revenues	\$ 250,967	<b>\$ 315,000</b>	\$ 64,033
Less 5% Statutory Reduction	\$(468,544)	<b>\$(505,795)</b>	\$(37,251)
<b>Subtotal:</b>	<b>\$ 8,902,328</b>	<b>\$ 9,610,103</b>	<b>\$ 707,775</b>
Fund Balance	\$ 19,740,701	<b>\$ 20,168,106</b>	\$ 427,405
<b>REVENUES TOTAL:</b>	<b>\$ 28,643,029</b>	<b>\$ 29,778,209</b>	<b>\$ 1,135,180</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 6,850,159	<b>\$ 7,521,437</b>	\$ 671,278
Operating Expenses	\$ 4,577,819	<b>\$ 5,018,390</b>	\$ 440,571
Capital Outlay	\$ 7,008,794	<b>\$ 6,653,317</b>	\$(355,477)
<b>Subtotal:</b>	<b>\$ 18,436,772</b>	<b>\$ 19,193,144</b>	<b>\$ 756,372</b>
Transfers Out	\$ 658,812	<b>\$ 856,856</b>	\$ 198,044
Reserves - Operating	\$ 4,180,389	<b>\$ 4,309,252</b>	\$ 128,863
Reserves - Capital	\$ 0	<b>\$ 0</b>	\$ 0
Reserves - Stability	\$ 5,367,056	<b>\$ 5,418,957</b>	\$ 51,901
<b>EXPENDITURES TOTAL:</b>	<b>\$ 28,643,029</b>	<b>\$ 29,778,209</b>	<b>\$ 1,135,180</b>

**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) revenue 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 FY22 Budget is projected to increase \$988,803 over the FY21 Adopted Budget primarily due to Landscape East 192 Beautification Capital project, which was partially offset by a reduction in Operating Expenses.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 7,511	\$ 7,511	\$ 0
Less 5% Statutory Reduction	\$(376)	\$(376)	\$ 0
<b>Subtotal:</b>	<b>\$ 7,135</b>	<b>\$ 7,135</b>	<b>\$ 0</b>
Transfers In	\$ 729,589	\$ 1,318,111	\$ 588,522
Fund Balance	\$ 1,046,580	\$ 1,446,861	\$ 400,281
<b>REVENUES TOTAL:</b>	<b>\$ 1,783,304</b>	<b>\$ 2,772,107</b>	<b>\$ 988,803</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 61,050	\$ 63,343	\$ 2,293
Operating Expenses	\$ 503,760	\$ 289,452	\$(214,308)
Capital Outlay	\$ 500,000	\$ 2,344,437	\$ 1,844,437
<b>Subtotal:</b>	<b>\$ 1,064,810</b>	<b>\$ 2,697,232</b>	<b>\$ 1,632,422</b>
Transfers Out	\$ 24,756	\$ 24,413	\$(343)
Reserves - Operating	\$ 128,241	\$ 50,462	\$(77,779)
Reserves - Capital	\$ 565,497	\$ 0	\$(565,497)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,783,304</b>	<b>\$ 2,772,107</b>	<b>\$ 988,803</b>

**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 In 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. FY22 Operating Expenditures decreased \$225,632 primarily due to professional services for targeted projects along the W192 Corridor. Capital Outlay includes carry forward funding for the West 192 LED Lights Project (shared cost of \$1M in Fund 155 – West 192 MSBU Phase I). Overall, the FY22 Budget is projected to decrease \$3,354,621 over the FY21 Adopted Budget to support operations as noted above.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 50,629	\$ 50,629	\$ 0
Less 5% Statutory Reduction	\$(2,531)	\$(2,531)	\$ 0
<b>Subtotal:</b>	<b>\$ 48,098</b>	<b>\$ 48,098</b>	<b>\$ 0</b>
Transfers In	\$ 4,219,261	\$ 4,548,890	\$ 329,629
Fund Balance	\$ 7,831,469	\$ 4,147,219	\$(3,684,250)
<b>REVENUES TOTAL:</b>	<b>\$ 12,098,828</b>	<b>\$ 8,744,207</b>	<b>\$(3,354,621)</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 327,505	\$ 337,353	\$ 9,848
Operating Expenses	\$ 5,108,514	\$ 4,882,882	\$(225,632)
Capital Outlay	\$ 5,391,690	\$ 3,100,000	\$(2,291,690)
<b>Subtotal:</b>	<b>\$ 10,827,709</b>	<b>\$ 8,320,235</b>	<b>\$(2,507,474)</b>
Transfers Out	\$ 118,555	\$ 70,024	\$(48,531)
Reserves - Operating	\$ 338,855	\$ 353,948	\$ 15,093
Reserves - Capital	\$ 813,709	\$ 0	\$(813,709)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 12,098,828</b>	<b>\$ 8,744,207</b>	<b>\$(3,354,621)</b>



**FUND 151 - COMMUNITY DEVELOPMENT BLOCK GRANT (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 FY22 include funding for the BVL After Hours Clinic and nonprofit public service activities. There is also Capital Outlay funding for the Royal Palm Stormwater project, the Clay/Thacker Intersection Improvement, and the Deerwood Elementary Sidewalk project.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Intergovernmental Revenue	\$ 6,629,518	\$ 5,288,966	\$(1,340,552)
<b>Subtotal:</b>	<b>\$ 6,629,518</b>	<b>\$ 5,288,966</b>	<b>\$(1,340,552)</b>
Fund Balance	\$ 1,776	\$ 305,649	\$ 303,873
<b>REVENUES TOTAL:</b>	<b>\$ 6,631,294</b>	<b>\$ 5,594,615</b>	<b>\$(1,036,679)</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 223,568	\$ 250,157	\$ 26,589
Operating Expenses	\$ 6,209,488	\$ 4,918,809	\$(1,290,679)
Capital Outlay	\$ 0	\$ 305,649	\$ 305,649
Grants and Aids	\$ 198,238	\$ 120,000	\$(78,238)
<b>Subtotal:</b>	<b>\$ 6,631,294</b>	<b>\$ 5,594,615</b>	<b>\$(1,036,679)</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 6,631,294</b>	<b>\$ 5,594,615</b>	<b>\$(1,036,679)</b>

**FUND 152 – MUNICIPAL SERVICES TAX 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 FY22 millage rate and estimated revenue.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Current Ad Valorem Taxes	\$ 1,427,454	\$ 1,414,677	\$(12,777)
Less 5% Statutory Reduction	\$(71,370)	\$(70,734)	\$ 636
<b>Subtotal:</b>	<b>\$ 1,356,084</b>	<b>\$ 1,343,943</b>	<b>\$(12,141)</b>
Fund Balance	\$ 782,786	\$ 764,998	\$(17,788)
<b>REVENUES TOTAL:</b>	<b>\$ 2,138,870</b>	<b>\$ 2,108,941</b>	<b>\$(29,929)</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 1,759,018	\$ 1,736,289	\$(22,729)
Capital Outlay	\$ 44,378	\$ 44,378	\$ 0
<b>Subtotal:</b>	<b>\$ 1,803,396</b>	<b>\$ 1,780,667</b>	<b>\$(22,729)</b>
Transfers Out	\$ 305,474	\$ 298,274	\$(7,200)
Reserves - Operating	\$ 30,000	\$ 30,000	\$ 0
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,138,870</b>	<b>\$ 2,108,941</b>	<b>\$(29,929)</b>

<b>Name of MSTU Location</b>	<b>FY21 Adopted Millage Rate</b>	<b>FY21 Estimated Revenue</b>
Anorada	2.6250	\$12,605
Bellalago	0.2000	\$91,049
Blackstone Landing	0.9250	\$62,458
Emerald Lake Colony	0.5100	\$2,952
Hammock Point	0.2500	\$7,340
Hammock Trails	1.1500	\$76,618
Hidden Heights Trail*	0.0000	\$0
Indian Ridge	3.9500	\$267,743
Indian Ridge Villas**	0.0000	\$0
Indian Wells	4.0400	\$361,780
Intercession City	0.7544	\$15,399
Isle of Bellalago	2.0000	\$107,746
King's Crest	1.8500	\$27,285
Kissimmee Isle	0.5937	\$5,374
Lindfields	0.6475	\$96,072
Live Oak Springs	0.2500	\$2,851
Orange Vista	1.1000	\$6,164
Quail Ridge	1.0000	\$39,270
Raintree Park	1.2500	\$81,734
Remington	0.3400	\$77,991
Reserves at Pleasant Hill	0.3689	\$3,778
Royal Oaks Phase II	1.0500	3,381
Shadow Oaks	0.4000	\$1,927
St James Park	2.5150	\$13,176
The Oaks	0.2000	\$12,052
Windmill Point	0.4500	\$16,637
Windward Cay	0.7500	\$15,191
Winners Park	2.1000	\$6,104
	31.27	1,414,677

\*No millage rate was adopted for FY22 as there is a large fund balance and no collection is needed.

\*\*The Indian Ridge Villas Common Facilities District (CFD) assumed the maintenance of the Indian Ridge Villas MSTU.

**FUND 153 - MUNICIPAL SERVICES BENEFIT UNIT (MSBU) FUND**

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 FY22 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 FY22 assessment rate and estimated revenue.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 36,792	<b>\$ 37,938</b>	\$ 1,146
Less 5% Statutory Reduction	\$(1,840)	<b>\$(1,897)</b>	\$(57)
<b>Subtotal:</b>	<b>\$ 34,952</b>	<b>\$ 36,041</b>	<b>\$ 1,089</b>
Fund Balance	\$ 63,413	<b>\$ 54,065</b>	\$(9,348)
<b>REVENUES TOTAL:</b>	<b>\$ 98,365</b>	<b>\$ 90,106</b>	<b>\$(8,259)</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 49,870	<b>\$ 42,441</b>	\$(7,429)
<b>Subtotal:</b>	<b>\$ 49,870</b>	<b>\$ 42,441</b>	<b>\$(7,429)</b>
Transfers Out	\$ 16,233	<b>\$ 15,403</b>	\$(830)
Reserves - Restricted	\$ 32,262	<b>\$ 32,262</b>	\$ 0
<b>EXPENDITURES TOTAL:</b>	<b>\$ 98,365</b>	<b>\$ 90,106</b>	<b>\$(8,259)</b>

<b>Name of MSBU Location</b>	<b>FY22 Adopted Assessment Rate</b>	<b>FY22 Estimated Revenue</b>
Cane Brake	\$160.52	\$11,076
Emerald Lake (The Fountains)	\$250.00	\$24,000
Old Oak Trail Resurfacing Rate*	\$0.00	\$0
Old Oak Trail Road Improvement and Resurfacing Rate*	\$0.00	
Old Oak Trail Road Improvement and Resurfacing Rate (Lot#17)*	0.00	
Tops Terrace	\$53.00	\$2,862
Fannie Bass**	\$0.00	\$0

\*Old Oak Trail is not being assessed for FY22 as the resurfacing program was amended to extend the resurfacing schedule; Board approved Resolution #19-107R on August 12, 2019.

\*\*This MSBU is inactive.

**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. FY22 revenues derived from the Constitutional Gas Tax are projected to increase as economic recovery continues to progress. Additional revenue includes a Transfer In from General Fund to support operations, as well as Fund Balance and Install Proceeds for fleet vehicles. Revenues will continue to be monitored closely and adjustments made, if applicable.

The FY22 Budget for Operating Expenses supports the County’s road resurfacing and dirt road maintenance/paving programs. Both road resurfacing and the dirt road maintenance/paving programs remain at the same annual amount as prior years. Additional expenditures include Capital Outlay, which reflects an increase of \$2.2 million to support the cost of fleet vehicle replacements, and Debt Service expenditures for fleet vehicles leased in prior fiscal years.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Intergovernmental Revenue	\$ 3,494,534	<b>\$ 3,946,316</b>	\$ 451,782
Miscellaneous Revenues	\$ 19,516	<b>\$ 19,516</b>	\$ 0
Less 5% Statutory Reduction	\$(175,702)	<b>\$(198,292)</b>	\$(22,590)
<b>Subtotal:</b>	<b>\$ 3,338,348</b>	<b>\$ 3,767,540</b>	<b>\$ 429,192</b>
Transfers In	\$ 8,939,359	<b>\$ 9,368,270</b>	\$ 428,911
Other Sources	\$ 1,204,154	<b>\$ 3,413,846</b>	\$ 2,209,692
Fund Balance	\$ 1,365,608	<b>\$ 812,294</b>	\$(553,314)
<b>REVENUES TOTAL:</b>	<b>\$ 14,847,469</b>	<b>\$ 17,361,950</b>	<b>\$ 2,514,481</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 12,750,000	<b>\$ 12,750,000</b>	\$ 0
Capital Outlay	\$ 1,204,154	<b>\$ 3,413,846</b>	\$ 2,209,692
Debt Service	\$ 546,345	<b>\$ 787,272</b>	\$ 240,927
<b>Subtotal:</b>	<b>\$ 14,500,499</b>	<b>\$ 16,951,118</b>	<b>\$ 2,450,619</b>
Transfers Out	\$ 73,797	<b>\$ 137,659</b>	\$ 63,862
Reserves - Debt	\$ 273,173	<b>\$ 273,173</b>	\$ 0
<b>EXPENDITURES TOTAL:</b>	<b>\$ 14,847,469</b>	<b>\$ 17,361,950</b>	<b>\$ 2,514,481</b>

**FUND 155 - WEST 192 MSBU PHASE I FUND**

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 West 192 benefit area. FY22 Operating Expenses decreased by \$604,530 primarily due to decreases in Repair & Maintenance Services and Utility Services. Capital Outlay includes \$1,000,000 for W192 LED Light Project (shared cost of \$3.1M in Fund 150 – West 192 Development Authority). Transfers Out increased \$76,969 due to the cost allocation plan. Reserves – Capital Undesignated includes funding for future projects.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 3,138,780	<b>\$ 2,834,481</b>	\$(304,299)
Miscellaneous Revenues	\$ 192,259	<b>\$ 202,381</b>	\$ 10,122
Less 5% Statutory Reduction	\$(166,552)	<b>\$(151,843)</b>	\$ 14,709
<b>Subtotal:</b>	<b>\$ 3,164,487</b>	<b>\$ 2,885,019</b>	<b>\$(279,468)</b>
Fund Balance	\$ 2,387,149	<b>\$ 3,109,322</b>	\$ 722,173
<b>REVENUES TOTAL:</b>	<b>\$ 5,551,636</b>	<b>\$ 5,994,341</b>	<b>\$ 442,705</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 230,053	<b>\$ 261,639</b>	\$ 31,586
Operating Expenses	\$ 3,346,914	<b>\$ 2,742,384</b>	\$(604,530)
Capital Outlay	\$ 1,000,000	<b>\$ 1,000,000</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 4,576,967</b>	<b>\$ 4,004,023</b>	<b>\$(572,944)</b>
Transfers Out	\$ 67,250	<b>\$ 144,219</b>	\$ 76,969
Reserves - Operating	\$ 907,419	<b>\$ 846,100</b>	\$(61,319)
Reserves - Capital	\$ 0	<b>\$ 999,999</b>	\$ 999,999
<b>EXPENDITURES TOTAL:</b>	<b>\$ 5,551,636</b>	<b>\$ 5,994,341</b>	<b>\$ 442,705</b>

**FUND 156 - FEDERAL AND STATE GRANTS FUND**

This Fund accounts for State and Federal grants which offset the cost of various operations and capital projects. This Fund includes various grants such as the JAG Grant, EMPA Grant, EMPG Grant, EMS Grant, SAFER Grant, and Mosquito Control Chemical Grant. Capital projects include the Fortune Lakeshore Multi Use, Fortune Simpson Intersection Improvement, Simpson Road Phase I, Landscape W192 & E192, BVL Drainage Improvement, Marigold Safety Improvements, and Kempfer Road Culvert Replacement among others.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Intergovernmental Revenue	\$ 79,861,421	\$ 98,242,447	\$ 18,381,026
<b>Subtotal:</b>	<b>\$ 79,861,421</b>	<b>\$ 98,242,447</b>	<b>\$ 18,381,026</b>
Fund Balance	\$ 0	\$ 209,133	\$ 209,133
<b>REVENUES TOTAL:</b>	<b>\$ 79,861,421</b>	<b>\$ 98,451,580</b>	<b>\$ 18,590,159</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 244,673	\$ 6,034,717	\$ 5,790,044
Operating Expenses	\$ 49,524,905	\$ 38,143,844	\$(11,381,061)
Capital Outlay	\$ 16,513,255	\$ 38,783,622	\$ 22,270,367
Grants and Aids	\$ 13,407,751	\$ 15,357,471	\$ 1,949,720
<b>Subtotal:</b>	<b>\$ 79,690,584</b>	<b>\$ 98,319,654</b>	<b>\$ 18,629,070</b>
Transfers Out	\$ 170,837	\$ 131,926	\$(38,911)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 79,861,421</b>	<b>\$ 98,451,580</b>	<b>\$ 18,590,159</b>



**FUND 158 - INTERGOVERNMENTAL RADIO COMMUNICATION FUND**

The Intergovernmental Radio 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 In from other BOCC Funds for use of the 800MHz radios, as well as Interest and Fund Balance.

The FY22 Budget includes funding to support the Motorola Agreement as well as funds for Capital to replace HVAC units.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 846,029	\$ 872,851	\$ 26,822
Judgment, Fines & Forfeits	\$ 238,437	\$ 220,648	\$(17,789)
Miscellaneous Revenues	\$ 37,044	\$ 37,044	\$ 0
Less 5% Statutory Reduction	\$(56,076)	\$(56,527)	\$(451)
<b>Subtotal:</b>	<b>\$ 1,065,434</b>	<b>\$ 1,074,016</b>	<b>\$ 8,582</b>
Transfers In	\$ 1,213,335	\$ 1,278,479	\$ 65,144
Fund Balance	\$ 715,350	\$ 809,340	\$ 93,990
<b>REVENUES TOTAL:</b>	<b>\$ 2,994,119</b>	<b>\$ 3,161,835</b>	<b>\$ 167,716</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 328,679	\$ 248,337	\$(80,342)
Operating Expenses	\$ 1,849,381	\$ 2,053,230	\$ 203,849
Capital Outlay	\$ 44,999	\$ 60,000	\$ 15,001
<b>Subtotal:</b>	<b>\$ 2,223,059</b>	<b>\$ 2,361,567</b>	<b>\$ 138,508</b>
Transfers Out	\$ 106,685	\$ 121,190	\$ 14,505
Reserves - Operating	\$ 664,375	\$ 646,069	\$(18,306)
Reserves - Stability	\$ 0	\$ 33,009	\$ 33,009
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,994,119</b>	<b>\$ 3,161,835</b>	<b>\$ 167,716</b>

**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. FY22 highlights include \$7,560 in Capital Outlay for the HS Mill Creek Building improvements, as well as an additional \$5,795 in Capital Outlay for Computer Hardware. The Transfers Out funding is to support Debt Service obligations associated with the Mill Creek property. This program is managed by Housing and Community Services.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Intergovernmental Revenue	\$ 15,957,530	<b>\$ 19,520,187</b>	\$ 3,562,657
Miscellaneous Revenues	\$ 17,016	<b>\$ 1,440</b>	\$(15,576)
Less 5% Statutory Reduction	\$(851)	<b>\$(72)</b>	\$ 779
<b>Subtotal:</b>	<b>\$ 15,973,695</b>	<b>\$ 19,521,555</b>	<b>\$ 3,547,860</b>
Fund Balance	\$ 2,441,486	<b>\$ 3,143,730</b>	\$ 702,244
<b>REVENUES TOTAL:</b>	<b>\$ 18,415,181</b>	<b>\$ 22,665,285</b>	<b>\$ 4,250,104</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 911,990	<b>\$ 998,774</b>	\$ 86,784
Operating Expenses	\$ 17,300,396	<b>\$ 21,581,156</b>	\$ 4,280,760
Capital Outlay	\$ 130,795	<b>\$ 13,355</b>	\$(117,440)
<b>Subtotal:</b>	<b>\$ 18,343,181</b>	<b>\$ 22,593,285</b>	<b>\$ 4,250,104</b>
Transfers Out	\$ 72,000	<b>\$ 72,000</b>	\$ 0
<b>EXPENDITURES TOTAL:</b>	<b>\$ 18,415,181</b>	<b>\$ 22,665,285</b>	<b>\$ 4,250,104</b>

**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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 2,428,049	<b>\$ 3,425,000</b>	\$ 996,951
Miscellaneous Revenues	\$ 54,322	<b>\$ 26,000</b>	\$(28,322)
Less 5% Statutory Reduction	\$(124,119)	<b>\$(172,550)</b>	\$(48,431)
<b>Subtotal:</b>	<b>\$ 2,358,252</b>	<b>\$ 3,278,450</b>	<b>\$ 920,198</b>
 Fund Balance	 \$ 7,243,129	 <b>\$ 10,274,376</b>	 \$ 3,031,247
<b>REVENUES TOTAL:</b>	<b>\$ 9,601,381</b>	<b>\$ 13,552,826</b>	<b>\$ 3,951,445</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 20,000	<b>\$ 60,000</b>	\$ 40,000
Capital Outlay	\$ 6,196,290	<b>\$ 12,904,664</b>	\$ 6,708,374
<b>Subtotal:</b>	<b>\$ 6,216,290</b>	<b>\$ 12,964,664</b>	<b>\$ 6,748,374</b>
 Transfers Out	 \$ 12,471	 <b>\$ 18,164</b>	 \$ 5,693
Reserves - Operating	\$ 5,412	<b>\$ 13,027</b>	\$ 7,615
Reserves - Capital	\$ 3,367,208	<b>\$ 556,971</b>	\$(2,810,237)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 9,601,381</b>	<b>\$ 13,552,826</b>	<b>\$ 3,951,445</b>

**FUND 178 - PARKS IMPACT FEE FUND**

This Fund accounts for revenues from impact fees collected on new development and 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. FY22 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 Undesignated are funds set aside for future projects.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 7,418,219	<b>\$ 9,779,583</b>	\$ 2,361,364
Less 5% Statutory Reduction	\$(370,911)	<b>\$(488,979)</b>	\$(118,068)
<b>Subtotal:</b>	<b>\$ 7,047,308</b>	<b>\$ 9,290,604</b>	<b>\$ 2,243,296</b>
Fund Balance	\$ 12,787,155	<b>\$ 18,071,700</b>	\$ 5,284,545
<b>REVENUES TOTAL:</b>	<b>\$ 19,834,463</b>	<b>\$ 27,362,304</b>	<b>\$ 7,527,841</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 25,000	<b>\$ 3,319,409</b>	\$ 3,294,409
Capital Outlay	\$ 4,070,922	<b>\$ 16,925,655</b>	\$ 12,854,733
<b>Subtotal:</b>	<b>\$ 4,095,922</b>	<b>\$ 20,245,064</b>	<b>\$ 16,149,142</b>
Transfers Out	\$ 42,422	<b>\$ 51,972</b>	\$ 9,550
Reserves - Capital	\$ 15,696,119	<b>\$ 7,065,268</b>	\$(8,630,851)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 19,834,463</b>	<b>\$ 27,362,304</b>	<b>\$ 7,527,841</b>

**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 funding can only be used for programs or items that benefit the welfare of the inmates. The purpose of the Inmate Welfare 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 FY22 Budget is projected to increase \$249,699 over the FY21 Adopted Budget primarily due to Fund Balance and the addition of a Discharge Planner/Reintegration Specialist position who supports the Inmate Medical Program.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 75,874	\$ 79,971	\$ 4,097
Miscellaneous Revenues	\$ 757,453	\$ 757,453	\$ 0
Less 5% Statutory Reduction	\$(4,741)	\$(4,947)	\$(206)
<b>Subtotal:</b>	<b>\$ 828,586</b>	<b>\$ 832,477</b>	<b>\$ 3,891</b>
Fund Balance	\$ 1,550,839	\$ 1,796,647	\$ 245,808
<b>REVENUES TOTAL:</b>	<b>\$ 2,379,425</b>	<b>\$ 2,629,124</b>	<b>\$ 249,699</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 134,687	\$ 197,012	\$ 62,325
Operating Expenses	\$ 758,967	\$ 767,350	\$ 8,383
Capital Outlay	\$ 186,000	\$ 186,000	\$ 0
<b>Subtotal:</b>	<b>\$ 1,079,654</b>	<b>\$ 1,150,362</b>	<b>\$ 70,708</b>
Transfers Out	\$ 64,527	\$ 66,541	\$ 2,014
Reserves - Operating	\$ 397,639	\$ 431,817	\$ 34,178
Reserves - Stability	\$ 837,605	\$ 980,404	\$ 142,799
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,379,425</b>	<b>\$ 2,629,124</b>	<b>\$ 249,699</b>

**FUND 187 - TRANSPORTATION IMPACT FEE POINCIANA OVERLAY**

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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 0	\$ 2,000	\$ 2,000
Less 5% Statutory Reduction	\$ 0	\$(100)	\$(100)
<b>Subtotal:</b>	<b>\$ 0</b>	<b>\$ 1,900</b>	<b>\$ 1,900</b>
Fund Balance	\$ 479,322	\$ 481,279	\$ 1,957
<b>REVENUES TOTAL:</b>	<b>\$ 479,322</b>	<b>\$ 483,179</b>	<b>\$ 3,857</b>
<b>EXPENDITURES</b>			
Reserves - Capital	\$ 479,322	\$ 483,179	\$ 3,857
<b>EXPENDITURES TOTAL:</b>	<b>\$ 479,322</b>	<b>\$ 483,179</b>	<b>\$ 3,857</b>

**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. FY22 revenues are conservatively projected to increase approximately 6.7% as economic recovery continues to progress. Additional revenue includes a Transfer In from General Fund to support operations, as well as Fund Balance. Revenues will be monitored closely and adjustments made, if applicable.

Overall, FY22 Expenditures increased \$964,851 largely due to an allocation to Reserves – Assigned for future capital projects and grant opportunities, as well as a slight increase in the amount for LYNX funding per the Funding Partner Agreement. Additionally, there are no Capital Outlay expenditures anticipated for this Fund in FY22.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Other Taxes	\$ 6,790,032	<b>\$ 7,247,826</b>	\$ 457,794
Miscellaneous Revenues	\$ 80,566	<b>\$ 80,566</b>	\$ 0
Less 5% Statutory Reduction	\$(343,530)	<b>\$(366,420)</b>	\$(22,890)
<b>Subtotal:</b>	<b>\$ 6,527,068</b>	<b>\$ 6,961,972</b>	<b>\$ 434,904</b>
Transfers In	\$ 2,267,240	<b>\$ 2,267,240</b>	\$ 0
Fund Balance	\$ 1,198,801	<b>\$ 1,728,748</b>	\$ 529,947
<b>REVENUES TOTAL:</b>	<b>\$ 9,993,109</b>	<b>\$ 10,957,960</b>	<b>\$ 964,851</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 9,449,269	<b>\$ 9,734,190</b>	\$ 284,921
Capital Outlay	\$ 518,353	<b>\$ 0</b>	\$(518,353)
<b>Subtotal:</b>	<b>\$ 9,967,622</b>	<b>\$ 9,734,190</b>	<b>\$(233,432)</b>
Transfers Out	\$ 25,487	<b>\$ 26,053</b>	\$ 566
Reserves - Assigned	\$ 0	<b>\$ 1,197,717</b>	\$ 1,197,717
<b>EXPENDITURES TOTAL:</b>	<b>\$ 9,993,109</b>	<b>\$ 10,957,960</b>	<b>\$ 964,851</b>

**FUND 190 - MOBILITY FEE NORTHEAST DISTRICT FUND**

This Fund was established in FY21 by Ordinance No. 2020 63, which restructured the Mobility Fee Funds, dividing Fund 142 – Mobility East District into two separate Districts. The intent of the Mobility Fee is to ensure that new developments pay their proportionate share and impact to the County’s transportation facilities. 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 for FY22 include an estimated \$10 million in Permits, Fees, & Special Assessments, in the form of residential and commercial Mobility Fees, as well as Fund Balance.

FY22 funding supports capital projects including Fortune Road Simpson Road Intersection Improvement, Simpson Road Phase I Improvements, and Cyrils Drive Improvements. Additional expenditures include reimbursement of prior year revenue, as well as a Transfer Out to the General Fund for cost allocation, with the remaining funding allocated to Reserves for Capital – Undesignated.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 0	\$ 10,045,782	\$ 10,045,782
Less 5% Statutory Reduction	\$ 0	\$(502,289)	\$(502,289)
<b>Subtotal:</b>	<b>\$ 0</b>	<b>\$ 9,543,493</b>	<b>\$ 9,543,493</b>
Fund Balance	\$ 0	\$ 9,813,815	\$ 9,813,815
<b>REVENUES TOTAL:</b>	<b>\$ 0</b>	<b>\$ 19,357,308</b>	<b>\$ 19,357,308</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 0	\$ 5,000	\$ 5,000
Capital Outlay	\$ 0	\$ 11,047,315	\$ 11,047,315
<b>Subtotal:</b>	<b>\$ 0</b>	<b>\$ 11,052,315</b>	<b>\$ 11,052,315</b>
Transfers Out	\$ 0	\$ 17,079	\$ 17,079
Reserves - Capital	\$ 0	\$ 8,287,914	\$ 8,287,914
<b>EXPENDITURES TOTAL:</b>	<b>\$ 0</b>	<b>\$ 19,357,308</b>	<b>\$ 19,357,308</b>



**FUND 191 - MOBILITY FEE SOUTHEAST DISTRICT FUND**

This Fund was established in FY21 by Ordinance No. 2020 63, which restructured the Mobility Fee Funds, dividing Fund 142 – Mobility East District into two separate Districts. The intent of the Mobility Fee is to ensure that new developments pay their proportionate share and impact to the County’s transportation facilities. 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 for FY22 include an estimated \$5,137,584 in Permits, Fees, & Special Assessments, in the form of residential and commercial Mobility Fees, a revenue reimbursement in accordance with the developer funded/County obligation for the Hickory Tree Road Shared Storm Water Pond, as well as Fund Balance.

FY22 funding supports capital projects including improvements to Neptune Road. Additional expenditures include reimbursement of prior year revenue, as well as a Transfer Out to the General Fund for cost allocation, with the remaining funding allocated to Reserves for Capital – Undesignated.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 0	\$ 5,137,584	\$ 5,137,584
Miscellaneous Revenues	\$ 0	\$ 60,000	\$ 60,000
Less 5% Statutory Reduction	\$ 0	\$ (259,879)	\$ (259,879)
<b>Subtotal:</b>	<b>\$ 0</b>	<b>\$ 4,937,705</b>	<b>\$ 4,937,705</b>
Fund Balance	\$ 0	\$ 5,769,527	\$ 5,769,527
<b>REVENUES TOTAL:</b>	<b>\$ 0</b>	<b>\$ 10,707,232</b>	<b>\$ 10,707,232</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 0	\$ 5,000	\$ 5,000
Capital Outlay	\$ 0	\$ 750,609	\$ 750,609
<b>Subtotal:</b>	<b>\$ 0</b>	<b>\$ 755,609</b>	<b>\$ 755,609</b>
Transfers Out	\$ 0	\$ 8,035	\$ 8,035
Reserves - Capital	\$ 0	\$ 9,943,588	\$ 9,943,588
<b>EXPENDITURES TOTAL:</b>	<b>\$ 0</b>	<b>\$ 10,707,232</b>	<b>\$ 10,707,232</b>

# DEBT SERVICE FUNDS

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SUMMARY BY CATEGORY - DEBT SERVICE FUNDS GROUP

	<b>Adopted FY 2021</b>	<b>Adopted FY 2022</b>	<b>Variance</b>
<b>REVENUES</b>			
Current Ad Valorem Taxes	3,101,864	3,335,288	233,424
PY Delinquent Ad Valorem Tax	0	0	0
Permits, Fees & Special Assessments	629,843	595,582	-34,261
Intergovernmental Revenue	0	0	0
Miscellaneous Revenues	76,304	80,014	3,710
Less 5% Statutory Reduction	<u>-190,401</u>	<u>-200,544</u>	<u>-10,143</u>
<b>Operating Revenues</b>	3,617,610	3,810,340	192,730
Transfers In	38,352,483	39,072,960	720,477
Other Sources	0	0	0
Fund Balance	<u>34,299,190</u>	<u>36,592,174</u>	<u>2,292,984</u>
<b>Non Operating Revenues</b>	72,651,673	75,665,134	3,013,461
<b>Total Revenues</b>	<b><u>76,269,283</u></b>	<b><u>79,475,474</u></b>	<b><u>3,206,191</u></b>
<b>EXPENDITURES</b>			
Operating Expenses	<u>60,159</u>	<u>66,714</u>	<u>6,555</u>
<b>Operating Expenditures</b>	60,159	66,714	6,555
Debt Service	39,583,779	42,045,744	2,461,965
Transfers Out	1,980	0	-1,980
Reserves - Debt	<u>36,623,365</u>	<u>37,363,016</u>	<u>739,651</u>
<b>Non-Operating Expenditures</b>	76,209,124	79,408,760	3,199,636
<b>Total Expenditures</b>	<b><u>76,269,283</u></b>	<b><u>79,475,474</u></b>	<b><u>3,206,191</u></b>

**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). The FY22 funding sources include Ad Valorem tax revenue and Fund Balance. This bond will sunset in October 2025.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Current Ad Valorem Taxes	\$ 1,223,938	\$ 1,215,634	\$(8,304)
Less 5% Statutory Reduction	\$(61,197)	\$(60,782)	\$ 415
<b>Subtotal:</b>	<b>\$ 1,162,741</b>	<b>\$ 1,154,852</b>	<b>\$(7,889)</b>
Fund Balance	\$ 1,065,221	\$ 1,141,326	\$ 76,105
<b>REVENUES TOTAL:</b>	<b>\$ 2,227,962</b>	<b>\$ 2,296,178</b>	<b>\$ 68,216</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 24,479	\$ 24,312	\$(167)
Debt Service	\$ 1,124,352	\$ 1,126,892	\$ 2,540
<b>Subtotal:</b>	<b>\$ 1,148,831</b>	<b>\$ 1,151,204</b>	<b>\$ 2,373</b>
Reserves - Debt	\$ 1,079,131	\$ 1,144,974	\$ 65,843
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,227,962</b>	<b>\$ 2,296,178</b>	<b>\$ 68,216</b>

**FUND 204 - DEBT SERVICES 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Fund Balance	\$ 544,294	<b>\$ 275,732</b>	\$(268,562)
<b>REVENUES TOTAL:</b>	<b>\$ 544,294</b>	<b>\$ 275,732</b>	<b>\$(268,562)</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 271,682	<b>\$ 270,632</b>	\$(1,050)
<b>Subtotal:</b>	<b>\$ 271,682</b>	<b>\$ 270,632</b>	<b>\$(1,050)</b>
Transfers Out	\$ 1,980	<b>\$ 0</b>	\$(1,980)
Reserves - Debt	\$ 270,632	<b>\$ 5,100</b>	\$(265,532)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 544,294</b>	<b>\$ 275,732</b>	<b>\$(268,562)</b>

**FUND 210 - DEBT SERVICES WEST 192 PHASE IIC**

This Fund was established in FY08 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 FY22 funding sources include Permits, Fees & Special Assessments, Interest, and Fund Balance. The Series 2003 revenue bonds will sunset in November 2033.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 329,843	\$ 295,582	\$(34,261)
Miscellaneous Revenues	\$ 4,500	\$ 1,595	\$(2,905)
Less 5% Statutory Reduction	\$(16,717)	\$(14,859)	\$ 1,858
<b>Subtotal:</b>	<b>\$ 317,626</b>	<b>\$ 282,318</b>	<b>\$(35,308)</b>
Fund Balance	\$ 396,488	\$ 450,458	\$ 53,970
<b>REVENUES TOTAL:</b>	<b>\$ 714,114</b>	<b>\$ 732,776</b>	<b>\$ 18,662</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 329,782	\$ 365,469	\$ 35,687
<b>Subtotal:</b>	<b>\$ 329,782</b>	<b>\$ 365,469</b>	<b>\$ 35,687</b>
Reserves - Debt	\$ 384,332	\$ 367,307	\$(17,025)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 714,114</b>	<b>\$ 732,776</b>	<b>\$ 18,662</b>

**FUND 211 - DEBT SERVICES 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. The FY22 funding sources include Interest, a Transfer In from the General Fund, and Fund Balance. This bond will sunset in Fiscal Year 2045.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 5,834	\$ 5,915	\$ 81
Less 5% Statutory Reduction	\$(292)	\$(296)	\$(4)
<b>Subtotal:</b>	<b>\$ 5,542</b>	<b>\$ 5,619</b>	<b>\$ 77</b>
Transfers In	\$ 3,368,016	\$ 3,369,192	\$ 1,176
Fund Balance	\$ 1,944,760	\$ 1,966,757	\$ 21,997
<b>REVENUES TOTAL:</b>	<b>\$ 5,318,318</b>	<b>\$ 5,341,568</b>	<b>\$ 23,250</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 3,346,808	\$ 3,359,308	\$ 12,500
<b>Subtotal:</b>	<b>\$ 3,346,808</b>	<b>\$ 3,359,308</b>	<b>\$ 12,500</b>
Reserves - Debt	\$ 1,971,510	\$ 1,982,260	\$ 10,750
<b>EXPENDITURES TOTAL:</b>	<b>\$ 5,318,318</b>	<b>\$ 5,341,568</b>	<b>\$ 23,250</b>

**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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Transfers In	\$ 3,766,925	<b>\$ 3,770,673</b>	\$ 3,748
Fund Balance	\$ 3,522,813	<b>\$ 3,595,815</b>	\$ 73,002
<b>REVENUES TOTAL:</b>	<b>\$ 7,289,738</b>	<b>\$ 7,366,488</b>	<b>\$ 76,750</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 3,693,925	<b>\$ 3,681,300</b>	\$(12,625)
<b>Subtotal:</b>	<b>\$ 3,693,925</b>	<b>\$ 3,681,300</b>	<b>\$(12,625)</b>
Reserves - Debt	\$ 3,595,813	<b>\$ 3,685,188</b>	\$ 89,375
<b>EXPENDITURES TOTAL:</b>	<b>\$ 7,289,738</b>	<b>\$ 7,366,488</b>	<b>\$ 76,750</b>



**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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 12,920	<b>\$ 13,109</b>	\$ 189
Less 5% Statutory Reduction	\$(646)	<b>\$(655)</b>	\$(9)
<b>Subtotal:</b>	<b>\$ 12,274</b>	<b>\$ 12,454</b>	<b>\$ 180</b>
Transfers In	\$ 5,533,358	<b>\$ 5,550,823</b>	\$ 17,465
Fund Balance	\$ 4,306,791	<b>\$ 4,369,771</b>	\$ 62,980
<b>REVENUES TOTAL:</b>	<b>\$ 9,852,423</b>	<b>\$ 9,933,048</b>	<b>\$ 80,625</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 5,472,257	<b>\$ 5,465,257</b>	\$(7,000)
<b>Subtotal:</b>	<b>\$ 5,472,257</b>	<b>\$ 5,465,257</b>	<b>\$(7,000)</b>
Reserves - Debt	\$ 4,380,166	<b>\$ 4,467,791</b>	\$ 87,625
<b>EXPENDITURES TOTAL:</b>	<b>\$ 9,852,423</b>	<b>\$ 9,933,048</b>	<b>\$ 80,625</b>

**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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 14,843	<b>\$ 14,940</b>	\$ 97
Less 5% Statutory Reduction	\$(742)	<b>\$(747)</b>	\$(5)
<b>Subtotal:</b>	<b>\$ 14,101</b>	<b>\$ 14,193</b>	<b>\$ 92</b>
Transfers In	\$ 5,196,843	<b>\$ 5,195,520</b>	\$(1,323)
Fund Balance	\$ 4,947,832	<b>\$ 4,979,855</b>	\$ 32,023
<b>REVENUES TOTAL:</b>	<b>\$ 10,158,776</b>	<b>\$ 10,189,568</b>	<b>\$ 30,792</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 5,168,304	<b>\$ 5,157,520</b>	\$(10,784)
<b>Subtotal:</b>	<b>\$ 5,168,304</b>	<b>\$ 5,157,520</b>	<b>\$(10,784)</b>
Reserves - Debt	\$ 4,990,472	<b>\$ 5,032,048</b>	\$ 41,576
<b>EXPENDITURES TOTAL:</b>	<b>\$ 10,158,776</b>	<b>\$ 10,189,568</b>	<b>\$ 30,792</b>

**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). FY22 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 6,374	<b>\$ 6,443</b>	\$ 69
Less 5% Statutory Reduction	\$(319)	<b>\$(322)</b>	\$(3)
<b>Subtotal:</b>	<b>\$ 6,055</b>	<b>\$ 6,121</b>	<b>\$ 66</b>
Transfers In	\$ 2,936,333	<b>\$ 2,942,687</b>	\$ 6,354
Fund Balance	\$ 2,124,494	<b>\$ 2,147,775</b>	\$ 23,281
<b>REVENUES TOTAL:</b>	<b>\$ 5,066,882</b>	<b>\$ 5,096,583</b>	<b>\$ 29,701</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 2,918,488	<b>\$ 2,915,288</b>	\$(3,200)
<b>Subtotal:</b>	<b>\$ 2,918,488</b>	<b>\$ 2,915,288</b>	<b>\$(3,200)</b>
Reserves - Debt	\$ 2,148,394	<b>\$ 2,181,295</b>	\$ 32,901
<b>EXPENDITURES TOTAL:</b>	<b>\$ 5,066,882</b>	<b>\$ 5,096,583</b>	<b>\$ 29,701</b>

**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. Funding sources include a Transfer In from Fund 105 – Fifth Cent Tourist Development Tax Fund and Fund Balance.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Transfers In	\$ 1,384,592	<b>\$ 1,369,253</b>	\$(15,339)
Fund Balance	\$ 2,340,556	<b>\$ 2,361,175</b>	\$ 20,619
<b>REVENUES TOTAL:</b>	<b>\$ 3,725,148</b>	<b>\$ 3,730,428</b>	<b>\$ 5,280</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 1,375,687	<b>\$ 1,377,780</b>	\$ 2,093
<b>Subtotal:</b>	<b>\$ 1,375,687</b>	<b>\$ 1,377,780</b>	<b>\$ 2,093</b>
Reserves - Debt	\$ 2,349,461	<b>\$ 2,352,648</b>	\$ 3,187
<b>EXPENDITURES TOTAL:</b>	<b>\$ 3,725,148</b>	<b>\$ 3,730,428</b>	<b>\$ 5,280</b>

**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. Funding sources include a Transfer In from Fund 306 – Local Option Sales Tax Fund and Fund Balance.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Transfers In	\$ 550,956	<b>\$ 501,727</b>	\$(49,229)
Fund Balance	\$ 453,932	<b>\$ 508,685</b>	\$ 54,753
<b>REVENUES TOTAL:</b>	<b>\$ 1,004,888</b>	<b>\$ 1,010,412</b>	<b>\$ 5,524</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 548,410	<b>\$ 547,445</b>	\$(965)
<b>Subtotal:</b>	<b>\$ 548,410</b>	<b>\$ 547,445</b>	<b>\$(965)</b>
Reserves - Debt	\$ 456,478	<b>\$ 462,967</b>	\$ 6,489
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,004,888</b>	<b>\$ 1,010,412</b>	<b>\$ 5,524</b>

**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. Funding sources include a Transfer In from the General Fund as well as Fund Balance and Interest.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 11,517	<b>\$ 11,603</b>	\$ 86
Less 5% Statutory Reduction	\$(576)	<b>\$(580)</b>	\$(4)
<b>Subtotal:</b>	<b>\$ 10,941</b>	<b>\$ 11,023</b>	<b>\$ 82</b>
Transfers In	\$ 4,015,752	<b>\$ 4,022,221</b>	\$ 6,469
Fund Balance	\$ 3,838,992	<b>\$ 3,867,580</b>	\$ 28,588
<b>REVENUES TOTAL:</b>	<b>\$ 7,865,685</b>	<b>\$ 7,900,824</b>	<b>\$ 35,139</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 3,990,838	<b>\$ 3,989,835</b>	\$(1,003)
<b>Subtotal:</b>	<b>\$ 3,990,838</b>	<b>\$ 3,989,835</b>	<b>\$(1,003)</b>
Reserves - Debt	\$ 3,874,847	<b>\$ 3,910,989</b>	\$ 36,142
<b>EXPENDITURES TOTAL:</b>	<b>\$ 7,865,685</b>	<b>\$ 7,900,824</b>	<b>\$ 35,139</b>

**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. For FY22, funding sources are a Transfer In from the General Fund and Fund Balance.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Transfers In	\$ 1,481,252	<b>\$ 1,483,027</b>	\$ 1,775
Fund Balance	\$ 1,023,917	<b>\$ 1,028,125</b>	\$ 4,208
<b>REVENUES TOTAL:</b>	<b>\$ 2,505,169</b>	<b>\$ 2,511,152</b>	<b>\$ 5,983</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 1,477,043	<b>\$ 1,474,639</b>	\$(2,404)
<b>Subtotal:</b>	<b>\$ 1,477,043</b>	<b>\$ 1,474,639</b>	<b>\$(2,404)</b>
Reserves - Debt	\$ 1,028,126	<b>\$ 1,036,513</b>	\$ 8,387
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,505,169</b>	<b>\$ 2,511,152</b>	<b>\$ 5,983</b>

**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). The FY22 funding sources include Special Assessments from the OMNI Orlando Resort, Interest, and Transfers In from Fund 105 Fifth Cent Tourist Development Tax and Fund 204 Taxable 5th Cent Revenue Bond Series 2012, as well as Fund Balance. This bond will sunset in October 2041.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 300,000	<b>\$ 300,000</b>	\$ 0
Miscellaneous Revenues	\$ 2,940	<b>\$ 2,023</b>	\$(917)
Less 5% Statutory Reduction	\$(15,147)	<b>\$(15,101)</b>	\$ 46
<b>Subtotal:</b>	<b>\$ 287,793</b>	<b>\$ 286,922</b>	<b>\$(871)</b>
Transfers In	\$ 68,602	<b>\$ 820,016</b>	\$ 751,414
Fund Balance	\$ 979,876	<b>\$ 674,333</b>	\$(305,543)
<b>REVENUES TOTAL:</b>	<b>\$ 1,336,271</b>	<b>\$ 1,781,271</b>	<b>\$ 445,000</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 356,395	<b>\$ 356,395</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 356,395</b>	<b>\$ 356,395</b>	<b>\$ 0</b>
Reserves - Debt	\$ 979,876	<b>\$ 1,424,876</b>	\$ 445,000
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,336,271</b>	<b>\$ 1,781,271</b>	<b>\$ 445,000</b>



**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 and began December 2019. The FY22 funding sources include Transfers In from Fund 134 – Countywide Fire Fund and Fund 306 – Local Option Sales Tax Fund, as well as Fund Balance. The loan will sunset in October 2022.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Transfers In	\$ 2,053,424	<b>\$ 2,053,424</b>	\$ 0
Fund Balance	\$ 1,026,712	<b>\$ 1,026,713</b>	\$ 1
<b>REVENUES TOTAL:</b>	<b>\$ 3,080,136</b>	<b>\$ 3,080,137</b>	<b>\$ 1</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 2,053,424	<b>\$ 2,053,424</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 2,053,424</b>	<b>\$ 2,053,424</b>	<b>\$ 0</b>
Reserves - Debt	\$ 1,026,712	<b>\$ 1,026,713</b>	\$ 1
<b>EXPENDITURES TOTAL:</b>	<b>\$ 3,080,136</b>	<b>\$ 3,080,137</b>	<b>\$ 1</b>

## 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 FY22 funding sources include Interest, Transfers In from the General Fund, Fund 115 Court Facilities Fund, and Fund 306 Local Option Sales Tax Fund, as well as Fund Balance. This bond will sunset in October 2039.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 16,603	<b>\$ 16,943</b>	\$ 340
Less 5% Statutory Reduction	\$(830)	<b>\$(847)</b>	\$(17)
<b>Subtotal:</b>	<b>\$ 15,773</b>	<b>\$ 16,096</b>	<b>\$ 323</b>
Transfers In	\$ 7,420,952	<b>\$ 7,420,755</b>	\$(197)
Fund Balance	\$ 5,534,283	<b>\$ 5,647,764</b>	\$ 113,481
<b>REVENUES TOTAL:</b>	<b>\$ 12,971,008</b>	<b>\$ 13,084,615</b>	<b>\$ 113,607</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 7,360,645	<b>\$ 7,368,235</b>	\$ 7,590
<b>Subtotal:</b>	<b>\$ 7,360,645</b>	<b>\$ 7,368,235</b>	<b>\$ 7,590</b>
Reserves - Debt	\$ 5,610,363	<b>\$ 5,716,380</b>	\$ 106,017
<b>EXPENDITURES TOTAL:</b>	<b>\$ 12,971,008</b>	<b>\$ 13,084,615</b>	<b>\$ 113,607</b>

**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 FY22 funding sources include dedicated Ad Valorem revenue, as well as Fund Balance and Interest, to provide funds for debt service expenses associated with environmental lands. This bond will sunset in October 2025.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Current Ad Valorem Taxes	\$ 1,877,926	<b>\$ 2,119,654</b>	\$ 241,728
Miscellaneous Revenues	\$ 773	<b>\$ 5,788</b>	\$ 5,015
Less 5% Statutory Reduction	\$(93,935)	<b>\$(106,272)</b>	\$(12,337)
<b>Subtotal:</b>	<b>\$ 1,784,764</b>	<b>\$ 2,019,170</b>	<b>\$ 234,406</b>
Fund Balance	\$ 248,229	<b>\$ 1,998,573</b>	\$ 1,750,344
<b>REVENUES TOTAL:</b>	<b>\$ 2,032,993</b>	<b>\$ 4,017,743</b>	<b>\$ 1,984,750</b>
<b>EXPENDITURES</b>			
Operating Expenses	\$ 35,680	<b>\$ 42,402</b>	\$ 6,722
Debt Service	\$ 67,976	<b>\$ 1,968,992</b>	\$ 1,901,016
<b>Subtotal:</b>	<b>\$ 103,656</b>	<b>\$ 2,011,394</b>	<b>\$ 1,907,738</b>
Reserves - Debt	\$ 1,929,337	<b>\$ 2,006,349</b>	\$ 77,012
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,032,993</b>	<b>\$ 4,017,743</b>	<b>\$ 1,984,750</b>

**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 FY22 funding sources include Interest, a Transfer In from the General Fund and Fund 168 – Section 8 Fund, as well as Fund Balance. This bond will sunset in October 2027.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Miscellaneous Revenues	\$ 0	\$ 1,655	\$ 1,655
Less 5% Statutory Reduction	\$ 0	\$(83)	\$(83)
<b>Subtotal:</b>	<b>\$ 0</b>	<b>\$ 1,572</b>	<b>\$ 1,572</b>
Transfers In	\$ 575,478	\$ 573,642	\$(1,836)
Fund Balance	\$ 0	\$ 551,737	\$ 551,737
<b>REVENUES TOTAL:</b>	<b>\$ 575,478</b>	<b>\$ 1,126,951</b>	<b>\$ 551,473</b>
<b>EXPENDITURES</b>			
Debt Service	\$ 27,763	\$ 567,333	\$ 539,570
<b>Subtotal:</b>	<b>\$ 27,763</b>	<b>\$ 567,333</b>	<b>\$ 539,570</b>
Reserves - Debt	\$ 547,715	\$ 559,618	\$ 11,903
<b>EXPENDITURES TOTAL:</b>	<b>\$ 575,478</b>	<b>\$ 1,126,951</b>	<b>\$ 551,473</b>

# CAPITAL PROJECTS FUNDS

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SUMMARY BY CATEGORY - CAPITAL PROJECTS FUND GROUP

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	<b>Adopted FY 2021</b>	<b>Adopted FY 2022</b>	<b>Variance</b>
<b>REVENUES</b>			
Other Taxes	27,065,136	30,119,576	3,054,440
Intergovernmental Revenue	3,650,733	20,711,615	17,060,882
Miscellaneous Revenues	33,247,252	33,247,252	0
Less 5% Statutory Reduction	-1,367,609	-1,520,331	-152,722
<b>Operating Revenues</b>	<u>62,595,512</u>	<u>82,558,112</u>	<u>19,962,600</u>
Transfers In	12,224,184	51,620,967	39,396,783
Other Sources	39,752,445	41,553,573	1,801,128
Fund Balance	<u>289,493,773</u>	<u>307,455,271</u>	<u>17,961,498</u>
<b>Non Operating Revenues</b>	<u>341,470,402</u>	<u>400,629,811</u>	<u>59,159,409</u>
<b>Total Revenues</b>	<u><b>404,065,914</b></u>	<u><b>483,187,923</b></u>	<u><b>79,122,009</b></u>
 <b>EXPENDITURES</b>			
Capital Outlay	<u>154,100,872</u>	<u>184,754,411</u>	<u>30,653,539</u>
<b>Operating Expenditures</b>	<u>154,100,872</u>	<u>184,754,411</u>	<u>30,653,539</u>
Debt Service	2,526,537	3,015,423	488,886
Grants and Aids	69,915,598	69,915,598	0
Transfers Out	14,385,625	15,910,887	1,525,262
Reserves - Debt	1,263,269	1,263,269	0
Reserves - Capital	147,921,400	156,422,013	8,500,613
Reserves - Assigned	<u>13,952,613</u>	<u>51,906,322</u>	<u>37,953,709</u>
<b>Non-Operating Expenditures</b>	<u>249,965,042</u>	<u>298,433,512</u>	<u>48,468,470</u>
<b>Total Expenditures</b>	<u><b>404,065,914</b></u>	<u><b>483,187,923</b></u>	<u><b>79,122,009</b></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, which is projected to increase \$3,054,440 from FY21. Additional FY22 funding sources include Other Sources, which includes Lease proceeds to support the purchase of Sheriff's vehicles, as well as Fund Balance.

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, Probation Office Building, Stormwater projects (improvements to BVL outfall ditch and culvert upgrades, water quality monitoring networks, and Lake Lizzie drainage improvements), road & bridge projects (bridge rehabilitation, boat ramp improvements, bridge scour countermeasures, and safety features/repairs), and transportation projects (signals, traffic control equipment, signal replacement and mast arm upgrades). 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Other Taxes	\$ 27,065,136	\$ 30,119,576	\$ 3,054,440
Miscellaneous Revenues	\$ 287,039	\$ 287,039	\$ 0
Less 5% Statutory Reduction	\$(1,367,609)	\$(1,520,331)	\$(152,722)
<b>Subtotal:</b>	<b>\$ 25,984,566</b>	<b>\$ 28,886,284</b>	<b>\$ 2,901,718</b>
Other Sources	\$ 2,203,825	\$ 3,352,394	\$ 1,148,569
Fund Balance	\$ 33,351,413	\$ 46,969,399	\$ 13,617,986
<b>REVENUES TOTAL:</b>	<b>\$ 61,539,804</b>	<b>\$ 79,208,077</b>	<b>\$ 17,668,273</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 23,694,038	\$ 26,743,662	\$ 3,049,624
Debt Service	\$ 2,526,537	\$ 3,015,423	\$ 488,886
<b>Subtotal:</b>	<b>\$ 26,220,575</b>	<b>\$ 29,759,085</b>	<b>\$ 3,538,510</b>
Transfers Out	\$ 14,245,135	\$ 15,636,254	\$ 1,391,119
Reserves - Debt	\$ 1,263,269	\$ 1,263,269	\$ 0
Reserves - Capital	\$ 8,610,825	\$ 11,349,469	\$ 2,738,644
Reserves - Assigned	\$ 11,200,000	\$ 21,200,000	\$ 10,000,000
<b>EXPENDITURES TOTAL:</b>	<b>\$ 61,539,804</b>	<b>\$ 79,208,077</b>	<b>\$ 17,668,273</b>

**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 FY22, there are no new projects; funding supports the continuation of capital projects, through Fund Balance, which includes the Boggy Creek Part A Project, Carroll St – JYP to Michigan Project, Campbell City Tax Collector project, Champions Gate DDI Improvement, CR532 Widening Project, Lake Toho Water Restoration project, Sheriff’s Office Training Facility, Simpson Road Phase 1, and West Government Complex. Reserves Assigned is for the Bronson DRI, Complete Streets, Ham Brown, Osceola Corporate Center, and sinking fund for Jail Expansion and Courthouse Annex.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Transfers In	\$ 0	<b>\$ 25,579,858</b>	\$ 25,579,858
Fund Balance	\$ 41,296,023	<b>\$ 41,343,133</b>	\$ 47,110
<b>REVENUES TOTAL:</b>	<b>\$ 41,296,023</b>	<b>\$ 66,922,991</b>	<b>\$ 25,626,968</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 37,398,908	<b>\$ 36,216,669</b>	\$(1,182,239)
<b>Subtotal:</b>	<b>\$ 37,398,908</b>	<b>\$ 36,216,669</b>	<b>\$(1,182,239)</b>
Reserves - Capital	\$ 1,144,502	<b>\$ 0</b>	\$(1,144,502)
Reserves - Assigned	\$ 2,752,613	<b>\$ 30,706,322</b>	\$ 27,953,709
<b>EXPENDITURES TOTAL:</b>	<b>\$ 41,296,023</b>	<b>\$ 66,922,991</b>	<b>\$ 25,626,968</b>



## 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 FY22; funding primarily supports ongoing projects such as Boggy Creek Part A, Canoe Creek Widening, Carroll Street – JYP to Michigan, Lake Toho Water Restoration, and Simpson Road (Myers Road-192). In addition, funding is provided for Grants and Aids for ongoing grant/contractual obligations with FDOT.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Intergovernmental Revenue	\$ 3,650,733	<b>\$ 20,711,615</b>	\$ 17,060,882
Miscellaneous Revenues	\$ 32,960,213	<b>\$ 32,960,213</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 36,610,946</b>	<b>\$ 53,671,828</b>	<b>\$ 17,060,882</b>
Other Sources	\$ 36,955,385	<b>\$ 36,955,385</b>	\$ 0
Fund Balance	\$ 699,506	<b>\$ 438,732</b>	\$(260,774)
<b>REVENUES TOTAL:</b>	<b>\$ 74,265,837</b>	<b>\$ 91,065,945</b>	<b>\$ 16,800,108</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 4,350,239	<b>\$ 21,150,347</b>	\$ 16,800,108
Grants and Aids	\$ 69,915,598	<b>\$ 69,915,598</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 74,265,837</b>	<b>\$ 91,065,945</b>	<b>\$ 16,800,108</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 74,265,837</b>	<b>\$ 91,065,945</b>	<b>\$ 16,800,108</b>

**FUND 329 - SALES TAX REVENUE BONDS SERIES 2015A CAPITAL FUND**

This Fund was established in FY15 with bond proceeds from the Sales Tax Revenue Bonds Series 2015A for the Center for Neovation project. FY22 funding reflects the project's remaining balance.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Fund Balance	\$ 852,934	\$ 609,257	\$(243,677)
<b>REVENUES TOTAL:</b>	<b>\$ 852,934</b>	<b>\$ 609,257</b>	<b>\$(243,677)</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 852,934	\$ 609,257	\$(243,677)
<b>Subtotal:</b>	<b>\$ 852,934</b>	<b>\$ 609,257</b>	<b>\$(243,677)</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 852,934</b>	<b>\$ 609,257</b>	<b>\$(243,677)</b>

**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 FY22 include Transfers In from Fund 134 - 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 FY22, Capital Outlay includes funding to continue projects for the Fire Rescue/EMS Training Facility, Fire Station 85 – Cypress Parkway, Fire Station 45 – Calypso Cay, Bunker Gear, Fire Station 72 – Celebration Replacement, 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Transfers In	\$ 12,224,184	<b>\$ 26,041,109</b>	\$ 13,816,925
Other Sources	\$ 593,235	<b>\$ 1,245,794</b>	\$ 652,559
Fund Balance	\$ 9,922,856	<b>\$ 21,508,886</b>	\$ 11,586,030
<b>REVENUES TOTAL:</b>	<b>\$ 22,740,275</b>	<b>\$ 48,795,789</b>	<b>\$ 26,055,514</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 7,731,685	<b>\$ 22,264,978</b>	\$ 14,533,293
<b>Subtotal:</b>	<b>\$ 7,731,685</b>	<b>\$ 22,264,978</b>	<b>\$ 14,533,293</b>
Transfers Out	\$ 140,490	<b>\$ 274,633</b>	\$ 134,143
Reserves - Capital	\$ 14,868,100	<b>\$ 26,256,178</b>	\$ 11,388,078
<b>EXPENDITURES TOTAL:</b>	<b>\$ 22,740,275</b>	<b>\$ 48,795,789</b>	<b>\$ 26,055,514</b>

**FUND 332 - PUBLIC IMPROVEMENT REVENUE BONDS SERIES 2017 FUND**

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 FY22 is Fund Balance and represents the remaining project balance.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Fund Balance	\$ 1,681,264	\$ 1,858,997	\$ 177,733
<b>REVENUES TOTAL:</b>	<b>\$ 1,681,264</b>	<b>\$ 1,858,997</b>	<b>\$ 177,733</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 1,681,264	\$ 1,858,997	\$ 177,733
<b>Subtotal:</b>	<b>\$ 1,681,264</b>	<b>\$ 1,858,997</b>	<b>\$ 177,733</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,681,264</b>	<b>\$ 1,858,997</b>	<b>\$ 177,733</b>

**FUND 333 - CAPITAL IMPROVEMENT REV BONDS CONSTRUCTION FUND**

This Fund is included for historical purposes. This Fund was established in FY20 by Resolution 18-153R, because 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Fund Balance	\$ 3,180,423	\$ 0	\$(3,180,423)
<b>REVENUES TOTAL:</b>	<b>\$ 3,180,423</b>	<b>\$ 0</b>	<b>\$(3,180,423)</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 3,180,423	\$ 0	\$(3,180,423)
<b>Subtotal:</b>	<b>\$ 3,180,423</b>	<b>\$ 0</b>	<b>\$(3,180,423)</b>
<b>EXPENDITURES TOTAL:</b>	<b>\$ 3,180,423</b>	<b>\$ 0</b>	<b>\$(3,180,423)</b>

**FUND 334 - TRANSPORTATION IMPROVEMENT 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 is being cash-flowed based on the funding needs for that year. For FY22, capital projects include Bill Beck Boulevard, Boggy Creek Road, Partin Settlement Road, South Poinciana Boulevard, and Simpson Road.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Fund Balance	\$ 198,509,354	<b>\$ 194,726,867</b>	\$(3,782,487)
<b>REVENUES TOTAL:</b>	<b>\$ 198,509,354</b>	<b>\$ 194,726,867</b>	<b>\$(3,782,487)</b>
<b>EXPENDITURES</b>			
Capital Outlay	\$ 75,211,381	<b>\$ 75,910,501</b>	\$ 699,120
<b>Subtotal:</b>	<b>\$ 75,211,381</b>	<b>\$ 75,910,501</b>	<b>\$ 699,120</b>
Reserves - Capital	\$ 123,297,973	<b>\$ 118,816,366</b>	\$(4,481,607)
<b>EXPENDITURES TOTAL:</b>	<b>\$ 198,509,354</b>	<b>\$ 194,726,867</b>	<b>\$(3,782,487)</b>

# ENTERPRISE FUNDS

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SUMMARY BY CATEGORY - ENTERPRISE FUNDS GROUP

	<u>Adopted FY 2021</u>	<u>Adopted FY 2022</u>	<u>Variance</u>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	24,453,275	28,037,287	3,584,012
Charges For Services	13,093,117	17,733,523	4,640,406
Miscellaneous Revenues	363,948	363,948	0
Less 5% Statutory Reduction	-1,895,517	-2,306,738	-411,221
<i>Operating Revenues</i>	<u>36,014,823</u>	<u>43,828,020</u>	<u>7,813,197</u>
Transfers In	0	0	0
Other Sources	0	0	0
Fund Balance	<u>73,034,666</u>	<u>87,124,610</u>	<u>14,089,944</u>
<i>Non Operating Revenues</i>	<u>73,034,666</u>	<u>87,124,610</u>	<u>14,089,944</u>
<b>Total Revenues</b>	<u><b>109,049,489</b></u>	<u><b>130,952,630</b></u>	<u><b>21,903,141</b></u>
<b>EXPENDITURES</b>			
Personal Services	1,689,396	1,708,113	18,717
Operating Expenses	26,839,015	29,398,878	2,559,863
Capital Outlay	11,212,000	12,540,151	1,328,151
<i>Operating Expenditures</i>	<u>39,740,411</u>	<u>43,647,142</u>	<u>3,906,731</u>
Debt Service	7,437,433	9,241,183	1,803,750
Other Non Operating Expenses	0	0	0
Transfers Out	986,053	927,379	-58,674
Reserves - Operating	12,626,307	8,356,516	-4,269,791
Reserves - Debt	23,691,597	23,870,100	178,503
Reserves - Capital	9,979,515	16,674,708	6,695,193
Reserves - Assigned	13,282,673	20,198,105	6,915,432
Reserves - Restricted	1,305,500	3,288,237	1,982,737
Reserves - Stability	0	4,749,260	4,749,260
<i>Non-Operating Expenditures</i>	<u>69,309,078</u>	<u>87,305,488</u>	<u>17,996,410</u>
<b>Total Expenditures</b>	<u><b>109,049,489</b></u>	<u><b>130,952,630</b></u>	<u><b>21,903,141</b></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 \$14,646,355 over the FY21 Budget primarily due to Fund Balance, as well as an increase in Special Assessments due to an increase in the number of households serviced.

The FY22 budget supports professional and contractual services, tax collector fees, landfill care & closure, repair & maintenance, and administrative support, as well as depreciation expenses. 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.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Permits, Fees & Special Assessments	\$ 24,453,275	\$ 28,037,287	\$ 3,584,012
Charges For Services	\$ 3,768,904	\$ 4,490,554	\$ 721,650
Miscellaneous Revenues	\$ 276,891	\$ 276,891	\$ 0
Less 5% Statutory Reduction	\$(1,424,953)	\$(1,640,237)	\$(215,284)
<b>Subtotal:</b>	<b>\$ 27,074,117</b>	<b>\$ 31,164,495</b>	<b>\$ 4,090,378</b>
Fund Balance	\$ 30,767,119	\$ 41,323,096	\$ 10,555,977
<b>REVENUES TOTAL:</b>	<b>\$ 57,841,236</b>	<b>\$ 72,487,591</b>	<b>\$ 14,646,355</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,498,247	\$ 1,510,054	\$ 11,807
Operating Expenses	\$ 22,178,815	\$ 24,343,501	\$ 2,164,686
Capital Outlay	\$ 12,000	\$ 0	\$(12,000)
Debt Service	\$ 21,383	\$ 21,383	\$ 0
<b>Subtotal:</b>	<b>\$ 23,710,445</b>	<b>\$ 25,874,938</b>	<b>\$ 2,164,493</b>
Transfers Out	\$ 867,639	\$ 819,562	\$(48,077)
Reserves - Operating	\$ 9,990,272	\$ 6,926,849	\$(3,063,423)
Reserves - Debt	\$ 10,692	\$ 10,692	\$ 0
Reserves - Capital	\$ 9,979,515	\$ 16,674,708	\$ 6,695,193
Reserves - Assigned	\$ 13,282,673	\$ 20,198,105	\$ 6,915,432
Reserves - Restricted	\$ 0	\$ 1,982,737	\$ 1,982,737
<b>EXPENDITURES TOTAL:</b>	<b>\$ 57,841,236</b>	<b>\$ 72,487,591</b>	<b>\$ 14,646,355</b>

## 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 increase from the FY21 Adopted Budget based on current trends but remains conservative due to the continued impacts of COVID-19 on the economy.

For FY22, Operating Expenses support professional services, contractual services, repair & maintenance, and administrative support, as well as depreciation expenses. Capital Outlay includes three CIP projects: Osceola Parkway Tolling Facility AET, Osceola Parkway Toll Equipment Upgrade and Osceola Parkway Intelligent Transportation System (ITS). Reserves support the required reserve levels per the Bond documents and the Budget Policy. Overall, the FY22 Adopted Budget is projected to increase \$7.2M due to Fund Balance from the prior year and the anticipated increase in toll revenue. As it is anticipated that the pandemic will continue to impact toll collections, toll revenues will be closely monitored.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 9,324,213	<b>\$ 13,242,969</b>	\$ 3,918,756
Miscellaneous Revenues	\$ 87,057	<b>\$ 87,057</b>	\$ 0
Less 5% Statutory Reduction	\$(470,564)	<b>\$(666,501)</b>	\$(195,937)
<b>Subtotal:</b>	<b>\$ 8,940,706</b>	<b>\$ 12,663,525</b>	<b>\$ 3,722,819</b>
Fund Balance	\$ 42,267,547	<b>\$ 45,801,514</b>	\$ 3,533,967
<b>REVENUES TOTAL:</b>	<b>\$ 51,208,253</b>	<b>\$ 58,465,039</b>	<b>\$ 7,256,786</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 191,149	<b>\$ 198,059</b>	\$ 6,910
Operating Expenses	\$ 4,660,200	<b>\$ 5,055,377</b>	\$ 395,177
Capital Outlay	\$ 11,200,000	<b>\$ 12,540,151</b>	\$ 1,340,151
Debt Service	\$ 7,416,050	<b>\$ 9,219,800</b>	\$ 1,803,750
<b>Subtotal:</b>	<b>\$ 23,467,399</b>	<b>\$ 27,013,387</b>	<b>\$ 3,545,988</b>
Transfers Out	\$ 118,414	<b>\$ 107,817</b>	\$(10,597)
Reserves - Operating	\$ 2,636,035	<b>\$ 1,429,667</b>	\$(1,206,368)
Reserves - Debt	\$ 23,680,905	<b>\$ 23,859,408</b>	\$ 178,503
Reserves - Restricted	\$ 1,305,500	<b>\$ 1,305,500</b>	\$ 0
Reserves - Stability	\$ 0	<b>\$ 4,749,260</b>	\$ 4,749,260
<b>EXPENDITURES TOTAL:</b>	<b>\$ 51,208,253</b>	<b>\$ 58,465,039</b>	<b>\$ 7,256,786</b>

# INTERNAL SERVICE FUNDS

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SUMMARY BY CATEGORY - INTERNAL SERVICE FUNDS GROUP

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	<b><u>Adopted FY 2021</u></b>	<b><u>Adopted FY 2022</u></b>	<b><u>Variance</u></b>
<b>REVENUES</b>			
Charges For Services	40,778,485	43,282,027	2,503,542
Miscellaneous Revenues	880,204	880,000	-204
Less 5% Statutory Reduction	-44,010	-44,000	10
<b><i>Operating Revenues</i></b>	<b>41,614,679</b>	<b>44,118,027</b>	<b>2,503,348</b>
Transfers In	188,918	922,454	733,536
Fund Balance	16,853,124	22,349,910	5,496,786
<b><i>Non Operating Revenues</i></b>	<b>17,042,042</b>	<b>23,272,364</b>	<b>6,230,322</b>
<b>Total Revenues</b>	<b>58,656,721</b>	<b>67,390,391</b>	<b>8,733,670</b>
 <b>EXPENDITURES</b>			
Personal Services	1,938,579	1,984,768	46,189
Operating Expenses	36,298,632	40,056,677	3,758,045
Capital Outlay	544,371	1,106,071	561,700
<b><i>Operating Expenditures</i></b>	<b>38,781,582</b>	<b>43,147,516</b>	<b>4,365,934</b>
Debt Service	23,117	23,117	0
Transfers Out	811,955	978,153	166,198
Reserves - Operating	93,720	761,996	668,276
Reserves - Debt	11,559	11,559	0
Reserves - Claims	18,934,788	13,081,999	-5,852,789
Reserves - Restricted	0	9,386,051	9,386,051
<b><i>Non-Operating Expenditures</i></b>	<b>19,875,139</b>	<b>24,242,875</b>	<b>4,367,736</b>
<b>Total Expenditures</b>	<b>58,656,721</b>	<b>67,390,391</b>	<b>8,733,670</b>

**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 FY22 Budget is projected to increase \$1,409,925 over the FY21 Adopted Budget. Reserves were established in accordance with the Budget Policy and are in compliance with the actuarial study.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 3,547,882	\$ 3,503,699	\$(44,183)
<b>Subtotal:</b>	<b>\$ 3,547,882</b>	<b>\$ 3,503,699</b>	<b>\$(44,183)</b>
Fund Balance	\$ 3,237,688	\$ 4,691,796	\$ 1,454,108
<b>REVENUES TOTAL:</b>	<b>\$ 6,785,570</b>	<b>\$ 8,195,495</b>	<b>\$ 1,409,925</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 144,671	\$ 151,771	\$ 7,100
Operating Expenses	\$ 2,633,191	\$ 2,636,076	\$ 2,885
<b>Subtotal:</b>	<b>\$ 2,777,862</b>	<b>\$ 2,787,847</b>	<b>\$ 9,985</b>
Transfers Out	\$ 79,538	\$ 52,923	\$(26,615)
Reserves - Operating	\$ 33,713	\$ 24,992	\$(8,721)
Reserves - Claims	\$ 3,894,457	\$ 2,458,748	\$(1,435,709)
Reserves - Restricted	\$ 0	\$ 2,870,985	\$ 2,870,985
<b>EXPENDITURES TOTAL:</b>	<b>\$ 6,785,570</b>	<b>\$ 8,195,495</b>	<b>\$ 1,409,925</b>

**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 and Transfers In from the General Fund for malpractice insurance for Inmate Medical. Overall, the FY22 Budget is projected to increase \$3,509,626 over the FY21 Adopted Budget. Reserves were established in accordance with the Budget Policy and are in compliance with the actuarial study.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 3,779,267	<b>\$ 3,485,408</b>	\$(293,859)
<b>Subtotal:</b>	<b>\$ 3,779,267</b>	<b>\$ 3,485,408</b>	<b>\$(293,859)</b>
Transfers In	\$ 0	<b>\$ 300,000</b>	\$ 300,000
Fund Balance	\$ 4,843,909	<b>\$ 8,347,394</b>	\$ 3,503,485
<b>REVENUES TOTAL:</b>	<b>\$ 8,623,176</b>	<b>\$ 12,132,802</b>	<b>\$ 3,509,626</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 130,050	<b>\$ 136,454</b>	\$ 6,404
Operating Expenses	\$ 4,799,151	<b>\$ 5,832,435</b>	\$ 1,033,284
<b>Subtotal:</b>	<b>\$ 4,929,201</b>	<b>\$ 5,968,889</b>	<b>\$ 1,039,688</b>
Transfers Out	\$ 51,597	<b>\$ 65,320</b>	\$ 13,723
Reserves - Operating	\$ 0	<b>\$ 723,039</b>	\$ 723,039
Reserves - Claims	\$ 3,642,378	<b>\$ 47,691</b>	\$(3,594,687)
Reserves - Restricted	\$ 0	<b>\$ 5,327,863</b>	\$ 5,327,863
<b>EXPENDITURES TOTAL:</b>	<b>\$ 8,623,176</b>	<b>\$ 12,132,802</b>	<b>\$ 3,509,626</b>

**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 \$66,421 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 FY22 Budget is projected to increase \$314,222 over the FY21 Adopted Budget.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 1,237,110	\$ 1,303,531	\$ 66,421
<b>Subtotal:</b>	<b>\$ 1,237,110</b>	<b>\$ 1,303,531</b>	<b>\$ 66,421</b>
Fund Balance	\$ 762,453	\$ 1,010,254	\$ 247,801
<b>REVENUES TOTAL:</b>	<b>\$ 1,999,563</b>	<b>\$ 2,313,785</b>	<b>\$ 314,222</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 67,942	\$ 71,900	\$ 3,958
Operating Expenses	\$ 1,008,299	\$ 1,008,875	\$ 576
<b>Subtotal:</b>	<b>\$ 1,076,241</b>	<b>\$ 1,080,775</b>	<b>\$ 4,534</b>
Transfers Out	\$ 59,508	\$ 53,337	\$(6,171)
Reserves - Operating	\$ 8,740	\$ 6,548	\$(2,192)
Reserves - Claims	\$ 855,074	\$ 1,134,762	\$ 279,688
Reserves - Restricted	\$ 0	\$ 38,363	\$ 38,363
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,999,563</b>	<b>\$ 2,313,785</b>	<b>\$ 314,222</b>

**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 \$2,145,933 over the prior year. Additional revenue includes Miscellaneous Revenue for prior fiscal year refunds and rebates, and Fund Balance. Overall, the FY22 Budget is projected to increase \$2,511,816 over the FY21 Adopted Budget.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 27,070,807	\$ 29,216,740	\$ 2,145,933
Miscellaneous Revenues	\$ 880,204	\$ 880,000	\$(204)
Less 5% Statutory Reduction	\$(44,010)	\$(44,000)	\$ 10
<b>Subtotal:</b>	<b>\$ 27,907,001</b>	<b>\$ 30,052,740</b>	<b>\$ 2,145,739</b>
Fund Balance	\$ 6,465,338	\$ 6,831,415	\$ 366,077
<b>REVENUES TOTAL:</b>	<b>\$ 34,372,339</b>	<b>\$ 36,884,155</b>	<b>\$ 2,511,816</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 123,433	\$ 129,622	\$ 6,189
Operating Expenses	\$ 24,258,041	\$ 26,897,540	\$ 2,639,499
<b>Subtotal:</b>	<b>\$ 24,381,474</b>	<b>\$ 27,027,162</b>	<b>\$ 2,645,688</b>
Transfers Out	\$ 161,133	\$ 175,970	\$ 14,837
Reserves - Operating	\$ 39,435	\$ 0	\$(39,435)
Reserves - Claims	\$ 9,790,297	\$ 8,532,183	\$(1,258,114)
Reserves - Restricted	\$ 0	\$ 1,148,840	\$ 1,148,840
<b>EXPENDITURES TOTAL:</b>	<b>\$ 34,372,339</b>	<b>\$ 36,884,155</b>	<b>\$ 2,511,816</b>



**FUND 505 - LIFE, LTD, VOLUNTARY 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 insurance, and long term and short-term disability rates to countywide departments, Constitutional Offices, and employees which are projected to increase \$3,879 over the prior year. Additional revenue includes Fund Balance.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 719,071	\$ 722,950	\$ 3,879
<b>Subtotal:</b>	<b>\$ 719,071</b>	<b>\$ 722,950</b>	<b>\$ 3,879</b>
Fund Balance	\$ 833,279	\$ 895,583	\$ 62,304
<b>REVENUES TOTAL:</b>	<b>\$ 1,552,350</b>	<b>\$ 1,618,533</b>	<b>\$ 66,183</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 52,512	\$ 55,889	\$ 3,377
Operating Expenses	\$ 716,845	\$ 607,689	\$(109,156)
<b>Subtotal:</b>	<b>\$ 769,357</b>	<b>\$ 663,578</b>	<b>\$(105,779)</b>
Transfers Out	\$ 21,609	\$ 38,923	\$ 17,314
Reserves - Operating	\$ 8,802	\$ 7,417	\$(1,385)
Reserves - Claims	\$ 752,582	\$ 908,615	\$ 156,033
<b>EXPENDITURES TOTAL:</b>	<b>\$ 1,552,350</b>	<b>\$ 1,618,533</b>	<b>\$ 66,183</b>

**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 FY22 Budget is projected to increase \$13,941 over the FY21 Adopted Budget to provide services in FY22.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 123,432	\$ 147,272	\$ 23,840
<b>Subtotal:</b>	<b>\$ 123,432</b>	<b>\$ 147,272</b>	<b>\$ 23,840</b>
Fund Balance	\$ 9,899	\$ 0	\$(9,899)
<b>REVENUES TOTAL:</b>	<b>\$ 133,331</b>	<b>\$ 147,272</b>	<b>\$ 13,941</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 41,793	\$ 39,761	\$(2,032)
Operating Expenses	\$ 14,277	\$ 13,067	\$(1,210)
Capital Outlay	\$ 0	\$ 18,950	\$ 18,950
Debt Service	\$ 23,117	\$ 23,117	\$ 0
<b>Subtotal:</b>	<b>\$ 79,187</b>	<b>\$ 94,895</b>	<b>\$ 15,708</b>
Transfers Out	\$ 39,555	\$ 40,818	\$ 1,263
Reserves - Operating	\$ 3,030	\$ 0	\$(3,030)
Reserves - Debt	\$ 11,559	\$ 11,559	\$ 0
<b>EXPENDITURES TOTAL:</b>	<b>\$ 133,331</b>	<b>\$ 147,272</b>	<b>\$ 13,941</b>

**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 FY22 Budget is projected to increase \$313,970 over the FY21 Adopted Budget to provide services in FY22.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 2,688,560	<b>\$ 3,000,994</b>	\$ 312,434
<b>Subtotal:</b>	<b>\$ 2,688,560</b>	<b>\$ 3,000,994</b>	<b>\$ 312,434</b>
Transfers In	\$ 42,918	<b>\$ 44,454</b>	\$ 1,536
<b>REVENUES TOTAL:</b>	<b>\$ 2,731,478</b>	<b>\$ 3,045,448</b>	<b>\$ 313,970</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 1,298,316	<b>\$ 1,322,399</b>	\$ 24,083
Operating Expenses	\$ 1,124,141	<b>\$ 1,284,159</b>	\$ 160,018
Debt Service	\$ 0	<b>\$ 0</b>	\$ 0
<b>Subtotal:</b>	<b>\$ 2,422,457</b>	<b>\$ 2,606,558</b>	<b>\$ 184,101</b>
Transfers Out	\$ 309,021	<b>\$ 438,890</b>	\$ 129,869
Reserves - Debt	\$ 0	<b>\$ 0</b>	\$ 0
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,731,478</b>	<b>\$ 3,045,448</b>	<b>\$ 313,970</b>

**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.



FY22 includes funding for ongoing capital projects: Fuel Proximity Sensors and the Dispenser and Monitoring upgrades at various Fire Stations. Overall, the FY22 Budget is projected to increase \$593,987 over the FY21 Adopted Budget.

	<b>FY21 Adopted Budget:</b>	<b>FY22 Adopted Budget:</b>	<b>Variance:</b>
<b>REVENUES</b>			
Charges For Services	\$ 1,612,356	<b>\$ 1,901,433</b>	\$ 289,077
<b>Subtotal:</b>	<b>\$ 1,612,356</b>	<b>\$ 1,901,433</b>	<b>\$ 289,077</b>
Transfers In	\$ 146,000	<b>\$ 578,000</b>	\$ 432,000
Fund Balance	\$ 700,558	<b>\$ 573,468</b>	\$(127,090)
<b>REVENUES TOTAL:</b>	<b>\$ 2,458,914</b>	<b>\$ 3,052,901</b>	<b>\$ 593,987</b>
<b>EXPENDITURES</b>			
Personal Services	\$ 79,862	<b>\$ 76,972</b>	\$(2,890)
Operating Expenses	\$ 1,744,687	<b>\$ 1,776,836</b>	\$ 32,149
Capital Outlay	\$ 544,371	<b>\$ 1,087,121</b>	\$ 542,750
<b>Subtotal:</b>	<b>\$ 2,368,920</b>	<b>\$ 2,940,929</b>	<b>\$ 572,009</b>
Transfers Out	\$ 89,994	<b>\$ 111,972</b>	\$ 21,978
<b>EXPENDITURES TOTAL:</b>	<b>\$ 2,458,914</b>	<b>\$ 3,052,901</b>	<b>\$ 593,987</b>

# CAPITAL IMPROVEMENT PROGRAM FUNDS

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## **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 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Community Development</b>						
<b>1400 - Community Development Projects</b>						
Urban Farm - C20-011	0	500,000	900,000	1,000,000	0	2,400,000
<b>Total: 1400 - Community Development</b>	<b>0</b>	<b>500,000</b>	<b>900,000</b>	<b>1,000,000</b>	<b>0</b>	<b>2,400,000</b>
<b>7200 - Parks Projects</b>						
Holopaw Neighborhood Park Playground - C22-007	0	0	0	0	100,000	100,000
Kenansville Community Park Playground - C22-006	0	0	0	0	100,000	100,000
Parks Equipment - 7007	55,000	0	0	0	0	55,000
Royal Palms Playground - C22-004	0	0	175,000	0	0	175,000
Scotty's Cove Conservation Area - C20-001	75,000	0	0	0	0	75,000
Shelby Cox Playground - C22-005	0	0	0	200,000	0	200,000
Yeehaw Junction Playground - C22-003	100,000	0	0	0	0	100,000
<b>Total: 7200 - Parks Projects</b>	<b>230,000</b>	<b>0</b>	<b>175,000</b>	<b>200,000</b>	<b>200,000</b>	<b>805,000</b>
<b>Total: Community Development</b>	<b>230,000</b>	<b>500,000</b>	<b>1,075,000</b>	<b>1,200,000</b>	<b>200,000</b>	<b>3,205,000</b>
<b>Public Safety</b>						
<b>2100 - Public Safety Projects</b>						
FY22 Corrections Dept. New Vehicles - O22-001	116,000	0	0	0	0	116,000
Security Cameras (Facility-wide) - 2121	439,376	0	0	0	0	439,376
<b>Total: 2100 - Public Safety Projects</b>	<b>555,376</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>555,376</b>
<b>Total: Public Safety</b>	<b>555,376</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>555,376</b>
<b>Public Works</b>						
<b>4100 - Public Works Projects</b>						
Admin Bldg - 3rd Floor Reconfiguration - 4127	700,000	0	0	0	0	700,000
BOCC Courthouse Office Reconfiguration - P22-020	75,000	0	0	0	0	75,000
Corrections Kitchen Equipment (Mixer) - P22-014	25,000	0	0	0	0	25,000
Corrections-Replacement of HVAC units for Booking & Reclassification - P22-013	420,000	0	0	0	0	420,000
Courthouse Elevator re-build and modernization - P22-010	680,000	710,000	740,000	580,000	0	2,710,000
Equestrian Center Modular - P22-011	60,000	0	0	0	0	60,000
Jail Control Room Interface Rehab - P22-009	400,000	0	0	0	0	400,000
Parks - Skid-Steer Loader - C22-009	0	120,000	0	0	0	120,000
Sheriff Admin-Air Handler 1&2 Replacement - P22-012	160,000	0	0	0	0	160,000
<b>Total: 4100 - Public Works Projects</b>	<b>2,520,000</b>	<b>830,000</b>	<b>740,000</b>	<b>580,000</b>	<b>0</b>	<b>4,670,000</b>



## Fund 001-General Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>4144 - Fleet Vehicles/Equipment</b>						
Emergency Management Vehicle - F22-001	41,000	0	0	0	0	41,000
FY22 Fleet Vehicle Replacements - P22-001	326,520	0	0	0	0	326,520
<b>Total: 4144 - Fleet Vehicles/Equipment</b>	<b>367,520</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>367,520</b>
<b>Total: Public Works</b>	<b>2,887,520</b>	<b>830,000</b>	<b>740,000</b>	<b>580,000</b>	<b>0</b>	<b>5,037,520</b>
<b>Total: 001</b>	<b>3,672,896</b>	<b>1,330,000</b>	<b>1,815,000</b>	<b>1,780,000</b>	<b>200,000</b>	<b>8,797,896</b>

## Fund 102-Transportation Trust Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Public Works</b>						
<b>4100 - Public Works Projects</b>						
Road & Bridge Yard 1 Building B Generator - P22-015	75,000	0	0	0	0	75,000
<b>Total: 4100 - Public Works Projects</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>
<b>4144 - Fleet Vehicles/Equipment</b>						
Bucket Truck - T21-002	213,100	0	0	0	0	213,100
<b>Total: 4144 - Fleet Vehicles/Equipment</b>	<b>213,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>213,100</b>
<b>Total: Public Works</b>	<b>288,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>288,100</b>
<b>Total: 102</b>	<b>288,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>288,100</b>

# Fund 104-Tourist Development Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Community Development</b>						
<b>7500 - TDT Projects</b>						
Additional Parking Lot for Orlando City - C21-011	0	0	0	233,400	0	233,400
Austin Tindall Sod/Tree Farm - 7568	0	498,116	0	0	0	498,116
Concession Stand Upgrade & Signage - 7511	0	233,290	0	0	0	233,290
OHP - Administrative Office/Box Office Renovations - 7559	0	511,765	0	0	0	511,765
OHP - Arena Lobby Floor - 17053	0	0	0	375,000	375,000	750,000
OHP - Bollards - 7575	0	125,000	150,000	150,000	150,000	575,000
OHP - Event Center Box Office Awning - C20-005	0	0	0	300,000	0	300,000
OHP - Events Center & Arena Lobby Lighting System - 7017	0	0	500,000	0	1,000,000	1,500,000
OHP - Exhibition Hall Sound System - 7533	45,154	0	0	0	0	45,154
OHP - Fencing - 7505	0	100,000	100,000	100,000	0	300,000
OHP - Heritage Club Upgrades - 7018	0	0	100,000	200,000	250,000	550,000
OHP - Improved Exterior Signage - 7507	0	400,000	400,000	400,000	0	1,200,000
OHP - Improved Interior Signage - 7537	0	300,000	300,000	300,000	300,000	1,200,000
OHP - Maintenance Workshop, Office and Storage Unit - 7021	0	1,361,000	2,200,000	0	0	3,561,000
OHP - PA System (Box Office, Bowl, General, and Outdoors) - 7572	0	200,000	0	0	0	200,000
OHP - Remodel Suites and Furniture (Arena) - 7546	0	0	0	0	150,000	150,000
OHP - Site Grading & Drainage - C20-007	0	0	0	500,000	500,000	1,000,000
OHP - Spotlight Replacements - C19-056	0	0	0	0	250,000	250,000
OHP - Surveillance System/Metal Detectors - 7593	0	100,000	100,000	100,000	100,000	400,000
OHP - Telephone/Voicemail System - 7577	0	200,000	0	0	0	200,000
OHP - Utility Distribution (Arena, Events Center, Parking Lots) - 7558	0	500,000	500,000	0	0	1,000,000
OHP Parking and Hardscape - 7548	0	0	0	0	250,000	250,000
Stadium - Picnic Cover - 7566	0	0	75,000	0	0	75,000
Stadium Automated Gate Entrance - C21-007	0	0	0	30,000	0	30,000
Stadium Video Scoreboard - C21-010	0	700,000	0	0	0	700,000
<b>Total: 7500 - TDT Projects</b>	<b>45,154</b>	<b>5,229,171</b>	<b>4,425,000</b>	<b>2,688,400</b>	<b>3,325,000</b>	<b>15,712,725</b>
<b>Total: Community Development</b>	<b>45,154</b>	<b>5,229,171</b>	<b>4,425,000</b>	<b>2,688,400</b>	<b>3,325,000</b>	<b>15,712,725</b>

## Fund 104-Tourist Development Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Constitutionals/Elected Officials</u></b>						
<b>9100 - Constitutionals Projects</b>						
West Government Complex - 2033	252,180	0	0	0	0	252,180
<b>Total: 9100 - Constitutionals Projects</b>	<b>252,180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>252,180</b>
<b>Total: Constitutionals/Elected Officials</b>	<b>252,180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>252,180</b>
<b><u>Public Works</u></b>						
<b>4144 - Fleet Vehicles/Equipment</b>						
FY22 Fleet Vehicle Replacements - P22-001	55,000	0	0	0	0	55,000
<b>Total: 4144 - Fleet Vehicles/Equipment</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55,000</b>
<b>Total: Public Works</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55,000</b>
<b><u>Transportation</u></b>						
<b>4300 - Transportation Projects</b>						
Lake Toho Water Restoration Pond Trail - 4350	0	772,950	0	0	0	772,950
<b>Total: 4300 - Transportation Projects</b>	<b>0</b>	<b>772,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>772,950</b>
<b>Total: Transportation</b>	<b>0</b>	<b>772,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>772,950</b>
<b>Total: 104</b>	<b>352,334</b>	<b>6,002,121</b>	<b>4,425,000</b>	<b>2,688,400</b>	<b>3,325,000</b>	<b>16,792,855</b>

# Fund 115-Court Facilities Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Public Works</b>						
<b>4100 - Public Works Projects</b>						
Admin Bldg - 3rd Floor Reconfiguration - 4127	1,050,000	0	0	0	0	1,050,000
Clerk of Court Office Reconfiguration - 4193	60,000	0	0	0	0	60,000
<b>Total: 4100 - Public Works Projects</b>	<b>1,110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,110,000</b>
<b>Total: Public Works</b>	<b>1,110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,110,000</b>
<b>Total: 115</b>	<b>1,110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,110,000</b>

## Fund 125-Environmental Land Maintenance Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Community Development</u></b>						
<b>1400 - Community Development Projects</b>						
Shingle Creek Babb Playground - C21-016	0	0	0	100,000	0	100,000
<b>Total: 1400 - Community Development</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>
<hr/>						
<b>Total: Community Development</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>
<b>Total: 125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>

# Fund 141-Boating Improvement Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Public Works</b>						
<b>4100 - Public Works Projects</b>						
Lake Runnymede Boat Ramp Improvements - P22-003	50,000	0	0	0	0	50,000
<b>Total: 4100 - Public Works Projects</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
<b>Total: Public Works</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>
<b>Total: 141</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>

## Fund 142 - Mobility Fee East Zone Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Transportation</u></b>						
<b>4300 - Transportation Projects</b>						
Neptune Road (Partin Settlement to US 192) - 4178	4,995,117	0	0	0	0	4,995,117
<b>Total: 4300 - Transportation Projects</b>	<b>4,995,117</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,995,117</b>
<b>Total: Transportation</b>	<b>4,995,117</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,995,117</b>
<b>Total: 142</b>	<b>4,995,117</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,995,117</b>



## Fund 143 - Mobility Fee West Zone Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Transportation</u></b>						
<b>4300 - Transportation Projects</b>						
Neptune Road (Partin Settlement to US 192) - 4178	33,393,375	0	0	0	0	33,393,375
Westside Blvd. Extension - 4407	0	470,640	0	6,020,015	10,354,060	16,844,715
<b>Total: 4300 - Transportation Projects</b>	<b>33,393,375</b>	<b>470,640</b>	<b>0</b>	<b>6,020,015</b>	<b>10,354,060</b>	<b>50,238,090</b>
<b>Total: Transportation</b>	<b>33,393,375</b>	<b>470,640</b>	<b>0</b>	<b>6,020,015</b>	<b>10,354,060</b>	<b>50,238,090</b>
<b>Total: 143</b>	<b>33,393,375</b>	<b>470,640</b>	<b>0</b>	<b>6,020,015</b>	<b>10,354,060</b>	<b>50,238,090</b>

## Fund 149-East 149- East 192 CRA

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Economic Development/Strategic Initiatives</u></b>						
<b>01400 - Economic Development Projects</b>						
Landscape E192 - 1421	1,844,437	0	0	0	0	1,844,437
<b>Total: 01400 - Economic Development</b>	<b>1,844,437</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,844,437</b>
<b>Total: Economic Development/Strategic</b>	<b>1,844,437</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,844,437</b>
<b>Total: 149</b>	<b>1,844,437</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,844,437</b>

## Fund 154-Constitutional Gas Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Public Works</b>						
<b>4144 - Fleet Vehicles/Equipment</b>						
Crane Truck with Auger - T22-009	273,000	0	0	0	0	273,000
Fleet Vehicle Replacement - OUT YEARS - P23-001	0	1,671,000	1,609,000	1,389,000	1,529,000	6,198,000
FY22 Fleet Vehicle Replacements - P22-001	2,636,000	0	0	0	0	2,636,000
Transportation New Vehicles - T22-010	140,000	0	0	0	0	140,000
<b>Total: 4144 - Fleet Vehicles/Equipment</b>	<b>3,049,000</b>	<b>1,671,000</b>	<b>1,609,000</b>	<b>1,389,000</b>	<b>1,529,000</b>	<b>9,247,000</b>
<b>Total: Public Works</b>	<b>3,049,000</b>	<b>1,671,000</b>	<b>1,609,000</b>	<b>1,389,000</b>	<b>1,529,000</b>	<b>9,247,000</b>
<b>Total: 154</b>	<b>3,049,000</b>	<b>1,671,000</b>	<b>1,609,000</b>	<b>1,389,000</b>	<b>1,529,000</b>	<b>9,247,000</b>

# Fund 156-Federal And State Grants Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Economic Development/Strategic Initiatives</u></b>						
<b>01400 - Economic Development Projects</b>						
Landscape E192 - 1421	2,500,000	0	0	0	0	2,500,000
<b>Total: 01400 - Economic Development</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>
<b>Total: Economic Development/Strategic</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>
<b><u>Public Works</u></b>						
<b>3800 - Stormwater Projects</b>						
Buenaventura Drain Impr - 3101	1,200,000	0	0	0	0	1,200,000
East Lake Toho Water Quality Improvements - P21-006	0	0	120,000	0	0	120,000
Kempfer Road Culvert Replacement - 3102	1,878,247	0	0	0	0	1,878,247
<b>Total: 3800 - Stormwater Projects</b>	<b>3,078,247</b>	<b>0</b>	<b>120,000</b>	<b>0</b>	<b>0</b>	<b>3,198,247</b>
<b>4100 - Public Works Projects</b>						
C-Gate Boat Ramp Safety Repairs & ADA Improvements - P21-002	0	200,000	0	0	0	200,000
<b>Total: 4100 - Public Works Projects</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>
<b>Total: Public Works</b>	<b>3,078,247</b>	<b>200,000</b>	<b>120,000</b>	<b>0</b>	<b>0</b>	<b>3,398,247</b>
<b><u>Transportation</u></b>						
<b>4300 - Transportation Projects</b>						
ATMS Phase 7 - T22-006	0	0	0	282,972	3,254,168	3,537,140
ATMS Phase 9 - T22-007	0	0	205,075	0	2,665,973	2,871,048
Bellalago Academy Sidewalk - 4370	86,122	0	0	0	0	86,122
Bill Beck Trail - T20-009	0	0	0	209,590	0	209,590
Boggy Creek Elementary & Parkway Middle School SW - T22-018	0	0	0	651,998	0	651,998
Buenaventura Blvd Complete Streets - T21-005	0	0	1,556,738	0	11,269,252	12,825,990
Buenaventura Safety Improvements - T22-012	332,869	0	0	1,886,253	0	2,219,122
Deerwood Elementary Sidewalk Gaps - 4382	786,835	0	0	0	0	786,835
Deerwood Elementary Sidewalk II - 4371	0	0	1,034,225	0	0	1,034,225
Fortune Road Widening - T21-006	0	0	1,000,000	2,034,915	0	3,034,915
Fortune-Simpson Intersection Improvement - 4374	0	4,953,978	0	0	0	4,953,978
Hickory Tree Elementary Sidewalk - T22-001	0	0	0	165,945	0	165,945
Kissimmee St.Cloud Connector Trail - 4011	0	3,451,000	0	0	0	3,451,000
Marigold Safety Impromvements - T22-013	1,316,507	4,841,235	0	0	0	6,157,742
Michigan Ave Pedestrian Safety - 4406	0	390,000	0	0	0	390,000

## Fund 156-Federal And State Grants Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Neovation Way - T22-002	1,020,760	0	11,141,553	0	0	12,162,313
Nolte ATMS - T22-003	0	0	0	0	280,999	280,999
Old Lake Wilson Road - 4404	0	3,000,000	0	0	0	3,000,000
Old Tampa, Clay & Jack Calhoun Intersection - T22-005	0	332,869	1,886,253	0	0	2,219,122
Osceola Parkway Adaptive Signal System - T22-004	0	0	200,000	510,400	0	710,400
Osceola Parkway Arterial Improvements - T22-017	0	213,989	0	1,854,574	0	2,068,563
Parkway Middle Ventura Elementary Sidewalk - 4367	0	0	568,649	0	0	568,649
Poinciana at Rail Avenue - Intersection - T22-008	0	82,383	1,883,945	0	0	1,966,328
Simpson Road Phase I - 7011	13,999,000	0	0	0	0	13,999,000
SunRail Poinciana Parking Lot - T21-007	324,902	2,490,915	0	0	0	2,815,817
SunRail Tupperware Parking Lot - T21-008	266,403	2,042,423	0	0	0	2,308,826
<b>Total: 4300 - Transportation Projects</b>	<b>18,133,398</b>	<b>21,798,792</b>	<b>19,476,438</b>	<b>7,596,647</b>	<b>17,470,392</b>	<b>84,475,667</b>
<b>Total: Transportation</b>	<b>18,133,398</b>	<b>21,798,792</b>	<b>19,476,438</b>	<b>7,596,647</b>	<b>17,470,392</b>	<b>84,475,667</b>
<b>Total: 156</b>	<b>23,711,645</b>	<b>21,998,792</b>	<b>19,596,438</b>	<b>7,596,647</b>	<b>17,470,392</b>	<b>90,373,914</b>

# Fund 158-Intergovernmental Radio Communications

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Public Works</b>						
<b>4100 - Public Works Projects</b>						
Communication Tower Sites B, C, D, E & G Replace HVAC Bard Units - P22-017	60,000	0	0	0	0	60,000
<b>Total: 4100 - Public Works Projects</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>
<b>Total: Public Works</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>
<b>Total: 158</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>

# Fund 177-Fire Impact Fee Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Public Safety</b>						
<b>2100 - Public Safety Projects</b>						
Fire Station 63 - Shady Lane (Replacement) - 2233	0	0	0	2,600,000	0	2,600,000
Station 45 Calypso Cay (535 Area Station) - 2008	6,480,610	0	0	0	0	6,480,610
Station 75 Funie Steed Road - 2009	0	0	3,299,729	0	0	3,299,729
<b>Total: 2100 - Public Safety Projects</b>	<b>6,480,610</b>	<b>0</b>	<b>3,299,729</b>	<b>2,600,000</b>	<b>0</b>	<b>12,380,339</b>
<b>Total: Public Safety</b>	<b>6,480,610</b>	<b>0</b>	<b>3,299,729</b>	<b>2,600,000</b>	<b>0</b>	<b>12,380,339</b>
<b>Total: 177</b>	<b>6,480,610</b>	<b>0</b>	<b>3,299,729</b>	<b>2,600,000</b>	<b>0</b>	<b>12,380,339</b>

## Fund 178-Parks Impact Fee Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Community Development</u></b>						
<b>7208 - Parks District 1</b>						
Campbell City Park/Community Center - 7003	4,157,010	0	0	0	0	4,157,010
East 192 CRA Parks - 7215	2,000,000	500,000	2,000,000	500,000	2,000,000	7,000,000
Fletcher Park - C21-001	0	0	250,000	250,000	0	500,000
Intercession City Community Center - C21-002	0	100,000	2,000,000	0	0	2,100,000
Kings Highway Park - C21-003	250,000	2,500,000	0	1,000,000	0	3,750,000
Mac Overstreet Park - C21-013	0	0	0	0	100,000	100,000
Marydia Community Center - 7248	2,500,000	0	0	0	0	2,500,000
Oren Brown Park Improvements - 1423	150,000	600,000	225,000	0	0	975,000
Park Property Purchase (District 1) - 7028	2,000,000	0	3,070,000	2,000,000	0	7,070,000
Quina Park - C22-008	50,000	250,000	0	0	0	300,000
Rachel Lane (Park) - C21-015	70,000	250,000	0	0	0	320,000
<b>Total: 7208 - Parks District 1</b>	<b>11,177,010</b>	<b>4,200,000</b>	<b>7,545,000</b>	<b>3,750,000</b>	<b>2,100,000</b>	<b>28,772,010</b>
<b>7209 - Parks District 2</b>						
65th Infantry Veterans Park - 4155	150,000	850,000	0	0	0	1,000,000
Archie Gordon Memorial Park - 7220	0	700,000	100,000	0	0	800,000
Park Property Purchase (District 2) - C20-014	500,000	500,000	500,000	500,000	0	2,000,000
<b>Total: 7209 - Parks District 2</b>	<b>650,000</b>	<b>2,050,000</b>	<b>600,000</b>	<b>500,000</b>	<b>0</b>	<b>3,800,000</b>
<b>Total: Community Development</b>	<b>11,827,010</b>	<b>6,250,000</b>	<b>8,145,000</b>	<b>4,250,000</b>	<b>2,100,000</b>	<b>32,572,010</b>
<b>Total: 178</b>	<b>11,827,010</b>	<b>6,250,000</b>	<b>8,145,000</b>	<b>4,250,000</b>	<b>2,100,000</b>	<b>32,572,010</b>



## Fund 190 - Mobility Fee Northeast District Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Transportation</u></b>						
<b>4300 - Transportation Projects</b>						
Cyrils Drive Improvements - 4663	8,797,315	0	0	0	0	8,797,315
Jones Road Intersection Improvements - T22-016	0	0	196,212	2,650,000	1,700,503	4,546,715
<b>Total: 4300 - Transportation Projects</b>	<b>8,797,315</b>	<b>0</b>	<b>196,212</b>	<b>2,650,000</b>	<b>1,700,503</b>	<b>13,344,030</b>
<b>Total: Transportation</b>	<b>8,797,315</b>	<b>0</b>	<b>196,212</b>	<b>2,650,000</b>	<b>1,700,503</b>	<b>13,344,030</b>
<b>Total: 190</b>	<b>8,797,315</b>	<b>0</b>	<b>196,212</b>	<b>2,650,000</b>	<b>1,700,503</b>	<b>13,344,030</b>

# Fund 191 - Mobility Fee Southeast District Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Transportation</u></b>						
<b>4300 - Transportation Projects</b>						
Neptune Road (Partin Settlement to US 192) - 4178	750,609	0	0	0	0	750,609
<b>Total: 4300 - Transportation Projects</b>	<b>750,609</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,609</b>
<b>Total: Transportation</b>	<b>750,609</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,609</b>
<b>Total: 191</b>	<b>750,609</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750,609</b>

## Fund 306-Local Option Sales Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Constitutionals/Elected Officials</b>						
<b>9100 - Constitutionals Projects</b>						
S.O. Vehicles - 3398	2,426,843	2,700,000	2,700,000	2,700,000	2,700,000	13,226,843
<b>Total: 9100 - Constitutionals Projects</b>	<b>2,426,843</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>13,226,843</b>
<b>Total: Constitutionals/Elected Officials</b>	<b>2,426,843</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>13,226,843</b>
<b>Public Safety</b>						
<b>2100 - Public Safety Projects</b>						
Probation Offices Building Purchase - P22-023	600,000	0	0	0	0	600,000
<b>Total: 2100 - Public Safety Projects</b>	<b>600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>
<b>Total: Public Safety</b>	<b>600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600,000</b>
<b>Public Works</b>						
<b>3800 - Stormwater Projects</b>						
Buenaventura Drain Impr - 3101	400,000	0	0	0	0	400,000
Culvert Upgrades/ Replacements - 3802	400,000	400,000	400,000	400,000	400,000	2,000,000
East Lake Toho Water Quality Improvements - P21-006	75,000	0	120,000	0	0	195,000
Hickory Tree Stormwater Outfall - 3020	300,000	0	0	0	0	300,000
Kempfer Road Culvert Replacement - 3102	644,082	0	0	0	0	644,082
Lake Lizzie Drainage Improvements - P22-019	80,000	100,000	1,480,000	0	0	1,660,000
Old Canoe Creek Rd Culvert Crossing for WPA Canal - 3828	1,000,000	0	0	0	0	1,000,000
Old Lake Wilson Road/Davenport Creek Culvert Replacement - 180072	0	250,000	2,000,000	0	0	2,250,000
Water Quality Monitoring Network - P19-035	1,000,000	0	0	0	0	1,000,000
<b>Total: 3800 - Stormwater Projects</b>	<b>3,899,082</b>	<b>750,000</b>	<b>4,000,000</b>	<b>400,000</b>	<b>400,000</b>	<b>9,449,082</b>
<b>4100 - Public Works Projects</b>						
Bridge Rehabilitation - 4359	350,000	350,000	350,000	350,000	350,000	1,750,000
Bridge Scour Countermeasures - 4122	300,000	300,000	300,000	300,000	300,000	1,500,000
C-Gate Boat Ramp Safety Repairs & ADA Improvements - P21-002	100,000	200,000	0	0	0	300,000
Lake Runnymede Boat Ramp Improvements - P22-003	250,000	0	0	0	0	250,000
Mac Overstreet Boat Ramp - 17010	600,000	800,000	0	0	0	1,400,000
Overstreet Landing Boat Ramp Improvements - P22-004	500,000	0	0	0	0	500,000
Roadway and Bridge Safety Improvements - 4322	300,000	300,000	300,000	300,000	300,000	1,500,000

## Fund 306-Local Option Sales Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Trout Lake Boat Ramp Improvements - P22-005	100,000	360,000	0	0	0	460,000
<b>Total: 4100 - Public Works Projects</b>	<b>2,500,000</b>	<b>2,310,000</b>	<b>950,000</b>	<b>950,000</b>	<b>950,000</b>	<b>7,660,000</b>
<b>Total: Public Works</b>	<b>6,399,082</b>	<b>3,060,000</b>	<b>4,950,000</b>	<b>1,350,000</b>	<b>1,350,000</b>	<b>17,109,082</b>
<b><u>Transportation</u></b>						
<b>4300 - Transportation Projects</b>						
Countywide Signals - 4401	1,682,974	0	0	0	0	1,682,974
Traffic Control Equipment - 3780	250,000	175,000	175,000	175,000	175,000	950,000
Traffic Signal Replacement Mast Arm Upgrades - 4352	162,850	0	0	0	0	162,850
<b>Total: 4300 - Transportation Projects</b>	<b>2,095,824</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>2,795,824</b>
<b>Total: Transportation</b>	<b>2,095,824</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>2,795,824</b>
<b>Total: 306</b>	<b>11,521,749</b>	<b>5,935,000</b>	<b>7,825,000</b>	<b>4,225,000</b>	<b>4,225,000</b>	<b>33,731,749</b>

## Fund 315-Gen Cap Outlay Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Constitutionals/Elected Officials</u></b>						
<b>9100 - Constitutionals Projects</b>						
SO - Training Facility - 2032	0	0	3,025,000	0	0	3,025,000
West Government Complex - 2033	579,858	0	0	0	0	579,858
<b>Total: 9100 - Constitutionals Projects</b>	<b>579,858</b>	<b>0</b>	<b>3,025,000</b>	<b>0</b>	<b>0</b>	<b>3,604,858</b>
<b>Total: Constitutionals/Elected Officials</b>	<b>579,858</b>	<b>0</b>	<b>3,025,000</b>	<b>0</b>	<b>0</b>	<b>3,604,858</b>
<b>Total: 315</b>	<b>579,858</b>	<b>0</b>	<b>3,025,000</b>	<b>0</b>	<b>0</b>	<b>3,604,858</b>

## Fund 328 - Special Purpose Capital Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b><u>Transportation</u></b>						
<b>4300 - Transportation Projects</b>						
Carroll St - JYP to Michigan - 4316	4,104,394	0	0	0	0	4,104,394
<b>Total: 4300 - Transportation Projects</b>	<b>4,104,394</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,104,394</b>
<b>Total: Transportation</b>	<b>4,104,394</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,104,394</b>
<b>Total: 328</b>	<b>4,104,394</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,104,394</b>

## Fund 331-Countywide Fire Capital Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Public Safety</b>						
<b>2100 - Public Safety Projects</b>						
Bunker Gear - 2185	2,000,000	0	0	0	0	2,000,000
Campbell City Fire Station 43 - 2203	0	6,481,829	0	0	0	6,481,829
Cypress Parkway Fire Station 85 - F22-006	8,980,610	0	0	0	0	8,980,610
EMS Equipment - 2702	1,051,398	1,103,968	1,159,167	686,738	1,277,981	5,279,252
Fire Station 23 - Northeast DRI - West - F22-003	0	0	0	0	2,328,318	2,328,318
Fire Station 25 - Northeast DRI - North - F22-004	0	0	0	0	2,328,318	2,328,318
Fire Station 63 - Shady Lane (Replacement) - 2233	0	0	0	4,707,795	0	4,707,795
Fire Station 87 - F21-008	0	0	0	2,238,767	0	2,238,767
Fire/EMS Equipment - 2700	1,996,869	5,386,645	3,192,932	2,256,034	2,367,886	15,200,366
Motorola Radio Replacements - F22-005	0	0	0	2,225,000	0	2,225,000
Poinciana Fire Station #83 - 2204	0	0	0	0	7,414,395	7,414,395
Portable Self Contained Breathing Apparatus (SCBA) Filling Station - F21-007	150,150	0	0	0	0	150,150
Station 45 Calypso Cay (535 Area Station) - 2008	500,000	0	0	0	0	500,000
Station 75 Funie Steed Road - 2009	0	0	3,690,313	0	0	3,690,313
Station 81 - South Big Lake/West of Canal - F20-003	0	0	2,152,660	0	0	2,152,660
<b>Total: 2100 - Public Safety Projects</b>	<b>14,679,027</b>	<b>12,972,442</b>	<b>10,195,072</b>	<b>12,114,334</b>	<b>15,716,898</b>	<b>65,677,773</b>
<b>Total: Public Safety</b>	<b>14,679,027</b>	<b>12,972,442</b>	<b>10,195,072</b>	<b>12,114,334</b>	<b>15,716,898</b>	<b>65,677,773</b>
<b>Public Works</b>						
<b>4100 - Public Works Projects</b>						
Fire Station 72 Celebration-Replacement AC Units - F22-016	295,000	0	0	0	0	295,000
<b>Total: 4100 - Public Works Projects</b>	<b>295,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>295,000</b>
<b>Total: Public Works</b>	<b>295,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>295,000</b>
<b>Total: 331</b>	<b>14,974,027</b>	<b>12,972,442</b>	<b>10,195,072</b>	<b>12,114,334</b>	<b>15,716,898</b>	<b>65,972,773</b>

## Fund 334-Transportation Imp Construction Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Transportation</b>						
<b>4300 - Transportation Projects</b>						
Boggy Creek Road (Simpson to Narcoossee) - 4171	0	0	40,630,854	0	0	40,630,854
Partin Settlement Road (Neptune Road to E. Lakeshore) - 4175	409,300	37,860,118	0	0	0	38,269,418
Poinciana Blvd (Pleasant Hill to Crescent Lakes Way) - 4177	4,880,585	50,351,822	0	0	0	55,232,407
Simpson Road (Myers Road to US 192) - 4170	0	37,594,881	0	0	0	37,594,881
<b>Total: 4300 - Transportation Projects</b>	<b>5,289,885</b>	<b>125,806,821</b>	<b>40,630,854</b>	<b>0</b>	<b>0</b>	<b>171,727,560</b>
<b>Total: Transportation</b>	<b>5,289,885</b>	<b>125,806,821</b>	<b>40,630,854</b>	<b>0</b>	<b>0</b>	<b>171,727,560</b>
<b>Total: 334</b>	<b>5,289,885</b>	<b>125,806,821</b>	<b>40,630,854</b>	<b>0</b>	<b>0</b>	<b>171,727,560</b>



## Fund 511-Fleet Fuel Internal Service Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2022/26
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
<b>Public Works</b>						
<b>4100 - Public Works Projects</b>						
Fire Station 57 DEF Dispenser and monitoring upgrade - P20-014	169,000	0	0	0	0	169,000
Fire Station 71 DEF Dispenser and monitoring upgrade - P20-015	169,000	0	0	0	0	169,000
Improve/Upgrade Fuel Sites - P22-021	240,000	0	0	0	0	240,000
<b>Total: 4100 - Public Works Projects</b>	<b>578,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>578,000</b>
<b>Total: Public Works</b>	<b>578,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>578,000</b>
<b>Total: 511</b>	<b>578,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>578,000</b>

Program / Function / Project	Proposed CIP by Fiscal Year					Total
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	2022/26
<b>Report Grand Total:</b>	137,430,361	182,436,816	100,762,305	45,413,396	56,620,853	522,663,731