



OSCEOLA COUNTY

FISCAL YEAR 2023 ADOPTED BUDGET

ADOPTED
SEPTEMBER 19, 2022

OSCEOLA COUNTY

FISCAL YEAR 2023 ADOPTED BUDGET

BOARD OF COUNTY COMMISSIONERS



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INTRODUCTION

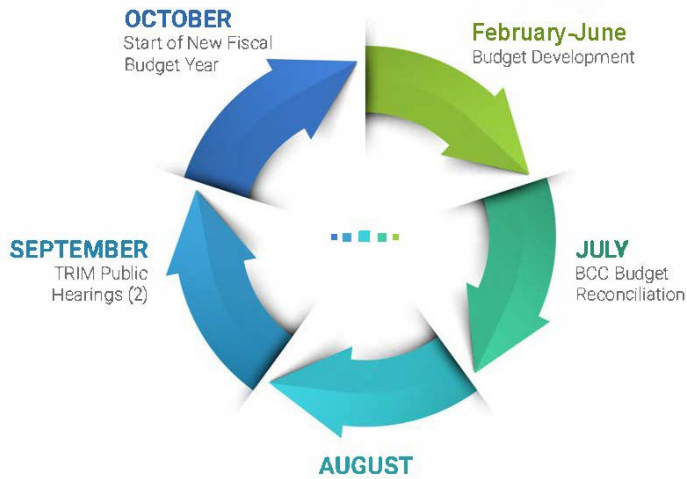
Osceola County is pleased to present the Adopted Budget for Fiscal Year 2022-2023 (FY23). The annual budget development and approval process began in January and concluded with the Final Public Budget Hearing in September. The annual budget presented new challenges and uncertainties due to the continued rapid overall growth of the County and historic levels of inflation associated with goods and services. During the preparation of the FY23 Budget, the County saw stabilization of revenues previously impacted by the global pandemic such as Ad Valorem Taxes, 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 record inflation, employee recruitment and retention, and a need to expand County services to meet the continued growth trends.

While the restrictions and direct impacts of the COVID-19 pandemic have subsided, the resulting economic impacts still linger through historic increases in the costs of goods and services along with an unpredictable scarcity of resources that support County services. As mentioned above, the County's revenues stabilized during FY22; however, we are continuously monitoring external forces that may impact the County's revenues and expenses. While traditional downturns in the national and local economy have resulted in the decline of property valuations, the impacts from the COVID-19 pandemic remain to be seen in the real estate industry, as property valuations lag two years behind. As a result of the growth in the housing industry in Central Florida, Osceola County's FY23 Ad Valorem saw a historic increase of 16.91% in property valuations. In addition to the property valuations, the Osceola County unemployment rate remains very low at 3.2%. The FY23 budget was prepared based on the continued provision of exceptional services to Osceola County residents while remaining conservative to anticipate rapidly evolving economic conditions.

BUDGET GUIDELINES

The FY23 Adopted Budget begins on October 1, 2022, and concludes on September 30, 2023, and 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 are 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 changes prior to the budget review meetings with County Administration held in June.

On July 18, 2022, 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 8th, 2022. 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 meeting, the County Commissioners discussed their FY23 priorities and provided direction to the County Manager for integration within the FY23 Budget.

At the September 8th meeting, the FY23 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 FY23 – FY27 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, grants and donations to be included in the Recommended Final Budget and presented the recommendations at the Final Public Hearing on September 19, 2022. After presentation and discussion, the Board unanimously adopted the millage rates and the Fiscal Year 2023 Recommended Final Budget.

REVENUES:

Although the County’s property valuations increased for FY23, the valuations were from 2021 and the impact from inflation and rising interest rates is yet to be known. As a result, the County has proceeded with caution as it relates to revenue projections. As previously mentioned, the County’s major revenue sources have returned to or exceeded pre-pandemic levels, but the challenge remains to provide high-quality services to a rapidly growing population. Through the leadership of the Board of County Commissioners, FY23 millage rates for the General Fund, County EMS, and Library 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, infrastructure improvements, and public safety. The below chart reflects the approved millage rates and corresponding Ad Valorem revenue for FY23 as compared to FY22.

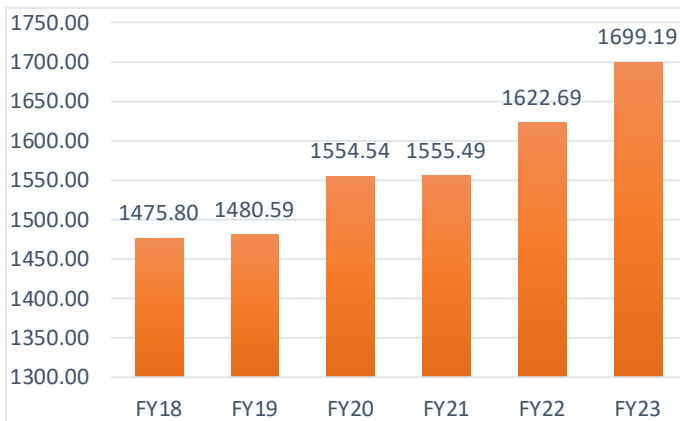
<u>Taxing Entity</u>	FY22 Millage	FY23 Millage	FY23 Revenue	Revenue Variance
Osceola County BCC	6.7000	6.7000	\$266,699,821	\$38,582,444
EMS MSTU	1.0682	1.0682	\$32,644,714	\$4,847,999
Library District	0.3000	0.3000	\$11,982,218	\$1,727,283

Although the General Fund (Osceola County BoCC) shows a significant increase in Ad Valorem, these revenues are quickly reduced by the amount of funds that are obligated for the Constitutional Officers, unfunded state mandates, and four different Community Redevelopment Areas (CRAs), of which three are within the cities. In addition to the increase in Ad Valorem revenue, The Solid Waste and Fire Special Assessments were closely evaluated. The County Commission, in recognition of the impacts of historic levels of inflation on the citizens, implemented the first of a two-year buy-down of the residential solid waste rates that, when combined with the residential fire rescue assessment, equates to \$12 annually per residential property while still supporting high-quality services. Overall, the Countywide budget increased \$280.8M over the FY22 Adopted Budget.

EXPENDITURES:

The continued rapid growth of the County has resulted in the adoption of an operating budget that continues to provide exceptional core public services to the residents and includes significant investments in infrastructure to support the growing population. In recognition of the total impact of inflation on the County workforce, the County implemented a number of measures to maintain a motivated workforce that continues to provide high-quality services.

Osceola County FTE Comparison



The FY23 expenditure budget includes a 4% across-the-board wage increase for eligible employees, an updated Unified Compensation Plan, vacation and sick leave buy-back, and the absorption of the total increase in health and dental insurance premiums. In addition to retaining and recruiting a motivated workforce, the County expanded services through the addition of 76.5 Full-Time Equivalent (FTE) positions who in large

measure support expanded public safety needs, building and development, customer service, and internal services to support the external serving operational departments. In FY23, the County will expand public safety services through the funding of new fire stations at Funie Steed Road and Cypress Parkway, along with the necessary equipment and fire service personnel to staff them. The fully operational stations will provide new services to a growing community, while at the same time reducing service demand and the reduction of response times for existing stations.

The operating 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 new capital projects to meet or anticipate growth within the County with a focus on transportation needs. Incorporated within the Capital Budget is the Capital Improvement Program (CIP) which totals \$321.7M in FY23 and funds major transportation projects such as Poinciana Boulevard, Neptune Road, Old Lake Wilson Road, Boggy Creek Road, Partin Settlement Road, and Simpson Road. While the transportation projects are supported by County funding, the County continues to maximize taxpayer dollars by securing additional competitive grants to supplement the project costs. In addition to the major transportation projects included in the CIP are projects to expand fire services as noted previously. Also, included in the program for FY23 are significant investments in stormwater infrastructure, County facility renovation and expansion, and bridge repair and replacement. The FY23 budget also provides funding for previously approved projects that will continue in the new fiscal year.

The Countywide Reserves are established in accordance with State Statutes, the Budget Policy, Bond covenants, and individual Fund specific requirements. Operating Reserves generally provide a minimum of 2 months of Personnel 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. Considering the rapidly evolving economic conditions and uncertainty with revenues beyond FY23, reserve funds are even more important to ensure the 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.

FISCAL SUSTAINABILITY:

While the current year operating budget reflects current demands for service, the County is also planning for future increases in costs to ensure the residents continue to experience high-quality County services. In FY24, the County will realize a portion of the full cost of the Sunrail maintenance and operation obligation, with the full impact occurring in FY25 and continuing into future years. Although the inflationary pressures are contributing to increased future costs of the public transportation LYNX network, the County continues to support the service and seek expansion in the most impacted areas of the County. While planning for future operational costs, the County also replenished General Fund and Tourist Development Tax Fund Stability Reserves to pre-pandemic levels to ensure services and necessary capital improvements continue to support the community needs.

SUMMARY:

To budget and account for governmental revenues and expenditures, the county establishes various Funds within the budget. Fund accounting is required by State and Federal regulations, as well as by generally accepted accounting principles. The 79 Funds appearing in the Adopted Budget have been appropriated and are included in the audited financial statements. 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 basis of budgeting is the same as the basis of accounting used in the County's audited financial statements. The General Fund, Tourist Development Tax Funds, Countywide Fire District Fund, Mobility Fee Funds, Federal and State Grant Fund, and the Transportation Improvement Construction Fund are reported as major funds. The County's Fund Groups, along with highlights for FY23, 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, Transportation and Transit, 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, retention and recruitment of employees, unfunded mandates such as support of Medicaid and juvenile justice expenses, transfers to support the Constitutional Officers, transportation operations, increased road resurfacing, public transportation, and debt service. Capital Outlay includes funding for designated capital expenditures including countywide equipment replacement, facility improvements at Mosquito Control and Animal Services, improvements at the jail, and support of approved ongoing Capital Improvement Projects.

- Special Revenue Funds: Special Revenue Funds are established for specific purposes 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, Tourist Development Tax (TDT) Funds, Library Fund, Fire Rescue/Emergency Medical Services Fund, Emergency 911, Environmental Lands, Court Technology, Mobility Fee Northeast and Southeast District Funds, MSBUs, Federal and State Grants Fund, and many others.

This Fund Group represents a significant improvement over the prior years due to the unique impacts of the pandemic. As identified previously, the strong growth of the County and relief of the pent-up travel demand has led to increases in budgeted revenue supported by actual receipts in FY22. TDT funds have been budgeted at a conservative rate to ensure impacts due to increased travel costs can be absorbed without significant reductions to programming during the fiscal year. Highlights include increased support for road resurfacing and dirt road paving projects, along with increases for the Countywide Fire and Rescue services to support the growing population. The Building Fund reflects the community growth and continues to support its activities while improving customer service through additional personnel and software enhancements. Capital Outlay includes minimal new projects for FY23, as well as vehicle replacements funded with lease proceeds, the expansion of Fire/Rescue services through the construction of two new stations, and approved ongoing projects carried forward from the prior year to continue in FY23.

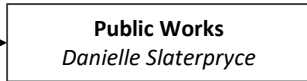
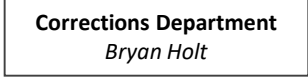
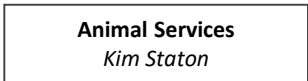
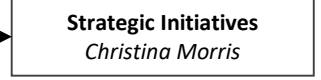
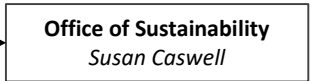
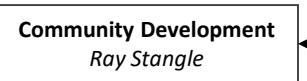
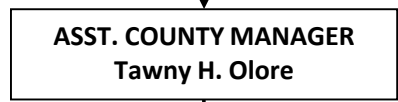
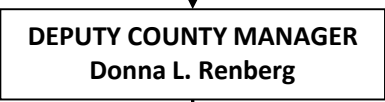
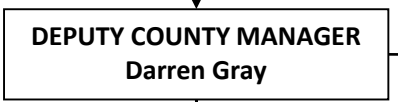
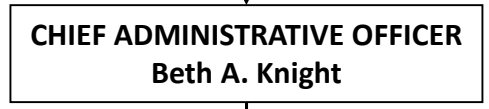
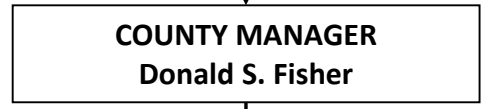
- Debt Service Funds: These Funds are established for the specific purpose of managing long-term principal, interest, and debt service costs. These Funds take into consideration the requirements

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 at least 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 FY23 include the previously mentioned Transportation projects, Stormwater projects, Bridge Improvements, facility improvements and expansion, Traffic equipment, fire stations and Fire/EMS equipment. The Budget also includes projects carried over into FY23 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. The tourism and travel industry has stabilized during FY22 and it is anticipated to remain stable through FY23 to continue to support Osceola Parkway.
- 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 FY23 Budget was successfully adopted on September 19, 2022, totaling \$2,248,614,014. This budget could not have been accomplished without the cross-functional collaborative efforts of 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 for the General Fund, County EMS, and Library.

Osceola County Citizens



STATISTICAL HIGHLIGHTS

34.3

The average commute time in minutes. (2020)

18,385

Number of residents who are Veterans. (2020)

51.0%

Percentage of residents who speak a language other than English at home. (2020)

62.2%

Percentage of residents who are homeowners. (2019)

6.6%

Percentage of residents who work remotely. (2019)

86.7%

Percentage of residents with health insurance. (2019)

72.9%

Percentage of adult residents who are vaccinated against COVID-19. (2022)

HISTORICAL HIGHLIGHTS

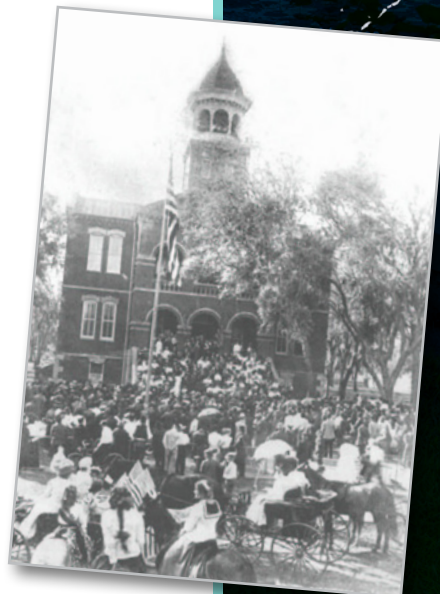
Osceola County is named after a feared and respected Native American leader. Osceola was the son of a British trader and Creek wife, who adopted the name Osceola which means "black drink crier."

Osceola County is the leading cattle producing county in Florida and the 6th leading producer in the United States.

Osceola County was first established as a transportation hub in the late 19th century for riverboats and railroads. This led to a booming economy in the cattle, sugar and lumber industries in the 1800s.

OSCEOLA COUNTY COURTHOUSE

- ★ Oldest courthouse still in use in Florida
- ★ Courthouse built in May 1890
- ★ Added to the Historic Registry on August 16, 1977
- ★ Holds one trial a year to maintain its status as an active courthouse
- ★ First telephone installed on March 3, 1902
 - ★ Telephone equipment rental: \$2.50/month
 - ★ Electric bill: \$2.79/month



OSCEOLA COUNTY TODAY

Population



404,460

Median Age



36

Land Area



1,506
square miles

School Enrollment



74,769

Median Household Income (2020)



\$55,538

Diversity, Race, and Ethnicity

55.3% Hispanic

32.9% White

9.4% Black

2.6% Asian

2.0% Other

0.2% Native American

TOP TEN OSCEOLA COUNTY EMPLOYERS 2021

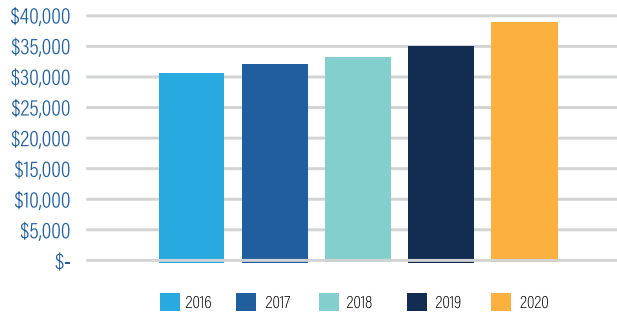
Rank	Employer	Percentage
1	School District of Osceola County	9.3%
2	AdventHealth	4.8%
3	Wal-Mart Stores, INC	3.2%
4	Walt Disney Company - Osceola County Offices	2.2%
5	Orange Lake Resorts By Holiday Inn Club Vacations	2.1%
6	Publix Supermarkets	2.0%
7	Osceola Regional Medical Center	1.8%
8	Gaylord Palms Resort & Convention Center	1.8%
9	Osceola County Government	1.5%
10	McLane Suneast, Inc.	1.5%

UNEMPLOYMENT STATISTICS:

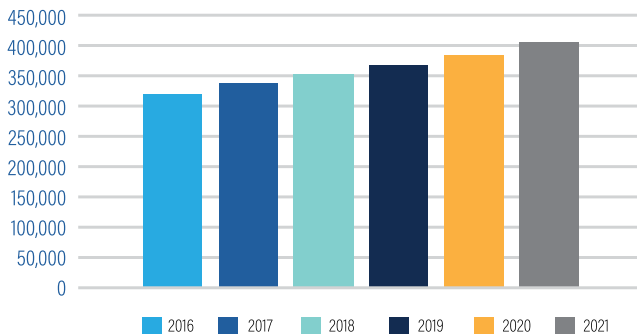
- Osceola County: 5.4%
- Florida: 7.7%
- United States: 8.3%

Osceola County saw the second largest population growth in Florida over the last 10 years.

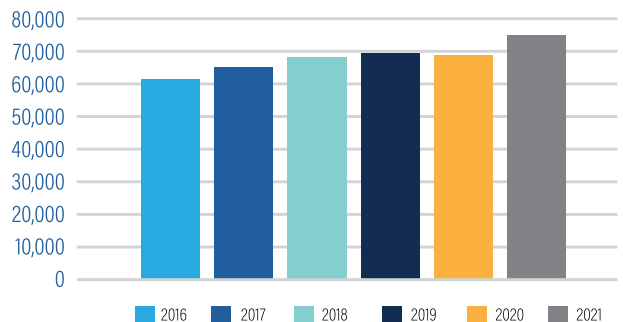
Per Capita Personal Income



Population



School Enrollment





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OSCEOLA COUNTY MISSION STATEMENT & STRATEGIC PLAN

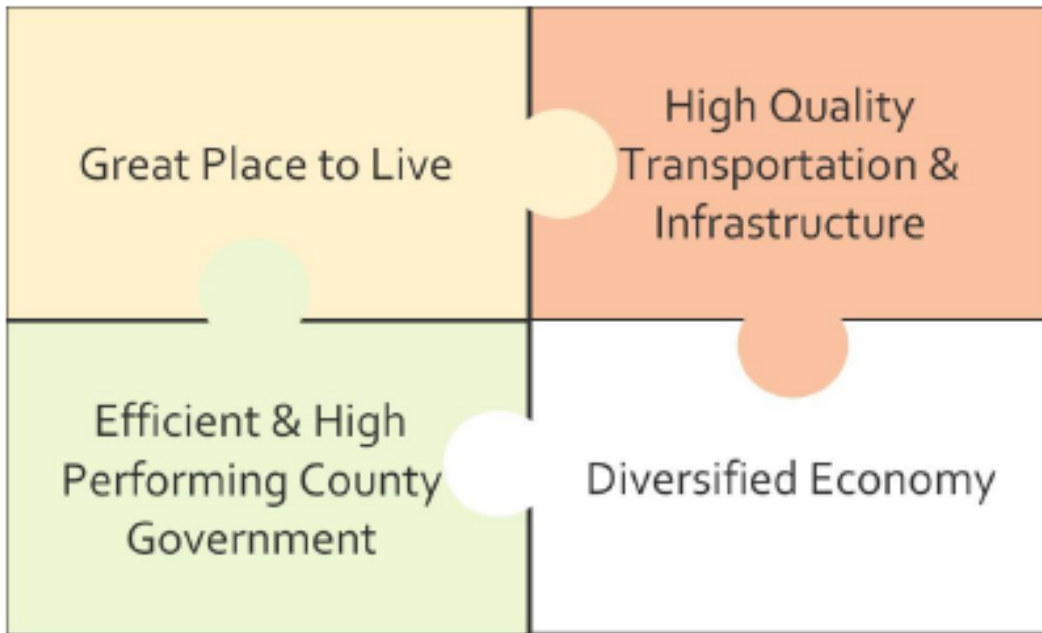
Osceola County continuously evaluates the needs of the community and organization to continuously provide a high level of service to the residents and visitors. The resulting strategies are adopted by the Board of County Commissioners as the Osceola County Strategic Plan. The Strategic Plan defines how we will achieve our goals of growing and diversifying the County's economy, upgrading County infrastructure and the transportation network, creating great neighborhoods for the future, and executing a cost-effective high-performance County government.

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 county is currently operating under the existing strategic plan identified below. The current plan identifies long-term, interconnected community goals that establishes and promotes 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. The Osceola Board of County Commissioners is currently finalizing a revised strategic plan that is the culmination of planning efforts completed in Fiscal Year 2022. The anticipated adoption of the plan is January 2023.



GREAT PLACE TO LIVE

Affordable Housing & Transition Homeless

Project Manager: Celestia McCloud

Description: The County is making a number of strong steps forward in addressing this issue, but the limitation of adequate, affordable rental housing continues to be a major limitation in our community. In FY18, the Board took another step to support the construction of Affordable Housing by allocating \$1M to offset the cost of Mobility Fees. To date, three developments have qualified for over \$781,842.04. Funds for those commitments and reserves are carried over and will be continued into FY21. In addition, the County has a high rate of homelessness that has a significant economic impact on the region that must be addressed. Consequently, the County will continue its efforts as it relates to these initiatives.

Estimated Funding Needs for FY21: FY20 = \$1,197,962/Carryforward Grant Funds and \$1,000,000 Affordable Housing Mobility Fee Incentives. For FY21, exact amounts are unknown at this time but will be included in the budget along with the Incentive program.

Estimated Funding Needs	FY21 Budget	Comment
Financial Assistance (Rapid-Re-Housing)	\$450,000	No change predicted for FY21
HOME funds	\$572,102	
Shelter Plus Care	\$244,471	
Emergency Solution Grant (ESG)	\$0	Now included in Financial Assistance
Homeless Impact Fund	\$226,662	Max of 39 Chronically Homeless Clients
Total	\$1,493,235	

Coronavirus Relief Programs for Individual Assistance

Funding Source	Amount	Clients Assisted
SHIP-Previous allocations	\$505,109	245-2 months assistance with a max amount of \$2,500
SHIP-Coronavirus Relief Funds	\$1,649,604	450-470-3 months assistance with a max amount of \$5,000
Community Development Block Grant-CRF	\$936,122	0-Extended deadline past 12/31/20
Department of Treasury-State of Florida	\$11,500,000	Approximately 2500-3000 clients-3 months assistance with a max amount of \$5,000
Total	\$14,590,835	

* Potential for more Funds through the Department of Treasury - State of Florida in future phases.

Estimate of the staff/support/volunteers needed to complete this task:

- Current staff
- Outside Consultant

Task schedule/timeline:

Task	Schedule	Update
Yates	Jul 2017	Completed in May 2018.
200 Families	Sep 2018	Complete; a total of 137 families were assisted.
House 20 Families	Jun 2021	ESG (Rental Assistance – HSN and Entitlement) 10 families in FY20
House 45 Families	Sep 2021	Financial Assistance (Rapid Re-Housing) 41 families in FY20

Note: Affordable Housing Mobility Fee Incentive Program: We have three developments totaling 300 units that are going through the process of receiving their Certificate of Occupancy or Permit. The total Mobility Fee for 300 of those units is \$781,842.04 and may be billed back to FY2019. The Mobility Fee for the other 100 units is currently being calculated.

Healthcare for Citizens

Project Manager: Celestia McCloud

Description: Because many Osceola County citizens experience gaps in the various medical insurance options available to them, the County expends significant resources in an effort to meet these needs. Staff would recommend continuing these initiatives into the Fiscal Year. In addition,

Estimated Funding Needs for FY21: The budget numbers for the mandated reflect estimates from the State of Florida; the non-mandated program numbers should remain the same during the next budget cycle. The Budget for FY21 is as follows:

Program	FY21 Budget
Department of Health	\$ 559,961
Federally Qualified Health Center (FQHC)	\$ 481,362
Park Place Outpatient	\$ 389,000
BVL Health Clinic	\$ 120,000
Osceola Health/Healing Tree	\$ 50,000
Victim Services (Forensic/Medical Service)	\$ 32,390
Total Non-Mandated:	\$ 1,600,323
Medicaid	\$ 7,544,786
HCRA	\$ 1,409,984
Park Place Baker Act	\$ 400,000
Child Protection Team Abuse Exams	\$ 75,000
Total Mandated:	\$ 9,429,770
TOTAL:	\$ 11,030,093

Estimate of the staff/support/volunteers needed to complete this task:

- The majority of Healthcare services is provided through other parties.
- All contracts will be in place / approved after the beginning of the fiscal year.

Task schedule/timeline:

- Ongoing / Annually
- BOCC Approval, October 2020
- Contracts/Agreements, October/November 2020

Parks/Green Space and Healthy Communities

Project Manager: Susan Caswell

Description. Parks and green space have the power to improve physical and psychological health while also providing community environmental, economic, and quality of life benefits. There is growing concern over epidemic levels of obesity and associated diseases such as type-2 diabetes and heart disease, as well as a better understanding of the important role physical activity plays in tackling these problems. Numerous studies have demonstrated links between access to public green space and higher levels of physical activity, but the suburban development pattern prevalent in much of the country can limit access to such spaces.

Increasing access to parks and green space is consistent with the public health sector's goal of eliminating barriers in the built environment that influence physical activity, obesity, and chronic disease. Public health agencies at all levels are teaming with parks and conservation advocates to push for creating and improving parks, playgrounds, community gardens, trails, and other venues for physical activity.

Osceola County has been addressing this issue on several fronts, including the following:

- **Environmental land conservation.** The *Environmental Lands Conservation Program* has conserved over 3,300 acres of natural lands in the County. All of these natural areas have management plans and have been open to the public as passive parks.
- **Parks.** The *Parks Master Plan* involved a comprehensive analysis of parks and facilities; extensive public outreach to identify park needs; and a strategy that goes beyond acreage to ensure provision of park facilities that meet the recreation needs of residents countywide. Implementing the Plan will involve continued public participation in designing new parks and retrofitting existing parks to provide the facilities and amenities needed in each community.
- **Access to parks.** This is a key issue for the County. To ensure access, the County is working on several transportation initiatives.
 - The *Trails Feasibility Study* develops a strategy for an interconnected trail network, setting the course for closing key gaps in the network through improvements to bicycle and pedestrian infrastructure. One of the criteria for prioritizing trails is connectivity to destinations such as parks.
 - The *ADA Framework Study* will identify barriers to ADA compliance and prioritize areas where pedestrian improvements would have the greatest positive impact based on land use, pedestrian activity, traffic volume, crash data, educational facilities, population and employment density, and commercial activity. Recommendations for code changes and network improvements will be based on this analysis.
 - The *Sidewalk Master Plan* is scheduled in next year's CIP to prioritize sidewalk construction funding. In the interim, the County is working with the School Board to address hazardous walking conditions near schools and using those projects to feed the County work program through the state/federal *Safe Routes to School* program.
 - Safe access also is addressed through the *Best Foot Forward* program. Launched in Osceola County in 2017, Best Foot Forward is a multi-prong approach that combines education, engineering, and enforcement to get more drivers to yield or stop for people at crosswalks, as Florida law requires.
- **Urban tree canopy.** Studies have found that living in neighborhoods with abundant green space is linked to positive health outcomes. Recent research finds higher levels of wellness in areas marked by one particular manifestation of the natural world: leafy trees. The County's *Urban Forest Management Plan* is an analysis of the existing urban tree canopy and a strategy for proactive management and expansion of the canopy.

- **Development patterns.** The *Sustainability Report* focuses on how the built environment (development pattern) influences behavior and health by encouraging or discouraging routine physical activity. Suburban patterns (segregated land uses, low densities and intensities) increase auto-dependency and reduce the propensity to walk. These areas tend to have higher per-capita vehicle miles traveled, suggesting that people in these areas drive more and walk less. The Report includes strategies for a diverse mix of land uses (including parks) and pedestrian connectivity (including sidewalks and trails). It also includes recommendations for achieving fiscal sustainability by ensuring that existing communities maintain their value over time, which can be achieved, in part, by providing parks and green space and increasing walkability. The Sustainability Report is being implemented through the recent *Comprehensive Plan update*, which designated additional mixed-use areas throughout the County and updated parks policies consistent with the Parks Master Plan. Comprehensive Plan policies relative to transportation also call for highly connected street networks, walkable pedestrian environments, connected neighborhoods, and sidewalks and trails.

Estimated Funding Needs for FY21: No additional funding will be needed for FY21

Estimate of the staff/support/volunteers needed: Current staff will be used to complete this task

Task schedule/timeline: To build on these efforts, the County should amend the land development codes to implement these plans and initiatives and should coordinate the efforts listed above to ensure that future actions maximize walkable neighborhoods and access to parks and green space.

Task	Schedule
○ Review land development code (LDC) to clarify requirements for Community Parks and Community Centers. Update the Parks Impact Fee Study and Parks Impact Fee Ordinance as needed.	
<ul style="list-style-type: none"> ● Clarify definition of Community Parks to incorporate smaller Community Parks that form a parks system in an urban context 	Complete
<ul style="list-style-type: none"> ● Add Community Centers to the list of expenditures eligible that are impact-fee eligible 	Complete
<ul style="list-style-type: none"> ● DRC review – March 2020 	Complete
<ul style="list-style-type: none"> ● Present to Planning Commission for consideration 	Complete
<ul style="list-style-type: none"> ● Present to Board of County Commissioners for adoption 	Complete
○ Review LDC to clarify parks and open space requirements, amend where needed to ensure the goals for open space are being met, and address urban parks and open space	
○ Complete an analysis of LDC requirements for parks, open space, stormwater, buffers, greenways and wildlife corridors, and landscaping	
<ul style="list-style-type: none"> ● Analyze LDC to document relationships among the requirements 	Jun 2021
<ul style="list-style-type: none"> ● Identify updates needed to clarify LDC requirements 	Jul 2021
<ul style="list-style-type: none"> ● Draft LDC amendments 	Oct 2021
<ul style="list-style-type: none"> ● DRC review 	Nov 2021
<ul style="list-style-type: none"> ● Growth Management Task Force review 	Dec 2020
<ul style="list-style-type: none"> ● Present to Planning Commission for consideration 	Jan 2022
<ul style="list-style-type: none"> ● Present to Board of County Commissioners for adoption 	Feb 2022
<ul style="list-style-type: none"> ● Ensure coordination across departments of the efforts listed above 	ongoing

HIGH QUALITY TRANSPORTATION AND INFRASTRUCTURE

TRANSPORTATION

Complete Streets

Project Manager: Tawny Olore

Description: The County's road network is one of its most important infrastructure assets. There is no component of the County that isn't impacted positively or negatively by the available road infrastructure. Economic development, public safety, and quality of life within Osceola County are all dependent on roads. With limited funding, staff prioritizes and submits the Road Project Priority List with estimated completion times broken down by Project Development & Environmental (PD&E) Study, Design & Permitting (D&P), Design (D), Right of Way Acquisition (ROW), and Construction (Const) and budget information as follows:

Estimated Funding Needs for FY21:

Hoagland Blvd.: Phases 2 and 3: Reconstruction of 4 lane divided urban roadway with bike lanes and sidewalks. Current traffic volumes exceed capacity of roadway. This project will assist in relieving traffic on US17/92 and John Young Parkway. Project is fully funded and construction is underway and set to be complete in FY2021.

- Phase 2 – From north of Shingle Creek to 5th Street:
 - FDOT Funds = \$35,029,261 (ROW - \$15,929,100 & Construction - \$19,100,161)
 - County Funds = \$15,102,801, (of which \$8,686,901 is future)
- Phase 3 – From John Young Parkway to north of Shingle Creek:
 - FDOT Funds = \$8,758,369 (ROW - \$3,920,000 & Construction - \$4,838,369)
 - County Funds = \$6,461,916

Schedule/Timeline:

- Phases 2 & 3: Total Project Length = 2.5 years
- ROW - 0.5 year
- Construction -2 years
- Completion anticipated FY 2021

Neptune Road: Phases 2, 3 and 4: Design of an approximately 3.9 mile 4-lane divided urban roadway with bike lanes and sidewalks. Current traffic volumes exceed capacity of roadway. This project will provide additional capacity and access between Kissimmee and St. Cloud areas.

- Phase 2 – From Partin Settlement Road to Henry Partin Road
- Phase 3 – Henry Partin Road to Old Canoe Creek Road
- Phase 4 – Old Canoe Creek Road to US 192

Schedule/Timeline:

- Neptune Phases 2, 3 & 4: Total project length = 6.0 years
- Design & Permitting - 1.5 years (start FY 2020)
- ROW - 2 years (start FY 2020)
- Construction - 2.5 years (start FY 2022)

HIGH QUALITY TRANSPORTATION AND INFRASTRUCTURE

Budget: Budget/Cash-flow estimates

Item	FY18/19/20	FY21	FY22	FY23	FY24	Totals:
PD&E	\$1,333,367					\$1,333,367
Design	\$4,700,000					\$4,700,000
ROW	\$19,783,800					\$19,783,800
PM-Consultants	\$300,000					\$300,000
Construction/CEI			\$39,448,200			\$39,448,200
Totals:	\$26,117,167		\$39,448,200			\$65,565,367

Estimate of the staff/support/volunteers needed to complete this task:

- Existing County staff
- Outside consultants
- Outside contractors

Simpson Road: Phases 1, 2, 3 and 4: Design of a 4-lane divided urban roadway with bike lanes and sidewalks. Current traffic volumes exceed capacity of roadway. This project will provide additional capacity and access between south Orange County and Kissimmee.

- Phase 1 – From Osceola Parkway to Boggy Creek Road, approximately 1.2 miles:
 - County Funds: FY20 = \$350,000
 - Anticipated FDOT Funds: = \$13,999,000
 - Construction FDOT - FY 2022
- Phases 2, 3 & 4, approximately 4.2 miles:
 - Phase 2 – From Buenaventura Blvd to Osceola Parkway
 - Phase 3 – From US 192 to Fortune Road
 - Phase 4 – Fortune Road to Buenaventura Blvd

Schedule/Timeline:

- Phases 2, 3 & 4: Total project length = 6.0 years
- Design & Permitting - 1.5 years (start FY 2020)
- ROW - 2 years (start FY 2020)
- Construction - 2 years (start FY 2023)
- Phase 1: Total project length = 3.0 years
- Design & Permitting – 1 year (start FY 2020)
- Construction – 2 years (start FY 2021)

Budget: Budget/Cash-flow estimates does not include quad roads, which were included in the PD&E

Item	FY18/19/20	FY21	FY22	FY23	FY24	Totals:
PD&E	\$1,500,000					\$1,500,000
Design	\$4,500,000					\$4,500,000
ROW	\$18,575,000					\$18,575,000
PM-Consultants	\$300,000					\$300,000
Construction /CEI			\$13,999,000	\$48,382,500		\$62,381,500
Totals:	\$24,875,000		\$13,999,000	\$48,382,500		\$87,256,500

Estimate of the staff/support/volunteers needed to complete this task:

- Existing County staff
- Outside consultants
- Outside contractors

Boggy Creek Road: Design of a 4-lane divided highway approximately 5.9 miles in length, from Simpson Road to Narcoossee road. This project will include sidewalks, bicycle accommodations, curb and gutter and drainage improvements. Current traffic problems exceed the capacity of this roadway. This project will provide additional east-west access between Narcoossee Road and Simpson Road.

Schedule/Timeline

- Total project length = 6.0 years
- Design & Permitting - 2 years (start FY 2020)
- ROW – 1.5 years (start FY 2021)
- Construction - 2 years (start FY 2024)

Budget: Budget/Cash-flow estimates

Item	FY20	FY21	FY22	FY23	FY24	Totals:
Pre-Design (Part A)	\$550,000					\$550,000
Design	\$4,790,000					\$4,790,000
ROW	\$25,000	\$17,700,000				\$17,725,000
PM-Consultants	\$300,000					\$300,000
Construction/CEI					\$52,067,500	\$52,067,500
Totals:	\$5,665,000	\$17,700,000			\$52,067,500	\$75,432,500

Estimate of the staff/support/volunteers needed to complete this task:

- Existing County staff
- Outside consultants
- Outside contractors

Bill Beck Boulevard: Design of a new two-lane roadway, approximately 1.13 miles in length, from approximately 1600 feet south of the Kissimmee Charter Academy north to the current intersection with Osceola Parkway. This roadway is required as part of an agreement with the City of Kissimmee to complete an additional north-south corridor for motorists. Current traffic problems require the extension of this roadway. The Project includes sidewalks, bicycle accommodations, curb and gutter and drainage improvements.

Schedule/Timeline

- Total project length = 3.0 years
- Design & Permitting Update - 1 year (start FY 2020)
- Construction - 2 years (start FY 2021)

Budget: Budget/Cash-flow estimates

Item	FY20	FY21	FY22	FY23	FY24	Totals:
PD&E						
Design	\$400,000					\$400,000
Construction/ CEI		\$8,000,000				\$8,400,000
Totals:	\$400,000	\$8,000,000				\$8,400,000

Estimate of the staff/support/volunteers needed to complete this task:

- Existing County staff
- Outside consultants
- Outside contractors

Partin Settlement Road: Widening from 2 to 4 lanes, for a distance of approximately 2.7 miles, from Neptune Road to East Lakeshore Blvd. Current traffic problems exceed the capacity of this roadway. This project will include sidewalks, bicycle accommodations, curb, gutter and drainage improvements, and provide additional east-west access between the eastern shore of East Lake Tohopekaliga and Kissimmee.

Schedule/Timeline:

- Total project length = 6.0 years
- Design & Permitting - 1.5 years (start FY 2020)
- ROW - 2 years (start FY 2021)
- Construction - 2 years (start FY 2024)

Budget: Budget/Cash-flow estimates

Item	FY20	FY21	FY22	FY23	FY24	Totals:
PD&E (Part A)	\$530,000					\$530,000
Design (Part B)	\$3,170,000					\$3,170,000
ROW	\$25,000	\$8,100,000				\$8,125,000
PM-Consultants	\$300,000					\$300,000
Construction/CEI					\$23,827,500	\$23,827,500
Totals:	\$4,025,000	\$8,100,000			\$23,827,500	\$35,952,500

Estimate of the staff/support/volunteers needed to complete this task:

- Existing County staff
- Outside consultants
- Outside contractors

Poinciana Boulevard: Widening from 2 to 4 lanes, for a distance of approximately 5.7 miles, from Pleasant Hill Road to Trafalgar Boulevard. This project will include sidewalks, bicycle accommodations, curb and gutter and drainage improvements. Current traffic problems exceed the capacity of this roadway. This project will provide additional access between the Poinciana area and Interstate 4.

Schedule/Timeline:

- Total project length = 6.0 years
- Design & Permitting - 2 years (start FY 2020)
- ROW - 2 years (start FY 2021)
- Construction - 2 years (start FY 2024)

Budget: Budget/Cash-flow estimates

Item	FY20	FY21	FY22	FY23	FY24	Totals:
PD&E (Part A)	\$610,000					\$610,000
Design	\$4,450,000					\$4,450,000
ROW	\$25,000	\$2,850,000				\$2,875,000
PM-Consultants	\$300,000					\$300,000
Construction/CEI					\$50,302,500	\$50,302,500
Totals:	\$5,385,000	\$2,850,000			\$50,302,500	\$58,537,500

Estimate of the staff/support/volunteers needed to complete this task:

- Existing County staff
- Outside consultants
- Outside contractors

C.R. 532, Osceola Polk Line Road: Widening from 2 to 4 lanes, for a distance of approximately 2.9 miles, from Old Lake Wilson Road to US 17/92. This project will include sidewalks, bicycle accommodations, curb and gutter and drainage improvements. Current traffic problems exceed the capacity of this roadway. This project is a part of the Poinciana Parkway Extension Project that Osceola County is funding in partnership with the Central Florida Expressway Authority.

Schedule/Timeline

- Total project length = 5.0 years
- Design & Permitting - 1 years (start FY 2020)
- ROW - 2 years
- Construction - 2 years (start FY 2023 – FY 2024)

Budget: Budget/Cash-flow estimates

Item	FY20	FY21	FY22	FY23	FY24	Totals:
PD&E						
Design	\$1,500,000					\$1,500,000
ROW						
Construction/CEI		\$30,000,000				\$30,000,000
Totals:	\$1,500,000	\$30,000,000				\$31,500,000

Estimate of the staff/support/volunteers needed to complete this task:

- Existing County staff
- Outside consultants
- Outside contractors

I-4/C.R. 532 Interchange: Osceola County is designing a modified interchange at I-4 and C.R. 532 in a new diverging diamond configuration. This project is being done in partnership with the Florida Department of Transportation, which is paying for the improvement. This project will provide additional on and off exit capacity for I-4 motorists. Construction is expected to begin in FY 2021.

Schedule/Timeline

- Total project length = 3.0 years
- Design & Permitting - 1 year (start FY 2020)
- Construction - 2 years (start FY 2021) Funded by FDOT

Budget

Item	FY20	FY21	FY22	FY23	FY24	Totals:
PD&E						
Design	\$1,200,000					\$1,000,000
ROW						
Construction/CEI		\$10,400,000				
Totals:	\$1,200,000	\$10,400,000				\$11,600,000

Estimate of the staff/support/volunteers needed to complete this task:

- Existing County staff
- Outside consultants
- Outside contractors

NeoCity Way: Extension of Denn John Lane (NeoCity Way) will provide another entry point and proceed south from US Highway 192 through the NeoCity development to connect it with the planned extension of Fortune Road to Neptune Road. The roadway is currently under construction.

Schedule/Timeline

- Construction: 22 months
- Construction: June 2019
- Final Acceptance: June 2021

Budget

FY21 budget will include carryforward / remaining budget from FY20 of which \$5,800,000 is a grant received from the state of Florida

An estimate of the staff/support/volunteers needed to achieve this task:

- Existing County Staff
- Outside consultants
- Outside contractors

Old Lake Wilson Road: The widening of Old Lake Wilson Road from two lane to four lanes from 730 feet south of Sinclair road to CR 532 (Osceola-Polk County Line Road), a distance of approximately 2.5 miles, will provide easier access for motorists to Interstate 4. This project will include sidewalks, potential bicycle facilities, a median, streetlights and closed drainage system. Osceola County will fund the PD&E portion of the study in preparation for state and federal funds for design, right-of-way and construction.

Schedule/Timeline

- Total Project length = 5.5 years
- Project Development and Environment Study: 18 months (start FY 2021)
- Design: 2 years (start FY 2023)
- Construction: 2 years (start FY 2025)

Budget

Item	FY20	FY21	FY22	FY23	FY24	Totals:
PD&E	\$1,500,000					\$1,500,000
Design				\$2,319,759		\$2,319,759
ROW						
Construction/CEI						
Totals:	\$1,500,000			\$2,319,759		\$3,819,759

Maintenance & Repaving of Existing Roads

Project Manager: John Jeannin

Description: Osceola County currently maintains approximately 2,080 lane miles of paved roadways. The Milling and Resurfacing project encompasses the maintenance and repaving of County maintained paved roadways. The project strategy at the current budget level is to stabilize and improve the overall countywide roadway network health. Periodic updates to the pavement condition index will be completed to ensure the project strategy remains accurate, successful, and that budgeted funds are requested and allocated appropriately.

An estimate of the funding needed to achieve this task:

- In FY20, \$12,000,000 was funded in order to accomplish the following:
 - Micro surfacing - \$1,808,200 = 65.26 lane miles
 - Milling/Resurfacing - \$10,197,700 = 88.73 lane miles
 - Total lane miles = 153.99 lane miles
- Approved amounts for FY21 are yet to be determined, but if funded at the same level as FY20 (\$12,000,000) it is estimated the following could be accomplished:
 - Micro surfacing - \$1,600,000 = 57 lane miles
 - Milling/Resurfacing - \$10,400,000 = 100 lane miles
 - Total lane miles = 157 lane miles

An estimate of the staff/support/volunteers needed to complete this task:

- Current County Staff
- Outside Contractor

A list of the tasks and schedule/timeline for completing each of the tasks:

- This is a continuous ongoing program
- Periodically update to the pavement condition index (PCI)
- Develop annual maintenance /repaving list based on PCI and road condition assessment matrix.
- The needs will increase as roadways are being improved/widened to accommodate increasing transportation needs

Dirt Road Paving

Project Manager: John Jeannin

Description: The Chip Seal Surface Treatment project encompasses stabilizing County maintained unpaved roadways and applying a Chip Seal surface treatment which minimizes dust and erosion. The project initially focused on unpaved roadways within the Urban Growth Boundary which was completed on schedule in FY 2019. Currently surface treatment of unpaved roadways outside the Urban Growth Boundary is ongoing and will be completed by FY2027. Osceola County has 45 miles remaining of unpaved, County maintained roadways.

An estimate of the funding needed to achieve this task:

- \$750,000 was approved for FY20
- Anticipate requesting \$750,000 for FY21
- \$750,000 annually for 6 years thereafter will be needed in order to complete in FY27
- Total = \$6,750,000

An estimate of the staff/support/volunteers needed to complete this task:

- Current County Staff
-

- Outside Contractor

A list of the tasks and schedule/timeline for completing each of the tasks:

- Vendor approvals
- Product application contractor
- Material contracts
- Total program is estimated to take 11 years:
 - Unpaved Roads within the urban growth boundary – Completed (FY 2015 - FY 2019)
 - Unpaved Roads outside the urban growth boundary - 8 years (FY20 - FY27)

Sidewalk ADA Transition Plan

Project Manager: Justin Eason

Description: This project addresses sidewalk needs based on the priorities identified in the Sidewalk ADA Framework plan, which was completed in FY 2020. The Sidewalk ADA Transition Plan will address sidewalk needs within the County’s urban growth boundary. The Transition Plan will include an inventory of the existing sidewalk and conditions, sidewalk gaps, estimated scope, schedule, and cost for each sidewalk project identified, develop criteria for prioritizing, and identify possible funding sources for identified projects. Criteria for prioritization may include but are limited to, proximity to schools/school walking routes, traffic generators, bus stops/transit routes, proximity to SunRail and BRT routes as well as proximity to existing sidewalk/trails.

Budget

Plan Development: \$150,000 (start FY 2020)

An estimate of the funding needed to achieve this task:

- Current Sidewalks: Approximately \$800,000 per year
- Master Plan: ~ \$500,000 annually in additional funds
- FY20 Budget = \$1,700,000 with unexpended funds carried over to FY21

An estimate of the staff/support/volunteers needed to complete this task:

- Existing County staff
- Outside consultants
- Outside contractors

A list of the tasks and schedule/timeline for completing each of the tasks:

- Design and Construction of Current Sidewalk List: with funding at \$1,000,000/year, 5 years
- Phase 1 of the ADA Transition Plan – called the Sidewalk ADA Framework Plan -- was complete in FY 2020, which included researching County records to identify roadways to be included in the transition plan and develop criteria for screening the level of improvements.

Trail Master Plan

Project Manager: Joshua DeVries

Description: Osceola County completed a Trails Feasibility Study in 2019 to develop and document a strategy for an interconnected trail network that will help further improve the desirability of Osceola County and enhance the quality of life in the community. As identified in the feasibility study, Osceola

County is currently advancing two trail projects – the Fortune to Lakeshore Trail and the Kissimmee St. Cloud Connector Trail. As well, the Neptune - Lake Toho Restoration Pond Loop Trail Concept Plan (Neptune-LTRPLT Concept Plan) was completed in FY 2020 and the County is moving forward with designing prioritized elements identified in the Concept study in FY 2021.

A list of the tasks and schedule/timeline for completing each of the tasks:

Fortune-Lakeshore Trail:

- FY19 Budget for Design: \$631,814 (FDOT & County Funded)
- FY20 Budget for Right of Way: \$1,500,000 (County Funded)
- FY21 Budget for Right of Way: \$1,500,000 (County Funded)
- FY21 Budget for Construction (includes CEI) = \$7,580,000 (FDOT Funded)

Kissimmee St. Cloud Connector Trail:

- FY20 Budget for Design: \$326,000 (FDOT Funded)
- FY20 Budget for Right of Way: \$530,000 (County Funded)
- FY23 Budget for Construction (includes CEI) = \$3,451,000 (FDOT Funded)

Lake Toho Water Restoration Pond Trail: The 3.7-mile long Lake Toho Water Restoration Pond Trail is a shared bicycle and pedestrian trail that will be provided around a portion of the perimeter of the 142 acre pond, as well as provide bicycle and pedestrian scaled emphasis areas, or gateway features into the Lake Toho Water Restoration Pond area. This will result in a significant recreational amenity. Part of this trail will be in the form of a boardwalk with points of access to future pontoon decks, which will allow for interaction with the water. The improvements includes two emphasis areas along Oak Street, which will provide focal gateway decision points for trail users deciding to enter into the Lake Toho Water Restoration Pond area. These improvements also include the pond berm trail along western edge of the Lake Toho Water Restoration Pond, three emphasis areas along the pond berm trail, and a bridge across Mill Slough.

- Design 2020
- Construction 2021 – On hold due to pandemic
- Total: \$4,600,000

Bill Johnston Trail Enhancements: This project will make improvements to the multi-use trail along the south side of Neptune Road at and around the Bill Johnston Park. Additional hardscape amenities, landscaping, and wayfinding will be added in the exiting Right-of-Way and County owned property, creating a bicycle and pedestrian scaled emphasis area. This will serve as a gateway feature to provide a focal gateway decision point for trail users deciding to enter into the Lake Toho Water Restoration Pond area, as well as a vista of Lake Toho for users leaving the Lake Toho Water Restoration Pond area.

- Design 2020
- Construction 2021 – On hold due to pandemic
- Total: \$1,075,000

Neptune Connector Trail - Boardwalks: This trail/boardwalk is the southern segment of the Lake Toho Water Restoration Pond Trail Loop. It includes construction of two 12' to 14' wide boardwalks, one that will bring trail users away from Neptune road at the north shore of Lake Toho for a closer interaction with the lake, and the other between Brinson Park in the City of Kissimmee to Laurence Silas Boulevard Multi-Use Trail for a distance of approximately 0.2 miles each. Also included are two emphasis areas or bicycle and pedestrian scaled gateway features that will help to let trail users know they are on a unique trail loop related to the Lake Toho Water Restoration area and provide trail user way finding signage.

- Design 2021 – On hold due to pandemic

- Construction 2022
- Total: \$6,150,000

Bill Beck Trail: 0.95 miles along west side of Bill Beck Boulevard from US 192 to Fortune Road

- Design 2025 - \$209,590
- Construction 2026
- Total: \$1,215,619.55

An estimate of the staff/support/volunteers needed to complete this task:

- County Staff
- Outside Consultant
- Outside Contractors

SunRail Transition

Project Manager: Tawny Olore

Description: As part of the Interlocal Agreements for SunRail, the Local Government Partners (including Osceola County) will take over the operations and maintenance of the SunRail system. As part of the agreements, a Transition Plan will need to be developed. The Local Government Partners will need to hire a Consultant to develop the Plan.

Funding budgeted to achieve this task:

- FY20 Budget = \$500,000
- FY21 Budget = \$200,000

An estimate of the staff/support/volunteers needed to achieve this task:

- Legal
- County Staff
- Outside Consultants

A list of the tasks and schedule/timeline for completing each of the tasks:

- Develop Scope for Transition Plan – October 1, 2019
- Hire Outside Consultant – January 2021
- Finalize Transition Plan – Summer 2022
- Amend Interlocal Agreements – Fall 2022
- Complete Transition – Summer 2023
- Note: This schedule is being negotiated with FDOT

Enhanced Technology & Traffic Operations

Automated Traffic Monitoring Systems (ATMS)

Project Manager: Lindsey Giovinazzo

Description: One of the primary goals of the Advanced Traffic Management System (ATMS) / Intelligent Transportation System (ITS) is to assist motorists by improving the mobility system throughout Osceola County. Osceola County has steadily expanded the deployment of the communications infrastructure, which has increased the interoperability for traffic signal systems and traffic monitoring systems. The data generated, utilizing the traffic signal system and vehicle detection, is also shared with the Florida Department of Transportation (FDOT) and neighboring agencies. The purpose is to provide enhanced signal

timing, reduction of congestion, and improved incident management. Osceola County has successfully accomplished 3 full ATMS deployment projects. These projects provided the installation of fiber optic cable (FOC), Closed-Circuit Television (CCTV) cameras, Arterial Dynamic Message Signs (ADMS), and vehicle detection systems (VDS).

ATMS Phase IV project (consisting of the installation of FOC, CCTV cameras, ADMS, and VDS) is in the construction phase with an estimated date of completion on or before October 2020. The ATMS Phase IV project will introduce communications along US192 through the Saint Cloud city limits. In conjunction, it will also provide infill to our unconnected intersections. Areas specifically identified for future ATMS expansions are the Osceola Parkway from I-4 to Dyer Blvd. This ATMS expansion will also include the Shingle Creek Toll Plaza All Electronic Tolling (AET) conversion.

In an effort to follow our Transportation Systems Management and Operations (TSM&O) strategic plan, as a standard, we have commenced with incorporation of fiber optic communication installations as part of future road widening projects. ATMS Phase V provides for the expansion of the network along (a) Osceola Parkway from Interstate 4 to Dyer Blvd with the addition of ITS devices.

An estimate of the funding needed to achieve this task: Future expansion ATMS Phase V: \$3,198,082 for Fiber/ITS installation and \$10,063,950 for AET Conversion (Osceola Parkway)

An estimate of the staff/support/volunteers needed to complete this task:

- Existing County staff
- Outside consultants
- Outside contractors

A list of the tasks and schedule/timeline for completing each of the tasks:

- Identify and prioritize projects
- ATMS Phase V: Design/Build, completion 2021

Traffic Operations:

Project Managers: Kathy Lee and Gary Yeager

Description: The goals of Traffic Operations are to utilize best management practices for the design and construction of new intersection improvements, new and reconstructed traffic signals and other traffic operations enhancements to improve the flow of traffic within the County. The County continues to identify, evaluate, design and construct intersection improvements. In FY 2021, that includes completing design and starting construction on the Fortune Road and Simpson Road intersection improvement project, and advancing construction on intersection improvements at Carroll Street and US 441. Three intersections on Marigold Avenue are expected to enter design for roundabouts, as are safety improvements planned along Buenaventura Boulevard. State funding is under consideration for the Marigold and Buenaventura Boulevard projects.

In addition, eight (8) signals will be designed and reconstructed in FY 2021 due to their deteriorated condition; and seven (7) new signals will be designed and built to regulate traffic at existing intersections. The County also took over traffic signal maintenance from the city of Kissimmee in the Fall of 2019, and is developing a digital database of inspection and preventative maintenance procedures in FY 2021. In addition, the County is gathering and analyzing retro-reflectometer readings to ensure best practices of the new double drop bead system for longer life and best application of reflective pavement markings, and is establishing a GIS database of signs, signals, beacons, street lighting, underground fiber, thermoplastic readings and traffic counts.

Funding budgeted to achieve this task:

- Signal replacement FY20 Budget = \$2,200,000
- Signal replacement FY21 Budget = \$387,150
- Fortune @ Simpson Intersection Improvements Design LAP funds = \$1,300,000
- Carroll Street Intersection Improvements FY21 Budget for Right of Way = \$2,115,913
- Traffic Signal Maintenance Transition FY20 (Staffing \$311,355) (City Equipment and inventory purchases \$223,086) (Contractor emergency work \$75,000) (\$150,000 operating inventory and parts) FY20 TOTAL \$759,441.00

An estimate of the staff/support/volunteers needed to achieve this task:

- Traffic Signal Maintenance Transition - County Staff & Transitioned staff from city of Kissimmee
- Outside consultants
- Outside contractors

A list of the tasks and schedule/timeline for completing each of the tasks:

- Fortune @ Simpson Intersection Design – Design: FY 2020-2021; Construction: FY 2023
- Carroll Street Intersection Improvements – ROW Acquisition: FY 2021
- Marigold Ave Roundabouts Design and Buenaventura Boulevard Safety Improvements –FDOT safety funds for design

STORMWATER & LAKES SYSTEMS

Stormwater

Project Manager: Linette Matheny

Description: Protecting Osceola County residents, visitors, and businesses from potential flooding as a result of weather events continues to be a priority for Stormwater. Stormwater is contemplating nutrient reduction and water storage projects as a way to fulfill the County's obligations in the Lake Okeechobee Basin Management Action Plan. Stormwater is also pursuing State and Federal grant funding for upgrades to reduce flood risk and to improve surface water quality.

Estimated Funding Needs for FY21:

- Carry forward funds from FY20 to complete the Shingle Creek Basin Study and the Master Surface Water Management Plan Update.
- Anticipate requesting the following for FY21:
 - \$200,000 for Culvert Upgrades; and
 - \$200,000 for the Kempfer Road Culvert Replacement (75% grant funded); and
 - \$2,233,500 for the Buenaventura/Simpson Outfall (75% grant funded); and
 - \$250,000 for Old Canoe Creek Rd. Culvert Crossing for WPA Canal

Estimate of the staff/support/volunteers needed to complete this task:

- Current staff
- Surveying, Environmental and Engineering Consultants
- Contractor
- Construction Manager

Task schedule/timeline:

- Shingle Creek Basin Study is anticipated to receive a Notice to Proceed in December 2020.

- Master Surface Water Management Plan will proceed if CDBG-MIT grant funding is received in the next three years.
- Seven Dwarfs Drainage Improvement project is scheduled to receive a Notice to Proceed for construction in early 2021.
- Buenaventura Lakes/Simpson Road Outfall design and permitting Notice to Proceed scheduled for December 2021 with anticipated construction to commence in late 2021/early 2022.
- Buenaventura Lakes/Royal Palm Stormwater Project design and permitting Notice to Proceed scheduled for Early 2021 with anticipated construction to be completed in Early 2022.
- Identification and prioritization of additional State and Federal grant opportunities to alleviate flood potential is ongoing.
- Identification and prioritization of water quality projects which may qualify for State and Federal grants is ongoing.

Lake Toho Water Restoration

Project Manager: Linette Matheny

Description: Project includes the construction of regional stormwater pond near the north end of Lake Tohopekaliga. Phase I of the Lake Toho Water Restoration Project is complete and Phase II is under construction.

Estimated Funding Needs for FY21:

- Carryforward funds including County, Tourist Development Tax (TDT), State and TWA sources.
- Pursuing additional Federal and State funding opportunities.

Estimate of the staff/support/volunteers needed to achieve this task:

- County Staff
- Design Consultants
- Contractor

Task schedule/timeline:

- On schedule with the completion of the Lake Toho Water Restoration Project:
- Design Completion = Complete
- Contractor Selections = Complete
- Permitting = Complete
- Substantial Completion of Construction of Phase 1 West Pond = Complete
- Substantial Completion of Construction of Phase 2 West pond = Late 2020.

Natural Resources (previously called Lakes and Beach Cleanup)

Project Manager: Susan Gosselin

Description: Osceola County is a fishing, birding and outdoor recreation destination for visitors to Central Florida. Ecotourism is a major driving force in the local economy. Access to the headwaters of the Everglades is available without leaving the region. Natural Resources works to address water based aquatic recreation opportunities as outlined in the Board of County Commissioners (BOCC) adopted Lakes Management Plan, serves as the Citizen's Advocate for management of lakes within Osceola County, provides Mosquito Control services to Unincorporated and Incorporated Osceola County, and teams with Stormwater to ensure coordination in addressing surface water regulatory requirements.

An estimate of the funding needed in FY21 to achieve this task:

- Carry forward funds from FY20 for the completion of the Shingle Creek shoal removal and the Lake Cypress shoal removal;
- \$175,000 for debris removal in creeks and waterways.

An estimate of the staff/support/volunteers needed to complete this task:

- Current County Staff
- Surveying, Environmental and Engineering Consultants
- Contractors
- Construction Manager

A list of the tasks and schedule/timeline for completing each of the tasks:

- Construction Bid for the Shingle Creek Shoal Removal is planned for award in October 2020.
- Lake Marion Boat Ramp Dredging is planned for design and permitting in late 2020 with construction planned for August of 2021.
- Lake Cypress Shoal is planned for design and permitting in September 2020. Construction bidding planned in August of 2021.
- Lake Cypress SFWMD Lease recently executed in August 2020. Lake Cypress Parking Improvements planned for design and permitting in September 2020. Construction bidding planned for late 2021.
- Monitoring of waterways to identify and remove debris and downed trees is ongoing.

Evaluation of Hard Edge/Boardwalk

Project Manager: Thomas Sunnarborg, Amanda Clavijo

Description: During the master planning and development of the Lake Toho Water Restoration Project in FY19 the County identified the ability to improve upon the initial pond design through the construction of a hard edge or vertical wall around all or portions of the Lake Toho Water Restoration Pond. The hard edge could support the development of an adjacent boardwalk feature and has the potential to increase the value of the property, improve the pond's aesthetic, and reinforcing NeoCity as a destination. Options and costs are being evaluated by staff with support from the County's consultant.

Estimated Funding Needs for FY21:

- \$250,000 for Design and Estimating
- Potential future budgetary impact = \$7M - \$13M

Estimate of the staff/support/volunteers needed to achieve this task:

- Current Staff
- Outside Consultant

Task schedule/timeline: Cross-sections are being created and evaluated based on cost, return on investment and permitting requirements. Upon completion of these initial cross section evaluations, further refinement of tasks and a project schedule will be completed.

Diversion Wall

Project Manager: Linette Matheny

Description: The diversion wall is generally based on a concept developed in a 1991 study called the Upper Lake Tohopekaliga Restoration Area (ULTRA) and funded by the City of Kissimmee and Osceola County. The original 1991 ULTRA study intent involved restoring portions of wetlands along the shores of Lake Tohopekaliga, north of Neptune Road. This northern end of Lake Tohopekaliga currently receives

stormwater runoff from Mill Slough, the East City Ditch and the Park Street outfall. These natural and man-made drainage systems comprise approximately fifteen square miles of mostly untreated stormwater runoff. In its current conceptual form, the diversion wall could direct surface waters to the on-site pond and could replace the existing pump systems for Mill Slough and the East City Ditch currently planned by the Toho Water Authority (TWA).

Estimated Funding Needs for FY21:

- Budget = \$700,000
- Potential Additional Budgetary Impact = \$4,500,000
 - \$4,000,000 for the diversion wall and control structure
 - \$500,000 for surveying, geotechnical investigations, environmental analysis, engineering, and permitting
- Staff is pursuing partnerships and grants for additional funding to assist with moving this project forward

Estimate of the staff/support/volunteers needed to achieve this task:

- Current Staff
- Surveying, Environmental and Engineering Consultants
- Contractors
- Construction Manager
- TWA Partnership

Task schedule/timeline:

- Design: 12 months
- Permitting: 18 to 24 months
- Approvals from Trustees of the Internal Improvement Trust Fund (TIITF), Florida Department of Environmental Protection (FDEP), South Florida Water Management District (SFWMD), City of Kissimmee, Florida Department of Transportation (FDOT) and Army Corp of Engineers (ACOE)
- Construction: 12 to 18 months

COUNTY BUILDINGS & FACILITIES

Correctional Facility Renovations

Project Manager: Curt Diehl

Description: The County Correctional Facility is reaching the end of life cycles for some major systems, parts of the facility are reaching 37 years of age. Major infrastructure maintenance needs, growth in inmate populations, shifts in best management practices, and mandated approaches to correctional operations require evaluation of the future remedial actions needed to address multiple concerns.

Funding budgeted to achieve this task:

- Jail Needs Assessment \$ 500,000 budget in FY19 with approximately \$200,000 yet to be completed in FY21.
- Future funding is dependent on outcome of Jail Needs Assessment currently in progress.
- Jail Chilled Water and Domestic Piping Replacement; \$6,000,000 for FY21.

An estimate of the staff/support/volunteers needed to achieve this task:

- Current Corrections, Facilities Management and Construction Management Staff
- Contracted Consultants
- Contracted Construction Manager

A list of the tasks and schedule/timeline for completing each of the tasks:

- Evaluation of Correctional Facility operational effectiveness and infrastructure needs ongoing.
- Master plan addressing findings from the report ongoing.
- Final Report scheduled for September 2020.
- Design development of renovation plans and phasing plans to be completed in FY23.

Courthouse Square Campus Expansion

Project Manager: Curt Diehl

Description: Growth in Courthouse functions has surpassed the available courtroom and administration space in the 19-year old Courthouse. Some courthouse operations have expanded into the County Administration building and Historic Courthouse to alleviate some space needs.

Funding budgeted to achieve this task:

- Study space utilization to add an additional courtroom in the Courthouse \$60K in FY21
- Courthouse space utilization study; \$350,000 FY22
- County Administration building space utilization study; \$125,000 FY23
- Administration space utilization improvements; \$2,000,000 FY21
- New County Administration Building Project and renovation of existing Administration Building for courthouse functions \$120,000,000 for FY30

An estimate of the staff/support/volunteers needed to achieve this task:

- Current Facilities Management and Construction Management staff
- Contracted consultants
- Contracted Construction Manager

A list of the tasks and schedule/timeline for completing each of the tasks:

- Evaluation of Courthouse space utilization for an additional Courtroom FY21
- Evaluation of Administration & Courthouse building space utilization, functions and needs FY22& FY23
- Master Plan addressing findings from the Evaluation Report FY22 & FY23.
- Reconfiguration and space utilization improvement projects for Administration Building and Courthouse FY21, FY22 and FY23.
- Design and Construction of new County Administration Building (anticipated completion FY33)
- Renovation of existing County Administration facility for Courthouse functions (anticipated completion FY34)

Facility Space Utilization

Project Manager: Curt Diehl

Description: Evaluation of space and future needs for Road & Bridge, Fleet, Mosquito Control, Parks & Recreation, and Animal Control facilities located at Yard 1 in St. Cloud. Relocation of Building Maintenance and Human Services from Beaumont Facilities. County storage needs and planning of space required for a centralized storage location.

Funding budgeted to achieve this task:

- \$55,000 evaluation of county storage space needs FY22
- Existing professional services budget for preliminary evaluations

An estimate of the staff/support/volunteers needed to achieve this task:

- Current Facilities Management and Construction Management staff
- Contracted consultants
- Contracted Construction Manager

A list of the tasks and schedule/timeline for completing each of the tasks:

- Design and Construction of facility to relocate Building Maintenance from Beaumont -- Completion FY21
- Relocate Human Services from Beaumont Facilities -- Completion FY21
- Evaluation and Update of Road & Bridge Yard 1 Facility Needs Assessment from 2006 -- Completion FY22
- Evaluation of County Storage Facility Space Needs -- Completion FY22

EFFICIENT AND HIGH PERFORMING COUNTY GOVERNMENT

Amendment 10 Transition

Project Manager: Donna Renberg

Description: As approved by the voters in November of 2018, Amendment 10 approved changes to Section 1 (d) of Article VIII of the Florida Constitution. This approval essentially negated Osceola County citizens' prior action to transfer duties relating to the ex officio Clerk and accountant to the Board, auditor and custodian of all county funds to the Board of County Commissioners. As a result, as of January 5, 2021, these services will be returned to the independently elected, Constitutional Officer, Clerk of the Circuit Court. With a newly elected Clerk of the Circuit Court taking office at the same time, however, the situation is being further evaluated.

Estimated Funding Needs: Estimates for FY21 are unknown at this time. If anything, there will be an increase in costs for these services with both the County and the Clerk having roles and responsibilities, some of which will be duplicative, to fulfill.

Estimate of the Staff/Support/Volunteers to achieve this task:

- Board of County Commissioners' employees:
- Clerk of the Circuit Court employees

A list of the tasks and schedule/timeline for completing each of the tasks:

- Any implemented changes will be reflected in the FY21 Budget
 - Final Training and IT implementation to be complete by the end of December 2020
 - Impacted County employees and duties transition January 2021
-

County Branding

Project Manager: Beth Knight

Description: Approval and launch of new branding/messaging/logo

Estimated Funding Needs: Estimate for FY21: \$50,000

Estimate of the Staff/Support/Volunteers to achieve this task: All of the Communications Department and IT Website support

A list of the tasks and schedule/timeline for completing each of the tasks:

- Recommendation and Approval of branding/messaging/logo by County Manager and BOCC - June 2021 to August 2021
 - Implement style guide – October 2021
 - Launch new branding/messaging/logo on website/printed materials – October 2021
 - Campaign to introduce new branding/messaging/logo, August 2021 – October 2021
 - Employees
 - Community Stakeholders
 - Business Partners, Visitors
 - Other governmental entities
 - Phase out old materials as used and replace with new business cards, letterhead, and other materials – October 2021 until phased out
-

DIVERSIFIED ECONOMY

DEVELOPMENT OF NEOCITY

NeoCity Master Plan Implementation

Project Manager: Kerry Godwin

Description: The tasks associated with the original scope were completed within FY17, but additional items were identified at the end of the Fiscal Year. As a result, the item will continue into FY21 to include entry designs for NeoCity Entrance Identity Elements, Landscape design and installations, Design Guidelines, CAD Management system for infrastructure and site standards, and a revision to the approved Preliminary Subdivision Plan.

An estimate of the funding needed to achieve this task: This is a multi-year agreement beginning with the remaining funds in the amount of \$199,360 carrying forward into FY21.

An estimate of the staff/support/volunteers needed to complete this task:

- Outside Consultants
- Planning & Design (P&D) Director
- County Staff

A list of the tasks and schedule/timeline for completing each of the tasks:

- **Fiscal Year 2021**
 - Administer construction management landscape installation consultants for NeoCity entrance at Denn John.
 - Manage landscape design consultants for Bill Beck entry and NeoCity Way west to end of Phase 1 site development
 - Manage design consultant for re-design of the entry signage for NeoCity.
 - Manage design consultant to provide design guidelines that update the Master Plan and are to be used by future developers in understanding development standards for NeoCity.
 - Initiated consultant to develop CAD management system to document existing infrastructure and existing buildings. Final product to provide base sheet for parcel purchasers.
 - Using consultants, modify Preliminary Subdivision Plan to update Master Plan.
- **Fiscal Year 2022**
 - Manage consultant to develop CAD management system to document existing infrastructure and existing buildings. Final product to provide base sheet for parcel purchasers.
- Additional phases may be necessary dependent upon identified needs and implemented when authorized by the Board.

NeoCity Maintenance District

Project Manager: Amanda Clavijo

Description: Development of the program and funding mechanism to maintain NeoCity common area and enforce the Declaration of Covenants, Conditions and Restriction for the NeoCity site

Funding budgeted to achieve this task: Staff time

An estimate of the staff/support/volunteers needed to achieve this task: Two current staff members and support from the County Attorney's Office

A list of the tasks and schedule/timeline for completing each of the tasks:

- Declaration of Covenants, Condition and Restrictions
 - Finalize Declaration of Covenants, Conditions and Restrictions – 4th Quarter of FY2020
 - ByLaws & Service Agreement Documents – 4th Quarter of FY2020
 - Present to the BOCC for consideration – FY 2021
 - Upon approval record with the Clerk of the Court – FY 2021
- NeoCity Maintenance District
 - Publish Notice of Intent Advertisements – completed
 - Present Notice of Intent Resolution to the BOCC for consideration – completed
 - Prepare Ordinance for Maintenance District & Present to the BOCC for consideration – In draft form (4th Quarter of FY2020)
 - Prepare Initial Assessment Resolution & present Initial Assessment Resolution – In draft form (4th Quarter of FY2020)
 - Prepare Final Rate Resolution & present Final Rate Resolution – In draft form (4th Quarter of FY2020)
 - Appoint Board of Supervisors –FY 2120

PURSUIT OF OTHER ECONOMIC DEVELOPMENT OPPORTUNITIES

W192 Hotel and Convention Center Development

Project Manager: Don Fisher

Description: Osceola County commissioned a study to determine the amount of additional capacity for convention space in the County, particularly within the W192 Corridor. It was determined as much as 350,000 of additional capacity could be established without being a detriment to existing inventory. There are several legitimate developers that have expressed interest in filling that void. Although no agreements have been reached there continues to be interest even in light of the pandemic. Exact timing is unknown at this time due to the current situation, but staff fully expects agreement(s) to move forward within FY 21.

Estimated Funding Needs: This is to be determined depending on the number of proposals that are received and the long-term benefits to be gained, in conjunction with the availability of TDT revenue. Of the projects currently known to the County, to fund at the level requested by the developers would range from \$190M to \$220M. It will not be possible to fund these projects as currently proposed by the developers. Reimbursement for performance will be necessary.

An estimate of the Staff/Support/Volunteers to achieve this task:

- County Staff
- Outside Consultants

A list of the tasks and schedule/timeline for completing each of the tasks:

- Evaluate proposals that are received
- Evaluate available funding resources

Poinciana SunRail Employment Center

Project Manager: Kerry Godwin

Description: The task is create an Economic Development Plan/Small Area Plan for the proposed build-out of the vacant and under-utilized properties within the Poinciana SunRail Employment Center and to assist in addressing the recent County purchase of 80 acres, as well as the air rights for the 25.89 acres of the SunRail Station property itself. The scenarios will be addressed for the ½ mile radius, 1-mile radius and 2-mile radius to be consistent with the FLU 1B: Future Land Use Map – 2040 and Future Land Use Element. Because of COVID, this project has been delayed.

Estimated Funding Needs: This will be a multi-year agreement with budget of \$180,000 initiated in FY2022.

An estimate of the Staff/Support/Volunteers to achieve this task:

- Outside Consultants
- Planning & Design (P&D) Director
- County Staff

A list of the tasks and schedule/timeline for completing each of the tasks:

- In **Fiscal Year 2022**, it is anticipated the following tasks will be completed:
 - Finalize Work Program and Schedule (Weeks 1-4)
- In **Fiscal Year 2023**:
 - Assessment of Existing Conditions. (Weeks 2-8)
 - Public Involvement/Stakeholder Coordination’s (Weeks 6-12)
 - Recommendations Report (Weeks 13-18)

DIVERSIFIED ECONOMY

- Workshops with Stakeholders, Growth Management Task Force, Developer Interests (weeks 18-22)
 - County staff will initiate stakeholder workshops to provide information on the study and to solicit input.
- Adoption of any proposed changes to the Comprehensive Plan and/or Land Development Code (Weeks 19-28)
 - County staff will initiate stakeholder workshops to provide information on the study and the proposed changes, prepare the adoption packages and present to Planning Commission and the Board.
- Additional phases may be necessary dependent upon identified needs and implemented when authorized by the Board.

MAC Overstreet/College Station Employment Center

Project Manager: Kerry Godwin

Description: The task is create an Economic Development Plan/Small Area Plan for the proposed build-out of the vacant and under-utilized properties within the College Station Employment Center and to assist in addressing the County lands of approximately 242 acres. The scenarios will be addressed for the 1-mile radius and 2-mile radius to be consistent with the FLU 1B: Future Land Use Map – 2040 and Future Land Use Element. Because of COVID, this project has been delayed.

Estimated Funding Needs: This will be a multi-year agreement with budget of \$180,000.

An estimate of the Staff/Support/Volunteers to achieve this task:

- Outside Consultants
- Planning & Design (P&D) Director
- County Staff

A list of the tasks and schedule/timeline for completing each of the tasks:

- Finalize Work Program and Schedule. (Weeks 1-4)
 - Kickoff Meeting.
 - Data Collection/Background Information.
 - Site Visit/Windshield Survey of Existing Conditions.
- Assessment of Existing Conditions. (Weeks 2-8)
 - Assessment and Identification of Existing Parcel Uses, Conditions and Issues.
 - Assessment and Identification of Existing Transportation Conditions and Issues, focusing on SunRail and Lynx services.
 - Preparation of Final Report, including any proposed language for the Comprehensive Plan and the Land Development Code, such as maximum parking requirements or other transportation mitigation approaches.
- Public Involvement/Stakeholder Coordination's (Weeks 6-12)
 - County staff will initiate stakeholder workshops to provide information on the study and to solicit input.
- Recommendations Report (Weeks 13-18)
 - Based upon consultant, staff and stakeholder input, the deliverables are a proposed final concept plans, recommended design guidelines, local transportation network, streetscape concept plans, branding of the area, and Fiscal Impact Analysis.

DIVERSIFIED ECONOMY

- Workshops with Stakeholders, Growth Management Task Force, Developer Interests (Weeks 18-22)
- County staff will initiate stakeholder workshops to provide information on the study and to solicit input.
- Adoption of any proposed changes to the Comprehensive Plan and/or Land Development Code (Wks 19-28)
- County staff will initiate stakeholder workshops to provide information on the study and the proposed changes, prepare the adoption packages and present to Planning Commission and the Board.
- Additional phases may be necessary dependent upon identified needs and implemented when authorized by the Board.

Business Recovery & Job Training

Project Manager: Christina Morris

Description: The impact of COVID-19 to Central Florida and Osceola County, with its economic base built on tourism and hospitality, has been devastating. In May 2020, Osceola County reported the highest unemployment rate in Florida (29% of the labor force). Understanding the impacts of COVID-19 on our economy, particularly on small businesses, Osceola County allocated \$500,000 in General Fund and an additional \$3.2 M in funding received through the Coronavirus Relief Fund (CARES Act funds) towards business recovery programs and training programs that promote economic recovery of locally owned and independently operated small businesses within the county that have been negatively impacted by the current COVID-19 pandemic crisis.

These funds would be split and distributed into two main categories: funds to meet the immediate needs of residents including training / education opportunities for furloughed citizens and emergency grants to locally owned and independently operated small businesses within the County that have been negatively impacted by this crisis.

Estimated Funding Needs for FY21: FY20 = \$3,778,283 (\$500,000 General Fund and \$3,278,283 CARES), with the potential for additional funding. For FY21, carry forward and exact amounts are unknown at this time but will be added into the program as needed within the Federal guidelines.

Estimate of the staff/support/volunteers needed to complete this task:

- Current staff
- Temporary labor
- Outside providers

Task schedule/timeline:

Task	Schedule	Goal
Small Business Assistance Grant Program	Dec 2020	Provide assistance to up to 700+ locally owned and independently operated small businesses.
Job Training Programs	Dec 2020	Provides funding for job training programs that will provide accelerated pathways to high wage employment and promote economic mobility, particularly for Osceola County residents that were laid-off as a result of the Covid-19 pandemic.



END OF DOCUMENT

RESOLUTION NO. 22-451R

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF OSCEOLA COUNTY, FLORIDA APPROVING THE BUDGET FOR FISCAL YEAR 2022-2023; 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 8, 2022, the Board of County Commissioners of Osceola County, Florida (the "Board") adopted Resolution No. 22-437R, adopting the tentative budget for Fiscal Year 2022-2023; and

WHEREAS, upon approval of the tentative budget for Fiscal Year 2022-2023, the Board prepared and advertised a statement summarizing all of the tentative budgets, as required by Section 129.03, Florida Statutes; and

WHEREAS, on September 19, 2022, the Board of County Commissioners of Osceola County, Florida (the "Board") adopted Resolution No. 22-446R, which was advertised, adopting the amended tentative budget for Fiscal Year 2022-2023; and

WHEREAS, the Board has conducted a public hearing to consider adoption of its final budget for Fiscal Year 2022-2023 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. 22-449R and 22-450R adopting the final millage rates for Fiscal Year 2022-2023;

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 2022-2023, totaling \$2,248,614,014 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 2022-2023, 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.

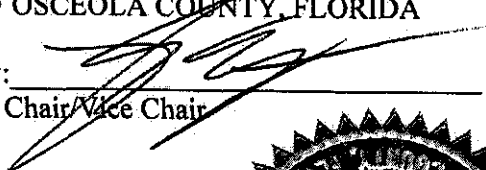
SECTION 2. LETTER OF NOTIFICATION. The County Manager is hereby authorized and directed to prepare, execute and deliver a letter of notification informing the Sheriff of budget changes subsequent to his request and stating the Sheriff's budget for Fiscal Year 2022-2023.

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.

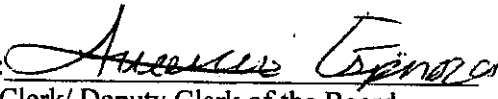
SECTION 4. EFFECTIVE DATE. This Resolution shall take effect immediately upon its adoption.

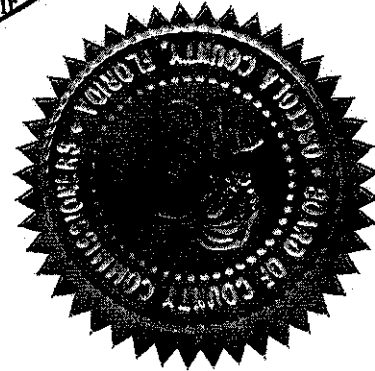
DULY ADOPTED this 19th day of September, 2022.

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:

09/19/2022
Resolution # 22-451R

Schedule A
 Second Public Hearing
 BOCC Osceola County
 Countywide Summary

	FY23 Final Recommended Budget
<u>Revenues</u>	
Current Ad Valorem Taxes	319,455,271
PY Delinquent Ad Valorem Tax	82,024
Other Taxes	124,384,483
Permits, Fees & Special Assessments	201,331,073
Intergovernmental Revenue	279,143,311
Charges For Services	93,657,367
Judgment, Fines & Forfeits	2,478,545
Miscellaneous Revenues	23,377,113
Less 5% Statutory Reduction	-35,098,951
Subtotal	1,008,810,236
Transfers In	145,834,404
Other Sources	20,959,330
Fund Balance	1,073,010,044
Total Revenues	2,248,614,014
<u>Expenditures</u>	
Personnel Services	167,872,177
Operating Expenses	399,131,479
Capital Outlay	771,769,673
Debt Service	57,714,094
Grants and Aids	44,825,764
Subtotal	1,441,313,187
Transfers Out	258,369,972
Reserves - Operating	133,010,893
Reserves - Debt	68,154,537
Reserves - Capital	184,686,196
Reserves - Claims	13,008,009
Reserves - Assigned	80,505,337
Reserves - Restricted	31,869,247
Reserves - Stability	37,696,636
Total Expenditures	2,248,614,014

COUNTYWIDE BUDGET SUMMARY

	FY23 Proposed Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 319,453,146	\$ 319,455,271	\$ 2,125
PY Delinquent Ad Valorem Tax	\$ 82,024	\$ 82,024	\$ -
Other Taxes	\$ 120,406,219	\$ 124,384,483	\$ 3,978,264
Permits, Fees & Special Assessments	\$ 157,635,111	\$ 201,331,073	\$ 43,695,962
Intergovernmental Revenue	\$ 120,296,538	\$ 279,143,311	\$ 158,846,773
Charges For Services	\$ 89,044,933	\$ 93,657,367	\$ 4,612,434
Judgment, Fines & Forfeits	\$ 2,478,545	\$ 2,478,545	\$ -
Miscellaneous Revenues	\$ 9,543,019	\$ 23,377,113	\$ 13,834,094
Less 5% Statutory Reduction	\$ (34,919,740)	\$ (35,098,951)	\$ (179,211)
Subtotal:	\$ 784,019,795	\$ 1,008,810,236	\$ 224,790,441
Transfers In	\$ 140,580,881	\$ 145,834,404	\$ 5,253,523
Other Sources	\$ 16,156,621	\$ 20,959,330	\$ 4,802,709
Fund Balance	\$ 754,983,434	\$ 1,073,010,044	\$ 318,026,610
REVENUES TOTAL:	\$ 1,695,740,731	\$ 2,248,614,014	\$ 552,873,283
EXPENDITURES			
Personnel Services	\$ 165,033,429	\$ 167,872,177	\$ 15,511,089
Operating Expenses	\$ 329,079,348	\$ 399,131,479	\$ 43,635,385
Capital Outlay	\$ 293,130,173	\$ 771,769,673	\$ 342,194,536
Debt Service	\$ 62,248,604	\$ 57,714,094	\$ (4,078,833)
Grants and Aids	\$ 32,510,424	\$ 44,825,764	\$ (78,435,724)
Subtotal:	\$ 882,001,978	\$ 1,441,313,187	\$ 318,826,453
Transfers Out	\$ 254,700,052	\$ 258,369,972	\$ (4,075,454)
Reserves - Operating	\$ 132,600,429	\$ 133,010,893	\$ 7,536,953
Reserves - Debt	\$ 66,495,405	\$ 68,154,537	\$ 1,200,437
Reserves - Capital	\$ 195,644,940	\$ 184,686,196	\$ (61,410,796)
Reserves - Claims	\$ 11,813,987	\$ 13,008,009	\$ (73,990)
Reserves - Assigned	\$ 82,333,465	\$ 80,505,337	\$ 978,547
Reserves - Restricted	\$ 29,374,102	\$ 31,869,247	\$ 7,147,355
Reserves - Stability	\$ 40,776,373	\$ 37,696,636	\$ 10,857,238
EXPENDITURES TOTAL:	\$1,695,740,731	\$ 2,248,614,014	\$ 280,986,743

FTE Multiple Year Summary

In an effort to enhance the County's level of service, position requests were carefully evaluated to expand public safety service levels, to support the increases in service demands, and fulfill deferred needs resulting in a requested increase of 58.50 Full Time Equivalent (FTE) positions as detailed on the following page.

	2021	2022	2023
001 - GENERAL FUND			
001-General Fund	804.59	840.45	866.45
Total 001 - GENERAL FUND	804.59	840.45	866.45
100 - SPECIAL REVENUE FUND GROUP			
102-Transportation Trust Fund	164.25	168.25	169.75
104-Tourist Development Tax Fund	29.72	29.72	29.27
107-Library District Fund	.50	.50	1.00
111-SHIP State Housing Initiative Program	1.60	.82	2.00
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	382.98	383.63	433.93
137-HOME Fund	1.50	1.25	1.50
148-Building Fund	80.85	84.70	82.95
149-East 192 CRA	.75	.75	.75
150-West 192 Development Authority	3.85	3.65	.00
151-CDBG Fund	3.20	3.45	2.80
155-West 192 MSBU Phase I	2.70	2.75	2.55
156-Federal And State Grants Fund	4.00	26.78	23.00
158-Intergovernmental Radio Communications	3.35	3.34	4.34
168-Section 8 Fund	12.65	13.65	13.65
180-Inmate Welfare Fund	2.00	2.00	3.00
Total 100 - SPECIAL REVENUE FUND GROUP	703.50	734.84	780.09
400 - ENTERPRISE FUNDS			
401-Solid Waste Fund	21.25	21.25	23.30
407-Osceola Parkway	1.70	1.70	1.80
Total 400 - ENTERPRISE FUNDS	22.95	22.95	25.10
500 - INTERNAL SERVICE			
501-Workers' Comp Internal Service Fund	1.50	1.50	2.05
502-Property & Casualty Insurance Internal Service Fund	1.50	1.50	2.00
503-Dental Insurance Internal Service Fund	.83	.83	.83
504-Health Insurance Internal Service Fund	1.29	1.29	1.34
505-Life, LTD, Vol. Life Internal Service Fund	.68	.68	.68
509-Fleet General Oversight Internal Service Fund	.30	.30	1.30
510-Fleet Maintenance Internal Service Fund	17.30	17.30	18.30
511-Fleet Fuel Internal Service Fund	1.05	1.05	1.05
Total 500 - INTERNAL SERVICE	24.45	24.45	27.55
Total	1,555.49	1,622.69	1,699.19

FY23 New Position Detail

58.50 New Full Time Equivalent (FTE) Positions:

<u>001 – GENERAL FUND:</u>	
<u>Procurement Services</u>	
Compliance Analyst I	1.00
Compliance Analyst II	1.00
<u>Animal Services</u>	
Animal Services Officer	1.00
Animal Services Officer	1.00
Community Cat Coordinator	1.00
<u>Community Development</u>	
Tradesworker – Urban Forestry	1.00
Development Review Coordinator II	1.00
Development Review Inspector I	1.00
Development Review Inspector II	1.00
Senior Development Review Engineer*	0.70
<u>Court Administration</u>	
Graphic Design & Digital Content Creation Specialist	1.00
<u>Communications</u>	
Social Media Content Creator	1.00
<u>Public Works</u>	
Intern – Construction Management (Part-Time)	0.50
Assistant Project Manager	1.00
Tradesworker – Facilities Management	1.00
Tradesworker – Facilities Management	1.00
<u>102 – TRANSPORTATION TRUST FUND:</u>	
Warehouse Manager	1.00
<u>107 – LIBRARY FUND:</u>	
Library Services Manager	1.00
<u>134 – COUNTYWIDE FIRE FUND:</u>	
Firefighters (Funie Steed @ 3 Months; Cypress Parkway)	30.00
Fire Inspectors	5.00
EMS Training Lieutenant	1.00
<u>148 – BUILDING FUND:</u>	
Senior Development Review Engineer*	0.30
<u>158 – INTERGOVERNMENTAL RADIO COMMUNICATIONS:</u>	
Radio Communication Service Technician	1.00
<u>401 – SOLID WASTE FUND:</u>	
Residential Customer Service Representative	1.00
Solid Waste Customer Service Field Inspector	1.00
<u>509 – FLEET GENERAL OVERSIGHT FUND:</u>	
Fleet Acquisition & Replacement Coordinator	1.00
<u>510 – FLEET MAINTENANCE FUND:</u>	
Heavy Equipment Mechanic	1.00

*Denotes position is split-funded

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**ANIMAL SERVICES
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

Osceola County Animal Services has two primary functions, animal welfare and public safety as it relates to interactions with animals. Animal welfare and public safety are enhanced through education and enforcement which requires collaboration and outreach.

RECENT ACCOMPLISHMENTS:

Accomplishment #1: Create Great Neighborhoods for the future: Safe and livable.

We are working with the Sheriff's Department to enter cruelty cases into the Florida Incident Based Reporting System (FIBRS). Meetings have occurred and staff will be receiving additional training on Spillman (law enforcement software) soon.

- The goal is to be one of the first non-law enforcement organizations in Florida to have our animal cruelty data included on state and federal crime reports and to create a template for this process that other organizations can use.

Accomplishment #2: Create Great Neighborhoods for the future: Safe and livable.

Animal Cruelty Investigations

- Our investigations into matters of animal cruelty have consistently resulted in positive outcomes for the animals. Our success rate when we petition for custody of animals is almost 100% and as we continue to work closely with the State Attorney's Office, criminal prosecutions for the most egregious offenses have also provided appropriate outcomes for perpetrators. We rehabilitate and rehome approximately 97% of seized animals. This includes dogs, cats, horses, goats, sheep, chickens, and more.

Accomplishment #3: Create Great Neighborhoods for the future: Safe and livable.

- Formed a committee comprised of the Assistant State Attorney, Assistant County Attorney, Founder of an equine rescue, an animal services officer, animal services director, and a regional representative for the Humane Society of the United States to create minimal standards for equines in Osceola County. The document is in its second revision and should be finalized this year.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Create Great Neighborhoods for the future: Safe and livable.

- Finalize the "Minimal Standards of Care for Equines" document and incorporate key components into the existing animal code. We have amassed a large volume of evidence that supports the need for change in how horses are treated, housed, and cared for in our community. This document will be used to enhance the animal code regarding equine care.

Strategic Objective #2: Create Great Neighborhoods for the future: Safe and livable.

- I have not been able to apply for as many grants this year as I have in the past but plan to regain my footing this year to apply for at least 3-4 grants. My goal would be to be granted at least \$100,000 for various animal welfare needs.

Strategic Objective #3: Create Great Neighborhoods for the future: Safe and livable.

- We have moved to a new licensing vendor, Pet Data, and with ongoing collaboration we can increase our licensing compliance which will help keep more pets out of the shelter and generate revenue that is used to support animal welfare programs in Osceola County. We have a goal of increasing licensing by 2,000 pets during the first year. This program has not yet started but should be on track soon.

Strategic Objective #4: Create Great Neighborhoods for the future: Safe and livable.

- Having two staff working solely on the community cat program will enable us to get more cats TNVR which saves lives, reduces harm to our wildlife populations, reduces euthanasia, and save taxpayer dollars. Our goal for this fiscal year will be to get 2,500 cats TNVR.

BOARD OF COUNTY COMMISSIONERS & COUNTY MANAGER'S OFFICE
FUND 001- GENERAL FUND

FY23 OBJECTIVES & GOALS:

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.

This cost center supports the County Commissioner's and County Manager's Office functions. The County Manager's Office is responsible for carrying out the directives of the County Commission through the management of the more than 1,700 employees under the Board. The overall goal is to provide efficient and responsive customer service for all programs in a fiscally sound manner.

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

DEPARTMENTAL OBJECTIVE:

In accordance with the adopted Strategic Plan of the County Commissioners, the Board Support Services 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:

Agenda Management System and Document Management System

- The migration of agenda processes and document conversion from Sire to OnBase software was completed. Continued with training in the agenda management system and working with employees of all County departments and the Clerk of the Board on the use and retrieving of the documents.

Accomplishment #2:

Board Support Services

- Prepared 56 meeting agendas for the Board of County Commissioners and 23 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, for a total of 96 postings.

Accomplishment #3:

Records Management Liaison Officer for County

- Processed 31 requests for records dispositions from various departments resulting in the destruction of 1,895 cubic feet of paper. The disposition of documents forms are stored in electronic format which is an improved process of the past procedure.

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

- Continue review of methods to provide Board Support Services of agenda preparation for all Board of County Commission meetings and other Sunshine Boards.
- Provide Board Support Services and Recording Secretary Services for the meetings as requested by County Management.

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

- Receive training and begin using the Electronic Messaging Boards installed in the Administration Building Lobby to provide a more efficient method of posting notices.



Office of Kelvin Soto, Esq.

Osceola Clerk of the Circuit Court & County Comptroller

“Advancing the well-being of all, one person at a time.”

Fund 001 – General Fund

ORGANIZATIONAL OVERVIEW:

The Clerk of the Circuit Court and County Comptroller is an elected constitutional officer, established by Articles V and VIII of the Florida Constitution, section 28, Florida Statutes, and Article III of the Osceola County Charter.

The Clerk & Comptroller performs more than 1,000 separate duties for constituents and collegiate agencies, including County government, the State of Florida, law enforcement partners, and the judicial branch. These important responsibilities include record keeping, public safety services, as well as information and financial management for the judicial system and County Government.

The Clerk & Comptroller serves as the County’s Clerk of Court, County Recorder, Clerk to the Board of County Commissioners, and County Auditor. In these roles, the Clerk & Comptroller holds custody of all judicial records, Official Records and other records series relating to title and interest in real property of all Osceola County, as well as serving as custodian, accountant, and chief financial officer of all County funds. Additionally, the Clerk and Comptroller serves as Clerk to the County’s Value Adjustment Board and serves as a U.S. Department of State Passport Acceptance Agency.

Public services are provided Monday through Friday at the Osceola County Courthouse except on recognized holidays or when closed by the Ninth Judicial Circuit Court. Many services are also available online via the Clerk & Comptroller website, www.osceolaclerk.com, meeting the needs of constituents at the click of a button. The Clerk & Comptroller is actively leveraging technology and growing its online presence on social media platforms to interact with constituents through whichever avenue they choose.

Elected in 2020, Kelvin Soto, Esq., Osceola Clerk of the Circuit Court & County Comptroller is a native of Puerto Rico and is a U.S. Navy veteran. He holds a bachelor’s in business, a master’s in public health epidemiology from San Diego State University, and a juris doctorate from the University of California at Berkeley. Clerk & Comptroller Soto previously served two terms on the Osceola County School Board where he was twice elected chair. He is committed to improving the lives of Osceola County citizens through modernization and expert customer care.

ORGANIZATIONAL PLEDGE

During Fiscal Year 2022, The Office of Kelvin Soto, Esq, Clerk of the Circuit Court & County Comptroller, crystalized its Organizational Pledge, which is the sum of Our Vision, to meet the Public where they want; Our Mission, to advance the well-being of all, one person at a time; Our Pillars, to serve with care, commit to excellence, and drive efficiencies; and Our Transformational Goal, to commit to modernization that will exceed expectations.



Our Vision

Meet the public where they want

Our Mission

To advance the well-being of all, one person at a time

Our Pillars

Serve With Care • Commit To Excellence • Drive Efficiencies

Our Transformational Goal

We commit to modernization that will exceed expectations

ORGANIZATIONAL STRATEGIES

The Office formed five organizational strategies to chart the course towards achieving its Organizational Pledge.

1. Scale Consistency Across the Enterprise

Scaling consistency across the enterprise encompasses the creation of a center of expertise, adoption of organization-wide best practices, processes, policies, and procedures to commit to excellence and drive efficiencies.

2. Cultivate Leaders As D.R.I.V.E.Rs

Cultivating leaders as D.R.I.V.E.Rs consists of creating an organizational culture where leaders positively influence change throughout the organization. Leaders embody being: (D)eliberate, (R)elentless, (I)nclusive, embrace (V)ulnerability, (E)mpathetic and (R)esults-driven to advance the well-being of all, one person at a time across the enterprise.

3. Leverage Technology

Leveraging technology allows the Office to drive efficiencies in its procedures to efficiently serve the public and stakeholders with care and meet the public where they want in today's technology driven culture.

4. Connect With the Community

The Office strives to meet the public where they want by educating, informing, and serving the public through social media, outreach events, and publicly available annual reports.

5. Wholistically Develop Best-In-Class Public Servants

Serving employees with care through professional development and training programs, and investment in employees' physical and mental well-being, advances the well-being of our employees and their families, one person at a time.

ORGANIZATIONAL ACCOMPLISHMENTS

Scale Consistency Across the Enterprise

- Launched an enterprise hub, branded as Clerk Central, as a centralized location for the organization to share standardized policies, operating procedures, performance management, and organization-wide updates and information.
- Created a phone contact center for the Criminal and Recording divisions to reduce wait times and provide dedicated assistance to constituents. The contact center also improved customer service and reduced stress levels for the employees by streamlining processes.
- Re-designed human resources recruitment workflow, increasing qualified candidates and hiring skilled professionals.
- Implemented appearance guidelines for the Office. Each Deputy Clerk was provided four shirts and a sweater to reduce personal responsibility for business professional attire while offering a cohesive appearance for the Office.
- Moved the comptroller's division into the offices on the 2nd floor of the Osceola County Courthouse successfully joining the Clerk's Office.
- Established a standardized procedure for the efficient processing of public records requests.
- Developed and implemented a way of communicating through the leaders, known as "Manager Message Map", to ensure consistent messaging throughout all departments for organizational-wide and key strategic communications.

Cultivate Leaders As D.R.I.V.E.Rs

- Created Pathways to Leadership program.
 - To begin the leadership journey, every leader received a copy of the One Minute Manager book with a personal note from the Clerk & County Comptroller Kelvin Soto, Esq. to underscore the message that leaders and leadership matter in this organization. The Office adopted this as an integral first step in the Leadership On-boarding for every new leader joining the organization.
 - The Office invested in developing the leadership competencies of each leader with direct reports. Leaders completed the first step to understanding the skills for effective leadership through the Blanchard Management Essentials training program, setting the foundation for Situational Leadership as the next step to leadership skills development.
 - Using the Blanchard Management Essentials skills, leaders completed monthly documented one-on-one conversations with each team member engaging every member in dialog to empower and drive performance.
 - Adopted the Leadership Chain of Excellence model to drive key results.

- Exceeded the goals of the CIGNA Wellness Program with the collaboration of Leaders as D.R.I.V.E.Rs that resulted in:
 - Inspiring employees and their families towards a healthier lifestyle.
 - Earning a 4% insurance premium discount applied to the gross premium increase rate for the 2023 coverage.

Leverage Technology

- Installed new statewide case data reporting system, UCR (Uniform Case Reporting), for the circuit civil, county civil, domestic, and probate departments which increased efficiency and accuracy in reporting case data for the judicial branch.
- Reduced the need-to-return for constituents filing petitions for injunctions by 85% by utilizing the E-Filing system to create certified documents and implementing a secure email inbox to communicate the status of the injunction order. Increased efficiencies and reduced the timeframe for document service by digitally sending orders to law enforcement for service.
- Closed 1,046 cases in the traffic division for deceased drivers with suspended driver licenses.
- Implemented the Property Fraud Alert System as a free service to Osceola County property owners to receive alerts if a fraudulent document is filed by a criminal attempting to claim ownership of or interest in their property.
- Installed Total Recall System in the retention center for increased efficiencies utilizing a bar code system to efficiently locate records.
- Launched a new public facing website offering upgraded functionality and stability.
- Reduced underassessments by approximately \$600k for criminal cases by reviewing internal collections processes.
- Adopted the AXIA Value Adjustment Board software to process petitions for adjustments.
- Decreased the usage of paper and the environmental burden of paper by approximately 80% through utilizing the Adobe software in the probate division.
- Purchased 168 desktop computers and 40 printers nearing the end of their technological lifespan to increase efficiencies in daily operations.
- Upgraded the main data storage and VMWare CPU Licenses which resulted in a stable environment and improved performance.

**COMMUNICATIONS DEPARTMENT
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

The Communications Department works with the County Manager’s Office in regard to Strategic 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 five categories:

1. Publishing information about the County: Provide news regarding County activities and promote County events and programs 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. Community outreach: Events relevant to County Government are coordinated through the office. These include the annual State of the County Event, ribbon cuttings, groundbreaking, district-specific events, visits from VIPs and elected officials, and other special events.
4. Audio/visual production: Produces all meetings in the commission chambers, some of which are streamed live via the Internet. The office produces videos that are distributed through various channels to support the Strategic Plan and its objectives.
5. Branding and graphic design: 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. Creates needed presentations, flyers, videos, infographics, brochures, etc. that incorporate the Osceola County Brand.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Introduction and integration of the new Osceola Brand

- Coordinated efforts with the agency to establish brand standards and disseminate them to staff and partners for use of new County logo, colors, etc.
- Updated marketing materials, website, social media, presentations, letterhead, business cards, etc. to reflect new brand standards
- Established focus areas to integrate the brand and tagline for continuing use, including the development of the new website

Accomplishment #2:

Osceola Prosper Program Launch

- Coordinated a communication plan and launch events with Osceola County School District and Valencia College to introduce Osceola Prosper to all class of 2022 graduating seniors

Accomplishment #3:

Support of NeoCity and Build Back Better Regional Challenge

- Coordinated announcement for the winners of the Build Back Better Regional Challenge grant including hosting a press conference
- Pitched and secured a multipage feature in Florida Trend to share the NeoCity story
- Continued efforts to educate and inform the public about efforts at NeoCity, including new business developments and partnerships
- Provided support for speaking engagements and media engagements, including graphics, presentations, and videos

Accomplishment #4:

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 the 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 #5:

Support for promotional activities for Commissioners' ARPA Targeted Recovery Efforts

- 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 #6:

Hosted State of Osceola County Luncheon (December 2022)

- Successfully executed a luncheon in coordination with Osceola Heritage Park/ASM Global staff **with a record number of sponsors and participation from the community**
- Coordinated marketing efforts to increase ticket sales and sponsorship interest, to sell out event

Accomplishment #7:

Support for promotional activities for Commissioners' ARPA Targeted Recovery Efforts

- Hosted press conferences and produced videos to highlight the projects funded by target recovery dollars in various Districts

Accomplishment #8:

Executed emergency communication plan for County response to Hurricane Ian

- Directed communication efforts in coordination with Emergency Management and community partners to share accurate and timely health and safety information for pre, during and post Hurricane Ian, including press conferences, advisories, social media, citizen information center support, etc.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Efficient and High Performing County Government

- Further integrate new Osceola brand identity into citizen touchpoints, including presentations, brochures, flyers, infographics, uniforms, etc., including the creation of a robust style guide that outlines usage for the official logo and heritage seal.
- Develop a new, innovative website in collaboration with IT to embrace the “Be First to What’s Next” and provide a more intuitive user experience.
- Establish guidelines with the agency to integrate branding into monument signage and transportation gateways throughout Osceola County to establish a sense of place.

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 and highlighting the Build Back Better Regional Grant.
- 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 networks.

Strategic Objective #4:

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

- Work with the executive team and staff to identify and convey key 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 the annual State of the County event.
- Continue to produce weekly Board of County Commission meetings (along with others) for live viewing on www.osceola.org and rebroadcasts.
- Produce programming and public service announcements of County programs and services.
- Serve as a central clearinghouse for all 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.

Connect With the Community

- Published the Inaugural edition of **Osceola On The Rise Popular Annual Financial Report** providing an overview of Osceola County's fiscal well-being and local resources for the community. Distributed 1,000 print copies and over 2,000 digital copies.
- Hosted the two-week long, annual Operation Greenlight Event in the criminal division, waiving certain fees required to re-instate a suspended driver license. The event resulted in 164 cases paid in full, 213 payment plans created, 62 driver licenses re-instated and made 315 driver licenses eligible to become re-instated.
- Implemented the passport photo program in the recording division which allows the Office to process this additional element required to apply for a passport at the applicant's convenience.
- Designed an outreach strategy with the goal of educating and interacting with the community.
 - Connected with the community through social media platforms, Facebook, Instagram, Twitter and LinkedIn resulting in a ten-fold increase in reach.
 - Actively participated in community and civic organizational events and celebrations.

Wholistically Develop Best-In-Class Public Servants

- Created training videos and interactive training programs for the civil division which improved efficiencies throughout the department as well as enhance the level of excellence with our constituent service.
- Implemented \$15 per hour minimum wage ahead of the statute and disbursed a retro-active pay increase to all employees.
- Absorbed increased costs for health insurance to support employees and retain talent for the Office.
- Hosted the inaugural Deputization and Years of Service Awards Ceremony to deputize new employees and recognize deputy clerks who dedicated their career to the Office. This event result in employee feedback that indicated increased morale and a sense of belonging.
- Implemented the ADP Learning Management Software offering employees e-learning and educational track opportunities.
- Created, reviewed, and documented SOPs for processes and workflows to provide a standard guide for the employees. SOPs are curated in the enterprise hub, Clerk Central, so that job knowledge and processes are easily available on demand to anyone in the organization.

**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 14 new events in FY22 for a total of 84 events this year.
- ATSC is at 93% occupancy rate.

Accomplishment #2:

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

- Completed the Austin Tindall Sports Complex Master Plan for the additional 100 acres acquired almost 2 years ago.

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.
- We have strengthened our partnership with the Osceola County Sheriff's Office by hosting two new events with them this past year.

Accomplishment #4:

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

- ATSC reached over \$1 million in total revenue collection for the highest total in the history of the operation.

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.
 - Reassess operational weekday practice scheduling at night to allow for rest time for fields.
 - Reassess smaller events in schedule to determine if rest time is needed for fields due to high occupancy rate.

- 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.

Strategic Objective #2:

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

- To complete the Sod Farm project to allow the facility a quick access to much desirable sod that is now hard to obtain during certain times of the year.

Strategic Objective #3:

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

- Present the newly completed Master Plan for the Austin Tindall Sports Complex along with the potential budget, revenue, and staffing needs of the new facility to leadership, along with, the potential costs to complete expansion.
- Work with Experience Kissimmee to start outlining new events for the expanded facility.
- Survey and prepare to present new rates for Austin Tindall Sports Complex to fall in line with recent inflation.

**COMMUNITY DEVELOPMENT
OFFICE OF BUILDING SAFETY
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 Office of Building Safety 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 multiple inspectors that are now working full-time for the department and currently have five inspectors 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 seven 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 classes 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 October. 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, and setting 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 five more inspectors 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, offer 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, and 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 Office of Building Safety has regularly scheduled training meetings with our inspectors and the building community 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.

Accomplishment #6:

Strategic Plan Goal: Efficient and High Performing County Government.

- During the last several months the Office of Building Safety reopened to the public with our newly reconstructed facility. The primary focus of this project is to improve the customer experience while in the Office of Building Safety. 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 the permit center to serve more customers efficiently.
- Private conference rooms equipped with full teleconference capabilities and located with more immediate customer access from the front lobby.

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 VuSpex into Accela. This will allow our customers to receive a video inspection when needed, without even scheduling the inspection in advance.
- The VuSpex implementation will allow us to also accept recorded off-line video inspections to better serve our customers.
- With this implementation, we will be further enhancing Accela through the implementation of text messaging of inspection requests and inspector route optimization.

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.
- This drone service has also proven to be a valuable service to the community in conducting damage assessments from hurricane Ian.

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, Delta Variant, and the office closure. This service will be implemented this year.

Strategic Objective #4:

Strategic Plan Goal: Efficient and High Performing County Government.

- With the successful enhancements to our review and inspection software (Accela), the department has returned to a customer-friendly service level for reviews and inspections, and provides transparent reporting, monitoring, and tracking systems. We are currently testing our new plan review program (E-Permit Hub) and expect it to go live in October. This will enhance the customer experience through the plan review and permitting process.

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 aids in the enforcement of the FBC.
- The Office of Building Safety 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.
- This amended Chapter 1 will also include provisions for thirty-year-old building recertification as mandated by the State of Florida.

Strategic Objective #7:

Strategic Plan Goal: High-Quality Transportation & Infrastructure.

- This year we will begin transforming our fleet to all-electric with the replacement of six of our trucks with Electric Vehicles (EV's) and the installation of electrical charging stations at several County facilities.
 - This will save in fuel costs since electrical vehicles are cheaper to fuel than gasoline-powered vehicles.
 - These EV trucks will save on maintenance costs because they have no gasoline engine, they do not need oil changes, spark plugs, or timing belts.
 - Even when the electricity used to fuel an EV comes from a coal-dominated grid in the US, EVs still produce less pollution than their conventional counterparts. By switching to an

electric truck, we will be contributing to a movement towards cleaner, safer air quality for our community.

- The rumbling explosions of a gasoline engine and all the mechanisms that are in place to make that engine work are, noisy. By switching to EV trucks, we are helping to lower the noise level in our community with smooth and silent electrical motors.

**COMMUNITY DEVELOPMENT
CODE ENFORCEMENT
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.

RECENT ACCOMPLISHMENTS:

We continue to improve the Osceola County Code Enforcement processes by offering customers individual contact and working with them through site visits, phone calls and emails. Our goal is to achieve voluntary compliance through education and outreach.

Accomplishment #1:

Strategic Plan Goal: Efficient and High Performing County Government.

- Continued review of the Land Development Code to provide clear and concise direction to officers on changes to improve transparency of procedures.
- Creating a courtesy notice and coordinated outreach with the Zoning Office for properties within the W192 CRA for removal of non-conforming pole signs.

Accomplishment #2:

Strategic Plan Goal: Efficient and High Performing County Government.

- Continued operations during the Covid pandemic including parking and redlight camera hearings and Code Enforcement Board Public Hearings.
- Transitioned Code Enforcement Office staff back into the Administration Building to provide daily service on-site for the public.

Accomplishment #3:

Strategic Plan Goal: Efficient and High Performing County Government.

- Maintained a daily schedule for follow up on inspections and customer concerns and complaints.

Accomplishment #4:

Strategic Plan Goal: Efficient and High Performing County Government.

- Maintained targeted levels of service, on average, for all Code Enforcement complaints and hearings.
 - Reviewed and approved/responded to all over-the-counter complaints within seven to ten days.
 - Continued assigned Code Enforcement Officer on site addressing daily inquiries and walk-in/email questions and complaints.
 - Follow up on Code Enforcement inspections within 7-10 business days of the initial complaint.
 - Follow up on Low Mow Violation inspections within 7-10 business days and abate within 20 days of inspections.

Accomplishment #5:

Strategic Plan Goal: Efficient and High Performing County Government.

- Performed 7,278 inspections.
- Processed 28 Code Enforcement reduction cases totaling \$226,083.08 taken before the Board of County Commissioners.
- Processed 6,020 Code Enforcement cases.
- Processed 10,775 Lien Verifications and 9,545 Building Activity research requests.

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

Strategic Plan Goal: Efficient and High Performing County Government.

- Maintain the current levels of service reviews for inspection, re-inspections, and new violations.
 - New violations - Within 7 to 10 business days of complaint.
 - Re-inspections - Within 7 to 10 business days of submission.
 - Lot Mow Violations - To abate within 20 days of initial complaint.

Strategic Objective #2:

Strategic Plan Goal: Efficient and High Performing County Government.

- Maintain consistent communication and provide follow-up training for Officers on changes to the Land Development Code and permit review systems.

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
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.

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

Accomplishment #2:

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

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

Accomplishment #3:

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

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

Accomplishment #4:

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

- Designed, a new structure at Marydia for a Teen Community Center with the Public Works Department. The project would include an activity room, office, and restrooms.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

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

- Engineer and begin construction of a new structure in Marydia for a Teen Community Center

Strategic Objective #2:

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

- Replace roof at Robert Guevara Community Center.

**COMMUNITY DEVELOPMENT
CUSTOMER CARE - GEOGRAPHIC INFORMATION SYSTEMS (GIS)
FUND 001 - GENERAL FUND AND 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 #4, Ensure Cost-Effective and High-Performing County Government; Objective: Deliver County services in an efficient and cost-effective manner.

- Transitioned from telecommuting and staff working remotely, to bringing staff back into the office and continuing open lines of communication and response to citizens and staff via email, Teams and/or QLess phone calls.

Accomplishment #2:

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 (2 years, 1 month 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 #3:

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, download and verification by staff and residents.
- Assisting Courthouse Auditor's Office with weekly record results from providers/haulers.

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.

- Data collection for Countywide Broadband High-Speed Internet.

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.

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

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.

- Collection, collaboration and heading a multi-government (Lake, Polk, Orange) project to develop a Four Corners Study Area map exhibit displaying how emergency response, law enforcement, public transportation, and walkability coordinates between and over county boundaries.

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.

- 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.

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.

- Collective effort among departments, implement the ePermit Hub upgrade to streamline the permitting and application process for citizens and staff.

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.

- Assisting the Sheriff's Office - 911 Addressing Department with the NextGen upgrade for street centerlines, zones and response areas in increase data sharing and emergency communications.
- Updating and editing Addressing Map Book for Sheriff and Fire Departments.

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 with Information Technology, implementing the Advantage Program through Environmental Systems Research Institute (ESRI) to integrate our Accela software with GIS mapping.
- Build, process and analyze data to assist citizens and staff with reliable and informational webmaps/data downloads and enhanced features for searching, reviewing and decision-making capabilities.

- Obtain ESRI certifications for GIS staff with ArcMap or ArcPro standards. Continue with educational aspects and courses to implement the different options available through the GIS Enterprise.

Strategic Objective #2:

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

- Obtain Certified Permit Technician certifications for Permitting and Document Management staff.

**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, Everest Place, Omni Expansion, Reunion Expansion, Westside Area Resort Residential)
 - Technology (NeoCity)

Accomplishment #2:

Strategic Plan Goal: High-Quality Transportation & Infrastructure

- Provided efficient permitting and inspection of 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 Boulevard connecting Ham Brown Road and Pleasant Hill Road
 - Westside Boulevard
 - Cross-Prairie Parkway
 - Zuni Road, Cyrils Drive and continuation of local street network in the Narcoossee Area
 - Celebration Boulevard Extension
 - Solivita Boulevard

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
 - Green Island

- Bellaviva

Accomplishment #4:

Strategic Plan Goal: Efficient and High-Performing County Government

- Completed 1,447 development-related reviews, including 210 Site Development (SDP) Review applications, representing a 16 percent increase in SDP reviews over FY2021, and 50 Preliminary Subdivision Permits, representing an 18 percent increase over FY2021, 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 258 Pre-application Conference requests, keeping in line with FY21 in which 256 Pre-application Conferences were processed coordinated.
- Performed 14,385 inspections, which reflected a 21 percent increase over FY21.

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, including recreation standards to further enhance quality of life in Osceola County.
- Ensure stormwater and floodplain requirements are met for all new neighborhoods through the development process.
- Review and implementation of West and East US192 CRA Standards through Site Plan Review 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
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 and Water Conservation partnered with USDA to obligate approximately \$200,000.00 in conservation programs.
- Assisted Osceola County producers in planting over 300 acres of forages and over 150 acres of forages outside of the county.

Accomplishment #2:

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

- The Osceola County 4-H program has offered 4-H Soccer for Success for the past five years. This past year, we served over 400 youth where nutrition and physical activity were offered in 4-H in school and afterschool settings in collaboration with the Osceola School district and other local housing entities.
- In addition to SFS, the Juntos 4-H program continues engaging Latino youth (grades 8-12) and their families to gain the knowledge and skills they need to bridge the gap between high school and higher education. The program offers various components: tutoring, family engagement nights, 4-H camp, and 4-H summer camp/state events opportunities. Additionally, we continue offering monthly one-on-one success coaching and mentoring to youth on a case-by-case basis. This past school year we served about 15 youths and their families.
- This past summer we had the opportunity to offer the 4-H Justice Academy camp, where 12 youths registered and participated in a two-week long camp. The camp was held at our office and sponsored in part by local government offices and lawyers. The idea of the summer program was to expose youth to the state and local government as a career opportunity and to be better citizens.

Accomplishment #3:

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

- Over 800 people participated in Sustainable Agriculture and Food Systems educational events and consultations. These activities offer 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 seventh 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 1975 hours to UF/IFAS Extension with a value of \$54,668. The Master Gardener Plant Clinic educated many Osceola County residents with their gardening questions. The Master Gardener volunteers were able to bring a festival to the community and provide plant material and education to bring the community together. They also support the agents with assistance during 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; 7 classes were offered, and the residents were able to pick up their trees.

Accomplishment #7:

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

- In FY22 the UF/IFAS Osceola Family Nutrition Program provided 740 SNAP Education classes and assisted in the set-up and maintenance of two school and community gardens. Through these programs, close to 6,000 residents were reached. Partnerships were created or maintained with approximately 49 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.

- The Natural Resources program taught 45 classes to over 1,000 residents on water quality, water conservation, invasive species, wildlife habitat and other topics to improve the environmental literacy of Osceola County residents. Of those, 25 classes were delivered virtually in response to COVID-19 and to provide accessible learning opportunities.

Accomplishment #9:

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 for 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 build 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 as 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. The FY 2022 revenue and adjusted gross income at Osceola Heritage Park has exceeded all previous years since the venue opened.

Accomplishment #2

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

Management of Osceola Heritage Park by ASM Global has met or exceeded all benchmarks established by the management agreement.

- The Adjusted Net Operating Income (NOI) for FY 2022 was higher than the FY 2021 benchmark.
- In FY 2022, event days totaled 565.
- In FY 2022, the customer satisfaction score was 88%.

Accomplishment #3

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

- Completed the first season of soccer with patrons in attendance.
- Hosted our first soccer event for fans with a team from the European Premier League.
- 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 the Equestrian Events for the Special Olympics.
- Within a 50-day period we hosted 5 musical concerts in the arena.
- Hosted the National Touring Act Alabama

Accomplishment #4

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

- Provided venue and personnel assistance for local community groups to host monthly food drives.
- Hosted a Fire/Safety event to educate the public.

Accomplishment #5

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 the Event Services department in booking the facility.

Accomplishment #6

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

- Significantly increased our social media presence.
 - Facebook:
Followers (19,437) 7.5% increase
Total Reach (9,806,933) 455.3% increase
 - Twitter:
Followers (2,000) 29% increase
 - Instagram:
Followers (2,982) 21.8% increase
Total Impressions 109,416

Accomplishment #7

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 of new employees.
- Continue to develop a new comprehensive security plan

Accomplishment #8

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

- The landscaping operation remains in-house. Results are more efficient and effective, with considerable savings.
- Continue to develop a professional-level turf management operation.

Accomplishment #9

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

- Consulted with the new Sustainability Department regarding solid food waste.
- We have increased our sustainability efforts and 80% of the food and beverage concessions packaging is now compostable.
- SAVOR...is continuing to work with KVLS on a compostable service ware and more efficient cooking oil reclaiming effort for the upcoming Osceola County Fair '23.

Accomplishment #10

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

- SAVOR has created catering client relationships with the tenants of NeoCity providing their food and beverage needs.
- SAVOR also continue to provide Orlando City SC players and staff at their on-property

training facility.

- The SAVOR... Team has continued 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 #11

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 #12

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

- Participated in the community and charity event Cattle Barons Ball (benefiting Children's Cancer Cure Research).
- Savor continues to foster relationships throughout the community including St. Cloud and Osceola Chambers of Commerce.

Accomplishment #13

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, Hospitality and Tourism 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 the Board of County Commissioners.
 - Continue engineering studies for the stormwater system, utilities, access points and circulation.
 - Continue Stakeholder presentations/outreach at each step of the 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 AND FUND 125 – ENVIRONMENTAL 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. 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.

- Urban Forest Management Plan approved and began implementation.

Accomplishment #2:

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

- Constructed a restroom, parking lot, and splash pad at 65th Infantry Veterans Park.

Accomplishment #3:

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

- Completed new bleacher shade covers and replaced Field 2 electrical panels at Oren Brown Community Park ballfields.
- Replaced doors and painted caretaker residence.
- Replaced windscreens at BVL and Parkway Middle School sports fields.
- Replaced playgrounds at Yeehaw Junction Neighborhood Park.

Accomplishment #4:

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

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

Accomplishment #5:

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

- Designed Master Plan for Ancient Island Ridge Community Park future development.
- Designed Phase I Master Plan for Kings Highway Parks future development.

Accomplishment #6:

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

- Installed shade covers at SENSES All Inclusive Park.

Accomplishment #7:

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

- Constructed paved access road at Scotty's Cove Conservation Area.
- Added dog park, paved walkways, crosswalk, and landscaping at Tropical Park.

Accomplishment #8:

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

- Treated exotic vegetation (i.e., Brazilian pepper and Lygodium) at Shingle Creek Regional Park, Kings Highway Park, Holopaw, and Tupperware Island Conservation Areas.

Accomplishment #9:

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

- Established an overnight facility for through hikers of the Florida National Scenic Trail at Holopaw Conservation Area.

Accomplishment #10:

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

- Installed security fencing and gates at Holopaw Conservation Area.

Accomplishment #11:

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

- Designed 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.

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

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

- Design and construct Community Garden at 65th Infantry Veterans Park.

Strategic Objective #2:

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

- Construct 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.

- Replace playground surface at Tropical Park and Robert Guevara Community Center playgrounds.

Strategic Objective #4:

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

- Design and construct an additional facility at Holopaw Community Park.

Strategic Objective #5:

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

- Complete Design and engineered drawings for Ancient Island Ridge Community Park.

Strategic Objective #6:

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

- Complete acquisition of Oren Brown Park replacement.

Strategic Objective #7:

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

- Complete design and engineering of Kings Highway Park.

Strategic Objective #8:

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

- Treatment of exotic vegetation at Holopaw, Kings Highway, Lake Lizzie, and Shingle Creek Conservation Areas.

Strategic Objective #9:

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

- Conduct controlled burns and debris removal at Camp Lonesome and Lake Lizzie Conservation Areas.

Strategic Objective #10:

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

- Establish the Florida National Scenic Trail at Holopaw and Split Oak Conservation Areas

**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, Diversified Economy; Objective: Brand the County as the place to have your business in central Florida; NeoCity.

- Completed approximately 30% of the overall NeoCity Bill Beck Gateway Enhancement project. The overall project scope was amended in March 2022 and included the installation of new hardscape, landscape, irrigation, and preparation for future enhancements, electrical conduit.
- Completed the research for NeoCity Street Pole selection - pending approval.
- Directed and supervised consultants on the re-evaluation of the NeoCity Monument Sign Package - pending approval.
- Completed and facilitated the discovery and research portion of the NeoCity Neptune Road tree removal project.
- Assisted with the concept and discussion of a new Linear Park, within NeoCity, which would span from the Bill Beck entrance, behind Skywater, to the future Fortune Road connection.

Accomplishment #2:

Strategic Plan Goal #3, Great Place to Live; Pleasant Hill Landscape Enhancement - Phase 4,

- Completed installation of nearly 2,500 trees, bushes, and other plant material along a three-mile stretch of Pleasant Hill Road.
- The plant material was installed within planter beds which spanned a combined distance of 1.33 miles.

Accomplishment #3:

Strategic Plan Goal, Great Place to Live; Finding of Necessity - The Northeast Community Development Area

- Directed and completed a blight factor analysis, site visits, and report for 125,000 acres of land to be include within the NE CRA.

Accomplishment #4:

Strategic Plan Goal, Great Place to Live, Efficient & High Performing County Government; 2022 Housing Element Analysis

- Evaluated the population demographic throughout the county to determine housing needs, household size, and socio-economic patterns within the County.
- Created policies to address housing needs and the forecasted needs for the County through 2050.

Accomplishment #5:

Strategic Plan Goal, Great Place to Live; Objective: Develop mixed-use communities in appropriate locations

Strategic Plan Goal #4, Ensure Efficient 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, modified the Sunrail Planned Development to accommodate an affordable housing project and a light industrial employer within the SunRail Station Area Plan.
- Processed 5 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 #6:

Strategic Plan Goal, Great Place to Live, Efficient and High-Performing County Government; Objective: Develop Alligator Chain of Lakes Conceptual Master Plan.

- Mixed Use District 5&6 (MXD 5&6) - Completed the planning process with consultant, facilitated multiple community meetings, drafted Conceptual Master Plan (CMP) maps and development program.
- Developed goals, objectives, and policies (GOPs) for the Alligator Chain of Lakes (ACL) Conceptual Master Plan (CMP) Element and transmitted to the State Department of Economic Opportunity (DEO). Procured a transportation consultant to assist with transportation feasibility studies to aid the CMP planning process.
- LDC changes to facilitate the implementation of the ACL CMP and introduce open space, site design, and transitional standards

Accomplishment #7:

Strategic Goal Plan, Efficient and High-Performing County Government; Objective: Consolidate services to increase quality and cost effectiveness.

- Worked with City of St. Cloud staff to annex multiple parcels (totaling greater than 1200 acres) into the City through a combination of annexation applications and Interlocal Agreement (ILA), and 10 annexation requests currently approved or 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 continues to meet with the City of St. Cloud staff bi-weekly to discuss planning and transportation items that have impacts within both jurisdictions to facilitate better coordination.

Accomplishment #8:

Strategic Plan Goal #1, Diversified 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.
- Evaluated and modified the standards within Employment Centers to allow for industrial uses to more easily be utilized.
- Completed a Large-Scale CPA to implement changes to accommodate the short term and long term needs for multiple scales of industrial development. This amendment proposes to add

approximately 300 acres of industrial land for immediate use within the County and is in process for transmittal to the DEO.

Accomplishment #9:

Strategic Plan Goal #4, Efficient 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 (18, up from 11, 4 as a co-reviewer),
- rezoning (26, up from 8),
- Zoning Verification Letters/Research (17, up from 10),
- Comprehensive Plan amendments (20, up from 14, 9 are county initiated with 11 being applicant initiated),
- Mixed Use District Concept Plans (12, up from 10),
- Annexations (10, up from 2),
- DRI Annual Reports (2, even with last year),
- Habitat Conservation Management Plans (3, up from 2),
- School compliance reviews (4, even with last year),
- Affordable housing reviews/ verifications (5, down from 10),
- Community Development District applications/modifications (16, up from 8),
- Petitioner’s Agreements (5),
- PS application reviews (56, up from 49),
- SDP application reviews (16, up from 14),
- Interlocal Agreements (8, even with last year), and
- LDC modifications (5, up from 2).

Accomplishment #10:

Strategic Plan Goal, Great Place to Live; Objective: Ensure High Quality Development and Compatibility between uses through modifications to the Land Development Code (LDC).

- LDC changes to Urban Infill Centers to address site design and required commercial footprint.
- LDC changes to address transition between existing single family residential development and neighboring higher intensity use.
- LDC change to address the use of Urban Settlement zoning district for new development.
- LDC changes to facilitate the implementation of the ACL CMP and introduce open space, site design, and transitional standards.
- LDC changes to introduce architectural requirements within the MXDs.
- LDC School Siting Standards: Modified to create and expand siting standards for all school utilization including access management, shared facilities, neighborhood integration, and overall transportation impacts.

Accomplishment #11:

Strategic Plan Goal, High Quality Transportation & Infrastructure; Objective: Update the Transportation Map Series.

- Ensure east west connectivity between the County and the City of St. Cloud.
- Protect transit corridors and designate the premium transit corridors within the ACL CMP.
- Identify and continue to preserve existing transportation facilities for future improvements.
- Refine alignments to improve network functionality.

Accomplishment #12:

Strategic Plan Goal, Great Place to live; Diversified Economy; Objective: Developed Neighborhood Preservation Plan for Whitted Neighborhood.

- Held multiple stakeholder and community meetings
 - Completed improvements for reflective materials on Jones Rd to improve safety.
 - Installation of light at bus stop (Jones and Whitted Rd.)
 - Worked with FDEP to have an environmental assessment completed on a historic dump site
- Developed recommendations to include the Whitted neighborhood in the Narcoossee Town Center
 - Modified Narcoossee Overlay
 - Established standards for mixed use development and minimum ground floor commercial development
 - Ensure that community/civic space is incorporated into development

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

Strategic Plan Goal. Great Place to Live, Efficient and High Performing Government, and Diversified Economy; Objective: Complete and submit the Evaluation and Appraisal Report.

- Conduct content analysis of policy language.
- Assess and evaluate target and milestones identified by policy.

Strategic Objective #2:

Strategic Plan Goal. Great Place to Live; Objective: Complete State Mandated EAR Based Amendments: Process

- Future Land Use Element
 - Update policies for density and intensity based upon projected population growth.
 - Ensure adequate housing stock exists based upon demographic data.
 - Evaluate conservation lands in the County with other future land uses
- Parks and Recreation Element
 - Evaluate progress in achieving parks and recreation goals
- SLT density policies
 - Modify calculations for density to be consistent countywide
 - Evaluate minimum densities per neighborhood type
- Potable Water, Sanitary Sewer, Solid Waste Elements
 - Update capacity standards based on modified population and household size projections.
- CIE
 - Modify policy to allow for the annual update to occur by reference.

Strategic Objective #3:

Strategic Plan Goal. Great Place to Live, Efficient and High Performing Government, and Diversified Economy. Objective: Update LDC based upon necessary changes to the Comprehensive Plan during the EAR based amendments.

Strategic Objective #4:

Strategic Plan Goal #1, Grow & Diversify the County's Economy. Objective: Complete 10 Year Water Supply Facilities Work Plan

- Update the 2017 Work plan based SFWMD adoption of their work plan
- Coordinate with TWA to ensure that the County has adequate supply to meet projected demands.

Strategic Objective #5:

Strategic Plan Goal, Efficient and High Performing County Government, Diversified Economy. Objective: Land Use Study for Boggy Creek Corridor

- Explore opportunities for Industrial and other non-residential uses along the corridor.
- Conduct multiple Community Meetings within the Rural Enclaves and surrounding residential areas.
- Capitalize on the existing and proposed investment north of the County Line and the airport expansion.
- Draft Comprehensive plan policy and Land Development Code language to facilitate changes, including community feedback.

**COMMUNITY DEVELOPMENT
ZONING (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 Zoning processes by offering customers multiple options for customer service via lobby service for walk-ins, emails, 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 the transparency of review procedures.
- Mailed notifications and coordinated outreach with Code Enforcement for properties within the W192 CRA for removal of non-conforming pole signs.
- Streamlined the processes for zoning verification and special permit requests, enabling online submittals and a shorter application process.

Accomplishment #2:

Strategic Plan Goal: Efficient and High Performing County Government.

- Completed Zoning responsibilities for conversion to ePermitHub. Continue to work with appropriate teams for on-going customization.
- Moved the Zoning Office back into the Administration Building to provide more staff for daily service on-site for the public and other offices.

Accomplishment #3:

Strategic Plan Goal: Efficient and High Performing County Government.

- Maintained a daily schedule for same-day follow-up on QLess calls.
- Maintained a daily schedule for follow-up on all Zoning emails to ensure all emails 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.

Accomplishment #5:

Strategic Plan Goal: Efficient and High Performing County Government.

- Processed/reviewed 4,684 Zoning applications (Zoning Map amendments, Planned Development amendments, Variances, Conditional Uses, Home Occupation licenses, Business Tax Receipts, Short Term Rental applications, Administrative Waivers, Special Permits, and Zoning Verification letters), which reflected an approximate 21% increase from FY 2021.
- Reviewed 16,437 building permit applications, which reflected an approximate 24% increase from FY 2021.
- Replied to 6,703 emails received in the Zoning mailbox.
- Processed the administrative support documentation for 6,020 Code Enforcement cases.
- Processed 10,775 Lien Verifications and 9,545 Building Activity research requests.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Strategic Plan Goal: Efficient and High Performing County Government.

- 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 Zoning Office.
- Maintain consistent communication and provide follow-up training for staff on changes to the Land Development Code and permit review systems.

Strategic Objective #3:

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 #:

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.

**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 – SECURITY DIVISION:

Accomplishment #1:

Update of Countertops for Booking Fingerprint Area and Main Control

- Booking Fingerprint area was renovated to incorporate new counters and storage areas for this location. Main Control countertops were replaced with a more durable countertop to withstand frequent usage.

Accomplishment #2:

Delta and Fox Rotunda Emergency Notification Light

- Notification lights were repositioned in the rotunda areas to provide better visibility to alert the Officers when the inmates press the emergency buttons from within their cells.

Accomplishment #3:

Additional Computer Workstations added to Bravo and Charlie Pods Officers' Station

- Additional computer workstations were added to Bravo and Charlie Pod Officers' Stations to allow Officers to the capability to view inmates in cell activities from their workstations.

Accomplishment #4:

Addition of a Therapeutic Restraint Chair to Courthouse Operations

- A therapeutic restraint chair was added to Courthouse Operations to assist Officers when managing unruly or disruptive inmates attending Court appearances.

Accomplishment #5:

Mattress Stand Storage Space in Housing Areas

- Mattress stands have been added to strategic locations within the facility's inmate housing areas to provide for storage of unissued mattresses.

Accomplishment #6:

Delta Bravo Pod Shower Enclosures

- The Showers in Delta Bravo were modified to provide the ability to secure inmates in each individual shower stall.

Accomplishment #7:

Initial Appearance Data Drop and Ruggedized Laptop Addition

- A data line and a ruggedized laptop was added to the Initial Appearance room within the jail to provide computer access to the assigned Initial Appearance Officer(s) and/or court representative (s).

Accomplishment #8:

Addition of a Front Lobby Identification System

- A system was put in place to allow for the appropriate identification of official visitors, volunteers, and contract personnel that are not issued a county photo identification card. The system will provide a photo identification label to the individual. The label has an expiration date.

Accomplishment #9:

Exterior Door Notification System

- Enhancement to our current exterior facility door system which provides notification to the Control Room Operator that an exterior door has been selected for opening and requires a secondary acknowledgment to open the exterior door.

Accomplishment #10:

Booking and Kitchen Sally Port Gates

- An interlock override system was added to the Booking Sally Port gates which prevents the gates from being opened simultaneously without an operator override. The Kitchen Sally Port is in progress for the same interlock override system.

STRATEGIC OBJECTIVES - SECURITY DIVISION:**Strategic Objective #1:**

Provide for the care, custody, and management of inmates while ensuring public and staff safety.

- Move forward with the 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. The proposal was approved and funded for the fiscal year 2022-2023. Meetings to be coordinated with relevant partners to keep the project moving forward.
- Move forward with replacing the existing chain link in the Charlie Echo housing unit shower area with an expanded metal material, resistant to tampering by the inmate population.
- Collaboration with Building Maintenance to identify cells with tiled flooring to ensure its removal.
- Collaboration with Building Maintenance to identify a viable solution for the replacement of aging in cell vents.
- Collaboration with Building Maintenance to add Lexan® to all remaining cells with mesh-style cell enclosures in Bravo and Charlie housing units.

Strategic Objective #2:

Develop staff committed to professionalism and enhanced organizational performance.

- Researching the Guardian RFID System. The Guardian RFID is an offender management system that allows facilities to automate and streamline a host of workflows and tasks. Guardian RFID will work in conjunction with our current Jail Management Software, Spillman.
- Researching the implementation of a radio console that will work in conjunction with our current handheld communication radios. The addition of the radio console will allow for use of additional functions that are readily available in the resident programming of the handheld radios that require a radio station to function such as the emergency button, man-down system, and last keyed unit identification.

- Continue working on the implementation of two (2) new Live-Scan / Cogent fingerprint systems for Booking. The current system is outdated, and the hardware is “end of life” and can no longer be upgraded or properly supported.
- Researching for staffing lockers to provide a secure location for all personnel belongings that are prohibited from entering the secure confines of the facility. These lockers will be designed to safely keep items such as cell phones, medications, and change of clothing if necessary.
- Continuing working to obtain a Kubota utility vehicle for security personnel use to perform perimeter fence checks and facility ground inspections. Areas surrounding the facility often have wildlife present and the Kubota would provide a safe means for staff to perform expected duties.
- In conjunction with the new Live-Scan / Cogent Fingerprint machines, working towards the purchase of two (2) additional Rapid ID Mobile systems for use at the Hospital and Courthouse
- In collaboration with Information Technology continue the process of locking down the computers within the facility for internet access to only sites permitted for access.
- Work towards providing physical more appropriate office space for use by Zone 3 and 4 Corporals.

RECENT ACCOMPLISHMENTS – INMATE SERVICES & SUPPORT DIVISION:

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 August 2022, 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.

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 contact 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 21/22, in-cell cameras were installed in DC, DA1 & DA2, FA1, and FA2 and transitioned from analog to digital with pan, tilt, and zoom capabilities. BD is the only housing unit requiring in-cell cameras, this project is anticipated to be completed in October 2022.

Accomplishment #4:

Jail Renovation and Expansion Project

- In the fall of 2019, the County and Stroll Architects entered into a contractual agreement for the Jail Needs Assessment Study. The Assessment and Master Plan was completed and presented to County Management in 2020. 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 2023.

Accomplishment #5:

Training and Development

- To resume normal operations post-COVID, the Training Division transitioned all annual in-service training from a computer-based system to in-class facilitation. In addition to the mandatory FDLE curriculum, in-service training focused on best practices in Corrections, de-escalation techniques, and introduced tactical first-aid training to staff. Training staff facilitated twenty (20) weeks of in-service training for both certified and civilian staff.
- Training facilitated four (4) weeks of in-service training for Community Corrections staff, in accordance with FCAC Accreditation. The curriculum focused on evidence-based interviewing and interventions, stress management, effective assessments and case management, and office and field safety.
- Through grant allocations, purchased new ballistic vests, updated riot gear, AR15s, and Glock 22 for integration with our TI Training Simulator.
- Revamped firearm training by implementing scenario-based training situations, including a stress shoot course. Additionally creating and facilitating an AR15 ambush course for all firearm instructors and Transportation staff.
- Training staff completed Master Taser Facilitator Training, providing training for all certified staff and to new instructors.

- Four (4) Supervisors holding the rank of Sergeant or equivalent attended the Valencia Public Safety Leadership Training. One (1) Lieutenant and one (1) Sergeant completed the National Jail Leadership Command Academy.
- Retooled and Updated the Main Armory to include new benches, shelves, electrical outlets and computer accessibility, and dehumidifiers.
- Introduced cell extraction courses throughout the year.
- Training staff completed Master Glove Facilitator Training, providing training for all certified staff and new instructors. The GLOVE rollout is anticipated to be completed by December 2022.
- Identified the need for trauma kits and added them to all ballistic vests for transportation, hospital, and range duty.
- All Inmate Program Specialists have completed the Decision Point Facilitator Training to provide the Decision Points curriculum to our inmate population. Decision Points is an evidence-based cognitive behavioral training focusing on positive decision-making, impulse control, and problem-solving.
- All Project Managers and Contract Monitor designees completed Contract Management Training.

Accomplishment #6:

Taser Implementation Project

- To increase officer and inmate safety, the Department procured Tasers and associated equipment for certified staff members through various grant funding opportunities totaling over \$100,000. Tasers were strategically assigned to certified Officers and Supervisors. Taser acquisition, policy development, and training have been completed and the Tasers were successfully rolled out in early 2022. The Department anticipates a reduction in the number of assaults on officers, and a reduction in the number of inmate fights, thus decreasing injuries to both officers and inmates, as well as a reduction of violent behavior through deterrence.

Accomplishment #7:

Inmate Tablet and MailGuard Implementation Project

- The inmate tablet system was completely implemented this past year. Inmate tablets provide educational content, self-paced study opportunities, and an approved inmate library to the inmate population. Additionally, the tablets allow connectivity with family and loved ones through emails, text messaging, and photographs. Additionally, the 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, law library access and accessibility to facility rules, the inmate handbook, and program and activity schedules.
- Additionally, the MailGuard component of the inmate tablet system 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, like commissary and off-site visitation options.
- Tablets also allow inmates access to a variety of corrections-approved entertainment, providing applications that build self-reliance and constructive utilization of time. We anticipate introducing these applications over the next few months to incentivize inmate workers and program participation.

Accomplishment #8:

Point Additive Classification System Implementation

- In May 2020, following the Jail Needs Assessment Study and research conducted on jail objective classification systems, a complete assessment and evaluation were completed on the Department's inmate classification system. The determination was made that the 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. This classification instrument focuses more on institutional behavior rather than charges. The Point Additive System has changed the composition of the inmate population with only three (3) custody levels: minimum, medium, and maximum, while also allowing for high-risk determinations. The transition has increased inmate worker eligibility and provided some flexibility with housing options. The Department has applied for technical assistance from the American Jail Association to 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, including evidence-based interviewing and interventions, stress management, effective assessments and case management, and office and field safety.
- Collaborated with the State Attorney's Office regarding the facilitation of programming options for the community corrections population internally.
- Acquired Narcan for the Community Corrections Building and provided the required training to all Community Corrections staff.
- Applied for the Probation/PTR FCAC Accreditation with an anticipated first inspection in 2023.

Accomplishment #10:

EMERGE Jail Reentry Program

- In 2021, the Department in collaboration with Central Florida Cares Healthcare System and Turning Point Counseling was awarded the Reinvestment Grant totaling approximately \$1 million over three (3) years 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. The Corrections Department has dedicated a housing unit specifically for the EMERGE Program and has made enhancements to the housing unit to incentive inmate participation and motivation. All participating inmates will also be required to participate in Decision Points, an evidence-based cognitive thinking program and follow the individualized transition plan coordinated with their Reentry Specialist. EMERGE participants will receive ninety (90) days of case management post-release with a Care Coordinator. The Corrections Department's role is to continue to provide evidence-based assessments, program availability and reintegration preparation. EMERGE efforts began in June 2022 with twenty-five (25) participants. The goal is to serve a minimum of forty-five (45) participants per grant year, maintaining performance outcomes and recidivism rates.

Accomplishment #11:

Enhanced Inmate Programming Initiatives

- Implemented a Forklift Certification Program for inmates participating in EMERGE.
- Resumed inmate programming and religious programming post-COVID.
- Solidified a Memorandum of Understanding with CareerSource to assist inmates with education and employment opportunities post-release, specifically for CDL and manufacturing credentials.
- Introduced Mindfulness and Yoga classes to the inmate population.
- Solidified an agreement with ACCI to provide programming opportunities and correspondence courses to inmates in Administrative Confinement and an integrative component with the inmate tablet system. Courses include Cognitive Awareness, Anger Management, Impulse Control, and Substance Abuse.
- Facilitated the integration of the GED Preparation Curriculum, Essential Ed, utilized by the Adult Learning Center of Osceola onto the inmate tablet system.
- Facilitated partnership with Celebration Restaurants to assist inmates with employment opportunities post-release.

STRATEGIC OBJECTIVES – INMATE SERVICES & SUPPORT DIVISION:

Strategic Objective #1:

Provide for the care, custody, and management of inmates while ensuring public and staff safety.

Strategic Goal: Efficient & High Performing County Government

- 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.
- Retrofit two (2) housing units (BB and BC) to enhance observation of inmates displaying self-injurious behavior. Design and engineering are complete and work has begun.
- Continue with the facility camera improvement project; this is an ongoing project as funds become available to transition from analog to digital and to expand 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 the 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. This is an approved Capital Improvement Project for FY22.
- Prepare for the 2023 FCAC Assessment by ensuring we are in compliance with FCAC Standards files and conduct observations
- Prepare for the 2023 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

Strategic Goal: Efficient & High Performing County Government

- 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 the Florida Department of Law Enforcement.
- Conduct an annual review of all Department policies and procedures for necessary updates and revisions to ensure compliance with legal updates.
- Re-establish a Corrections Emergency Response Team (CERT)
- Conduct FMJS Inspections of other facilities in Florida
- Ensure the availability of training opportunities for civilian employees and supervisors.

Strategic Objective #3:

Ensure effective leadership at all levels of the Department

Strategic Goal: Efficient & High Performing County Government

- Develop a specialized leadership curriculum specifically for Corrections Department managers and supervisors.
- Develop specialized supervisor training for new supervisors, both certified and civilian.
- 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

Strategic Goal: Efficient & High Performing County Government

- 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.
- Implement 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.
- Establish a warehouse inventory system through a solidified agreement with Maximo.
- Establish a reentry case management system through a solidified agreement with ACTS.
- Complete necessary training and solidify a memorandum of understanding with the Homeless Services Network (HSN) to become an access point for the Homeless Management Information System (HMIS).

Strategic Objective #5:

Strategic Goal: Great Place to Live

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.
- Continue evidence-based practices and interventions with the Community Corrections population to reduce recidivism.

RECENT ACCOMPLISHMENTS – MEDICAL:

Accomplishment #1:

Transition Vendor Healthcare Operations to County Operated

Strategic Goal: Efficient & High Performing County Government

- Successfully transitioned a comprehensive healthcare program from a vendor to county-operated. Providing additional oversight by increasing the number of supervisors on the nursing team. Expanded the skill level at booking by assigning a registered nurse to the post. Increased hours of the mental health staff to support the growth of the mental health population. Added a board-certified physician to the team to assist with establishing better hospital relations.

STRATEGIC OBJECTIVES - MEDICAL:

Strategic Objective #1:

Maintaining a healthcare system that ensures access to care, professional administration of all aspects of the healthcare, and monitoring and quality improvement that effectively process healthcare issues from identification through resolution.

Strategic Goal: Efficient & High Performing County Government

- Ensure compliance with Florida Model Jail Standards, Florida Corrections Accreditation Commission Standards, and National Commission on Correctional Health Care Standards.
- Maintain continuous quality improvement studies through established indicators to assist in identifying areas for improvement.
- Reviewing policies and procedures to ensure the actual practice is captured accurately as the first year of county operation ends.
- Prepare for the possible end of 2023 NCCHC Inspection by ensuring we are in compliance with NCCHC Standards and conduct NCCHC Mock Inspection.
- Prepare for the 2023 FMJS Inspection by ensuring we are in compliance with FMJS Standards files and conduct FMJS Mock Inspections.

Strategic Objective #2:

Optimizing education, safety, and preventive care

Strategic Goal: Efficient & High Performing County Government

- Establishing a training program that provides additional hands-on scenario-based methods to better prepare the healthcare team while responding to different events within the facility.
- Increase the use of technology to support the professional development of the healthcare team.
- Establish community partnerships to provide additional clinical preventive services to our inmate population.
- Continue to define the Suicide Prevention Program that evolves with the community practices and standards, while ensuring the best practice for our facility and inmate population.

Strategic Objective #3:

Effective Discharge Planning for inmates with serious health needs whose release is imminent

Strategic Goal: Efficient & High Performing County Government

- Develop the job description for a Healthcare Discharge Planner. Recruit and then hire for the position.
- Establish formal linkages between the facility and community-based organizations.
- Create a list of community health professionals.

- Establish a method to ensure a reasonable supply of medication or prescriptions to allow for time to arrange for follow-up appointments once released to the community.

RECENT ACCOMPLISHMENTS – QUALITY RISK/ ACCREDITATION:

Accomplishment #1:

Assisted with the December 2021 completion of medical operating procedures.

Accomplishment #2:

Passed the 2022 FMJS. No violations.

Accomplishment #3:

A new form was created to assist the public in obtaining vital records from corrections.

Accomplishment #4:

The Records room was reorganized to include new shelving to better store and catalog records.

Accomplishment #5:

James Kenney was named Co-Chair of the Florida Human Trafficking Task Force.

STRATEGIC OBJECTIVES – QUALITY RISK/ ACCREDITATION:

Strategic Objective #1:

Strategic Goal: Efficient & High Performing County Government
Prepare for and complete the fourth cycle PREA audit

Strategic Objective #2:

Strategic Goal: Efficient & High Performing County Government
In conjunction with Classification and Risk Management, complete a new inmate orientation video. Video to include basic orientation information, PREA orientation, and trusty safety orientation.

Strategic Objective #3:

Strategic Goal: Efficient & High Performing County Government
Prepare and deliver new training for cross-gender strip searches.

Strategic Objective #4:

Strategic Goal: Efficient & High Performing County Government
Transition from paper records to electronic records.

Strategic Objective #5:

Strategic Goal: Efficient & High Performing County Government
Provide continued enhanced training to staff.

Strategic Objective #6:

Strategic Goal: Efficient & High Performing County Government
Obtain new AEDs with additional software.

**FUND 001 – GENERAL FUND
COUNTY ATTORNEY**

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 deliver legal services in a more cost-effective manner.

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:

Complete transition of the management of County public records requests.

**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 technology equipment installation in hearing room 3128. The new Cisco video conferencing system is used to conduct hybrid court hearings where some parties are present in the courtroom and others attend virtually from an offsite location. The new Tesira audio system allows our court reporters the ability to accurately annotate court proceedings as if they were present in the room.

Accomplishment #2:

Completed the installation of 93 new access points (APs) throughout the courthouse building. The APs are a part of the improved Public Wi-Fi network offered at the courthouse. With the addition of the APs, we are able to provide free Wi-Fi for the hundreds of visitors that visit the courthouse daily.

Accomplishment #3:

Completed the installation of the remaining four Cisco Telepresence systems in courtrooms 4A, 4F, 5A, and 5F. All courtrooms are setup to provide hybrid appearances which consist of in-person participants and remote participants. The system is also used by American Sign Language (ASL) interpreters to appear in the courtroom by video from a remote location.

Accomplishment #4:

Completed the sound masking installation in the waiting areas of hearing room 3128. In order to provide additional privacy for the court participants, a soft noise generator was installed throughout the waiting areas. The system is also used to play the audio from the mandatory court videos about the upcoming court proceedings. When the videos are not playing, the system is used to play soft music throughout the waiting area.

Accomplishment #5:

Upgraded the Jury Cyber Café with new computers. The old computers were slow and sometimes unresponsive which delayed the juror check-in process. The new system consists of 15 new mini-computers that can be managed remotely by the IT support team. This new feature which will cut down the response time needed to troubleshoot a system. The new system has improved the overall juror check-in process.

Accomplishment #6:

Completed the transition to Omnivex, the new digital signage software. The previous software no longer met the needs of efficiently moving people throughout the courthouse. With the installation of the new software, content can be updated dynamically with little to no intervention by a content administrator. The content can be updated by using schedules and content triggers. The previous software required an administrator to constantly make updates to the data which delayed other tasks.

Accomplishment #7:

Completed the renovation of family court services. This included the reconfiguration of the family court lobby and hearing room 3128. These modifications created a separation for petitioners and respondents while they are waiting to participate in their injunction hearing. These changes will support recommended best practices for family courts.

STRATEGIC OBJECTIVES:**Strategic Objective #1:** Efficient & High Performing County Government

Goal: Continue the Court disaster recovery upgrade which includes migrating data and services with the Veeam backup and recovery solution. The current services will be moved from our virtual environment to our physical production environment. The solution will allow us to backup and restore data whenever it is required. The cloud-based system adds an additional tool that we can use to access critical data and be able to restore that data.

Strategic Objective #2: Efficient & High Performing County Government

Goal: Upgrade the data storage system used by the Court to store court files. The current storage system has reached its capacity and can no longer support the increased amount of data generated by day-to-day court operations. The new storage system has double the capacity of the current system and it is scalable for future growth.

Strategic Objective #3: Efficient & High Performing County Government

Goal: Continue the transition of the official court audio recording system to the FTR (For the Record) system. Install the FTR network hardware which consists of eleven network switches, two servers, and four Audio Video Bridging (AVB) interface cards. The Speech-to-Text feature of FTR will speed up the time needed to generate an accurate court transcript. The new hardware will ensure that FTR audio traffic can be transmitted and received uninterrupted from one end-point to another.

Strategic Objective #4: Efficient & High Performing County Government

Goal: Install Cisco Telepresence system at the Osceola County Jail. The new jail system will allow the judges to interact with the Osceola Jail with a push of a button. The court interpreters will also be able to interact with participants by video and audio. Attorneys and court parties will be able to participate remotely from anywhere with Internet access.

Strategic Objective #5: Efficient & High Performing County Government

Goal: Continue the transition to mobile computing devices. All court employees will be assigned a mobile device that will act as their sole work station. The device will be used in the office and also away from the office. Court Employees will be able to take their device to another location and work as if they were working from their onsite work area. This setup was very beneficial during the pandemic and it allowed employees to maintain their productivity.

Strategic Objective #6: Efficient & High Performing County Government

Goal: Upgrade the audio and video systems in hearing rooms 6A, 6E, and 3202. The audio and video system in the hearing rooms are obsolete and can no longer support the needs of the court. A new Biamp audio system and a new Cisco Telepresence system will be installed. The installation of a video presentation system is also needed in those court venues. Once the new technology has been installed, the court venues will have the same technology that our other courtrooms have.

Strategic Objective #7: Efficient & High Performing County Government

Goal: Work with the county to support the development of a plan to build out an additional courtroom, expansion of an existing hearing room, and the addition of one judicial chamber on the 6th floor. The additional courtroom should support a variety of court events, to include flexibility with seating and dividing space.

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

DEPARTMENTAL OBJECTIVE:

The mission of the Osceola County Office of Emergency Management is to create a culture of preparedness through coordination, collaboration, and communication to build a resilient community.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Arc-GIS -Improvements for access of data

- GIS data-based dashboard for view by leadership and operation teams
- Added utility outage information, debris cut & push routes, tropical weather information

Accomplishment #2:

Update to the Office of Emergency Management Mission and Vision Statements

- The Office of Emergency Management working with our partner agencies updated the mission and vision statement for OEM. This also included the addition of five emergency management values (Integrity, Professionalism, Community Focused, Partnership and Exemplary Service)

Accomplishment #3:

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 – this marks the third straight year of this funding.
- Osceola CERT members provided 2,000 hours in support to the community for incident response and community preparedness education.

Accomplishment #4:

Emergency Operations Center (EOC) improvements

- The Office of Emergency Management, through a partnership with Florida Division of Emergency Management (FDEM) received a competitive grant (EMPG-ARPA) which allowed the department to update and replace the chairs in the Incident Command Center, Citizens Information Center, and the Executive Advisory Group room.

Accomplishment #5:

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 FY22, four college interns participated in plans development, real world events, and training programs.

Accomplishment #6:*Emergency Management Plan Updates*

- County Departments COOP plans
- Continuity of Government (COG)
- Joint Information System/Joint Information Center
- Development of County Family Reunification and Assistance Center Plan

Accomplishment #7:*Variable Message Board*

- The Office of Emergency Management (OEM) was able to acquire an additional Variable Message Board (VMB) from grant funds. This will make a total of two VMBs that OEM has in their inventory for use at special events and disaster for public messaging.

Accomplishment #8:*Healthcare Emergency Plan Portal*

- 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)**

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

Strategic Objective #2: (Protection)

Enhance protection through planning, training, exercises, and outreach to community stakeholders.

Strategic Objective #3: (Mitigation)

Mitigate community hazards through technology, fostering partnerships, funding opportunities and policy.

Strategic Objective #4: (Response)

Strengthen response capabilities through technology, programs, resource management and coordination.

Strategic Objective #5: (Recovery)

Sustain a comprehensive recovery system that creates a more resilient whole community.

**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 & High Performing County Government

In house completion of the FY 2021 Annual Comprehensive Financial Report (ACFR)

- For the 32nd consecutive year, the County anticipates receiving the Certificate of Achievement for Excellence in Financial Reporting.

Accomplishment #2: Efficient & High Performing County Government

Business process and compliance review was completed for the Annual Comprehensive Financial Report process. Specific accomplishments that were made during the review were:

- Developing reports that will automate the process for the Schedule of Expenditures for Federal Awards (SEFA) and various schedules
- Reconciliation of the Annual Financial Report codes with the General Ledger
- Ensuring compliance and implementation of GASB Standards

Accomplishment #2: Efficient & High Performing County Government

FEMA Reimbursement Process

- Continued to make progress in the FEMA reimbursement process for Hurricane Irma and the COVID-19 Pandemic.
- Began the reimbursement process for Hurricane Ian

Accomplishment #3: Efficient & High Performing County Government

American Rescue Plan – Coronavirus State and Local Fiscal Recovery Funds

- Supported the County with the implementation of the American Rescue Plan 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 & High Performing County Government

- Closed on two Capital Leases for the County:
 - Schedule of Property No. 15 for the financing of vehicles and heavy-duty equipment for Countywide departments, and the Sheriff's Office, estimated expenditures \$6,732,922.00.
 - Schedule of Property No. 16 for the financing of two new Fire Apparatus Pumpers, estimated expenditures \$1,156,583.00.
- Refunding of Tourist Development Tax Revenue Refunding and Improvement Bonds, Series 2012:
 - Issuance of the Osceola County, Florida Tourist Development Tax Revenue Refunding Bond, Series 2022 for a current refunding of the County's existing Tourist Development Tax Revenue Refunding and Improvement Bonds, Series 2012 which represents cashflow savings of approximately \$4.5 million

Accomplishment #5: Diversified Economy

Deed Restrictions for NeoCity were approved by the Board of County Commissioners.

- The Property Owners Association for NeoCity was established by the Board of County Commissioners.
- Design Guidelines for NeoCity were approved by the Board of County Commissioners.

Strategic Objective #1: Efficient & High Performing County Government

- Financial Services Office will continue to work on developing procedures and provide training opportunities for the County.
- Implementation of TRS: To support compliance and implement automation to prepare and produce the Annual Comprehensive Financial Report
- Implementation of DebtBook: To support compliance with GASB 87 for the portfolio management of County wide operating leases and issued debt
- Development of Grants Management Module in Count’s financial system: To support compliance and implement automation to prepare the Schedule of Expenditures of Federal Awards and State Financial Assistance Report

Strategic Objective #2: Diversified Economy

- Present the NeoCity Maintenance District to the Board of County Commissioners and the Special Assessment for NeoCity maintenance
- Implementation of Build Back Better Regional Challenge Grant Award, \$50.8 million from the U.S. Department of Commerce’s Economic Development Administration to develop Central Florida’s semiconductor and microelectronics industry cluster.

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 FY23 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. Additionally, in response to the continued growth and increasing call volumes the FY23 budget includes funding for the construction of one fire station in the area of Funie Steed Road and Entry Point Boulevard.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Upgraded Spillman with Geo-validation Mapping

- Upgraded enhancement in mapping providing a more effective and efficient method of locating emergency incidents.
- The upgrade includes turn by turn direction providing the more direct and quickest route to incidents.
- Provides satellite view of County enabling improved situational awareness.

Accomplishment #2:

Upgraded Thermal Imaging Cameras to Improve Firefighter Safety

- Replaced all Thermal Imaging Cameras on all front-line apparatus with the latest technology.

Accomplishment #3:

FEMA 2021 AFG Grant

- Awarded the FEMA 2021 AFG Grant in the amount of \$1,076,452.54 which will provide the funding for tuition, books, testing and backfill costs for 85 personnel to state certify for the Fire Officer I classification and 60 personnel to state certify for Fire Officer II.

Accomplishment #4:

Station Construction

- Obtained approval for one additional station to begin construction in FY23. The Funie Steed at Entry Point Blvd Fire Station was approved for funding and will move forward for construction in FY23.

Accomplishment #5:

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 \$637,259.04 in additional compensation.
- Managed Care Organizations (MCO) – The Department participated in the expanded Medicaid Reimbursement Program for MCO and will receive \$505,963.80 in additional compensation.

Accomplishment #6:

Emergency Medical Service Training Equipment Replacement

- Replaced the existing simulator with the SIM Man training simulator used for Paramedic training that includes life-like simulations including cardiac, stroke, trauma, and sepsis.

Accomplishment #7:

Enhanced Public Outreach

- Enhance public outreach opportunities by providing bilingual communication 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.

- Reinstated fire safety and prevention education in Osceola County schools.

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 2021 AFG Grant

- Successfully provide 85 personnel with Fire Officer I training and certification testing and 60 personnel with Fire Officer II training and certification testing as provided in the AFG Grant within the two year performance period.

Strategic Objective #3:

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 #4:

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: Efficient & High Performing County Government, Upgrade the County's Infrastructure and Transportation Network, and Grow and Diversify the County's Government

- Osceola County, led a regional coalition, led by the Government Affairs Department, to secure \$50.8 million from the U.S. Department of Commerce's Economic Development Administration (EDA) through their flagship American Rescue Plan Act (ARPA) grant program called the Build Back Better Regional Challenge (BBBRC). The funds will be used to expand the Center for Neovation and accelerate the development of NeoCity. Out of 529 applications across the entire United States, only 21 coalitions were funded, including Osceola County.
- Osceola County led a regional coalition, led by the Government Affairs Department, to secure \$500,000 from the EDA as part of our Phase 1 BBBRC funds, to further refine our BBBRC application.
- Osceola County Fire Rescue & EMS was awarded \$1 million Assistance to Firefighters Grant (AFG Grant) federal grant from the U.S. Department of Homeland Security to help firefighters receive additional training and obtain professional certifications in critical skills that would enable them to provide better service to the public.
- The County received \$36 million in Federal funds as part of our second tranche of ARPA State and Local Fiscal Recovery Funds.
- The Government Affairs Department was able to secure the inclusion of \$375,000, for the construction of a government-use only boat ramp in Lake Runnymede, in the State of Florida's budget for FY 22-23. Unfortunately, the project was vetoed by the Governor.
- The Government Affairs Department was able to secure the inclusion of \$400,000, for the restoration of North Lake Tohopekliga, in the State of Florida's budget for FY 22-23. Unfortunately, the project was vetoed by the Governor.
- The Government Affairs Department was able to secure the authorization of a proposed feasibility study of the Lakes Runnymede and Tohopekliga, by the Army Corps of Engineers, into the U.S. House-passed Water Resources Development Act of 2022. We are awaiting the final passed expected in the lame duck period of the 117th Congress.
- The Government Affairs Department was able to secure project modification for the previously authorized feasibility study for the Shingle Creek and Kissimmee River, to include flood risk management, in the U.S House-passed Water Resources Development Act of 2022. We are awaiting the final passage expected in the lame duck period of the 117th Congress.

- The Government Affairs Department was able to secure \$1,978,000, in the US House passed, Transportation and Housing and Urban Development Appropriation Act of 2022, for safety improvements to Michigan Avenue. We are awaiting the final passage of the appropriations act in the lame duck session of the 117th Congress.
- The Government Affairs Department was able to secure \$1,978,000, in the US House passed, Transportation and Housing and Urban Development Appropriation Act of 2022, for sidewalk improvements for the neighborhoods adjacent to Deerwood Elementary school in the Poinciana community. We are awaiting the final passage of the appropriations act in the lame duck session of the 117th Congress.

Accomplishment #2: Efficient & High Performing County Government

- The Department continued to assist in the interpretation and implementation of the ARPA State and Local Fiscal Recovery Funds projects.
- The Department hired a new Government Affairs Manager. In parallel with the County’s growth and its need to pursue new and additional funding opportunities from the State and federal government, the Department continues to expand its staff to better serve the people of Osceola County.
- The Department led and concluded the 2021-2022 Charter Review Committee. The Charter Review Committee did not submit any suggestions for updating the Osceola County Charter.

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

- The County Received a \$6 million grant from the Florida Department of Economic Opportunity’s (DEO) Job Growth Grant Program, to fast-track the construction of Neovation Way Road in NeoCity.
- Osceola County was successful at including non-profits as an eligible entity in the CHIPS for America bill, which will allow entities in like BRIDG, TEL, and imec, which are in NeoCity, to apply for CHIPS for America fund dollars in this upcoming fiscal year. Also secured the inclusion of NeoCity into the legislative intent of the CHIPS and Science Act. The CHIPS and Science Act was signed into federal law in early August 2022.

Accomplishment #4 Efficient & High Performing County Government, Upgrade the County’s Infrastructure and Transportation Network

- The Government Affairs Department secured \$108,000 from the newly created local support grants program, as authorized by the 2022-2023 Florida State Budget, for a preservation study for the historic courthouse. Unfortunately, the Governor vetoed the entire slate of projects funded by the legislature, including this project.
- The Government Affairs Department secured \$50,000 as an alternative, through a historic preservation assistance grant through the Florida Department of State, for a preservation study for the historic courthouse. The grant is now included in the FY 2023-2024 state of Florida work plan.

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, Chief Administrative Officer, Deputy County Manager, Assistant County Manager, County Attorney, and County staff informed about changes in the state and federal law.
- Continue to monitor grant opportunities and assist with the application process when appropriate.
- Help navigate staff through Federal and State bureaucracy.

Strategic Objective #3: Efficient & High Performing County Government

- Manage State and Federal Lobbying Contract.

**OFFICE OF AUDIT AND OPERATIONAL IMPROVEMENT (AOI)
FUND 001 –GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

- Conduct audits of County government operations in order to safeguard County assets, promote maximum accountability, and enhance the 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 two (2) internal audits, five (5) audit follow-ups, and five (5) special projects or reviews.
- Provide feedback to various departments on multiple contracts, procedures, and processes.
- Conducted contract management training for departments.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Efficient and High Performing Government

- AOI's goal is to complete two (2) internal audits, three (3) follow-up audits, two (2) process improvement projects, four (4) special projects/reviews, and any additional projects as assigned by the Chief Administrative Officer.
- Obtain Lean Six Sigma Green Belt certification.

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

DEPARTMENTAL OBJECTIVE:

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

RECENT ACCOMPLISHMENTS:

Accomplishment #1: Established the Office of Sustainability

Strategic Plan Goal: Efficient & High Performing County Government

- Developed a 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 Initiative Comprehensive Plan Element (2020)*.
- Created a web page and developed content for the page. (Additional content to be coordinated with the upcoming website update.)

Accomplishment #2: Osceola Heritage Park (OHP) Sustainability Audit

Strategic Plan Goals: Efficient & High Performing County Government & Great Place to Live

- Completed a Sustainability Audit for OHP to explore the potential for increasing the sustainability of OHP operations.
- Topics addressed include facility energy use, conservation, and renewable energy; water use and conservation; wastewater and stormwater management; recycling and reduction of single-use items; food disposal; landscaping; transportation; and sustainability strategies for hotels.
- The report includes more than 50 recommended actions for improving operations in these areas.
- Actions were taken during 2022 events, including Mecum and the Osceola County Fair, to recycle cardboard and cooking oil; cut down on the use of disposable plastic water bottles; and reduce the use of glass.
- As implementation proceeds, 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.

Accomplishment #3: East Central Florida Regional Resilience Collaborative (R2C)

Strategic Plan Goals: Efficient & High Performing County Government, High Quality Transportation & Infrastructure, & Great Place to Live

- Osceola is one of five counties and 22 cities in the region partnering in this effort. Additional partners include environmental and clean energy organizations, educational institutions, and regional transportation agencies.
- The R2C includes a Council subcommittee (ECFRPC Council members) to build support and alignment; a Steering Committee to understand perspectives and define a common agenda; and six supporting Technical Advisory Committees (TACs) to define goals and develop strategies to achieve them. Osceola staff are members of three TACs – Regional Greenhouse Gas Inventory; Equity; and Risk and Vulnerability.

- In 2022, the R2C completed a **Strategic Resilience Action Plan** (SRAP). The Plan sets goals and strategies in the areas of equity, economic resilience, infrastructure, regional GHG reduction, regional risk & vulnerability, and community engagement. Moving forward, the R2C will prioritize and implement strategies and establish consistent metrics.

Accomplishment #4: Urban Forest Management Plan

Strategic Plan Goals: Efficient & High Performing County Government, High Quality Transportation & Infrastructure, & Great Place to Live

- Worked with Parks and Public Lands and UF/IFAS Extension to complete the Urban Forest Management Plan (UFMP).
- The UFMP provides a comprehensive framework for long-term planning and care of the urban forest. Two field assessments—a tree canopy coverage assessment and an urban tree inventory—identify current conditions and opportunities for the County’s urban forest. These field assessments provide information about tree canopy coverage in the UGB (36%); the number of trees on County-owned properties (26,900); and the condition (species, size, structure, location, health, and safety), economic value, and maintenance needs for each tree. The Plan lays out implementation strategies and identifies a budget and staffing needs.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Florida Green Local Government Recertification

Strategic Plan Goals: Efficient & High Performing County Government & Great Place to Live

- Osceola County is one of 29 certified green local governments in Florida. Osceola’s certification was awarded in 2012 and recertified in 2018, and the County is due for recertification again in October 2023.
- Working with in-house staff, complete and submit the application to the Florida Green Building Coalition for recertification.
- Osceola is certified at the Silver level (31-50% of maximum applicable points achieved, Osceola last certified with 35 points). Work with staff to determine whether and when a future certification at the Gold level (51-70% of maximum applicable points) could be achieved.

Strategic Objective #2: Implementation of OHP Sustainability Audit

Strategic Plan Goals: Efficient & High Performing County Government & Great Place to Live

- The audit includes recommendations for resource conservation, renewable energy, recycling, sustainable landscaping and transportation, and strategies for the planned hotels.
- Recommendations have been prioritized, and in the coming fiscal year operational improvements for events will be made, and a number of projects will be initiated.
- A system for recycling food waste will be purchased for OHP. Once the system is up and running, data will be collected on food waste processed and the reduction of waste sent to the landfill. Results will be evaluated and summarized to provide information to other businesses in the County interested in recycling food waste.
- Staff also will work with Toho Water Authority to explore the potential for a water truck that could be deployed for events to take the place of disposable water bottles. Reusable cups and/or bottles would be provided to event attendees.

Strategic Objective #3: Update and expand the *Inventory of Greenhouse Gas Emissions from Government Operations*

Strategic Plan Goals: Efficient & High Performing County Government, High Quality Transportation & Infrastructure, & Great Place to Live

- Working with the East Central Florida Regional Planning Council’s Regional Resilience Collaborative and the International Council for Local Environmental Initiatives (ICLEI), update the inventory of greenhouse gas (GHG) emissions from County operations, first completed in 2021 with 2019 data, to compare to the 2019 baseline. Expand the inventory to include employee commuting data.

Strategic Objective #4: Conduct cost-benefit/ROI studies

Strategic Plan Goals: Efficient & High Performing County Government & High Quality Transportation & Infrastructure

- Solar pavilions. The County installs pavilions at parks and community centers. This study will evaluate the use of solar roofs on pavilions – installation and other costs as well as energy savings.
- Pilot program for glass recycling. Feasibility study for developing a pilot program for glass recycling, including collection methods and costs, potential purchase of one or more pulverizers, and potential markets and uses for the glass.
- Comparative analysis of food waste management systems. A comparison of various types of equipment (dehydrators, composters, anaerobic digesters, liquefiers) will be developed to assist with the procurement process for the food waste management system at OHP.

Strategic Objective #5: Interdepartmental Project Coordination

Strategic Plan Goals: Efficient & High Performing County Government & Great Place to Live

- Work with Parks and Public Lands and UF Extension to begin implementing the Urban Forest Management Plan. Implementation will include prioritizing tree planting through canopy and heat island studies.
- Coordinate with HR on employee engagement in sustainability.
- Work with Communications to develop designs for sustainability signage for OHP and Countywide.
- Work with the web team as website is updated to finalize sustainability web page content.

Strategic Objective #6: Policy Development

Strategic Plan Goals: Efficient & High Performing County Government

- Develop a process for reviewing departmental budgets and the CIP to identify sustainability opportunities.
- Work with Procurement and applicable departments to develop a sustainable procurement policy.

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:

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 #2:

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 1775 vouchers which was an increase of 199 vouchers from the previous year. 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 awarded from the Mainstream Program and Emergency Housing Voucher Program were leased up. The department continues to explore opportunities to increase the voucher resources in the community.

Accomplishment #3:

Successful completion of two program performance audits/reviews. NSP3 and SHIP programs were both monitored by the respective funders. No significant findings or corrections were needed.

Both programs had audits that included review of both program and fiscal performance. Programs were in compliance with regulatory requirements.

Accomplishment #4:

Successfully continued to provide Eyeglass Prescription Vouchers for seniors.

Through this program, in FY22, 15 Osceola senior adults 55 years of age and over were provided financial assistance for an eye exam, and for the purchase of a pair of prescription glasses. This was done in a partnership with MyEyeDr. Optometry LLC of Florida.

Accomplishment #5:

Successfully provided Cremation/Burial services for indigent families in Osceola County.

This program provides for the cremation or burial of qualified indigent families and unclaimed deceased persons who died within Osceola County boundaries. In FY22, 108 eligible families received assistance for the provision of burial/cremation services for family members.

Accomplishment #6:

Successfully utilized \$180,000 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 42 families with these areas of need.

Accomplishment #7:

For FY22, Osceola County received \$275,419 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 FY22, this program provided 15 chronically homeless individuals and families with the necessary assistance to maintain their housing.

Accomplishment #8:

Successfully utilized \$226,662 to maintain housing for chronically homeless individuals and families from the former Impact Fund.

Since FY19, the County has contributed these 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 #9:

For FY22, Osceola County matched \$88,934 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 15 homeless families in Osceola County. These funds allow these families to be housed for up to 24 months, while they work with our case managers to become sustainably housed.

Accomplishment #10: 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 18 qualified non-profit organizations financial assistance totaling \$1,295,013. With this funding, we were able to address specific needs in the County such as:

- Supported the EMPOWER Program that provided 215 foster youth that were aging out of the foster home with careers and education goals, daily living, housing, and money management programs.
- Provided 710 residents that are uninsured, low income and impoverished with much needed medical assistance.
- Provided 872 at-risk youth and their families with Developmental programs.
- Assisted with providing legal counseling/documentation to 1473 families in need of identification.
- Provided 202 adult students with online learning basic reading and writing, job skills and computer classes.
- Provided much needed dairy product to disadvantaged families and school children.
- Identified 157 homeless individuals and families and guide them toward independence.

Accomplishment #11: Veterans Services

This fiscal year, the Veterans Services staff assisted nearly 1500 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.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Increase Affordable Rental Housing.

- Partner with local developers to construct affordable rental housing using the LIHTC process and other available funding sources.
- 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.
- Apply for additional Housing Choice Vouchers as they become available from HUD.

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 with rapid re-housing dollars.
- Refer clients to job training and educational opportunities.

Strategic Objective #3: Maintain high level of performance standards across state and federal grants.

- Submit required reporting on time.
- Reconcile funding sources with general ledger.
- Regularly complete program monitoring to ensure compliance is maintained.

**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 & Risk Management 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 417 vacant positions.
- Received and screened a total of 5,755 employment applications.
- Coordinated and participated in over 947 employment interviews.
- Coordinated, administered, and proctored typing tests for 154 candidates, various in-Basket exercises for 79 candidates, written exams for 218 candidates, and practical exams for 114 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.
- In collaboration with the Fire & EMS Department and Valencia College Public Safety Department, coordinated the Firefighter Cadet Academy. Eleven (11) candidates were selected for the Academy of 10/03/2022.

- Coordinated two hundred and fifty (259) pre-employment Physical exams, one hundred and sixty-five (165) pre-employment psychological exams, fifty-seven (57) pre-employment drug tests, and one hundred and ninety-six (196) Polygraphs.

- Conducted seven hundred and four (704) Florida Department of Law Enforcement (FDLE) fingerprint background checks.

- Recruitment efforts resulted in the onboarding of 314 new hires; 133 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 2022:

- Recruitment efforts yielded a total of 5,755 applicants for employment of which, 28.11% were White, 44.41% Hispanic, 18.19% Black, 2.75% Asian/Pacific Islander, 6.2% Other, 29% Male, 34% Female, 37% Unknown, and 4.5% Veterans.
- Of the 314 new hires, 33% were White, 40% Hispanic, 20% Black, 4% Asian/Pacific Islander, 3% Other, 57% Male, 43% Female and 3% Veterans.
- Of the 133 employees promoted, 54% were White, 18% Black, 30% Hispanic, 2% Asian/Pacific Islander, 1% American Indian/Alaskan, 65% Male, 35% Female, and 6% Veterans.
- As of September 30, 2022, the County's workforce totaled 1,504 employees. The overall breakdown by race, ethnicity, and gender was as follows: 53% White, 14% Black, 30% Hispanic, 2% Asian/Pacific Islander, 1% other, .1% American Indian/Alaskan, 65% Male, 35% Female, and 4% 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-seven (27) employees with disabilities. Accommodations ranged from extended leave time, equipment, reassignment to vacant positions, and structural modifications.
- Collaborated with the Special Assessment Department and provided input on alternatives to ensure ADA accessibility of a public park.

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.

- For the 3rd 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 twelve (12) “How to Do Business with Osceola County” training webinars.
- ✓ Through our partnership with Prospera, thirty-nine (39) 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 fourteen (14) 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 fourteen (14) new certified firms, 64% are Hispanic American-owned, 7% African American-owned, 35% Women-owned, 14% Service-Disabled Veteran-owned and 28% Local Small Business Enterprises. Note that some of these businesses have more than one designation.
- Re-certifications were awarded to forty-two (42) businesses as follows:
 - ✓ 26% African American-owned
 - ✓ 14% Asian American-owned
 - ✓ 38% Hispanic American-owned
 - ✓ 28% Women-owned
 - ✓ 14% Service-Disabled Veteran-owned
 - ✓ 11% Local Small Business Enterprises
- In Fiscal Year 22, the County spent \$2,351,640.00 on commodities and services provided by MWBE’s and Local Business Enterprises.

Accomplishments #3: Employee & Labor Relations

- Provided guidance and technical assistance on approximately eighty (80) disciplinary actions to ensure the consistent application of policies and procedures.
- Completed off-boarding consisting of 33 retirements, 187 resignations, and 25 terminations.
- Coordinated, participated, and provided guidance on twenty-seven (27) Pre-Determination Hearings and thirty-four (34) grievance hearings.
- Conducted and coordinated three (3) Internal Administrative Investigations.
- Prepared and submitted two (2) Investigative Position Statements to a Federal employment regulatory agency; outcomes pending.
- Coordinated three (3) Fitness for Duty Evaluations.

Accomplishments #4: Training & Development

- Since the reinstatement of the Educational Assistance Program, a total of 25 employees have benefited from the Program.
- A total of 981 employees completed 149 courses through the Human Resources online Learning Management System (LMS).
- Coordinated a total of twenty (20) “Finance Enterprise – End User” & “Procurement” training sessions for one hundred sixty-eight (168) 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.
- Coordinated a four (4) hour Forklift Certification Training. Nineteen (19) employees from various Departments participated in the training.

Accomplishments #5: Risk Management & Safety

- Received 348 new Workers’ Compensation claims, of which 221 were resolved and closed as of September 30, 2022.
- Managed a caseload of 374 auto and general liability claims, of which 224 were resolved and closed.
- Attended fifty-six (56) State mediation sessions for Auto, General Liability and Workers’ Compensation claims. Four (4) cases were dismissed, and fifty-two (52) cases were settled under the settlement authority at savings to the County of \$464,060.00.
- Conducted monthly health and safety meetings with Fire and Corrections Departments to discuss their respective Workers’ Compensation claims.
- Reviewed one hundred and nine (109) agreements to determine appropriate insurance requirements.
- Coordinated four (4) Random Drug testing screening sessions for three-hundred and ninety-six (396) employees in safety-sensitive positions.
- Coordinated post-accident drug testing for 235 employees.
- Monitored driver’s license activity for 2,100 employees, including constitucionals, and sent courtesy notifications to 683 employees regarding their driver’s license status.

Accomplishments #6: Benefits & Wellness

- Determined eligibility of three hundred and forty-five (345) new requests for leave under the Family Medical Leave Act (FMLA) and managed an active caseload of 285 cases.
- Provided guidance and assistance to four hundred and eleven (411) employees regarding COVID-19 related issues.
- Determined the eligibility of sixty-one (61) requests for Emergency Administrative leave Vaccine Incentive and three (3) requests for Covid Vaccine Leave Incentive.
- Promoted multiple educational workshops including, Stress Less: Mind and Body Strategies, Conquering Compassion Fatigue, Understanding Post-Traumatic Stress, and the Power of Authenticity.
- Continued to promote the utilization of the County's Employee Health Center. The Center serviced over 800 participants with a total of 20,369 scheduled appointments, dispensation of over 8,000 generic medications, and over 1,440 laboratory services.
- Promoted wellness initiatives, including: the mailed out of over 320 Colon Cancer testing kits to eligible employees and dependents, Breast Cancer awareness and Behavioral Telehealth. Behavioral Telehealth promotes a convenient option for care with the benefit of added privacy, which results in higher participation of employees and dependents seeking such care.
- A total of 162 employees participated in the "Osceola County Spring Fitness Challenge". The Challenge promoted team building, wellness, and better health.
- Achieved the participation of 825 employees and spouses (618 employees and 207 spouses) under the County's Step Up: Total Well-Being Program. This program promotes and educates employees and their dependent spouses on issues related to physical health, oral health, preventive care, behavioral well-being, and financial education and planning.
- Conducted seven (7) Open Enrollment informational meetings, which included a virtual platform and video available 24/7, and sixty-three (63) one-on-one meetings to facilitate employee education and successful enrollment.
- Completed a Special Open Enrollment and the processing of pay adjustments for 343 Fire Union members.
- Received and processed a total of 732 New Hire health insurance enrollments and qualifying mid-year changes.

- Coordinated the Annual Employee Health Fair, resulting in the participation of 380 employees. The Health Fair included biometric screenings, flu shot opportunities, and educational stations focused on nutrition, employee resources, and available telehealth options.
- Coordinated Financial and Retirement Workshops including: FRS-Nearing Retirement, Understanding Your Benefits Under the Pension Plan, Social Security and Your Retirement, Investment Planning, and Will You Have Enough to Retire Comfortably?
- In collaboration with a consulting firm, successfully completed a comprehensive compensation study and the development and implementation of a new County-wide Compensation Plan.

Accomplishments #7: Support Services

- In support of the Human Resources & Risk Management programs and services, processed over 22,923 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 sixteen (16) Unemployment Compensation Claims.
- Attended two (2) unemployment hearings with favorable results for the County.
- Received and responded to thirty-three (33) Public Records Requests.
- Completed twenty-two (22) salary survey requests from neighboring Counties.
- Completed one-hundred and thirty-one (131) Verifications of Employment.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Training & Development

- Re-design the County’s Training and Development program to incorporate, among other things, a succession planning component.

Strategic Objective #3:

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.

Strategic Objective #4:

Supplier Diversity

- Strengthen Supplier Diversity outreach efforts through partnerships and collaboration with various state and local agencies.

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:

Telephone System Phase I

- Successfully implemented the first phase of the new telephony solution. This new solution provides increased capacity, performance, and security to the County's telephone communications system, with features that compliment mobility and improved productivity.

Accomplishment #2:

GIS Upgrade

- In collaboration with several County departments, successfully completed an upgrade and expansion of the County's Geographical Information Systems (GIS) solution to enhance County mapping applications and services.

Accomplishment #3:

Fingerprint Scanning Upgrade

- In partnership with Human Resources at Corrections, an upgrade of the fingerprinting hardware and software system was completed. This upgrade provided new features and functionalities to improve the quality of fingerprint scanning, which minimizes rejections due to poor print quality and quickly allows the capture of fingerprints for employee background checks & identity validation programs.

Accomplishment #4:

EMS Planning Portal

- In partnership with the Emergency Services department, a planning portal was implemented to manage the Healthcare Facilities Emergency Plan Review process from submission to approval. The portal improves the tracking of submissions, saves on physical space, reduces staff hours for administrative tasks, and manages communication, document revisions, and payments to and from Health Care Facilities.

Accomplishment #5:

Finance Enterprise Access Improvements

- Successfully implemented a new electronic access request form for the County’s finance management system. The new access request form provides a centralized location for users to request access to the finance application. The approval process is now workflow based, which provides improved visibility and efficiency of the process.

Accomplishment #6:

Finance Enterprise Invoice Attachment Improvements

- Successfully implemented a process which allows users of the County’s finance management system to delete attachments from invoices or purchase requisitions. This reduces the delay in processing purchase requisitions and payment processing of invoices, as users are no longer required to submit requests to have this work done by others.

Accomplishment #7:

Animal Services Chameleon Upgrade

- In partnership with Animal Services, successfully upgraded the Chameleon software to allow citizens to sign receipts and other documents using a scanner or touch pad.

Accomplishment #8:

Spillman GeoValidation

- Successfully implemented the upgrade of Classic Geobase to GeoValidation, which is used to validate street addresses within an agency’s jurisdiction. GeoValidation will improve public safety, improve service response times, and identify cross-roads and landmarks closest to incidents when actual addresses are not available to dispatcher.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

Telephone System Phase II

Strategic Plan Goal: Efficient & High Performing County Government

- Implement the second phase to upgrade the Countywide Phone System to provide new capabilities and features to enhance the customer experience when communicating with our citizens and customers.

Strategic Objective #2:

Building Inspection Software

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, providing an efficient and effective daily route for the inspector.

Strategic Objective #3:

Inspection Tracking via Smartphone

Strategic Plan Goal: Efficient & High Performing County Government

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

Strategic Objective #4:

Fire Rescue Dispatch Improvements

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 view Kissimmee & St. Cloud Fire Rescue units within a single user interface.

Strategic Objective #5:

Emergency Communications Enhancements

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.

Strategic Objective #6:

Fire Rescue Records Management

Strategic Plan Goal: Efficient & High Performing County Government

- Complete the upgrade of our current Fire Rescue Records Management Software. The upgrade will improve efficiency and provide innovative functionality to manage the daily fire operations from pre-incident to post incident.

Strategic Objective #7:

EMS False Alarm Management

Strategic Plan Goal: Efficient & High Performing County Government

- Implement the Cry Wolf False Alarm Management System for Fire Rescue and EMS. This program will provide tracking of false alarm occurrences, enforcement of penalties for violations and collection of fees.

INTERGOVERNMENTAL RADIO COMMUNICATIONS
Intergovernmental Communications
FUND 158

DEPARTMENTAL OBJECTIVE:

The overall objective of Intergovernmental Communications is to ensure the County's 800 MHz Public Safety Radio System is operational at all times, as well as to provide day-to-day support to all end-users of the County's Radio System.

RECENT ACCOMPLISHMENTS (2021-2022):

Accomplishment #1:

Modified all radio programming for SCFD, KFD and OCFR to include Reedy Creek, Indian River County and new EDs refreshed all of them in Radio Management

Accomplishment #2:

Captured all radios into Radio Management, reconfigured code plugs and programmed all Corrections radios per Corrections Admin Staff's strategy

Accomplishment #3:

Added redundant Master Client for access to radio infrastructure

Accomplishment #4:

Upgraded Radio System from 2019.2 to 2021.1 as part of the SUA II to maintain manufacturer's recommendations

Accomplishment #5:

All Radio Frequency and Console Sites Preventive Maintained

STRATEGIC OBJECTIVES (2022-2023):

Strategic Objective #1:

Complete a fiber or Metro E connection to replace the existing T1 between our Master Site and SCPD's Console Site to prepare for the next SUA II System Upgrade

Strategic Objective #2:

Complete Point-to-Point microwave link between the Prime Site and Master Site to add a redundant connection

Strategic Objective #3:

Add an additional voice channel on the ASR for use by Law Enforcement and Medical aircraft

Strategic Objective #4:

Expand Region 5 VHF to west side of County

Strategic Objective #5:

Upgrade Genesis hardware to enhance reporting and troubleshooting capabilities

Strategic Objective #6:

Develop five- and ten-year strategic goals for Radio Services

Strategic Objective #7:

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

Strategic Objective #8:

Addition of Radio Specialist position to oversee the County Bi-Directional Amplifier (BDA) review and approval process for all new building that require installation

**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:

Strategic Goal: Efficient and High Performing County Government

- Successful completion and adoption of the Fiscal Year 2022-2023 Budget in accordance with State Statutes, Chapters 129, 200 and 197
- Successful 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 FY2022-2023 budget adoption process
- Successful completion of budget amendments in compliance with State Statutes and Budget Policy
- Re-organized the Budget Office and Special Assessments to optimize the performance of the department and enhance service to internal customers
- Created a CIP Team to facilitate and improve the County's Capital Improvement Program
- Continued to work with County Departments and the Clerk of the Circuit Court for maintaining large grants such as CARES, ARPA, and Build Back Better Regional Challenge Grants
- Streamlined internal processes by implementing more automation which provided better communication, analysis, and efficiency in daily tasks and long-term projects
- Provided more analysis and support to the County's individual departments with the addition of 1 Budget Analyst position
- Worked with County Administration to update Countywide Budget Policy
- Reviewed a total of 116 Budget Transfers, maintained 100 Funds, and monitored 1,333 orgkeys

STRATEGIC OBJECTIVES:

Strategic Goal: Efficient and High Performing County Government

- Continue to conduct departmental meetings to assist with budgetary needs and identify impacts for the upcoming annual budget
- Continue to adopt the annual budget in compliance with State Statutes with no infractions
- Continue to adopt the Non-Ad Valorem Assessments and certification of the Non-Ad Valorem Assessment Roll submitted to the Tax Collector in accordance with State Statutes
- Continue to review/update and prepare County Manager Procedures where applicable
- Continue to prepare Desktop procedures for various processes within OMB to ensure the continuity of operations

- Continue to streamline and automate internal budget processes to improve customer service and efficiency
- Continue emphasis on annual in-house training for the Budget Team
- Continue to integrate Budget and Special Assessment functions
- Review/Analyze Budgets and provide quarterly reports to County Administration to provide a current status of the fiscal year budget
- Standardize the Adopted Budget Book format to meet the applicable standards for the GFOA Distinguished Budget Award
- Develop and distribute the Countywide report to County Administrators to show the health and status of Countywide sources and uses
- Provide enhanced budget-related training and resources organization-wide

**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 2022-2023 MSTU & MSBU Budgets in accordance with State Statutes, Chapters 129, 200 and 197
- Received notification from the Department of Revenue on the County’s successful completion of TRIM Compliance with no infractions
- Completed the FY2022 year-end close-out in accordance with State Statutes and Budget Policy
- Successfully revised the County Code Special Assessments Chapter to reflect changes in Florida Statutes, County Ordinances, and Procedures.

Accomplishment #2: Efficient and High Performing County Government

- Special Assessments is successfully improving the process and procedures for analyzing the MSTU and MSBU budgets. There is a monthly review of the revenues and expenditures performed.
- The two most recently hired inspectors received their Florida Erosion and Sediment Control licenses.
- Implemented online banking for all the Common Facilities Districts (CFD).
- Completed large community projects, like sidewalk repair, wall replacement, tree removal, and roof repairs within numerous MSTU/MSBUs.

Accomplishment #3: Great Place to Live

- Completed an Aerator project to improve the water quality of the regional pond system. This project was in partnership with Commissioner Viviana Janer.
- Adopted maintenance of mowing and landscaping of two new stormwater ponds within the BVL community and brought them up to Special Assessments standard of maintenance.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Efficient and High Performing County Government

To improve the efficiency and effectiveness of the fieldwork to ensure resources are optimized to better position the County’s community MSTUs and MSBUs for FY2023 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 the 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 stormwater ponds and inlet erosion repairs.
- Collaborate with Budget team members, at minimum, on a quarterly basis to review the Special Assessment cost centers.

Strategic Objective #3: Efficient and High Performing County Government

Streamline processes for 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.
- Continue to improve budget processes within the CFDs.
- Implemented online banking for all the Common Facilities Districts.
- Initiate new CFD Board Supervisor training to ensure the highest level of service is provided to the communities they serve.
- Review and revise the 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 3 MSTU/MSBU subdivision Ponds by the end of the first quarter of FY23.
- Perform tree trimming and pushbacks to maintain the integrity of the local stormwater system.
- Prepare preventative maintenance schedules and funding strategies for FY2023 projects.
- Create a list of minor repair projects ranked by priority.
- Complete robust playground improvement project for Bear Bay by April 2023.
- Install a replacement fountain at Windward Cay community.
- Evaluate additional locations to install new aerators to improve water quality.

**THE OSCEOLA 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 personal 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 26,598 items in Fiscal Year 2022. This includes books, books on CD, DVDs, Phonics Kits, Book Club Kits, and new STEAM kits and Launchpads added through American Rescue Plan-funded grants.
- The Library pursued an American Rescue Plan grant via the Florida Division of Library and Information Services to purchase resources that would aid in slowing learning losses due to the COVID-19 pandemic. 138 STEAM Kits and 223 Launchpads were added to the collection as fun and interactive take-home opportunities to further learning. STEAM kits ranged from musical instruments and games to microscopes and weather experiments while Launchpads taught language arts, math and science through games and activities loaded on a convenient electronic tablet to check out. All resources were geared toward preschool to 8th grade.
- The Library introduced Phonics Kits, tubs containing up to 50 small books that focus on teaching fundamental reading skills through engaging stories that teach the mastery of sounds within the alphabet. 117 Phonics Kits were added to the collection with plans for additional sets in the future.
- The Real Florida Reader Park Pass program, sponsored in part by the Florida State Parks and the Division of Library and Information Services, provided free entry to most of Florida's state parks. The passes were available to check out from each branch library and were good for two weeks for up to 8 people in a passenger vehicle.
- A collection of books for elementary school students focused on bully prevention was distributed to partner schools via the 21st Century Learning Centers that have partnered with the Library System.
- A collection of books aimed at supporting the English for Families program was developed featuring resources such as dictionaries and thesauruses, plus titles that can be appreciated by both young and adult new English language learners.
- New courtesy collections have been established with several partners so that those visiting spaces in the community can take or return unprocessed but labeled Library books and be reminded of the services and resources the Library offers. Collections are maintained at the Osceola County Courthouse, Give Kids the World, Island H2O water park, Cameron Preserve apartments and various locations around the city of St. Cloud with the FirePALS program sponsored by the St. Cloud Fire Department.

Accomplishment #2:

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

- More children's regular programming has returned to the calendar as kids and families included a regular Library visit into their daily routine. After school programming featuring STEAM activities were reintroduced at all libraries, featuring LEGO clubs, STEAMworks, Bedtime Math's Crazy 8s Club, Bingo for Books Jr, Imagine, Create, K'nex, and Idea Builders all finding their audience again after a hiatus for the COVID pandemic.
- Arts & Crafts for adults gained in popularity as creative staff introduced night and weekend programming to draw in a new audience. Paint Night, Saturday Crafternoons, Maker's Café, Paint and Sip, Still-Life Drawing, Beginning Guitar, and other creative series have brought in new audiences by positioning themselves within busy schedules.
- Sewing and other textile crafts were offered at more libraries. Quilting in the Cloud, Crafty Crew, Sewing for Beginners, Sewing 101, Needlepoint, and Prick & Stitch expanded the skill-building and socialization opportunities.
- Summer Learning utilized a new theming source from the Illinois Library Association's iRead Program. Camp iRead provided an exciting jumping off point for programming centered on camping, the outdoors, animals and fun in the sun. Through a combination of performers, staff-created programs and hands-on learning activities for adults and children, the Library informed and entertained.
- Take and Make programming continued to find an audience with those who prefer to grab-and-go the pre-made kits for adults and children and enjoy the activities in their homes. Twice a month there is an adult-focused Take and Make activity based around a topic or theme essential for that month's programming, such as winter celebration or Pride Month. Storytime Takeouts also focus on a central theme for each month such as Diwali or Día de Los Muertos. Activity packs are available in libraries or online to download.
- TechCentral continued to provide innovating programming both as a community resource and as a source for essential skill-building. Introductory lessons in graphic design, photography, robotics, music production and sewing filled the calendar. Open Mic Night presented a venue for local artists to showcase their talents in a welcoming environment. Professional headshots were available as a community service to upgrade resumes or LinkedIn profiles. Homeschoolers and young adults learned valuable coding skills while working with Vex IQ robots.
- *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 "A Twist of Fate" with the goal of dazzling with stories showcasing an unexpected or coincidental event that changes the future. Tweens and teens could submit their works of art and writing to be reviewed by guest author judges for inclusion in the magazine.
- Programming centered around English language learning and skill-building was an essential part of the Library's calendar. E.S.O.L. Conversation Hour English for Families and E.S.O.L. for Beginners were presented at most libraries at convenient times for working people to attend in person or online. Taught by Adult Literacy League instructors or librarians, these classes brought people together to converse and learn in a welcoming atmosphere.
- The Library offered programming celebrating the Spanish language and Hispanic community. Each library hosted events and classes such as arts and crafts originating in Puerto Rico, Spain and Cuba,

book clubs and book talks in Spanish and celebrating Hispanic culture, bilingual STEM workshops, and Beginning and Intermediate Spanish language classes.

- Many of the Library's programs focused on the importance of inclusivity for adults and children with varying abilities, ensuring that they are able to enjoy Library programming and benefit from services. Voices of Silence returned to the BVL Library, Sensory Inclusive Storytime debuted at all branches, the St. Cloud Library opened a sensory room sponsored by the Friends of the Library, Flex Your Fingers Fine Motor Workshop taught the benefits of activities that develop critical skills, and the Library for All program presented inclusive activities for adults.

Accomplishment #3:

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

- Show Your Card Osceola had more community participation from businesses and organizations than in previous years. The Library put out a call for participation through its media channels and the community responded. Local restaurants, service providers, destinations and businesses provided discounts and free services to Osceola card holders throughout the month of September which is National Library Card Sign Up Month. The Library provided promotion through social media, the website, flyers for display at the local business and inclusion in the newsletter with nearly 40,000 recipients.
- The Library embarked on a new partnership with local water park Island H2O. The park introduced a Little Free Library supported by the Library's discarded books, participated in Show Your Card, Osceola by providing 50% off a single day admission through Thanksgiving, and providing free passes to staff for Staff Day.
- Help Me Grow Florida, a resource for developmental screening and parental education, hosted the free screening event entitled Books, Balls & Blocks for children birth to five. While children engaged in activities, parents completed the Ages & Stages Questionnaire that helped screeners to know which links to area services to provide.
- Osceola County Emergency Management partnered with the Library to host COVID testing sites at 4 branch libraries. The testing sites were staffed by NOMI Health and located in the parking lots. The sites were operational for 7 months, closing in April 2022.
- The Citizens Information Center of Osceola County Emergency Management was activated on September 26 with 8 Library staff over the following two weeks providing information and referral to citizens needing assistance before, during and after Hurricane Ian.
- The Library provides public Internet computers to the City of Kissimmee's Chambers Park Community Center. This year, the Library updated the 6 computers in their homework center and maintains communication with Center staff to ensure the PCs stay in good working order.
- Celebration News supports a monthly column written by West Osceola Library's Adult Services Librarian about the happenings and services available to the west-side community. Life Senior Magazine also provides space for Library happenings.
- The Library participates in regular Library card drives and open houses with the Adult Learning Center of Osceola in Kissimmee and Poinciana. This year, Library staff signed up 166 students at four visits.

- The City of Kissimmee is a very important partner in linking with the community and expanding the Library's connection to cultural and recreational events. Participating in PrideFest, Fandom Kissimmee, African-American Read In, Kowtown Festival, Juneteenth and MCing the annual Christmas parade are all important components of a thriving partnership.
- 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. Youth staff conducted several programming outreaches to schools designated as 21st Century Learning Centers, college and career nights, and supported the District's transition program for high school students.
- The Library collaborated with the 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 Art and Museum Educators led families through "visual art making experiences" inspired by the museum's collection.
- NeoCity partners with TechCentral to provide student volunteers to assist with 3D printing and setting up robotics programs.
- The Library partnered with the University of Central Florida professor in the Materials Science and Engineering department to win a National Science Foundation grant to teach biomaterials to young adults in a predominately Spanish-speaking community. BioDrops: Biomateriales Liquidos was presented as a 5-day summer camp for kids 10-13 to learn about phase separation through hands on discovery and discussion.

Accomplishment #4:

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

- The Library applied for and received two American Rescue Plan grants via the State Division of Library and Information Services. The Slow the Slide grant in the amount of \$123,463 for technology and science materials to build skills and learning for preschool to 8th graders suffering learning losses due to COVID-19's effect on education. The Social Worker in the Library grant in the amount of \$64,170 embedded a licensed Social Worker in the Library to assist with connecting the community to the tri-County network of eGovernment, social services and non-profit resources plus promotion, training, online resources and print materials.
- The Library secured grant funding for the program English for Families from the Florida Humanities Council to teach English language vocabulary and literacy skills through stories and activities for parents and children together. The \$5,000 grant paid for books for the instructor and families.
- Kissimmee Utility Authority provided \$500 for multi-cultural programming at the Buenaventura Lakes Library.

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.

- Encyclopedia Britannica was added to the roster of educational resources available for research and informational requests. This database is especially popular with school-age children to provide authoritative references for projects and papers. Britannica is available at home with an Osceola Library card or in the libraries using Wi-Fi or public Internet computers.
- Two new readers' advisory products were added to the online collection. Novelist Plus and Novelist K-8 link patrons with their next favorite book. Patrons can search the database for topics, genres, series, and read-alikes tailored to either an adult or student audience. Novelist was also added as a function of the online catalog so when a patron searches for a title or author, on the search results are Goodreads ratings, read-alikes and awards for the title, making finding something good to read a snap.
- The Library's email newsletter has a new home with LibraryAware. This product features templates for newsletters designed especially for libraries, along with opportunities to create standardized flyers and social media graphics prepared by library-focused graphic designers. The newsletter is sent once a week to cardholders who have opted in to receive email communications. About 40,000 cardholders receive the email newsletter each week.
- The reach of the Library's social media has improved over the last year. With videos shared via TikTok and Instagram, postings on NextDoor and reels added to Facebook, engagement has been growing steadily. TikTok follows increased 26% in the past year and Instagram increased by 12%. Postings include battle of the books, videos showcasing outreaches and programs, and clever use of props and memes to promote Library services.
- Fold3 provides access to United States military records, including personal documents, photos and stories of servicepeople.
- Gale Business Plan Builder connects budding entrepreneurs with step-by-step guidance and tools of the entire business life cycle.
- The Homeless Library Academy was added for staff development, providing front-line workers with advanced training in working with homeless patrons, including de-escalation techniques, how to serve with compassion and negotiating tricky situations such as unattended children or service animals.
- The Beanstack reading app and website has provided a platform to create themed reading challenges and activities for adults and children. The challenges are available online or through the app and provide an engaging way to promote programs, increase involvement in programming and help to market programs by creating a focal point for rewards and interaction centered around a programming theme.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Economic Resilience

Identify and support emerging areas of career growth and opportunity for entire community through collections, outreach, programming and research. Focus on three areas of growth.

- Improve depth and ease of access to digital and eContent in the critical business and nonprofit development areas such as business plans, marketing, legal issues, grants, and management.
- Increase offerings of professional tools such as Mac computers, sewing machines, bakeware and graphic design software and resources such as video resumes, LinkedIn workshops and professional headshots.
- Outreach to local technical colleges, workforce training programs, Economic Development offices and other major stakeholders to ensure the Library's policies, spaces, collections and programs reflect emerging trends and demands in education, career growth and skill building.

Strategic Objective #2: Virtual Innovation

Improve public access computer user access through software and direct links to specialized collections and other resources. Identify and offer three software or web-based resources.

- Enhance access to authoritative information by constructing and maintaining LibGuides on important topics that showcase resources across all Library arenas such as the collection and programming.
- Provide additional or replacement online skill-building resources to LinkedIn Learning such as Coursera, SkillShare or Niche Academy to enhance the Library's role in virtual learning.
- Explore more robust wireless printing options that provide more reliable and quick service than what is currently offered.

Strategic Objective #3: Community Visibility

Leverage analytical data and strategic marketing channels to best reach users and nonusers with information about services. Identify three patron segmentation groups and launch communication campaign.

- Explore emergent social sites like MeetUp or Tik Tok to promote library events and services especially targeting Millennials, GenZ and Zillennials citizens.
- Connect with utilities, apartment complexes and HOAs to reach new residents through social media, mailings and outreaches.
- Enhance scope of email communications to include new patron welcome and collection recommendations based on use history, location, age, and other factors.

Strategic Objective #4: Cultural Connector

Expand multicultural marketing efforts. Research most effective channels for specific communities and execute three campaigns annually.

- Utilize partnerships with media staff and information officers to collaborate on Spanish language radio and TV promotions and communications.

- Submit videos, Library articles and press releases to local Spanish language newspapers, publications and media outlets.
- Develop and amplify inclusive programming and accessibility services through partnerships and outreach, and share successes through social stories, press releases and the Library's website.

**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 2021-2022

- Our Human Resource Department continues to coordinate community outreach opportunities to promote educational information about Tax Collector services available to the community. They also continue to recruit potential staff via an Internship Partnership established with Valencia College and University of Central Florida, resulting in cost savings of new hire expenses.
- In this fiscal year we collected \$377,027.00 in Concealed Weapon Permits, \$13,974.75 in Birth Certificates and \$2,051,246.19 in CFX Toll Violations revenue.
- Since successfully taking over the Tourist Development Tax Audit Department, this Department has collected \$2,492,689.
- This year we received the Certificate of Merit Award for having our annual audit clear of findings. We also received the Excellence Award for a fourth time and the Legacy Award for the third time. Receiving the Legacy Award recognizes our ongoing commitment to excellence in the area of financial operations.

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 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 \$1,447,399.54 for a total of \$7,571,819.05.

Goals & Objectives

- Adding a new entry and exit area to the front part of the main office for a more streamlined entry, allowing for the processing of express transactions such as tag renewals, disabled parking placards, plate cancellations etc.
- 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 2022 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 12 training sessions to educate P-card users and other stakeholders on P-card policy and procedures. The training sessions were held virtually.
- Presented 8 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 FY2022.
- The training above educated 230 internal customers.

Accomplishment #3:

Procurement Staff Professional Development

Goal #4 Cost-Effective and High Performing Government

- 43% 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 485 requests for Procurement assistance to obtain construction, goods or services for operational needs, and to amend existing agreements, which included 45 Annual Requirement, 5 Bid Waivers, 133 Exempted Services, 8 Invitation to Bids, 145 Piggy Back Agreements, 4 Request for Letters of Intent, 47 Request for Proposals, 29 Professional Services, 31 Request for Quotes and 38 Single Source
- Issued 2,543 purchase orders and processed 1,885 change order requests.
- Reviewed 764 P-Card transactions to identify areas of possible cardholder non-compliance, misuse, or the need for additional training.
- Collaborated with IT to add the Requisition Codes, NT (Net 30), DE (Destination FOB), and VP (Vendor Email Update) to the Purchase Requisition as a default.
- Created a Finance Enterprise Purchase Requisition Entry Guide FY22 for internal stakeholders.

Accomplishment #5:

Supplier Education and Training Initiatives

Goal #4 Cost-Effective and High Performing Government

- Hosted our 19th Annual Vendor Appreciation Event virtually in March 2022, together with the Osceola County Purchasing Consortium, which includes the School District of Osceola County, Cities of Kissimmee and St. Cloud, Toho Water Authority, Kissimmee Utility Authority and the Osceola Tax Collector.
- Participated in the Central Florida Chapter NIGP – Reverse Trade Show November 2021.

Accomplishment #6:

Contract Compliance Activities

Goal #4 Cost-Effective and High Performing Government

- Completed 328 Project Manager Notification and Document emails providing the New Project Managers with Contract Administration – Project Manager Guide, Project Checklist, Vendor Performance Report, Vendor Deficiency Quick Guide 2022, and Agreement and/or Amendments.

Accomplishment #7:

Person/Entity Information Database (PEID) Responsibilities

Goal #4 Cost-Effective and High Performing Government

- Completed 718 new PEIDs, updated 262 PEIDs for the Comptroller’s Office and 1,005 for all other County departments.
- Completed 170 new PEIDs and updated 22 PEIDs for Human Services for distribution of CARES Act funds. Collaborated with IT to create scripts for maintenance of the PEIDs including making vendors inactive after 8 years of no activity, identified PEIDs that were created and never used, identified PEIDs with a Blank or Null status, and identified PEIDS with duplicate TINs or SSNs.
- Temporary staff verify status of 1330 PEIDs using Sunbiz.org and/or Secretary of State and USPS for address verification, creating packet for the Compliance Analyst to upload to Finance Enterprise.

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 #4: Cost-Effective High-Performing Government

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.

Strategic Objective #5:

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

- Developing staff education, understanding and knowledge by becoming a member of National Association of Purchasing Card Professionals (NAPCP) and having them pursue the Certified Purchasing Card Professional (CPCP) certification.
- Provide Procurement Analyst memberships to National Institute of Governmental Purchasing (NIGP) assuring them the access to education to become certified and acquire the NIGP-CPP Certificate and CPPB/CPPO Certificate designations.

Strategic Objective #6:

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

Finance Enterprise procurement process improvements

- Implement the Finance Enterprise P-Card module to improve the P-Card process by having all documentation in a centralized program
- Implement the Finance Enterprise module for Purchase Order – Change Orders to have Change Orders electronically process and routed using workflow Finance Enterprise.

**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 2022 tax-roll was successfully submitted and approved by the Florida Department of Revenue. The County - including all taxing agencies - saw an increase of 23.81% in Market Value which is now just over \$58.2 billion, and an 17.72% increase in the tax base, which currently stands at \$37.96 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 2022 financial results indicate that we will return \$590,385 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 125 community events and engaged with approximately 90,000 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 17K live chats in the past two years.

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. Won the Government Experience award from the Center for Digital Government.

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.

FY23 GOAL:

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

HIGHLIGHTS:

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

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

DEPARTMENTAL OBJECTIVE:

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

RECENT ACCOMPLISHMENTS:

Accomplishment #1: Sheriff Training Facility

- Construction of a 16,000 square foot training facility including office space, defensive tactics, shooting simulators, and classrooms to provide support for public safety.
 - This project was completed within budget.
 - The facility is currently operating as designed.

Accomplishment #2: Fire Station #67 Austin Tindall & Fire Station #45 Calypso Cay

- Completed design on revised prototype Fire Station and broke ground on 2 new fire stations.
 - New 12,290 Sq Ft prototypes include an enlarged community room
 - Facilities are anticipated to be completed by Fall of 2023.

Accomplishment #3: Fire Rescue & EMS Logistics & Facility Management Facility

- Construction of a 30,000 square foot fire logistics warehouse and maintenance shop on Partin Settlement Road.
 - Project was completed over budget and schedule due to impacts from COVID-19 and fluctuations in materials markets (availability and costs).
 - Facility is anticipated to open by December 2022.

Accomplishment #4: Design Standards Manual

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

Accomplishment #5: Courthouse Space Study

- Completion of an updated masterplan for Courthouse Square with an emphasis on increasing efficiency of space utilization.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Design Standards Manual

- Manage 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 future 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: Develop Strategic Masterplan for County Facilities

- Develop masterplans and budgets to identify future construction projects to support County Growth.
 - Work with County Administration and Departments to develop a masterplan and prioritize anticipated growth needs.
 - Develop locations for future facilities to support County Growth
 - Develop space standards for future facilities
 - Anticipate future funding requirements to support needs

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

DEPARTMENTAL OBJECTIVE:

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

RECENT ACCOMPLISHMENTS:

Accomplishment #1: Bridge Assessments

- High Quality Transportation & Infrastructure
- Created a database of all the bridges in the County

Accomplishment #2: Bridge Design

- High Quality Transportation & Infrastructure
- Prioritized Bridge Scour Countermeasures and Bridge Safety Projects.
- Issued Notice to Proceed to evaluate culverts under Old Lake Wilson Road.
- Issued Notice to Proceed to evaluate seven bridges under tolled portion of Osceola Parkway.
- Design complete for eleven bridges focusing on guardrail and maintenance improvements.

Accomplishment #3: Right-of-Way Mapping

- High Quality Transportation & Infrastructure
- Prepared and recorded a Maintenance Map for a portion of Kempfer Road to rectify a title exception.

Accomplishment #4: Right-of-Way Permitting

- High Quality Transportation & Infrastructure, Efficient & High Performing County Government
- Permitted and inspected over 1,498 projects within County right-of-way.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Bridge Assessments

- High Quality Transportation & Infrastructure
- Complete a needs assessment to 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 11 bridges throughout the County.
- Retain consultants to prepare construction plans for safety improvements for the next group of bridges.

Strategic Objective #3: 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 #4: 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 #5: 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 #6: Drainage Infrastructure Maintenance

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

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

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: Infrastructure Improvements and maintenance projects

- Replacement of infrastructure systems that exceeded their recommended life expectancy.
 - Courthouse Square Fire Alarm Replacement
 - Government Center Server Rooms HVAC Unit Replacement
 - Fire Station #54 Kitchen Cabinet Replacement
 - Fire Station #55 Transfer Switch Replacement
 - Corrections Kitchen Equipment Replacement
 - Corrections Facility Painting and Sealing Project
 - Courthouse Square Parking Garage Fire Sprinkler Piping Replacement

Accomplishment #2: Carpet Replacements

- Carpet replacement projects for badly worn and torn carpets that exceeded their recommended life expectancy.
 - Courthouse 2nd Floor Clerk of Courts
 - Property Appraisers Office
 - Emergency Operations Center

Accomplishment #3: Energy Saving Initiatives

- Completion of LED lighting retrofit projects at Emergency Operations Center Parking Garage and Courthouse Stairwells.
- Energy audits and analysis on Courthouse, Emergency Operations Center, and Sheriff's Fleet Facility.
- Replacement of obsolete HVAC controls systems at Courthouse Square Phase I.

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.

FY23 Budget approved projects:

- Courthouse Square HVAC controls replacement Phase II
- Sheriff’s Administration HVAC controls replacement
- Courthouse Square sustainability and energy improvement measures
- Correctional Facility air handler replacements
- Government Center LED lighting replacement
- Corrections HVAC Unit Replacements
- Government Center Restrooms Finish Replacement
- Tax Collector 2nd Floor Carpet Replacement
- Hart Memorial Library HVAC Unit Replacement
- Fire Station Generator Replacement Projects

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**

DEPARTMENTAL OBJECTIVE:

The Fleet Management Department provides a variety of functions in support of maintaining the County's 1,103 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 11 bulk fuel sites located at various fire stations and County locations.

RECENT ACCOMPLISHMENTS:

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

- For FY22 Fleet Management completed 3,244 work orders totaling \$2,672,306.30. Additionally, the Small Engine Repair Shop completed 367 work orders totaling \$45,261.97 and Fleet Fueling provided 451,490.75 gallons of petroleum products totaling \$1,886,055.03

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

- Successful integration & 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 including Fire Station 53 and Corrections.

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

- Successfully provided our Technicians with Automotive Service Excellence (ASE) and Emergency Vehicle Technician (EVT) training leading to an increase in overall certification. This has led to an increase in repair effectiveness as well as the overall safety and reliability of our emergency vehicles. This also provides our technicians with a valuable credential that reflects mastery-level skills and knowledge.

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

- Improved ranking within the 100 Best Fleets in the Americas from the 84th Best Fleet in 2021 to the 69th Best Fleet in 2022.

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)

- Continued installation of fuel proximity sensors in countywide vehicles to obtain precise data on maintenance, vehicle faults, and fuel usage.

**PUBLIC WORKS
LAKES MANAGEMENT
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
- Gathered citizen’s input regarding the management of Osceola County lakes and waterways.
- Served on the Water Resources Advisory Committee to South Florida Water Management District.
- Participated in the Upper Basin Working group and the Lake Okeechobee Basin Management Action Plan.
- Monitored and commented, when appropriate, on regulatory matters which may affect Osceola County lakes and waterways.
- Participated in the Central Florida Floodplain Managers Working group to monitor and commented on proposed changes to the Community Rating System.
- Increased 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.
- Achieved a Class 5 rating for the Community Rating System Audit through the National Flood Insurance Program.
- Renewed Osceola County’s National Pollutant Discharge Elimination System Phase 2 Permit.

Accomplishment #2: Boat Ramp and Boating Improvements

- High Quality Transportation & Infrastructure
- Completed construction to remove shoaling in Cypress Lake at C-35 canal.
- Completed the removal of the shoal in Lake Tohopekaliga at Shingle Creek.
- Removed debris and downed trees in Boggy Creek and Brick Lake canal.
- Cleared the mouth of Fish Lake at Partin Canal of vegetation for improved water flow.

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 2022 Great Outdoors Day, and Community Clean-ups.

Strategic Objective #2: Boat Ramp Improvements

- High Quality Transportation & Infrastructure
- Finalize the update of 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.
- Finalize design, permitting, and construction of an air boat ramp and parking improvements at Lake Cypress boat ramp.
- Replace decking at C-Gate boat ramp.

Strategic Objective #3: Boating Navigation Improvements

- High Quality Transportation & Infrastructure
- 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 300 service calls in FY22.
- Increased larviciding area by 3,800 acres.
- Provided guidance to the Florida Department of Management Services (FDMS) on the impact of FS 934 on mosquito control operations. Opened a conversation with the FDMS to expand the list of qualified drone manufacturers in the statute.

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.

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.
- Continue to explore aerial larviciding utilizing drones in 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

- 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: Buenaventura Lakes Drainage Improvements Phase 2 Grant Award

- High Quality Transportation & Infrastructure
- Awarded \$4,689,320 from the FDEO for the continuation of drainage improvement projects in Boggy Creek Basin area of Buenaventura Lakes

Accomplishment #3: Performing Arts Center Building

- Great Place to Live
- RFP advertised, submittals were ranked, NOI was issued to Webb Management, and agreement executed.

Accomplishment #4: NeoCity Site Development

- Great Place to Live, High-Quality Transportation & Infrastructure, and Diversified Economy
- Completed modification of FEMA LOMR for the modification of Flood Maps.

Accomplishment #5: HB 53 Stormwater Needs Analysis

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

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.
- Complete construction of 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.

**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 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 #2:

- 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 #3:

- Purchase Agreement for Acquisition of 731 Cypress Parkway for a new Poinciana Fire Station.

Accomplishment #4:

- Continued to work with Human Services on Affordable Housing Sites: (1) Obtaining information as requested for the 96-unit Birdsong Development affordable housing complex at the SunRail Station in Poinciana to receive State Housing Finance SHIP funding as required. (2) Affordable Housing Tract Site Analysis as requested.

Accomplishment #5:

- 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, The Salvation Army, Community Coordinated Care for Children, Inc. (4C), Help Now of Osceola, and the “Anti-Bully” and “Housing Assistance” community events.
- Provided Property Management Services for Concessionaires: A-Ultimate/Marsh Landing, The Paddling Center, Boggy Creek Airboats
- Provided Property Management for West Government Center Parking Use Agreements and Administrative Building Parking Garage

Accomplishment #6:

- Assisted Community Development in Site Selection for an approximate 120-acre parcel as an Oren Brown Replacement Park in District 3 in the vicinity of Pleasant Hill and Gunn Rd.

Accomplishment #7:

- In conjunction with procurement, managed the selection of title company service vendors to provide title search, insurance and closing expertise as needed by the County over the next three years.

Accomplishment #8:

- Completed the renewal of the real estate auction service vendor to provide real estate and auction expertise as needed by the County over the next year.

Accomplishment #9:

- Completed the extension of the real estate appraisal service vendors for six months to provide real estate appraisal expertise as needed by the County over the next year.

Accomplishment #10:

- In conjunction with procurement, managed the surplus sale of 400 Emmett St. toward selection of the winning bidder.

Accomplishment #11:

- In conjunction with procurement, managed the surplus sales of parcels entitled “Hoagland Industrial Park” and “Vineland Rd. (535)” resulting in the decline of all proposals submitted in the best interests of the county.

Accomplishment #12:

- Created or Renewed Leases and/or Facilities Use Agreements for:
 - A-Ultimate/Marsh Landing Temporary Location Agreement.
 - 1720 Rachel Lane – Mike and Anza Bast long term lease
 - Renewed needed warehouse space for the Emergency Operations Management Center
 - Renewal of 110 W. Neptune Rd., Iglesia Christiana del la Cabellero, parking agreement
 - Renewal of 1099 Cross Prairie Parkway, Valencia College, lease
 - 2393 Neptune Rd., Carnahan, Proctor and Cross, use agreement
 - Amended 3700 Arthur J. Gallagher, Hansell, Caretaker Agreement
 - 2495 Babb, Watko, Caretaker Agreement
 - Pleasant Hill Landscape Staging Area Ground Use Agreement
 - Farmland Reserve/Deseret Communications Tower, long term lease
 - Renewal of Canoe Creek Rd., Partin Communications tower lease

Accomplishment #13:

- Worked with consultants to create a Procedure Manual Outline and wrote two chapters of the manual, Acquisitions and Dispositions and worked with consultants to create a requirement outline for an Enterprise Asset & Work Order Management System.

Accomplishment #14:

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

Accomplishment #15:

- Negotiate a Letter of Intent to Acquire 57 acres at the intersection of US192 and the Florida Turnpike, Partin Family-owned parcels.

Accomplishment #16:

- Assisted MetroPlan/Lynx in Site Selection for an approximate 60-acre parcel to be utilized as a Central Lynx Hub in Osceola County

Accomplishment #17:

- Acquisition of 700 Union Ave. and N. Central Avenue to be utilized for community service delivery within the Medical Arts district of Kissimmee.

Accomplishment #18:

- Served as Don Fisher’s designee on the reactivation of Poinciana Industrial Park Property Owner’s Association to represent county owned property within the POA.

Accomplishment #19:

- Completed the establishment, review, recommendations, and closure of the Aurigo Software Review Committee.

Accomplishment #20:

- Assisted Public Works Director, Danielle Slaterpryce, in the revision of Chapter 8: Real Estate and Right-of-Way Code Manual for submission to the County Manager’s Office toward passage of a new Policy Manual.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

- Seek to acquire in its entirety or proportionately 8.58 acres on King James/Rachel Lane to allow the county to expand the parkland purchased at 1700 & 1720 Rachel Lane into a regional park with expanded lake frontage for a continuance of the trail system.

Strategic Objective #2:

- Purchase Agreement for the Acquisition of 1531 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

Strategic Objective #3:

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

Strategic Objective #4:

- Actively assist 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 and at locations as needed.

Strategic Objective #5:

- Continue to 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, The Salvation Army, Community Coordinated Care for Children, Inc. (4C), Help Now of Osceola and community events.

Strategic Objective #6:

- Assist Community Development in acquiring an approximate 120-acre parcel as an Oren Brown Replacement Park in District 3 in the vicinity of Pleasant Hill and Gunn Rd.

Strategic Objective #7:

- Complete the selection of title company service vendors to provide title search, insurance and closing expertise as needed by the County over the next three years.

Strategic Objective #8:

- Complete a Request for Proposal for real estate auction service vendors to provide real estate and auction expertise as needed by the County over the next three years.

Strategic Objective #9:

- Complete a Request for Proposal for real estate appraisal service vendors to provide real estate appraisal expertise as needed by the County over the next three years.

Strategic Objective #10:

- Complete the surplus sale of 400 Emmett St. to Collier.

Strategic Objective #11:

- In conjunction with procurement, complete the surplus sales of 1300 N. Central Ave. in the best interests of the county.

Strategic Objective #12:

- Complete the sale of the Creative Village tract to the non-profit school at Creative Village in the best interests of public safety in the county.

Strategic Objective #13:

- Provided Property Management and Leasing Services to County Assets housing Non-Profit Services Providers and County Event Hosting, Concessionaires, West Government Center and Administrative Building Parking Garage.

Strategic Objective #14:

- In conjunction with procurement, Complete the surplus sale of the 5085 Biscayne Rd. in the best interests of the county.

Strategic Objective #15:

- Renew or Complete Leases and/or Facilities Use Agreements for:
 - Renew the 503 Parkway Pkwy USPS Lease.
 - USDA/NRCS Lease at Osceola Heritage Park Extension Building
 - Transfer of Osceola Community Health Services Lease in Intercession City
 - Renew Caretaker Leases

Strategic Objective #16:

- Renew real estate property management services contract with Bishop Beale Duncan for Hoagland Industrial Park

Strategic Objective #17:

- Negotiate a Purchase Agreement to Acquire 57 acres at the intersection of US192 and the Florida Turnpike, Partin Family-owned parcels.

Strategic Objective #18:

- Acquire 1345 Shakerag Rd., Clark Properties, adjacent to Osceola Heritage Park.

Strategic Objective #19:

- Completion or Transition of the Communication Tower Strategic Plan Committee established to provide a full research analysis of cell tower leasing and ownership with recommendations for Osceola County decision-making purposes.

Strategic Objective #20:

- 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.

Strategic Objective #21:

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

Strategic Objective #22:

- Complete fiscal and lease terms compliance with Parking Garage tenant, Ma'Belle and Partin Triangle Park Concessionaire, A-Ultimate/Marsh Landing on all aspects of their leases.

Strategic Objective #23:

- Continue creation and improvement of: (1) 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 (2) hyperlinked multi-departmental checklist for complex closing projects to facilitate communication between real estate asset management, engineering, participating departments and legal and (3) hyperlinked Osceola County Real Estate Assets spreadsheets for increased use, location, upland percentage, zoning and structure research and analysis until a fully functional cross-departmental software package is developed and available.

Strategic Objective #24:

- Complete appraisals, title and documents as directed by the county management office to assist in the economic development of Mac Overstreet Park.

Strategic Objective #25:

- Complete new lease or surplus disposal of 2761 N. John Young Parkway County Owned Parcel.

Strategic Objective #26:

- Acquisition of parcels needed to complete the Magnolia Bridge stormwater project in Kenansville area.

Strategic Objective #27:

- Acquisition of two 20-acre parcels in the Kissimmee Park area (one north of Kissimmee Park Rd. and one south of Kissimmee Park Rd.) for Community Development to utilize as a park.

**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 2,146 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 FY22. Utilizing current County staff and outside contractors to apply various road rehabilitation methods the following was accomplished:

Accomplishment #1: Micro Surfacing

- Completed 62.3 lane miles of micro surfacing on County roadways for a total of \$1,832,113.

Accomplishment #2: Milling / Resurfacing / FDR

- Completed 90.1 lane miles of resurfacing on County roadways for a total of \$10,205,308.

Total Funds: \$12,037,501

Total lane miles: 152.4

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 \$14,000,000 in funding for the Milling and Resurfacing Project in FY23 which is an increase of \$2,000,000 allowing us to maintain the 150 lane miles of resurfacing annually. The cost increases is due to an unprecedented industry wide shortage of materials used in manufacturing and application of pavement rehabilitation Utilizing current County staff and outside contractors to apply various road rehabilitation methods the objective is to complete an estimated 150 lane miles of resurfacing in FY23 as follows:

Strategic Objective #1: Micro Surfacing

- Utilize \$1,720,327 to micro surface 59 lane miles of County roadways.

Strategic Objective #2: Milling / Resurfacing

- Utilize \$12,389,310 to mill and resurface 92 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 FY22 to continue the surface treatment of roadways outside the Urban Growth Boundary, 6.4 miles of roadways were completed in FY22.

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 FY23 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 \$3,750,000 for FY23 through FY27 for treatment of roadways outside the Urban Growth Boundary is necessary.

**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 2,146 lane miles of paved roadways, 32 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 10 miles of stormwater outfall infrastructure conveyance systems.

Accomplishment #2:

- Cleaned/versa ditched approximately 48 miles of stormwater roadside infrastructure conveyance systems.

Accomplishment #3:

- Utilized approximately 804 tons of hot/cold mix asphalt for repairs such as potholes, broken edges, slides, and depressions.

Accomplishment #4:

- Provided approximately 1,463 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 2,146 lane miles of paved roadway infrastructure

Strategic Objective #2: Maintain Storm Water Infrastructure

- Clean, versa ditch, and maintain approximately 50 miles of roadside and 10 miles of outfall 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 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
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 provide quality yard waste and waste tire disposal; compliance with all Florida Department of Environmental Protection closure and long term care permit requirements for the County's closed landfills; and compliance with environmental regulations to ensure the sound stewardship of the County's ecosystems.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

- Completed third year of the Residential Curbside Collection Agreement. County is currently servicing approximately 78,000 homes.

Accomplishment #2:

- Careful administration of the Residential collection agreement by staff during this year has resulted in a total of \$85,625 in administrative charges, to date, against the contractor for failure to adhere to contractual provisions. These administrative charges have resulted in vendor process changes and improvements.

Accomplishment #3:

- The rapid increase in house counts has required the vendor to reroute portions of the county that have affected collection. This has resulted in the addition of trucks to facilitate service needs and decrease the number of homes serviced per route.

Accomplishment #4:

- Worked closely with GIS and contracted vendor to better streamline vendors internal software to maintain up to date records which in turn results in greater accuracy and quicker turnaround time for the reconciliation process.

STRATEGIC OBJECTIVES

Strategic Objective #1:

- With the county's growth and increase in customer calls, the department has requested an additional customer service representative position for this next fiscal year as well as an additional field inspector.

Strategic Objective #2:

- Continue working with solid waste consultant to follow through on task authorization to complete solid waste feasibility study in determining future needs for disposal options.

Strategic Objective #3:

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

**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 provide quality yard waste and waste tire disposal, compliance with all Florida Department of Environmental Protection closure and long term care permit requirements for the County’s closed landfills, and compliance with environmental regulations to ensure the sound stewardship of the County’s ecosystems.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

- Collected and processed 201,000 pounds of household chemicals.

Accomplishment #2:

- Interlocal agreement with City of St. Cloud for shared employee at St. Cloud Transfer Station drop off site has been a success.

STRATEGIC OBJECTIVES:

Strategic Objective #1:

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

Strategic Objective #2:

- To utilize 2022-2023 capital budget funds to improve drop off site located at the City of St. Cloud Transfer Station.

**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 provide quality yard waste and waste tire disposal, compliance with all Florida Department of Environmental Protection closure and long term care permit requirements for the County’s closed landfills, and compliance with environmental regulations to ensure the sound stewardship of the County’s ecosystems.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

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

Accomplishment #2:

- Recently replaced/upgraded electrical panels on 3 lift stations

STRATEGIC OBJECTIVES:

Strategic Objective #1:

- To purchase two(2) lift station pumps for emergency repair to be stored onsite.

Strategic Objective #2:

- To maintain record of no violations issued by Florida Department of Environmental Protection on any long-term care for groundwater monitoring.

Strategic Objective #3:

- Continue to maintain slope areas with skid steer

**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 provide quality yard waste and waste tire disposal, compliance with all Florida Department of Environmental Protection closure and long term care permit requirements for the County’s closed landfills, and compliance with environmental regulations to ensure the sound stewardship of the County’s ecosystems.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

- Improved yard waste tipping area with application of recycled concrete.

Accomplishment #2:

- Improved scale house operations with IT upgrades and updated credit card machine.

Accomplishment #3:

- **TIRE AMNESTY DAYS:** The continued Saturday events are a huge success and supports 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 2021-2022 was 3.5 tons.

Accomplishment #4:

- Established task authorization for solid waste consultants to maintain the National Pollution Prevention Permit for the Bass Road closed out landfill site.

Accomplishment #5:

- Streamlined check deposit process by adding a check scanner to accounts receivable with the assistance of the Comptrollers office.

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:

- 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 provide quality yard waste and waste tire disposal, compliance with all Florida Department of Environmental Protection closure and long term care permit requirements for the County’s closed landfills, and compliance with environmental regulations to ensure the sound stewardship of the County’s ecosystems.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

- Maintained low level of complaints and provided excellent customer service.
- Kenansville Drop off site serves 50-60 vehicles a day; 4 roll off containers for garbage and 1 compactor are transported to JED landfill and 1 roll off container for recycling is transported to Taft Recycling 2 days a week.
- Internal route serves Solid Waste and Road and Bridge including 7 roll off containers for garbage and recycling, 3 recycling containers at private trailer parks and 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

Strategic Objective #2:

- To utilize capital funds from 2022-2023 budget to replace/improve office trailer on site for site attendant.

**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
- Complete design of the Kempfer Road drainage improvements.
- Completed construction of Seven Dwarfs drainage improvements.
- Awarded grant for the Buenaventura Lakes Drainage Improvements Phase 2 from the FDEO, in the amount of \$4,689,320.
- Plans and Permitting completed for the BVL/Royal Palm Stormwater Improvement projects and we are ready to solicit for construction.
- Submitted grant application for the Magnolia Bridge Replacement project to the FDEM-HMGP.
- Submitted grant application to conduct a countywide vulnerability analysis to FDEP.
- Submitted the Phase 1 deliverables for the Buenaventura Lakes Drainage Improvements Phase 1 (outfall) project.

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.
- Continued water quality monitoring at outfalls for compliance assessment.

Accomplishment #3: Drainage Improvement Projects and Studies

- High Quality Transportation & Infrastructure
- Issued Notice to Proceed for design of the Shingle Creek Drainage Basin Study project.
- Constructed the improvements of the Buenaventura Lakes/Family Dollar Drainage Improvement Project.
- Continued the Engineering Studies of the infrastructure within the Buenaventura Lakes Community.
- Final plans and permits are complete to address minor flooding in the Eagle Bay Community. County will seek grant funding opportunities.
- Completed design of the Canoe Creek Superelevation project.

- Construction completed on drainage maintenance improvements supporting the Municipal Service Benefit Units in the following subdivisions: Adriane Park, Indian Ridge, and Saratoga Park.

STRATEGIC OBJECTIVES:

Strategic Objective #1: Grants and Community Support

- Efficient & High Performing County Government
- Continue to explore and secure grant funding from all available Local, State, and Federal agencies for drainage improvements to reduce flooding and improve the County's drainage infrastructure.
- 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 maintain the current level of the Community Rating System of the Federal Emergency Management Agency to reduce flood insurance premiums for the residents of Osceola County.
- Pursuing construction funding for the Magnolia Bridge replacement.
- Pursuing construction funding for the Buenaventura Lakes Drainage Improvement Phase 1 (outfall) project.
- Pursuing funding for a trash skimmer for Buenaventura Lakes final outfall.
- Evaluating plan and calculation revisions to improve the cost/benefit ratio of the Kempfer Road Drainage Improvements to improve likelihood of grant award for construction.

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.
- Design, bid and construct automated water quality monitoring stations 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
- Construct the following drainage improvement projects:
 - Drainage maintenance improvements supporting the Municipal Service Benefit Units in the following subdivisions: Amberly Park and Brighton Landings

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. Sheriff Lopez is very proud of the Osceola County Sheriff's Office workforce, our commitment, and our continued enthusiasm to protect our citizens. More work and improvement must be done, and we seek to continue making substantial progress.

New programs, goals, and objectives for FY23 are as follows:

GOAL 1 – Expand the Osceola Sheriff's Aggressive Driving Unit

In the new fiscal year, we will continue to expand our aggressive driving and motor units to address the increasing traffic violations and accidents in Osceola County. Our proposed budget includes three additional motor unit members and aggressive driving members to complete comprehensive coverage during all shifts in all parts of the county. Before the last fiscal year, the agency's response to our county's growing traffic problems was not addressed appropriately due to the lack of personnel. Traffic infrastructure and safety are paramount to public safety and the quality of life for our citizens. One of our priorities is to address these issues, and having adequate personnel is essential to keep up with this growing problem.

GOAL 2 – Creation of a Prisoner Transportation Unit

In a cost-saving effort over the last three years, our Fugitive Unit has shifted its primary duties to prisoner transportation due to cost increases. Prior to this shift, we outsourced prisoner extradition to third-party companies. However, the cost increases have been so high it is more cost-effective to complete these functions ourselves. In the previous three years, ground transportation costs have risen 74%, the minimum charge from third-party companies has increased from \$300 to \$450, and in the future, it is expected that costs will continue to rise. Our budget request includes personnel for a newly created prisoner transportation unit. Once approved, the Fugitive Unit can shift its duties back to fugitive investigations, which is critical in this county's overall public safety plan.

GOAL 3 – Intelligence-Led Policing Unit

Another priority to enhance public safety is the creation of an Intelligence-Led Policing Unit. Intelligence-Led Policing analyzes gathered data to provide resources where they are needed most based on crime trends. Not only has this approach proven to be successful at our agency and across the country, but it is

a more efficient way to utilize resources. In this budget, we are asking for five deputies and one sergeant for the creation of this unit to be able to combat crime strategically. Thanks to your efforts last fiscal year in approving funds for the Real-Time Crime Center, our RTCC was approved and implemented. This newly created unit will supplement the RTCC and complete the strategic approach to put resources on the ground where crime occurs.

ACCOMPLISHMENTS:

Sheriff Lopez's commitment to the community's youth continues by implementing a Police Athletic League (PAL) Unit. The PAL program is a nationwide organization that is based on the conviction that young people - if they are reached early enough – can cultivate strong positive attitudes towards/with law enforcement in their journey through life, with the goal being that of maturity, inclusiveness, and good citizenship.

**STRATEGIC INITIATIVES
FUND 001 – GENERAL FUND**

DEPARTMENTAL OBJECTIVE:

The Strategic Initiatives office, working at the direction of the Deputy 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 to achieve its targeted goals.

RECENT ACCOMPLISHMENTS:

Accomplishment #1:

Funding to support Semiconductor Manufacturing Cluster

- As a result of the efforts of the County to collaborate with education partners to develop a workforce for high-tech industries, the state awarded \$3.7 million to Valencia College to develop a new program that will train students in utilizing robotics technology for semiconductor manufacturing. These two awards will combine to create manufacturing jobs while developing a talent pipeline that supports industry growth.

- Osceola County received a \$6 million grant from the State of Florida for a key piece of transportation infrastructure that will elevate its NeoCity technology district. The Florida Job Growth Grant Fund dollars fast tracks work on the new road - known as NeoVation Way. The road will ideally position the County and its partners to better market the NeoCity complex to potential investors and development interests, and provide new, high-wage job opportunities to residents in a cutting-edge “live-work-play” community.

Accomplishment #2:

Workforce Development

- In collaboration with Osceola County and the private industry, Valencia College created two new Accelerated Skills Training programs. The Robotics Technician Program and the Optics/Photonics/Fiber Optics Technician programs will add capacity to continue developing a workforce for the emerging semiconductor cluster around NeoCity.

- The County continues to pursue initiatives to create higher-wage job opportunities for high school graduates. In partnership with its school district, the County has proposed a Manufacturing Career Academy program at Liberty High School and has approved \$2.11 million for equipment, program administration, and materials. This new initiative, combined with other programs already in place to provide accelerated training and technical education through Valencia College and Osceola Technical College, is part of an effort to upskill our workforce and promote job creation.

Accomplishment #3:

W192 Signage Grants

- 1 grant for \$63,652.18

Accomplishment #4:

W192 Façade Improvements Grants

- 1 grant for \$30,000.00

Accomplishment #5:

Manufacturing Equipment Refunds

- Approved three refund applications totaling \$15,000 going back to local companies for their investment in manufacturing equipment.

Accomplishment #6:

W192 Street Lighting Improvements

- Project for street lighting improvements is in progress

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.
- Strengthen collaboration with economic development and education partners to continue developing the emerging semiconductor cluster anchored by NeoCity.
- Maintain and increase the visibility of the economic development assets being built in the County: NeoCity, Horizon West Industrial Park, and other Class A industrial spaces currently in development.
- Create the conditions that promote economic recovery of small businesses within the county that have been negatively impacted by the COVID-19 pandemic crisis.
- Continue assisting with the implementation of the NeoCity Master Plan.
- Continue implementing the strategies and actions outlined in the adopted E192 and W192 Redevelopment Plan.
- Assist as needed with the governance and implementation of the projects funded by the \$50.8M award from the Build Back Better Regional Challenge.

**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.

FY2022 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.

FY2023 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 2023**

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 Goals #4: Efficient and High Performing County Government

- *Bill Beck Extension:* Construction began in March 2022 on extending Bill Beck Boulevard from the Kissimmee Charter Academy north to Osceola Parkway. This 1.13-mile-long, \$9.1 million road will initially be built as a two-lane undivided urban roadway but was designed for future expansion to four lanes. This project includes a new traffic signal at Bill Beck Boulevard and Osceola Parkway.
- *Fortune Lakeshore Trail:* In January 2022, contractors began building the Fortune Lakeshore Trail, a new \$13.9 million recreational trail located along Fortune Road, from US 192 to Lakeshore Boulevard, and along Lakeshore Boulevard from Fortune Road to Columbia Avenue for a distance of about 6.9 miles.
- *Simpson 1:* In September 2022, the first phase of improvements to Simpson Road began between Myers Road and Boggy Creek Road, a distance of approximately 1.2 miles. The \$17.7 million project includes construction of a narrower median, wider sidewalks, and a new bridge west of Boggy Terrace Drive, as well as a new traffic signal at the intersection of Simpson Road and Ward Road.

Accomplishment #2:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- With the aid of federal and state grant funds, Neptune Road improvements, from US 192 to Partin Settlement Road, advanced through design and right-of-way acquisition with construction scheduled to begin early next year. Grant funds also were used to design intersection improvements at Fortune Road and Simpson Road and Carroll Street and U.S. 441, both of which also are expected to start construction early next year. In total, the County leveraged more than \$42 million worth of state and federal grants in FY 2022 to advance transportation improvements in the County, including a \$6 million state and federal grant to build Neovation Way, providing a southern access point off of Neptune Road to the County's NeoCity high-tech cluster. That project is expected to begin construction in early 2023.

Accomplishment #3:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- *Osceola Roads:* With the sale of bond proceeds from the refinancing of Osceola Parkway in 2019, approximately \$220 million was pumped into the County's road building program. In FY 2022, design was completed on three new road widening projects – along Boggy Creek Road, Poinciana Parkway and Partin Settlement Road. Construction of these projects is expected to begin in 2023. In FY 2022, Transportation and Transit also advanced improvements to Simpson Road between US 192 and Osceola Parkway to create a multimodal corridor with new sidewalks, bike lanes, curb and gutter, drainage improvements and improved access. That project is scheduled for construction in 2023, as well. In addition, the County 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 to widen Canoe Creek Road from two-lanes to four-lanes from Deer Run to US 192. The County also is 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 is expected to complete a PD&E study in late 2022 on extending Sinclair Road, which will create a much-needed connection between the eastern terminus of Bella Citta Boulevard and the southern terminus of Sinclair Road. As well, the County completed a feasibility study to extend Celebration Boulevard to C.R. 532. Construction is not yet funded.

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 2023. Safety improvements along Michigan Avenue also are planned for next year, and Community Development Block Grant funds were used to advance into design intersection improvements at Clay Street and Thacker Avenue. The County also advanced the design of intersection improvements at John Young Parkway at Emmett Street, and improvements to four separate intersections along Marigold Avenue, at San Lorenzo Road, San Miguel Road, Laurel Avenue and Peabody Road, where three roundabouts and an additional northbound left-turn lane will be constructed in early 2024. As well, state grant funds were used to advance the Buenaventura Boulevard Safety Study and Complete Streets project, which will include a 12-foot-wide shared use path, access management, transit connectivity and filling in sidewalk gaps to provide pedestrian access throughout the roadway. The project is expected to enter into design in early 2023, with construction in 2024.

Accomplishment #5:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

Pedestrian Facilities and Trails: With the assistance of state grant funds, the Fortune Lakeshore Trail started construction in 2022, which will connect U.S. 192 to Lakeshore Boulevard to Columbia Avenue, for a total distance of approximately 6.9 miles. Design efforts also wrapped up on the

Kissimmee-St. Cloud Connector Trail, which should start construction in early 2023. Design is also expected to begin in early 2023 for the Lake Toho Water Restoration Trail and Bill Johnston Park Trail Enhancements, a 3.7-mile trail along the western bank of the large Lake Toho Restoration Pond within NeoCity. This trail will provide connections between the Neptune Trail and the Toho/Valencia Trail.

Accomplishment #6:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

- *Sidewalks:* Federal and state grant funds were used to complete design and begin construction on two sidewalk projects designed to provide school children safe passage to school – at Parkway Middle School and Deerwood Elementary School. Osceola County funds are also being used to build a new sidewalk providing improved access to Bellalago Academy. County funds were used to complete the design of Phase II sidewalk improvements for Deerwood Elementary School, with federal/state Safe Routes to School grant funds programmed for construction in 2027. The County also received Safe Routes to School grant funds for new sidewalks along Zacalo Way, providing increased pedestrian access for students attending Parkway Middle School and Boggy Creek Elementary School.

Accomplishment #7:

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

- *Financial Partnerships:* In FY 2022, Osceola County managed approximately \$42 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. The County will continue to leverage Osceola County funds with the aggressive pursuit of grant funds; identify new sources of revenue for projects; exceed the approximately \$42 million worth of grant-funded projects that Transportation and Transit managed in FY 2022 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 2022, the County added six new traffic signals at key intersections and rebuilt seven existing traffic signals that were in deteriorated condition. New traffic signals were constructed and are now operational at U.S. 192 and U.S. 441, C.R. 532 and Reunion; Westside Boulevard and Goodman Road; S.R. 60 and the Turnpike; Old Lake Wilson Road and Livingston Road; and Donegan Street and Central Avenue. Signals were rebuilt at U.S. 192 at Hoagland Boulevard; John Young Parkway at Carroll Street, Donegan Street and Columbia Street; Osceola Parkway at Poinciana Boulevard; World Drive at Celebration; and the diverging diamond at C.R. 532 and Interstate 4. In total, the County oversaw the construction of 21 traffic signal projects in the County in FY 2022 in partnership with the Florida Department of Transportation, and the cities

of Kissimmee and Saint Cloud. As well, 6 traffic signals advanced into design in FY22 at Neptune Road and Broadway Street; Old Lake Wilson Drive and Fairfax Drive; US 17-92 and Whispering Pines; US 192 at Old Melbourne Highway; S.R. 535 and the eastbound Osceola Parkway entrance ramp and Kissimmee Park Road and the southbound turnpike exit ramp. Three (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 also 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. In FY22, the County also received a grant from the Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP) for Hurricane Dorian funding to retrofit and/or replace 4 intersections with span wire designs or mast arms with sub-standard wind load design at Celebration Avenue at Celebration Place; Celebration Boulevard at Celebration Avenue; Celebration Place at Celebration Place and Old Canoe Creek Road at the Road and Bridge driveway. Design will begin in late 2022.

Accomplishment #9:

Strategic Plan Goal #2: High Quality Transportation and Infrastructure

- *Transportation Studies:* Transportation Engineering completed a Traffic Signal Master Plan study in FY22 that ranked the top 100 intersections on Osceola County Roads requiring traffic calming measures. Through the study, an application was developed that evaluated unsignalized County intersections and ranked and prioritized them based on the vehicular volumes and crashes that occur at each. This will aid in planning and scheduling funding for signal design and construction over the 5-year work program. Traffic Engineering also received the green light from FDOT in FY22 to improve safety and traffic flows along Funie Steed Road, from Westside Blvd. to Morgan Williams Rd. As well, the County initiated the Southeast Area Transportation Study/Analysis, which will examine what roadways are necessary as that portion of the County develops and assign a proportionate share of those road improvements to development interests as they arise. In late 2021, Osceola County and Tavistock entered into an agreement that also will allow for the advancement of more than \$376 million worth of road construction on the east side of the County, focused primarily around the Sunbridge development. The planned roads will include a new, critical north-south arterial road running from U.S. Highway 192 to the Beachline Expressway in Orange County. County roads targeted for improvement include Jack Brack Road, Jones Road, Nova Road, and Cyrils Drive (already under agreement to be extended east and expanded from two lanes to four). The new road -- to be known as Sunbridge Parkway -- will create an alternative to Narcoossee Road in the fast-growing corridor that connects SR 528 (the BeachLine) to U.S. 192.

Accomplishment #10:

Strategic Plan Goal #1: Great Place to Live

Strategic Plan Goal #2: High Quality Transportation & Infrastructure

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

- *Constituent Services:* More than 791 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 134 new methodologies and Transportation Impact Analyses for new

development were reviewed, of which 78 TIAs were approved. The Transportation and Transit Services website page on www.osceola.org also was further expanded from the previous year to include up-to-date information on projects and additional services, providing information on how customers can apply for traffic calming measures, red-light camera information, golf carts and electric scooters in their neighborhoods, and so forth.

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 totals 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. Traffic operations also installed a network connection to monitor traffic signals at the Road and Bridge facility, mirroring operations at the Traffic Management Center.

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 2022, the Shingle Creek mainline toll plaza was connected to the Central Florida Expressway Authority headquarters via fiber optic cable to allow for more accurate and faster processing of tolls. As well, 2,115 total crashes were monitored and recorded within Osceola County at the Traffic Management Center, 82 Silver/Amber/Purple alerts were published on variable message boards throughout the County; 24 additional signals were added to the County's intersection monitoring capabilities – bringing the total number of signals now monitored at the Traffic Management Center to 191 out of 224 traffic signals in the County. The County also added additional closed-circuit television cameras along Osceola Polk Line Road and Yeehaw Junction and filled in coverage gaps on arterial roadways; replaced 30 old analog cameras with new digital cameras; received a state grant to launch a connected and autonomous video analytics pilot program; began work on the design and construction of an all-electronic tolling project for Osceola Parkway Shingle Creek Mainline toll plaza and associated Poinciana Boulevard ramps; facilitated the sharing of video feeds with both the Saint Cloud Police Department, the Osceola County Sheriff's Department and the Florida Department of Transportation to more quickly respond to traffic incidents and better manage traffic.

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 2022, the Osceola County Transportation Planning team completed reviews for 652 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, as well as 52 reviews for the city of Saint Cloud. Additionally, the team reviewed and participated in 251 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 14 Developer Agreements, of which 7 have been approved and recorded. These 10 approved DAs will result in over an estimated \$100.7 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 Project Development and Environment studies (PD&E), including the Northeast Connector Expressway Phase 1, Poinciana Parkway Extension, Osceola Parkway Extension 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 roads in Osceola County. In addition, the County has coordinated with LYNX, whereby a bus pull-out bay and shelters are being designed by the County and will be constructed by LYNX at the St. Cloud Walmart to provide riders of the St. Cloud LINK 10 a safer experience in that busy area. This design will be complete in late 2022.

Accomplishment #15:

Strategic Plan Goal #2: High Quality Transportation and Infrastructure

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

- *Mobility Fees:* The County's Mobility Fee Ordinance was updated in FY 2022, as required by the Florida statute every five years. Transportation and Transit staff also provided an annual update

to the Transportation Priority Ranking as part of the adoption of the Capital Improvement Element and annual update to the Mobility Indicators as part of the Evaluation and Appraisal Report.

Accomplishment #16:

Strategic Plan Goal #2: High Quality Transportation and Infrastructure

- *Right of Way:* More than 117 individual right-of-way transactions were completed in FY 2022 plus 66 order of takings and 5 successful mediations for a total of 188 acquisitions, including fee simple, easements and dedications in support of the County’s multiple transportation projects. As well, 1 additional firm was placed under contract to assist with acquisition services, and 1 additional firm was placed under contract for appraisals. The acquisition of the Housing and Community Services Building at Mill Creek Mall was among those completed as were settlements for all but 1 parcel on Carroll Street, 3 individuals were successfully relocated. Right of Way met the lock-down deadline for the Central/South Segment of Neptune Road ahead of schedule. Right-of-Entries were completed for Simpson Road Phase 1. All acquisitions were completed for Partin Triangle Park.

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 and move into construction. Neptune Road and Simpson Road Phase 2, 3, 4 will advertise for construction in early 2023. 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 studies for Old Lake Wilson Road and Canoe Creek Road are anticipated for completion in spring 2023. Construction of the Bill Beck Boulevard extension is expected to be complete in early 2023; construction of the Fortune Lakeshore Trail is expected to be complete in late 2023 and construction of the first phase of Simpson Road improvements is scheduled for completion in mid-2024. Advance the Sunbridge Road network, and complete the Southeast Area Transportation Study/Analysis, moving into implementation.

Strategic Objective #2:

- *Intersection Improvements:* Complete the design and begin construction of Fortune Road and Simpson Road and Carroll Street and U.S. 441 (Orange Blossom Trail) intersection improvements in FY 2023. Complete or substantially complete the design of other intersection improvements along Marigold Avenue, Michigan Avenue, Clay Street and Thacker Avenue and Buenaventura Boulevard and prepare for construction.

Strategic Objective #3:

- *Pedestrian Facilities, Trails, and Sidewalks:* Complete design plans for the Kissimmee-St. Cloud Connector Trail and start construction; continue to advance the design and construction of the Lake Toho Water Restoration Trail, additional sidewalks and other pedestrian amenities; continue

to identify and advance safety-related issues and studies along County roadways; continue implementation of the ADA Transition Plan. Advance carpool and pedestrian and bicycle safety initiatives in partnership with Best Foot Forward and reThink Your Commute. Complete construction 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; 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; continue to provide a high-level of customer service to Osceola County residents with the distribution of timely and informative materials and responses, utilizing all modes of communication.

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.

Strategic Objective #7:

- *Intelligent Transportation Systems:* Advance deployment of Intelligent Transportation systems in the County with 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.

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. Continue to advance partnerships with the City of Saint Cloud to advance improvements of Canoe Creek Road into construction. Continue to coordinate and collaborate with FDOT, FTE, MPO and LYNX.

Strategic Objective #10:

- *Mobility Fees:* Evaluate the Mobility Fee ordinance to take into consideration current construction prices, as committed to the Board of County Commissioners in 2022.

Strategic Objective #11:

- *Right-of-Way:* Settle 1 remaining suit for Carroll Street; complete acquisitions for the North Phase of Neptune Road, including 6 relocations, complete acquisitions for all phases of Simpson Road Phases 2, 3, 4; complete acquisitions for Partin Settlement Road, Poinciana Boulevard and Boggy Creek Road; complete 50% of acquisitions required for the Cyrils Drive project; complete Partin Settlement Assemblage acquisition; acquire remaining Mill Creek Mall property and 2 additional properties within the C-31 Canal to assemble with adjacent property acquired by Public Works.

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SUMMARY BY CATEGORY - GENERAL FUND

	<u>Adopted FY 2022</u>	<u>Adopted FY 2023</u>	<u>Variance</u>
REVENUES			
Current Ad Valorem Taxes	228,538,006	266,699,821	38,161,815
PY Delinquent Ad Valorem Tax	76,524	76,524	0
Other Taxes	23,737,725	23,647,135	-90,590
Permits, Fees & Special Assessments	7,340,842	8,448,507	1,107,665
Intergovernmental Revenue	36,162,649	39,281,199	3,118,550
Charges For Services	2,021,825	1,853,572	-168,253
Judgment, Fines & Forfeits	1,352,548	1,348,438	-4,110
Miscellaneous Revenues	5,458,004	2,530,673	-2,927,331
Less 5% Statutory Reduction	<u>-15,089,440</u>	<u>-17,217,571</u>	<u>-2,128,131</u>
<i>Operating Revenues</i>	289,598,683	326,668,298	37,069,615
Transfers In	27,511,130	38,472,775	10,961,645
Other Sources	3,881,768	2,765,815	-1,115,953
Fund Balance	<u>162,708,473</u>	<u>135,939,281</u>	<u>-26,769,192</u>
<i>Non Operating Revenues</i>	194,101,371	177,177,871	-16,923,500
Total Revenues	<u><u>483,700,054</u></u>	<u><u>503,846,169</u></u>	<u><u>20,146,115</u></u>
EXPENDITURES			
Personnel Services	70,375,239	79,524,482	9,149,243
Operating Expenses	94,770,490	88,432,207	-6,338,283
Capital Outlay	<u>15,322,312</u>	<u>32,234,180</u>	<u>16,911,868</u>
<i>Operating Expenditures</i>	180,468,041	200,190,869	19,722,828
Debt Service	2,033,796	2,260,975	227,179
Grants and Aids	36,600,707	31,538,755	-5,061,952
Transfers Out	193,084,865	180,487,938	-12,596,927
Reserves - Operating	64,523,274	63,544,266	-979,008
Reserves - Debt	419,357	559,262	139,905
Reserves - Capital	2,118,723	10,379,439	8,260,716
Reserves - Assigned	4,042,798	12,418,149	8,375,351
Reserves - Stability	<u>408,493</u>	<u>2,466,516</u>	<u>2,058,023</u>
<i>Non-Operating Expenditures</i>	303,232,013	303,655,300	423,287
Total Expenditures	<u><u>483,700,054</u></u>	<u><u>503,846,169</u></u>	<u><u>20,146,115</u></u>

ANIMAL SERVICES

Animal Services is an open access animal shelter and field enforcement program that directly supports the BOCC Strategic Plan. 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 animal attacks, to stray animals, 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 supports the spay & neuter clinic by obligating funds from licensing revenue collections.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 2,438,987	\$ 2,809,138	\$ 370,151
Operating Expenses	\$ 634,390	\$ 856,765	\$ 222,375
Capital Outlay	\$ 5,500	\$ 13,322	\$ 7,822
Grants and Aids	\$ 126,728	\$ 80,000	\$(46,728)
Subtotal:	\$ 3,205,605	\$ 3,759,225	\$ 553,620
EXPENDITURES TOTAL:	\$ 3,205,605	\$ 3,759,225	\$ 553,620

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 FY23 Budget reflects an increase primarily due to countywide employee benefit changes and an increase to the Medical Examiner's agreement.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 2,073,935	\$ 2,273,573	\$ 199,638
Operating Expenses	\$ 1,513,551	\$ 1,812,461	\$ 298,910
Grants and Aids	\$ 29,061	\$ 29,061	\$ 0
Subtotal:	\$ 3,616,547	\$ 4,115,095	\$ 498,548
 EXPENDITURES TOTAL:	 \$ 3,616,547	 \$ 4,115,095	 \$ 498,548

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 281,624	\$ 299,346	\$ 17,722
Operating Expenses	\$ 22,018	\$ 22,720	\$ 702
Subtotal:	\$ 303,642	\$ 322,066	\$ 18,424
EXPENDITURES TOTAL:	\$ 303,642	\$ 322,066	\$ 18,424

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, Countrywide training, as well as special projects.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 138,112	\$ 152,215	\$ 14,103
Operating Expenses	\$ 8,423	\$ 8,886	\$ 463
Subtotal:	\$ 146,535	\$ 161,101	\$ 14,566
EXPENDITURES TOTAL:	\$ 146,535	\$ 161,101	\$ 14,566

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, as well as auditor, recorder, and custodian of all county funds. The budget for the court related functions is submitted directly to the State. The Clerk's FY23 budget request is \$3,315,829, which does not include \$82,620 in Value Adjustment Board (VAB) Operating expenses. The Clerk has realized increases of 15% in Health and 5% in Dental insurance. The Personnel Services request does not include a salary adjustment; also a Vacancy Factor was not included as the Clerk's team did not feel it was feasible. 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 Insurance, corresponding overhead costs, and building maintenance. With these additional costs, the overall funding provided from the General Fund represents an overall increase of 11% over the FY22 Adopted Budget for a total FY23 General Fund Budget of \$4,145,802.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 323,587	\$ 319,650	\$(3,937)
Subtotal:	\$ 323,587	\$ 319,650	\$(3,937)
Transfers Out	\$ 2,721,888	\$ 3,440,829	\$ 718,941
EXPENDITURES TOTAL:	\$ 3,045,475	\$ 3,760,479	\$ 715,004

COMMUNICATIONS DEPARTMENT

This office provides various services to support the operations of Osceola County, which includes support of the Board of County Commissioners' Strategic Plan, Countrywide training, as well as special projects.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 700,395	\$ 953,836	\$ 253,441
Operating Expenses	\$ 236,848	\$ 428,367	\$ 191,519
Subtotal:	\$ 937,243	\$ 1,382,203	\$ 444,960
EXPENDITURES TOTAL:	\$ 937,243	\$ 1,382,203	\$ 444,960

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 FY23 Budget is projected to increase \$205,134 from the FY22 Adopted Budget mainly due to an increase in Operating Expenses to support essential activities in the coming year. 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 and inspection functions which are accomplished through the Project Management, Environmental, Engineering and Inspection Sections of this Office.

Extension Services provides nonbiased, 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 7,831,861	\$ 8,897,388	\$ 1,065,527
Operating Expenses	\$ 3,094,638	\$ 4,286,610	\$ 1,191,972
Capital Outlay	\$ 1,077,787	\$ 1,214,268	\$ 136,481
Subtotal:	\$ 12,004,286	\$ 14,398,266	\$ 2,393,980
Reserves - Capital	\$ 322,965	\$ 309,181	\$(13,784)
EXPENDITURES TOTAL:	\$ 12,327,251	\$ 14,707,447	\$ 2,380,196

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.



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.

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 victims' 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. 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. In FY22, Inmate Medical service delivery was transitioned from an outside contracted provider to County in-house services, and Personnel Services were budgeted for 9-months.

The FY23 Budget includes increases to Personnel Services due to positions being budgeted for the full year and Board-approved Corrections Union's Collective Bargaining Agreement.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 35,976,136	\$ 40,771,030	\$ 4,794,894
Operating Expenses	\$ 11,778,561	\$ 11,528,764	\$(249,797)
Capital Outlay	\$ 97,089	\$ 39,663	\$(57,426)
Subtotal:	\$ 47,851,786	\$ 52,339,457	\$ 4,487,671
EXPENDITURES TOTAL:	\$ 47,851,786	\$ 52,339,457	\$ 4,487,671

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 8,000	\$ 8,000	\$ 0
Subtotal:	\$ 8,000	\$ 8,000	\$ 0
EXPENDITURES TOTAL:	\$ 8,000	\$ 8,000	\$ 0

COURT ADMINISTRATION

The Court Administration Department is comprised of several offices and functions that provide a wide variety of services to residents of Osceola County which are detailed below. Overall, this Department's FY23 Budget increased over the FY22 Adopted Budget to support operations in the new fiscal year.

Court Innovations - 25% of the funds collected under the local Osceola County Ordinance No: 04-24 fund innovations for the Court. Spending of these funds is determined by the Chief Judge of the Circuit Court to supplement state funding for the elements of the state courts system identified in F.S. 29.004 and County funding for local requirements under F.S. 29.008(2)(a)2.

Court Administration - Under the Florida Rules of Judicial Procedure 2.215(b)(3) the Chief Judge will provide mandatory periodic review of the status of the inmates in the county jail. This is achieved by this fund providing one FTE, a Court Analyst. In addition, under F.S. 29.008, County Funding of Court Related Functions for the courts' communication services, wireless communications, courier messenger service, and auxiliary aids for qualified individuals with a disability are provided for under this fund.

Teen Court - This program provides criminal justice services and information to first-time juvenile offenders and their families who are residents of Osceola County and assists with public safety through accountability. Teen Court Program's purpose is to divert less serious cases away from the more formal juvenile court to a more informal court, where first-time juvenile offenders who admit their wrongful acts are evaluated and judged by a jury of their peers.

Jury Services - Pursuant to Florida Statute 40, the Clerk of the Court has specific responsibilities regarding the processing of jurors. Pursuant to an Interlocal Agreement between Osceola County, the Osceola County Clerk of the Court, and the Circuit 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 - For FY23, Problem Solving Courts, which include Adult Drug Court, Mental Health Court, and Veteran's Treatment Court, all of which are Drug Court Programs, will again be combined under Drug Court cost center. Mental Health Court and Veteran's Treatment Court cost centers will be eliminated. These Drug Court Programs provide criminal justice services, information, and treatment alternatives in lieu of incarceration for adult offenders with substance abuse disorders and assist 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 defendants accountable for their actions.

Mental Health Court - For FY23, the Mental Health Court will again be combined under the Drug Court cost center resulting in the elimination of this cost center.

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, the staff provides intervention services which include counseling, educational classes, and drug screenings. The Alternative Sanctions Program is supported by 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 Treatment Court - For FY23, Veteran's Treatment Court will again be combined under Drug Court cost center resulting in the elimination of this cost center.

Injunction Services - It was mutually agreed by the Clerk of the Court and the Circuit 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.

Supervised Visitation Program - This program provides supervised visitations, monitors exchange visits, and allows children involved in domestic violence cases, and other family court disputes moving through the court system, to spend time with the non-custodial parent in a safe atmosphere, thereby enhancing public safety.

Domestic Violence Program - This program provides information and assistance to offenders and respondents involved in domestic violence cases. Staff assists offenders and respondents in better understanding the process during injunction return hearings; proper courtroom etiquette; the terms and conditions of the final judgment for protection against violence; the necessary information needed to comply with the order; the importance of providing proof of compliance with the order to the court; the ramifications if they fail to comply with the final judgment or court order; and violation of the terms and conditions of the court order and possible criminal charges.

Mediation - This program provides training opportunities, recognition, and incentives to volunteer county mediators.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 1,055,163	\$ 1,288,240	\$ 233,077
Operating Expenses	\$ 875,763	\$ 770,971	\$(104,792)
Subtotal:	\$ 1,930,926	\$ 2,059,211	\$ 128,285
EXPENDITURES TOTAL:	\$ 1,930,926	\$ 2,059,211	\$ 128,285

DEBT SERVICES

This cost center (9961) accounts for principal, interest, and other debt service expenses. The FY23 Adopted Budget includes costs for the TWA Interlocal Agreement and vehicle leases. Reserves for Debt – Future Payments are in accordance with the amortization schedule.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Debt Service	\$ 2,033,796	\$ 2,260,975	\$ 227,179
Subtotal:	\$ 2,033,796	\$ 2,260,975	\$ 227,179
Reserves - Debt	\$ 419,357	\$ 559,262	\$ 139,905
EXPENDITURES TOTAL:	\$ 2,453,153	\$ 2,820,237	\$ 367,084

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 423,714	\$ 459,021	\$ 35,307
Operating Expenses	\$ 254,866	\$ 267,895	\$ 13,029
Subtotal:	\$ 678,580	\$ 726,916	\$ 48,336
EXPENDITURES TOTAL:	\$ 678,580	\$ 726,916	\$ 48,336

FINANCE

The Finance Office is responsible for financial reporting, payroll, grants compliance, debt management and fixed assets.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 993,373	\$ 1,269,970	\$ 276,597
Operating Expenses	\$ 51,724	\$ 57,523	\$ 5,799
Capital Outlay	\$ 0	\$ 5,000	\$ 5,000
Subtotal:	\$ 1,045,097	\$ 1,332,493	\$ 287,396
EXPENDITURES TOTAL:	\$ 1,045,097	\$ 1,332,493	\$ 287,396

FINANCIAL & ADMINISTRATIVE PROJECTS

The purpose of this cost center (1200) is to capture capital projects for various General Fund departments.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Capital Outlay	\$ 72,436	\$ 70,047	\$(2,389)
Subtotal:	\$ 72,436	\$ 70,047	\$(2,389)
EXPENDITURES TOTAL:	\$ 72,436	\$ 70,047	\$(2,389)

GENERAL GOVERNMENT

This cost center (1212) captures costs not specifically associated with the operating functions performed by other cost centers within the General Fund such as Juvenile Justice, St. Cloud, Kissimmee, and Vine Street CRAs, as well as arbitrage, litigation, consulting expenses, and CARES Replacement funding (cost centers 1214, 1215, 1216, 1217). Overall, this budget decreased primarily due to the reallocation of the American Rescue Plan Act funding during FY22 to the Federal & State Grants Fund (156) which was partly offset by the revised funding for the CRA's, the inclusion of a Countywide Master Plan Study, and the County's in kind match for the EDA Build Back Better Regional Challenge Governance & Outreach grant.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 0	\$ 492,944	\$ 492,944
Operating Expenses	\$ 6,108,970	\$ 8,300,127	\$ 2,191,157
Capital Outlay	\$ 22,101	\$ 22,101	\$ 0
Grants and Aids	\$ 15,117,194	\$ 7,501,882	\$(7,615,312)
Subtotal:	\$ 21,248,265	\$ 16,317,054	\$(4,931,211)
EXPENDITURES TOTAL:	\$ 21,248,265	\$ 16,317,054	\$(4,931,211)

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. 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 the efficiency and effectiveness of programs and processes. Also, AOI provides consulting or advisory services including facilitation of process mapping, improvement, or reengineering. The overall FY23 Budget reflects an increase primarily due to lobbying and consulting services.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 508,509	\$ 419,292	\$(89,217)
Operating Expenses	\$ 572,519	\$ 685,789	\$ 113,270
Subtotal:	\$ 1,081,028	\$ 1,105,081	\$ 24,053
EXPENDITURES TOTAL:	\$ 1,081,028	\$ 1,105,081	\$ 24,053

HOUSING AND 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.

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 is 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 nonprofits 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 1,328,345	\$ 1,692,232	\$ 363,887
Operating Expenses	\$ 10,233,080	\$ 10,765,113	\$ 532,033
Grants and Aids	\$ 3,036,174	\$ 20,595,192	\$ 17,559,018
Subtotal:	\$ 14,597,599	\$ 33,052,537	\$ 18,454,938
EXPENDITURES TOTAL:	\$ 14,597,599	\$ 33,052,537	\$ 18,454,938

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:

Employee & Labor Relations is responsible for all aspects of the employer employee relationship in the workplace, including recruitment and selection, onboarding, 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, Employee Assistance Program, Florida Retirement System (FRS), Deferred Compensation, Flexible Spending Account, COBRA, Wellness, and other related programs. This Office is also responsible for the daily activities of the Human Resources Information Systems (HRIS) to include management and maintenance of all County employee Human Resources data; managing any and all personnel changes within the Finance Enterprise system; the production of reports that analyze personnel data, and processing all new position creations and position updates. Through detailed data and systems maintenance, the HRIS's services are critical elements in providing accurate information to both internal and external customers.

Diversity, Inclusion and Equal Opportunity is responsible for the development, coordination and implementation of Countywide initiatives related to Supplier Diversity, Equal Employment Opportunity, Title II of the Americans with Disabilities Act, Limited English Proficiency Plan, and Civil Rights Program. This Office includes one position, Diversity, Inclusion and Equal Opportunity Programs Manager, to lead these initiatives.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 1,018,973	\$ 927,145	\$(91,828)
Operating Expenses	\$ 504,046	\$ 553,268	\$ 49,222
Subtotal:	\$ 1,523,019	\$ 1,480,413	\$(42,606)
EXPENDITURES TOTAL:	\$ 1,523,019	\$ 1,480,413	\$(42,606)

INFORMATION TECHNOLOGY

Information Technology is comprised of teams who work on activities such as technology application development, network engineering, systems administration and operations, project management, field services, information security, and helpdesk support, as well as ensuring the integrity and security of the information stored and processed on the County's computer network. 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 the technology needed to support the identified improvements.

The FY23 Budget increased due to purchases of computer hardware and software as well as annual maintenance and licensing costs for various software applications

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 508,509	\$ 419,292	\$(89,217)
Operating Expenses	\$ 572,519	\$ 685,789	\$ 113,270
Subtotal:	\$ 1,081,028	\$ 1,105,081	\$ 24,053
EXPENDITURES TOTAL:	\$ 1,081,028	\$ 1,105,081	\$ 24,053

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 FY23 budget reflects a decrease due to a reduction in operating and maintenance costs based on usage and building occupancy.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 850,426	\$ 816,556	\$(33,870)
Subtotal:	\$ 850,426	\$ 816,556	\$(33,870)
Transfers Out	\$ 641,334	\$ 641,334	\$ 0
EXPENDITURES TOTAL:	\$ 1,491,760	\$ 1,457,890	\$(33,870)

OFFICE OF MANAGEMENT & BUDGET AND SPECIAL ASSESSMENTS

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 and Chapter 5-Special Assessments. Tasks include preparing and presenting the County Manager’s Recommended Budget and Five-Year Capital Improvement Program (CIP), providing ongoing monitoring of the Departments’ budget, CIP, administration of budget adjustments, and maintaining and certifying the County’s non-ad valorem assessment roll. OMB also prepares revenue projections and funding analyses to be used by County Administration to support policy decisions. OMB is responsible for calculating the millage rates and non-ad valorem assessment rates.

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, garbage service, retention pond and drainage easement maintenance, common area maintenance, and road resurfacing for individual specific neighborhoods. Another function of Special Assessments is the District Clerk services for the four Common Facilities Districts (CFDs). Special Assessments calculates the millage rates and special assessment rates for the County’s MSTUs, MSBUs, and CFDs.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 1,765,029	\$ 1,620,700	\$(144,329)
Operating Expenses	\$ 119,061	\$ 132,897	\$ 13,836
Subtotal:	\$ 1,884,090	\$ 1,753,597	\$(130,493)
EXPENDITURES TOTAL:	\$ 1,884,090	\$ 1,753,597	\$(130,493)

OFFICE OF SUSTAINABILITY

The Office of Sustainability is responsible for planning, organizing, guiding, and coordinating sustainability initiatives within County government and throughout the County. This cost center is new for the FY23 budget.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 0	\$ 145,333	\$ 145,333
Operating Expenses	\$ 0	\$ 391,798	\$ 391,798
Subtotal:	\$ 0	\$ 537,131	\$ 537,131
EXPENDITURES TOTAL:	\$ 0	\$ 537,131	\$ 537,131

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 remain unchanged from the FY22 Adopted Budget. Transfers Out support funding for debt services, road resurfacing, transportation, and funding for the East 192 CRA for community redevelopment purposes. In addition, funding is provided for the intergovernmental radio system and fire subsidies, as well as funds for major capital projects (Jail Expansion and Courthouse Annex). Operating Reserve levels are established per Policy, and include funding for the required HCRA obligation. Reserves for Capital include funding for an identified Jail project. Reserves Assigned increased to reflect funding for the Performing Arts Center, Sunrail Sinking fund, and Affordable Housing Credits for Birdsong Property (Poinciana Sunrail). Reserves Stability provides funding for fluctuations in revenues.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Grants and Aids	\$ 250,000	\$ 250,000	\$ 0
Subtotal:	\$ 250,000	\$ 250,000	\$ 0
Transfers Out	\$ 77,685,425	\$ 55,173,263	\$(22,512,162)
Reserves - Operating	\$ 64,523,274	\$ 63,544,266	\$(979,008)
Reserves - Capital	\$ 1,795,758	\$ 10,070,258	\$ 8,274,500
Reserves - Assigned	\$ 4,032,798	\$ 12,408,149	\$ 8,375,351
Reserves - Stability	\$ 408,493	\$ 2,466,516	\$ 2,058,023
EXPENDITURES TOTAL:	\$ 148,695,748	\$ 143,912,452	\$(4,783,296)

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 1,405,503	\$ 1,629,350	\$ 223,847
Operating Expenses	\$ 56,806	\$ 53,999	\$(2,807)
Subtotal:	\$ 1,462,309	\$ 1,683,349	\$ 221,040
EXPENDITURES TOTAL:	\$ 1,462,309	\$ 1,683,349	\$ 221,040

PROPERTY APPRAISER

This Office is funded by the General Fund as well as other funds to which Ad Valorem is assessed. Of the total submitted budget request (\$7,837,024), \$6,988,194 is allocated to the General Fund and is included in the FY23 Budget. The total submitted reflects a slight increase of 3.6% over the FY22 Adopted Budget. Personnel Services request includes 5 new positions and includes a 4% salary increase reflecting an 8% increase over FY22. In addition, included in the General Fund are costs that are not included in the Property Appraiser's budget submittal. These are costs associated with Property & Liability Insurance and building maintenance. With these additional costs, the overall funding provided from the General Fund represents an overall increase of 3.74% over the FY22 Adopted Budget for a total FY23 General Fund Budget of \$7,338,786.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 163,583	\$ 165,745	\$ 2,162
Subtotal:	\$ 163,583	\$ 165,745	\$ 2,162
Transfers Out	\$ 6,685,303	\$ 6,988,194	\$ 302,891
EXPENDITURES TOTAL:	\$ 6,848,886	\$ 7,153,939	\$ 305,053

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 7,000	\$ 7,000	\$ 0
Subtotal:	\$ 7,000	\$ 7,000	\$ 0
EXPENDITURES TOTAL:	\$ 7,000	\$ 7,000	\$ 0

PUBLIC SAFETY PROJECTS

The purpose of this cost center (2100) is to capture capital projects for the various Public Safety departments within the General Fund (Animal Services, Corrections, and Emergency Management).

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Capital Outlay	\$ 1,044,580	\$ 1,228,200	\$ 183,620
Subtotal:	\$ 1,044,580	\$ 1,228,200	\$ 183,620
EXPENDITURES TOTAL:	\$ 1,044,580	\$ 1,228,200	\$ 183,620

PUBLIC WORKS

The Public Works Department is comprised of several offices that support various functions throughout the County. Overall, the budget increased \$17,058,421 over the prior year Adopted Budget primarily due to an increase of \$15.5 million for needed capital projects as noted in the Public Works Projects below, as well as an overall net increase of 5.65 FTEs, increased costs for repair and maintenance services and other contractual services, and a number of repair and maintenance projects needed at multiple County owned buildings including: Supervisor of Elections at Government Center, Tax Collector at Government Center, Animal Services, Sheriff's Administration, Corrections, Emergency Operations Center, Housing & Community Services, Poinciana Health Department, and the Courthouse Square Complex. Below is a description of each office/function within the Public Works Department:

Facilities Maintenance strives to support public and County operations by providing efficiently maintained facilities, properties, and infrastructure assets throughout Osceola County. The Facilities 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 also provides life safety inspections for fire systems, elevators, generators, lighting, air quality, and sanitation.

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. The Construction 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 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. FY23 objectives include maintaining the level of service provided by continuing to provide detailed landscaping services for the buildings and roadways throughout the County, as well as providing 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 repairs all extraction tools for Fire/Rescue and all small equipment for Road & Bridge and parks.

Lakes Management strives 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. The Lakes Management office 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 strives to effectively manage and control mosquito populations, provide the highest quality customer service, and to safeguard the public health, safety, and welfare. The Mosquito Control office 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 FY23 primarily include the Simpson Road Jail's domestic water piping system replacement and HVAC chilled and hot water piping projects, updates to the Supervisor of Elections office at Government Center, updates to the Tax Collector's office at Government Center, Sheriff's Administration Data Center, Mosquito Control Facility, Administration Building 3rd Floor Renovations, Courthouse Elevator Rebuild & Modernization, and Animal Services renovations.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 5,944,593	\$ 6,543,117	\$ 598,524
Operating Expenses	\$ 17,520,467	\$ 18,471,244	\$ 950,777
Capital Outlay	\$ 11,944,092	\$ 27,453,212	\$ 15,509,120
Subtotal:	\$ 35,409,152	\$ 52,467,573	\$ 17,058,421
EXPENDITURES TOTAL:	\$ 35,409,152	\$ 52,467,573	\$ 17,058,421

SHERIFF

The Sheriff's Office (SO) originally submitted a budget request of \$94,368,249 however, a revised budget request in the amount of \$92,215,978 was subsequently submitted which represents an overall increase of 9.04% over the FY22 Adopted Budget. Personnel Services represents an increase of 11.18% over the FY22 Adopted Budget. The request includes funding for 23 new Deputy positions to support areas such as the "Cure Violence" Program, Intelligence Led Policing Unit, Aggressive Driving and Motor Unit Divisions, and Prisoner Transportation Unit. Additionally, 10 additional civilian positions throughout the agency to support law enforcement functions were requested. Personnel Services also includes pay structure adjustments to allow the agency to be competitive regionally in salary, benefits, and total compensation to allow for the recruitment and retention of qualified employees. 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 for a total FY23 General Fund Budget of \$96,796,766.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 710,881	\$ 2,431,093	\$ 1,720,212
Subtotal:	\$ 710,881	\$ 2,431,093	\$ 1,720,212
Transfers Out	\$ 85,078,899	\$ 92,810,445	\$ 7,731,546
EXPENDITURES TOTAL:	\$ 85,789,780	\$ 95,241,538	\$ 9,451,758

STATE ATTORNEY

The 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 below budget reflects funding for communication services.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 8,000	\$ 8,000	\$ 0
Subtotal:	\$ 8,000	\$ 8,000	\$ 0
EXPENDITURES TOTAL:	\$ 8,000	\$ 8,000	\$ 0

STRATEGIC INITIATIVES

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. Through Economic Development, the department assists in the retention, recruitment, and expansion of businesses and industries within Osceola County.

In the General Fund, Strategic Initiatives encompass 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 opportunities 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.

Overall, the FY23 Budget increased due to the reallocation of positions and various operating expenses from the West 192 Redevelopment Fund (150) as a result of the West 192 Development Authority expiration in FY22.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 365,634	\$ 591,337	\$ 225,703
Operating Expenses	\$ 1,963,023	\$ 2,798,615	\$ 835,592
Capital Outlay	\$ 3,037	\$ 3,037	\$ 0
Grants and Aids	\$ 3,000,000	\$ 3,000,000	\$ 0
Subtotal:	\$ 5,331,694	\$ 6,392,989	\$ 1,061,295
EXPENDITURES TOTAL:	\$ 5,331,694	\$ 6,392,989	\$ 1,061,295

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 FY23, the Supervisor of Elections (SOE) submitted a budget request of \$4,608,808, which includes a contingency request of \$10,000. Included in the General Fund are costs that are not included in the Supervisor of Election’s budget submittal. The FY23 request incorporates costs associated with the general election occurring in November of 2022. These are costs associated with Property & Liability Insurance and building maintenance. With these additional costs, the overall funding provided from the General Fund totals \$4,815,896.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 30,478	\$ 18,705	\$(11,773)
Subtotal:	\$ 30,478	\$ 18,705	\$(11,773)
Transfers Out	\$ 4,070,581	\$ 4,598,808	\$ 528,227
Reserves - Assigned	\$ 10,000	\$ 10,000	\$ 0
EXPENDITURES TOTAL:	\$ 4,111,059	\$ 4,627,513	\$ 516,454

TAX COLLECTOR

The Tax Collector (TC) 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 TC 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 TC submitted a budget request for FY23 to the Florida Department of Revenue of \$15,670,546 (of which \$11,603,428 is in General Fund), and to the Board by the required August 1st deadline. Overall, the TC's Personnel Services increased due to the inclusion of a 4% salary increase in coordination with the County. Operating includes funding for Rentals and Leases for office space at the BVL location. The office continues to have additional services added by the State which are managed with as little increase as possible. The overall FY23 Budget totals \$12,006,961 which includes the General Fund expenses related to insurance, building maintenance, postage, and intergovernmental radio.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 9,873,335	\$ 11,728,099	\$ 1,854,764
Subtotal:	\$ 9,873,335	\$ 11,728,099	\$ 1,854,764
Transfers Out	\$ 17,884	\$ 18,562	\$ 678
EXPENDITURES TOTAL:	\$ 9,891,219	\$ 11,746,661	\$ 1,855,442

TRAFFIC EDUCATION (DORI SLOSBERG)

Per Florida Statute 318.1215, a board of county commissioners may require, by ordinance, that the clerk of the court collect an additional \$5 with each civil traffic penalty, which shall be used to fund driver education programs in public and nonpublic schools. Ordinance 03 01, allows the County to collect an additional \$3.00 on every traffic penalty for the purpose of funding traffic education programs in public and non public schools. This cost center (1541) allocates funds that are used for direct educational expenses and cannot be used for administrative expenses. Funding is requested by the School Board on an annual basis.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 216,894	\$ 267,930	\$ 51,036
Subtotal:	\$ 216,894	\$ 267,930	\$ 51,036
EXPENDITURES TOTAL:	\$ 216,894	\$ 267,930	\$ 51,036

TRANSPORTATION & TRANSIT

The Transportation and Transit Department consists of Transit Shelter (1408), Mobility Fee Coordination (1405), and Roadway Bank (1404). 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Operating Expenses	\$ 211,380	\$ 231,380	\$ 20,000
Subtotal:	\$ 211,380	\$ 231,380	\$ 20,000
Reserves - Capital	\$ 322,965	\$ 309,181	\$(13,784)
EXPENDITURES TOTAL:	\$ 534,345	\$ 540,561	\$ 6,216

DESIGNATED AD VALOREM TAX (DAT) FUND


The Designated Ad Valorem Tax (DAT) was established by Ordinance #12 40 which provides funds to support Transportation through a transfer from the General Fund. 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 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Transfers Out	\$ 15,211,058	\$ 16,816,503	\$ 1,605,445
EXPENDITURES TOTAL:	\$ 15,211,058	\$ 16,816,503	\$ 1,605,445

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SUMMARY BY CATEGORY - SPECIAL REVENUE FUND GROUP

	<u>Adopted FY 2022</u>	<u>Adopted FY 2023</u>	<u>Variance</u>
REVENUES			
Current Ad Valorem Taxes	41,780,547	49,348,506	7,567,959
PY Delinquent Ad Valorem Tax	6,700	5,500	-1,200
Other Taxes	52,434,066	66,557,524	14,123,458
Permits, Fees & Special Assessments	106,312,640	160,331,186	54,018,546
Intergovernmental Revenue	135,077,338	212,102,482	77,025,144
Charges For Services	19,804,373	20,544,120	739,747
Judgment, Fines & Forfeits	1,113,935	1,130,107	16,172
Miscellaneous Revenues	4,375,373	5,942,229	1,566,856
Less 5% Statutory Reduction	<u>-11,636,714</u>	<u>-13,335,448</u>	<u>-1,698,734</u>
<i>Operating Revenues</i>	349,268,258	502,626,206	153,357,948
Transfers In	39,826,137	37,381,963	-2,444,174
Other Sources	4,004,184	2,355,536	-1,648,648
Fund Balance	<u>329,822,220</u>	<u>421,961,620</u>	<u>92,139,400</u>
<i>Non Operating Revenues</i>	373,652,541	461,699,119	88,046,578
Total Revenues	<u><u>722,920,799</u></u>	<u><u>964,325,325</u></u>	<u><u>241,404,526</u></u>
EXPENDITURES			
Personnel Services	78,292,968	84,064,571	5,771,603
Operating Expenses	191,203,335	234,949,243	43,745,908
Capital Outlay	<u>215,852,192</u>	<u>351,349,950</u>	<u>135,497,758</u>
<i>Operating Expenditures</i>	485,348,495	670,363,764	185,015,269
Debt Service	5,433,664	6,436,654	1,002,990
Grants and Aids	16,745,183	13,287,009	-3,458,174
Transfers Out	51,544,142	52,315,922	771,780
Reserves - Operating	51,832,154	56,733,028	4,900,874
Reserves - Debt	4,026,799	4,611,496	584,697
Reserves - Capital	70,881,548	113,482,834	42,601,286
Reserves - Assigned	3,379,565	5,449,992	2,070,427
Reserves - Restricted	12,047,604	15,161,240	3,113,636
Reserves - Stability	<u>21,681,645</u>	<u>26,483,386</u>	<u>4,801,741</u>
<i>Non-Operating Expenditures</i>	237,572,304	293,961,561	56,389,257
Total Expenditures	<u><u>722,920,799</u></u>	<u><u>964,325,325</u></u>	<u><u>241,404,526</u></u>

FUND 101 - TDT RIDA TAX BOND 2012

This Fund was established in 2012 to track the proceeds from the Taxable Tourist Development Tax (5th Cent) Revenue Bonds, Series 2012, to provide funding for the County's portion of the construction costs for the OMNI Convention Center and to provide funding for amortized rent payments for 30 years.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 6,346,866	\$ 6,709,055	\$ 362,189
REVENUES TOTAL:	\$ 6,346,866	\$ 6,709,055	\$ 362,189
EXPENDITURES			
Operating Expenses	\$ 343,049	\$ 343,049	\$ 0
Subtotal:	\$ 343,049	\$ 343,049	\$ 0
Reserves - Restricted	\$ 6,003,817	\$ 6,366,006	\$ 362,189
EXPENDITURES TOTAL:	\$ 6,346,866	\$ 6,709,055	\$ 362,189

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). Overall, FY23 revenues are projected to increase approximately \$4.1 million primarily due to Fund Balance and Transfers In. Other sources of revenue include Interest, Miscellaneous Revenues, and Engineering Fees.

For FY23, Personnel Services reflects an increase largely due to the addition of 1.50 FTEs, as well as Countywide employee benefit changes. Operating Expenses provide funding for professional services, repair 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 FY23 Budget reflects an increase of approximately \$4.1 million over the FY22 Adopted Budget for reasons noted above.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 8,422,919	\$ 8,744,827	\$ 321,908
Permits, Fees & Special Assessments	\$ 336,361	\$ 369,235	\$ 32,874
Intergovernmental Revenue	\$ 1,987,076	\$ 2,046,151	\$ 59,075
Charges For Services	\$ 460,481	\$ 482,755	\$ 22,274
Miscellaneous Revenues	\$ 48,714	\$ 586,658	\$ 537,944
Less 5% Statutory Reduction	\$(562,777)	\$(586,482)	\$(23,705)
Subtotal:	\$ 10,692,774	\$ 11,643,144	\$ 950,370
Transfers In	\$ 15,226,148	\$ 16,831,597	\$ 1,605,449
Other Sources	\$ 213,100	\$ 104,016	\$(109,084)
Fund Balance	\$ 7,097,740	\$ 8,813,387	\$ 1,715,647
REVENUES TOTAL:	\$ 33,229,762	\$ 37,392,144	\$ 4,162,382
EXPENDITURES			
Personnel Services	\$ 12,912,129	\$ 13,699,717	\$ 787,588
Operating Expenses	\$ 13,187,674	\$ 18,032,422	\$ 4,844,748
Capital Outlay	\$ 464,337	\$ 364,116	\$(100,221)
Debt Service	\$ 1,418,146	\$ 1,466,322	\$ 48,176
Subtotal:	\$ 27,982,286	\$ 33,562,577	\$ 5,580,291
Transfers Out	\$ 2,357,059	\$ 2,411,254	\$ 54,195
Reserves - Debt	\$ 1,390,417	\$ 1,418,313	\$ 27,896
Reserves - Assigned	\$ 1,500,000	\$ 0	\$(1,500,000)
EXPENDITURES TOTAL:	\$ 33,229,762	\$ 37,392,144	\$ 4,162,382

FUND 103 - DRUG ABUSE TREATMENT FUND

Funds collected are transferred to the General Fund in support of the operations of the Drug Court Program which is managed by Court Administration. Revenues collected are in accordance with County Ordinance 00-11, whereby \$14 of every \$15 collected for incidents involving alcohol or drugs are remitted to the BOCC. Overall, the FY23 Budget is projected to decrease by \$25,658 from the FY22 Adopted Budget primarily due to fewer incidents in the program which results in less revenue.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Judgment, Fines & Forfeits	\$ 70,879	\$ 49,927	\$(20,952)
Less 5% Statutory Reduction	\$(3,544)	\$(2,496)	\$ 1,048
Subtotal:	\$ 67,335	\$ 47,431	\$(19,904)
Fund Balance	\$ 5,754	\$ 0	\$(5,754)
REVENUES TOTAL:	\$ 73,089	\$ 47,431	\$(25,658)
EXPENDITURES			
Transfers Out	\$ 73,089	\$ 47,431	\$(25,658)
EXPENDITURES TOTAL:	\$ 73,089	\$ 47,431	\$(25,658)

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. Other revenues include Charges for Services for special events, ticket sales, and rental of facilities.

For FY23, 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. Operating budget has a decrease of \$5,840,452 primarily due to \$6 million for Osceola CVB's allocation (45% of net TDT revenues) being paid from Fund 105 and Fund 106 instead of this Fund. Capital Outlay includes a limited number of Machinery & Equipment, Computer Hardware, and CIP for FY23. Capital Outlay has an increase of \$9,547,676 which is primarily due to \$6M for the Boggy Creek Road (Simpson to Narcoossee) project, \$1M for Lake Cypress Parking project, and various projects at OHP. Transfers Out decreased \$786,852 from the FY22 Adopted Budget primarily due to the reduction of the cost allocation plan. Reserves reflect an increase of \$17,569,473 from FY22 Adopted Budget due to the assignment of approximately \$9M for a trail project in FY24 and are established in accordance with the budget policy. Overall, the FY23 budget increased \$20,563,862 from the FY22 Adopted Budget, primarily due to an increase of Fund Balance and revenues as the recovery continues from the negative impact on tourism and travel by the Coronavirus pandemic.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 24,508,881	\$ 33,198,529	\$ 8,689,648
Charges For Services	\$ 2,399,713	\$ 2,479,532	\$ 79,819
Miscellaneous Revenues	\$ 573,980	\$ 440,000	\$(133,980)
Less 5% Statutory Reduction	\$(1,374,129)	\$(1,805,903)	\$(431,774)
Subtotal:	\$ 26,108,445	\$ 34,312,158	\$ 8,203,713
Other Sources	\$ 255,273	\$ 250,711	\$(4,562)
Fund Balance	\$ 32,049,592	\$ 44,414,303	\$ 12,364,711
REVENUES TOTAL:	\$ 58,413,310	\$ 78,977,172	\$ 20,563,862

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
EXPENDITURES			
Personnel Services	\$ 1,959,980	\$ 2,178,351	\$ 218,371
Operating Expenses	\$ 27,545,083	\$ 21,704,631	\$(5,840,452)
Capital Outlay	\$ 2,570,824	\$ 12,118,500	\$ 9,547,676
Debt Service	\$ 0	\$ 22,313	\$ 22,313
Grants and Aids	\$ 166,667	\$ 0	\$(166,667)
Subtotal:	\$ 32,242,554	\$ 36,023,795	\$ 3,781,241
Transfers Out	\$ 4,779,931	\$ 3,993,079	\$(786,852)
Reserves - Operating	\$ 15,427,350	\$ 17,077,200	\$ 1,649,850
Reserves - Debt	\$ 0	\$ 11,157	\$ 11,157
Reserves - Capital	\$ 0	\$ 11,000,000	\$ 11,000,000
Reserves - Stability	\$ 5,963,475	\$ 10,871,941	\$ 4,908,466
EXPENDITURES TOTAL:	\$ 58,413,310	\$ 78,977,172	\$ 20,563,862

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.

For FY23, Operating budget has an increase of \$3,964,552 primarily due to \$3 million for Osceola Convention and Visitors Bureau's (CVB) allocation (45% of net TDT revenues) being paid from this Fund instead of Fund 104. Transfers Out decreased \$638,664 from the FY22 Adopted Budget primarily due to the reduction of debt payments. Reserves reflect an increase of \$3,349,445 from FY22. Reserves are established in accordance with the budget policy. Overall, the FY23 budget increased \$6,675,333 from the FY22 Adopted Budget, primarily due to an increase of Fund Balance and revenues as the recovery continues from the negative impact on tourism and travel by the Coronavirus pandemic.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 6,127,220	\$ 8,299,632	\$ 2,172,412
Miscellaneous Revenues	\$ 119,873	\$ 119,873	\$ 0
Less 5% Statutory Reduction	\$(312,355)	\$(420,975)	\$(108,620)
Subtotal:	\$ 5,934,738	\$ 7,998,530	\$ 2,063,792
Other Sources	\$ 47,149	\$ 47,149	\$ 0
Fund Balance	\$ 9,279,977	\$ 13,891,518	\$ 4,611,541
REVENUES TOTAL:	\$ 15,261,864	\$ 21,937,197	\$ 6,675,333
EXPENDITURES			
Operating Expenses	\$ 2,720,485	\$ 6,685,037	\$ 3,964,552
Subtotal:	\$ 2,720,485	\$ 6,685,037	\$ 3,964,552
Transfers Out	\$ 4,314,994	\$ 3,676,330	\$(638,664)
Reserves - Operating	\$ 4,578,559	\$ 4,878,919	\$ 300,360
Reserves - Stability	\$ 3,647,826	\$ 6,696,911	\$ 3,049,085
EXPENDITURES TOTAL:	\$ 15,261,864	\$ 21,937,197	\$ 6,675,333

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.

For FY23, Operating budget has an increase of \$4,739,552 primarily due to \$3 million for Osceola Convention and Visitors Bureau's (CVB) allocation (45% of net TDT revenues) being paid from this Fund instead of Fund 104. Transfers Out decreased \$129,343 from the FY22 Adopted Budget due to a reduction of the cost allocation plan. Reserves reflect an increase of \$3,994,536 from FY22 but are established in accordance with the budget policy. Overall, the FY23 budget increased \$8,604,745 from the FY22 Adopted Budget, primarily due to an increase of Fund Balance and revenues as the recovery continues from the negative impact on tourism and travel by the Coronavirus pandemic.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 6,127,220	\$ 8,299,632	\$ 2,172,412
Miscellaneous Revenues	\$ 64,170	\$ 64,170	\$ 0
Less 5% Statutory Reduction	\$(309,570)	\$(418,190)	\$(108,620)
Subtotal:	\$ 5,881,820	\$ 7,945,612	\$ 2,063,792
Other Sources	\$ 47,149	\$ 47,149	\$ 0
Fund Balance	\$ 3,789,222	\$ 10,330,175	\$ 6,540,953
REVENUES TOTAL:	\$ 9,718,191	\$ 18,322,936	\$ 8,604,745
EXPENDITURES			
Operating Expenses	\$ 5,989,528	\$ 10,729,080	\$ 4,739,552
Subtotal:	\$ 5,989,528	\$ 10,729,080	\$ 4,739,552
Transfers Out	\$ 149,561	\$ 20,218	\$(129,343)
Reserves - Operating	\$ 2,915,457	\$ 3,633,115	\$ 717,658
Reserves - Stability	\$ 663,645	\$ 3,940,523	\$ 3,276,878
EXPENDITURES TOTAL:	\$ 9,718,191	\$ 18,322,936	\$ 8,604,745

FUND 107 - LIBRARY 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 FY23 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 FY22.

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 10,272,960	\$ 11,982,218	\$ 1,709,258
PY Delinquent Ad Valorem Tax	\$ 2,000	\$ 2,000	\$ 0
Intergovernmental Revenue	\$ 156,543	\$ 155,822	\$(721)
Charges For Services	\$ 58,135	\$ 51,742	\$(6,393)
Judgment, Fines & Forfeits	\$ 20,000	\$ 15,000	\$(5,000)
Miscellaneous Revenues	\$ 76,970	\$ 85,370	\$ 8,400
Less 5% Statutory Reduction	\$(521,336)	\$(606,635)	\$(85,299)
Subtotal:	\$ 10,065,272	\$ 11,685,517	\$ 1,620,245
 Fund Balance	 \$ 5,333,524	 \$ 7,214,750	 \$ 1,881,226
REVENUES TOTAL:	\$ 15,398,796	\$ 18,900,267	\$ 3,501,471
EXPENDITURES			
Personnel Services	\$ 63,976	\$ 103,320	\$ 39,344
Operating Expenses	\$ 6,630,603	\$ 6,870,887	\$ 240,284
Capital Outlay	\$ 298,141	\$ 1,239,947	\$ 941,806
Debt Service	\$ 557,792	\$ 557,792	\$ 0
Subtotal:	\$ 7,550,512	\$ 8,771,946	\$ 1,221,434
 Transfers Out	 \$ 639,346	 \$ 454,580	 \$(184,766)
Reserves - Operating	\$ 1,955,713	\$ 1,797,283	\$(158,430)
Reserves - Debt	\$ 278,896	\$ 278,896	\$ 0
Reserves - Assigned	\$ 0	\$ 5,000,000	\$ 5,000,000
Reserves - Stability	\$ 4,974,329	\$ 2,597,562	\$(2,376,767)
EXPENDITURES TOTAL:	\$ 15,398,796	\$ 18,900,267	\$ 3,501,471

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 2,500	\$ 2,500	\$ 0
Less 5% Statutory Reduction	\$(125)	\$(125)	\$ 0
Subtotal:	\$ 2,375	\$ 2,375	\$ 0
Other Sources	\$ 27,667	\$ 27,667	\$ 0
Fund Balance	\$ 636,187	\$ 312,417	\$(323,770)
REVENUES TOTAL:	\$ 666,229	\$ 342,459	\$(323,770)
EXPENDITURES			
Transfers Out	\$ 666,229	\$ 342,459	\$(323,770)
EXPENDITURES TOTAL:	\$ 666,229	\$ 342,459	\$(323,770)

FUND 111 - SHIP STATE HOUSING INITIATIVE PROGRAM FUND

The SHIP (State Housing Initiatives Partnership) Program is a state allocation funded by the State of Florida through Florida Housing Finance Corporation to provide assistance, mostly via deferred payment loans, to very low, low, and moderate income level residents for the purchase or rehabilitation of existing homes. Additionally, this program provides assistance to families facing foreclosure, and for rental deposits/rent payments to prevent homelessness. The program also provides local government matches to affordable housing developers seeking tax credits from Florida Housing Finance Corporation. Funds received are split between administrative and programmatic expenses. The County is allowed to use 10% of funds received from the State for expenses related to administering the program.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 1,728,744	\$ 2,066,480	\$ 337,736
Subtotal:	\$ 1,728,744	\$ 2,066,480	\$ 337,736
Fund Balance	\$ 655,862	\$ 2,668,969	\$ 2,013,107
REVENUES TOTAL:	\$ 2,384,606	\$ 4,735,449	\$ 2,350,843
EXPENDITURES			
Personnel Services	\$ 55,641	\$ 134,538	\$ 78,897
Operating Expenses	\$ 2,328,965	\$ 4,569,858	\$ 2,240,893
Capital Outlay	\$ 0	\$ 31,053	\$ 31,053
Subtotal:	\$ 2,384,606	\$ 4,735,449	\$ 2,350,843
EXPENDITURES TOTAL:	\$ 2,384,606	\$ 4,735,449	\$ 2,350,843

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 1,616,884	\$ 1,787,366	\$ 170,482
Charges For Services	\$ 111,835	\$ 134,653	\$ 22,818
Miscellaneous Revenues	\$ 8,018	\$ 8,018	\$ 0
Less 5% Statutory Reduction	\$(86,837)	\$(96,502)	\$(9,665)
Subtotal:	\$ 1,649,900	\$ 1,833,535	\$ 183,635
Fund Balance	\$ 2,448,742	\$ 2,882,482	\$ 433,740
REVENUES TOTAL:	\$ 4,098,642	\$ 4,716,017	\$ 617,375
EXPENDITURES			
Transfers Out	\$ 2,068,678	\$ 2,184,705	\$ 116,027
Reserves - Operating	\$ 275,520	\$ 276,790	\$ 1,270
Reserves - Capital	\$ 1,754,444	\$ 2,254,522	\$ 500,078
EXPENDITURES TOTAL:	\$ 4,098,642	\$ 4,716,017	\$ 617,375

FUND 115 - COURT FACILITIES FUND

The Court Facilities Fund provides for the 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 FY23 Budget includes funding for ongoing capital projects such as the Courthouse Bi-Directional Amplification System, Administration Building Third Floor Reconfiguration, Clerk of Court Offices Reconfiguration as well as new projects for the Courthouse Elevator Re-build and Modernization, Courthouse Courtroom Addition, and Courthouse Hearing Room Reconfiguration. Revenues are anticipated to decrease from the FY22 Adopted Budget based on current-year collection trends from the prior year.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 1,326,253	\$ 1,313,227	\$(13,026)
Miscellaneous Revenues	\$ 85,527	\$ 85,527	\$ 0
Less 5% Statutory Reduction	\$(70,589)	\$(69,938)	\$ 651
Subtotal:	\$ 1,341,191	\$ 1,328,816	\$(12,375)
Fund Balance	\$ 11,765,589	\$ 11,948,661	\$ 183,072
REVENUES TOTAL:	\$ 13,106,780	\$ 13,277,477	\$ 170,697
EXPENDITURES			
Operating Expenses	\$ 564,700	\$ 50,700	\$(514,000)
Capital Outlay	\$ 1,386,499	\$ 4,608,644	\$ 3,222,145
Subtotal:	\$ 1,951,199	\$ 4,659,344	\$ 2,708,145
Transfers Out	\$ 628,603	\$ 658,925	\$ 30,322
Reserves - Operating	\$ 318,214	\$ 189,234	\$(128,980)
Reserves - Capital	\$ 10,208,764	\$ 7,769,974	\$(2,438,790)
EXPENDITURES TOTAL:	\$ 13,106,780	\$ 13,277,477	\$ 170,697

FUND 118 HOMELESS PREVENTION & RAPID RE-HOUSING FUND

This fund was established in September 2009 to account for contributions made to the Homelessness Prevention and Rapid Re Housing Program as part of the US Department of Housing and Urban Development (HUD) Economic Recovery and Reinvestment Act of 2009. This program provided assistance to homeless clients and clients that were on the verge of being homeless. However, that grant ended October 31, 2012, and a new HUD grant was received for the 2010 McKinney Vento Continuum of Care Homeless Assistance Program "Shelter Plus Care" for a five-year period. In FY13, a new grant was received for the "Shelter Plus Care 2" in the amount of \$400,140.

In FY14, the County received a McKinney Vento Homeless Assistance renewal grant to provide rapid re-housing for families in Osceola County. The purpose of the grant is to provide rental assistance for permanent supportive housing to families with children residing in motels/hotels.

Emergency Solution Grants (ESG) is an entitlement program that started in FY20. The program is being funded directly from HUD to assist low-income families with housing relocation and stabilization as well as homeless individuals and families with permanent housing.

The FY23 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 344,513	\$ 331,952	\$(12,561)
Subtotal:	\$ 344,513	\$ 331,952	\$(12,561)
Fund Balance	\$ 47,875	\$ 42,955	\$(4,920)
REVENUES TOTAL:	\$ 392,388	\$ 374,907	\$(17,481)
EXPENDITURES			
Operating Expenses	\$ 392,388	\$ 374,907	\$(17,481)
Subtotal:	\$ 392,388	\$ 374,907	\$(17,481)
EXPENDITURES TOTAL:	\$ 392,388	\$ 374,907	\$(17,481)

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.

The FY23 Budget includes an increase to Personnel Services, as a result of countywide changes in employee benefits. Operating Expenditures increased primarily due to Other Contractual Services for controlled burns; Repair & Maintenance for exotic vegetation control (including Iygodium) at Shingle Creek Regional Park, Kings Highway Park, Holopaw, and Tupperware Island Conservation Areas; and Repair & Maintenance Automotive due to the addition of small engine repair and maintenance. Capital Outlay expenditures are not anticipated in FY23. Reserves Operating are established in accordance with Policy and Reserves Restricted increased to provide funding for the perpetual maintenance of acquired lands.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 2,232,657	\$ 3,087,418	\$ 854,761
Miscellaneous Revenues	\$ 132,431	\$ 132,431	\$ 0
Less 5% Statutory Reduction	\$(118,254)	\$(160,992)	\$(42,738)
Subtotal:	\$ 2,246,834	\$ 3,058,857	\$ 812,023
Fund Balance	\$ 4,279,011	\$ 6,061,940	\$ 1,782,929
REVENUES TOTAL:	\$ 6,525,845	\$ 9,120,797	\$ 2,594,952
EXPENDITURES			
Personnel Services	\$ 347,725	\$ 363,677	\$ 15,952
Operating Expenses	\$ 748,322	\$ 824,460	\$ 76,138
Debt Service	\$ 3,888	\$ 4,476	\$ 588
Subtotal:	\$ 1,099,935	\$ 1,192,613	\$ 92,678
Transfers Out	\$ 167,974	\$ 164,001	\$(3,973)
Reserves - Operating	\$ 447,520	\$ 496,617	\$ 49,097
Reserves - Debt	\$ 1,944	\$ 2,238	\$ 294
Reserves - Restricted	\$ 4,808,472	\$ 7,265,328	\$ 2,456,856
EXPENDITURES TOTAL:	\$ 6,525,845	\$ 9,120,797	\$ 2,594,952

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 FY23 assessment rate and estimated revenue.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 1,050,450	\$ 1,136,240	\$ 85,790
Less 5% Statutory Reduction	\$(52,528)	\$(56,817)	\$(4,289)
Subtotal:	\$ 997,922	\$ 1,079,423	\$ 81,501
Fund Balance	\$ 599,849	\$ 537,064	\$(62,785)
REVENUES TOTAL:	\$ 1,597,771	\$ 1,616,487	\$ 18,716
EXPENDITURES			
Operating Expenses	\$ 1,214,178	\$ 1,210,701	\$(3,477)
Subtotal:	\$ 1,214,178	\$ 1,210,701	\$(3,477)
Transfers Out	\$ 383,593	\$ 405,786	\$ 22,193
EXPENDITURES TOTAL:	\$ 1,597,771	\$ 1,616,487	\$ 18,716

FUND 128 – SUBDIVISION POND MAINTENANCE MSBU FUND

Name of MSBU Location	FY23 Adopted Assessment Rate	FY23 Estimated Revenue
Adriane Park	\$100.00	\$5,500
Amberley Park	\$55.00	\$4,895
Bass Slough	\$80.00	\$132,272
Boggy Creek	\$60.00	\$352,755
Brighton Landings and Little Creek	\$32.00	\$15,904
Brighton Place	\$165.00	\$7,260
Chisholm Estates	\$155.00	\$9,145
CJ's Landing	\$210.00	\$5,040
Coralwood	\$100.00	\$7,700
Cornelius Place 1	\$600.00	\$4,200
Cornelius Place 2	\$675.00	\$4,050
Country Crossings	\$63.00	\$10,710
County Green	\$67.00	\$4,958
Eagle Bay	\$46.00	\$24,380
Eagle Trace	\$190.00	\$8,740
Emerald Lake at Lizzia Brown	\$85.00	\$14,748
Fish Lake	\$11,000	\$11,000
Fryer Oaks	\$325.00	\$3,575
Green Meadows	\$300.00	\$10,200
Hamilton's Reserve	\$25.00	\$5,325
Hammock Point	\$135.00	\$19,710
Heritage Key Villas	\$28.00	\$12,323
Hickory Hollow	\$350.00	\$22,400
Hidden Pines	\$315.00	\$3,780
Hilliard Place	\$168.00	\$3,192
Hunter's Ridge	\$400.00	\$13,200
Hyde Park	\$200.00	\$6,800
I-Hop	\$1,750.00	\$5,233
Indian Point	\$65.00	\$31,850
Johnson's Landing	\$225.00	\$3,825
Legacy Park	\$105.00	\$15,120
Live Oak Springs	\$280.00	\$14,280
Lost Lake Estates	\$300.00	\$2,100
Monica Terrace	\$425.00	\$7,650
Moreland Estate	\$157.00	\$11,461
Morningside Village	\$135.00	\$25,380
Narcoossee Half Acres	\$400.00	\$5,200
Neptune Shores	\$250.00	\$6,750

FUND 128 – SUBDIVISION POND MAINTENANCE MSBU FUND

Name of MSBU Location	FY23 Adopted Assessment Rate	FY23 Estimated Revenue
North Shore Village	\$42.00	\$10,542
Oak Pointe	\$70.00	\$5,950
Orange Vista	\$150.00	\$12,150
Parkway Plaza	\$650.00	\$3,315
Pebble Point	\$82.00	\$49,118
Pine Grove Estates	\$250.00	\$5,000
Pleasant Hill Lakes	\$31.00	\$2,976
Raintree at Spring Lake	\$40.00	\$11,960
Regal Oak Shores	\$175.00	\$7,175
Rolling Hills Estates	\$95.00	\$18,145
Royal Oaks	\$179.00	\$9,666
Saratoga Park	\$100.00	\$15,600
Silver Lake Drive	\$150.00	\$6,300
Silver Lake Estates	\$125.00	\$6,625
Southport Bay	\$110.00	\$12,870
Steeplechase	\$375.00	\$10,500
Sylvan Lake	\$200.00	\$8,200
Tierra Del Sol	\$150.00	\$11,850
Turnberry Reserve*	\$0.00	\$0
Vacation Villas	\$41.35	\$7,737
Valencia Woods	\$160.00	\$4,000
Whispering Oaks	\$78.80	\$5,358
Windmill Point	\$80.00	\$30,248
Windward Cay	\$96.00	\$13,824
Woods at Kings Crest & Ashley Reserve	\$80.00	\$12,480

* No assessment rate was adopted for FY23 as Turnberry Reserve HOA provides these services.

FUND 129 SUBDIVISION STREET LIGHTING 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 annual real estate tax bill.

On the following page is a listing of the various Subdivisions Street Lighting MSBU locations which includes their FY23 assessment rate and estimated revenue.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 288,262	\$ 300,732	\$ 12,470
Less 5% Statutory Reduction	\$(14,416)	\$(15,039)	\$(623)
Subtotal:	\$ 273,846	\$ 285,693	\$ 11,847
Fund Balance	\$ 141,454	\$ 120,727	\$(20,727)
REVENUES TOTAL:	\$ 415,300	\$ 406,420	\$(8,880)
EXPENDITURES			
Operating Expenses	\$ 351,822	\$ 336,584	\$(15,238)
Subtotal:	\$ 351,822	\$ 336,584	\$(15,238)
Transfers Out	\$ 63,478	\$ 69,836	\$ 6,358
EXPENDITURES TOTAL:	\$ 415,300	\$ 406,420	\$(8,880)

FUND 129 SUBDIVISION STREET LIGHTING MSBU FUND

Name of MSBU Location	FY23 Adopted Assessment Rate	FY23 Estimated Revenue
Adriane Park	\$110.00	\$6,050
Alamo Estates & Oak Pointe	\$40.00	\$7,640
Blackstone	\$150.00	\$15,150
Brighton Place	\$80.00	\$3,520
BVL Street Lighting	\$12.00	\$72,924
Chisolm Estates	\$210.00	\$12,390
CJ's Landing	\$100.00	\$2,400
Country Crossings	\$45.00	\$7,650
Hamilton's Reserve	\$42.00	\$8,946
Hilliard Place	\$115.00	\$2,185
Hyde Park	\$100.00	\$3,400
Indian Point	\$32.00	\$15,680
Kaliga Dr.	\$60.00	\$4,620
Legacy Park	\$100.00	\$14,400
Moreland Estate	\$60.00	\$4,380
Neptune Shores	\$105.00	\$1,785
Orange Vista	\$55.00	\$4,455
Pebble Point	\$25.00	\$12,800
Pine Grove Estates	\$120.00	\$2,400
Pine Grove Park	\$15.00	\$7,950
Plaza Drive Street Lighting	\$0.01	\$1,407
Quail Wood	\$90.00	\$5,130
Regal Oak Shores Unit VIII	\$115.00	\$4,715
Rolling Hills Estates	\$100.00	\$19,100
Sailfish Court	\$150.00	\$2,400
Southport Bay	\$95.00	\$11,115
The Wilderness	\$50.00	\$12,150
Turnberry Reserve	\$64.76	\$24,155
Whispering Oaks	\$55.00	\$3,740
Woods at Kings Crest	\$35.00	\$4,235
Wren Drive	\$155.00	\$1,860

FUND 130 - COURT RELATED TECHNOLOGY FUND

Pursuant to Florida Statute 29.008(1), Counties are required by Article V, Section 14 of the State Constitution to fund the cost of communication services for the Circuit and County Courts, Public Defender’s Office, State Attorney’s Offices, Guardian Ad Litem Offices, and the offices of the Clerks of the Circuit performing court-related functions. For FY23, 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. Overall, revenues are projected to increase \$401,273 over the FY22 Adopted Budget including Fund Balance.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 1,176,456	\$ 1,348,644	\$ 172,188
Miscellaneous Revenues	\$ 4,500	\$ 4,500	\$ 0
Less 5% Statutory Reduction	\$(59,048)	\$(67,657)	\$(8,609)
Subtotal:	\$ 1,121,908	\$ 1,285,487	\$ 163,579
Fund Balance	\$ 686,645	\$ 924,339	\$ 237,694
REVENUES TOTAL:	\$ 1,808,553	\$ 2,209,826	\$ 401,273
EXPENDITURES			
Personnel Services	\$ 522,066	\$ 550,362	\$ 28,296
Operating Expenses	\$ 706,459	\$ 844,967	\$ 138,508
Capital Outlay	\$ 174,600	\$ 133,000	\$(41,600)
Subtotal:	\$ 1,403,125	\$ 1,528,329	\$ 125,204
Transfers Out	\$ 90,352	\$ 117,115	\$ 26,763
Reserves - Operating	\$ 315,076	\$ 403,318	\$ 88,242
Reserves - Capital	\$ 0	\$ 161,064	\$ 161,064
EXPENDITURES TOTAL:	\$ 1,808,553	\$ 2,209,826	\$ 401,273

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.

FY23 highlights include Personnel Services increases primarily attributed to position reclasses and additional staffing to support the new Funie Steed Road and Cypress Parkway Fire Stations. Operating Expenses include funding for items per the Depreciation Schedule, a contract with the City of Kissimmee for coverage of the Loop area, service contracts necessary for vital EMS equipment, ADP ambulance billing services due to increased call volume, and increases to the Medicaid Reimbursement Program match requirement. Capital Outlay includes vehicle replacement for the Battalion Chief, vehicles for newly added Inspector positions, engine equipment, training equipment, and essential items needed for the delivery of service. Overall, this Fund increased by \$4,762,247 over the FY22 Adopted Budget to support operations in the new fiscal year, as well as a Transfers Out increase to Fund 331 for future capital projects.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 27,860,253	\$ 32,644,714	\$ 4,784,461
PY Delinquent Ad Valorem Tax	\$ 4,700	\$ 3,500	\$(1,200)
Permits, Fees & Special Assessments	\$ 42,893,193	\$ 44,014,697	\$ 1,121,504
Intergovernmental Revenue	\$ 98,000	\$ 97,000	\$(1,000)
Charges For Services	\$ 13,118,678	\$ 13,417,257	\$ 298,579
Miscellaneous Revenues	\$ 1,317,137	\$ 2,540,531	\$ 1,223,394
Less 5% Statutory Reduction	\$(4,264,598)	\$(4,635,384)	\$(370,786)
Subtotal:	\$ 81,027,363	\$ 88,082,315	\$ 7,054,952
Transfers In	\$ 4,846,506	\$ 5,168,978	\$ 322,472
Other Sources	\$ 0	\$ 164,185	\$ 164,185
Fund Balance	\$ 36,277,578	\$ 33,498,216	\$(2,779,362)
REVENUES TOTAL:	\$ 122,151,447	\$ 126,913,694	\$ 4,762,247
EXPENDITURES			
Personnel Services	\$ 46,426,958	\$ 52,360,604	\$ 5,933,646
Operating Expenses	\$ 17,273,138	\$ 19,668,323	\$ 2,395,185
Capital Outlay	\$ 11,500	\$ 685,597	\$ 674,097
Debt Service	\$ 2,666,566	\$ 2,847,851	\$ 181,285
Subtotal:	\$ 66,378,162	\$ 75,562,375	\$ 9,184,213
Transfers Out	\$ 32,965,624	\$ 26,361,428	\$(6,604,196)
Reserves - Operating	\$ 18,868,020	\$ 21,317,911	\$ 2,449,891
Reserves - Debt	\$ 2,082,369	\$ 2,131,941	\$ 49,572
Reserves - Capital	\$ 1,175,424	\$ 1,201,307	\$ 25,883
Reserves - Assigned	\$ 681,848	\$ 338,732	\$(343,116)
EXPENDITURES TOTAL:	\$ 122,151,447	\$ 126,913,694	\$ 4,762,247

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. This agreement has been renewed for two additional years and has the option for auto renewals. This program is managed by Housing and Community Services.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 2,147,662	\$ 6,748,465	\$ 4,600,803
Subtotal:	\$ 2,147,662	\$ 6,748,465	\$ 4,600,803
Fund Balance	\$ 353,314	\$ 1,314,780	\$ 961,466
REVENUES TOTAL:	\$ 2,500,976	\$ 8,063,245	\$ 5,562,269
EXPENDITURES			
Personnel Services	\$ 91,724	\$ 101,635	\$ 9,911
Operating Expenses	\$ 1,308,207	\$ 6,394,537	\$ 5,086,330
Grants and Aids	\$ 1,101,045	\$ 1,567,073	\$ 466,028
Subtotal:	\$ 2,500,976	\$ 8,063,245	\$ 5,562,269
EXPENDITURES TOTAL:	\$ 2,500,976	\$ 8,063,245	\$ 5,562,269

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Judgment, Fines & Forfeits	\$ 66,843	\$ 62,915	\$(3,928)
Miscellaneous Revenues	\$ 136	\$ 136	\$ 0
Less 5% Statutory Reduction	\$(3,349)	\$(3,153)	\$ 196
Subtotal:	\$ 63,630	\$ 59,898	\$(3,732)
Fund Balance	\$ 20,611	\$ 18,382	\$(2,229)
REVENUES TOTAL:	\$ 84,241	\$ 78,280	\$(5,961)
EXPENDITURES			
Transfers Out	\$ 84,241	\$ 78,280	\$(5,961)
EXPENDITURES TOTAL:	\$ 84,241	\$ 78,280	\$(5,961)

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 FY23 supports renovations at Lake Gentry Boat Ramp, Lake Cypress Boat Ramp, and Lake Runnymede Boat Ramp.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 95,113	\$ 93,107	\$(2,006)
Miscellaneous Revenues	\$ 19,322	\$ 19,266	\$(56)
Less 5% Statutory Reduction	\$(5,722)	\$(5,618)	\$ 104
Subtotal:	\$ 108,713	\$ 106,755	\$(1,958)
Fund Balance	\$ 643,628	\$ 665,813	\$ 22,185
REVENUES TOTAL:	\$ 752,341	\$ 772,568	\$ 20,227
EXPENDITURES			
Capital Outlay	\$ 552,093	\$ 422,562	\$(129,531)
Subtotal:	\$ 552,093	\$ 422,562	\$(129,531)
Transfers Out	\$ 8,849	\$ 10,475	\$ 1,626
Reserves - Operating	\$ 50,050	\$ 50,050	\$ 0
Reserves - Capital	\$ 141,349	\$ 289,481	\$ 148,132
EXPENDITURES TOTAL:	\$ 752,341	\$ 772,568	\$ 20,227

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 and prior year Mobility Fee Credits for FY23.

FY23 funding supports 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), and Parkway Ventura Elementary Sidewalk.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 0	\$ 57,610	\$ 57,610
Subtotal:	\$ 0	\$ 57,610	\$ 57,610
Fund Balance	\$ 20,924,543	\$ 18,869,815	\$(2,054,728)
REVENUES TOTAL:	\$ 20,924,543	\$ 18,927,425	\$(1,997,118)
EXPENDITURES			
Operating Expenses	\$ 100,000	\$ 0	\$(100,000)
Capital Outlay	\$ 20,824,543	\$ 18,927,425	\$(1,897,118)
Subtotal:	\$ 20,924,543	\$ 18,927,425	\$(1,997,118)
EXPENDITURES TOTAL:	\$ 20,924,543	\$ 18,927,425	\$(1,997,118)

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 FY23 funding is from an estimated \$23.3 million increase in residential and commercial Mobility Fee revenues, as well as Fund Balance.

FY23 funding supports capital projects including Michigan Avenue Pedestrian Safety, Old Lake Wilson, Fortune Lakeshore Multi-Use Trail, Neptune Road Widening from Partin Settlement Road to US 192, ADA Sidewalk Improvements, Advanced Traffic Management System (ATMS), Traffic Signal Replacements, Storey Creek Boulevard, CR 532 Widening, Life is Beautiful Way Improvements, Shady Lane Road Improvements, Sinclair Road Extension, Poinciana Boulevard Widening from Pleasant Hill to Crescent Lakes Way, Westside Boulevard Extension, Baxter Road Improvements, and Bill Beck Boulevard Segments A and 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 will support ongoing and future capital projects.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 20,793,070	\$ 44,100,314	\$ 23,307,244
Miscellaneous Revenues	\$ 349,751	\$ 349,751	\$ 0
Less 5% Statutory Reduction	\$(1,057,141)	\$(1,250,627)	\$(193,486)
Subtotal:	\$ 20,085,680	\$ 43,199,438	\$ 23,113,758
Fund Balance	\$ 102,200,703	\$ 114,739,963	\$ 12,539,260
REVENUES TOTAL:	\$ 122,286,383	\$ 157,939,401	\$ 35,653,018
EXPENDITURES			
Operating Expenses	\$ 100,000	\$ 150,000	\$ 50,000
Capital Outlay	\$ 92,036,808	\$ 124,798,581	\$ 32,761,773
Subtotal:	\$ 92,136,808	\$ 124,948,581	\$ 32,811,773
Transfers Out	\$ 35,533	\$ 91,346	\$ 55,813
Reserves - Capital	\$ 30,114,042	\$ 32,899,474	\$ 2,785,432
EXPENDITURES TOTAL:	\$ 122,286,383	\$ 157,939,401	\$ 35,653,018

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 are 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, educational programs, bicycle and pedestrian facilities, sidewalks, and street lighting. Reserves-Restricted provides funding for intersection safety expenses.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Judgment, Fines & Forfeits	\$ 730,490	\$ 730,490	\$ 0
Miscellaneous Revenues	\$ 6,262	\$ 6,262	\$ 0
Less 5% Statutory Reduction	\$(36,838)	\$(36,838)	\$ 0
Subtotal:	\$ 699,914	\$ 699,914	\$ 0
Fund Balance	\$ 1,180,539	\$ 1,467,946	\$ 287,407
REVENUES TOTAL:	\$ 1,880,453	\$ 2,167,860	\$ 287,407
EXPENDITURES			
Operating Expenses	\$ 670,200	\$ 657,700	\$(12,500)
Subtotal:	\$ 670,200	\$ 657,700	\$(12,500)
Transfers Out	\$ 7,200	\$ 12,516	\$ 5,316
Reserves - Restricted	\$ 1,203,053	\$ 1,497,644	\$ 294,591
EXPENDITURES TOTAL:	\$ 1,880,453	\$ 2,167,860	\$ 287,407

FUND 146 - TDT RIDA PHASE II TAX BOND 2016

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. This Fund is closed.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 150,606	\$ 0	\$(150,606)
REVENUES TOTAL:	\$ 150,606	\$ 0	\$(150,606)
EXPENDITURES			
Reserves - Capital	\$ 150,606	\$ 0	\$(150,606)
EXPENDITURES TOTAL:	\$ 150,606	\$ 0	\$(150,606)

FUND 147 - CONSERVATION LANDS PERPETUAL MAINTENANCE FUND

The Conservation Lands Perpetual Maintenance Fund includes revenues and appropriations related to perpetual maintenance accounts and was established exclusively for this purpose. 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), and Hignite Conservation Area (7242). Where applicable, these cost centers were relocated from the General Fund to better manage and account for perpetual maintenance funds.

FY23 highlights include Operating Expenditures of \$1,338,324 consisting of 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 6,542	\$ 88,985	\$ 82,443
Less 5% Statutory Reduction	\$(327)	\$(4,449)	\$(4,122)
Subtotal:	\$ 6,215	\$ 84,536	\$ 78,321
Transfers In	\$ 972,493	\$ 0	\$(972,493)
Fund Balance	\$ 0	\$ 1,253,788	\$ 1,253,788
REVENUES TOTAL:	\$ 978,708	\$ 1,338,324	\$ 359,616
EXPENDITURES			
Operating Expenses	\$ 978,708	\$ 1,338,324	\$ 359,616
Subtotal:	\$ 978,708	\$ 1,338,324	\$ 359,616
EXPENDITURES TOTAL:	\$ 978,708	\$ 1,338,324	\$ 359,616

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 F.S. 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.

FY23 funding sources include a projected increase of approximately \$4 million, due largely to increased demand for building permits, as well as Fund Balance.

Other FY23 highlights include increases to Personnel Services due to the FY22 mid-year 4% increase, which was partially off-set by reclassifications and reallocations of staff. 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 funding for new vehicles and Electric Vehicle Charging Stations in addition to carry forward funding for the Permitting Office Renovations, Onsite Technology Improvements for Inspections, and Building Office Phone System. Reserves Operating and Reserves Stability are established in accordance with Policy.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 9,595,823	\$ 10,072,380	\$ 476,557
Charges For Services	\$ 200,000	\$ 231,536	\$ 31,536
Judgment, Fines & Forfeits	\$ 5,075	\$ 5,075	\$ 0
Miscellaneous Revenues	\$ 315,000	\$ 316,683	\$ 1,683
Less 5% Statutory Reduction	\$(505,795)	\$(531,284)	\$(25,489)
Subtotal:	\$ 9,610,103	\$ 10,094,390	\$ 484,287
Other Sources	\$ 0	\$ 359,940	\$ 359,940
Fund Balance	\$ 20,168,106	\$ 23,346,249	\$ 3,178,143
REVENUES TOTAL:	\$ 29,778,209	\$ 33,800,579	\$ 4,022,370
EXPENDITURES			
Personnel Services	\$ 7,521,437	\$ 7,893,857	\$ 372,420
Operating Expenses	\$ 5,018,390	\$ 9,171,322	\$ 4,152,932
Capital Outlay	\$ 6,653,317	\$ 9,941,572	\$ 3,288,255
Subtotal:	\$ 19,193,144	\$ 27,006,751	\$ 7,813,607
Transfers Out	\$ 856,856	\$ 853,078	\$(3,778)
Reserves - Operating	\$ 4,309,252	\$ 4,738,333	\$ 429,081
Reserves - Capital	\$ 0	\$ 0	\$ 0
Reserves - Stability	\$ 5,418,957	\$ 1,202,417	\$(4,216,540)
EXPENDITURES TOTAL:	\$ 29,778,209	\$ 33,800,579	\$ 4,022,370

FUND 149 - EAST U.S. 192 CRA FUND

Ordinance No. 12-15 created the East U.S. 192 CRA (Community Redevelopment Area). The East U.S. 192 CRA is funded by tax increment funds (TIF) revenues as a Transfer In from the General Fund in accordance with the above-referenced Ordinance. The revenues are received based on the 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 FY23 Budget is projected to increase by \$1,769,840 over the FY22 Adopted Budget primarily due to an increase in Reserves Capital Undesignated that allocates funds to support future capital projects. This increase was partially offset by a reduction in Capital Outlay.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 7,511	\$ 3,500	\$(4,011)
Less 5% Statutory Reduction	\$(376)	\$(175)	\$ 201
Subtotal:	\$ 7,135	\$ 3,325	\$(3,810)
Transfers In	\$ 1,318,111	\$ 1,817,295	\$ 499,184
Fund Balance	\$ 1,446,861	\$ 2,721,327	\$ 1,274,466
REVENUES TOTAL:	\$ 2,772,107	\$ 4,541,947	\$ 1,769,840
EXPENDITURES			
Personnel Services	\$ 63,343	\$ 60,205	\$(3,138)
Operating Expenses	\$ 289,452	\$ 506,851	\$ 217,399
Capital Outlay	\$ 2,344,437	\$ 2,133,115	\$(211,322)
Subtotal:	\$ 2,697,232	\$ 2,700,171	\$ 2,939
Transfers Out	\$ 24,413	\$ 31,176	\$ 6,763
Reserves - Operating	\$ 50,462	\$ 73,965	\$ 23,503
Reserves - Capital	\$ 0	\$ 1,736,635	\$ 1,736,635
EXPENDITURES TOTAL:	\$ 2,772,107	\$ 4,541,947	\$ 1,769,840

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 and is used for community redevelopment purposes. The West 192 Development Authority expired in FY22, per the establishing Ordinance.

Due to the expiration, Personnel Services and Operating Expenditures have been reallocated to the Economic Development cost center (5101) and Code Enforcement cost center (1461), both within the General Fund. It should be noted, however, that the County Manager is recommending continuing to support similar improvement initiatives for the West 192 area that the Authority had focused on, just not as a separate Fund. The FY23 Adopted Budget includes preparation for the close-out of the Fund reflecting all ongoing activities and the remaining Fund Balance being transferred out to the General Fund.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 50,629	\$ 0	\$(50,629)
Less 5% Statutory Reduction	\$(2,531)	\$ 0	\$ 2,531
Subtotal:	\$ 48,098	\$ 0	\$(48,098)
Transfers In	\$ 4,548,890	\$ 0	\$(4,548,890)
Fund Balance	\$ 4,147,219	\$ 8,772,495	\$ 4,625,276
REVENUES TOTAL:	\$ 8,744,207	\$ 8,772,495	\$ 28,288
EXPENDITURES			
Personnel Services	\$ 337,353	\$ 0	\$(337,353)
Operating Expenses	\$ 4,882,882	\$ 0	\$(4,882,882)
Capital Outlay	\$ 3,100,000	\$ 0	\$(3,100,000)
Subtotal:	\$ 8,320,235	\$ 0	\$(8,320,235)
Transfers Out	\$ 70,024	\$ 8,772,495	\$ 8,702,471
Reserves - Operating	\$ 353,948	\$ 0	\$(353,948)
EXPENDITURES TOTAL:	\$ 8,744,207	\$ 8,772,495	\$ 28,288

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 Housing & Community Services. Highlights for FY23 include funding for the BVL After Hours Clinic and neighborhood park renovations to include handicap accessibility. There is Capital Outlay funding for the Royal Palm Stormwater project, the Clay/Thacker Intersection Improvement, and the Playground Surface at Tropical Park and Robert Guevara Park.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 5,288,966	\$ 5,065,838	\$(223,128)
Subtotal:	\$ 5,288,966	\$ 5,065,838	\$(223,128)
Fund Balance	\$ 305,649	\$ 810,968	\$ 505,319
REVENUES TOTAL:	\$ 5,594,615	\$ 5,876,806	\$ 282,191
EXPENDITURES			
Personnel Services	\$ 250,157	\$ 223,430	\$(26,727)
Operating Expenses	\$ 4,918,809	\$ 4,602,531	\$(316,278)
Capital Outlay	\$ 305,649	\$ 950,845	\$ 645,196
Grants and Aids	\$ 120,000	\$ 100,000	\$(20,000)
Subtotal:	\$ 5,594,615	\$ 5,876,806	\$ 282,191
EXPENDITURES TOTAL:	\$ 5,594,615	\$ 5,876,806	\$ 282,191

FUND 152 – MUNICIPAL SERVICES TAXING UNIT (MSTU) FUND

The Board is authorized to create MSTUs encompassing property located within the unincorporated area of the County as provided in Florida Statute Section 125.01(1)(g). Each MSTU shall encompass only that property specifically benefitted by the local improvement and /or local service proposed for funding from the proceeds of ad valorem taxes to be imposed therein.

Revenues collected and corresponding expenditures for each MSTU can only be spent for services within that community and are based on trending expenditures and identifiable needs. Current Ad Valorem Taxes are property taxes which are computed as a percentage of the fair market value of locally assessed real estate and tangible personal property less any exclusion and exceptions.

Each location provides various services such as repair, maintenance, operation, and improvement of streetlights and dedicated storm water management systems within the MSTU, which are outlined in the Ordinance establishing or amending each MSTU location.

On the following page is a listing of the current MSTU locations which includes the FY23 millage rate and estimated revenue.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 1,414,677	\$ 1,634,156	\$ 219,479
Less 5% Statutory Reduction	\$(70,734)	\$(81,710)	\$(10,976)
Subtotal:	\$ 1,343,943	\$ 1,552,446	\$ 208,503
Fund Balance	\$ 764,998	\$ 503,788	\$(261,210)
REVENUES TOTAL:	\$ 2,108,941	\$ 2,056,234	\$(52,707)
EXPENDITURES			
Operating Expenses	\$ 1,736,289	\$ 1,594,013	\$(142,276)
Capital Outlay	\$ 44,378	\$ 0	\$(44,378)
Subtotal:	\$ 1,780,667	\$ 1,594,013	\$(186,654)
Transfers Out	\$ 298,274	\$ 273,208	\$(25,066)
Reserves - Operating	\$ 30,000	\$ 77,753	\$ 47,753
Reserves - Assigned	\$ 0	\$ 111,260	\$ 111,260
EXPENDITURES TOTAL:	\$ 2,108,941	\$ 2,056,234	\$(52,707)

FUND 152 – MUNICIPAL SERVICES TAXING UNIT (MSTU)

Name of MSTU Location	FY23 Adopted Millage Rate	FY23 Estimated Revenue
Anorada	2.6250	\$14,427
Bellalago	0.1750	\$92,133
Blackstone Landing	0.9250	\$71,866
Emerald Lake Colony	0.5550	\$3,661
Hammock Point	0.2000	\$6,456
Hammock Trails	1.0000	\$74,456
Hidden Heights Trail*	0.0000	\$0
Indian Ridge	4.0000	\$307,851
Indian Ridge Villas**	0.0000	\$0
Indian Wells	4.1836	\$422,861
Intercession City	0.5000	\$11,585
Isle of Bellalago	1.7500	\$103,174
King's Crest	1.9616	\$30,883
Kissimmee Isle	0.5937	\$6,124
Lindfields	1.1649	\$190,787
Live Oak Springs	0.2500	\$3,011
Orange Vista	1.1000	\$7,374
Quail Ridge	1.0000	\$44,295
Raintree Park	1.2500	\$92,535
Remington	0.2500	\$64,023
Reserves at Pleasant Hill	0.3689	\$4,003
Royal Oaks Phase II	1.0500	\$4,231
Shadow Oaks	0.5944	\$3,044
St James Park	2.5150	\$14,531
The Oaks	0.2000	\$13,597
Windmill Point	0.5000	\$21,253
Windward Cay	0.8593	\$19,604
Winners Park	2.1000	\$6,391

*No millage rate was adopted for FY23 as there is a large fund balance and no collection is needed.

**Starting in FY22, the Indian Ridge Villas Common Facilities District (CFD) assumed the maintenance of the Indian Ridge Villas MSTU.

FUND 153 - MUNICIPAL SERVICES BENEFIT UNITS (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 FY23 budgeted amounts are based on the 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 FY23 assessment rate and estimated revenue.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 37,938	\$ 40,548	\$ 2,610
Less 5% Statutory Reduction	\$(1,897)	\$(1,908)	\$(11)
Subtotal:	\$ 36,041	\$ 38,640	\$ 2,599
Fund Balance	\$ 54,065	\$ 54,745	\$ 680
REVENUES TOTAL:	\$ 90,106	\$ 93,385	\$ 3,279
EXPENDITURES			
Operating Expenses	\$ 42,441	\$ 46,744	\$ 4,303
Subtotal:	\$ 42,441	\$ 46,744	\$ 4,303
Transfers Out	\$ 15,403	\$ 14,379	\$(1,024)
Reserves - Restricted	\$ 32,262	\$ 32,262	\$ 0
EXPENDITURES TOTAL:	\$ 90,106	\$ 93,385	\$ 3,279

Name of MSBU Location	FY23 Adopted Assessment Rate	FY23 Estimated Revenue
Cane Brake	\$162.00	\$11,178
Emerald Lake (The Fountains)	\$275.00	\$26,400
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	\$55.00	\$2,970
Fannie Bass**	\$0.00	\$0

*Old Oak Trail is not being assessed for FY23 as the County is seeking to maintain the roadway at County standards in FY23.

**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. FY23 revenues derived from the Constitutional Gas Tax are projected to increase slightly. Additional revenue includes a Transfer In from General Fund to support operations, as well as Fund Balance and Install Proceeds for fleet vehicles.

The FY23 Budget for Operating Expenses supports the County's road resurfacing and dirt road maintenance/paving programs. Expenditures for road resurfacing were increased \$2 million due to increased material costs, while the dirt road maintenance/paving programs remains at the same annual amount as prior years. Additional expenditures include Capital Outlay, which reflects an increase of \$531,354 to support the cost of fleet vehicle replacements, and Debt Service expenditures for fleet vehicles leased in prior fiscal years.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 3,946,316	\$ 4,254,420	\$ 308,104
Miscellaneous Revenues	\$ 19,516	\$ 19,516	\$ 0
Less 5% Statutory Reduction	\$(198,292)	\$(213,697)	\$(15,405)
Subtotal:	\$ 3,767,540	\$ 4,060,239	\$ 292,699
Transfers In	\$ 9,368,270	\$ 11,911,675	\$ 2,543,405
Other Sources	\$ 3,413,846	\$ 1,354,719	\$(2,059,127)
Fund Balance	\$ 812,294	\$ 3,854,714	\$ 3,042,420
REVENUES TOTAL:	\$ 17,361,950	\$ 21,181,347	\$ 3,819,397
EXPENDITURES			
Operating Expenses	\$ 12,750,000	\$ 14,750,000	\$ 2,000,000
Capital Outlay	\$ 3,413,846	\$ 3,945,200	\$ 531,354
Debt Service	\$ 787,272	\$ 1,537,900	\$ 750,628
Subtotal:	\$ 16,951,118	\$ 20,233,100	\$ 3,281,982
Transfers Out	\$ 137,659	\$ 179,296	\$ 41,637
Reserves - Debt	\$ 273,173	\$ 768,951	\$ 495,778
EXPENDITURES TOTAL:	\$ 17,361,950	\$ 21,181,347	\$ 3,819,397

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 W192 benefit area. FY23 Operating Expenses increased by \$153,767 primarily due to increases in Repair & Maintenance Services for Asset Management Contract and various operating expenditures. Capital Outlay includes funding for irrigation upgrades. Transfers Out decreased by \$18,541 due to the cost allocation plan. Reserves for Capital include funding for a Beautification Project. Overall, the FY23 Budget decreased by \$365,466 from the FY22 Adopted Budget.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 2,834,481	\$ 2,700,749	\$(133,732)
Miscellaneous Revenues	\$ 202,381	\$ 162,820	\$(39,561)
Less 5% Statutory Reduction	\$(151,843)	\$(143,178)	\$ 8,665
Subtotal:	\$ 2,885,019	\$ 2,720,391	\$(164,628)
Fund Balance	\$ 3,109,322	\$ 2,908,484	\$(200,838)
REVENUES TOTAL:	\$ 5,994,341	\$ 5,628,875	\$(365,466)
EXPENDITURES			
Personnel Services	\$ 261,639	\$ 255,295	\$(6,344)
Operating Expenses	\$ 2,742,384	\$ 2,814,774	\$ 72,390
Capital Outlay	\$ 1,000,000	\$ 1,087,721	\$ 87,721
Subtotal:	\$ 4,004,023	\$ 4,157,790	\$ 153,767
Transfers Out	\$ 144,219	\$ 125,678	\$(18,541)
Reserves - Operating	\$ 846,100	\$ 845,407	\$(693)
Reserves - Capital	\$ 999,999	\$ 500,000	\$(499,999)
EXPENDITURES TOTAL:	\$ 5,994,341	\$ 5,628,875	\$(365,466)

FUND 156 - FEDERAL AND STATE GRANTS FUND

This Fund accounts for State and Federal grants which off-set 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 E192, BVL Drainage Improvement, Marigold Safety Improvements, and Kempfer Road Culvert Replacement among others.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 98,242,447	\$ 166,025,312	\$ 67,782,865
Subtotal:	\$ 98,242,447	\$ 166,025,312	\$ 67,782,865
Fund Balance	\$ 209,133	\$ 0	\$(209,133)
REVENUES TOTAL:	\$ 98,451,580	\$ 166,025,312	\$ 67,573,732
EXPENDITURES			
Personnel Services	\$ 6,034,717	\$ 4,647,658	\$(1,387,059)
Operating Expenses	\$ 38,143,844	\$ 56,287,789	\$ 18,143,945
Capital Outlay	\$ 38,783,622	\$ 93,439,734	\$ 54,656,112
Grants and Aids	\$ 15,357,471	\$ 11,619,936	\$(3,737,535)
Subtotal:	\$ 98,319,654	\$ 165,995,117	\$ 67,675,463
Transfers Out	\$ 131,926	\$ 30,195	\$(101,731)
EXPENDITURES TOTAL:	\$ 98,451,580	\$ 166,025,312	\$ 67,573,732

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. FY23 highlights include the Transfer Out to support Debt Service obligations associated with the Mill Creek property as well as the award of additional vouchers.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 19,520,187	\$ 23,523,676	\$ 4,003,489
Miscellaneous Revenues	\$ 1,440	\$ 962	\$(478)
Less 5% Statutory Reduction	\$(72)	\$(48)	\$ 24
Subtotal:	\$ 19,521,555	\$ 23,524,590	\$ 4,003,035
Fund Balance	\$ 3,143,730	\$ 3,810,397	\$ 666,667
REVENUES TOTAL:	\$ 22,665,285	\$ 27,334,987	\$ 4,669,702
EXPENDITURES			
Personnel Services	\$ 998,774	\$ 1,006,069	\$ 7,295
Operating Expenses	\$ 21,581,156	\$ 26,256,918	\$ 4,675,762
Capital Outlay	\$ 13,355	\$ 0	\$(13,355)
Subtotal:	\$ 22,593,285	\$ 27,262,987	\$ 4,669,702
Transfers Out	\$ 72,000	\$ 72,000	\$ 0
EXPENDITURES TOTAL:	\$ 22,665,285	\$ 27,334,987	\$ 4,669,702

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 3,425,000	\$ 3,668,073	\$ 243,073
Miscellaneous Revenues	\$ 26,000	\$ 26,000	\$ 0
Less 5% Statutory Reduction	\$(172,550)	\$(184,704)	\$(12,154)
Subtotal:	\$ 3,278,450	\$ 3,509,369	\$ 230,919
Fund Balance	\$ 10,274,376	\$ 13,510,416	\$ 3,236,040
REVENUES TOTAL:	\$ 13,552,826	\$ 17,019,785	\$ 3,466,959
EXPENDITURES			
Operating Expenses	\$ 60,000	\$ 60,000	\$ 0
Capital Outlay	\$ 12,904,664	\$ 13,294,330	\$ 389,666
Subtotal:	\$ 12,964,664	\$ 13,354,330	\$ 389,666
Transfers Out	\$ 18,164	\$ 70,508	\$ 52,344
Reserves - Operating	\$ 13,027	\$ 34,803	\$ 21,776
Reserves - Capital	\$ 556,971	\$ 3,560,144	\$ 3,003,173
EXPENDITURES TOTAL:	\$ 13,552,826	\$ 17,019,785	\$ 3,466,959

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. FY23 budget provides funding for Capital Outlay which includes new projects such as the Oren Brown Replacement Park in Park District 1 and Holopaw Community Park in Park District 2, as well as several carry forward projects such as the Whispering Pines Intersection Improvement; Campbell City Park/ Community Center Project and EAST 192 CRA Parks 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 9,779,583	\$ 11,998,597	\$ 2,219,014
Less 5% Statutory Reduction	\$(488,979)	\$(599,930)	\$(110,951)
Subtotal:	\$ 9,290,604	\$ 11,398,667	\$ 2,108,063
Fund Balance	\$ 18,071,700	\$ 27,780,819	\$ 9,709,119
REVENUES TOTAL:	\$ 27,362,304	\$ 39,179,486	\$ 11,817,182
EXPENDITURES			
Operating Expenses	\$ 3,319,409	\$ 3,519,409	\$ 200,000
Capital Outlay	\$ 16,925,655	\$ 19,690,667	\$ 2,765,012
Subtotal:	\$ 20,245,064	\$ 23,210,076	\$ 2,965,012
Transfers Out	\$ 51,972	\$ 55,079	\$ 3,107
Reserves - Capital	\$ 7,065,268	\$ 15,914,331	\$ 8,849,063
EXPENDITURES TOTAL:	\$ 27,362,304	\$ 39,179,486	\$ 11,817,182

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 FY23 Budget increased by \$81,646 over the FY22 Adopted Budget primarily due to increases in the Back-on-Track contract, equipment, and furniture needs for inmate classrooms. These increases were partially offset by the Discharge Planner/Reintegration Specialist position not being funded in FY23. Capital Outlay includes funding for a trailer for the sewing program, storage containers for inmate property, and Smart Boards (2) for inmate classrooms.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 79,971	\$ 78,113	\$(1,858)
Miscellaneous Revenues	\$ 757,453	\$ 757,453	\$ 0
Less 5% Statutory Reduction	\$(4,947)	\$(4,854)	\$ 93
Subtotal:	\$ 832,477	\$ 830,712	\$(1,765)
Fund Balance	\$ 1,796,647	\$ 1,880,058	\$ 83,411
REVENUES TOTAL:	\$ 2,629,124	\$ 2,710,770	\$ 81,646
EXPENDITURES			
Personnel Services	\$ 197,012	\$ 143,379	\$(53,633)
Operating Expenses	\$ 767,350	\$ 831,683	\$ 64,333
Capital Outlay	\$ 186,000	\$ 206,000	\$ 20,000
Subtotal:	\$ 1,150,362	\$ 1,181,062	\$ 30,700
Transfers Out	\$ 66,541	\$ 75,521	\$ 8,980
Reserves - Operating	\$ 431,817	\$ 280,155	\$(151,662)
Reserves - Stability	\$ 980,404	\$ 1,174,032	\$ 193,628
EXPENDITURES TOTAL:	\$ 2,629,124	\$ 2,710,770	\$ 81,646

FUND 187 - TRANSPORTATION IMPACT FEE POINCIANA OVERLAY FUND

The Transportation Impact Fee – Poinciana Overlay Fund accounts for revenues and appropriations realized from the impact fees levied on developments affecting the County’s transportation system in the Poinciana area. This funding was repealed per Ordinance No. 12-31.

As indicated in the Repeal Ordinance, any remaining balances are to be applied to widening Marigold Avenue from a 2-lane to 4-lane corridor. The primary revenue source is Fund Balance, which is appropriated to Reserves for Capital until this project is ready to move forward.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 2,000	\$ 2,000	\$ 0
Less 5% Statutory Reduction	\$(100)	\$(100)	\$ 0
Subtotal:	\$ 1,900	\$ 1,900	\$ 0
Fund Balance	\$ 481,279	\$ 481,464	\$ 185
REVENUES TOTAL:	\$ 483,179	\$ 483,364	\$ 185
EXPENDITURES			
Reserves - Capital	\$ 483,179	\$ 483,364	\$ 185
EXPENDITURES TOTAL:	\$ 483,179	\$ 483,364	\$ 185

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. FY23 revenues are projected to increase approximately 10.6%. Additional revenue includes a Transfer In from General Fund to support operations, as well as Fund Balance.

Overall, FY23 Expenditures increased \$475,340 largely due to an increase in the amount for LYNX funding per the Funding Partner Agreement. Additionally, there are no Capital Outlay expenditures anticipated for this Fund in FY23.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 7,247,826	\$ 8,014,904	\$ 767,078
Miscellaneous Revenues	\$ 80,566	\$ 80,566	\$ 0
Less 5% Statutory Reduction	\$(366,420)	\$(404,774)	\$(38,354)
Subtotal:	\$ 6,961,972	\$ 7,690,696	\$ 728,724
Transfers In	\$ 2,267,240	\$ 250,223	\$(2,017,017)
Fund Balance	\$ 1,728,748	\$ 3,492,381	\$ 1,763,633
REVENUES TOTAL:	\$ 10,957,960	\$ 11,433,300	\$ 475,340
EXPENDITURES			
Operating Expenses	\$ 9,734,190	\$ 11,409,651	\$ 1,675,461
Subtotal:	\$ 9,734,190	\$ 11,409,651	\$ 1,675,461
Transfers Out	\$ 26,053	\$ 23,649	\$(2,404)
Reserves - Assigned	\$ 1,197,717	\$ 0	\$(1,197,717)
EXPENDITURES TOTAL:	\$ 10,957,960	\$ 11,433,300	\$ 475,340

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 FY23 include an estimated \$33.8 million in Permits, Fees, & Special Assessments, in the form of residential and commercial Mobility Fees, as well as Fund Balance.

FY23 funding supports capital projects including Fortune Road-Simpson Road Intersection Improvement, Simpson Road Phase I Improvements, Cyrils Drive Improvements, Simpson Road Phase 1, and Nova Road Widening from US 192 to Sunbridge Boundary. 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 to support future capital projects.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 10,045,782	\$ 33,861,413	\$ 23,815,631
Less 5% Statutory Reduction	\$(502,289)	\$(586,449)	\$(84,160)
Subtotal:	\$ 9,543,493	\$ 33,274,964	\$ 23,731,471
Fund Balance	\$ 9,813,815	\$ 26,281,872	\$ 16,468,057
REVENUES TOTAL:	\$ 19,357,308	\$ 59,556,836	\$ 40,199,528
EXPENDITURES			
Operating Expenses	\$ 5,000	\$ 60,000	\$ 55,000
Capital Outlay	\$ 11,047,315	\$ 39,977,457	\$ 28,930,142
Subtotal:	\$ 11,052,315	\$ 40,037,457	\$ 28,985,142
Transfers Out	\$ 17,079	\$ 183,434	\$ 166,355
Reserves - Capital	\$ 8,287,914	\$ 19,335,945	\$ 11,048,031
EXPENDITURES TOTAL:	\$ 19,357,308	\$ 59,556,836	\$ 40,199,528

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 FY23 include an estimated \$7.9 million in Permits, Fees, & Special Assessments, in the form of residential and commercial Mobility Fees, as well as Fund Balance.

FY23 funding supports capital projects including Neptune Road Widening from Partin Settlement Road to US 192, Hickory Tree Road/Alligator Lake Road Intersection Improvements, and Cedar Pine Road/Lodgepole Boulevard construction. 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 to support future capital projects.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 5,137,584	\$ 7,917,491	\$ 2,779,907
Miscellaneous Revenues	\$ 60,000	\$ 0	\$(60,000)
Less 5% Statutory Reduction	\$(259,879)	\$(273,211)	\$(13,332)
Subtotal:	\$ 4,937,705	\$ 7,644,280	\$ 2,706,575
Fund Balance	\$ 5,769,527	\$ 12,065,458	\$ 6,295,931
REVENUES TOTAL:	\$ 10,707,232	\$ 19,709,738	\$ 9,002,506
EXPENDITURES			
Operating Expenses	\$ 5,000	\$ 20,000	\$ 15,000
Capital Outlay	\$ 750,609	\$ 3,203,884	\$ 2,453,275
Subtotal:	\$ 755,609	\$ 3,223,884	\$ 2,468,275
Transfers Out	\$ 8,035	\$ 109,261	\$ 101,226
Reserves - Capital	\$ 9,943,588	\$ 16,376,593	\$ 6,433,005
EXPENDITURES TOTAL:	\$ 10,707,232	\$ 19,709,738	\$ 9,002,506

DEBT SERVICE FUNDS

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SUMMARY BY CATEGORY - DEBT SERVICE FUND GROUP

	<u>Adopted FY 2022</u>	<u>Adopted FY 2023</u>	<u>Variance</u>
REVENUES			
Current Ad Valorem Taxes	3,335,288	3,406,944	71,656
PY Delinquent Ad Valorem Tax	0	0	0
Permits, Fees & Special Assessments	595,582	449,000	-146,582
Intergovernmental Revenue	0	0	0
Miscellaneous Revenues	80,014	72,551	-7,463
Less 5% Statutory Reduction	<u>-200,544</u>	<u>-196,424</u>	<u>4,120</u>
<i>Operating Revenues</i>	3,810,340	3,732,071	-78,269
Transfers In	39,072,960	37,736,392	-1,336,568
Other Sources	0	0	0
Fund Balance	<u>36,592,174</u>	<u>34,900,346</u>	<u>-1,691,828</u>
<i>Non Operating Revenues</i>	75,665,134	72,636,738	-3,028,396
Total Revenues	<u><u>79,475,474</u></u>	<u><u>76,368,809</u></u>	<u><u>-3,106,665</u></u>
 EXPENDITURES			
Operating Expenses	<u>66,714</u>	<u>68,139</u>	<u>1,425</u>
<i>Operating Expenditures</i>	66,714	68,139	1,425
Debt Service	42,045,744	37,695,427	-4,350,317
Transfers Out	0	0	0
Reserves - Debt	<u>37,363,016</u>	<u>38,605,243</u>	<u>1,242,227</u>
<i>Non-Operating Expenditures</i>	79,408,760	76,300,670	-3,108,090
Total Expenditures	<u><u>79,475,474</u></u>	<u><u>76,368,809</u></u>	<u><u>-3,106,665</u></u>

FUND 201 - DEBT SERVICES LIMITED G.O. REFUNDING BONDS, SERIES 2015

This Fund was established in FY15 to account for the advance refunding of a portion of the outstanding Limited General Obligation Bonds, Series 2006 \$8,600,000 (Fund 234). The FY23 funding sources include Ad Valorem tax revenue and Fund Balance. This bond will sunset in October 2025.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 1,215,634	\$ 1,242,157	\$ 26,523
Less 5% Statutory Reduction	\$(60,782)	\$(62,108)	\$(1,326)
Subtotal:	\$ 1,154,852	\$ 1,180,049	\$ 25,197
Fund Balance	\$ 1,141,326	\$ 1,082,779	\$(58,547)
REVENUES TOTAL:	\$ 2,296,178	\$ 2,262,828	\$(33,350)
EXPENDITURES			
Operating Expenses	\$ 24,312	\$ 24,843	\$ 531
Debt Service	\$ 1,126,892	\$ 1,118,987	\$(7,905)
Subtotal:	\$ 1,151,204	\$ 1,143,830	\$(7,374)
Reserves - Debt	\$ 1,144,974	\$ 1,118,998	\$(25,976)
EXPENDITURES TOTAL:	\$ 2,296,178	\$ 2,262,828	\$(33,350)

FUND 204 - DEBT SERVICE TAXABLE 5TH CENT REVENUE BOND SERIES 2012

This Fund was established to account for principal, interest, and other debt service expenses for the Taxable Tourist Development Tax (5th Cent) Revenue Bonds, Series 2012. This bond was issued to provide funds to finance costs of construction and pre-paid rent for the RIDA Convention Center. This Fund was partially refunded as approved by the Board and in accordance with the bond documents. The final payment was completed in FY22 and as a result, this Fund is being closed.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 275,732	\$ 0	\$(275,732)
REVENUES TOTAL:	\$ 275,732	\$ 0	\$(275,732)
EXPENDITURES			
Debt Service	\$ 270,632	\$ 0	\$(270,632)
Subtotal:	\$ 270,632	\$ 0	\$(270,632)
Reserves - Debt	\$ 5,100	\$ 0	\$(5,100)
EXPENDITURES TOTAL:	\$ 275,732	\$ 0	\$(275,732)

FUND 210 - DEBT SERVICE 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 FY23 funding sources include Permits, Fees & Special Assessments, Interest, and Fund Balance. The Series 2003 revenue bonds will sunset in November 2033.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 295,582	\$ 149,000	\$(146,582)
Miscellaneous Revenues	\$ 1,595	\$ 1,304	\$(291)
Less 5% Statutory Reduction	\$(14,859)	\$(7,515)	\$ 7,344
Subtotal:	\$ 282,318	\$ 142,789	\$(139,529)
Fund Balance	\$ 450,458	\$ 740,774	\$ 290,316
REVENUES TOTAL:	\$ 732,776	\$ 883,563	\$ 150,787
EXPENDITURES			
Debt Service	\$ 365,469	\$ 388,200	\$ 22,731
Subtotal:	\$ 365,469	\$ 388,200	\$ 22,731
Reserves - Debt	\$ 367,307	\$ 495,363	\$ 128,056
EXPENDITURES TOTAL:	\$ 732,776	\$ 883,563	\$ 150,787

FUND 211 - DEBT SERVICE SALES TAX REVENUE BONDS SERIES 2015A

This Fund was established in FY15 to account for principal, interest, and other debt service expenses related to the \$58,660,000 Sales Tax Revenue Bonds, Series 2015A. This bond was issued to provide funds to construct and equip the Center for Neovation. The FY23 funding sources include Interest, a Transfer In from the General Fund, and Fund Balance. This bond will sunset in Fiscal Year 2045.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 5,915	\$ 5,947	\$ 32
Less 5% Statutory Reduction	\$(296)	\$(297)	\$(1)
Subtotal:	\$ 5,619	\$ 5,650	\$ 31
Transfers In	\$ 3,369,192	\$ 3,374,774	\$ 5,582
Fund Balance	\$ 1,966,757	\$ 2,597,994	\$ 631,237
REVENUES TOTAL:	\$ 5,341,568	\$ 5,978,418	\$ 636,850
EXPENDITURES			
Debt Service	\$ 3,359,308	\$ 3,358,158	\$(1,150)
Subtotal:	\$ 3,359,308	\$ 3,358,158	\$(1,150)
Reserves - Debt	\$ 1,982,260	\$ 2,620,260	\$ 638,000
EXPENDITURES TOTAL:	\$ 5,341,568	\$ 5,978,418	\$ 636,850

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 3,770,673	\$ 300	\$(3,770,373)
Fund Balance	\$ 3,595,815	\$ 3,685,188	\$ 89,373
REVENUES TOTAL:	\$ 7,366,488	\$ 3,685,488	\$(3,681,000)
EXPENDITURES			
Debt Service	\$ 3,681,300	\$ 3,685,488	\$ 4,188
Subtotal:	\$ 3,681,300	\$ 3,685,488	\$ 4,188
Reserves - Debt	\$ 3,685,188	\$ 0	\$(3,685,188)
EXPENDITURES TOTAL:	\$ 7,366,488	\$ 3,685,488	\$(3,681,000)

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. This bond was refunded in FY22 and the remaining funds were transferred to Fund 252 – Debt Services TDT Revenue Refunding Bond, Series 2022. Fund 240 is expected to close in FY23.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 13,109	\$ 0	\$(13,109)
Less 5% Statutory Reduction	\$(655)	\$ 0	\$ 655
Subtotal:	\$ 12,454	\$ 0	\$(12,454)
Transfers In	\$ 5,550,823	\$ 0	\$(5,550,823)
Fund Balance	\$ 4,369,771	\$ 0	\$(4,369,771)
REVENUES TOTAL:	\$ 9,933,048	\$ 0	\$(9,933,048)
EXPENDITURES			
Debt Service	\$ 5,465,257	\$ 0	\$(5,465,257)
Subtotal:	\$ 5,465,257	\$ 0	\$(5,465,257)
Reserves - Debt	\$ 4,467,791	\$ 0	\$(4,467,791)
EXPENDITURES TOTAL:	\$ 9,933,048	\$ 0	\$(9,933,048)

FUND 241 – DEBT SERVICES INFRASTRUCTURE SALES SURTAX SERIES 2015

This Fund was established in FY15 to account for expenses related 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 14,940	\$ 15,141	\$ 201
Less 5% Statutory Reduction	\$(747)	\$(757)	\$(10)
Subtotal:	\$ 14,193	\$ 14,384	\$ 191
Transfers In	\$ 5,195,520	\$ 5,165,898	\$(29,622)
Fund Balance	\$ 4,979,855	\$ 5,046,886	\$ 67,031
REVENUES TOTAL:	\$ 10,189,568	\$ 10,227,168	\$ 37,600
EXPENDITURES			
Debt Service	\$ 5,157,520	\$ 5,144,608	\$(12,912)
Subtotal:	\$ 5,157,520	\$ 5,144,608	\$(12,912)
Reserves - Debt	\$ 5,032,048	\$ 5,082,560	\$ 50,512
EXPENDITURES TOTAL:	\$ 10,189,568	\$ 10,227,168	\$ 37,600

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. Additionally, the remaining funds from Fund 202 were transferred into this Fund. FY23 Revenues include Transfers In from the General Fund, Fund 306 – Local Option Sales Tax Fund, Fund 134 – Countywide Fire Fund, as well as Interest and Fund Balance.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 6,443	\$ 6,563	\$ 120
Less 5% Statutory Reduction	\$(322)	\$(328)	\$(6)
Subtotal:	\$ 6,121	\$ 6,235	\$ 114
Transfers In	\$ 2,942,687	\$ 2,938,925	\$(3,762)
Fund Balance	\$ 2,147,775	\$ 2,187,722	\$ 39,947
REVENUES TOTAL:	\$ 5,096,583	\$ 5,132,882	\$ 36,299
EXPENDITURES			
Debt Service	\$ 2,915,288	\$ 2,919,888	\$ 4,600
Subtotal:	\$ 2,915,288	\$ 2,919,888	\$ 4,600
Reserves - Debt	\$ 2,181,295	\$ 2,212,994	\$ 31,699
EXPENDITURES TOTAL:	\$ 5,096,583	\$ 5,132,882	\$ 36,299

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. FY23 funding sources include a Transfer In from Fund 105 – Fifth Cent Tourist Development Tax Fund and Fund Balance.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 1,369,253	\$ 1,380,871	\$ 11,618
Fund Balance	\$ 2,361,175	\$ 2,503,235	\$ 142,060
REVENUES TOTAL:	\$ 3,730,428	\$ 3,884,106	\$ 153,678
EXPENDITURES			
Debt Service	\$ 1,377,780	\$ 1,373,419	\$(4,361)
Subtotal:	\$ 1,377,780	\$ 1,373,419	\$(4,361)
Reserves - Debt	\$ 2,352,648	\$ 2,510,687	\$ 158,039
EXPENDITURES TOTAL:	\$ 3,730,428	\$ 3,884,106	\$ 153,678

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. FY23 funding sources include a Transfer In from Fund 306 – Local Option Sales Tax Fund and Fund Balance.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 501,727	\$ 4,635,717	\$ 4,133,990
Fund Balance	\$ 508,685	\$ 462,967	\$(45,718)
REVENUES TOTAL:	\$ 1,010,412	\$ 5,098,684	\$ 4,088,272
EXPENDITURES			
Debt Service	\$ 547,445	\$ 550,325	\$ 2,880
Subtotal:	\$ 547,445	\$ 550,325	\$ 2,880
Reserves - Debt	\$ 462,967	\$ 4,548,359	\$ 4,085,392
EXPENDITURES TOTAL:	\$ 1,010,412	\$ 5,098,684	\$ 4,088,272

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. FY23 funding sources include a Transfer In from the General Fund as well as Fund Balance and Interest.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 11,603	\$ 11,769	\$ 166
Less 5% Statutory Reduction	\$(580)	\$(588)	\$(8)
Subtotal:	\$ 11,023	\$ 11,181	\$ 158
Transfers In	\$ 4,022,221	\$ 4,002,722	\$(19,499)
Fund Balance	\$ 3,867,580	\$ 3,922,903	\$ 55,323
REVENUES TOTAL:	\$ 7,900,824	\$ 7,936,806	\$ 35,982
EXPENDITURES			
Debt Service	\$ 3,989,835	\$ 3,988,397	\$(1,438)
Subtotal:	\$ 3,989,835	\$ 3,988,397	\$(1,438)
Reserves - Debt	\$ 3,910,989	\$ 3,948,409	\$ 37,420
EXPENDITURES TOTAL:	\$ 7,900,824	\$ 7,936,806	\$ 35,982

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. FY23 funding sources are a Transfer In from the General Fund and Fund Balance.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 1,483,027	\$ 1,483,272	\$ 245
Fund Balance	\$ 1,028,125	\$ 1,036,517	\$ 8,392
REVENUES TOTAL:	\$ 2,511,152	\$ 2,519,789	\$ 8,637
EXPENDITURES			
Debt Service	\$ 1,474,639	\$ 1,475,651	\$ 1,012
Subtotal:	\$ 1,474,639	\$ 1,475,651	\$ 1,012
Reserves - Debt	\$ 1,036,513	\$ 1,044,138	\$ 7,625
EXPENDITURES TOTAL:	\$ 2,511,152	\$ 2,519,789	\$ 8,637

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 FY23 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 300,000	\$ 300,000	\$ 0
Miscellaneous Revenues	\$ 2,023	\$ 4,932	\$ 2,909
Less 5% Statutory Reduction	\$(15,101)	\$(15,247)	\$(146)
Subtotal:	\$ 286,922	\$ 289,685	\$ 2,763
Transfers In	\$ 820,016	\$ 288,020	\$(531,996)
Fund Balance	\$ 674,333	\$ 1,644,100	\$ 969,767
REVENUES TOTAL:	\$ 1,781,271	\$ 2,221,805	\$ 440,534
EXPENDITURES			
Debt Service	\$ 356,395	\$ 796,662	\$ 440,267
Subtotal:	\$ 356,395	\$ 796,662	\$ 440,267
Reserves - Debt	\$ 1,424,876	\$ 1,425,143	\$ 267
EXPENDITURES TOTAL:	\$ 1,781,271	\$ 2,221,805	\$ 440,534

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 FY23 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 December 2022.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 2,053,424	\$ 1,026,713	\$(1,026,711)
Fund Balance	\$ 1,026,713	\$ 1,026,711	\$(2)
REVENUES TOTAL:	\$ 3,080,137	\$ 2,053,424	\$(1,026,713)
EXPENDITURES			
Debt Service	\$ 2,053,424	\$ 2,053,424	\$ 0
Subtotal:	\$ 2,053,424	\$ 2,053,424	\$ 0
Reserves - Debt	\$ 1,026,713	\$ 0	\$(1,026,713)
EXPENDITURES TOTAL:	\$ 3,080,137	\$ 2,053,424	\$(1,026,713)

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 FY23 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 16,943	\$ 17,212	\$ 269
Less 5% Statutory Reduction	\$(847)	\$(861)	\$(14)
Subtotal:	\$ 16,096	\$ 16,351	\$ 255
Transfers In	\$ 7,420,755	\$ 7,361,826	\$(58,929)
Fund Balance	\$ 5,647,764	\$ 5,737,499	\$ 89,735
REVENUES TOTAL:	\$ 13,084,615	\$ 13,115,676	\$ 31,061
EXPENDITURES			
Debt Service	\$ 7,368,235	\$ 7,365,774	\$(2,461)
Subtotal:	\$ 7,368,235	\$ 7,365,774	\$(2,461)
Reserves - Debt	\$ 5,716,380	\$ 5,749,902	\$ 33,522
EXPENDITURES TOTAL:	\$ 13,084,615	\$ 13,115,676	\$ 31,061

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 FY23 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Current Ad Valorem Taxes	\$ 2,119,654	\$ 2,164,787	\$ 45,133
Miscellaneous Revenues	\$ 5,788	\$ 5,819	\$ 31
Less 5% Statutory Reduction	\$(106,272)	\$(108,530)	\$(2,258)
Subtotal:	\$ 2,019,170	\$ 2,062,076	\$ 42,906
Fund Balance	\$ 1,998,573	\$ 1,937,113	\$(61,460)
REVENUES TOTAL:	\$ 4,017,743	\$ 3,999,189	\$(18,554)
EXPENDITURES			
Operating Expenses	\$ 42,402	\$ 43,296	\$ 894
Debt Service	\$ 1,968,992	\$ 1,969,525	\$ 533
Subtotal:	\$ 2,011,394	\$ 2,012,821	\$ 1,427
Reserves - Debt	\$ 2,006,349	\$ 1,986,368	\$(19,981)
EXPENDITURES TOTAL:	\$ 4,017,743	\$ 3,999,189	\$(18,554)

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 Housing & Community Services Department. The FY23 funding sources include Interest, Transfers In from the General Fund and Fund 168 – Section 8 Fund, as well as Fund Balance. This bond will sunset in October 2027.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 1,655	\$ 1,679	\$ 24
Less 5% Statutory Reduction	\$(83)	\$(84)	\$(1)
Subtotal:	\$ 1,572	\$ 1,595	\$ 23
Transfers In	\$ 573,642	\$ 576,268	\$ 2,626
Fund Balance	\$ 551,737	\$ 559,618	\$ 7,881
REVENUES TOTAL:	\$ 1,126,951	\$ 1,137,481	\$ 10,530
EXPENDITURES			
Debt Service	\$ 567,333	\$ 576,049	\$ 8,716
Subtotal:	\$ 567,333	\$ 576,049	\$ 8,716
Reserves - Debt	\$ 559,618	\$ 561,432	\$ 1,814
EXPENDITURES TOTAL:	\$ 1,126,951	\$ 1,137,481	\$ 10,530

FUND 252 – DEBT SERVICES TDT REVENUE REFUNDING BOND, SERIES 2022

This Fund was established in FY22 to account for the refunding of the outstanding Tourist Development Tax Revenue Refunding and Improvement Bonds, Series 2012 \$47,720,000 (Fund 240). This bond will sunset in October 2034. FY23 Revenues include Transfers In from Fund 104 – Tourist Development Tax Fund, Fund 105 – 5th Cent Tourist Development Tax Fund, as well as Interest and Fund Balance.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Miscellaneous Revenues	\$ 0	\$ 2,185	\$ 2,185
Less 5% Statutory Reduction	\$ 0	\$(109)	\$(109)
Subtotal:	\$ 0	\$ 2,076	\$ 2,076
Transfers In	\$ 0	\$ 5,501,086	\$ 5,501,086
Fund Balance	\$ 0	\$ 728,340	\$ 728,340
REVENUES TOTAL:	\$ 0	\$ 6,231,502	\$ 6,231,502
EXPENDITURES			
Debt Service	\$ 0	\$ 930,872	\$ 930,872
Subtotal:	\$ 0	\$ 930,872	\$ 930,872
Reserves - Debt	\$ 0	\$ 5,300,630	\$ 5,300,630
EXPENDITURES TOTAL:	\$ 0	\$ 6,231,502	\$ 6,231,502

CAPITAL PROJECTS FUNDS

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SUMMARY BY CATEGORY - CAPITAL PROJECTS FUND GROUP

	<u>Adopted FY 2022</u>	<u>Adopted FY 2023</u>	<u>Variance</u>
REVENUES			
Other Taxes	30,119,576	34,179,824	4,060,248
Intergovernmental Revenue	20,711,615	27,759,630	7,048,015
Miscellaneous Revenues	33,247,252	13,587,139	-19,660,113
Less 5% Statutory Reduction	<u>-1,520,331</u>	<u>-1,723,343</u>	<u>-203,012</u>
Operating Revenues	82,558,112	73,803,250	-8,754,862
Transfers In	51,620,967	32,243,274	-19,377,693
Other Sources	41,553,573	15,798,888	-25,754,685
Fund Balance	<u>307,455,271</u>	<u>367,753,973</u>	<u>60,298,702</u>
Non-Operating Revenues	400,629,811	415,796,135	15,166,324
Total Revenues	<u><u>483,187,923</u></u>	<u><u>489,599,385</u></u>	<u><u>6,411,462</u></u>
 EXPENDITURES			
Capital Outlay	<u>184,754,411</u>	<u>378,235,615</u>	<u>193,481,204</u>
Operating Expenditures	184,754,411	378,235,615	193,481,204
Debt Service	3,015,423	2,054,929	-960,494
Grants and Aids	69,915,598	0	-69,915,598
Transfers Out	15,910,887	15,240,949	-669,938
Reserves - Debt	1,263,269	672,101	-591,168
Reserves - Capital	156,422,013	49,389,576	-107,032,437
Reserves - Assigned	<u>51,906,322</u>	<u>44,006,215</u>	<u>-7,900,107</u>
Non-Operating Expenditures	298,433,512	111,363,770	-187,069,742
Total Expenditures	<u><u>483,187,923</u></u>	<u><u>489,599,385</u></u>	<u><u>6,411,462</u></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. Additional FY23 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, sidewalk and road improvements). Reserves include funds for future Debt Service payments related to vehicles, as well as Reserves Assigned for the approved, ongoing Complete Streets projects.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Other Taxes	\$ 30,119,576	\$ 34,179,824	\$ 4,060,248
Miscellaneous Revenues	\$ 287,039	\$ 287,039	\$ 0
Less 5% Statutory Reduction	\$(1,520,331)	\$(1,723,343)	\$(203,012)
Subtotal:	\$ 28,886,284	\$ 32,743,520	\$ 3,857,236
Other Sources	\$ 3,352,394	\$ 4,518,336	\$ 1,165,942
Fund Balance	\$ 46,969,399	\$ 84,213,231	\$ 37,243,832
REVENUES TOTAL:	\$ 79,208,077	\$ 121,475,087	\$ 42,267,010
EXPENDITURES			
Capital Outlay	\$ 26,743,662	\$ 65,856,188	\$ 39,112,526
Debt Service	\$ 3,015,423	\$ 2,054,929	\$(960,494)
Subtotal:	\$ 29,759,085	\$ 67,911,117	\$ 38,152,032
Transfers Out	\$ 15,636,254	\$ 15,125,246	\$(511,008)
Reserves - Debt	\$ 1,263,269	\$ 672,101	\$(591,168)
Reserves - Capital	\$ 11,349,469	\$ 26,566,623	\$ 15,217,154
Reserves - Assigned	\$ 21,200,000	\$ 11,200,000	\$(10,000,000)
EXPENDITURES TOTAL:	\$ 79,208,077	\$ 121,475,087	\$ 42,267,010

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.

FY23 funding supports capital projects including Boggy Creek Road Part A, Carroll Street Improvements from JYP to Michigan Avenue, Champions Gate DDI Improvement, CR 532 Widening, Lake Toho Water Restoration, Sheriff's Office Training Facility, Simpson Road Phase 1, West Government Center, Neovation Way, Poinciana Boulevard Widening from Pleasant Hill Road to Crescent Lakes Way, and Correctional Facility Expansion and Renovation. Reserves Assigned is for Complete Streets, Ham Brown, Osceola Corporate Center, and sinking fund for Jail Expansion and Courthouse Improvements.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 25,579,858	\$ 13,000,000	\$(12,579,858)
Fund Balance	\$ 41,343,133	\$ 71,330,507	\$ 29,987,374
REVENUES TOTAL:	\$ 66,922,991	\$ 84,330,507	\$ 17,407,516
EXPENDITURES			
Capital Outlay	\$ 36,216,669	\$ 51,524,292	\$ 15,307,623
Subtotal:	\$ 36,216,669	\$ 51,524,292	\$ 15,307,623
Reserves - Assigned	\$ 30,706,322	\$ 32,806,215	\$ 2,099,893
EXPENDITURES TOTAL:	\$ 66,922,991	\$ 84,330,507	\$ 17,407,516

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 FY23; funding primarily supports ongoing projects such as Boggy Creek Part A, Bill Beck Blvd Segment 8, Canoe Creek Widening, Carroll Street – JYP to Michigan, Fortune Simpson Intersection, and Simpson Road (Myers Road 192). In addition, funding is provided for Grants and Aids for ongoing grant/contractual obligations with FDOT.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Intergovernmental Revenue	\$ 20,711,615	\$ 27,759,630	\$ 7,048,015
Miscellaneous Revenues	\$ 32,960,213	\$ 13,300,100	\$(19,660,113)
Less 5% Statutory Reduction	\$ 0	\$ 0	\$ 0
Subtotal:	\$ 53,671,828	\$ 41,059,730	\$(12,612,098)
Other Sources	\$ 36,955,385	\$ 5,860,901	\$(31,094,484)
Fund Balance	\$ 438,732	\$ 323,547	\$(115,185)
REVENUES TOTAL:	\$ 91,065,945	\$ 47,244,178	\$(43,821,767)
EXPENDITURES			
Capital Outlay	\$ 21,150,347	\$ 47,244,178	\$ 26,093,831
Grants and Aids	\$ 69,915,598	\$ 0	\$(69,915,598)
Subtotal:	\$ 91,065,945	\$ 47,244,178	\$(43,821,767)
EXPENDITURES TOTAL:	\$ 91,065,945	\$ 47,244,178	\$(43,821,767)

FUND 329 - SALES TAX REVENUE BONDS SERIES 2015A

This Fund was established in FY15 with bond proceeds from the Sales Tax Revenue Bonds Series 2015A for the Center for Neovation project.

The Center for Neovation project has been completed and Fund 329 will be closed in FY23.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 609,257	\$ 0	\$(609,257)
REVENUES TOTAL:	\$ 609,257	\$ 0	\$(609,257)
EXPENDITURES			
Capital Outlay	\$ 609,257	\$ 0	\$(609,257)
Subtotal:	\$ 609,257	\$ 0	\$(609,257)
EXPENDITURES TOTAL:	\$ 609,257	\$ 0	\$(609,257)

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 FY23 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 FY23, Capital Outlay includes funding to continue projects for the Fire Rescue/EMS Training Facility, Fire Station 67 – Austin Tindall, Fire Station 85 – Cypress Parkway, Fire Station 45 – Calypso Cay, Bunker Gear, Fire Station 75 – Funie Steed Road, 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Transfers In	\$ 26,041,109	\$ 19,243,274	\$(6,797,835)
Other Sources	\$ 1,245,794	\$ 5,419,651	\$ 4,173,857
Fund Balance	\$ 21,508,886	\$ 35,524,010	\$ 14,015,124
REVENUES TOTAL:	\$ 48,795,789	\$ 60,186,935	\$ 11,391,146
EXPENDITURES			
Capital Outlay	\$ 22,264,978	\$ 43,543,743	\$ 21,278,765
Subtotal:	\$ 22,264,978	\$ 43,543,743	\$ 21,278,765
Transfers Out	\$ 274,633	\$ 115,703	\$(158,930)
Reserves - Capital	\$ 26,256,178	\$ 16,527,489	\$(9,728,689)
EXPENDITURES TOTAL:	\$ 48,795,789	\$ 60,186,935	\$ 11,391,146

FUND 332 - PUBLIC IMP REV BONDS SERIES 2017

This Fund was established in FY15 from the Series 2017 Bonds to track expenditures associated with issuance costs and the design and construction of the office building at NeoCity. Revenue for FY23 is Fund Balance and represents the remaining project balance.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 1,858,997	\$ 1,774,320	\$(84,677)
REVENUES TOTAL:	\$ 1,858,997	\$ 1,774,320	\$(84,677)
EXPENDITURES			
Capital Outlay	\$ 1,858,997	\$ 1,774,320	\$(84,677)
Subtotal:	\$ 1,858,997	\$ 1,774,320	\$(84,677)
EXPENDITURES TOTAL:	\$ 1,858,997	\$ 1,774,320	\$(84,677)

FUND 334 - TRANSPORTATION IMP CONSTRUCTION FUND

This Fund was established in FY20 as a result of refunding the Osceola Parkway Transportation Improvement Bonds and appropriates bond proceeds for identified complete street projects. Each project funded by these proceeds is being cash flowed based on the funding needs for that year. For FY23, capital projects include Bill Beck Boulevard, Boggy Creek Road, Partin Settlement Road, South Poinciana Boulevard, and Simpson Road. Reserves Capital allocates funds for future complete streets projects.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Fund Balance	\$ 194,726,867	\$ 174,588,358	\$(20,138,509)
REVENUES TOTAL:	\$ 194,726,867	\$ 174,588,358	\$(20,138,509)
EXPENDITURES			
Capital Outlay	\$ 75,910,501	\$ 168,292,894	\$ 92,382,393
Subtotal:	\$ 75,910,501	\$ 168,292,894	\$ 92,382,393
Reserves - Capital	\$ 118,816,366	\$ 6,295,464	\$(112,520,902)
EXPENDITURES TOTAL:	\$ 194,726,867	\$ 174,588,358	\$(20,138,509)

ENTERPRISE FUNDS

FUND GROUP SUMMARY.....	8-1
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SUMMARY BY CATEGORY - ENTERPRISE FUNDS

	<u>Adopted FY 2022</u>	<u>Adopted FY 2023</u>	<u>Variance</u>
REVENUES			
Permits, Fees & Special Assessments	28,037,287	32,102,380	4,065,093
Charges For Services	17,733,523	19,176,390	1,442,867
Miscellaneous Revenues	363,948	364,521	573
Less 5% Statutory Reduction	-2,306,738	-2,582,165	-275,427
<i>Operating Revenues</i>	<u>43,828,020</u>	<u>49,061,126</u>	<u>5,233,106</u>
Transfers In	0	0	0
Other Sources	0	39,091	39,091
Fund Balance	<u>87,124,610</u>	<u>93,597,643</u>	<u>6,473,033</u>
<i>Non Operating Revenues</i>	<u>87,124,610</u>	<u>93,636,734</u>	<u>6,512,124</u>
Total Revenues	<u><u>130,952,630</u></u>	<u><u>142,697,860</u></u>	<u><u>11,745,230</u></u>
EXPENDITURES			
Personnel Services	1,708,113	1,948,506	240,393
Operating Expenses	29,398,878	33,593,365	4,194,487
Capital Outlay	<u>12,540,151</u>	<u>9,587,711</u>	<u>-2,952,440</u>
<i>Operating Expenditures</i>	<u>43,647,142</u>	<u>45,129,582</u>	<u>1,482,440</u>
Debt Service	9,241,183	9,239,494	-1,689
Other Non Operating Expenses	0	0	0
Transfers Out	927,379	9,242,640	8,315,261
Reserves - Operating	8,356,516	12,709,780	4,353,264
Reserves - Debt	23,870,100	23,693,127	-176,973
Reserves - Capital	16,674,708	11,434,347	-5,240,361
Reserves - Assigned	20,198,105	18,630,981	-1,567,124
Reserves - Restricted	3,288,237	3,871,175	582,938
Reserves - Stability	<u>4,749,260</u>	<u>8,746,734</u>	<u>3,997,474</u>
<i>Non-Operating Expenditures</i>	<u>87,305,488</u>	<u>97,568,278</u>	<u>10,262,790</u>
Total Expenditures	<u><u>130,952,630</u></u>	<u><u>142,697,860</u></u>	<u><u>11,745,230</u></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. The Fund 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.

The FY23 budget supports professional and contractual services, tax collector fees, landfill care & closure, repair & maintenance, and administrative support, as well as depreciation expenses. Capital Outlay includes funding for Fleet Vehicle Replacements, the relocation of the Household Chemical Waste Drop Off Site, and equipment. Debt Service is associated with lease payments for Fleet Vehicle Replacements in prior fiscal years. Transfers Out includes funding for this Fund’s share of the Poinciana Boulevard Widening capital project, as well as a transfer out to the General Fund for cost allocation. 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Permits, Fees & Special Assessments	\$ 28,037,287	\$ 32,102,380	\$ 4,065,093
Charges For Services	\$ 4,490,554	\$ 4,227,242	\$(263,312)
Miscellaneous Revenues	\$ 276,891	\$ 276,891	\$ 0
Less 5% Statutory Reduction	\$(1,640,237)	\$(1,830,326)	\$(190,089)
Subtotal:	\$ 31,164,495	\$ 34,776,187	\$ 3,611,692
Other Sources	\$ 0	\$ 39,091	\$ 39,091
Fund Balance	\$ 41,323,096	\$ 47,855,240	\$ 6,532,144
REVENUES TOTAL:	\$ 72,487,591	\$ 82,670,518	\$ 10,182,927
EXPENDITURES			
Personnel Services	\$ 1,510,054	\$ 1,727,692	\$ 217,638
Operating Expenses	\$ 24,343,501	\$ 27,699,706	\$ 3,356,205
Capital Outlay	\$ 0	\$ 395,091	\$ 395,091
Debt Service	\$ 21,383	\$ 24,444	\$ 3,061
Subtotal:	\$ 25,874,938	\$ 29,846,933	\$ 3,971,995
Transfers Out	\$ 819,562	\$ 9,130,903	\$ 8,311,341
Reserves - Operating	\$ 6,926,849	\$ 11,049,457	\$ 4,122,608
Reserves - Debt	\$ 10,692	\$ 12,222	\$ 1,530
Reserves - Capital	\$ 16,674,708	\$ 11,434,347	\$(5,240,361)
Reserves - Assigned	\$ 20,198,105	\$ 18,630,981	\$(1,567,124)
Reserves - Restricted	\$ 1,982,737	\$ 2,565,675	\$ 582,938
EXPENDITURES TOTAL:	\$ 72,487,591	\$ 82,670,518	\$ 10,182,927

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.

For FY23, expenditures support the collection of tolls, with Operating Expenses including 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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 13,242,969	\$ 14,949,148	\$ 1,706,179
Miscellaneous Revenues	\$ 87,057	\$ 87,630	\$ 573
Less 5% Statutory Reduction	\$(666,501)	\$(751,839)	\$(85,338)
Subtotal:	\$ 12,663,525	\$ 14,284,939	\$ 1,621,414
Fund Balance	\$ 45,801,514	\$ 45,742,403	\$(59,111)
REVENUES TOTAL:	\$ 58,465,039	\$ 60,027,342	\$ 1,562,303
EXPENDITURES			
Personnel Services	\$ 198,059	\$ 220,814	\$ 22,755
Operating Expenses	\$ 5,055,377	\$ 5,893,659	\$ 838,282
Capital Outlay	\$ 12,540,151	\$ 9,192,620	\$(3,347,531)
Debt Service	\$ 9,219,800	\$ 9,215,050	\$(4,750)
Subtotal:	\$ 27,013,387	\$ 24,522,143	\$(2,491,244)
Transfers Out	\$ 107,817	\$ 111,737	\$ 3,920
Reserves - Operating	\$ 1,429,667	\$ 1,660,323	\$ 230,656
Reserves - Debt	\$ 23,859,408	\$ 23,680,905	\$(178,503)
Reserves - Restricted	\$ 1,305,500	\$ 1,305,500	\$ 0
Reserves - Stability	\$ 4,749,260	\$ 8,746,734	\$ 3,997,474
EXPENDITURES TOTAL:	\$ 58,465,039	\$ 60,027,342	\$ 1,562,303

INTERNAL SERVICE FUNDS

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SUMMARY BY CATEGORY - INTERNAL SERVICE

	<u>Adopted FY 2022</u>	<u>Adopted FY 2023</u>	<u>Variance</u>
REVENUES			
Charges For Services	43,282,027	52,083,285	8,801,258
Miscellaneous Revenues	880,000	880,000	0
Less 5% Statutory Reduction	<u>-44,000</u>	<u>-44,000</u>	<u>0</u>
<i>Operating Revenues</i>	44,118,027	52,919,285	8,801,258
Transfers In	922,454	0	-922,454
Fund Balance	<u>22,349,910</u>	<u>18,857,181</u>	<u>-3,492,729</u>
<i>Non Operating Revenues</i>	23,272,364	18,857,181	-4,415,183
Total Revenues	<u><u>67,390,391</u></u>	<u><u>71,776,466</u></u>	<u><u>4,386,075</u></u>
EXPENDITURES			
Personnel Services	1,984,768	2,334,618	349,850
Operating Expenses	40,056,677	42,088,525	2,031,848
Capital Outlay	<u>1,106,071</u>	<u>362,217</u>	<u>-743,854</u>
<i>Operating Expenditures</i>	43,147,516	44,785,360	1,637,844
Debt Service	23,117	26,615	3,498
Transfers Out	978,153	1,082,523	104,370
Reserves - Operating	761,996	23,819	-738,177
Reserves - Debt	11,559	13,308	1,749
Reserves - Claims	13,081,999	13,008,009	-73,990
Reserves - Restricted	<u>9,386,051</u>	<u>12,836,832</u>	<u>3,450,781</u>
<i>Non-Operating Expenditures</i>	24,242,875	26,991,106	2,748,231
Total Expenditures	<u><u>67,390,391</u></u>	<u><u>71,776,466</u></u>	<u><u>4,386,075</u></u>

FUND 501 - WORKERS' COMPENSATION INTERNAL SERVICE FUND

This Fund is managed by the Human Resources' Risk Management & Safety Office. The primary source of revenue is derived from charges related to workers' compensation insurance rates to countywide departments, which are based on rates published by the State of Florida. Reserves were established in accordance with the Budget Policy and are in compliance with the actuarial study.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 3,503,699	\$ 3,984,065	\$ 480,366
Subtotal:	\$ 3,503,699	\$ 3,984,065	\$ 480,366
Fund Balance	\$ 4,691,796	\$ 4,805,723	\$ 113,927
REVENUES TOTAL:	\$ 8,195,495	\$ 8,789,788	\$ 594,293
EXPENDITURES			
Personnel Services	\$ 151,771	\$ 207,372	\$ 55,601
Operating Expenses	\$ 2,636,076	\$ 3,091,422	\$ 455,346
Subtotal:	\$ 2,787,847	\$ 3,298,794	\$ 510,947
Transfers Out	\$ 52,923	\$ 61,353	\$ 8,430
Reserves - Operating	\$ 24,992	\$ 0	\$(24,992)
Reserves - Claims	\$ 2,458,748	\$ 2,024,410	\$(434,338)
Reserves - Restricted	\$ 2,870,985	\$ 3,405,231	\$ 534,246
EXPENDITURES TOTAL:	\$ 8,195,495	\$ 8,789,788	\$ 594,293

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. Reserves were established in accordance with the Budget Policy and are in compliance with the actuarial study.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 3,485,408	\$ 8,257,736	\$ 4,772,328
Subtotal:	\$ 3,485,408	\$ 8,257,736	\$ 4,772,328
Transfers In	\$ 300,000	\$ 0	\$(300,000)
Fund Balance	\$ 8,347,394	\$ 5,328,126	\$(3,019,268)
REVENUES TOTAL:	\$ 12,132,802	\$ 13,585,862	\$ 1,453,060
EXPENDITURES			
Personnel Services	\$ 136,454	\$ 187,352	\$ 50,898
Operating Expenses	\$ 5,832,435	\$ 6,252,826	\$ 420,391
Subtotal:	\$ 5,968,889	\$ 6,440,178	\$ 471,289
Transfers Out	\$ 65,320	\$ 57,436	\$(7,884)
Reserves - Operating	\$ 723,039	\$ 0	\$(723,039)
Reserves - Claims	\$ 47,691	\$ 631,102	\$ 583,411
Reserves - Restricted	\$ 5,327,863	\$ 6,457,146	\$ 1,129,283
EXPENDITURES TOTAL:	\$ 12,132,802	\$ 13,585,862	\$ 1,453,060

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. Insurance premiums for the entire County, as well as some Constitutional Offices, are expensed out of this Fund.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 1,303,531	\$ 1,314,401	\$ 10,870
Subtotal:	\$ 1,303,531	\$ 1,314,401	\$ 10,870
Fund Balance	\$ 1,010,254	\$ 1,149,016	\$ 138,762
REVENUES TOTAL:	\$ 2,313,785	\$ 2,463,417	\$ 149,632
EXPENDITURES			
Personnel Services	\$ 71,900	\$ 77,435	\$ 5,535
Operating Expenses	\$ 1,008,875	\$ 1,009,064	\$ 189
Subtotal:	\$ 1,080,775	\$ 1,086,499	\$ 5,724
Transfers Out	\$ 53,337	\$ 55,103	\$ 1,766
Reserves - Operating	\$ 6,548	\$ 10,000	\$ 3,452
Reserves - Claims	\$ 1,134,762	\$ 1,273,452	\$ 138,690
Reserves - Restricted	\$ 38,363	\$ 38,363	\$ 0
EXPENDITURES TOTAL:	\$ 2,313,785	\$ 2,463,417	\$ 149,632

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 29,216,740	\$ 32,311,186	\$ 3,094,446
Miscellaneous Revenues	\$ 880,000	\$ 880,000	\$ 0
Less 5% Statutory Reduction	\$(44,000)	\$(44,000)	\$ 0
Subtotal:	\$ 30,052,740	\$ 33,147,186	\$ 3,094,446
Fund Balance	\$ 6,831,415	\$ 5,454,111	\$(1,377,304)
REVENUES TOTAL:	\$ 36,884,155	\$ 38,601,297	\$ 1,717,142
EXPENDITURES			
Personnel Services	\$ 129,622	\$ 144,434	\$ 14,812
Operating Expenses	\$ 26,897,540	\$ 27,262,265	\$ 364,725
Subtotal:	\$ 27,027,162	\$ 27,406,699	\$ 379,537
Transfers Out	\$ 175,970	\$ 258,012	\$ 82,042
Reserves - Claims	\$ 8,532,183	\$ 8,000,494	\$(531,689)
Reserves - Restricted	\$ 1,148,840	\$ 2,936,092	\$ 1,787,252
EXPENDITURES TOTAL:	\$ 36,884,155	\$ 38,601,297	\$ 1,717,142

FUND 505 - LIFE, LTD, VOL. LIFE INTERNAL SERVICE FUND

This Fund is managed by Human Resources, which facilitates revenue collection and payments for these insurance coverages countywide. The primary source of revenue is derived from charges related to life insurance, and long term and short term disability rates to countywide departments, Constitutional Offices, and employees.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 722,950	\$ 790,519	\$ 67,569
Subtotal:	\$ 722,950	\$ 790,519	\$ 67,569
Fund Balance	\$ 895,583	\$ 1,013,710	\$ 118,127
REVENUES TOTAL:	\$ 1,618,533	\$ 1,804,229	\$ 185,696
EXPENDITURES			
Personnel Services	\$ 55,889	\$ 59,450	\$ 3,561
Operating Expenses	\$ 607,689	\$ 613,903	\$ 6,214
Subtotal:	\$ 663,578	\$ 673,353	\$ 9,775
Transfers Out	\$ 38,923	\$ 38,506	\$(417)
Reserves - Operating	\$ 7,417	\$ 13,819	\$ 6,402
Reserves - Claims	\$ 908,615	\$ 1,078,551	\$ 169,936
EXPENDITURES TOTAL:	\$ 1,618,533	\$ 1,804,229	\$ 185,696

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.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 147,272	\$ 147,634	\$ 362
Subtotal:	\$ 147,272	\$ 147,634	\$ 362
Fund Balance	\$ 0	\$ 107,653	\$ 107,653
REVENUES TOTAL:	\$ 147,272	\$ 255,287	\$ 108,015
EXPENDITURES			
Personnel Services	\$ 39,761	\$ 126,807	\$ 87,046
Operating Expenses	\$ 13,067	\$ 53,999	\$ 40,932
Capital Outlay	\$ 18,950	\$ 0	\$(18,950)
Debt Service	\$ 23,117	\$ 26,615	\$ 3,498
Subtotal:	\$ 94,895	\$ 207,421	\$ 112,526
Transfers Out	\$ 40,818	\$ 34,558	\$(6,260)
Reserves - Debt	\$ 11,559	\$ 13,308	\$ 1,749
EXPENDITURES TOTAL:	\$ 147,272	\$ 255,287	\$ 108,015

FUND 510 - FLEET MAINTENANCE INTERNAL SERVICE FUND

This Fund accounts for costs incurred by the County for maintenance of vehicles and equipment. Departments are billed an overhead fee to cover the indirect costs of maintenance as well as an hourly fee for actual use of repair services. Revenues are generated from Charges for Services based on each department's appropriation for overhead and vehicle maintenance.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 3,000,994	\$ 3,263,020	\$ 262,026
Subtotal:	\$ 3,000,994	\$ 3,263,020	\$ 262,026
Transfers In	\$ 44,454	\$ 0	\$(44,454)
REVENUES TOTAL:	\$ 3,045,448	\$ 3,263,020	\$ 217,572
EXPENDITURES			
Personnel Services	\$ 1,322,399	\$ 1,449,868	\$ 127,469
Operating Expenses	\$ 1,284,159	\$ 1,327,516	\$ 43,357
Capital Outlay	\$ 0	\$ 8,571	\$ 8,571
Debt Service	\$ 0	\$ 0	\$ 0
Subtotal:	\$ 2,606,558	\$ 2,785,955	\$ 179,397
Transfers Out	\$ 438,890	\$ 477,065	\$ 38,175
EXPENDITURES TOTAL:	\$ 3,045,448	\$ 3,263,020	\$ 217,572

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 sources include an overhead allocation assessed to every cost center with an appropriation for fuel, as well as Fund Balance.

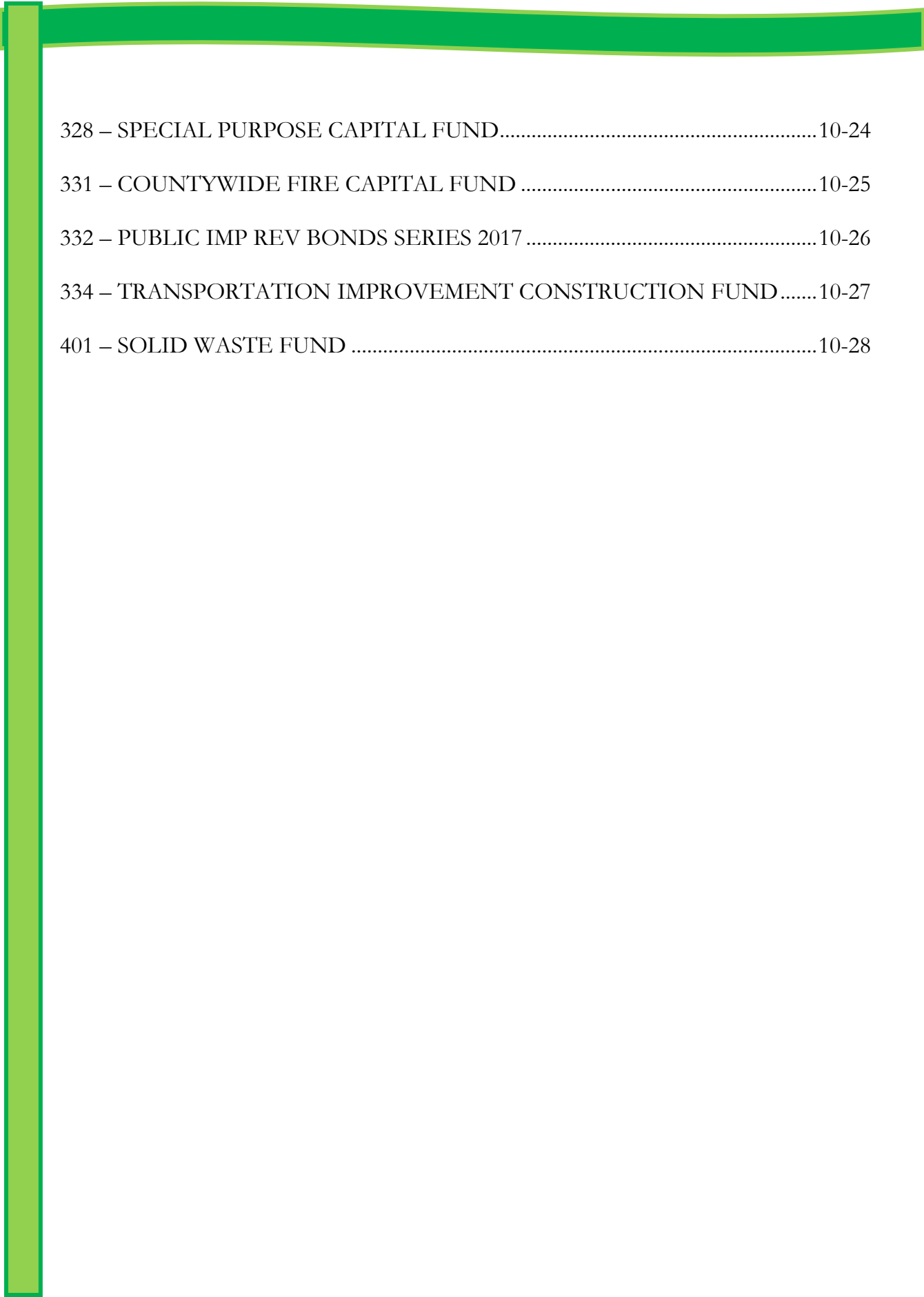
For FY23, capital projects include Fuel Proximity Sensors and the Dispenser and Monitoring upgrades at various Fire Stations.

	FY22 Adopted Budget:	FY23 Adopted Budget:	Variance:
REVENUES			
Charges For Services	\$ 1,901,433	\$ 2,014,724	\$ 113,291
Subtotal:	\$ 1,901,433	\$ 2,014,724	\$ 113,291
Transfers In	\$ 578,000	\$ 0	\$(578,000)
Fund Balance	\$ 573,468	\$ 998,842	\$ 425,374
REVENUES TOTAL:	\$ 3,052,901	\$ 3,013,566	\$(39,335)
EXPENDITURES			
Personnel Services	\$ 76,972	\$ 81,900	\$ 4,928
Operating Expenses	\$ 1,776,836	\$ 2,477,530	\$ 700,694
Capital Outlay	\$ 1,087,121	\$ 353,646	\$(733,475)
Subtotal:	\$ 2,940,929	\$ 2,913,076	\$(27,853)
Transfers Out	\$ 111,972	\$ 100,490	\$(11,482)
EXPENDITURES TOTAL:	\$ 3,052,901	\$ 3,013,566	\$(39,335)

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 small vehicles or 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 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Safety						
2100 - Public Safety Projects						
Corrections Storage Warehouse (Support) (O23-002) - 2139	205,500	0	0	0	0	205,500
D & F Recreation Yards (O23-004) - 2140	254,232	0	0	0	0	254,232
EM Generator Replacements(O23-006) - 2141	251,178	263,736	276,923	290,769	303,307	1,385,913
Total: 2100 - Public Safety Projects	710,910	263,736	276,923	290,769	303,307	1,845,645
Total: Public Safety	710,910	263,736	276,923	290,769	303,307	1,845,645
Public Works						
1418 - Mosquito Control						
Mosquito Control Facility - 1433	1,150,000	1,150,000	0	0	0	2,300,000
Total: 1418 - Mosquito Control	1,150,000	1,150,000	0	0	0	2,300,000
4100 - Public Works Projects						
Administration Building 2nd Floor Reconfiguration (P23-007) - 4447	2,495,500	0	0	0	0	2,495,500
Animal Services Renovations (P23-006) - 4453	3,477,000	885,000	0	0	0	4,362,000
Animal Services-Upgrade & Replace Generator (P23-021) - 4454	75,000	0	0	0	0	75,000
Community Corrections Facility Renovations at 110 W. Neptune (P23-004) - 4451	875,000	0	0	0	0	875,000
Corrections Lobby Security Enhancements (P23-013) - 4452	441,600	0	0	0	0	441,600
Government Center Tax Collector Modifications to Lobby and Walk Up Counter (P23-016) - 4449	1,500,000	0	0	0	0	1,500,000
Jail - HVAC Chilled water and hot Water piping system replacement PHASE 2 - 4182	280,000	0	0	0	0	280,000
Jail Control Room Interface Rehab - 4209	28,000	0	0	0	0	28,000
McCormick Veteran's Center (P23-020) - 4458	350,000	0	0	0	0	350,000
Sheriff Administration/Fleet - Automatic Transfer Switch for Generator (P23-024) - 4450	50,000	0	0	0	0	50,000
Supervisor of Elections Lobby and Tabulation Room Design and Reconfiguration (P23-005) - 4448	1,207,000	0	0	0	0	1,207,000
Total: 4100 - Public Works Projects	10,779,100	885,000	0	0	0	11,664,100
4144 - Fleet Vehicles/Equipment						
FY23 Parks Vehicle and Equipment Requests Main (C23-034) - 4455	128,184	0	0	0	0	128,184
Mobile Emergency Generator Unit (P23-022) - 4456	276,014	0	0	0	0	276,014

Fund 001-General Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Warehouse Forklift/Picker (P23-023) - 4457	48,392	0	0	0	0	48,392
Total: 4144 - Fleet Vehicles/Equipment	452,590	0	0	0	0	452,590
Total: Public Works	12,381,690	2,035,000	0	0	0	14,416,690
Total: 001	13,092,600	2,298,736	276,923	290,769	303,307	16,262,335

Fund 102-Transportation Trust Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Works						
4100 - Public Works Projects						
Road & Bridge - Yard 1 Improvements - P23-033	0	650,000	9,000,000	3,500,000	0	13,150,000
Road & Bridge - Yard 2 Improvements - P23-035	0	500,000	4,000,000	0	0	4,500,000
Total: 4100 - Public Works Projects	0	1,150,000	13,000,000	3,500,000	0	17,650,000
4144 - Fleet Vehicles/Equipment						
FY23 Fleet Vehicle Replacements(P23-001) - 4433	46,640	0	0	0	0	46,640
Scissor Lift Truck - T23-010	0	203,162	0	0	0	203,162
Total: 4144 - Fleet Vehicles/Equipment	46,640	203,162	0	0	0	249,802
Total: Public Works	46,640	1,353,162	13,000,000	3,500,000	0	17,899,802
Transportation						
4300 - Transportation Projects						
Wire Carousel - T23-009	0	54,749	0	0	0	54,749
Total: 4300 - Transportation Projects	0	54,749	0	0	0	54,749
Total: Transportation	0	54,749	0	0	0	54,749
Total: 102	46,640	1,407,911	13,000,000	3,500,000	0	17,954,551

Fund 104-Tourist Development Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Community Development						
7500 - TDT Projects						
Additional Parking Lot for Orlando City - C21-011	0	0	0	0	233,400	233,400
Austin Tindall Sod/Tree Farm - 7568	777,000	0	0	0	0	777,000
Food Waste Reduction System (C23-004) - 7578	200,000	0	0	0	0	200,000
LED Lights/Controls at Stadium/Practice Fields - C23-007	0	0	1,000,000	0	1,000,000	2,000,000
OHP - Arena & Event Center Exhaust Fan Upgrades - 7008	433,230	0	0	0	0	433,230
Stadium - Picnic Cover - 7566	0	0	0	0	75,000	75,000
Stadium Automated Gate Entrance - C21-007	0	0	0	0	30,000	30,000
Stadium Berm Project/Artificial Turf - C23-023	0	0	0	30,000	0	30,000
Stadium Club Renovation - C23-015	0	0	0	0	150,000	150,000
Thor Guard Lightning System (C23-021) - 7579	26,000	0	0	0	0	26,000
Turf Tank Robot Painter (C23-022) - 7581	50,000	0	0	0	0	50,000
Total: 7500 - TDT Projects	1,486,230	0	1,000,000	30,000	1,488,400	4,004,630
Total: Community Development	1,486,230	0	1,000,000	30,000	1,488,400	4,004,630
Public Works						
4100 - Public Works Projects						
Lake Cypress Parking - 4141	1,000,000	0	0	0	0	1,000,000
OHP - BDA (Bi-Directional Amplification) System Installation in West Warehouse, Arena, and Stadium - 4435	165,000	0	0	0	0	165,000
OHP Smoke Evacuation System Modifications (P23-009) - 4434	609,500	0	0	0	0	609,500
Performing Arts Center - P23-034	0	6,000,000	56,750,000	0	0	62,750,000
Total: 4100 - Public Works Projects	1,774,500	6,000,000	56,750,000	0	0	64,524,500
4144 - Fleet Vehicles/Equipment						
FY23 Fleet Vehicle Replacements(P23-001) - 4433	288,711	0	0	0	0	288,711
Total: 4144 - Fleet Vehicles/Equipment	288,711	0	0	0	0	288,711
Total: Public Works	2,063,211	6,000,000	56,750,000	0	0	64,813,211
Transportation						
4300 - Transportation Projects						
Bill Johnston Park - 4357	0	584,346	0	0	0	584,346
Boggy Creek Road (Simpson to Narcoossee) - 4171	6,000,000	0	0	0	0	6,000,000
Lake Toho Water Restoration Pond Trail - 4350	0	4,655,254	0	0	0	4,655,254

Fund 104-Tourist Development Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Neptune Connector - 4355	0	0	1,342,691	5,370,762	0	6,713,453
Total: 4300 - Transportation Projects	6,000,000	5,239,600	1,342,691	5,370,762	0	17,953,053
Total: Transportation	6,000,000	5,239,600	1,342,691	5,370,762	0	17,953,053
Total: 104	9,549,441	11,239,600	59,092,691	5,400,762	1,488,400	86,770,894

Fund 107-Library District Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Library						
7100 - Library Projects						
Hart Memorial Library - AC Replacement (9 Split Systems) - P23-029	350,000	0	0	0	0	350,000
Hart Memorial Library - Internet Cafe (P23-044) - 7113	300,000	0	0	0	0	300,000
St Cloud Library - Internet Cafe - P23-045	0	375,000	0	0	0	375,000
Total: 7100 - Library Projects	650,000	375,000	0	0	0	1,025,000
Total: Library	650,000	375,000	0	0	0	1,025,000
Total: 107	650,000	375,000	0	0	0	1,025,000

Fund 115-Court Facilities Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Works						
4100 - Public Works Projects						
Admin Bldg - 3rd Floor Reconfiguration - 4127	73,500	0	0	0	0	73,500
Courthouse Courtroom Addition (P23-018) - 4439	2,139,000	0	0	0	0	2,139,000
Courthouse Elevator re-build and modernization - 4215	727,600	740,000	0	0	0	1,467,600
Courthouse Hearing Room Reconfiguration (P23-017) - 4438	400,000	0	0	0	0	400,000
Design and Construction for Courthouse Employee Parking Lot Security Enhancements (P23-012) - 4437	65,000	800,000	0	0	0	865,000
Total: 4100 - Public Works Projects	3,405,100	1,540,000	0	0	0	4,945,100
Total: Public Works	3,405,100	1,540,000	0	0	0	4,945,100
Total: 115	3,405,100	1,540,000	0	0	0	4,945,100

Fund 125-Environmental Land Maintenance Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
<u>Community Development</u>						
1400 - Community Development Projects						
Shingle Creek Babb Playground - C21-016	0	0	132,000	0	0	132,000
Total: 1400 - Community Development	0	0	132,000	0	0	132,000
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Total: Community Development	0	0	132,000	0	0	132,000
Total: 125	0	0	132,000	0	0	132,000

Fund 143 - Mobility Fee West Zone Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Transportation						
4300 - Transportation Projects						
Michigan Ave Pedestrian Safety - 4406	390,000	1,589,280	0	0	0	1,979,280
Old Lake Wilson Road - 4404	7,000,000	0	0	0	0	7,000,000
Osceola Parkway Arterial Improvements - T22-017	0	213,989	0	1,854,574	0	2,068,563
Poinciana Blvd (Pleasant Hill to Crescent Lakes Way) - 4177	30,459,798	0	0	0	0	30,459,798
Westside Blvd. Extension - 4407	10,454,060	0	0	0	0	10,454,060
Total: 4300 - Transportation Projects	48,303,858	1,803,269	0	1,854,574	0	51,961,701
Total: Transportation	48,303,858	1,803,269	0	1,854,574	0	51,961,701
Total: 143	48,303,858	1,803,269	0	1,854,574	0	51,961,701

Fund 148-Building Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Works						
4100 - Public Works Projects						
Electric Vehicle (EV) Charging Stations for the Office of Building Safety (C23-017) - 4441	170,000	0	0	0	0	170,000
Total: 4100 - Public Works Projects	170,000	0	0	0	0	170,000
Total: Public Works	170,000	0	0	0	0	170,000
Total: 148	170,000	0	0	0	0	170,000

Fund 151-CDBG Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
<u>Community Development</u>						
7200 - Parks Projects						
Archie Gordon Memorial Park - 7220	0	132,000	0	0	0	132,000
Holopaw Neighborhood Park Playground - C22-007	0	0	0	0	150,000	150,000
Kenansville Community Park Playground - C22-006	0	0	0	0	150,000	150,000
Playground Surface at Robert Guevara - C23-031	150,000	0	0	0	0	150,000
Playground Surface at Tropical Park - C23-030	75,000	0	0	0	0	75,000
Royal Palms Playground - C22-004	0	0	200,000	0	0	200,000
Shelby Cox Playground - C22-005	0	0	0	232,000	0	232,000
Total: 7200 - Parks Projects	225,000	132,000	200,000	232,000	300,000	1,089,000
Total: Community Development	225,000	132,000	200,000	232,000	300,000	1,089,000
Total: 151	225,000	132,000	200,000	232,000	300,000	1,089,000

Fund 154-Constitutional Gas Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Works						
4144 - Fleet Vehicles/Equipment						
FY23 Fleet Vehicle Replacements(P23-001) - 4433	1,354,719	0	0	0	0	1,354,719
Total: 4144 - Fleet Vehicles/Equipment	1,354,719	0	0	0	0	1,354,719
Total: Public Works	1,354,719	0	0	0	0	1,354,719
Total: 154	1,354,719	0	0	0	0	1,354,719

Fund 155-West 192 MSBU Phase I

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
<u>Community Development</u>						
1400 - Community Development Projects						
W192 Irrigation Upgrades (O23-001) - 1439	300,000	0	0	0	0	300,000
Total: 1400 - Community Development	300,000	0	0	0	0	300,000
Total: Community Development	300,000	0	0	0	0	300,000
Total: 155	300,000	0	0	0	0	300,000

Fund 156-Federal And State Grants Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Works						
3800 - Stormwater Projects						
Buenaventura Drainage Improvements - 3101	4,500,000	0	0	0	0	4,500,000
East Lake Toho Water Quality Improvements - 3830	0	120,000	0	0	0	120,000
North Lake Toho Restoration & Water Quality (P23-002) - 3843	400,000	0	1,500,000	0	0	1,900,000
Total: 3800 - Stormwater Projects	4,900,000	120,000	1,500,000	0	0	6,520,000
4100 - Public Works Projects						
Center for Neovation Expansion - 4440	23,443,605	0	0	0	0	23,443,605
Lake Runnymede Boat Ramp Improvements - 4225	100,000	0	0	0	0	100,000
Magnolia Bridge Replacement (P23-003) - 4442	1,500,000	0	0	0	0	1,500,000
Total: 4100 - Public Works Projects	25,043,605	0	0	0	0	25,043,605
Total: Public Works	29,943,605	120,000	1,500,000	0	0	31,563,605
Transportation						
4300 - Transportation Projects						
ATMS Phase 7 - T22-006	0	0	282,972	3,254,168	0	3,537,140
ATMS Phase 9 - T22-007	0	0	205,075	2,665,973	0	2,871,048
Boggy Creek Elementary & Parkway Middle School SW - T22-018	0	0	651,998	0	0	651,998
Buenaventura Blvd Complete Streets - T21-005	0	0	11,269,252	0	0	11,269,252
Buenaventura Safety Improvements - 4416	0	0	1,886,253	0	0	1,886,253
Deerwood Elementary Sidewalk II - 4371	0	884,914	0	0	0	884,914
Fortune Road Widening - T21-006	0	0	1,000,000	2,034,915	0	3,034,915
Fortune-Simpson Intersection Improvement - 4374	4,953,978	0	0	0	0	4,953,978
Hickory Tree Elementary Sidewalk - T22-001	0	0	165,945	0	0	165,945
Kissimmee St.Cloud Connector Trail - 4011	3,451,000	0	0	0	0	3,451,000
Marigold Safety Improvements - 4417	4,841,235	0	0	0	0	4,841,235
Neptune Road (Partin Settlement to US 192) - 4178	2,712,309	0	0	0	0	2,712,309
Nolte ATMS - T22-003	0	0	0	280,999	0	280,999
Total: 4300 - Transportation Projects	15,958,522	884,914	15,461,495	8,236,055	0	40,540,986
Total: Transportation	15,958,522	884,914	15,461,495	8,236,055	0	40,540,986
Total: 156	45,902,127	1,004,914	16,961,495	8,236,055	0	72,104,591

Fund 158-Intergovernmental Radio Communications

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
<u>Intergov't Radio Communications</u>						
9800 - Communications Projects						
Communication Tower Sites B, C, D, E & G Replace HVAC Bard Units - 9802	90,000	0	0	0	0	90,000
Total: 9800 - Communications Projects	90,000	0	0	0	0	90,000
Total: Intergov't Radio Communications	90,000	0	0	0	0	90,000
Total: 158	90,000	0	0	0	0	90,000

Fund 177-Fire Impact Fee Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Safety						
2100 - Public Safety Projects						
Austin Tindall Fire Station 67 - 2112	502,675	0	0	0	0	502,675
Poinciana Fire Station #83 - 2204	0	9,000,000	0	0	0	9,000,000
Station 45 Calypso Cay (535 Area Station) - 2008	612,496	0	0	0	0	612,496
Station 77 - Stoneybrook Area - 2115	0	0	0	0	12,155,063	12,155,063
Total: 2100 - Public Safety Projects	1,115,171	9,000,000	0	0	12,155,063	22,270,234
Total: Public Safety	1,115,171	9,000,000	0	0	12,155,063	22,270,234
Total: 177	1,115,171	9,000,000	0	0	12,155,063	22,270,234

Fund 178-Parks Impact Fee Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Community Development						
7208 - Parks District 1						
East 192 CRA Parks - 7215	0	0	500,000	2,000,000	500,000	3,000,000
Kings Highway Park - 7231	400,000	0	0	0	0	400,000
Marydia Community Center (Teen Center) - 7248	1,300,000	0	0	0	0	1,300,000
Oren Brown Replacement Park (C23-027) - 7235	4,500,000	0	0	0	0	4,500,000
Quina Park - 7232	250,000	1,750,000	0	0	0	2,000,000
Total: 7208 - Parks District 1	6,450,000	1,750,000	500,000	2,000,000	500,000	11,200,000
7209 - Parks District 2						
65th Infantry Veterans Park (final phase) - 4155	250,000	1,750,000	0	0	0	2,000,000
Archie Gordon Memorial Park Stormwater System and Parking Lot - C23-038	0	0	0	400,000	2,500,000	2,900,000
Holopaw Community Park (C23-028) - 7236	500,000	1,000,000	0	0	0	1,500,000
Total: 7209 - Parks District 2	750,000	2,750,000	0	400,000	2,500,000	6,400,000
Total: Community Development	7,200,000	4,500,000	500,000	2,400,000	3,000,000	17,600,000
Total: 178	7,200,000	4,500,000	500,000	2,400,000	3,000,000	17,600,000

Fund 190 - Mobility Fee Northeast District Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Transportation						
4300 - Transportation Projects						
Fortune-Simpson Intersection Improvement - 4374	6,018,325	0	0	0	0	6,018,325
Jack Brack (Narcoossee to Absher) - T23-001	0	11,012,193	0	44,233,099	0	55,245,292
Jack Brack ROW (Absher to Sunbridge Boundary) - T23-005	0	1,013,379	0	0	0	1,013,379
Jones Road (Narcoossee to Sunbridge Boundary) - T23-004	0	0	0	3,026,018	13,919,684	16,945,702
Nova (US192 to Sunbridge Boundary) (T23-002) - 4444	1,035,000	4,521,641	20,799,547	0	52,945,102	79,301,290
Total: 4300 - Transportation Projects	7,053,325	16,547,213	20,799,547	47,259,117	66,864,786	158,523,988
Total: Transportation	7,053,325	16,547,213	20,799,547	47,259,117	66,864,786	158,523,988
Total: 190	7,053,325	16,547,213	20,799,547	47,259,117	66,864,786	158,523,988

Fund 191 - Mobility Fee Southeast District Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Transportation						
4300 - Transportation Projects						
Sunbridge Parkway (US 192 to Nova Rd) - T23-003	0	0	0	4,854,022	22,328,503	27,182,525
Total: 4300 - Transportation Projects	0	0	0	4,854,022	22,328,503	27,182,525
Total: Transportation	0	0	0	4,854,022	22,328,503	27,182,525
Total: 191	0	0	0	4,854,022	22,328,503	27,182,525

Fund 306-Local Option Sales Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
<u>Constitutionals/Elected Officials</u>						
9100 - Constitutionals Projects						
S.O. Vehicles - 3398	3,953,273	0	0	0	0	3,953,273
Total: 9100 - Constitutionals Projects	3,953,273	0	0	0	0	3,953,273
Total: Constitutionals/Elected Officials	3,953,273	0	0	0	0	3,953,273
<u>Public Safety</u>						
2100 - Public Safety Projects						
Holopaw 800 Mhz Radio Tower (O23-008) - 2137	2,875,000	0	0	0	0	2,875,000
Radio Services Hardware Upgrades (O23-009) - 2138	205,400	0	0	0	0	205,400
Unified Event Manager Upgrades - O23-010	0	309,000	0	0	0	309,000
Total: 2100 - Public Safety Projects	3,080,400	309,000	0	0	0	3,389,400
Total: Public Safety	3,080,400	309,000	0	0	0	3,389,400
<u>Public Works</u>						
3800 - Stormwater Projects						
Buenaventura Drainage Improvements - 3101	1,500,000	0	0	0	0	1,500,000
BVL Drainage Improvements Ph 2 - 3812	600,000	0	0	0	0	600,000
Culvert Upgrades/ Replacements - 3802	500,000	500,000	500,000	500,000	500,000	2,500,000
East Lake Toho Water Quality Improvements - 3830	0	120,000	0	0	0	120,000
Lake Lizzie Drainage Improvements - 3831	420,000	0	0	0	0	420,000
North Lake Toho Restoration & Water Quality (P23-002) - 3843	100,000	0	500,000	0	0	600,000
Total: 3800 - Stormwater Projects	3,120,000	620,000	1,000,000	500,000	500,000	5,740,000
4100 - Public Works Projects						
Celebration Place over C-2 Canal & Old Lake Wilson Road over I-4 Bridges - P23-042	0	500,000	0	0	0	500,000
Crabgrass Road over Crabgrass Creek Bridge 924001 - P23-040	1,625,000	0	0	0	0	1,625,000
Hickory Tree over Brick-Alligator Lake Canal Bridge 924051 - P23-041	308,000	0	0	0	0	308,000
Magnolia Bridge Replacement (P23-003) - 4442	500,000	0	0	0	0	500,000
Nova Road Bridges 924114, 115, 116, 117 - P23-043	0	637,000	0	0	0	637,000
Old Tampa Hwy over Shingle Creek Bridge 924145 - P23-039	1,625,000	0	0	0	0	1,625,000
Pennewaugh Creek Bridge - 180073	0	0	0	660,000	6,600,000	7,260,000

Fund 306-Local Option Sales Tax Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Wolf Creek Bridge Replacement - P19-030	0	0	0	660,000	6,600,000	7,260,000
Total: 4100 - Public Works Projects	4,058,000	1,137,000	0	1,320,000	13,200,000	19,715,000
Total: Public Works	7,178,000	1,757,000	1,000,000	1,820,000	13,700,000	25,455,000
<u>Transportation</u>						
4300 - Transportation Projects						
County Sidewalks/Trails - 4655	400,000	0	0	0	0	400,000
Countywide Signals - 4401	870,000	0	0	0	0	870,000
Intersection Safety & Efficiency Projects (TSM) - 3480	350,000	200,000	200,000	200,000	200,000	1,150,000
Poinciana Blvd (Pleasant Hill to Crescent Lakes Way) - 4177	10,000,000	0	0	0	0	10,000,000
Traffic Control Equipment - 3780	175,000	175,000	175,000	175,000	175,000	875,000
Traffic Signal Replacement Mast Arm Upgrades - 4352	900,000	0	0	0	0	900,000
Total: 4300 - Transportation Projects	12,695,000	375,000	375,000	375,000	375,000	14,195,000
Total: Transportation	12,695,000	375,000	375,000	375,000	375,000	14,195,000
Total: 306	26,906,673	2,441,000	1,375,000	2,195,000	14,075,000	46,992,673

Fund 315-Gen Cap Outlay Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Works						
4100 - Public Works Projects						
Correctional Facility Expansion and Renovations (P23-008) - 4445	1,100,000	9,140,507	19,172,050	13,899,317	67,861,370	111,173,244
Total: 4100 - Public Works Projects	1,100,000	9,140,507	19,172,050	13,899,317	67,861,370	111,173,244
Total: Public Works	1,100,000	9,140,507	19,172,050	13,899,317	67,861,370	111,173,244
Transportation						
4300 - Transportation Projects						
Neovation Way - 4418	8,106,201	0	0	0	0	8,106,201
Poinciana Blvd (Pleasant Hill to Crescent Lakes Way) - 4177	8,000,000	0	0	0	0	8,000,000
Total: 4300 - Transportation Projects	16,106,201	0	0	0	0	16,106,201
Total: Transportation	16,106,201	0	0	0	0	16,106,201
Total: 315	17,206,201	9,140,507	19,172,050	13,899,317	67,861,370	127,279,445

Fund 328 - Special Purpose Capital Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Works						
4100 - Public Works Projects						
Center for Neovation Expansion - 4440	5,860,901	0	0	0	0	5,860,901
Total: 4100 - Public Works Projects	5,860,901	0	0	0	0	5,860,901
Total: Public Works	5,860,901	0	0	0	0	5,860,901
Total: 328	5,860,901	0	0	0	0	5,860,901

Fund 331-Countywide Fire Capital Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Safety						
2100 - Public Safety Projects						
Campbell City Fire Station 43 - 2203	0	0	11,025,000	0	0	11,025,000
Cypress Parkway Fire Station 85 - 2128	3,891,643	0	0	0	0	3,891,643
EMS Equipment - 2702	1,267,968	943,510	990,686	427,611	1,092,231	4,722,006
EMS Small Equipment - F23-001	31,069	0	0	0	0	31,069
Fire Equipment - 2700	5,879,927	3,731,768	2,103,548	1,150,508	2,319,162	15,184,913
Fire Station 23 - Northeast DRI - West - F22-003	0	0	0	2,328,318	0	2,328,318
Fire Station 25 - Northeast DRI - North - F22-004	0	0	0	2,328,318	0	2,328,318
Fire Station 63 - Relocation to Partin Settlement - 2233	0	0	11,576,250	0	0	11,576,250
Fire Station 71 Replacement (Lindfields/Westside Blvd) - 2010	0	10,500,000	0	0	0	10,500,000
Fire Station 87 - West Big Lake-Southport - F21-008	0	0	2,238,767	0	0	2,238,767
LifePak Cardiac Monitors - 2123	196,891	372,123	390,729	410,266	430,779	1,800,788
Motorola Radio Replacements - F22-005	0	0	2,225,000	0	0	2,225,000
Poinciana Fire Station #83 - 2204	0	1,500,000	0	0	0	1,500,000
Station 27 NE DRI South - F23-002	0	0	0	0	2,421,450	2,421,450
Station 29 NE DRI East - F23-003	0	0	0	0	2,421,450	2,421,450
Station 75 Funie Steed Road - 2009	10,000,000	0	0	0	0	10,000,000
Station 81 - South Big Lake/West of Canal - F20-003	0	2,152,660	0	0	0	2,152,660
Total: 2100 - Public Safety Projects	21,267,498	19,200,061	30,549,980	6,645,021	8,685,072	86,347,632
Total: Public Safety	21,267,498	19,200,061	30,549,980	6,645,021	8,685,072	86,347,632
Public Works						
4100 - Public Works Projects						
Fire Station 42 Poinciana - Replace generator - P23-032	75,000	0	0	0	0	75,000
Fire Station 51-Narcoossee - AC Replacement (2 Split Systems) - P23-030	62,000	0	0	0	0	62,000
Fire Station 72 Celebration - Replace generator - P23-031	75,000	0	0	0	0	75,000
Total: 4100 - Public Works Projects	212,000	0	0	0	0	212,000
Total: Public Works	212,000	0	0	0	0	212,000
Total: 331	21,479,498	19,200,061	30,549,980	6,645,021	8,685,072	86,559,632

Fund 332-Public Imp Rev Bonds Series 2017

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Works						
4100 - Public Works Projects						
OC 1st Floor Buildout (P23-011) - 4446	700,000	0	0	0	0	700,000
Total: 4100 - Public Works Projects	700,000	0	0	0	0	700,000
Total: Public Works	700,000	0	0	0	0	700,000
Total: 332	700,000	0	0	0	0	700,000

Fund 334-Transportation Imp Construction Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Transportation						
4300 - Transportation Projects						
Boggy Creek Road (Simpson to Narcoossee) - 4171	33,883,580	0	0	0	0	33,883,580
Partin Settlement Road (Neptune Road to E. Lakeshore) - 4175	28,929,775	0	0	0	0	28,929,775
Simpson Road (Myers Road to US 192) - 4170	47,972,960	0	0	0	0	47,972,960
Total: 4300 - Transportation Projects	110,786,315	0	0	0	0	110,786,315
Total: Transportation	110,786,315	0	0	0	0	110,786,315
Total: 334	110,786,315	0	0	0	0	110,786,315

Fund 401-Solid Waste Fund

Program / Function / Project	Proposed CIP by Fiscal Year					Total 2023/27
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
Public Works						
3100 - Environmental Services Projects						
Paint Can Crusher (P23-037) - 3105	45,000	0	0	0	0	45,000
Relocation of Household Chemical Waste St Cloud(P23-036) - 3104	55,000	0	0	0	0	55,000
Total: 3100 - Environmental Services	100,000	0	0	0	0	100,000
4144 - Fleet Vehicles/Equipment						
FY23 Fleet Vehicle Replacements(P23-001) - 4433	241,000	0	0	0	0	241,000
Total: 4144 - Fleet Vehicles/Equipment	241,000	0	0	0	0	241,000
Total: Public Works	341,000	0	0	0	0	341,000
Total: 401	341,000	0	0	0	0	341,000

Program / Function / Project	Proposed CIP by Fiscal Year					Total
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2023/27
Report Grand Total:	321,738,569	80,630,211	162,059,686	96,766,637	197,061,501	858,256,604



FINANCIAL POLICIES

FINANCIAL POLICIES..... 11-1

FINANCIAL POLICIES

The Osceola County Administrative Code is the administrative policies framework that outlines how the Osceola County Board of County Commissioners operates. The two primary financial policies that direct the County's operations are the Budget Code and Finance Code. The following pages include the complete Budget Code and the Debt Policy portion of the Finance Code. For the entire version of Finance Code please visit https://www.osceola.org/core/fileparse.php/2731/urlt/051222_06_Chapter-6-Finance-Code.pdf.

CHAPTER FOUR

BUDGET CODE

4.0 PURPOSE

The purpose of the Osceola County Budget Code (Policy) is to set forth the policy by which the County and its departments and agencies under the control of the Board of County Commissioners (Board) develops, implements, and administers its operating and capital budgets. The purpose is also to ensure that the future growth of the County's Budget is managed in a fiscally responsible manner and in line with national, state, and local trends. This Budget Policy includes budget submission dates for Constitutional Officers and other outside entities. The Policy permits the continued development of comprehensive budget procedures that provide for increased public confidence in the management of public funds. County Administration has the responsibility to establish and maintain an adequate system to ensure the financial integrity of the County. Definitions for terms referenced throughout the Chapter are located in Appendix A.

4.1 GENERAL PROVISIONS

4.1-1 APPLICABILITY

The provision of the Budget Code shall apply to the development and administration of the County's operating and capital budgets of the County Departments and agencies under the control of the Board. Budgets of federal or state assistance funds and grants will be established in accordance with applicable laws and regulations, which may not be reflected in, or may be inconsistent with, any provision of this Policy. Nothing in this Policy shall prevent the County from complying with the terms and conditions of any grant, contract, gift or bequest that is otherwise consistent with law.

4.1-2 WAIVER OF REQUIREMENTS

This Policy is intended to manage the overall growth of the Budget from year-to-year in a fiscally responsible manner, but not limit any future Board's ability to fund needed services. As such, the Board may, when consistent with law, waive any or all requirements or provisions set forth in the Budget Policy and proceed thereafter to take action that is deemed to be in the best interest of the County.

4.1-3 CHANGES IN LAWS AND REGULATIONS

In the event an applicable law, regulation, or accounting standard is modified or eliminated, or a new law, regulation or accounting standard is adopted, the revised law, regulation or accounting standard shall, to the extent inconsistent with the Budget Policy, automatically supersede this Policy.

4.1-4 REQUIREMENT OF GOOD FAITH

The Budget Policy requires all parties involved in the administration of the County's Budget to act in good faith.

4.1-5 CONFIDENTIAL INFORMATION

Confidential information shall be administered in accordance with the Public Records Act, Chapter 119, Florida Statutes, as amended and other applicable provisions of the law.

4.2 AUTHORITY

4.2-1 BOARD OF COUNTY COMMISSIONERS

- A. The Osceola County Home Rule Charter, Chapter 125 and Chapter 218, Florida Statutes and Chapter 69I, Florida Administrative Code grants the Board the ability to establish policies governing the administration of public funds and its tangible personal property.
- B. The Board is responsible for adopting a balanced Budget in accordance with Chapters 129, 197 and 200 in the Florida Statutes, as amended.
- C. The Board shall designate a County Budget Officer to carry out the duties set forth in F.S. Chapter 129, County Budget, and this Budget Policy.

4.2-2 COUNTY MANAGER

- A. In accordance with Chapter 1.2 of the Administrative Code, the County Manager is responsible for the day-to-day administration of the County and to administer and carry out the Board's policies.
- B. The County Manager shall prepare and present the Budget, as required, to the Board for their consideration within the required timelines established in Florida Statutes.
- C. Chapter One of the Administrative Code, as amended, designates the County Manager as the County Budget Officer.
- D. The County Manager shall have the authority to adopt operational procedures, consistent with this Chapter of the Administrative Code, and Florida Statutes governing budget preparation and management.
- E. The County Manager (County Budget Officer) shall have the authority to approve amendments to the Adopted or Revised Budget if the total appropriation of the fund does not change in accordance with Florida Statutes.

- F. The County Manager shall report to the Board the various budget activities either as an agenda item and/or via electronic communication. The report shall identify, by Fund, the actual performance of revenues and expenditures in comparison to the Adopted Budget.
- G. As required by Chapter One of the Administrative Code, the County Manager will present an Organizational Chart to the Board. Whenever possible, this will be done in conjunction with the adoption of the Budget.

4.2-3 COUNTY BUDGET STAFF

- A. The County Manager shall designate the qualified individuals responsible for the County's budget as identified throughout this Policy, including the following:
 - 1. Reviewing the County's adopted Budget Policy and regulations whenever necessary, and propose any necessary amendments to ensure compliance with Florida Statutes and best practices.
 - 2. Assisting the County Manager in the development, implementation, and administration of the County's Budget to include ensuring expenditure requests are allowable per the Fund's revenue source.
 - 3. Assisting the County Manager in the development, implementation, and administration of Budget procedures and processes.
 - 4. Ensuring internal control over the County's budget system and reporting to reflect proper budget monitoring.
 - 5. Complying with Truth in Millage (TRIM) statutory compliance and deadlines.
 - 6. Ensuring employees receive and retain the necessary training for the administration of their assigned duties.
- B. Budget employees are responsible for assisting with the development, implementation, and delivery of the above.

4.2-4 COUNTY DEPARTMENT ADMINISTRATORS/DIRECTORS

As designated by the County Manager, Departments' Administrators/Directors are responsible for their functional areas, and associated accounts. As it relates to this Budget Policy, this includes but is not limited to, the following responsibilities:

- A. Preparation and submission of their recommended budget to the County Manager in compliance with the Budget Assumption Document, Budget Policy, Ordinances,

Resolutions, County Manager's Procedures, and any applicable state or federal requirements.

- B. Ensure expenditure requests are in line with any applicable stipulations of the revenue source such as grants, Florida Statutes, Debt Covenants, etc.
- C. Administer and monitor assigned Budget to ensure expenditures are within appropriations or ensure the necessary process to implement a budget adjustment has been initiated.
- D. Expend only the funds necessary to carry out assigned directives.

4.3 COUNTY BUDGET STRUCTURE

4.3-1 GENERAL PROVISIONS

- A. The Budget shall serve as the annual financial plan for the County. It serves as a tool for implementing the Board's goals and objectives. The Budget shall provide the resources necessary to meet service levels determined by the Board.
- B. The Budget establishes the County's Chart of Accounts in accordance with the County Manager's Organizational Chart and the State's requirements.
- C. The Adopted Budget, as well as any subsequent amendments, shall be a balanced budget with projected revenues equal to expenditures. No budget may be adopted unless this requirement is met.
- D. Each Budget covers a Fiscal Year.
- E. The Budget is legally controlled at the Fund level.
- F. Additional management control is generally maintained at the County Department level within Categories identified by the Chart of Accounts.

4.3-2 ACCOUNTING METHOD

- A. The type of governmental fund accounting the County utilizes impacts how and when items should be budgeted.
- B. The County uses the Modified-Accrual Basis of Accounting for Governmental Funds which means revenues are recognized when available and measurable and expenditures recognized when incurred.

- C. The County uses Accrual Basis Accounting for Proprietary Funds which means revenue is recognized when earned regardless of when recorded, and expenses are recorded at the time the liability is incurred regardless of when paid.
- D. Principal and interest on general long-term debt differ from other expenditures in that they are recorded when due.

4.3-3 FUNDS

The County's finances and budget accounts are managed in accordance with Generally Accepted Accounting Principles (GAAP). Accounts are organized and operated on the basis of Funds. In addition to each Fund being balanced, Fund accounting segregates resources according to their intended purpose and is used to aid management in compliance and budget management. The different Fund Types are identified in Appendix A – Definitions.

4.3-4 CHART OF ACCOUNTS

In adherence to proper accounting and regulatory guidelines, the County utilizes the State of Florida's Uniform Accounting System (UAS) Manual to establish the classification and budgeting of accounts. The UAS provides guidance to differentiate between Fund Types, Funds, revenues vs. expenditures, department/division, activity, Categories and other related information. Definitions are included in Appendix A.

4.4 BUDGET PREPARATION AND DEVELOPMENT

4.4-1 STRATEGIC PLAN

At the discretion of the Board, a Strategic Plan, with individual Strategic Plan Action Items, may be adopted. The Strategic Plan is typically done or reviewed on an annual basis so that the approved Strategic Plan Action Items are considered in the development of the Budget. As recommended by the County Manager, funding requests that are in support of the Strategic Plan and Strategic Plan Action Items will be identified and noted as such throughout the Budget process.

4.4-2 BUDGET CALENDAR

Florida Statute Chapters 197 and 200 establish the time limits under which Special Assessments, Millage Rates, and the Budget must be developed and adopted. Although subject to change by the Florida Legislature, each year Osceola County follows the process outlined in Florida Statutes to establish its annual budget and comply with the mandated processes. In order to ensure compliance with the deadlines, a budget calendar will be prepared and distributed for all required processes and public meetings.

4.4-3 BUDGET ASSUMPTION DOCUMENT

When appropriate, but generally on an annual basis, a Budget Assumption Document will be prepared and distributed to provide County Departments and Constitutional Officers with any information specific to the new Fiscal Year. Any guidance received by the Board, County Administration, or potential rates for items such as employee-related benefits, expenses, utilities, etc., will be identified.

4.4-4 BUDGET DEVELOPMENT - REVENUES

- A. Ad Valorem Revenues will be budgeted in accordance with the Statutory requirements for calculation and approval. Specifically, this process is identified in Chapter 200, Florida Statutes Determination of Millage, as amended.
- B. Special Assessments, also called non-ad valorem assessments, are approved through the budget process separately from the millage rates. Special Assessments collected through property tax bills must follow the process outlined in Section 197.3632, F.S., as amended.
- C. Revenues other than Ad Valorem or Special Assessments shall be estimated realistically, and those considered unpredictable should be budgeted conservatively dependent on the collection method, current Fiscal Year, and prior years' actuals along with projections to aid with accuracy.
- D. As designated by the County Manager and with oversight and concurrence by budget staff, County Departments are responsible for providing respective revenue projections generated within the activities and/or functions within their areas of responsibility. In addition, this includes estimates for carried forward amounts for grants and/or Capital Projects that will be ongoing into the Fiscal Year.
- E. Annual Fee Resolution: The County will review its fees and charges on an annual basis to ensure fees are adequate/cover the costs of the services and, where applicable, remain competitive. When necessary, a Resolution containing the proposed changes will be submitted to the Board for consideration.
- F. Fund Balance: In accordance with the Governmental Accounting Standards Board (GASB), the County is required to budget Fund Balance within specific guidelines.
 - 1. Unassigned Fund Balance is an important measure of the financial and economic stability of the County. It is essential that the County maintain adequate levels of Unassigned Fund Balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances. It also provides cash flow liquidity for the County's general operations. It is the goal of the County to achieve and maintain an Unassigned Fund Balance in the General Fund to properly fund Reserves for Cash.

2. Restricted Fund Balance includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation such as grants and impact fees.
 3. Committed Fund Balance will include revenue brought forward for specific purposes as approved by the Board. Therefore, expenditure of said funds would be solely for the Board-specified purpose, such as Capital Projects.
 4. Assigned Fund Balance is revenue intended for specific purposes as identified by the County Manager. In governmental funds, other than the General Fund, Assigned Fund Balance represents the amount that is not restricted or committed.
- G. In general, the County's Revenue sources provide for, and are accounted for, in the following manner:
1. Establish a property tax rate to fund the desired level of service.
 2. Maintain a diversified and stable revenue base to mitigate the effects of short-term fluctuations in any one revenue source.
 3. Interest earned from investment of available monies shall be distributed in accordance with the cash balance of each fund from which monies were invested.
 4. Special and restricted Revenues shall be budgeted solely for the purpose(s) intended.
 5. Capital Fund Revenues shall be from a reliable source, including debt when appropriate, to ensure sufficient availability of funds to support approved projects.
 6. Rate structures for Enterprise Funds and Internal Service Funds shall be adequate to ensure that these funds remain firmly and separately self-supporting, including all costs of operation.
 7. Generally, Funds shall reimburse the General Fund for administrative costs, unless otherwise prohibited by the revenue source.
 8. One-time or non-recurring revenues should not be used to fund ongoing operations.

4.4-5 BUDGET DEVELOPMENT – OPERATING BUDGET EXPENSES

- A. Generally, the County utilizes a modified form of zero-based budgeting in that new requests are evaluated based on prior expenditures, actual need and the desired level of service.
- B. The County's Credit Rating is based on a number of factors such as revenue stability, conservative budgeting practices, reserves, current debt, debt management, etc. It is critical to maintain a good rating for a number of reasons, but especially to ensure the best interest rates are obtained for future debt issuances.
- C. It is the goal of the Board when budgeting expenditures to:
 - 1. Maintain a level of service that provides, to the extent reasonable and practicable, for the public health, safety, and welfare of the residents of the community.
 - 2. Support ongoing Operating Expenditures/Expenses via ongoing operating revenues.
 - 3. Provide essential services to its citizens in a financially responsible manner ensuring growth is managed when it occurs.
- D. Personnel Services Category: Determining personnel requirements is a critical component in formulating budgetary estimates.
 - 1. Adjustment to Salaries: The County's service needs, retaining qualified staff and remaining competitive will be considered in a fiscally responsible manner. Salary adjustments are dependent on funding availability and sustainability, in accordance with the County's approved Personnel Policy and County Manager Procedures, and the different adjustment options will be evaluated by the County Manager and recommended to the Board for consideration.
 - 2. Benefits: A comprehensive employee benefit package is provided to County employees in accordance with federal and state regulations and to remain competitive. The costs related to these expenses will be evaluated and incorporated within the Budget.
 - 3. Organizational Chart: The Operating Budget includes a number of Full-Time Equivalent (FTE) positions that have been deemed necessary to support the desired level of service. As part of the Budget adoption process, an Organizational Chart with the recommended number of FTEs will be submitted for approval. Within the approved number of FTEs, the County Manager has the authority to assign those FTEs in a manner that is supportive of the County's needs and Strategic Plan. An overall increase of FTEs, however, is only within the Board's authority.

4. Increase or Expansion of Existing Services: Requests for new positions should be supported by a documented increase in the demand on services/quantitative data relevant to the specific service.
 5. New Service Requests: Requests to provide a new service may be initiated for a variety of reasons. If the new service requires an increase in the authorized number of FTEs, the request shall be presented to the Board. If the request relates to a new grant allocation or award, the request for the new position(s) should note that they are specifically tied to the awarded funding and thus eliminated when the grant funding is exhausted.
 6. Level of Service (LOS) Requests: Requests for additional FTEs to increase the current service levels due to a deficient LOS will be evaluated based on that service's criteria. The County Manager may re-evaluate the approved service levels and, if necessary, request additional FTEs to meet the desired service level.
- D. Operating Category: As another key component of the Budget, the overall growth of applicable operating accounts should generally be in line with the change in the Consumer Price Index for goods and services utilized by governmental entities. As the Board may consider any items separately when deemed appropriate, it should be noted that some accounts may skew (such as a major repair, grant funding, etc.) an accurate analysis of the growth in the Operating Budget.
1. Repair and Maintenance: Many substantial infrastructure improvements are expensed instead of capitalized. These include items needed to keep the asset for its intended use (proper condition) and maintain the value of County's infrastructure, but does not extend the useful life.
 2. Utilities/Insurances: As utility and insurance costs are not completely within the control of the County, the County pursues energy saving initiatives as well as efforts to reduce accidents and incidents.
 3. Outsourcing: Outsourcing an existing County service will result in an increase in Operating accounts, but should be considered separately when analyzing the change in Operating Expenditures/Expenses from one year to another.
- E. Outside Entities/Constitutional Offices: Pursuant to the provisions of Section 129.03(2), Florida Statutes, the Board adopted an unnumbered resolution in 1992 requiring the Sheriff, Clerk of the Circuit Court for its support of the Board's functions, and Supervisor of Elections to submit their tentative budgets to the Board by May 1 of each year.

In the absence of the resolution specified in Section 145.022, Florida Statutes, the Tax Collector and Property Appraiser currently operate their respective offices on a fee basis. As such, their budget submissions are governed by Section 195.087, Florida Statutes. The

Property Appraiser (1)(a) submits their budget to the County for inclusion in the County's Adopted Budget on or before June 1, and the Tax Collector (2) on or before August 1.

Pursuant to the provisions of Section 29.008(2)(c)2, Florida Statutes, the Board has resolved (Resolution 04-004R) and directed the Chief Judge to submit to the Budget Officer a budget request for local requirements as well as the reasonable and necessary salaries, costs, and expenses for each local requirement on or before May 1 of each year.

Failure of any of the above to submit budgets by the required due date may result in the Board simply continuing the prior year's Personnel Services and Operating budgets at the same rate. Additionally, administrative or personnel costs incurred by the County that are attributable to a late budget submittal may be considered by the Board when approving the Final Budget.

The State Attorney's Office and the Public Defender's Office receive funding from the County for services in accordance with s. 14, Article V of the State Constitution. To request support from the Board, these Offices submit their budget request to the County in conjunction with County Departments.

F. Other Categories and Expenses: In addition to Capital Outlay discussed in the next section, the County's Budget includes other Categories.

1. Grants & Aids: Will vary greatly from year-to-year depending on grant awards within the Fiscal Year. Regardless of the type of grant (recurring, non-recurring, project specific, etc.), appropriations for awarded grants shall continue, along with any required County match, until the purpose has been accomplished, all funds expended and the grant agreement fully satisfied. As such, remaining funds from one Fiscal Year to another are considered restricted for that purpose and will be carried forward into the new fiscal year.

If known during the budget preparation process, the County Manager will include the anticipated grant award and/or estimated remaining balance in the budget request for inclusion in the Adopted Budget. Grants awarded or increases to grant awards during a Fiscal Year may be recognized in the County's Budget in accordance with Florida Statutes.

2. Transfers Out: Typically Transfers Out exist to account for transfers between different County Funds. There are exceptions within the General Fund and Special Revenue Funds as this is the mechanism to provide the required Budget appropriations to the Constitutional Officers.
3. Cost Allocation: Unless prohibited, in accordance with GAAP, the County Manager shall cause a Cost Allocation plan to be prepared to reimburse the General Fund

for costs incurred due to administrative support services provided to other Funds, as permitted.

4. Debt Service: The County's Debt Service funds and required payments will be accounted for in the County's Adopted Budget in accordance with proper accounting methods and any relevant covenants/agreements. Limitations on additional debt are related to acceptable financial practices and available sources to pledge.

4.4-6 BUDGET DEVELOPMENT – CAPITAL BUDGET EXPENSES

- A. The Budget will attempt to provide for adequate replacement and/or addition of Capital Assets which shall be budgeted in accordance with the Florida Administrative Code and Finance Code.
- B. Generally, an individual new item that exceeds the asset threshold is considered Capital Outlay.
- C. Generally, if an item exceeds \$25,000 and has a useful life of more than 10 years, it will also be included in the Capital Improvement Plan (CIP).
- D. Due to the annual, ongoing nature of Vehicle purchases, Small Vehicles are exempted from the CIP process, but are still Capital Outlay which includes necessary tracking of the inventory.
- E. Approved Capital Outlay (non-CIP items) and the first year of the CIP are included in the Budget.
- F. A budget for a Capital Project shall be a project-length budget although it may be established in phases when appropriate. Upon approval by the Board and depending on the funding source, the project's appropriation shall be considered committed or restricted for that purpose until satisfied. Requests to increase funding for a Capital Project, that are unable to meet the requirements identified in 4.7-6 below, must be considered by the Board.
- G. At the end of the Fiscal Year, the unspent appropriation of an approved Capital Project shall be carried forward to the subsequent Fiscal Year(s) until the specific project (phase) is completed.
- H. There are no limitations to the growth in capital expenditures from one Fiscal Year to the next except for the availability of financial resources. This Budget Policy is not intended to limit any future Board's ability to fund needed infrastructure improvements.

4.4-7 BUDGET DEVELOPMENT – RESERVES

- A. Maintaining an adequate reserve level is important for sound fiscal management. It is a critical factor considered by bond rating agencies in relation to the County's Credit Rating. The County shall maintain an adequate level of unrestricted funds.
- B. While reserves may be generally used for cash flow purposes and to address emergencies, unanticipated economic downturns, unfunded/unanticipated mandates, and one-time capital expenditures, it is the County's goal to appropriate a minimum Operating Reserve of fifteen percent (15%) of the fund's total appropriation minus Reserves, except for those funds with separate requirements.
- C. Replenishment of Reserves: If the Operating Reserves are less than the required amounts per this Policy, the County Manager shall submit a plan for all funds, except for those with separate requirements, for expenditure reductions and/or revenue increases to the Board. The plan shall be reviewed and amended as necessary. At a minimum, the Reserves for Cash must be replenished no later than the end of the second year after its occurrence.
- D. Categories of Reserve Accounts: Reserve accounts are generally funded through Fund Balance from the prior Fiscal Year. As such, when appropriate, the purposes for the Reserves should coordinate with the categories of Fund Balance as defined by proper accounting standards and in accordance with the Finance Code.
- E. Reserves for Cash: In accordance with Florida Statutes, the Reserves for Cash may not exceed limitations established by Florida Statutes. The primary purpose of this Reserve account is to ensure adequate resources for a Fund's operating purposes at the beginning of the Fiscal Year.
 - 1. If a Fund's primary revenue source is a revenue source that typically lags 2 months behind in its remittance (Ad Valorem, revenues distributed by the State of Florida, and/or Special Assessments, etc.), the Reserves for Cash shall be a minimum of 2 months of the total of Personnel Services, Operating Expenditures/Expenses and Transfers Out. Based on an individual determination, some Funds may be exempted from this requirement based on sound fiscal management practices. These Funds include, but are not limited to, the following:
 - a. Funds that receive significant revenue (Transfers In) from the General Fund or from other County Funds to support its operations;
 - b. The neighborhood serving Municipal Service Taxing Units (MSTUs)/Municipal Service Benefit Units (MSBUs); and

- c. Tourist Development Tax Funds which will utilize a different calculation based on the month with their largest operating deficit.
 2. Special Revenue Funds' revenues are legally restricted for specific purposes. With the exception of those mentioned above, the Reserves for Cash shall be budgeted in accordance with the authority underlying the creation of the individual fund and sound fiscal management.
 3. Enterprise Funds shall generally appropriate a Reserves for Cash that is a minimum of 2 months Personnel Services, Operating, and Transfers Out.
- F. Reserves for Contingencies: In accordance with Florida Statutes, the Reserves for Contingencies may not exceed any limitations established by the State, but otherwise may be established as deemed fiscally appropriate by the County Manager. As the emergency reserve, this appropriation can be utilized to fund one-time emergencies (including natural or man-made disasters), unanticipated expenditure requirements (one-time Capital Outlay), or offset unanticipated revenue fluctuations (if there are not Reserves for Stability) occurring within a Fiscal Year as approved by the Board. It should not be used to support ongoing Operating Expenditures/Expenses.
- G. Reserves for Debt: Reserves for Debt are established in compliance with the Debt Covenants and/or for future debt service payments. Therefore, the identified amount must be appropriated and adhere to these requirements. Use is restricted for this purpose and thus should be accounted for through Restricted Fund Balance. Generally, Reserves for future debt service payments should be appropriated in the amount of the first required payment of the next Fiscal Year.
- H. Reserves for Capital:
1. Reserves for Capital may be Designated (specific project has been identified) or Undesignated.
 2. The goal will be to fund future capital projects.
 3. In the event of "Pay-As-You-Go" financing, the Reserves Capital-Designated may require multiple years of funding/saving in order to fully meet the expenditure requirements (also called a Sinking Fund).
 4. For projects to be funded through Reserves Capital-Designated for that project by Board action, it will require Board action to change the designation.
 5. Generally, Capital Projects Funds will have Reserves for Capital, instead of Reserves for Cash or Reserves for Contingencies.

- I. Reserves for Claims: Within the County's Internal Service Funds, an amount should be available to ensure that adequate funds are reserved for claims incurred, but not paid, including run-off. Actuarial reports and any other requirements as a result of self-insurance must be fulfilled to ensure the proper amount is reserved.
- J. Reserves Assigned: Funds that are intended for a specific purpose. Intent can be identified by the Board or by the County Manager.
- K. Reserves Restricted: Funds that are intended for a specific purpose as stipulated by an external source or enabling legislation.
- L. Reserve for Stability: Funds with revenue sources vulnerable to economic downturns and/or dramatic declines in revenues, may establish a Reserve for Stability to assist with a transition period. After such declines, steps will be necessary to reduce expenditures. However, there will still be a period of transition (giving notice on agreements/contracts) and even create some initial one-time expenses (severance payments due to layoffs). The amount appropriated per Fund shall be in compliance with this Budget Policy and as deemed fiscally appropriate by the County Manager.

4.5 BUDGET ADOPTION

- A. Upon receipt of the County Departments' proposed budgets, County Administration will review and prepare the County Manager's recommended budget.
- B. The County Manager's recommended budget will be submitted to the Board in a timely manner to ensure enough time to incorporate direction and adjustments into the tentative budget. Typically, it will be presented to the Board in a Board meeting during the month of July.
- C. In accordance with Florida Statutes, but generally in July, the County will establish the upcoming year's proposed millage rates, current year rolled-back millage rates, and the date, time and place for the tentative budget hearing. Although there are exceptions, Non-Ad Valorem Assessments which are collected on the tax bill will also be established during this meeting.
- D. Public hearings will be held within the relevant statutory timelines and requirements to adopt Special Assessment Rates, Millage Rates, and the Budget.
- E. Upon adoption, the budget team will finalize all certifications, reports, and posting requirements to ensure compliance with Florida Statutes.

4.6 BUDGET EXECUTION

4.6-1 GENERAL PROVISIONS

- A. Overall accountability and oversight for the budget rests with the County Manager/County Budget Officer and the budget team. However, as designated by the County Manager, Departments' Administrators/Directors have the responsibility to manage their budgets which includes budgetary control and accountability at their department/office level.
- B. As the financial plan, the Budget represents the County's legal authority to spend; however, an expense is further limited by the actual cash on hand. Adequate cash should also be available prior to proceeding with an expenditure or contractual obligation.
- C. Category Budgeting: As noted in this Code, the County's Budget is legally controlled at the Fund level, but additional management controls are available through Category Budgeting in accordance with State Statutes and the UAS. The County Manager shall ensure that implementing Procedures in support of this Policy provide appropriate management and oversight of the Budget to establish and maintain the financial integrity of the Budget.
- D. Internal Service Funds are intended to break even with the exception of required Reserves. The income or loss of an Internal Service Fund shall be managed by crediting (in the current or next fiscal year) or charging the billed departments in accordance with their actual usage.

4.6-2 MONITORING

- A. The County will maintain a budget and financial system which will provide for adequate reporting to compare actual revenues received versus expenditures. Said reports will be available to all Departments assigned the responsibility for monitoring their specific Budget as designated by the County Manager.
- B. The County Manager shall ensure that actuals are monitored and projected in comparison to annual appropriation amounts so that any issues are quickly recognized and reconciled.

4.7 BUDGET AMENDMENTS

4.7-1 GENERAL PROVISIONS

The County's Operating Budget is a dynamic document. The need for corrections, additions and deletions is anticipated. Per Florida Statutes, the Board may amend the Adopted Budget any time within the Fiscal Year and up to 60 days after the end of the prior Fiscal Year. The mechanisms for adjustments to the Budget are provided for in Florida Statutes in Chapter 129, as amended.

4.7-2 BUDGET TRANSFERS

- A. In accordance with Florida Statutes, the Board designated Budget Officer may authorize an amendment provided that the total appropriations of the Fund is not changed, merely a “shifting” of funds within the same Fund.
- B. For the purposes of clarification, the County will refer to this type of amendment as a Budget Transfer.
- C. The Budget Officer may approve Transfers between any account within a Fund unless otherwise prohibited by law or Policy.

4.7-3 BUDGET SUPPLEMENTS

- A. In accordance with Florida Statutes, the Board may authorize an amendment by adoption of a Resolution.
- B. For the purposes of clarification, the County will refer to this type of amendment as a Budget Supplement and will require Board approval as required by Florida Statutes.
- C. By approved Resolution and motion recorded in the minutes, the Budget may be amended by the Board without public hearing/advertisement for the following reasons:
 - 1. Transfers from the Reserve for Contingencies to increase or create an appropriation for any lawful purpose within the same fund;
 - 2. Appropriations from reserve for future construction/improvements for the purposes for which the reserve was made;
 - 3. Appropriate receipts from a source not anticipated in the budget that are received for a specific purpose including, but not limited to, grants, donations, gifts or reimbursement for damages, and the corresponding expenditure for the particular purpose; and
 - 4. Appropriate increased revenues for an Enterprise/Proprietary Fund received for a particular purpose and the corresponding expenditure for that purpose.

4.7-4 BUDGET AMENDMENTS

- A. All other changes to the Budget for all other purposes are required to be approved by a Resolution of the Board as a part of a properly advertised public hearing.
- B. The advertisement must meet all requirements of Florida Statutes.

- C. For the purposes of clarification, this type of amendment will be referred to as a Budget Amendment.
- D. When the timing of the Budget Amendment conflicts with the County's operating requirements (such as with carry forwards, grants, bond proceeds, etc.), a temporary budgetary override may be authorized as long as actual funds are available, verified in accordance with approved procedure, and approved by the County Manager.

4.7-5 ACCOUNTING ADJUSTMENTS

- A. Accounting adjustments are adjusting Journal Entries in accordance with GASB, GAAP and the Finance Code.
- B. Such adjusting transactions that are requested will be reviewed by the appropriate County staff as designated by the County Manager, and, if approved, submitted to the entity responsible for entry.
- C. Accounting adjustments may also be identified as a part of the annual independent audit.
- D. If the adjusting entry creates a need for a Budget Amendment, and the Budget can still be amended, the budget team will review/assist.

4.7-6 CAPITAL ADJUSTMENTS

- A. Requests for Capital are submitted and approved through the Budget and/or Capital Improvement Program.
- B. It is recognized that the approved Capital Outlay/CIP budget is based on cost estimates projected prior to commencement and thus the estimates may be inaccurate.
 - 1. If the Adopted Budget is underestimated by an amount within the County Manager's Procurement Threshold Authority, and there are funds available within the County Department's approved budget in the same Fund, the Capital Project/purchase may proceed with a Budget Transfer approved by the County Manager or Designee.
 - 2. If the Budget included a certain number of Capital Outlay items, but the actual purchase price is low enough to accommodate the purchase of additional quantities and the Procurement Code's requirements can be satisfied, the County Manager may approve the purchase of additional quantities of the same item within the Budget.

3. If the Budget for a Capital item is overestimated, the excess funding will be re-appropriated by the budget team as directed by the County Manager and approved by the Board.
- C. Capital Substitutions: The Board recognizes that there will be times when an emergency, change in need or direction necessitates a different Capital Project or Capital Outlay becomes a priority over what was approved. As such, the County Manager is directed to develop a Procedure for requests that may be approved by the County Manager when the replacement Capital Project or Capital Outlay can be fulfilled within the approved Budget of the original item and is eligible for the funding source. In all other instances, the request must be approved by the Board.

4.8 CAPITAL IMPROVEMENT PLAN (CIP)

4.8-1 GENERAL PROVISIONS

- A. It is in the County's best interest to prepare and maintain a Capital Improvement Plan (CIP), a five-year program for the County's major Capital Projects to be reviewed/revised annually.
- B. The CIP will operate on the same fiscal year schedule as the County's Budget and the first year of the CIP shall be incorporated as a part of the Adopted Budget.
- C. The adoption schedule must also provide adequate time so that components may be included into the Comprehensive Plan update when appropriate.
- D. The CIP shall represent a framework for planning the replacement of existing capital equipment and facilities and for major investments in acquiring and building new public facilities.
- E. In addition to assisting with planning, the CIP is a helpful tool when requesting funding assistance from state and federal agencies.

4.8-2 CIP STRUCTURE

- A. The County will include all Capital Assets that qualify in the CIP.
- B. The determination as to whether or not capital expenditures should be included in the CIP versus non-CIP Capital Outlay versus Operating Expenditures/Expenses will be determined in accordance with the Finance Code, GASB and GAAP.
- C. The CIP lists each proposed Capital Project, the anticipated timeframe, the amount expected to be expended in each year of the program and, if available, the proposed method of financing (cash on hand, bonds, lease/purchase agreement, etc.).

D. Capital Improvement Element (CIE) and the Comprehensive Plan:

1. Within the CIP, there are projects also considered Capital Improvement Element (CIE) projects, which are needed to ensure that Level of Service (LOS) standards, as adopted in the County's Comprehensive Plan, or applicable Florida Statutes, are achieved and maintained for concurrency-related facilities located within Osceola County.
2. This may include Level of Service standards that reduce and/or correct existing deficiencies or that increase capacity of public facilities to meet future growth needs in Osceola County.
3. Designating a CIP project as CIE must be financially feasible and may have a budgetary impact.

4.8-3 CIP FUNDING

- A. Whenever appropriate, it is the County's policy to maximize its resources by securing debt to pay for capital improvements.
- B. Existing funds, annual appropriations, and Reserves can be used to pay for the capital as permitted by law, also referred to as Pay-As-You-Go Financing. As noted earlier, it may take more than one Fiscal Year to establish adequate funds. As such, Reserves for Capital can be utilized to plan for and/or fund the items and projects.
- C. Certain projects are recommended for Debt Financing including, but not limited to, the issuance of bonds, bank loans, capital leases, etc. The appropriate debt mechanism to utilize will be determined by many factors. The type and life expectancy of the asset and any stipulations associated with the proposed revenue source(s) are just a few. The decision to utilize debt must be in accordance with the Finance Code and accepted rating standards to maintain the credit rating of the County or existing bonds.
- D. If the decision is made to finance a project with bond proceeds, the County Manager will assign the individuals, including any outside entities necessary per the Finance Code, to ensure that all requirements and the many steps that are required to secure the debt are met.
- E. CIP Amendment: As a five-year program that is generally approved annually, there will be times the CIP will require amending. When amending the CIP, the Board will approve via a Resolution through a process similar to a Budget Supplement, except as otherwise provided by Florida Statutes (for example, as in the case of amendments to the Comprehensive Plan). Frequently, the CIP Amendment will be submitted in conjunction with a Budget Supplement or Amendment.

APPENDIX A. - DEFINITIONS

Unless the context otherwise requires, the following terms shall have the meanings set forth below whenever they appear in Chapter 4 of the Administrative Code and/or correlating County Manager Procedures:

“Accrual Basis Accounting” means a method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

“Administrative Code/Code” means the compilation of the Board’s Policy/rules for its operations.

“Adopted Budget” means the Budget that is approved annually by the Board as a part of the budget approval process pursuant to Sections 129.03 and 200.065, Florida Statutes with an effective date of October 1st of each Fiscal Year.

“Ad Valorem” means property taxes computed as a percentage of the Just Value of locally assessed real estate, and tangible personal property less any exclusions, differentials, exemptions and credits and is expressed in mills. Ad Valorem taxes are considered general revenue for general-purpose local governments and determined by multiplying the taxable value (assessed value less any exemptions) by the millage rate and dividing by 1,000.

“Amended/Revised Budget” means the County’s budget after any changes and/or amendments are made to the Adopted Budget.

“Assigned Fund Balance” means the portion of the net position of a Governmental Fund that represents resources set aside (“earmarked”) by the government for a particular purpose.

“Bank Loans” means loans for a term of not more than 20 years to provide an alternative option to smaller financing needs that require a longer amortization than interim financing options.

“Benefits” means employee benefits, excluding wages and salaries, including employer contributions to a retirement system, social security, insurance and similar direct benefits as well as other costs such as Other Post-Employment Benefits (OPEB) expense accrual, Worker’s Compensation and Unemployment Compensation Insurance.

“Board” means the Osceola County Board of County Commissioners that is the duly elected legislative branch responsible for setting policies, adopting ordinances, appropriating funds, etc.

“Bond Counsel” means an attorney or law firm retained by the County to give the traditional Bond Counsel opinion and may prepare or review and advise regarding the County’s authorizing resolutions, bond contracts, official statements, validation proceedings and litigation.

“Budget” means the annual Adopted Budget, as amended or revised, that serves as the County’s financial plan that includes estimated revenues equaling estimated expenditures for a period of one year.

“Budget Amendment” means the mechanism used to revise the Budget to reflect changes for all other purposes other than those provided for through a Budget Transfer or Budget Supplement, through a properly advertised public hearing in accordance with Florida Statutes.

“Budget Assumption Document” means guidance for Departments, Constitutional Officers and other outside entities to aid in the preparation of the new Fiscal Year’s Budget requests developed by the budget team in accordance with the County Manager’s direction.

“Budget Supplements” means the mechanism used to revise the Budget to reflect changes not provided for through a Budget Transfer or Budget Amendment by means of a Board-approved Resolution in accordance with Florida Statutes.

“Budget Transfers” means the mechanism used to revise the Budget by the Budget Officer provided that the total appropriations of a Fund does not change in accordance with Florida Statutes.

“Capital Adjustments” means the mechanism to change an approved Capital Project/item.

“Capital Substitution” means the mechanism to change an approved Capital request with a different Capital need.

“Capital Assets” means tangible or intangible assets held and used in County operations, which have a service life of more than one year and meet the County’s capitalization policy. Capital Assets of the county include land, infrastructure, and improvements to land, buildings, leasehold improvements, vehicles, furnishings, equipment, collections, and all other tangible and intangible assets that are used in County operations as provided for in the Finance Code.

“Capital Leases” means a lease considered to have the economic characteristics of asset ownership.

“Capital Outlay” means expenditures for property as currently, or hereafter amended, defined in Florida Administrative Code 69I-72.007, as all tangible personal property owned by a governmental unit and of a non-consumable nature; acquisition of or addition to fixed assets.

“Capital Improvement Element (CIE)” means a component of the Comprehensive Plan designed to consider the need for and the location of public facilities in order to encourage the efficient use of such facilities, as well as a component for correcting existing public facility deficiencies, which are necessary to implement the Comprehensive Plan. The components shall include estimated costs, projected revenue sources, standards to meet established levels of service, transportation improvements included in the applicable metropolitan planning organizations program, and a schedule for at least a 5-year period.

“Capital Improvement Plan (CIP)” means a five-year framework for planning for the replacement of existing capital equipment/facilities and for major investments in acquiring and building new public facilities that links the County’s Comprehensive Plan and fiscal Budget to physical development.

“Capital Project” means any project funded by public monies, or proposed to be funded by public monies, to build, restore, retain, or purchase any equipment, property, facilities, programs or other items, including buildings, park facilities, infrastructure, information technology systems, or other equipment, that is funded on a necessarily non-repeating, or non-indefinite, basis and that is to be used as a public asset or for the public benefit. Any and all funds used for a Capital Project shall be used in accordance with the rules and regulation of the fund source with parameters and thresholds established in the County’s Finance Code.

“Category Budgeting” means utilizing the State of Florida’s Uniform Accounting System Manual (UAS) method for Categories to provide management budgetary control at the Department/Category level. This management tool does not change the legal level of control which is at the Fund level.

“Categories” means the division of expenditure classifications within the Budget in accordance with the Uniform Accounting Systems Manual as follows:

1. **“Personnel Services”** includes expenses for salaries, wages and related employee benefits provided for all persons employed by the reporting entity whether on full-time, part-time, temporary, or seasonal basis.
2. **“Operating Expenditures/Expenses”** includes expenditures for goods and services, which primarily benefit the current period, and are not defined as Personnel Services or Capital Outlays.
3. **“Capital Outlay”** includes outlays for the acquisition of or addition to fixed assets.
4. **“Debt Service”** includes outlays for debt service purposes.
5. **“Grants and Aids”** includes all grants, subsidies, and contributions to other government entities/reporting units and private organizations.
6. **“Other Uses”** includes Transfers and Reserves.

“Chart of Accounts” means a created list of the accounts used to organize the budget and finances of the County and to segregate revenues, expenditures, assets and liabilities in accordance with the UAS and the County Manager’s Organizational Chart.

“Commercial Paper” means unsecured short-term promissory note issued by corporations, with maturities ranging from 2 to 270 days.

“Committed Fund Balance” means Fund Balance amounts that can be used only for the specific purposes determined by a formal action of the Board that may be changed or lifted only by taking the same formal action that imposed the constraint originally.

“Comprehensive Annual Financial Report (Annual Report)” means a thorough and detailed presentation of the County's financial condition, providing transparency and a detailed accounting of all expenditures by including dozens of basic and more intricate financial reports along with notes, narratives and supporting data for each fiscal year.

“Comprehensive Plan” means a statutorily required plan that shall provide the principles, guidelines, standards, and strategies for the orderly and balanced future economic, social, physical, environmental, and fiscal development of the area that reflects community commitments to implement the plan and its elements. These principles and strategies shall guide future decisions in a consistent manner and shall contain programs and activities to ensure comprehensive plans are implemented.

“Constitutional Officers” means the five Officers who are independently elected Countywide on a partisan ballot with no term limits including: the Clerk of Courts, Property Appraiser, Tax Collector, Supervisor of Elections and Sheriff.

“Construction in Progress” means amounts expended in one fiscal year on new construction, land or building improvement, or other tangible capital construction projects that will be finished in a future year.

“Consumer Price Index” means a measure of the average change overtime in the prices paid by All Urban Consumers (CPI-U) in the South Region as published by the United States Department of Labor, Bureau of Labor Statistics for a market basket of consumer goods and services.

“Cost Allocation” means distribution of non-General Fund support/administrative costs to the Funds that benefit from those costs.

“County” means Osceola County, Florida, a charter county and political subdivision of the State.

“County Administration” means the County Manager, Chief Administrative Officer, Deputy County Manager(s) and/or Assistant County Manager(s) when acting in the capacity of the County Manager in accordance with approved, written delegation of authority, and determined necessary by the County Manager to assist with overseeing the day-to-day operations of the County.

“County Budget Officer” means the County Manager as designated by the Board in Chapter One of Osceola County’s Administrative Code to carry out the duties set forth in Chapter 129 F.S.

“County Departments” means a division/area of the County Manager’s Organizational Chart with a particular area of responsibility.

“County Manager” means the chief executive officer of the County appointed pursuant to Section 2:3 A. of the Osceola County Home Rule Charter, or such person’s designee.

“County Manager Procedure/Procedures” means an established process in alignment with the Administrative Code (Board Policy) developed by the relevant staff, reviewed by the County Attorney’s Office and approved by the County Manager, in order to provide direction to staff in carrying out the day-to-day administration of the County.

“County Manager’s Recommended Budget” means an annual operating budget, capital budget and capital program submitted to the Board for consideration.

“CIP Amendment” means an adjustment to the approved Capital Improvement Plan including changing priorities, projects, estimates, funding sources, etc.

“Credit Ratings” means the measurement of the probability of the timely repayment of principal and interest and is assigned by independent rating agencies (e.g. Fitch, Moody’s, Standard & Poors).

“Debt” means money owed by one party to a second party and is subject to contractual terms regarding the amount and timing of repayments of principal and interest.

“Debt Covenants” means contractual obligations set forth in a bond contract (resolution, indenture, loan agreement, capital lease or other document) and may include covenants to charge fees sufficient to provide required pledged revenues; to complete, maintain and operate the project; not to sell or encumber the project; not to take actions that would cause tax-exempt interest on the bonds to become taxable or otherwise become arbitrage bonds, etc.

“Debt Service Coverage” means a benchmark used in the measurement of an entity’s ability to produce enough cash to cover its debt payments.

“Departments’ Administrators/Directors/Department Head” means executive-level managers assigned to oversee a specific division/area of responsibility in accordance with the County Manager’s Organizational Chart.

“Disbursements” means the payment of money from a fund or account.

“Disclosure Counsel” means an attorney or law firm retained by the issuer to provide advice on issuer disclosure obligations and to prepare the official statement and/or continuing disclosure agreement.

“Expenditures” means decreases in fund net assets - for current operations, capital outlay or debt service - except those arising from operating and residual equity transfers to other funds.

“Fee Resolution” means the County’s consolidated list of services and costs to provide the services that is approved by the Board.

“Finance Code” means the Chapter of the County’s Administrative Code that defines the Board’s Policy for financial management.

“Financial Reporting” means documents prepared by government agencies at the end of an accounting period, containing a summary of accounting data for that period that includes background notes, forms and other information.

“Financial Statements” means documents prepared by the County to display the financial position of the County as a part of the Annual Comprehensive Financial Report (ACFR).

“Fiscal Year” means the period commencing on October 1 of each year and continuing through the next succeeding September 30, or such other period as may be prescribed by law as the fiscal year for the County.

“Fixed Assets” means assets which are purchased for long-term use and are not likely to be converted quickly into cash, such as land, buildings, and equipment.

“Florida Administrative Code (FAC)” means the official compilation of the rules and regulations of Florida regulatory agencies.

“Fund” means a separate accounting entity that is self-balancing and segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

“Fund Balance” means the resources available to be carried over from one Fiscal Year into the next.

“Fund Groups/Types” means a classification of funds required to be used per the Uniform Accounting System Manual. Osceola County utilizes four Governmental Funds and two Proprietary Funds in its Budget:

1. **“General Fund” (001):** To account for all financial resources not accounted for and reported in another fund.

2. **“Special Revenue Funds”** (101 - 199): To account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.
3. **“Debt Service Funds”** (201 - 299): To account for financial resources that are restricted, committed, or assigned to expenditure for principal and interest.
4. **“Capital Projects Funds”** (301 – 399): To account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays.
5. **“Enterprise Funds”** (401 – 499): To account for operations (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.
6. **“Internal Service Funds”** (501 – 599): To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

“Full-Time Equivalent (FTE)” means 2,080 hours of work that may be comprised of one employee or two/multiple part-time employees.

“Generally Accepted Accounting Principles (GAAP)” means conventions, rules, and procedures that serve as the norm for the fair presentation of Financial Statements.

“Governmental Accounting Standards Board (GASB)” means the standard-setting body, associated with the Financial Accounting Foundation that establishes standard of financial accounting and reporting practices for state and local governmental units.

“Governmental Funds” means Funds that account for most typical governmental functions focusing on the acquisition, use and balances of an organization’s expendable financial resources and the related current liabilities, uses the Modified-Accrual Basis of Accounting and includes General, Special Revenue, Debt Service, and Capital Projects Funds.

“Grant” means financial assistance pursuant to written agreements/contracts to carry out a specific purpose.

“Intangible Assets” means a class of Capital Assets that has no physical substance, but has value for longer than one year such as purchased software, an easement, etc.

“Interfund Loans” means money advanced from one Fund to another Fund when insufficient money is available to meet obligations of the Fund receiving the advancement, or are necessary for capital expenditures of the Fund receiving the advancement, but only if the

advancement does not 1) conflict with other local, state, or federal laws; or 2) restrict, impede or limit implementation or fulfillment of the original purposes for which the money was received in the Fund providing the advancement.

“Internal Control” means an integrated set of policies and procedures designed to assist management to achieve its goals and objectives.

“Journal Entries” means types of accounting entries that debit one account and credit the corresponding account.

“Just Value” means the value of real and tangible personal property established by the Property Appraiser for ad valorem tax purposes as required by Article VII, Section 4 of the Florida Constitution and Chapter 193, Florida Statutes, as amended; generally, the price at which a property, if offered for sale in the open market, with a reasonable time for the seller to find a purchaser, would transfer for cash or its equivalent, under prevailing market conditions between parties who have knowledge of the uses to which the property may be put, both seeking to maximize their gains and neither being in a position to take advantage of the exigencies of the other.

“Lease/Lease Agreement” means a legal document outlining the terms under which the lessee (the renter) is provided use of an asset and guarantees the lessor (the property owner) regular payments from the lessee for a specified number of months or years.

“Level of Service (LOS)” means the County’s approved service levels that are currently being provided and/or the desired or expected levels of service the County wants to achieve to provide satisfactory service.

“Modified-Accrual Basis of Accounting” means basis of accounting that modifies the accrual basis of accounting in two important ways: revenues are not recognized until they are measurable and available and expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

“Municipal Serving Benefit Units (MSBUs)” means a service unit which receives a specific benefit for which a special assessment is imposed to cover the cost of providing the service or improvement established by the Board through an adopted ordinance or resolution that outlines the boundaries of the district and the services or improvements to be provided.

“Municipal Serving Taxing Units (MSTUs)” means a service unit for which an ad valorem tax levy is imposed to cover the cost of providing a service or improvement, based upon taxable value established by the Board through an adopted ordinance or resolution that outlines the boundaries of the district and the services or improvements to be provided.

“Non-spendable Fund Balance” means Fund Balance amounts that are not in a spendable form or are required to be maintained intact such as inventory or permanent funds.

“Operating Budget” means the components of the budget utilized for overall operation of the County to include Personnel Services and Operating Categories.

“Operating Reserves” means Reserves for Cash and Contingency.

“Ordinances” means the most authoritative form of action taken by the Board, and once adopted, becomes an established law that generally governs matters not already covered by state or federal laws.

“Organizational Chart” means the County Manager’s structure for delineating the functions and responsibilities of the staff and various Departments under his/her direction that is presented to the Board for approval.

“Pay-As-You-Go Financing” means funding new projects with funds the County has on hand from previous appropriations.

“Procurement Code” means the Chapter in the Administrative Code that establishes the Board’s Policy for buying, purchasing, renting, leasing, or otherwise acquiring any goods and/or services for public purposes.

“Procurement Threshold Authority/Signing Authority” means the County Manager’s authority to award and execute purchases, Contracts and/or Amendments that do not exceed the authorized threshold as established in the Procurement Code.

“Proprietary Funds” means Funds that focus on the determination of the operating income, changes in net position (or cost recovery) financial position and cash flows. There are two types of Proprietary Funds: Enterprise Funds and Internal Service Funds.

“Reimbursement Resolution” means declaring the official intent of the Board to reimburse certain eligible expenditures from the proceeds of tax-exempt financing issued by the Board.

“Repair and Maintenance (R&M)” means expenditure costs incurred to maintain the operating condition of the asset and its original use.

“Reserves” means monies set aside in the County’s Budget for future use in accordance with Florida Statutes, Board Policy, and the requirements of other entities such as grantors and Debt Covenants.

1. **“Reserves Assigned”** means Reserves intended to be used by the government for specific purposes as established by the Board or County Manager.

2. **“Reserves for Cash”** means Reserves established to ensure adequate resources for operating purposes at the beginning of the fiscal year as well as to protect the County in the event it must respond to a natural or man-made disaster.
3. **“Reserves for Capital”** means Reserves established to fund future infrastructure/items and/or projects listed within the CIP. These Reserves may be **“Designated”** towards a specific project/item or **“Undesignated”** and thus just specified towards Capital.
4. **“Reserves for Contingencies”** means the County’s emergency reserve to fund one-time emergencies and unanticipated expenditure requirements.
5. **“Reserves for Claims”** means amounts reserved in the County’s Internal Service Funds for insurance claims incurred but not paid and/or in accordance with actuarial studies.
6. **“Reserves for Debt”** means Reserves required to be appropriated in compliance with the Debt Covenants and/or for future debt service payments.
7. **“Reserves Restricted”** means Reserve amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation.
8. **“Reserves for Stability”** means Reserve amounts to offset unanticipated revenue declines occurring within a fiscal year.

“Resolutions” means a Board policy presented for the Board's consideration which only has to be considered by the Board once.

“Restricted Fund Balance” means Fund Balance amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include Grants and impact fees.

“Revenues” means all increases in fund net assets except those arising from inter-fund reimbursements, inter-fund operating and residual equity transfers or long-term debt issues.

“Sinking Fund” means a fund formed by periodically setting aside money for the gradual repayment of a debt or replacement of an asset.

“Small Vehicles” means automobiles designed for transport (car, van, sport utility vehicle or a truck with a manufacturer’s capacity of 1 ton or less) and have a cost of less than \$100,000.

“Special (Non-Ad Valorem) Assessments” means revenue collections resulting from compulsory levies against certain properties to defray part or all of the cost of specific capital improvements or services presumed to be of general benefit to the public and special benefit to the assessed properties that may be imposed when 1) the property assessed will derive a special benefit from the improvement or service provided; and 2) the assessment is fairly and reasonably apportioned among the properties that receive the special benefit.

“State” means the State of Florida.

“State of Florida Uniform Accounting System (UAS) Manual” means rules and regulations mandated by Section 218.33, Florida Statutes to be used as the standard for recording and reporting of financial information to the State of Florida including the UAS Chart of Accounts as a basis for the Budget and accounting systems so that preparation of financial reports will be consistent with other local reporting entities.

“Strategic Plan” means a Board adopted document that establishes the priorities and direction of the County through approved goals and action items.

“Strategic Plan Action Items” means specific deliverables that are developed by staff and approved by the Board as part of the Strategic Plan to support the accomplishment of the Board’s priorities.

“Transfer” means the movement of funds from one Fund to another without the intent of reimbursement.

“Transfers In” means revenues transferred between Funds for reimbursement for goods provided or services performed.

“Transfers Out” means transfers from one Fund group of the reporting entity to another, which are not repayable and do not constitute payment or reimbursement for goods provided or services performed, including payment to Constitutional Officers.

“Truth in Millage (TRIM)” means the State of Florida’s law that is designed to inform taxpayers which governmental entity is responsible for the taxes levied and the amount of tax liability taxpayers owe to each taxing authority.

“Unassigned Fund Balance” means Fund Balance amounts that are the residual classification of the General Fund only and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

“Vehicles” means automobiles designed for transport (car, van, sport utility vehicle or a truck with a manufacturer’s capacity of 1 ton or less) and have a cost of greater than \$100,000.

“Year-End” means the end of the fiscal year.

History – 05/24/93, adopted at special meeting; 01/28/02, agenda item #4L; 07/26/04, Res #04-056R; 01/11/10, Res #10-015R; 09/19/11, Res #11-093R; 03/04/13, Res #13-021R; amended and restated in its entirety on 05/02/22, Res #22-087R, agenda item #11

CHAPTER SIX
FINANCE CODE

6.0 PURPOSE

The purpose of the Osceola County Finance Code is to establish, simplify, centralize, and modernize the policies governing the financial operations of the County. The Finance Code establishes policies over Capital Assets, Debt, Disbursements, Financial Reporting, Fund Balance, Grants, Internal Controls, Investments, and the Revenue/Receipts Cycle. The Finance Code permits the continued development of comprehensive financial policies and procedures that provide for increased public confidence in the management of public funds, and communicates to the entire County the objectives of the Board of County Commissioners (Board). County Administration and the Clerk of the Circuit Court (Clerk), for the functions they perform on behalf of the Board, have the responsibility to establish and maintain an adequate system of Internal Control, as well as, provide on a timely basis, to the Board, governmental agencies, creditors and other constituencies reliable financial information.

6.7 DEBT

In order to ensure that Osceola County maintains a sound debt position and that the County’s credit quality is protected, it is the Board’s commitment to make full and timely repayment of all outstanding debt and to adhere to the Finance Code.

6.7-1 RESPONSIBILITY

A. The County Manager shall designate the qualified individuals responsible to manage the County’s debt processes, including the following:

1. Developing and presenting financing, regardless of type, recommendations to County Administration.
2. Coordinate with the County Manager/Designees and the County Attorney and external parties in developing recommendations to the Board to ensure the County is exercising sound fiscal management of the County’s debt structure.
3. Maintaining a system of record keeping that maintains compliance with the County’s ongoing disclosure undertakings to established Nationally Recognized Municipal Securities Information Repositories (NRMSIR’s) and disclosure standards promulgated by state and national regulatory bodies and meet the arbitrage rebate compliance (as calculated by an independent, qualified consultant) requirements of the federal tax code.
4. The County is responsible for reviewing and securing financing for all Capital Leases as needs arise and ensuring that any Capital and Operational leases are reviewed for compliance with GASB 87 for materiality and disclosure per implementing Procedures. To comply with GASB 87 the Finance Office has established the following thresholds for disclosure purposes:
 - a. Capital Leases: All Capital Leases will be disclosed through the County’s dissemination agent Digital Assurance Certification, LLC (DAC) or any other agent appointed from time to time by the County. All capital leases will be included in the ACFR and the notes to the financial statements.

b. Operational Leases: Operational leases will be disclosed through the County's dissemination agent DAC, or any other agent appointed from time to time by the County, if any of the following conditions are met: the term of the lease (including renewals) is longer than twelve (12) months and the amount of the lease exceeds \$500,000 per fiscal year, and/or the total amount of the lease exceeds 5% of the County's net Capital assets for the life of the lease. The County's net Capital assets amount can be obtained from the most recent ACFR in the Statement of Net Position.

B. External Advisors: Whenever in the best interest of the County, the County will utilize the services of independent third-party providers. Services will be sought in accordance with the County's approved Procurement Code and will include providing expertise on items such as:

1. Financial Advisors: Financial Advisors will provide advice and recommendations to the County on items such as analyzing current debt structures, cash and required reserves, investment of bond proceeds, financing options that provide the County with the most efficient and the greatest current and future financial flexibility, assistance with the Request For Proposal (RFP) process for other external financial services and recommendations on appropriate methods for the issuance of County debt obligations.

2. Bond Counsel: Bond Counsel is responsible for issuing an opinion as to the legality and, where applicable, tax-exempt status of all debt obligations. The County will also seek the advice of Bond Counsel on other types of financings and on other questions involving federal tax or arbitrage law. Bond Counsel is also responsible for the preparation of the Resolution authorizing issuance of Obligations and all of the closing documents to complete the sale and will perform other services as requested by the County.

3. Underwriters: Underwriters must be selected by competitive bids on bonds for all competitive sales. In order to appoint an Underwriter and/or team of Underwriters for Negotiated Sales, Underwriters are first selected through the Request for Proposal (RFP) process or as otherwise approved by the Board to create a pool. The appointed Underwriter / Underwriting team in a Negotiated Sale will be selected from the approved pool based on a number of relevant factors. Factors to consider will include, but are not limited to, the size of the issuance, type of issuance and experience, current market factors, and proper coverage of different markets.

4. Disclosure Counsel: Disclosure Counsel will be utilized for all public offerings to render an opinion to the County (and a reliance letter to the Underwriters, if requested) in connection with each offering to the effect that, with certain conditions, nothing came to their attention to indicate the offering document contains any untrue statement or omits a material fact required to be included. Disclosure Counsel shall also provide legal advice to the County to assist in meeting its secondary market disclosure obligations.

5. The County may periodically select other service providers (e.g., escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements and minimize net County debt costs.

6.7-2 USE OF DEBT

The County will consider long-term financing for the acquisition, maintenance, replacement, or expansion of physical assets, including land, only if they have a useful or economic life of at least five years. County debt will generally not be issued for periods exceeding the useful or economic life of a project or projects to be financed. Debt of longer amortization periods will be issued for capital projects when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries.

6.7-3 CREDITWORTHINESS

A. Credit Ratings: Osceola County seeks to maintain the highest practicable credit ratings for all categories of short and long-term debt that can be achieved without compromising delivery of basic County services and achievement of adopted County Policies.

B. Financial Disclosure: Osceola County is committed to full and complete required financial disclosure. In addition, the County will cooperate fully with rating agencies, bond issuers, institutional and individual investors, other levels of government and the general public to share clear, comprehensive, and accurate financial and other relevant information. The County is committed to meeting secondary market disclosure requirements on a timely and comprehensive basis.

D. Debt Limit: Other than General Obligation (GO) Debt and other debt paid by ad valorem taxes, neither state law nor Osceola County Home Rule Charter provides any limits on the amount of debt that may be incurred. However, the County will keep outstanding debt consistent with its creditworthiness, best practices, needs, and affordability objectives.

E. Debt Service Coverage: The creditworthiness of revenue-backed debt, whether tax revenues or other non-ad valorem revenues, is generally measured by debt service coverage. Acceptable coverage levels vary from one type of revenue to another and from time to time. Prior to issuance of revenue-backed debt, an evaluation of projected coverage will be made to determine that the credit rating of the debt will not be materially impaired by the proposed issuance or foreseeable future debt issuances.

6.7-4 STANDARDS AND STRUCTURE

Debt obligations will be structured to achieve the lowest possible net cost to the County given market conditions, the urgency of the project, and the nature and type of security provided. Moreover, in achieving its objectives and to the extent possible, the County will design the repayment of its overall debt so as to recapture its financing capacity for future use.

A. Maximum Maturity: County Administration may recommend a longer term if it finds that there is an overriding business reason and/or public purpose to extend, subject to IRS regulations for tax-exempt debt. In general, however, County debt obligations will have a maximum maturity of the earlier of:

1. The estimated useful or economic life of the capital improvement being financed;
2. Thirty (30) years; or
3. The final maturity of a debt obligation being refinanced.

B. Financing Structures: The Board has authority to approve a variety of financing types. The County Manger shall designate the individuals with the required expertise, including external advisors, to identify the most prudent and sound financing structure. The following structures are authorized:

1. Long Term Financing: May include either competitive or negotiated sales depending on the situation and to ensure the best terms for the County as identified in the implementing Procedures.
2. Short-Term/Interim Financing: Different types of short-term financing include Commercial Paper, Lines / Letters of Credit, Bank Loans, Capital Leases or similar structures. In accordance with implementing

Procedures, this type of financing is generally more appropriate for when funding needs are smaller or for an interim basis.

3. Capitalized Interest: In specific circumstances and subject to the federal and state law, interest may be capitalized from the date of issuance of debt obligations through the completion of construction for revenue-generating projects or for projects in which the revenue designated to repay the debt obligation will be collected at a future date, subject to IRS regulations for tax-exempt debt.

4. Back-loading: The Board authorizes substantially deferring principal payments (Back-loading) when the benefits derived can clearly be demonstrated to be greater than traditional level or declining principal payment structures, when such structuring is beneficial to the County's overall amortization schedule, when natural disasters or extraordinary or unanticipated external factors make the short-term cost of debt prohibitive, or when such structuring will allow debt service to more closely match project revenues during the early years of the project's operation.

5. Variable Rate Debt: Debt that has a Variable Rate may only be utilized when the interest rate varies according to a pre-determined formula or results from a periodic remarketing of the securities, consistent with federal and state law and covenants of pre-existing bonds, and depending on market conditions. The County will limit its outstanding bonds in Variable Rate form to reasonable levels in relation to total debt.

6. Refunding: The County and Financial Advisors will undertake periodic reviews of all outstanding debt to determine refunding opportunities. A Refunding will be considered within federal tax law constraints, when permitted by law, and in accordance to implementing Procedures. Generally, in order to proceed, there will be a net economic benefit or is necessary in order to modernize or restructure covenants essential to operations and management.

C. Credit Enhancements: Credit Enhancements (letters of credit, bond insurance, etc.) may be used, but only when net debt service on the bonds is reduced by more than the costs of the enhancement.

D. State or Federal Financing Programs: When in the best interests of the County, these programs will be considered and pursued.

E. Derivatives: Derivatives may be appropriate when a specific financial objective can be achieved that is consistent with the overall financial policy, related risks are analyzed and are considered reasonable in the circumstances and recommended by the County Manager. The Board must approve the use of any Derivative and a swap policy prior to entering into a Derivative agreement.

F. Reimbursement Resolution: The County Manager, or Designee, and Bond Counsel will submit a Reimbursement Resolution to the Board so while the long-term funding plan is developed, the initial expenses for a project may be reimbursed from debt proceeds.

6.7-5 ADMINISTRATION AND PROCESS

A. Bond Covenants: The County will comply with all covenants and requirements of the bond resolutions as well as federal and state laws authorizing and governing the issuance and administration of debt obligations.

B. Report to Bondholders: As designated by the County Manager, the Finance Office shall prepare and release to all interested parties the Annual Comprehensive Financial Report (ACFR) or supplemental

information which will act as the ongoing disclosure document required under the Continuing Disclosure Rules promulgated by the Securities Exchange Commission [S.E.C. Rule 15c2-12(b)(5)].

C. Bond and Note Sales: The County Manger and designated individuals, including external advisors, shall assist in the production of appropriate resolutions and other related financing documents for Board consideration that will include a Sources and Uses Plan.

D. Investment of Proceeds: All proceeds of debt incurred by the County, other than conduit debt obligations, shall be invested as part of the County's consolidated cash pool unless otherwise specified by the Bond Covenants. Such investments shall be consistent with those authorized by existing state law, the County's Investment Policy, and/or Bond Covenants.

E. Costs and Fees: All legally allowable costs and fees related to issuance of direct debt obligations bonds, other than conduit bonds, may be paid out of bond proceeds as determined in the best interests of the County.

F. Conduit Bond Financing: Periodically the County receives requests to approve Conduit Bond Financing for qualified projects. Although conduit debt obligations bear the name of the governmental issuer, the issuer has no obligation for such debt beyond the resources provided by a lease or loan with the third party on whose behalf they are issued. The County Attorney's Office and, if applicable the County Manager, or Designee, in coordination with the outside entity, will review all applications to provide a recommendation to the Board regarding issuance of conduit debt.

6.7-6 POST-ISSUANCE TAX COMPLIANCE

A. Post-Issuance Compliance sets forth specific policies of Osceola County designed to monitor post-issuance compliance of tax-exempt qualified obligations issued by the County with applicable provisions of the Internal Revenue Code of 1986, as amended, and regulations promulgated hereunder. The County is responsible for identifying, on a timely basis, facts relevant to demonstrating compliance with the Treasury requirements that must be satisfied subsequent to the issuance. The County's Obligations are required to ensure the interest is, or will continue to be, or would be but for certain provisions of the Internal Revenue Code, excludable from gross income for federal income tax purposes.

B. The County recognizes that compliance with applicable provisions of the Internal Revenue Code and is an on-going process, necessary during the entire term of the Obligations, and is an integral component of the County's debt management. Accordingly, the analysis of those facts, implementation, and management of the County's Policy will require ongoing monitoring and consultation with Bond Counsel beyond the scope of its initial engagement with respect to the issuance of particular Obligations.

C. The County approves the terms and structure of Obligations executed by it. Due to differences in the types of debt issuances authorized by the County, Procedures will be developed to ensure compliance with the specific variations and implemented in consultation with Bond Counsel. Specific Post-Issuance Compliance Procedures address the relevant areas described below. The following list is not intended to be exhaustive and further areas may be identified from time to time by staff in consultation with Bond Counsel. Tax-exempt qualified obligations shall include:

1. Obligations on which interest is excludable from gross income for federal income tax purposes pursuant to the Internal Revenue Code of 1986, as amended, and regulations thereunder; and

2. Obligations on which interest is not excludable from gross income for federal income tax purposes, but federal law otherwise requires such obligations to satisfy requirements of the Code applicable to tax-exempt obligations, as amended.

D. The Finance staff, as designated by the County Manager, is responsible for monitoring Post-Issuance Compliance issues.