ANNUAL OPERATING BUDGET

FISCAL YEAR 2020-2021
KISSIMMEE, FLORIDA

CITY OF KISSIMMEE, FLORIDA
LISTING OF CITY OFFICIALS
AS OF OCTOBER 1, 2020

CITY COMMISSION

Jose Alvarez - Mayor - Commissioner

Jim Fisher - Vice Mayor - Commissioner

Angela Eady - Mayor Pro Tem - Commissioner

Olga Gonzalez - Commissioner

Felix Ortiz - Commissioner

CITY MANAGER

Michael H. Steigerwald

CITY ATTORNEY

Olga Sanchez de Fuentes

DEPARTMENTAL OFFICIALS

Desiree S. Matthews	Deputy City Manager
Austin D. Blake	Assistant City Manager
Amy S. Ady	Finance Director
Jeffrey M. O'Dell	Police Chief
Craig M. Holland	Development Services Director
Shaun J. Germolous	Airport Director
James F. Walls	Fire Chief
Vacant	Public Works & Engineering Director
Elizabeth Harris	Parks & Recreation Director
Roxane Walton	Human Resources & Risk Management Director
Margaret R. Sousa	Information Technology Director

TABLE OF CONTENTS

Introduction 1

Mission Statement 2

Executive Summary:

Overview 3
Budget Message 4
Total Budgets Summary 12
All Funds by Object Code 13
City of Kissimmee Targets for Action 14
Description of City 15
Organizational Structure 19
Organizational Chart 22
Personnel Recap 23
General Fund Employees, By Department 24
Employees in Other Funds, By Fund 25
Financial Condition 26
Beginning Reserve Balances and Revenues 30
Ending Reserve Balances and Expenses 31
Year-end Fund Balances and Reserves 32
Economic Condition and Outlook 33
Budgetary Policies and Guidelines 34
Outstanding Debt 38
Outstanding Long-Term Debt 39
Capital Improvements Program 40
Budget Process 42
Budget Calendar 43
Funds Not Budgeted 44
Adopting Resolutions 45
Glossary 48

General Fund:

Sources & Uses 53
Revenue Summary 54
Revenue History 56
Revenue Transfers 57
Department Summary 58
Divisions by Object Code 59
Budget by Object 60
Expenditures by Department 61
Expenditure Summary by Division 63

General Fund, continued:

City Commission 64
City Manager 70
City Attorney 82
Finance 88
Development Services 96
Police 104
Fire 118
Public Works 124
Parks and Recreation 134
Human Resources 148

Stormwater Utility Fund:

Sources & Uses 153
Department Summary 154
Division Summary and Schedules 156

Solid Waste Fund:

Sources & Uses 161
Department Summary 162
Division Summary and Schedules 164

Airport Fund:

Sources & Uses 169
Department Summary 170
Division Summary and Schedules 172

Central Services Fund:

Sources & Uses 175
Information Technology Department Summary 176
Information Technology Division Summary and Schedules 178
Public Works Department Summary 180
Public Works Division Summary and Schedules 182

Special Revenue Funds:

Local Option Sales Tax 189
Transportation Impact 190
Mobility Fee 191
Local Option Gas Tax 193
Paving Assessment 202
Shingle Creek Trail Grant 203
Shingle Creek Regional Trail Construction Grant 204
Shingle Creek Regional Trail Design Grant 205
Shingle Creek Regional Trail Phase 2A Grant 206

Special Revenue Funds, continued:

Shingle Creek Regional Trail Phase 1B Grant 207
Shingle Creek Regional Trail South Phase 1A Grant 208
Shingle Creek Regional Trail Toho Vista Amenities Grant 209
Shingle Creek Regional Trail Toho-Valencia Trail II Grant 210
Shingle Creek Regional Trail Phase 2B Grant 211
Emory Canal Trail North Grant 212
John Young Parkway/West Oak Street Improvements Grant 213
Building 215
Downtown Community Redevelopment 221
Vine Street Community Redevelopment 226
2010 Community Development Block Grant Entitlement 227
2013 Community Development Block Grant Entitlement 228
2014 Community Development Block Grant Entitlement 229
2015 Community Development Block Grant Entitlement 230
2016 Community Development Block Grant Entitlement 231
2017 Community Development Block Grant Entitlement 232
2018 Community Development Block Grant Entitlement 233
2019 Community Development Block Grant Entitlement 234
2020 Community Development Block Grant Entitlement 236
2020 Community Development Block Grant COVID-19 240
2013 State Housing Initiative Partnership (SHIP) Grant 241
2014 State Housing Initiative Partnership (SHIP) Grant 242
2015 State Housing Initiative Partnership (SHIP) Grant 243
2016 State Housing Initiative Partnership (SHIP) Grant 244
2017 State Housing Initiative Partnership (SHIP) Grant 245
2018 State Housing Initiative Partnership (SHIP) Grant 246
2019 State Housing Initiative Partnership (SHIP) Grant 247
2015 Home Investment Partnerships Program (HOME) Grant 248
2016 Home Investment Partnerships Program (HOME) Grant 249
2017 Home Investment Partnerships Program (HOME) Grant 250
2018 Home Investment Partnerships Program (HOME) Grant 251
2019 Home Investment Partnerships Program (HOME) Grant 252
2020 Home Investment Partnerships Program (HOME) Grant 253
Neighborhood Stabilization 1 Grant 254
Neighborhood Stabilization 3 Grant 255
Recreation Impact 256
Lancaster Ranch Park Grant 257
Police 2nd Dollar Assessment 258
Justice Assistance Grant 259
Victims of Crime Act Grant 264
State Law Enforcement Trust 265
Federal Law Enforcement Trust 266
School Crossing Guard Trust 267
Treasury Forfeiture Trust 268

Special Revenue Funds, continued:

Charter School 269
Utility Tax 270

Other Funds:

Local Option Sales Tax Bonds 271
FMHA Bonds 272
Local Option Gas Tax Notes 273
Community Redevelopment Notes 274
Series 2016 Bonds 275
Series 2016 Construction 276
Series 2017 and 2018 Lines of Credit 277
Series 2017 Construction 278
Series 2018 Construction 279
Liability/Workers Compensation Self Insurance 280
Health Self Insurance 281

Additional Schedules:

Object Codes 283

Professional Services 284

Capital Outlays

General Fund 291
Stormwater Utility Fund 295
Solid Waste Fund 296
Airport Fund 296
Central Services Fund 296
Local Option Sales Tax Fund 297
Mobility Fees Fund 297
Local Option Gas Tax Fund 297
Building Fund 298
Downtown Community Redevelopment Fund 298
Vine Street Community Redevelopment Fund 298
2020 CDBG Entitlement Fund 298
Recreation Impact Fund 298
Health Self Insurance Fund 296

Ad Valorem Taxes 300

Overlapping Government Property Taxes 301

Forecast Methodology:
Revenues 303
Expenditures 310

INTRODUCTION

For ease of use, this budget has been provided with divider tabs that separate it into functional areas for review as follows:

Executive Summary. This is designed to be a "liftable" summary of the budget that can be copied and distributed as necessary to persons who wish to review the budget but who do not need the entire document. It is also designed to present an overview of the budget.

Expenditures. Individual tabs are provided for each major section of City expenditure, as follows:

General Fund
Stormwater Utility Fund
Sanitation Fund
Airport Fund
Central Services Fund
Special Revenue Funds
Other Funds - this category includes all funds that do not fit into another category.

Forecast Methodology. Information in this section documents the methods used to forecast revenues and expenditures in this budget.

Schedules. Additional details are provided in this section about object codes, professional services and capital outlays.

MISSION STATEMENT

The employees of the City of Kissimmee believe that, in order to do the best job possible, we must define our mission in the community and state what values we hold. Our mission is what we do, while our values define how we, as individuals and as an organization, go about successfully completing our mission.

The City of Kissimmee's mission is to provide quality, effective and efficient service to our citizens. In providing such service, we hold the following values:

> *We value education and training to bring about a professional commitment to efficiently serve our community.*
>
> *We value employees who are loyal to the organization because they are then personally committed to the goals of the organization.*
>
> *We value communication as a necessary tool in promoting teamwork throughout the City.*
>
> *We value employees who exhibit basic moral values that stress the importance of treating co-workers and citizens with respect and fairness.*
>
> *We take pride in our work, and we value being the best we can be.*

It is our utmost desire to foster an environment of respect for the rights of all people. We pledge this to our customers -- the citizens of Kissimmee.

EXECUTIVE SUMMARY OVERVIEW

This section is designed to provide the reader with general background and summary information about the City of Kissimmee and the FY 2021 Budget. Highlights of the material included are as follows:

Budget Message - written to give the City Commission and public a broad picture of the FY 2021 Budget.

Strategies - gives a broad overview of the Citywide strategies and initiatives established by the City Commission at the strategic planning retreat.

Description of City - gives a general background and facts about population increases, services provided and intergovernmental relationships.

Organizational Structure - explains the accounting structure, includes an organizational chart and recaps personnel changes.

Future Outlook & Financial Condition - includes budget summaries, projected fund balances and reserves.

Budgetary Policies - informs the reader about policies that shape the budget's preparation, includes debt management policies, a schedule of outstanding debt and discussion of the capital improvements program.

Budget Process - tells the chronological order of preparation and includes the resolutions that were adopted.

Glossary - gives definitions of selected terms.

September 22, 2020

Honorable Mayor and City Commissioners
City of Kissimmee
101 Church Street
Kissimmee, Florida 34741-5054

BUDGET MESSAGE FOR 2020/2021 FISCAL YEAR

Submitted herewith is the FY 2021 Annual Budget for the City of Kissimmee. Every effort has been made to clearly present funding levels and provide sufficient narrative explanation to document the City's financial plans for the coming year. Due to the COVID-19 pandemic, many revenue sources for the current fiscal year, have been projected below original estimates; however, projections for FY 2021 are anticipated to show a rebound. Therefore, for most funds, the FY 2021 budget includes some modifications in anticipated sources or uses of funds from what had been forecasted for FY 2021 in prior year long range projections.

The approved spending levels are at amounts the City believes are within its means and sustainable in future years. During budget preparation, City staff remains mindful of any capital investments which will hold down ongoing operating costs and continues searching for measures to improve the quality and quantity of services within projected resources.

The total City Budget for FY 2021 is $205,508,253 compared to an Adjusted Budget of $240,906,729 for FY 2020 and $201,160,656 initially approved for FY 2020. The Adjusted Budget for FY 2020 was substantially larger because it reflected several major projects in the Local Option Sales Tax, Local Option Gas Tax and the Series 2016 Construction Funds that were budgeted or carried forward from the prior year.

Budget Format

The presentation format of the Budget is essentially the same as last year's. Selected performance indicators and strategies are presented following the narrative on each department's duties and responsibilities in order to provide the reader with information that better illustrates each department's activities.

As in the past, each Department and Division summary presents historical data on expenditures summarized by object code for comparison to the approved budget amount. This provides a picture of spending trends of each operation. Positions approved or eliminated in each division are then presented in the Personnel Schedule. The Capital Outlay Schedule details items proposed to be funded this fiscal year. In addition, there is a schedule presented to provide additional information and details on amounts budgeted for professional services expenditures. A consolidated listing of

capital outlays, indicating which items are additions or replacements, is also provided. These schedules are located in the Schedules section of the Budget.

Budgeted Personnel Costs

The FY 2021 budget includes an increase for all City employees, which is split into a 2% cost-of-living adjustment and a 1% merit increase. In addition, monies have been included in the budget for various position reclassifications totaling approximately $109,000 of which $69,000 is included in the General Fund. Payments for longevity and the sick leave buy back program will continue to be paid in FY 2021. The FY 2021 budget includes a net increase of seven (7) full-time and two (2) part-time positions throughout various City departments.

In the General Fund, seven (7) full-time positions will be added. The additions are as follows: a Police Officer, Sergeant and a Crime Analyst will be added in the Police Department to help with increased demands throughout the Department; in the Public Works Department a Senior Marking Technician and a Marking Technician II will be added to assist in the newly established Signs and Markings operation; an Equipment Operator I and a Groundskeeper will be added in the Parks and Recreation Department for maintenance of the Shingle Creek Regional Trail. In addition to the changes in General Fund, a Solid Waste Driver will be added in the Solid Waste Fund to cover commercial services associated with the Nord Easy System; an Equipment Operator II will be added in the Sidewalks division of the Local Option Gas Tax Fund for paving and milling functions; and a Fire Inspector/Plan Reviewer will be added in the Building Fund to keep up with the growing demand in this area. In the Central Services Fund, three Custodian positions will be eliminated since janitorial services will be privatized.

Two additional part-time Groundskeepers will be added in the Parks and Recreation Department to assist with maintenance of the Shingle Creek Regional Trail.

General Fund

FY 2021 total revenue for the General Fund is projected to be $76,092,954 compared to the FY 2020 estimate of $73,171,159 which is an increase of $2,921,795. This increase can be attributed to lower than normal revenues in FY 2020 as result of the global pandemic as well as a significant increase in the ad valorem tax revenues and moderate increases in the KUA, TWA and utility tax transfer payments. The projected revenue increase will be significantly offset by total budgeted expenditures. In FY 2021, ad valorem taxes represent about 23% of projected revenues. In addition, 12% is expected from state distributions, 18% from service charges and all other sources, 10% from utility taxes, 10% from Tohopekaliga Water Authority (TWA) and 27% from the Kissimmee Utility Authority (KUA).

Certified assessed values for ad valorem taxes are $343,883,189 (or 9.3%) higher than last year which results in a total assessed value of $4,027,266,906. This includes an increase from new construction of $88,412,100 or an additional $388,486 in ad valorem revenues. Staff is recommending the Commission approve the same millage rate of 4.6253 which will generate total ad valorem tax revenues of $17,695,952. The rollback rate is 4.3435 mills based upon the latest assessed values. The rolled back rate does not generate additional proceeds from adjustments that increased the prior year tax assessments and only provides proceeds from additions to the tax roll. If the rollback rate was adopted, the City would generate $1,184,500 less than staff's recommendation for ad valorem revenues.

Overall, General Fund revenue sources will increase approximately 4.5%. As mentioned above, this increase is driven by the lower than normal numbers for FY 2020 due to COVID-19 as well as the increase in ad valorem taxes and more moderate increases in transfers from KUA, TWA and utility taxes. Payments from KUA and TWA are projected to increase approximately 1.5% and 2% in FY 2021. All other General Fund revenue sources will experience more modest increases.

The total General Fund budget for expenditures, including capital expenditures, is $79,861,398. FY 2021 operating expenditures, which include all expenditures except those on capital items and transfers, total $74,140,549. Approved operating expenditures are $1,952,405 less than recurring revenues. However, transfers to other funds total $2,929,599 while capital outlay expenditures are projected to be $2,791,250. Therefore, total expenditures in General Fund will be more than revenues by $3,768,444.

Although health insurance and pension expenditures have continued to increase, the financial benefits associated with the health and wellness clinic as well as recent pension changes will help to offset some of the increase in expenditures associated with growth in the community. However, over the past two years, the claims experience in the Health Self Insurance Fund has outpaced the premiums that are transferred from the operating funds. Therefore, a one-time transfer for $1.1 million will be made from the General Fund to offset the high claims expense that has created a negative fund balance in the Health Self Insurance Fund.

While gains were made in previous years to narrow the gap between revenues and expenditures, the recent pandemic shut down that negatively impacted the overall global economy has resulted in revenues for the current fiscal year that are below original expectations. Therefore, the disparity between revenues and expenses in both FY 2020 and FY 2021 are higher than normal. However, staff believes these changes will begin to rectify themselves in the coming year as the current crisis is abated.

Based upon FY 2021 projections, ending reserves will be about 33% of budgeted expenditures. Despite this excess over the current targeted 20%, projections indicate

that the reserves will decline to approximately 20% by the end of FY 2025. This approach also enables the City to budget funds for annual operation and personnel expenses that are not likely to be expended but would otherwise be restricted as reserves. This is due to the nature of personnel expenses where all positions must be fully budgeted but typically 4-5% of annual budgeted funds are not spent due to periodic vacancies in the workforce. However, the City must still consider all options necessary to maintain budgeted revenues and expenditures at levels that will maintain the General Fund reserves at the target level of 20% by the end of FY 2025.

The approved budget allocates approximately $350,000 for direct payments to social service and quality of life organizations, plus an amount for charges by City Departments in support of various special events.

Also included in the budget is an allocation of $100,000 to be used for the operating expenses of an economic development incentive program. The actual use of half of these funds is determined by the City Commission as the opportunities arise. As of June 30, 2020, $364,942 has been spent or encumbered from the economic incentive funds for FY 2020. Therefore, there is $801,599 available in the economic development account. For budget purposes, it was assumed that the 2020 appropriation would be used before year end, but if not, whatever amount is remaining will be added to the balance in this account.

Special Revenue Funds

As the overall economy has declined as a result of the COVID-19 pandemic, so has the local option sales tax revenue. Based upon recent collections, staff anticipates that there will be a $1.5 million shortfall in the current year. However, as various aspects of the economy re-open, staff anticipates that the sales tax revenue will rebound in FY 2021. Despite the anticipated rebound, the current shortfall will not be replaced; therefore, some projects in the 5 year plan were deferred to later years. Since the Local Option Sales Tax Fund is required to be spent on capital items only, a portion of the revenues generated from Sales Tax will continue to be used for debt service payments on the Series 2016 Bonds as well as several bank notes. In addition, other projects, such as heavy equipment and infrastructure improvements will be funded in FY 2021.

The Local Option Gas Tax Fund revenue has also been negatively impacted by the current global pandemic. As a result, FY 2020 revenues are projected to be approximately $412,000 less than the previous year. As with the local option sales tax, staff anticipates that this revenue stream will bounce back to more normal levels in FY 2021. Since the decline in the local option gas tax is not as dramatic as the local option sales tax, the measures to balance this fund over the 5-year period were far less dramatic. In FY 2021, a total of $360,000 is approved for roadway improvements as well as $500,000 for the pavement management program. Funding from gas tax revenues also includes engineering staff to handle more design work in-house and

funds for the sidewalk program. In the Mobility Fee Fund, $2,500,000 is planned for road improvement projects in the FY 2021 budget.

The Paving Assessment Fund continues to be used to account for the road and sidewalk assessment program. Collections, if any, are recorded in this Fund and transferred to the Local Option Gas Tax Fund where capital projects for paving dirt streets are budgeted.

Activity of the Downtown Community Redevelopment Agency (CRA) will continue to be handled in the Downtown Community Redevelopment Fund. The City will receive the twenty-eighth year's collection of the tax increment. Staff has estimated what the tax increment revenue will be based upon the current millage rate of 4.6253. Half of the salaries and benefits for the CRA Manager, Administrative Assistant and a portion of the Development Services Director will be charged back to this Fund from General Fund. The Vine Street Community Redevelopment Agency will generate an increment for the fourth time since its creation. Since the increment has increased significantly since the first year, the remaining 50% of the above referenced salaries and benefits will be charged back to this Fund. In addition, $500,000 has been set aside to fund development incentives and improvements to the Vine Street CRA.

Revenue collections in the Recreation Impact Fund are projected to decline somewhat from previous years; however, since collections have been much higher in recent years, $370,000 has been allocated in this fund for capital expenditures. Although the available balance is not expected to grow over the next few years, additional projects can be allocated from this fund due to the significant balance that has been carried forward over the past few years.

Other Funds

Stormwater utility fees continue to provide adequate revenues to maintain a sufficient reserve over the next five years. Further mandates as required by the Environmental Protection Agency's National Pollutant Discharge Elimination System may require a rate increase at some point in the future.

In the Solid Waste Fund, FY 2021 operating revenues are projected to be approximately $56,000 less than expenses. This is due to the continued capital investments being made in the solid waste operation. While these investments will result in the use of reserves during the five-year period, projections indicate that the operation will more than recover its investment by the end of the five-year period. At about $19.50 per month, the City remains one of the most inexpensive residential programs in the area.

The Airport Fund is projected to have total reserves of $305,045 at the end of FY 2021 which represents a decline in reserves of over 50% from FY 2020. This is due to the loss of revenue from the vacant golf course property as well as the loss of revenue from the relocation of the Kissimmee Police Department gun range. Due to these revenue losses, it is imperative that staff monitor the financial activities of the Airport to ensure that changes in the operation are made as soon as deemed necessary. As in the past, funds have been allocated to match Federal and State grants that may be available for capital improvements that should continue to bolster economic development at the Airport.

In the Central Services Fund, three Custodian positions will be eliminated in FY 2021 since janitorial services will be outsourced. This will leave one Custodian on City staff to address janitorial issues that arise during the normal work day.

Conclusion

While the COVID-19 pandemic has had a significant impact on various City revenues, the City remains in very stable financial shape; however, the City must continue to be diligent in managing the operations in a fiscally responsible manner. If staff's assumption that the revenue streams will return to more normal trends, proves to be wrong or takes longer than anticipated, further measures must be taken to account for the loss in revenue. Furthermore, cost increases that can be controlled and those over which the City has no real control, such as landfill charges, health insurance, pension benefits and fuel must be continuously monitored. Additional opportunities to control certain types of costs, such as participation in KUA's solar grid, will be explored in an effort to minimize the use of City resources. In addition, the City must closely monitor the economic climate for other changes that could negatively impact its operations. Since the overall U.S economy was in a growth mode prior to the pandemic, it is almost certain that a slow-down in economic growth will occur in the near term that is unrelated to COVID-19 since economic growth always stymies after prolonged periods of growth. Therefore, staff will continue to monitor revenue collections to determine how closely collections track with the projections. This will provide the City with the ability to respond quickly to potential declines in revenue or sudden increases in expenditures. The City must also continue to be attentive to proposals being considered at both the state and federal levels which might substantially lower revenues or increase expenditures. The City will continue to explore options to effectively manage the amount of physical growth that Kissimmee will continue to experience over the next five to ten years with the potential that revenue growth might not keep pace with the physical growth of the community. In addition, economic development initiatives will be crucial to the City's future success.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET

I greatly appreciate the support that staff has received from the City Commission. I want to acknowledge the efforts of all departments who assisted and contributed to the preparation of this document. Special recognition is also deserved for the efficient and dedicated services of the budget staff in the Finance Department.

Please let me know if you need further information or if you have any suggestions or ideas concerning ways to i prove this presentation.

Mike Steigerwald
City Manager

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ALL FUNDS
TOTAL BUDGETS SUMMARY

FUND NAME	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
General Fund	$ 103,377,537	$ 107,541,591	$ 106,647,218	$ 105,379,281
Stormwater Utility	10,368,420	10,711,033	10,631,701	6,970,087
Solid Waste	6,700,310	7,316,488	7,394,161	6,794,321
Airport	1,752,475	1,841,005	1,642,857	1,507,439
Central Services	8,775,616	9,761,153	9,215,125	9,686,370
Local Option Sales Tax	15,021,794	14,954,559	12,698,885	9,255,628
Transportation Impact	60,852	-	-	-
Mobility Fee	5,777,290	5,530,068	6,409,962	6,271,505
Local Option Gas Tax	6,100,281	6,039,770	6,080,731	5,336,554
Paving Assessment	27,677	28,000	6,000	10,000
Shingle Creek Regional Trail Grants	1,439,341	3,754,060	3,754,061	-
Emory Canal Trail Grant	-	912,691	912,691	-
JYP/West Oak Street Improvements Grant	1,454,735	3,397,029	3,397,029	-
Building	8,440,785	8,550,917	8,265,802	7,009,126
Downtown Community Redevelopment	3,247,782	3,500,425	4,492,734	3,490,186
Vine Street Community Redevelopment	553,590	1,217,120	1,243,536	1,887,417
CDBG Entitlement Grants	350,930	1,592,316	1,592,316	725,197
State Housing Initiative Partnership Grants	654,374	446,810	446,810	-
Home Investment Partnership Grants	409,008	757,792	757,793	345,234
Neighborhood Stabilization Grants	219,724	291,416	294,416	-
Recreation Impact	2,096,432	1,521,873	1,915,012	1,157,755
Lancaster Ranch Park Grant	200,000	200,000	200,000	-
Police 2nd Dollar Assessment	62,616	31,793	33,634	32,504
Justice Assistance Grant	302,959	300,492	286,384	301,692
Victims of Crime Act Grant	91,872	73,918	92,854	-
State Law Enforcement Trust	287,857	275,034	286,817	265,947
Federal Law Enforcement Trust	45,772	42,236	46,362	46,862
School Crossing Guard Trust	28,640	24,017	33,240	3,650
Treasury Forfeiture	289,323	360,022	282,867	74,048
Charter School	8,796,770	8,605,349	8,443,891	8,622,891
Utility Tax	7,654,493	7,962,667	7,678,845	7,940,845
Local Option Sales Tax Bonds	3,027,214	3,035,674	3,035,674	3,062,086
FMHA Bonds	86,669	70,824	70,824	70,974
Local Option Gas Tax Notes	279,490	279,110	279,110	278,596
Community Redevelopment Notes	272,168	282,110	282,110	281,630
Series 2016/2017/2018 Bonds	3,379,987	3,453,710	3,358,680	3,402,309
Series 2016/2017/2018 Construction	27,250,788	11,972,062	12,085,062	-
Liab/Workers Comp Self Insurance	5,358,476	5,448,607	5,819,569	5,584,461
Health Self Insurance	7,970,768	8,822,988	9,367,182	9,713,658
TOTAL BUDGET	$ 242,214,815	$ 240,906,729	$ 239,481,945	$ 205,508,253

ALL FUNDS BY OBJECT CODE

DESCRIPTION	Personal Services FY 2021	Operating FY 2021	Capital FY 2021	Other FY 2021	Budget FY 2021
General Fund	$ 52,355,635	$ 21,784,914	$ 2,791,250	$ 28,447,482	$ 105,379,281
Stormwater Utility	2,664,719	1,459,154	1,423,500	1,422,714	6,970,087
Solid Waste	2,263,978	2,693,533	645,500	1,191,310	6,794,321
Airport	701,141	328,653	170,600	307,045	1,507,439
Central Services	3,514,813	5,097,606	718,800	355,151	9,686,370
Local Option Sales Tax	-	-	3,525,600	5,730,028	9,255,628
Mobility Fee	-	-	2,500,000	3,771,505	6,271,505
Local Option Gas Tax	1,096,017	743,355	444,500	3,052,682	5,336,554
Paving Assessment	-	5,000	-	5,000	10,000
Building	1,822,130	319,546	2,782,300	2,085,150	7,009,126
Downtown Comm Redevelopment	-	1,075,799	500,000	1,914,387	3,490,186
Vine Street Comm Redevelopment	-	180,964	500,000	1,206,453	1,887,417
2020 CDBG Entitlement Grant	162,166	556,631	6,400	-	725,197
2020 HOME Grant	24,982	320,252	-	-	345,234
Recreation Impact	-	-	370,000	787,755	1,157,755
Police 2nd Dollar Assessment	-	28,905	-	3,599	32,504
Justice Assistance Grant	301,692	-	-	-	301,692
State Law Enforcement Trust	-	21,800	-	244,147	265,947
Federal Law Enforcement Trust	-	-	-	46,862	46,862
School Crossing Guard Trust	-	-	-	3,650	3,650
Treasury Forfeiture	-	-	-	74,048	74,048
Charter School	-	5,002,500	-	3,620,391	8,622,891
Utility Tax	-	30,000	-	7,910,845	7,940,845
Local Option Sales Tax Bonds	-	-	-	3,062,086	3,062,086
FMHA Bonds	-	-	-	70,974	70,974
Local Option Gas Tax Notes	-	-	-	278,596	278,596
Community Redevelopment Notes	-	-	-	281,630	281,630
Series 2016/2017/2018 Bonds	-	-	-	3,402,309	3,402,309
Liab/Workers Comp Self Insurance	-	3,452,990	-	2,131,471	5,584,461
Health Self Insurance	-	9,557,997	7,800	147,861	9,713,658
TOTAL BUDGET BY OBJECT	$ 64,907,273	$ 52,659,599	$ 16,386,250	$ 71,555,131	$ 205,508,253

CITY OF KISSIMMEE 2020 – 2021 TARGETS FOR ACTION

In January of 2020 the Kissimmee Commission held its strategic planning retreat to develop the City's Strategic Plan and establish overarching targets for action for the City's upcoming fiscal year. These targets are established by reviewing recent accomplishments and input from each department.

The targets for action established by the Commission are the foundation for the development of more specific strategies/initiatives at the departmental level (See each department section by fund for a detailed description of each strategy/initiative). These strategies and initiatives direct how available funds will be allocated throughout the City. The following are the targets for action, listed in priority, set by the City Commission for the 2020-2021 fiscal year.

POLICY AGENDA: TOP PRIORITY

Hotel Development on Mosaic Site

Vine Street Corridor Beautification

Beaumont Master Plan

City Commission Media Policy and Guidelines

Airport Control Tower Advocacy for Federal Funding

Fire Station Number 5 at Kissimmee Gateway Airport

Marina Restaurant Bid/Direction

POLICY AGENDA: HIGH PRIORITY

Local Option Infrastructure Sales Tax Renewal

Lancaster Ranch Park Master Plan

Camper and Trailer Parking Regulations

Hoagland Boulevard Funding

Legislative Program and Advocacy

Civic Center/Performing Arts Direction

Unregistered/Untagged Vehicles on the Street Regulation

DESCRIPTION OF CITY

General

The City of Kissimmee, near the geographic center of Florida, is the County Seat of Osceola County. Of Florida's 67 counties, Osceola is the State's sixth largest in geographical size with a land area of 1,506 square miles.

There are 21.9 square miles or approximately 14,017 acres within the corporate limits of the City. The City is primarily residential in character but also serves as a regional retail and commercial center and is the third largest medical district in central Florida. Since the beginning of the Disney World development in 1971, located approximately 7 miles west of the City, there has been significant growth in the City and the surrounding areas. The land use pattern has changed from a predominantly agricultural emphasis to a more diversified character of residential developments, including single and multi-family buildings, together with commercial and light industrial development. The City's economy also consists of many retail trade, lodging, food and beverage and manufacturing establishments.

Historical Growth

The 2010 U. S. Census reported 59,682 people living within the City of Kissimmee. The following table reflects the rate of increase over a ten-year period.

Year	Population	Increase	Percentage Increase
2020	75,644	844	1.13%
2019	74,800	2,637	3.65%
2018	72,163	2,201	3.15%
2017	69,962	1,561	2.28%
2016	68,401	1,809	2.72%
2015	66,592	2,227	3.46%
2014	64,365	703	1.10%
2013	63,662	1,340	2.15%
2012	62,322	1,947	3.22%
2011	60,375	693	1.20%

Other City growth indicators have also steadily increased. For example, building values based on permits pulled have averaged $121.8 million over the past ten years as shown in the following table.

Year	Number of Permits	Amount (000's)
2019	6,269	$ 195,337
2018	7,791	163,714
2017	6,132	178,403
2016	4,475	134,041
2015	4,207	136,409
2014	4,099	169,281
2013	2,964	45,920
2012	3,335	89,958
2011	2,862	60,363
2010	2,551	45,324

The 2010 Census placed the population of Osceola County at 268,685, an increase of 55.8% over the 2000 Census total of 172,493. Most of the population growth was attributable to new residents settling in the area. Kissimmee, the largest city in the county and the county seat, had a 2010 Census population of 59,682 compared to the 2000 Census of 47,814, representing an increase of 25%. As depicted below, the population of the City has increased 8-fold since 1960. It is anticipated that these growth trends will continue in the future as the state of the economy improves.

	1960	1970	1980	1990	2000	2010
Population	6,845	7,119	15,487	30,337	47,814	59,682

The table below provides some additional historical growth figures for the past ten years.

Year	Per Capita Income (County)	Building Permit Revenues	School Enrollment (County)
2019	$ 30,336	$ 2,664,834	69,114
2018	30,125	2,015,593	67,796
2017	29,915	1,579,961	65,179
2016	29,707	1,851,386	61,141
2015	29,911	765,909	58,569
2014	27,019	897,324	57,252
2013	20,440	446,353	56,639
2012	18,659	566,428	55,921
2011	20,612	413,200	54,167
2010	20,770	320,600	53,140

Employment

Local government remains the largest sector of employment in the City. Other major sources of jobs are found in the hospitality and retail industries. Major employers in the area are shown below along with their approximate level of employment:

Establishment	Industry/Product	Employed
Osceola County School District	School System	8,100
Walt Disney Company - Osceola	Hospitality	3,700
Wal-mart Stores, Inc.	Retail	3,400
Osceola Regional Medical Center	Hospital System	1,851
Advent Health	Hospital System	1,749
Gaylord Palms Resort	Hospitality	1,625
Osceola County Government	County Government	1,423
Publix Supermarkets, Inc.	Retail	1,154
Valenica College	Education	1,006
McLane/Suneast, Inc.	Distribution	982

Services

The City of Kissimmee provides a full range of municipal services, including police, fire, emergency medical services, social services, public improvements, community development, recreation and general administrative services. The City also provides garbage and trash collection and operates a municipal airport.

City Government

The City has a commission/manager form of government with a Mayor-Commissioner and four other Commissioners who are elected at large for four-year staggered terms. Elections are held on the Tuesday, ten (10) weeks prior to the State of Florida General Elections. The City employs a full-time Manager who is the chief executive and administrative officer of the City.

Transportation

The City is located between two of the major expressways in the State. Interstate 4 passes through Osceola County five miles west of the City and the Florida Turnpike diagonally crosses Osceola County along the eastern edge of the City. U.S. Route 192, which also serves the City, provides direct access to Walt Disney World.

Another major highway project, known as the Osceola Parkway, was completed in 1995. This roadway serves as a major east-west corridor across the northern section of the County and goes through Kissimmee.

Transportation, continued

The City is served by the CSX Railroad for freight services and Amtrak for daily passenger service. The City is also served by the Lynx bus system for daily passenger service as well as SunRail for commuter rail service. The Kissimmee Connector transports SunRail passengers to key employment centers in the City.

Orlando International Airport, located 12 miles northeast of the City, presently has more than 800 scheduled operations by major airlines every day. The Kissimmee Gateway Airport has three full service fixed-base operators that serve the airport and a unique cluster of vintage "Warbird" aircraft businesses, including a museum. The airport has emerged as a regional leader in aviation career education with three flight schools, numerous smaller flight schools, an aircraft electronics (avionics) technician training school and an FAA approved airframe and power plant aircraft mechanics school. There are two paved, lighted runways capable of handling the largest corporate aircraft (Boeing 737 BBJ). The runways are 6,000 and 5,000 feet in length, have clean unobstructed approaches and are equipped with a Precision Approach Path Indicator (PAPI) lighting system as visual landing aids. An FAA maintained Instrument Landing System (ILS) serves runway 15. The air traffic control tower opened in 1997 and is the 28th busiest among all towers in Florida. Restaurants, lodging and downtown Kissimmee are within a few minutes' drive of the Kissimmee Gateway Airport.

Education

The Osceola County School system consists of ten high schools, nine middle schools, twenty-five elementary schools, five multi-level schools, twenty-five charter schools as well as two alternative schools. The school system provides special programs for gifted and exceptional children.

Osceola County residents are also served by Valencia College and Florida Christian College. Valencia has constructed a campus on property provided by the City. The University of Central Florida, located on the east side of Orlando, offers undergraduate and postgraduate courses.

ORGANIZATIONAL STRUCTURE

Fund Description

The City of Kissimmee utilizes a fund structure as outlined in the accounting regulations that govern units of local government. A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances and changes therein which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. Funds are divided into various types according to the legal restrictions imposed upon them or the uses to which the funds may be put. The following is the fund structure contained in the FY 2021 budget:

I. **Governmental Funds**

Accounted for on a "spending" or "financial flow" measurement focus. Accordingly, the reported undesignated fund balances provide an indicator of available, spendable or appropriable resources.

A. General Fund. Accounts for all financial resources except those required to be accounted for in another fund. Although separate funds are established for budgetary purposes for the Police 2nd Dollar Assessment and State and Federal Law Enforcement Trust Funds, they are combined with the General Fund at year-end for financial reporting purposes.

B. Special Revenue Funds. Account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. Examples include:

Local Option Sales Tax Fund
Mobility Fee Fund
Local Option Gas Tax Fund
Building Fund
Downtown Community Redevelopment Fund
Recreation Impact Fee Fund
Utility Tax Fund

C. Debt Service Funds. Account for the accumulation of resources for payment of interest and principal on general long-term debt. Examples include:

Local Option Sales Tax Bonds Fund
Series 2016 Bonds Fund

D. Capital Projects Funds. Account for financial resources to be used for the acquisition of capital facilities (other than those financed by special assessments or enterprise funds). The City currently does not have any Capital Projects Funds budgeted.

II. Proprietary Funds

Accounted for on a “cost of service” or "capital maintenance" measurement focus. Accordingly, all assets and liabilities are included on their balance sheets and the reported fund equity provides an indication of the economic net worth of the fund. Operating statements for proprietary fund types report increases and decreases in total economic net worth.

A. Enterprise Funds. Account for operations that are financed and operated in a manner similar to private business enterprises. Examples include:

Stormwater Utility Fund
Solid Waste Fund
Airport Fund

B. Internal Service Funds. Account for the financing of goods or services provided by one department to other departments of the City or to other governments, on a cost-reimbursement basis. Examples include:

Central Services Fund
Self Insurance Funds

III. Fiduciary Funds

Agency and Expendable Trust Funds are accounted for like Governmental Fund Types; Nonexpendable Trust Funds and Pension Trust Funds are accounted for like Proprietary Fund Types. Examples include:

Nonexpendable Trust Fund
Cemetery Supplemental Care

Pension Trust Funds
General Employees
Police Officers
Firefighters

Agency Funds
Payroll
Occupational License
Pooled Investment (Clearing)

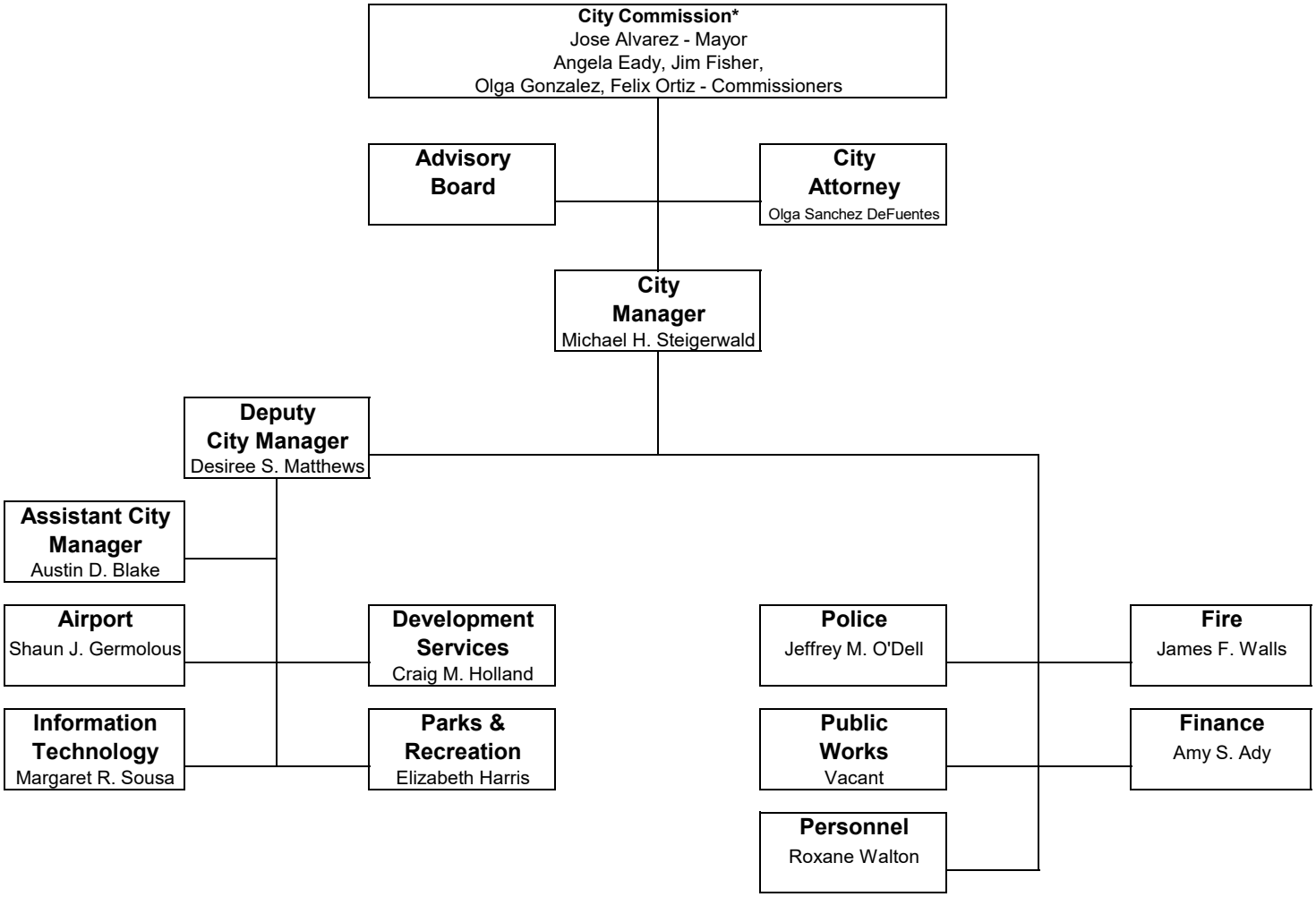
Department/Division Description

The major City Funds are budgeted and managed as combinations of organizational units known as departments and divisions. Departments consist of one or more divisions and may include divisions accounted for in more than one fund.

Object Code Description

For managerial control purposes, budgeted expenditures of each division are further accounted for with the use of object codes. A list of object codes is provided in the schedules section of this budget. Object code line item changes within departments are approved by the City Manager and reported to the City Commission. The account summary categories included on the list and used on each Division Summary of the budget are used only to illustrate the types of expenditures and are not controlled from a budgetary standpoint.

CITY OF KISSIMMEE ORGANIZATION CHART



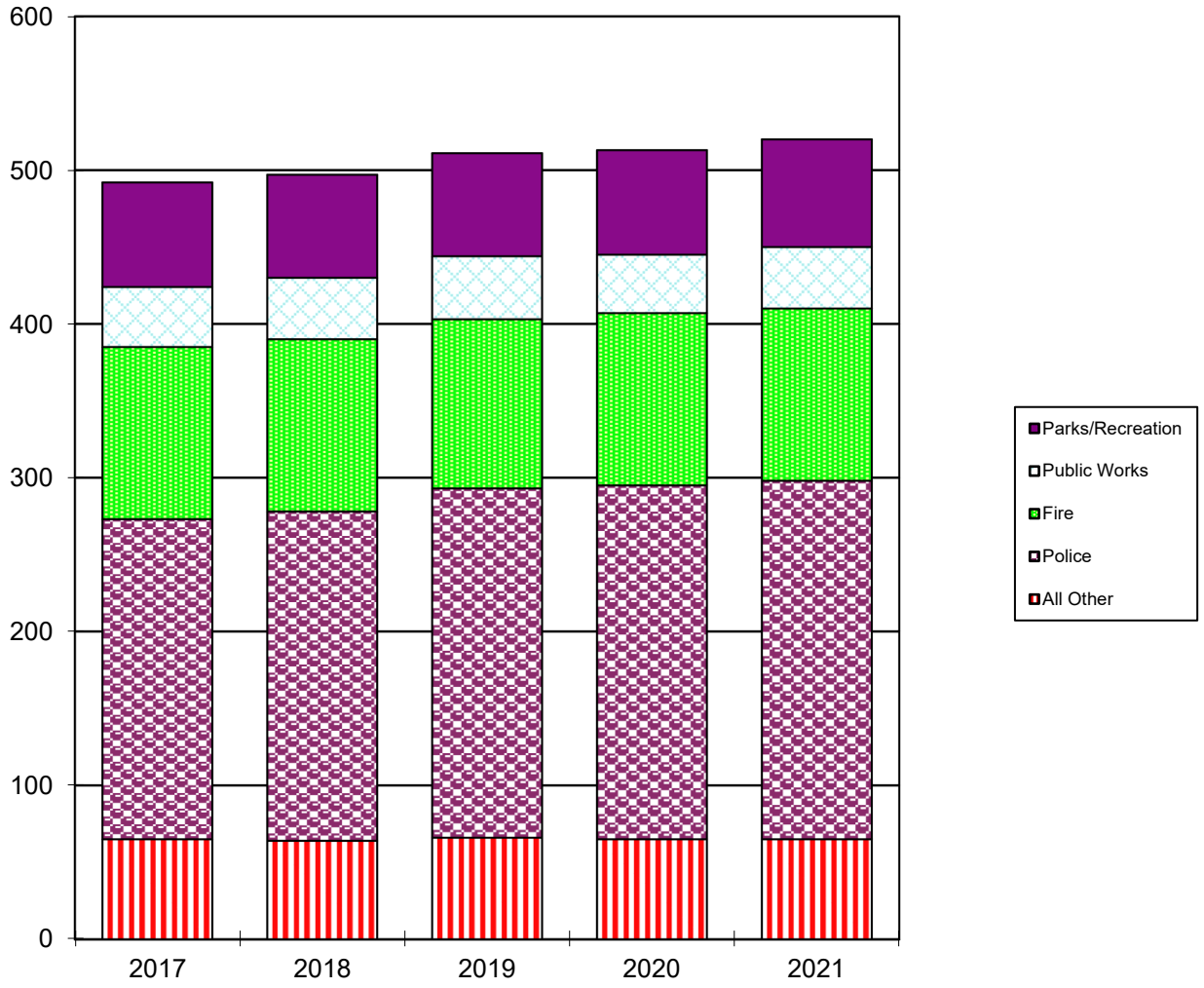
* The City Commission is composed of representatives elected by the citizens of the City of Kissimmee.

PERSONNEL RECAP
FY 2017 to FY 2021

DEPARTMENT	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	CHANGE
Full-Time Positions:						
City Commission	5	5	5	5	5	-
City Attorney	5	5	5	5	5	-
City Manager	13	13	13	14	14	-
Finance	13	13	13	14	14	-
Development Services	19	19	20	17	17	-
Police	208	214	227	230	233	3
Fire	112	112	110	112	112	-
Public Works	39	40	41	38	40	2
Parks & Recreation	68	67	67	68	70	2
Personnel	10	9	10	10	10	-
TOTAL GENERAL FUND	492	497	511	513	520	7
Stormwater Utility	34	36	37	37	37	-
Solid Waste	27	27	27	28	29	1
Airport	8	8	8	8	8	-
Central Services	35	37	41	43	40	(3)
Local Option Gas Tax	12	12	12	12	13	1
Building	14	14	19	19	20	1
Community Dev Block Grant	2	2	2	2	2	-
Justice Assistance Grant	3	3	3	3	3	-
TOTAL FULL-TIME	627	636	660	665	672	7
All Other Positions:						
Police :						
Auxiliary Officer	5	5	5	5	5	-
School Crossing Guard	44	-	-	-		-
Other	7	7	7	7	7	-
Fire	1	1	1	2	2	-
Public Works	-	2	2	2	2	-
Parks & Recreation	79	79	91	91	93	2
Human Resources	2	3	2	2	2	-
TOTAL GENERAL FUND	138	97	108	109	111	2
HOME/SHIP	1	1	1	-	-	-
Community Dev Block Grant	-	-	-	1	1	-
TOTAL ALL OTHER	139	98	109	110	112	2
TOTAL POSITIONS	766	734	769	775	784	9

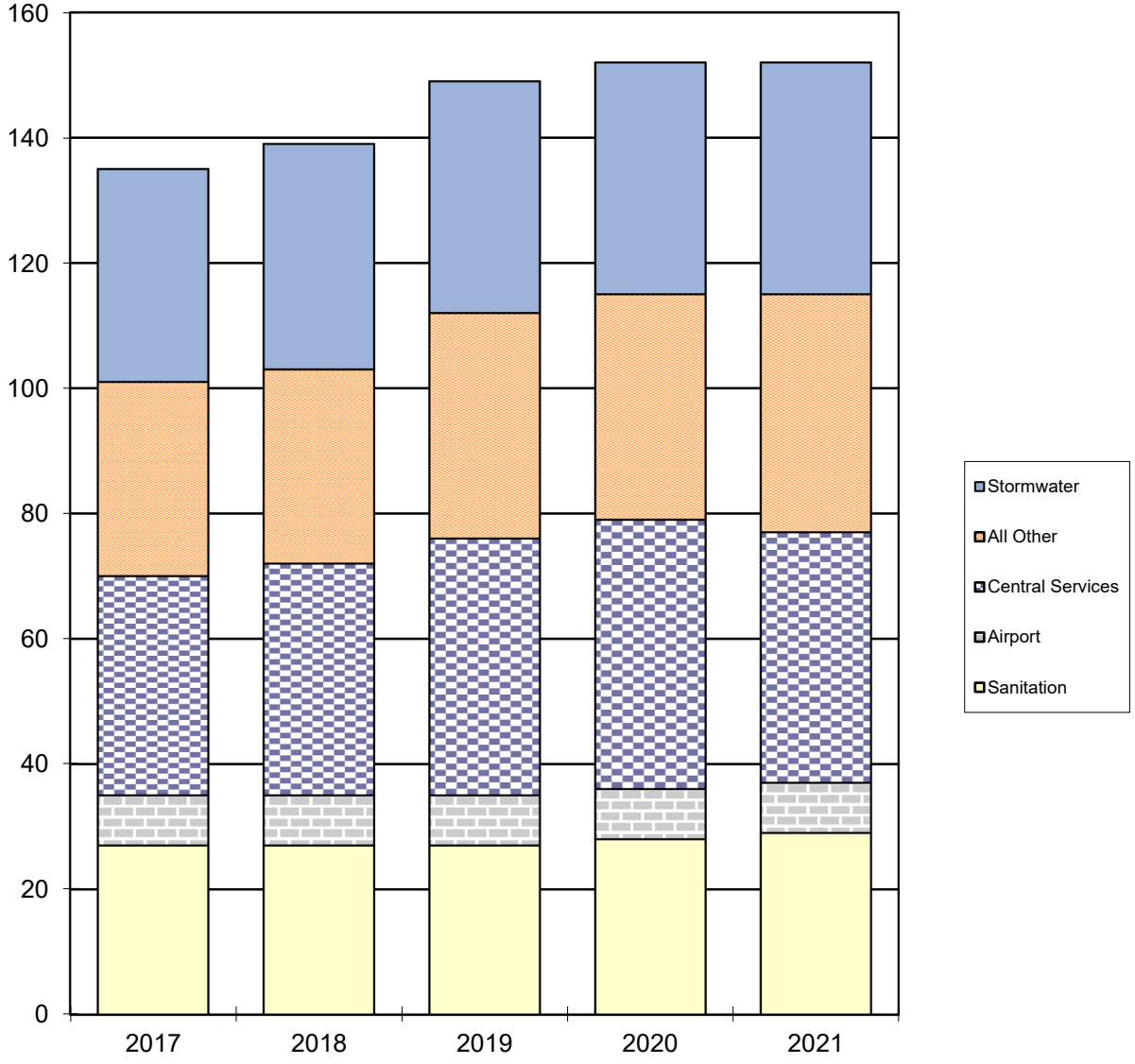
GENERAL FUND EMPLOYEES
FY 2017 TO FY 2021 BY DEPARTMENT

Management is very aware that personnel costs are the main component of the General Fund budget. During the recession in the late 2000s, the City implemented a hiring freeze; however, as the economy rebounded, the freeze was eliminated. In the years since that time, the City has added a number of positions to address the growing demands for service. During the most recent years, these increases have occurred primarily in Public Safety. In FY 2021, seven positions in Police, Public Works and Parks and Recreation will be added. Two part-time positions will also be added in the Parks and Recreation Department.



EMPLOYEES IN OTHER FUNDS
FY 2017 TO FY 2021 BY DEPARTMENT

Several positions were added in the City's enterprise funds and Building Fund in FYs 2017 through 2020. In FY 2021, new positions will be added in the Solid Waste, Local Option Gas Tax and Building Funds; however three positions will be eliminated in the Central Services Fund. As with General Fund, these positions are the result of increases in service level demands.



FINANCIAL CONDITION

Relative to the General Fund, while revenues are projected to increase almost $2.9 million between fiscal years 2020 and 2021, approximately $1.2 million of that increase is due to the recovery of revenues that were negatively impacted in FY 2020 by the global pandemic. The balance of the increase can be attributed to ad valorem taxes due to a 9.3% increase in assessed values as well as increases in the utility tax, KUA and TWA transfers. While staff has assumed that COVID-19 will not continue to negatively impact General Fund revenues in FY 2021, the situation is still somewhat unsure; therefore, staff will closely monitor revenue trends in the new year. In addition to revenue increases, staff has also prepared the FY 2021 budget with a projected increase in expenditures of $2.5 million. This increase is due to the addition of seven full-time and two part-time positions, an overall increase in salaries of 3% for all employees as well as a 15% increase in health insurance. Since the FY 2021 budget includes recommended salary increases as well as several new positions, the City's General Fund revenues are projected to be $3.8 million less than expenditures for FY 2021. Even though projected expenditures are more than projected revenues, this scenario will enable the City to spend down some of its excess reserve balance over the next 3-5 years and yet still maintain a targeted reserve balance of at least 20% at the end of FY 2025. Since the FY 2020 General Fund reserve balance is estimated to be a healthy 39% of budget, staff is able to recommend funding vital positions in the Police, Public Works and Parks and Recreation Departments as well as a modest increase of 3% in salaries.

Although this pattern of overall expenditures exceeding revenues is expected to continue over the next four years as the need for capital replacements and further salary and benefit increases arise, responsible fiscal management over the past several years will allow the City to continue to spend down some of its reserve balance without putting the City in a negative financial position. Therefore, utilization of reserves is projected throughout the five-year period. This approach also enables the City to budget funds for annual operational and personnel expenses that are not likely to be expended but would otherwise be restricted as reserves. This is due to the nature of personnel expenses where all positions must be fully budgeted but typically 4-5% of annual budgeted funds are not spent due to periodic vacancies in the workforce. As with all projections, it is difficult to rely on these figures with a great amount of certainty. While the City is anticipating a 9.3% increase in ad valorem taxes, the overall increase in General Fund revenues is projected at approximately 4.5%. As mentioned previously, some of this increase is due to the decline in revenues that were experienced in FY 2021 due to the pandemic that are expected to recover in the new year. Staff will continue to monitor certain key expenditure categories to ensure the proper balance between revenues, expenditures and reserves. Although most general government capital outlays are currently being financed within Special Revenue Funds, such as the Local Option Sales Tax, continued diligence in managing operating costs will be needed for the potential that the General Fund might need to fund a larger portion of its capital requirements in the future. The property tax millage rate is projected to be 4.6253 mills for FY 2021. This is the same millage rate that was adopted for fiscal years 2010 through 2020. No other significant financial changes are anticipated and all debt service requirements are budgeted.

Kissimmee's standards for services are considered excellent and its tax rates have compared favorably to other area governments in the past. The City has established prudent budgetary policies which allow it to maintain a healthy financial posture and position of readiness to assume future obligations in a responsible manner. The following items are highlights from the budgets of the major operating funds and serve as an outline of the City's near-term agenda to prepare for the needs of a model community of the future.

GENERAL FUND

- The recommended millage for ad valorem taxes will be 4.6253 mills (one mill will generate $3,825,904.

- Overall, the net number of full-time positions in the General Fund is projected to increase by seven. The positions that will be added to the General Fund in FY 2021 include – a Police Officer, Sergeant and a Crime Analyst in the Police Department; a Senior Marking Technician and a Marking Technician II in the Public Works Department; as well as an Equipment Operator I and a Groundskeeper in the Parks and Recreation Department. In addition to these full-time positions, there will be two additional part-time Groundskeepers in the Parks and Recreation Department.

- Road and Sidewalk improvements continue to be funded through the Local Option Gas Tax Fund. Mobility fees are allocated to certain qualified projects to assist in addressing the growing demand for road and intersection improvements. While the local option gas tax revenue has experienced some growth in recent years, it hasn't been substantial enough to fund road improvements as quickly as desired. In addition, this revenue stream has been hard hit by the pandemic shut down; therefore, revenue in FY 2020 has been considerably less than in previous years. However, as things return to more normal operations, this revenue is expected to recover over the next year.

- As indicated earlier, FY 2021 total revenues are projected to be almost $3.3 million (4.5 percent) more than FY 2020 total estimated revenues. This increase is directly attributable to the significant increase in ad valorem taxes as well as more moderate increases in the transfers from KUA and TWA. In addition, this is due to an anticipated rebounding for several revenues that were adversely affected by the pandemic. Based upon these projections, the General Fund reserves will be $25,517,883 or 33% of the annual budget. As the Commission is aware, the City's policy is to retain a minimum reserve of 20% of the total General Fund budget. While the current estimated reserves more than exceed the City's target level of 20%, reserves are projected to reach approximately 20% in FY 2025.

- Prudent fiscal responsibility requires the City to monitor the economic climate especially in light of the circumstances surrounding COVID-19 as well monitoring over the next several years to ensure that revenues grow at least as fast as expenditures. In the event that expenditures continue to increase more

rapidly than revenues, the City would need to explore the potential for new revenue sources or costs that could be decreased or eliminated in order to stabilize the fiscal operations of the City by the beginning of FY 2025.

STORMWATER UTILITY FUND

- Revenues are projected to be approximately $138,000 more than total expenditures. This can be attributed to lower capital investments in FY 2021 as opposed to the substantial investment that has been made in recent years for drainage projects and several pieces of heavy equipment. Over the five-year period reserves are projected to be more than adequate to maintain normal operations and fund future capital improvements.

- No new positions have been recommended for FY 2021.

SOLID WASTE FUND

- The City's garbage and trash service is completely funded by user fees except for franchise revenues received from private companies for commercial collection. In FY 2021, revenues are projected to be approximately $56,000 less than expenditures. This can be attributed to ongoing capital investments such as replacement garbage trucks. While these improvements will lead to a slight dip in reserves, the reserve balance will be sufficient to fund future operations over the five-year period.

- A Solid Waste Driver position has been recommended for FY 2021 to handle the commercial routes serviced by the Nord Easy System.

AIRPORT FUND

- Property leases and other revenues are less than operations due to the loss of the golf course and gun range lease revenues. As a result, the City's share of federal and/or state funded rehabilitation projects at the Airport has been scaled back until such time as these revenues are replaced. Based upon current projections, the Airport is projected to have reserves of approximately $305,000 at the end of FY 2021.

- No new positions have been recommended for FY 2021.

CENTRAL SERVICES FUND

- A fleet study is still underway that includes an analysis of the rates charged by the Fleet division for both internal and external customers to determine what changes need to be implemented to ensure that this operation is charging appropriately for its services. Any recommendations will be implemented in FY 2021.

- Three Custodian positions will be eliminated since janitorial services will be privatized.

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ALL FUNDS
BEGINNING RESERVE BALANCES AND REVENUES

This schedule and the one on the facing page indicate the changes budgeted to occur to restricted and unrestricted balances in each fund in FY 2021. Shown below are the beginning balances of reserve accounts and budgeted revenues which provide the total sources estimated to be available to the City for appropriation.

FUND NAME	ESTIMATED BEGINNING RESTRICTED BALANCES	ESTIMATED BEGINNING UNRESTRICTED BALANCES	REVENUE BUDGET FY 2021	TOTAL SOURCES BUDGET FY 2021
General Fund	$ -	$ 29,286,327	$ 76,092,954	$ 105,379,281
Stormwater Utility	-	986,087	5,984,000	6,970,087
Solid Waste	-	956,521	5,837,800	6,794,321
Airport	-	641,269	866,170	1,507,439
Central Services	-	265,228	9,421,142	9,686,370
Local Option Sales Tax	-	25,628	9,230,000	9,255,628
Mobility Fee	5,005,005	-	1,266,500	6,271,505
Local Option Gas Tax	-	2,083,054	3,253,500	5,336,554
Paving Assessment	-	-	10,000	10,000
Building	-	6,004,626	1,004,500	7,009,126
Downtown Community Redevelopment	-	1,175,315	2,314,871	3,490,186
Vine Street Community Redevelopment	-	889,881	997,536	1,887,417
2020 CDBG Entitlement Grant	-	-	725,197	725,197
2020 HOME Grant	-	-	345,234	345,234
Recreation Impact	847,755	-	310,000	1,157,755
Police 2nd Dollar Assessment	-	16,504	16,000	32,504
Justice Assistance Grant	-	-	301,692	301,692
State Law Enforcement Trust	-	264,447	1,500	265,947
Federal Law Enforcement Trust	-	46,362	500	46,862
School Crossing Guard Trust	-	-	3,650	3,650
Treasury Forfeiture	-	72,548	1,500	74,048
Charter School	-	2,982,891	5,640,000	8,622,891
Utility Tax	-	535,845	7,405,000	7,940,845
Local Option Sales Tax Bonds	-	-	3,062,086	3,062,086
FMHA Bonds	41,874	-	29,100	70,974
Local Option Gax Tax Notes	-	-	278,596	278,596
Community Redevelopment Notes	-	-	281,630	281,630
Series 2016/2017 Bonds	17,429	-	3,384,880	3,402,309
Liab/Workers Comp Self Insurance	-	2,581,515	3,002,946	5,584,461
Health Self Insurance	-	(201,918)	9,915,576	9,713,658
TOTALS	$ 5,912,063	$ 48,612,130	$ 150,984,060	$ 205,508,253

ALL FUNDS
ENDING RESERVE BALANCES AND DISBURSEMENTS

There is little difference between projected beginning and ending balances of restricted reserve accounts.The major change in unrestricted reserve accounts is due to substantial capital outlays being funded from operations. Shown below are budgeted disbursements and estimated ending balances of reserve accounts which sum to budgeted total uses.

FUND NAME	BUDGETED DISBURSEMENTS FY 2021	ESTIMATED ENDING RESTRICTED BALANCES	ESTIMATED ENDING UNRESTRICTED BALANCES	BUDGETED TOTAL USES FY 2021
General Fund	$ 79,861,398	$ -	$ 25,517,883	$ 105,379,281
Stormwater Utility	5,845,573	-	1,124,514	6,970,087
Solid Waste	5,894,011	-	900,310	6,794,321
Airport	1,202,394	-	305,045	1,507,439
Central Services	9,331,219	-	355,151	9,686,370
Local Option Sales Tax	8,044,958	-	1,210,670	9,255,628
Mobility Fee	2,943,399	3,328,106	-	6,271,505
Local Option Gas Tax	3,201,168	-	2,135,386	5,336,554
Paving Assessment	10,000	-	-	10,000
Building	4,923,976	-	2,085,150	7,009,126
Downtown Community Redevelopment	2,447,432	-	1,042,754	3,490,186
Vine Street Community Redevelopment	680,964	-	1,206,453	1,887,417
2020 CDBG Entitlement Grant	725,197	-	-	725,197
2020 HOME Grant	345,234	-	-	345,234
Recreation Impact	370,000	787,755	-	1,157,755
Police 2nd Dollar Assessment	28,905	-	3,599	32,504
Justice Assistance Grant	301,692	-	-	301,692
State Law Enforcement Trust	21,800	-	244,147	265,947
Federal Law Enforcement Trust	-	-	46,862	46,862
School Crossing Guard Trust	3,650	-	-	3,650
Treasury Forfeiture	-	-	74,048	74,048
Charter School	5,648,500	-	2,974,391	8,622,891
Utility Tax	7,435,000	-	505,845	7,940,845
Local Option Sales Tax Bonds	3,062,086	-	-	3,062,086
FMHA Bonds	29,100	41,874	-	70,974
Local Option Gas Tax Notes	278,596	-	-	278,596
Community Redevelopment Notes	281,630	-	-	281,630
Series 2016/2017 Bonds	3,384,880	17,429	-	3,402,309
Liab/Workers Comp Self Insurance	3,452,990	-	2,131,471	5,584,461
Health Self Insurance	9,565,797	-	147,861	9,713,658
TOTALS	$ 159,321,549	$ 4,175,164	$ 42,011,540	$ 205,508,253

ALL FUNDS
YEAR END FUND BALANCES AND RESERVES

Reserve balances as of the end of the fiscal year are shown in the following schedule. All balances are anticipated to be held in reserve for future capital outlays, restricted by bond covenants or set aside in accordance with budgetary policies. Estimated and budgeted amounts are cumulative with prior period balances being considered as sources of funding for the next period.

FUND NAME	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
General Fund	$ 33,476,059	$ 29,324,869	$ 29,286,327	$ 25,517,883
Stormwater Utility	3,315,686	1,022,429	986,087	1,124,514
Solid Waste	1,774,561	767,731	956,521	900,310
Airport	583,603	823,611	641,269	305,045
Central Services	1,081,832	658	265,228	355,151
Local Option Sales Tax	5,798,185	1,391,524	25,628	1,210,670
Mobility Fee	4,818,962	4,125,111	5,005,005	3,328,106
Local Option Gas Tax	3,120,865	1,905,300	2,083,054	2,135,386
Shingle Creek Regional Trail Grants	(1,017,141)	-	-	-
JYP/West Oak Street Improvements Grant	(979)	-	-	-
Building	6,813,388	5,976,886	6,004,626	2,085,150
Downtown Community Redevelopment	2,279,461	69,695	1,175,315	1,042,754
Vine Street Community Redevelopment	553,950	863,125	889,881	1,206,453
CDBG Entitlement Grants	(64,742)	-	-	-
State Housing Initiative Partnership Grants	307,110	-	-	-
Home Investment Partnership Grants	(5,422)	-	-	-
Neighborhood Stabilization Grants	95,589	-	-	-
Recreation Impact	1,572,012	454,616	847,755	787,755
Lancaster Ranch Park Grant	200,000	-	-	-
Police 2nd Dollar Assessment	19,054	5,288	16,504	3,599
Justice Assistance Grant	4,537	-	-	-
State Law Enforcement Trust	268,037	242,664	264,447	244,147
Federal Law Enforcement Trust	45,772	39,236	46,362	46,862
School Crossing Guard Trust	28,640	7,967	-	-
Treasury Forfeiture	277,421	149,703	72,548	74,048
Charter School	2,931,891	2,734,726	2,982,891	2,974,391
Utility Tax	565,845	530,667	535,845	505,845
FMHA Bonds	41,874	41,874	41,874	41,874
Series 2016 Bonds	17,429	13,029	17,429	17,429
Series 2016/2017/2018 Construction	11,934,025	22,041	-	-
Liab/Workers Comp Self Insurance	2,699,540	1,985,823	2,581,515	2,131,471
Health Self Insurance	(456,728)	120,278	(201,918)	147,861
TOTAL RESERVE BALANCES	$ 83,080,316	$ 52,618,851	$ 54,524,193	$ 46,186,704

ECONOMIC CONDITION AND OUTLOOK

The City is primarily residential in character but also serves as a regional retail and commercial center. It derives a substantial portion of its economic activity from its proximity to Walt Disney World, its medical district which is the third largest in central Florida, its airport, its position as the County seat as well as its proximity to Medical City in the Lake Nona area.

Osceola County has funded the $160 million NeoCity project which will provide a state-of-the-art advanced manufacturing research and development center for the nano sensor industry. This 500-acre technology and research district is currently under construction and has attracted investment from both national and international research and manufacturing partners. The center has the potential to positively impact the State of Florida's economy and present opportunities for Kissimmee's future.

There are 50 attractions easily accessible from the Kissimmee resort area. In addition to Walt Disney World, located approximately 7 miles west of the City, some of the tourist attractions near the City include Sea World, Gatorland Zoo, Reptile World Serpentarium, Medieval Times, Universal Studios and Kennedy Space Center. Special events that take place in Kissimmee each year are the Silver Spurs Rodeo, RAM National Rodeo, the festival series at Lakefront Park and the Mecum Auto Auction.

Despite the recent impacts of COVID-19, Kissimmee is expected to continue to grow over the long term and has taken steps to plan and manage how it ultimately impacts the citizens' quality of life. A comprehensive plan has been developed to establish strategies, initiatives and policies for growth management. The City has also adopted a five-year capital program to provide a framework for the development and maintenance of the community's infrastructure and the City's ability to maintain and enhance City services. The five-year capital program is reviewed to determine its compatibility with the overall comprehensive plan for the City. This ensures that funding is being made available for projects that are critical for the continued growth of the City. Therefore, the City will maintain strict due-diligence measures and aggressively seek out opportunities to reduce or maintain expenditures on operations to within budgetary limits in order to develop and maintain the community's infrastructure and to enhance City services.

In FY 2021, staff anticipates that activities will return to a more normal pattern in the post-pandemic era. Therefore, modest growth is expected in the City's major revenue sources while some of the less significant sources will remain relatively unchanged from previous years. The assessed value of properties within the City is expected to increase by 9.3 percent in FY 2021. This will be the eighth year for an increase in property values since values plummeted in 2008. Although the current economic outlook is somewhat stable, the potential for another recession is almost certain especially amid the changes in the economy due to COVID-19. Therefore, the City will continue to look for other revenue sources as well as expenditure cuts to ensure the long-term financial sustainability of the City's ongoing operations. Staff will also explore other programs that could provide significant savings in the annual budget similar to the KUA solar grid project that the City began participating in during FY 2020. Finally, staff will continue to monitor costs such as insurance, pension, and fuel which have increased significantly over the past several years.

BUDGETARY POLICIES AND GUIDELINES

Budgetary Basis

The budgets for General, Special Revenue, Debt Service, and certain Trust and Agency Funds are maintained on a modified accrual basis with revenues being recognized when they become measurable and available while expenditures are recorded at the time liabilities are incurred.

Accounting records for the Enterprise, Internal Service and certain Trust and Agency Funds are maintained on a full accrual basis. Enterprise Funds are charged for administrative, accounting and information technology services provided by various departments in other funds. This is done with a view toward making these funds self-supporting and to provide a basis for comparison with investor-owned public utilities. The Internal Service Funds provide services of a support nature on a City-wide basis for which user departments are charged service fees.

Revenue Policies

The City continually monitors existing revenue sources to guard against any harmful trends. It also pursues any acceptable alternative to provide new sources of revenue needed to continue providing the desired level of services. Although significant as a funding source for the General Fund budget, the property tax is recognized as having an unacceptable impact on individuals who have fixed incomes or who experience rapid increases in assessed valuation by the County Property Appraiser. Therefore, the City did not increase ad valorem taxes for fifteen years. This practice was successful primarily because the City enjoyed several major alternative revenue sources that supplemented the property tax revenues. While operating expenditures have been substantially supported with utility taxes and established transfers based on electric consumption and water and sewer customer revenue, the local option gas tax and sales tax have allowed substantial outlays on facilities and infrastructure improvements. Despite these additional revenue sources, the ongoing operations associated with the General Fund increased to the point where additional revenue sources were necessary; therefore, in FY 2006 the City Commission approved a 1.25 mill increase in ad valorem taxes. This resulted in a millage rate of 5.5453 mills. During FY 2007, the State Legislature passed legislation that required all counties and municipalities to roll back taxes to the 2006 levels. This resulted in a rollback millage rate of 5.0125. However, the City chose to roll back the millage rate even further to 3.7058 mills. In order to offset this shortfall in property tax revenue, the City implemented a fire fee that generated approximately $3,000,000 annually. By doing so, the City was able to lower its dependency on property tax revenues. In FY 2010, the rollback millage rate was implemented since property values declined almost eighteen percent. In FY 2011, the assessed value of properties within the City limits decreased over twenty-three percent. Despite this decrease, the millage rate was not increased. In FY 2012, property values declined over eight percent; therefore, the KUA transfer for electric consumption was increased from 6.24 to 6.91 mills as an alternative to raising the property tax millage. In FY 2013, property values declined less than one percent; therefore, the City maintained the millage rate at 4.6253 mills. In FY 2014, the City Commission eliminated the Fire Fee by once again increasing the KUA transfer for electric consumption. The proposed increase in the KUA transfer resulted in a transfer rate of approximately 9.85 mills. Based upon a projected increase in property values of approximately 9.3% in the FY 2021 budget, staff is recommending maintaining the millage rate at 4.6253 mills.

Expenditure Policies

The City's policy is to assure that current (annual) services and obligations are funded through recurring revenue sources and prior year savings are only applied to one-time expenses. However, in the past, the City has had to dip into reserves to fund current obligations. Since the General Fund reserves were more than adequate, the City was able to do this and still continue to maintain an adequate reserve. Next year, the City's revenues will once again be less than expenditures; therefore, approximately $3.8 million will be used from General Fund reserves to balance the budget. Despite the use of reserves in FY 2021, staff does not anticipate any issues with maintaining a reserve of at least 20% by the end of FY 2025. Personnel costs are understood to be the major component of the operating budget and receive the foremost consideration during budget development. The City seeks to compensate employees at a level that equates to compensation provided to area employees and considers the need for an appropriate benefit package, including annually accrued costs of the retirement plans. Materials and services costs are estimated based on detailed reviews of historical spending and anticipated increases in demand. Within funding limitations, equipment is generally replaced when its useful life has expired. Safety needs are always given the highest priority in all funding considerations. Requests for new equipment also receive priority when it is expected that efficiency and productivity will improve as a result of the purchase.

Performance Measurement

Performance of the overall City administration is constantly evaluated and measured against City Commission policies and expectations. The City Commission meets the first and third Tuesday evening of each month and also has workshops in a less formal setting as needed. At these times, the City Manager responds to the City Commission's concerns. Status reports highlighting significant activity and progress toward completing assigned projects are presented to the Commission during workshop meetings. During compilation of the five-year capital budget, actual revenues and expenses are compared to budget. Any major deviation from amounts budgeted requires a budget adjustment and explanation for the difference. A mid-year budget review provides another opportunity for explanations and accountability to measure the effectiveness of the operation's performance. The City utilizes performance indicators that are used in concert with financial data to measure the level of service and progress in achieving the goals of each department.

Self-Insurance

With the rising cost of carrying adequate insurance, it was determined that the City would benefit from a program of self-insurance. Beginning in FY 1987, the City began setting aside partial funding of a pool of cash reserves to be accounted for in the Liability/Workers Compensation Self Insurance Internal Service Fund. Each fund at the division level budgets an allocated share of current year premiums plus a supplemental amount to be transferred to the Self-Insurance Fund. Based on an actuarial review in FY 1995, it was decided that an additional $1,000,000 could be needed for potential claims. To address this, the City budgeted an additional $100,000 each year between FY 1996 and FY 2003; however, due to tighter budget constraints in FY 2004 and FY 2005, this practice was temporarily suspended. Beginning in FY 2006, an additional $50,000 was budgeted each year for contributions from the various funds of the City; however, due to tight budget constraints this practice was once again

suspended in FY 2009. In FYs 2013 and 2014 an additional $80,000 and $50,000, respectively, was budgeted for contributions from the various City funds. The FY 2015 budget included an additional $100,000 while budgets for FYs 2016-2020 included an additional $50,000; the FY 2021 budget will include another $50,000 increase. It is anticipated that an additional $50,000-$100,000 will be budgeted each year in order to build the reserve in this fund. In FY 2011, the City established a self-insurance program for health benefits in response to rising health insurance premiums. Due to rising claims expense, the General Fund will make a one-time transfer of $1.1 million in FY 2020 to address the lack of reserves. It is anticipated that program changes will allow a stable reserve to build over time; therefore, this program will continue in FY 2021.

General Fund Reserve

It was City policy for a number of years to accumulate and maintain 11% of the total General Fund budget as a reserve. This reserve was calculated as a percentage of the total General Fund budget including capital outlays and interfund transfers. This practice was continued through FY 2003. The 11% was considered a minimum since the five-year capital improvement program demonstrated that additional balances are needed to fund large expenditures planned for subsequent years. Beginning in FY 2004, the target reserve amount was decreased to 10% to more accurately reflect the future needs of the City. Based upon a recommendation from the City's financial auditors in later years, the target level for General Fund reserves was increased to 20%. The current 5 Year Capital Plan projections indicate that reserves will be approximately 20% at the end of FY 2025. Staff will continue to monitor revenues and expenditures to determine if any adjustments must be made to maintain a reserve level of at least 20% by the end of the five-year projection cycle.

Investment Policy

In years past, investment income was a significant revenue source to the City; however, the fixed income markets have not performed as in the past as a result of tumultuous financial conditions. Even though the City has not been active in the financial markets during the past few years, every effort is made to maximize the return that can be achieved when investing idle cash. Appropriate safeguards are exercised to ensure the safety of the investments and provide adequate liquidity to meet obligations as they become due. Except for pension funds, all deposits are maintained in a pooled cash account which is maintained with the City's banking services provider. At times, liquid funds are also deposited in the State operated investment pool that allows withdrawal with 24-hour notice as well as two other local government pools that also allow withdrawals within 24-48 hours. Longer term investments can be made in obligations of the United States Government and certain instruments guaranteed by the United States Government. The City pursues investments in these longer-term securities in order to enhance the overall investment return.

Debt Management

In the General Fund, the City has generally adhered to a philosophy of pay-as-you-go, choosing to defer large capital outlays or increased revenues until the necessary funds were made available. However, the City has actively financed a number of activities by means of revenue bonds secured by revenues of its enterprise and special revenue funds as well as a covenant to budget and appropriate annual debt service payments.

During FY 2001, a note was issued to fund construction of the Kissimmee Charter Academy. In FY 2002, the City issued a note pledged by sales tax revenues to provide the funds necessary to purchase a 112-acre parcel of land that will be used for future park facilities. This note was paid in full in FY 2012. In addition, the City refinanced the 1998 Sales Tax Note to take advantage of declines in the interest rate environment. In FY 2006, the City issued a bank note pledged by sales tax revenues to fund the construction costs associated with the relocation of Fire Station 11 as well as various road and drainage improvements; this note was refinanced at the end of FY 2010 to take advantage of debt service savings. In FY 2007, the City issued a bank note via a covenant to budget and appropriate the repayment of the debt. The proceeds from this note funded the construction of various road projects in the City. In FY 2009, the initial borrowing for the Kissimmee Charter Academy was refinanced to amortize the balloon payment on the original debt that would have matured in FY 2010; this note was then refinanced in FY 2011 to lock in a fixed interest rate. In addition, in February 2009 the City issued a bank note pledged by sales tax revenues to fund the construction of improvements at Lakefront Park; this note was also refinanced in FY 2011 to take advantage of a lower, fixed interest rate. In FY 2011, a bank note pledged by sales tax revenues was issued to fund additional improvements at Lakefront Park. A second note was also issued in FY 2011 to fund various road improvement projects; this note was issued via a covenant to budget and appropriate the repayment of the debt. In FY 2014, a bank note was issued to fund further improvements at Lakefront Park as well as road improvements; this note was pledged by sales tax revenues with a backup covenant to budget and appropriate the repayment of the debt. In FY 2015, a bank note was issued to fund road improvements; this was secured by a covenant to budget and appropriate annual debt service payments. Another note was issued in FY 2015 to pay off the Series 2004 Redevelopment Trust Fund Revenue Obligation for the Community Redevelopment Agency (CRA). The new note was issued via a covenant to budget and appropriate annual debt service payments. While this debt is in the City's name, the intent is for the CRA to repay the debt. This arrangement was established via an interlocal agreement between the City and the CRA. In 2016, the City issued the Series 2016 Improvement Revenue Bonds with a par amount of $42,930,000. The Bonds were issued to fund the Toho Square Parking Garage, Phase Four of Lakefront Park, Utility Relocation, Road Improvements, Facility Improvements and also a portion of the Police Firearms Range. The Bonds also refunded the Series 2006 Note and the 2011A Charter School Note. Annual debt service payments will be funded by the CRA, Local Option Gas Tax, Local Option Sales Tax and Mobility Fee Funds. In 2017, the City took out a $10,950,000 Line of Credit with the Florida Local Government Finance Commission Pooled Commercial Paper Loan Program. These monies were used to purchase various parcels of land that are being used for future development in the City. In FY 2019, the City borrowed an additional $5,400,000 from the same commercial paper loan program. These monies were used to partially fund the new public safety facility as well as several other projects.

A listing of all outstanding debt follows on the next page.

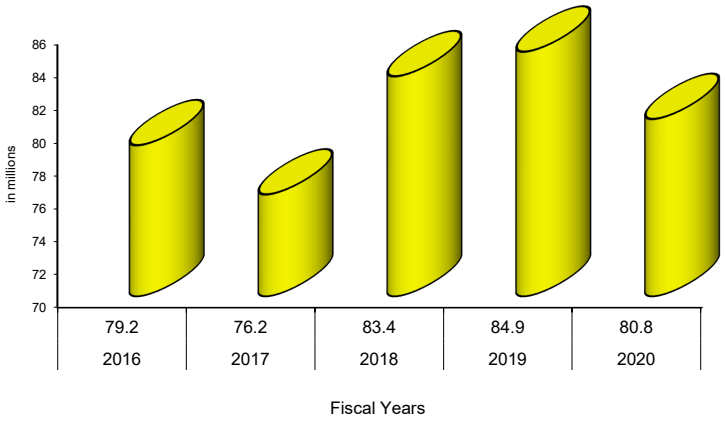
OUTSTANDING DEBT

The legal debt limit for general obligation bonds is computed as 20% of the City's assessed value. However, none of the outstanding debt is considered to be general obligation bonds. Listed below is a schedule of current outstanding debt.

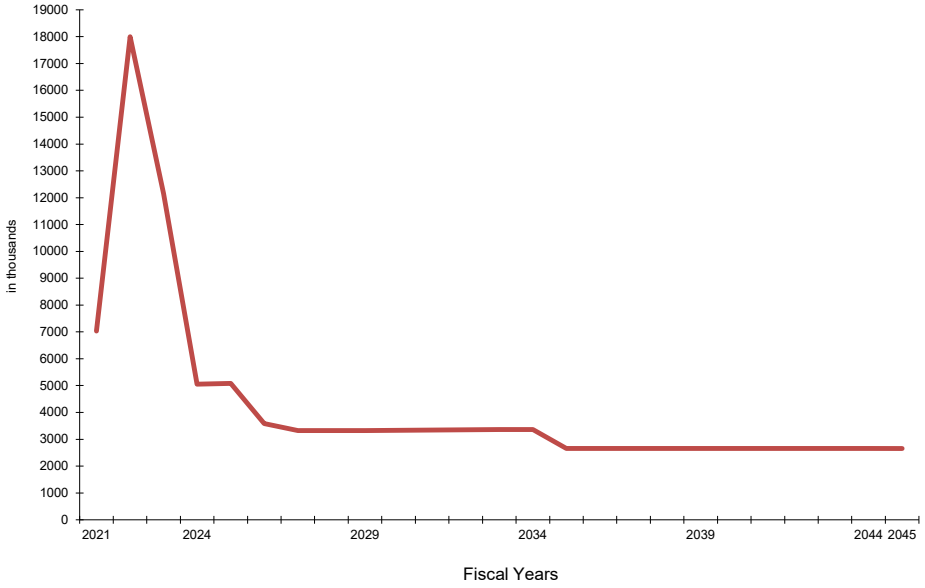
DESCRIPTION	ISSUE DATE	ORIGINAL AMOUNT	OUTSTANDING AT 9/30/2020	FY 2021 DEBT SERVICE	FINAL MATURITY
GOVERNMENTAL BONDS AND NOTES:					
Excise Tax:					
City Hall	1982	500,000	54,000	29,100	2022
Improvement Revenue Note Series 2010A	2010	9,500,000	3,445,000	913,644	2023
Improvement Revenue Note Series 2010B	2010	8,000,000	4,065,000	740,838	2025
Improvement Revenue Note Series 2010C	2010	4,000,000	2,755,000	278,596	2030
Improvement Revenue Note Series 2011B	2011	9,140,000	4,225,000	782,388	2025
Improvement Revenue Note Series 2014A	2014	9,600,000	7,920,000	625,216	2034
Improvement Revenue Note Series 2015B	2015	3,820,000	3,100,000	281,630	2030
Improvement Revenue Bonds Series 2016	2016	42,930,000	38,925,000	2,964,880	2046
Commerical Paper Note Series 2017	2017	10,950,000	10,950,000	281,400	2022
Commerical Paper Note Series 2018	2018	5,400,000	5,400,000	138,600	2023
TOTAL GOVERNMENTAL BONDS AND NOTES OUTSTANDING		**$ 103,840,000**	**$ 80,839,000**	**$ 7,036,292**	

OUTSTANDING LONG - TERM DEBT

GOVERNMENTAL



TOTAL FUTURE DEBT SERVICE REQUIREMENTS
FY 2020-2021 TO FY 2044-45



Due to several recent borrowings, debt service payments will remain relatively constant through FY 2022. However, at that point, several bank notes and the Series 2017 line of credit will mature thus total debt service payments will begin to decrease over time before leveling off in FY 2035 when the Series 2016 Bonds will be the only outstanding debt issue remaining.

CAPITAL IMPROVEMENTS PROGRAM

Items with a useful life of one year or more and a unit cost of $1,000 or more are considered capital improvements. These items are further classified to the following object codes:

91 Land
92 Buildings
93 Improvements Other Than Buildings
94 Machinery and Equipment
95 Automobiles (Includes heavy equipment and trucks)

The annual budget appropriates funds for personnel as well as other operating and capital expenditures. Personnel and other operating expenditures remain fairly constant from year to year. On the other hand, capital expenditures have a tendency to fluctuate widely from year to year depending on the need for improvements to the City's infrastructure and the replacement of expensive equipment. Without planning ahead, the City could find itself with an emergency need and no money available to fund it.

The Capital Improvement Budget and Program provides the means through which the City of Kissimmee takes a planned and programmed approach to utilizing its financial resources in the most responsive and efficient manner to meet service and facility needs. The capital budgeting process is developed to achieve the following results:

Consolidating and coordinating various requests with the goal of coordinating the individual improvement programs of the departments.

Scheduling the proposals over a five-year or other applicable period whereby the Capital Improvements Program can be achieved.

Anticipating needed projects and relating them with existing and projected fiscal capacity.

IMPACT ON OPERATING BUDGET

In evaluating the City's capital improvement requirements and in determining priorities, consideration is also given to whether certain capital improvements will have a positive or negative impact on the level of funding of future operating budgets. For example, construction of new facilities may require new personnel and other operating expenditures to be funded in the annual budget. On the other hand, some capital outlays such as vehicle replacements or upgrades may reduce operating and maintenance costs funded in the annual budget.

Generally, large expenditures for replacing major capital equipment and creating new facilities have been funded over the past several years from the Local Option Sales Tax and Local Option Gas Tax funds. Traditionally, General Fund revenue sources are almost entirely used for operation and maintenance costs. The City would have serious problems maintaining present levels of services if those funds were not available for capital items. For example, existing General Fund revenues are not sufficient to pay for new facilities or improvements to existing infrastructure.

Even so, construction of new facilities requiring future operation and maintenance costs have still been limited by the need to first identify a corresponding amount of new revenues that will be available to support them. For instance, the construction of an Aquatic Center from the Local Option Sales Tax Fund required budgeting operation and maintenance accounts for that facility in General Fund. The additional costs of operating the new facility were affordable only because of a special transfer from the Kissimmee Utility Authority, which was substituted for a 25% share of County utility taxes collected in unincorporated areas.

The City of Kissimmee has compiled a separate Capital Budget for the period ending FY 2025. During that process, personnel and projected operating costs are compared to forecasted revenues and capital outlays so that preparation of the Capital Budget is a beneficial planning tool and financing guide. Consequently, the annual Operating Budget is merely a more detailed presentation of the first year of the Capital Budget. Essentially, the Capital Budget, which is linked to the City's targets for action, determines the amount of funding available for personnel and other operating costs.

Major capital projects in the five year Capital Budget include: a City wide security camera program ($311,000); community redevelopment improvements ($2,500,000) and a new Permitting Services Center ($2,500,000) in the Development Services Department; the Police Department vehicle replacement program ($3,694,500); the Fire Department rescue unit replacement program as well as new apparatus ($1,228,000) and design/construction for a fifth fire station ($6,500,000); regional trail land acquisition and construction ($800,000), park development ($9,000,000), recreation center ($2,200,000) and remodel of Community House ($2,000,000) in the Parks and Recreation Department; in the Public Works Department projects include roadway improvements ($3,400,000), traffic signal replacement program ($1,300,000), garbage truck replacement program ($2,576,000), master stormwater pond project ($750,000), drainage improvements ($1,450,000), and Americans with Disabilities (ADA) facility improvements ($1,100,000); computer network enhancements ($2,370,000) in the Information Technology Department; and at the Airport there will be a number of new projects (totaling $1,321,500) as the City continues to pursue its economic development plan.

A detailed list of the approved capital projects and capital outlays for FY 2021 is included in the Schedules Section of this budget.

BUDGET PROCESS

Preparation

In January 2020, each Division received a budget preparation package, which included a budget reference manual, budget request forms and data on prior year and current year actual expenses. Each manager then compiled budget requests for the new fiscal year including justifications by line item.

The budget requests were given extensive review and revised as necessary by a Budget Review Committee consisting of the City Manager, Deputy City Manager, Assistant City Manager, Finance Director, Human Resources Director, Assistant Finance Director and Budget Analyst. Upon completion of this review and matching with projected available revenues, the budget was compiled by the Finance Department and presented to the City Commission by the City Manager.

Adoption

Procedures and specific timetables for adoption of the budget are mandated by State Statute and must be followed explicitly. The City did follow the State requirements and certified compliance to the State in the specified manner.

The recommended budget was presented to the City Commission on July 10, 2020. Copies of the entire budget were available to the public and press; summaries were offered to all who were interested. On Friday, July 24, 2020 a special meeting also open to the public was conducted to review the budget's content. By the end of that meeting, the City Commission had further input from citizens and various civic organizations and reached a general consensus on changes they desired to be made.

The first of two required public hearings was held September 8, 2020. As required by State Statute, the City Commission adopted a tentative millage rate on ad valorem taxes and a tentative budget. A half-page advertisement summarized the budget and invited the public to the final budget hearing held September 22, 2020. Copies of the resolutions adopting the millage rate and the budget are included within the subsequent pages.

Amendments and Transfers

The process of amending and modifying the budget is outlined in the resolutions adopting the budget. The City Commission approves line item transfers to and from personal services accounts beforehand, but line item transfers from other accounts may be approved by the City Manager and reported monthly. The City Commission must approve transfers involving contingency and reserve allocations or increases in the total budget in advance.

Adjustments recommended by the City Manager during the fiscal year are usually prompted by significant changes in circumstances. These are typically documented and explained as they occur; therefore, the City Commission has little difficulty in favorably considering the necessary budget adjustment. The City Commission has not recently questioned their frequency and necessity.

BUDGET CALENDAR

Preparing the budget document is a major effort that affects almost every City employee. Much of the City's daily business is impacted by procedures related to securing approvals, documenting transactions and reporting on the results. Presented below are significant dates leading to the completion of the final budget document.

January 8	Budget Reference Manual and forms issued to Departments
January 8	Submit Strategies and Initiatives to Assistant City Manager
January 21-29	Training sessions on Operating Budget preparations
February 17	Capital Program Requests received from Departments
February 25-March 5	Capital Program reviewed by Budget Committee
March 3	Discussion of Proposed Strategies and Initiatives with Commission
April 1	Status Report on Current Year Strategies received from Departments
April 14	Discussion of Capital Program with Commission
April 22	Final Operating Budget Requests received from Departments
April 30 - May 7	Operating Budget Requests reviewed by Budget Committee
May 8	Publication of Final Capital Program Document
July 10	Submit Operating Budget to Commission
July 24	Commission Workshop on Operating Budget
September 9	First Public Hearing on Operating Budget
September 22	Second Public Hearing on Operating Budget
September 25	Publication of Final Operating Budget Document

FUNDS NOT BUDGETED

Fund Title	Reason
Occupational License Tax	Agency Fund. Occupational Licenses flow through this fund to the General Fund. This is a requirement of the City's bond covenants with the Farmers Home Administration.
General Employees Pension Trust Fund	The City's expenditures are recorded in various operating funds. This fund accounts for dollars held in trust to pay employee retirement benefits.
Police Officers Pension Trust Fund	The City's expenditures are recorded in the General Fund. This fund accounts for dollars held in trust to pay employee retirement benefits.
Firefighters Pension Trust Fund	The City's expenditures are recorded in the General Fund. This fund accounts for dollars held in trust to pay employee retirement benefits.
Supplementary Care	Nonexpendable trust. After FY 1983/84, only interest earnings on this fund may be transferred to the General Fund to defray Cemetery operating and maintenance expenditures. These funds have not been anticipated as a transfer to the General Fund on the philosophy that they should be allowed to build and generate additional interest earnings.
Payroll	Temporary clearing fund only.
Pooled Investments	Temporary clearing fund only.
Construction Funds	Remaining balances in existing Construction Funds are normally not included in the Annual Budget. Construction costs are usually budgeted at the beginning of the project based on available bond proceeds. Unencumbered balances are then carried forward from one fiscal year to the next by budget adjustments separately approved by the City Commission.

RESOLUTION NO. -2020

A RESOLUTION ADOPTING THE TENTATIVE OPERATING MILLAGE FOR THE CITY OF KISSIMMEE, FLORIDA UPON THE ASSESSMENT ROLL OF THE YEAR 2020.

WHEREAS, the City Commission of the City of Kissimmee, Florida, considered a budget for the fiscal year beginning October 1, 2020 and ending September 30, 2021, and

WHEREAS, subject budget will require a millage levy sufficient to fund a portion of that budget,

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF KISSIMMEE, FLORIDA, IN LAWFUL SESSION ASSEMBLED:

SECTION 1. The millage rate of 4.6253 mills is hereby adopted, such millage rate being 6.49% more than the rolled back millage rate of 4.3435 as defined in F.S. 200.065.

SECTION 2. This Resolution shall take effect immediately upon its adoption.

Dated this 9th day of September 2020.

_____
Jose Alvarez
Mayor-Commissioner

ATTEST:

_____
Linda S. Hansell
City Clerk

RESOLUTION NO. -2020

A RESOLUTION ADOPTING THE TENTATIVE BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020 AND ENDING SEPTEMBER 30, 2021.

WHEREAS, the City Commission of the City of Kissimmee, Florida, has, after careful study, arrived at a budget for the fiscal year beginning October 1, 2020 and ending September 30, 2021, and

WHEREAS, public hearings were held to provide the citizens of Kissimmee, Florida, with an opportunity to discuss subject budget beginning at 6:00 p.m. on September 9, 2020

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF KISSIMMEE, FLORIDA, IN LAWFUL SESSION ASSEMBLED:

SECTION 1. The budget for the fiscal year beginning October 1, 2020 and ending September 30, 2021, shall be $205,508,253 which is the total of the attached schedule.

SECTION 2. Budget transfers and adjustments. For purposes of this Resolution, budget transfers and adjustments are defined as follows:

Budget Transfer -- A decrease in any expenditure or revenue sub-object with a corresponding increase in another expenditure or revenue sub-object, which does not alter fund total.

Budget Adjustment -- An increase or decrease in any revenue sub-object with a corresponding increase or decrease in any expenditure sub-object, the effect of which is to alter the fund total.

SECTION 3. The following levels of approval are required for Budget Transfers and Adjustments:

Interfund Transfers included as a part of the budget, shall be automatically made without further action on the part of the City Commission or City Manager.

Budget Transfers

The City Manager can approve transfers of unused personal service funds to Advertising, Recruiting and/or Professional Service accounts. All other intradepartmental transfers for personal services shall be approved only by the City Commission. Intradepartmental transfers from other accounts may be approved by the City Manager and shall be reported to the City Commission on a monthly basis along with the monthly budget report.

Interdepartmental transfers shall be approved only by the City Commission.

Transfers from Reserves shall be approved only by the City Commission.

Budget Adjustments -- Budget Adjustments shall be approved only by the City Commission.

SECTION 4. This Resolution shall in no way be construed to inhibit the City Manager from exercising full power and authority under the Mobilization and Emergency Operations Plan adopted August 24, 1983 and as, from time to time, amended.

SECTION 5. The City Manager shall automatically adjust the total amount of the FY 2020/2021 budget by the amount of encumbrances outstanding at September 30, 2020.

SECTION 6. The City Manager shall automatically adjust the total amount of the FY 2020/2021 budget by the amount of unspent grant funds at September 30, 2020.

SECTION 7. The City Manager may automatically adjust the budget to properly classify charges to the proper account codes.

SECTION 8. The City Manager may automatically adjust the budget to properly account for gifts, grants or donations, such adjustments are to be reported to the City Commission.

SECTION 9. Any unexpended or unencumbered FY 2020/2021 appropriations will automatically lapse at September 30, 2021 and will be carried over to FY 2021/2022 as un-appropriated fund balance.

SECTION 10. Budgetary and accounting expenditure control will be established at the sub-object level as designated by the State of Florida Uniform Accounting System.

SECTION 11. The authorized number of employees set forth in this budget is 784. Full-time employees may not be employed within any department or fund at any one time in excess of the maximum authorization as provided in this budget. Increases in the authorized number of full-time employees shall be approved only by the City Commission. Part-time employees may be employed in any number and combination that does not exceed the amounts budgeted for those employees.

SECTION 12. This Resolution shall take effect immediately upon its adoption.

Dated this 9th day of September 2020.

ATTEST:

_____
Jose Alvarez
Mayor-Commissioner

_____
Linda S. Hansell
City Clerk

GLOSSARY

Ad Valorem Taxes - Real estate and personal property taxes. Ad Valorem is defined by Webster's New World Dictionary as "in proportion to the value". The taxes are assessed on a portion of the value of the property. Local governments set the levy.

Adjusted Final Millage - Under Florida law, the actual tax rate levied by a local government when tax bills are issued. The rate is adjusted for corrected errors in property assessments for tax purposes and for changes in assessments made by property appraisal adjustment boards in each county. Usually, such changes are very slight and the adjusted millage sometimes does not change from the levy set by the taxing agency.

Aggregate Millage Rate - The sum of all property tax levies imposed by the governing body of a county. State law limits the aggregate rate for a county or municipality to $10 per $1,000 worth of assessed taxable value.

Assessment - The value for tax purposes determined by the property appraiser for a given piece of real or personal property.

Budget - The document that details how much revenue is expected and how it will be spent during a year.

Capital Improvement - Additions, replacements or improvements to facilities with a unit cost in excess of $1,000 and a useful life of one year or more. Items with a unit cost of less than $1,000 will be charged to operating expenditures.

Capital Outlay - The cost of acquiring or improving land, buildings, equipment, furnishings etc. with a unit cost in excess of $1,000 and a useful life of one year or more. (See Capital Improvement.)

Community Redevelopment Agency (CRA) - An agency created to promote development within the community redevelopment area by the use of tax increment financing.

Contingency - Funds that are not earmarked for a specific purpose and may be used for emergency expenses or to make up cost overruns during a budget year.

Debt Service - The expense of retiring such debts as loans and bond issues.

Depreciation - The periodic expiration of an asset's useful life. There are several methods for computing depreciation. Straight line, which is the most common, divides the value of the asset at acquisition by its estimated useful life. This amount is then charged to expense until the asset is written off. Depreciation is a non-cash expense; however, it should be budgeted in proprietary funds to ensure that there is sufficient revenue being collected from rates to cover this expense.

Equivalent Residential Unit (ERU) - Represents 2,404 square feet of impervious surface for both residential and commercial properties. Any unit larger than one ERU is factored accordingly.

Expenditure - Decreases in (uses of) fund financial resources other than through interfund transfers.

Expense - A use of financial resources, denoted by its use in the proprietary funds which are accounted for on a basis consistent with the business accounting model (full accrual basis).

Final Millage - The tax rate adopted in the second public budget hearing of a taxing agency.

Fiscal Year - The budget year which runs from October 1 through September 30.

Function - A major class or grouping of activities directed toward a common goal such as improvements for public safety or the physical environment, etc. For the purposes utilized in budgetary analysis, the categories of functions have been established by the State of Florida and financial reports must be grouped according to those established functions.

Fund - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances and changes therein which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - Unspent funds that can be included as a source in the following year's budget.

Gas Tax - The portion received by the City of the taxes collected by the State on gasoline sales.

Half-Cent Sales Tax - This is a portion of the State-wide tax on sales transactions. It is collected by the State and distributed to the City for expenditure on any general governmental purpose.

Impact Fees - These are charges based on the expected impact new development will have on current facilities. The City must use these fees to provide new facilities.

Indirect Costs - Costs associated with, but not directly attributable to, the provision of a product or service. These are usually costs incurred by other departments in the support of operating departments.

Initiative - An act intended to improve a situation or process within the organization.

Interfund Transfers - Transfers among funds. These are utilized to track items for management purposes. They represent a "double counting" and, therefore, are subtracted when computing a "net" operating budget.

Kissimmee Utility Authority (KUA) - This entity was created in 1985 and empowered to serve the City and surrounding area with electric services. Its Charter requires that it transfer a portion of its net operating revenues to the City. City garbage customers are billed by KUA along with stormwater utility fees in accordance with contracts for those services.

Mill - 1/1000 of one dollar; used in computing taxes by multiplying the rate times the taxable value divided by 1,000. Example: Millage rate of $4.63 per thousand, taxable value of $100,000/1,000=100 x $4.63 = $463.00.

Object Code - An account to which an expense or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by government. These are normally grouped into Personal Services, Operating, Capital and Other categories for budgetary analysis and financial reporting purposes. Certain object codes are mandated by the State of Florida Uniform Accounting System.

Operating Costs - Also known as Operating and Maintenance costs, these are the expenses of day-to-day operations and exclude personal services and capital costs.

Operating Fund - Also called General Fund. Usually, the operating fund is the major portion of a budget. It details the expenses of day-to-day operations.

Other Expenses or Expenditures - These include items of a non-expense or expenditure nature such as reserves, transfers to other funds, depreciation and debt service.

Performance Indicators - Measures of frequency and volumes that show the amount of activity from one period to the next.

Personal Property - Livestock, commercial equipment and furnishings, attachments to mobile homes, railroad cars and similar possessions that are taxable under state law.

Personal Services - Costs related to compensating employees including salaries, wages and benefit costs.

Property Appraiser - Elected County official responsible for setting property valuations for tax purposes and preparing the annual tax roll.

Proposed Millage - The tax rate certified to a property appraiser by each taxing agency within a county. Proposed millage is to be sent to the property appraiser within 30 days after a County's tax roll is certified by the State Department of Revenue and is listed on notices sent to property owners. No taxing agency may approve a levy that is larger than the one it originally proposed.

Real Property – Land and buildings and other structures attached to it that are taxable under State law.

Revenue - An increase in (source of) fund financial resources other than from interfund transfers or debt issue proceeds.

Revenue Sharing - Federal and state money allocated to local governments.

Rolled Back Rate - That millage rate which, when multiplied times the tax roll, would yield the same amount of revenue for the taxing authority as was yielded by the millage rate levied in the previous year. In normal circumstances, as the tax roll rises by virtue of reassessment, the rolled back rate will be slightly lower than the previous year's millage levy. This reduced rate multiplied by the value of the new construction/annexations added to the roll during the year provides the only source of additional tax revenue if the rolled back rate is levied.

Sales Tax - This is a one cent tax collected by the State on taxable sales of less than $5,000 within the County. Collections are allocated to the County and Cities within the County for use on improvements to their infrastructure.

Stormwater Fees - These charges are based upon the square footage of impervious surface for all residential and commercial properties within the City and are used to fund drainage operations.

Strategy - A plan of action or policy designed to achieve a major or overall aim.

Tax Base - The total property valuations on which each taxing agency levies its tax rates.

Tax Roll - The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 (or later if an extension is granted by the State of Florida) of each year.

Tax Year - A calendar year. The tax roll for the 2020 calendar year would be used in figuring the 2020/2021 budget year. The tax bills to be mailed by November 1 represent the property taxes due for the 2020 tax year.

Tentative Millage - The tax rate adopted in the first public budget hearing of a taxing agency. Under state law, the agency may reduce, but not increase, the tentative millage during the second budget hearing.

Tohopekaliga Water Authority (TWA) - This entity was created in 2003 to provide water and sewer services to the City and surrounding area. The Transition Interlocal Agreement between the City, Osceola County and TWA requires TWA to transfer to the City an amount equal to the stream of payments identified as the Kissimmee system transfer amount and the annual transfer amount based upon growth in the system.

Uniform Accounting System - The chart of accounts prescribed by the Office of the State Comptroller designed to standardize financial information to facilitate comparison and evaluation of reports.

Voted Millage - Property tax levies authorized by voters within a taxing agency. Bond issues that are backed by property taxes are a common form of voted millage in the state. Such issues are called general obligation bonds.

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GENERAL FUND

The General Fund accounts for all financial resources except those required to be accounted for in another fund. The General Fund is traditionally viewed as the major operating fund of the City and contains the traditional governmental activities such as management and administration, finance, community development, police, fire protection, public works, parks and recreation and personnel.

The following is a summary of General Fund sources of funds by broad categories and uses of funds by department.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
SOURCES				
Taxes	$ 14,792,506	$ 16,368,417	$ 16,566,860	$ 17,884,952
Licenses	269,355	274,000	251,500	252,000
Intergovernmental revenue	9,341,987	9,458,147	7,789,603	9,374,300
Charges for services	8,227,564	7,971,615	6,234,276	7,403,669
Fines & forfeits	2,529,738	2,303,000	1,833,000	2,235,000
Miscellaneous revenue	1,585,548	1,241,787	4,099,708	1,846,533
Transfers	35,481,871	36,438,743	36,396,212	37,096,500
From fund balance	31,148,968	33,485,882	33,476,059	29,286,327
TOTAL SOURCES	$ 103,377,537	$ 107,541,591	$ 106,647,218	$ 105,379,281
USES				
City Commission	$ 914,597	$ 943,959	$ 930,875	$ 921,500
City Manager	6,072,896	5,907,803	7,396,935	5,047,727
City Attorney	704,609	1,339,375	917,745	939,703
Finance	9,577,388	10,130,578	11,078,768	11,033,236
Development Services	1,999,866	3,184,209	3,127,311	2,543,533
Police	23,508,963	26,155,899	25,330,118	27,547,792
Fire	14,412,498	15,192,988	15,078,597	16,884,598
Public Works	5,256,937	6,404,114	5,676,466	5,636,402
Parks & Recreation	6,582,574	7,862,800	6,878,023	8,113,392
Human Resources & Risk Management	871,150	1,094,997	946,053	1,193,515
Contingency & Reserves	33,476,059	29,324,869	29,286,327	25,517,883
TOTAL USES	$ 103,377,537	$ 107,541,591	$ 106,647,218	$ 105,379,281

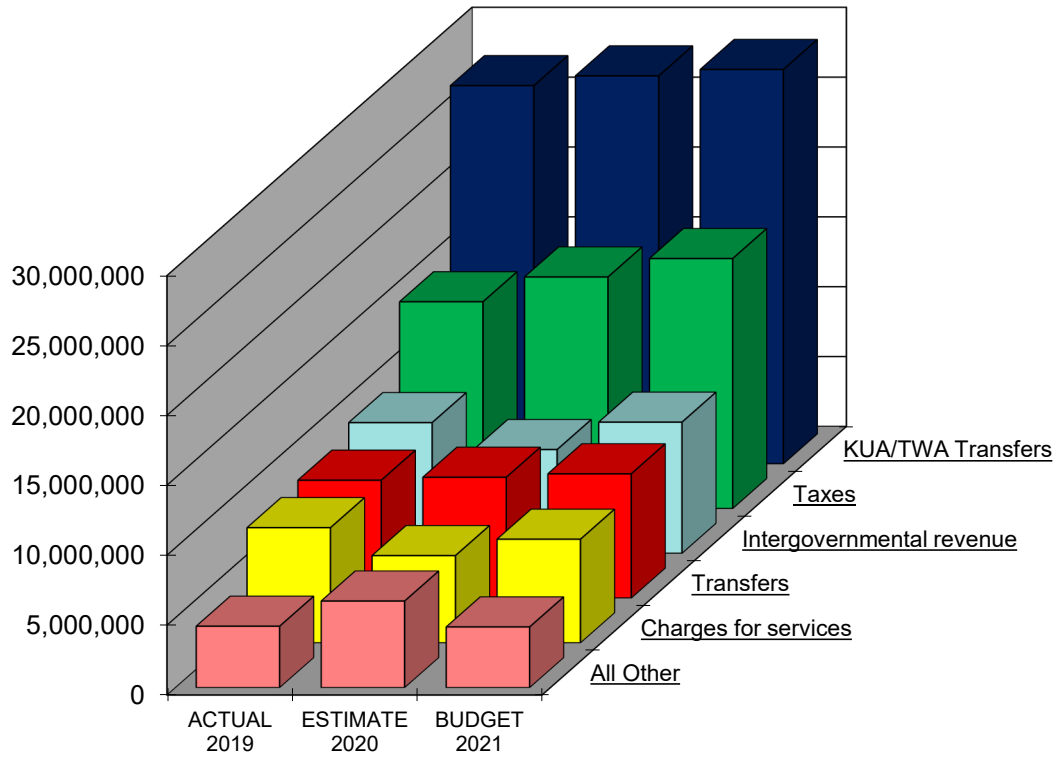
GENERAL FUND REVENUE SUMMARY
FY 2020/2021

DESCRIPTION	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Current Ad Valorem (4.6253 Mills)	$ 14,140,998	$ 16,184,917	$ 15,780,330	$ 17,695,952
Delinquent Ad Valorem	467,227	-	602,000	-
Gas Franchise	184,281	183,500	184,530	189,000
Occupational Licenses	265,605	272,000	250,000	250,000
Subdivision Regulation Fees	3,750	2,000	1,500	2,000
State Revenue Sharing	2,913,908	3,000,000	2,275,478	3,000,000
Mobile Home Licenses	26,515	23,000	23,000	25,000
Alcoholic Beverage Licenses	77,388	80,000	80,000	81,000
Half-Cent Sales Tax	5,434,175	5,500,000	4,523,000	5,400,000
Fire Supplemental Compensation	27,261	28,000	30,000	32,000
Municipal Fuel Rebate	95,528	92,000	85,000	94,000
State/Federal Revenues	79,434	-	101,318	-
School Board Grant	540,000	540,000	540,000	540,000
County Occupational Licenses	12,931	15,000	12,000	15,000
Local Grants	134,847	180,147	119,807	187,300
Miscellaneous Charges	129,896	124,805	123,805	125,962
Development Review Fees	229,461	200,000	230,000	200,000
Impact Fee Allowance	23,133	25,000	20,000	17,500
Fire Plan Checking Fees	1,019	2,000	250	250
Charges to Other Funds	177,029	198,128	198,128	298,111
Police Services - Officers	1,153,715	984,530	864,000	1,328,930
Police Services - Administrative	37,521	40,000	22,600	40,000
Fire Services - Osceola County	600,000	600,000	600,000	-
Cemetery Services	59,900	55,000	51,000	58,000
Lot Mowing	458	8,500	1,000	1,000
Transportation Miscellaneous	771,965	769,994	309,490	309,413
Athletic Program Fees	59,857	72,295	40,000	81,920
Recreation Program Fees	154,174	136,425	94,436	136,745
Aquatic Center Fees	165,941	180,223	31,582	201,288
Facility Rentals	252,761	251,100	100,000	215,180
Adult Programs	28,509	39,420	15,000	39,880
Youth Programs	401,598	384,195	150,000	399,490
Ambulance Charges	3,980,627	3,900,000	3,382,985	3,950,000

GENERAL FUND REVENUE SUMMARY, CONTINUED

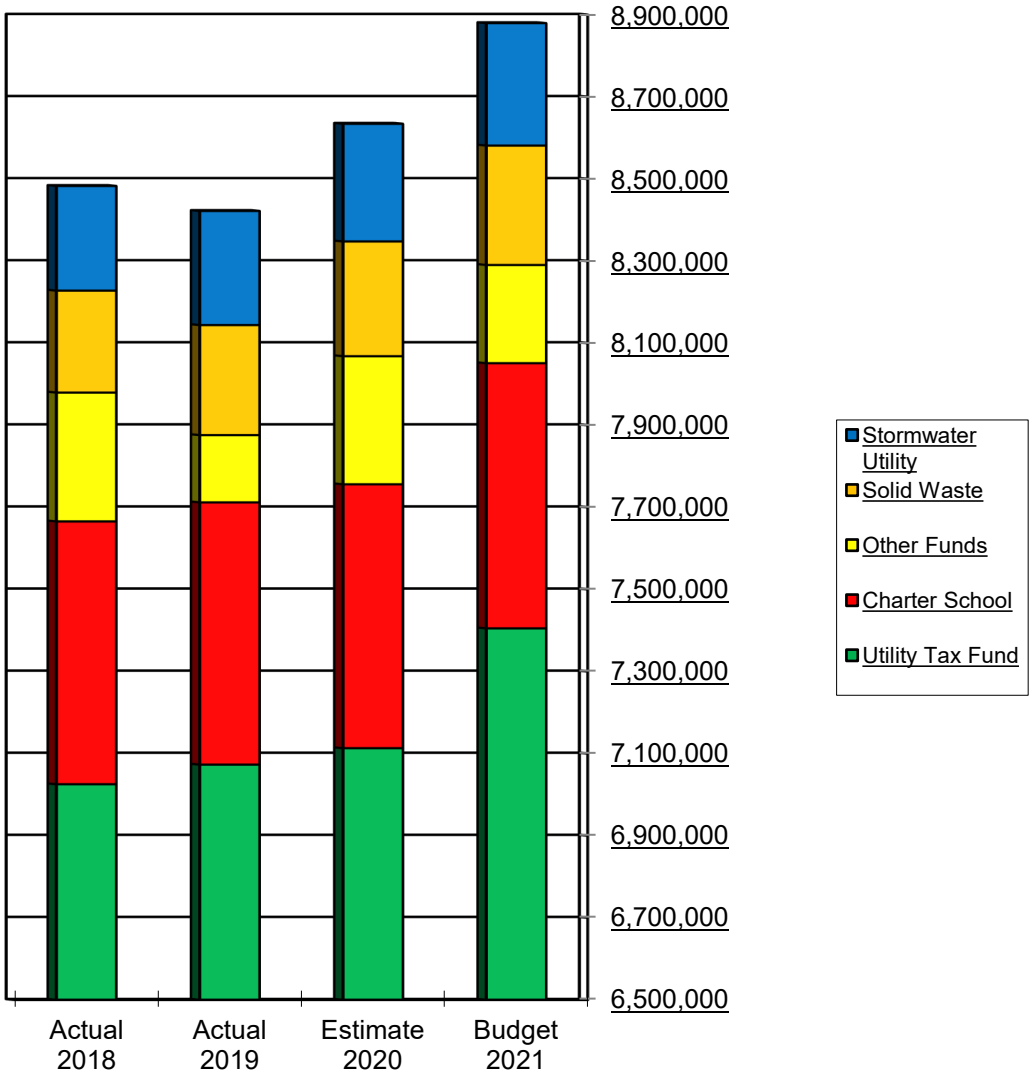
DESCRIPTION	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Court Fines	55,118	63,000	28,000	60,000
Parking Tickets	87,855	65,000	50,000	50,000
Code Enforcement Fines	372,214	75,000	50,000	75,000
Alarm Violations	323,025	300,000	250,000	300,000
Redlight Camera Violations	1,691,526	1,800,000	1,455,000	1,750,000
Interest on Investments	525,827	400,000	400,000	450,000
Miscellaneous Interest	38,188	30,000	38,000	30,000
Rents	58,958	30,600	137,650	140,250
Cemetery Lots/Cremation Niches	184,920	172,000	171,000	176,000
Sale of Surplus Property	219,105	100,000	2,350,000	100,000
Other Miscellaneous Revenue	558,550	509,187	1,003,058	950,283
Utility Tax Transfers	7,072,959	7,382,000	7,113,000	7,405,000
Charter School Fund	639,000	643,000	643,000	646,000
Stormwater Utility Fund	278,053	285,000	286,750	298,200
Solid Waste Fund	268,088	272,848	279,550	291,000
KUA Charter Payment	17,921,997	18,127,000	18,285,000	18,525,000
KUA Parks and Recreation	1,649,830	1,669,000	1,682,827	1,742,000
Toho Water Authority Payment	7,488,067	7,770,000	7,794,000	7,950,000
Other Miscellaneous Funds	163,877	289,895	312,085	239,300
Subtotal of Revenues	72,228,569	74,055,709	73,171,159	76,092,954
From Fund Balance	31,148,968	33,485,882	33,476,059	29,286,327
TOTAL SOURCES	$ 103,377,537	$ 107,541,591	$ 106,647,218	$ 105,379,281

GENERAL FUND REVENUE HISTORY
MAJOR SOURCES FY 2019 TO FY 2021



Over the three year period, most of the City's major sources of revenue are projected to increase due to anticipated growth in both the economy and housing market. Ad valorem taxes increased in all three years as property values increased. In FY 2021, the prior year millage rate will be imposed which will result in an increase in property tax revenues due to an increase in property values as well as new construction. Most other revenue categories are projected to have a modest increase.

GENERAL FUND REVENUE
TRANSFERS FROM FY 2018 TO FY 2021

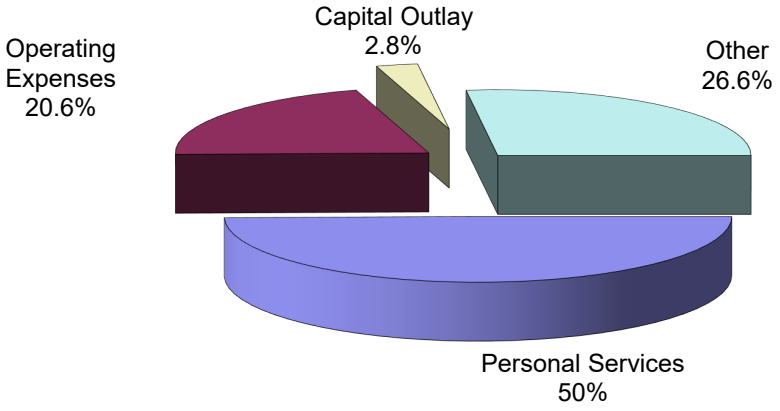


Transfers to the General Fund have been fairly consistent over the last three fiscal years; however, the overall amount budgeted for FY 2021 is expected to increase due to the transfer from the Utility Tax Fund.

DEPARTMENT: GENERAL FUND **DIVISION(S):** ALL

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	44,428,108	49,084,797	47,253,471	52,355,635
OPERATING EXPENSES	17,690,726	22,653,400	22,513,620	21,784,914
CAPITAL OUTLAY	5,227,888	3,763,723	3,826,899	2,791,250
OTHER	36,030,815	32,039,671	33,053,228	28,447,482
TOTAL	103,377,537	107,541,591	106,647,218	105,379,281

2021 ANNUAL BUDGET BY OBJECT

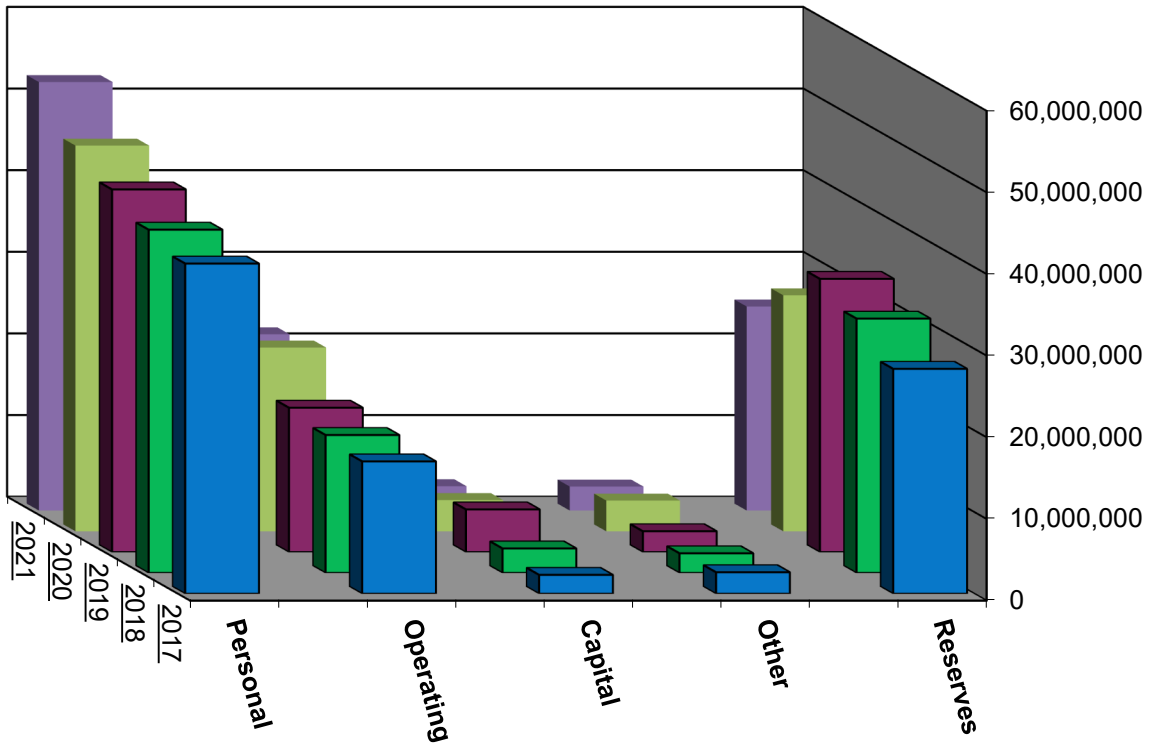


The above chart clearly shows that the personal services category is the largest portion of General Fund's total expenditures and reserves. This is because activities funded by general revenues are primarily service oriented. In addition, most large expenditures for capital equipment and infrastructure needs are being funded from special revenue sources or borrowed monies.

GENERAL FUND DIVISIONS BY OBJECT CODE
FY 2020/2021

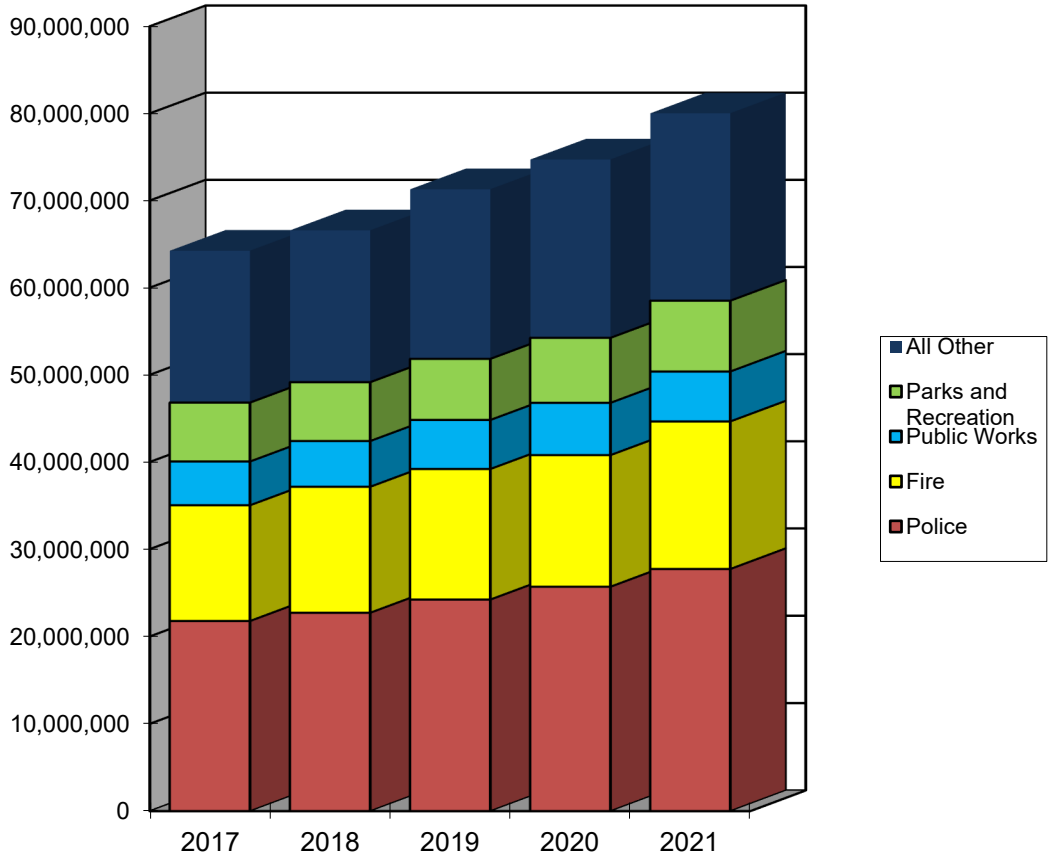
DESCRIPTION	Personal Services FY 2021	Operating FY 2021	Capital FY 2021	Other FY 2021	Budget FY 2021
City Commission	$ 236,134	$ 236,093	$ -	$ -	$ 472,227
Social Services	96,273	353,000	-	-	449,273
City Manager	712,622	48,725	137,100	-	898,447
City Clerk	308,990	41,506	5,200	-	355,696
Communications & Public Affairs	351,087	115,484	25,300	-	491,871
Economic Development	229,946	339,427	-	-	569,373
General Government	-	2,000,000		732,340	2,732,340
City Attorney	625,007	237,496	1,500	-	864,003
Municipal Court Clerk	65,195	10,505	-	-	75,700
Finance	1,252,604	159,519	13,400	-	1,425,523
Purchasing	177,697	8,910	-	-	186,607
Transfers	-	7,223,847	-	2,197,259	9,421,106
Planning	1,333,151	1,001,880	5,700	-	2,340,731
Community Redevelopment	202,802	-	-	-	202,802
Office of the Police Chief	1,040,254	106,828	36,500	-	1,183,582
Police Support Services	2,396,546	2,146,119	1,084,350	-	5,627,015
Police Patrol	8,684,222	139,761	-	-	8,823,983
Criminal Investigations	5,454,325	167,081	2,800	-	5,624,206
Police Communications	2,852,577	41,290	-	-	2,893,867
Special Operations	2,750,575	634,864	9,700	-	3,395,139
Fire Administration	1,642,529	829,957	131,800	-	2,604,286
Fire Operations	12,063,173	1,641,139	576,000	-	14,280,312
Public Works Administration	472,313	117,530	1,100	-	590,943
Engineering	493,500	99,559	3,300	-	596,359
Street Maintenance	1,563,521	934,628	67,400	-	2,565,549
Traffic Engineering	492,546	1,294,905	96,100	-	1,883,551
Parks & Recreation Administration	542,402	169,350	7,700	-	719,452
Parks	2,503,106	634,561	501,400	-	3,639,067
Aquatic Center	383,175	102,843	21,800	-	507,818
Recreation	1,366,404	404,568	28,600	-	1,799,572
Cemetery	133,301	88,825	3,000	-	225,126
Events & Venues	823,809	380,548	18,000	-	1,222,357
Human Resources & Risk Management	1,105,849	20,696	13,500	-	1,140,045
General Employee Organization	-	53,470	-	-	53,470
Totals	$ 52,355,635	$ 21,784,914	$ 2,791,250	$ 2,929,599	$ 79,861,398
Operating Contingency					50,000
Unrestricted Reserves					25,467,883
TOTAL USES					$ 105,379,281

GENERAL FUND
BUDGET BY OBJECT FY 2017 TO FY 2021



A comparison of the past five years indicates the relationship between personal services and operating costs has remained fairly consistent. Increases in personal services are due to new positions that have been added predominantly in the last five fiscal years as well as increases in benefit costs, cost of living adjustments, and merit increases. While reserves increased between 2017 and 2019, the reserve is expected to decline in FY 2020 and 2021 since reserves will be used to balance the budget in each of those years. Although reserves are projected to decline, long term projections indicate that the City will be able to maintain the minimum operating reserve of 20% by the end of FY 2025.

GENERAL FUND BUDGET
EXPENDITURES BY DEPARTMENT
FY 2017 - FY 2021



General Fund's total budgeted expenditures have steadily increased since FY 2017. Most of the increase has been in the departments that deliver services directly to the public, specifically Police, Fire, Parks and Recreation and Development Services. Total expenditures for FY 2021 are projected to increase due to salary and benefit increases as well as seven additional full-time and two part-time positions along with other operating expenditures.

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GENERAL FUND EXPENDITURE SUMMARY BY DIVISION
FY 2020/2021

DESCRIPTION	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
City Commission	$ 454,949	$ 469,686	$ 456,602	$ 472,227
Social Services	459,648	474,273	474,273	449,273
City Manager	3,034,311	891,524	850,710	898,447
City Clerk	329,582	407,307	404,078	355,696
Communications & Public Affairs	375,920	479,008	418,906	491,871
Economic Development	373,387	1,410,624	1,393,901	569,373
General Government	1,959,696	2,719,340	4,329,340	2,732,340
City Attorney	646,153	1,211,209	836,353	864,003
Municipal Court Clerk	58,456	128,166	81,392	75,700
Finance	1,124,780	1,387,768	1,291,732	1,425,523
Purchasing	157,051	177,354	169,481	186,607
Transfers	8,295,557	8,565,456	9,617,555	9,421,106
Planning	1,707,356	2,953,481	2,854,267	2,340,731
Community Redevelopment	161,951	213,286	227,723	202,802
Main Street	130,559	17,442	45,321	-
Office of the Police Chief	822,063	1,180,764	1,136,313	1,183,582
Support Services	5,042,012	5,397,042	5,331,486	5,627,015
Patrol	8,725,501	8,291,282	8,740,961	8,823,983
Criminal Investigations	4,037,853	5,189,976	4,694,718	5,624,206
Communications	2,329,371	2,838,853	2,549,526	2,893,867
Special Operations	2,552,163	3,257,982	2,877,114	3,395,139
Fire Administration	1,930,168	2,209,283	2,223,393	2,604,286
Fire Operations	12,482,330	12,983,705	12,855,204	14,280,312
Public Works Administration	448,832	564,804	392,793	590,943
Engineering	590,682	714,416	655,298	596,359
Street Maintenance	2,165,365	2,478,484	2,341,951	2,565,549
Traffic Engineering	2,052,058	2,646,410	2,286,424	1,883,551
Parks & Recreation Administration	658,775	676,514	668,741	719,452
Parks	2,841,897	3,354,072	3,243,333	3,639,067
Aquatic Center	436,423	550,434	394,615	507,818
Recreation	1,370,035	1,751,304	1,294,523	1,799,572
Cemetery	194,298	314,375	313,412	225,126
Events & Venues	1,081,146	1,216,101	963,399	1,222,357
Human Resources & Risk Management	840,221	1,052,247	904,353	1,140,045
General Employee Organization	30,929	42,750	41,700	53,470
Totals	69,901,478	78,216,722	77,360,891	79,861,398
Operating Contingency	-	19,901	19,901	50,000
Unrestricted Reserves	33,476,059	29,304,968	29,266,426	25,467,883
TOTAL USES	$ 103,377,537	$ 107,541,591	$ 106,647,218	$ 105,379,281

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: CITY COMMISSION **DIVISION(S):** CITY COMMISSION, SOCIAL SERVICES

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	304,968	324,969	324,567	332,407
OPERATING EXPENSES	609,629	618,990	606,308	589,093
CAPITAL OUTLAY	-	-	-	-
OTHER	-	-	-	-
TOTAL	**914,597**	**943,959**	**930,875**	**921,500**

DUTIES AND FUNCTIONS

The City Commission, the legislative and policy-making body of the City, is composed of four citizens elected to four-year terms and one citizen elected to serve as Mayor for four years. The Mayor serves as the presiding officer at official meetings and as the ceremonial head of the City. Salaries of the Commission are controlled by the City Charter and are based on population figures.

The responsibilities of the City Commission include enacting ordinances, resolutions and orders necessary for the proper governing of the City's affairs; reviewing and adopting the annual budget; reviewing and acting upon recommendations of various committees and the City Manager; appointing the City Attorney, City Manager, and various board members, and promoting the welfare, health and safety of the citizens of Kissimmee.

BOARDS AND COMMITTEES

Board of Adjustment	Performs administrative reviews of appeals if there is an alleged problem in the enforcement of the Land Development Codes.
General Employee Pension Board	Serve as administrators and trustees for the City of Kissimmee General Employees Retirement Plan.
Charter School Advisory Board	Oversees the activities of the charter school and serves as a liaison between the school and students' parents.
Fire Pension Board	Serve as administrators and trustees for the Firefighters Retirement Plan.
Historic Preservation Board	Advises the City Commission regarding the preservation of historic structures.
Parks and Recreation Advisory Board	Advises the City Commission regarding City owned parks and recreation facilities.
Planning Advisory Board	Assures that development within the City complies with the City's Comprehensive Plan.
Police Pension Board	Serve as administrators and trustees for the Police Retirement Plan.

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CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: CITY COMMISSION **DIVISION: CITY COMMISSION**

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	220,320	228,696	228,294	236,134
OPERATING EXPENSES	234,629	240,990	228,308	236,093
CAPITAL OUTLAY	-	-	-	-
OTHER	-	-	-	-
TOTAL	**454,949**	**469,686**	**456,602**	**472,227**

ACCOUNT SUMMARY

SALARIES	145,934	150,979	150,606	150,980
OVERTIME	-	-	-	-
OTHER PAY	7,568	7,675	7,675	6,600
BENEFITS	66,818	70,042	70,013	78,554
PROFESSIONAL SERVICES	158,679	175,000	175,000	175,000
TRAINING & TRAVEL	13,598	21,130	10,500	21,130
UTILITIES	2,518	2,160	2,160	2,160
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	68,012	79,180	77,128	75,687
OTHER OPERATING COSTS	29,670	5,099	5,099	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	8,268	7,689	7,689	8,431
INDIRECT COSTS	(46,116)	(49,268)	(49,268)	(46,315)
CAPITAL OUTLAY	-	-	-	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**454,949**	**469,686**	**456,602**	**472,227**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: CITY COMMISSION | **ACCOUNT**
DIVISION: CITY COMMISSION | 0001-01-0110-511

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Commissioner	5	0	5	150,980
SALARY SUBTOTAL				**150,980**
OVERTIME				**-**
OTHER PAY				**6,600**
SALARY TOTAL				**157,580**
BENEFITS				**78,554**
TOTAL PERSONAL SERVICES	**5**	**0**	**5**	**236,134**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
NONE		
TOTAL		

SPECIAL EVENTS

Listed below are historical City services or fee waivers granted to the various social service and other agencies. The City Commission determines the amount budgeted:

	ACTUAL FY 2019	ESTIMATE FY 2020	BUDGET FY 2021
Agency Special Events:			
Alcohol Awareness Walk	$ -	$ 1,120	$ 900
All Black Gala	-	628	500
Bike Bonanza	-	1,575	1,260
CAFA Scholarship Awards Ceremony	2,512	-	-
Cattle Drive	2,500	3,000	3,000
Christian Children's Parade	1,800	1,575	1,260
Cuban Sandwich Festival	3,000	-	-
Desfile Puertorriqueño	3,000	3,000	2,400
Dine with the Departed	1,682	1,700	1,400
Freedom Fund Banquet	2,943	3,000	2,400
Girl Scouts	-	2,400	1,920
Keep Kids off the Streets	2,517	2,700	2,200
Kissimmee 5K Race	3,000	3,000	3,000
March for Meal 5K	3,000	3,000	3,000
Martin Luther King, Jr. Banquet	2,500	2,775	2,220
Paralyzed Veterans Association Fishing	-	500	500
Special Olympics Torch Run	1,395	1,300	1,050
STEM Olympiad	3,000	3,000	2,400
Tap Out Cancer	-	2,700	2,200
Team Kareem	1,420	2,700	2,160
World AIDS Day	1,838	-	-
Youth Fit	2,400	3,000	2,400
Special Events Contingency	-	-	2,503
Total Agency Special Events	**$ 38,507**	**$ 42,673**	**$ 38,673**
Agency/City Festivals			
Armed Forces Day	$ 5,000	$ 2,700	$ 2,700
Boo on Broadway	4,000	3,000	3,000
Caribbean Fusion	5,000	3,000	3,000
Festival of Lights Parade	2,000	8,145	8,500
Monumental 4th of July	10,641	11,950	14,000
Kissimmee Kowtown	2,000	3,500	3,500
Martin Luther King Parade/Festival	6,000	7,405	7,500
Orlando Japan	5,000	3,000	2,400
Osceola HS Homecoming	-	-	2,000
PrideFest	500	3,500	3,500
Sunshine Regional Chili Cook-Off	500	2,500	2,500
Symphony in the Park/ Night of Music	500	500	500
Veteran's Parade	-	4,400	4,500
Viva Osceola	5,000	3,000	3,000
Total Agency/City Festivals	**$ 46,141**	**$ 56,600**	**$ 60,600**

SOCIAL SERVICES / QUALITY OF LIFE

Listed below are historical cash payments made to the various social service and quality of life agencies. The City Commission determines the amount budgeted:

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Social Services:			
Community Coordinated Care for Children (4C Foundation)	$ 8,000	$ 6,400	$
Children's Home Society of Florida	2,000	-	
The Howard Phillips Center for Children and Families	5,000	5,000	
HELP NOW of Osceola County	45,000	45,000	
Aspire Health Partners	40,000	40,000	
Primary Care Medical and Poinciana/ Osceola Community Health Services	-	600	
McCormick Fundation	-	4,500	
HOME Project	-	5,600	
Park Place Behavioral Health Care	65,000	65,000	
Osceola County Council on Aging, Inc.	100,000	100,000	
Osceola ARC, Inc.	2,500	2,900	
HOPE Community Center	55,000	50,000	
New Birth Orlando Assemblies of God	2,500	-	
Subtotal Social Service Contributions	**325,000**	**325,000**	**300,000**
Quality of Life:			
Osceola County Historical Society	16,600	21,080	
Osceola Center for the Arts	11,600	14,120	
Boys and Girls Club of Osceola County	4,000	-	
Osceola County Literacy Program	9,800	9,800	
Bahia Shriners	3,000	-	
Central Florida Commission on Homelessness	5,000	5,000	
Undesignated	-	-	
Subtotal Quality of Life Contributions	**50,000**	**50,000**	**50,000**
Total Contributions	**$ 375,000**	**$ 375,000**	**$ 350,000**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: CITY MANAGER

DIVISION(S): CITY MANAGER, CITY CLERK, COMMUNICATIONS & PUBLIC AFFAIRS, ECONOMIC DEVELOPMENT, GENL GOVT

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,311,686	1,525,110	1,503,299	1,602,645
OPERATING EXPENSES	1,655,546	3,469,279	4,995,119	2,545,142
CAPITAL OUTLAY	2,403,971	194,074	169,177	167,600
OTHER	34,177,752	30,044,209	30,015,667	26,250,223
TOTAL	**39,548,955**	**35,232,672**	**36,683,262**	**30,565,610**

DUTIES AND FUNCTIONS

The City Manager, as chief administrative officer of the City, plans, organizes and directs the activities of all departments. In carrying out these duties, he/she interprets City Commission policies; coordinates departmental efforts; handles citizens' inquiries, complaints, and requests; recommends legislation that appears desirable; represents the City in its relations with the public, the press, and other governmental entities; and executes policies of the City Commission through administrative directives.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
News Releases / Media Advisories	135	140	155
Access Osceola: Programs, Shows, etc.	189	200	220
Facebook Reach	3,362,523	2,500,000	3,500,000
City Clerk Lien Searches	1,929	1,600	1,700
Public Records Requests	466	500	525

STRATEGIES

Listed below are major strategies adopted for the coming year in the Economic Development division of the City Manager's Department.

- Increase the City's economic development opportunities.
- Enhance economic development resources.
- Foster and facilitate infrastructure improvements to better position and market the City for economic growth.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: CITY MANAGER **DIVISION:** CITY MANAGER

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	617,196	680,590	679,817	712,622
OPERATING EXPENSES	31,257	53,465	32,174	48,725
CAPITAL OUTLAY	2,385,858	157,469	138,719	137,100
OTHER	-	-	-	-
TOTAL	**3,034,311**	**891,524**	**850,710**	**898,447**

ACCOUNT SUMMARY

SALARIES	443,247	490,956	489,046	505,976
OVERTIME	-	-	-	-
OTHER PAY	22,085	26,865	26,865	26,664
BENEFITS	151,864	162,769	163,906	179,982
PROFESSIONAL SERVICES	4,327	10,000	2,500	10,000
TRAINING & TRAVEL	4,723	11,517	4,000	11,823
UTILITIES	3,519	1,900	1,900	1,900
AUTO MAINTENANCE	1,143	200	200	200
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	500	250	500
OTHER SUPPLIES	24,430	35,656	33,632	20,933
OTHER OPERATING COSTS	42,675	42,000	38,000	46,000
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	28,176	29,176	29,176	31,587
INDIRECT COSTS	(77,736)	(77,484)	(77,484)	(74,218)
CAPITAL OUTLAY	2,385,858	157,469	138,719	137,100
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**3,034,311**	**891,524**	**850,710**	**898,447**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: CITY MANAGER | **ACCOUNT**
DIVISION: CITY MANAGER | 0001-10-1010-512

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
City Manager	1	0	1	200,452
Deputy City Manager	1	0	1	162,958
Assistant City Manager	1	0	1	96,222
Administrative Assistant	1	0	1	46,344
SALARY SUBTOTAL				**505,976**
OVERTIME				**-**
OTHER PAY				**26,664**
SALARY TOTAL				**532,640**
BENEFITS				**179,982**
TOTAL PERSONAL SERVICES	**4**	**0**	**4**	**712,622**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Tablet Computer	1,300	1,300
Performance Workstation	1,800	1,800
Camera Network Switch	10,000	10,000
Citywide Camera Expansion (6)	24,000	24,000
Citywide Camera Replacement (25)	100,000	100,000
TOTAL	**137,100**	**137,100**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: CITY MANAGER **DIVISION:** CITY CLERK

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	256,334	293,469	294,036	308,990
OPERATING EXPENSES	59,698	102,738	99,302	41,506
CAPITAL OUTLAY	13,550	11,100	10,740	5,200
OTHER	-	-	-	-
TOTAL	**329,582**	**407,307**	**404,078**	**355,696**

ACCOUNT SUMMARY

SALARIES	172,122	195,601	196,028	200,641
OVERTIME	1,557	-	-	-
OTHER PAY	3,054	4,368	3,993	4,099
BENEFITS	79,601	93,500	94,015	104,250
PROFESSIONAL SERVICES	44,564	97,833	97,800	37,632
TRAINING & TRAVEL	3,334	4,668	1,850	3,745
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	570	1,500	1,500	1,500
GAS & OIL	-	-	-	-
OTHER SUPPLIES	32,172	27,557	27,100	28,120
OTHER OPERATING COSTS	3,586	4,928	4,800	4,900
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
INDIRECT COSTS	(24,528)	(33,748)	(33,748)	(34,391)
CAPITAL OUTLAY	13,550	11,100	10,740	5,200
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**329,582**	**407,307**	**404,078**	**355,696**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: CITY MANAGER — **ACCOUNT**
DIVISION: CITY CLERK — 0001-10-1020-512

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
City Clerk	1	0	1	83,685
Records Specialist	2	0	2	68,881
Secretary	1	0	1	48,075
SALARY SUBTOTAL				**200,641**
OVERTIME				**-**
OTHER PAY				**4,099**
SALARY TOTAL				**204,740**
BENEFITS				**104,250**
TOTAL PERSONAL SERVICES	**4**	**0**	**4**	**308,990**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Laptop Computer	1,700	1,700
Imaging Scanner	3,500	3,500
TOTAL	**5,200**	**5,200**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: CITY MANAGER **DIVISION:** COMMUNICATIONS & PUBLIC AFFAIRS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	305,487	342,016	332,804	351,087
OPERATING EXPENSES	65,870	115,387	70,178	115,484
CAPITAL OUTLAY	4,563	21,605	15,924	25,300
OTHER	-	-	-	-
TOTAL	**375,920**	**479,008**	**418,906**	**491,871**

ACCOUNT SUMMARY

SALARIES	205,187	229,546	228,550	236,580
OVERTIME	4,642	7,000	-	-
OTHER PAY	2,848	3,720	2,623	1,731
BENEFITS	92,810	101,750	101,631	112,776
PROFESSIONAL SERVICES	4,553	25,000	10,000	25,000
TRAINING & TRAVEL	5,040	7,484	5,500	2,186
UTILITIES	2,515	2,448	2,448	2,988
AUTO MAINTENANCE	2,342	1,000	750	2,100
OTHER MAINTENANCE	-	1,150	625	1,150
GAS & OIL	578	600	450	700
OTHER SUPPLIES	49,611	74,555	57,755	75,638
OTHER OPERATING COSTS	43,507	51,500	41,000	51,500
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
INDIRECT COSTS	(42,276)	(48,350)	(48,350)	(45,778)
CAPITAL OUTLAY	4,563	21,605	15,924	25,300
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**375,920**	**479,008**	**418,906**	**491,871**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: CITY MANAGER — **ACCOUNT**
DIVISION: COMMUNICATIONS & PUBLIC AFFAIRS — 0001-10-1040-512

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Communications & Public Affairs Officer	1	0	1	65,611
Marketing Coordinator	1	0	1	53,770
Producer	1	0	1	57,800
Lead Producer	1	0	1	59,399
SALARY SUBTOTAL				**236,580**
OVERTIME				**-**
OTHER PAY				**1,731**
SALARY TOTAL				**238,311**
BENEFITS				**112,776**
TOTAL PERSONAL SERVICES	**4**	**0**	**4**	**351,087**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Small Drone	1,900	1,900
Media Server Hard Drive	2,500	2,500
Mirrorless Camera	2,500	2,500
Performance Laptop	3,800	3,800
Laptop Computer	3,800	3,800
Performance Workstation	10,800	10,800
TOTAL	**25,300**	**25,300**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: CITY MANAGER **DIVISION:** ECONOMIC DEVELOPMENT

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	132,669	209,035	196,642	229,946
OPERATING EXPENSES	240,718	1,197,689	1,193,465	339,427
CAPITAL OUTLAY	-	3,900	3,794	-
OTHER	-	-	-	-
TOTAL	**373,387**	**1,410,624**	**1,393,901**	**569,373**

ACCOUNT SUMMARY

SALARIES	98,394	149,780	137,008	162,569
OVERTIME	-	-	-	-
OTHER PAY	215	730	515	300
BENEFITS	34,060	58,525	59,119	67,077
PROFESSIONAL SERVICES	205,215	1,166,541	1,166,541	315,600
TRAINING & TRAVEL	3,716	4,184	2,665	4,134
UTILITIES	577	1,248	1,248	1,080
AUTO MAINTENANCE	1,219	850	850	850
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	431	500	500	600
OTHER SUPPLIES	16,235	28,850	26,145	23,575
OTHER OPERATING COSTS	28,385	21,000	21,000	21,000
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
INDIRECT COSTS	(15,060)	(25,484)	(25,484)	(27,412)
CAPITAL OUTLAY	-	3,900	3,794	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**373,387**	**1,410,624**	**1,393,901**	**569,373**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: CITY MANAGER | **ACCOUNT**
DIVISION: ECONOMIC DEVELOPMENT | 0001-10-1060-512

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Economic Development Director	1	0	1	111,910
Business Development Coordinator	1	0	1	50,659
SALARY SUBTOTAL				**162,569**
OVERTIME				**-**
OTHER PAY				**300**
SALARY TOTAL				**162,869**
BENEFITS				**67,077**
TOTAL PERSONAL SERVICES	**2**	**0**	**2**	**229,946**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
NONE		
TOTAL		

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: CITY MANAGER **DIVISION:** GENERAL GOVERNMENT

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	-	-	-	-
OPERATING EXPENSES	1,258,003	2,000,000	3,600,000	2,000,000
CAPITAL OUTLAY	-	-	-	-
OTHER	34,177,752	30,044,209	30,015,667	26,250,223
TOTAL	**35,435,755**	**32,044,209**	**33,615,667**	**28,250,223**

ACCOUNT SUMMARY

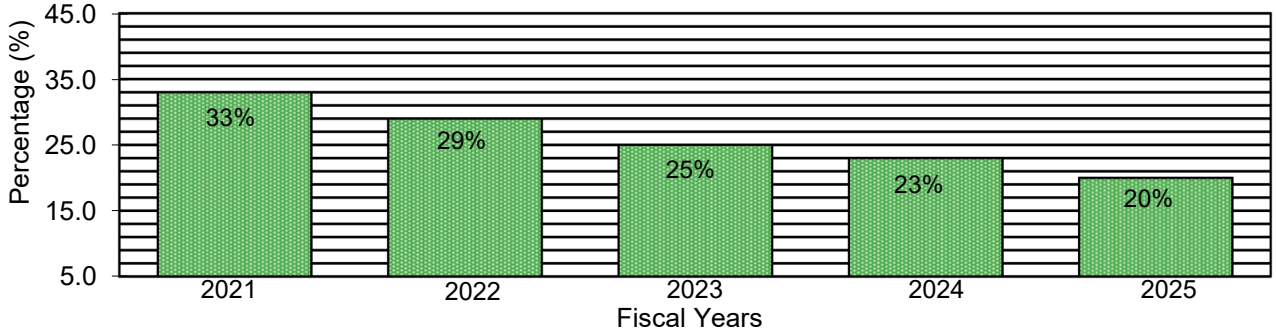
SALARIES	-	-	-	-
OVERTIME	-	-	-	-
OTHER PAY	-	-	-	-
BENEFITS	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	-	-	-	-
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	-	-	-	-
OTHER OPERATING COSTS	1,258,003	2,000,000	3,600,000	2,000,000
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
DEBT SERVICE	62,693	76,340	86,340	86,340
TRANSFER TO OTHER FUNDS	639,000	643,000	643,000	646,000
RESERVES	33,476,059	29,324,869	29,286,327	25,517,883
TOTAL	**35,435,755**	**32,044,209**	**33,615,667**	**28,250,223**

BAD DEBT EXPENSE

Detail of Other Operating Costs	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATED 2020	BUDGET 2021
Bad Debt Expense	$ 1,258,003	$ 2,000,000	$ 3,600,000	$ 2,000,000
TOTAL	**$ 1,258,003**	**$ 2,000,000**	**$ 3,600,000**	**$ 2,000,000**

Comparison of Bad Debt Expense to Revenue	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATED 2020	BUDGET 2021
Ambulance Billings	$ 3,980,627	3,900,000	3,382,985	3,950,000
Less: Bad Debt Expense	(1,258,003)	(2,000,000)	(3,600,000)	(2,000,000)
NET REVENUE	**$ 2,722,624**	**$ 1,900,000**	**$ (217,015)**	**$ 1,950,000**

PROJECTED GENERAL FUND RESERVES
AS A PERCENTAGE OF BUDGET



In the past, it was the City's policy to maintain ten percent of the General Fund's annual budget in reserves. However, based upon recommendations from the City's financial auditors, the policy has been revised to reflect a reserve of 20%. In forecasting the revenues and expenditures in the five-year Capital Plan each year, total projected sources and uses are balanced to the degree necessary to adhere to this policy. Shown above are the percentages of reserves as compared to total appropriations. Based upon current revenue and expenditure projections, reserves will be approximately 20% in FY 2025. This approach also enables the City to budget funds for annual operational and personnel expenses that are not likely to be expended but would otherwise be restricted as reserves. This is due to the nature of personnel expenses where all positions must be fully budgeted but typically 4-5% of annual budgeted funds are not spent due to periodic vacancies in the workplace.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: CITY ATTORNEY **DIVISION(S):** CITY ATTORNEY, MUNICIPAL COURT CLERK

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	627,802	733,154	670,244	690,202
OPERATING EXPENSES	72,360	603,301	244,631	248,001
CAPITAL OUTLAY	4,447	2,920	2,870	1,500
OTHER	-	-	-	-
TOTAL	**704,609**	**1,339,375**	**917,745**	**939,703**

DUTIES AND FUNCTIONS

The City Attorney provides legal advice to the City Commission, City Manager, various boards and staff personnel. The City Attorney prepares, reviews and approves all ordinances and resolutions submitted for Commission action and approves all contracts, agreements and documents executed on behalf of the City. Other duties and responsibilities include preparation of deeds, contracts, and leases, attendance at all officially constituted meetings of the City Commission and attendance at work sessions. The City Attorney's Office also acts as the City Prosecutor which prosecutes for municipal violations, including red light camera violations.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Number of Ordinances Adopted	24	13	25
Number of Resolutions Adopted	32	7	25

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CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: CITY ATTORNEY **DIVISION: CITY ATTORNEY**

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	573,126	671,521	608,607	625,007
OPERATING EXPENSES	69,884	536,768	224,876	237,496
CAPITAL OUTLAY	3,143	2,920	2,870	1,500
OTHER	-	-	-	-
TOTAL	**646,153**	**1,211,209**	**836,353**	**864,003**

ACCOUNT SUMMARY

SALARIES	426,704	453,285	438,564	443,092
OVERTIME	-	-	-	-
OTHER PAY	7,817	64,860	18,753	18,000
BENEFITS	138,605	153,376	151,290	163,915
PROFESSIONAL SERVICES	103,059	577,331	270,000	266,000
TRAINING & TRAVEL	3,439	9,250	7,000	9,250
UTILITIES	3,021	1,620	2,160	2,160
AUTO MAINTENANCE	3,292	-	333	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	1,765	-	-	-
OTHER SUPPLIES	27,077	30,190	27,006	29,825
OTHER OPERATING COSTS	1,335	-	-	-
CHARGES BY OTHER FUNDS	(86,664)	(95,258)	(95,258)	(84,625)
INSURANCE	13,560	13,635	13,635	14,886
INDIRECT COSTS	-	-	-	-
CAPITAL OUTLAY	3,143	2,920	2,870	1,500
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**646,153**	**1,211,209**	**836,353**	**864,003**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: CITY ATTORNEY | **ACCOUNT**
DIVISION: CITY ATTORNEY | 0001-05-0510-514

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
City Attorney	1	0	1	182,940
Deputy City Attorney	1	0	1	135,188
Assistant City Attorney	1	0	1	85,642
Legal Assistant	1	0	1	39,322
SALARY SUBTOTAL				**443,092**
OVERTIME				**-**
OTHER PAY				**18,000**
SALARY TOTAL				**461,092**
BENEFITS				**163,915**
TOTAL PERSONAL SERVICES	**4**	**0**	**4**	**625,007**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Personal Computer	1,500	1,500
TOTAL	**1,500**	**1,500**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: CITY ATTORNEY **DIVISION: MUNICIPAL COURT CLERK**

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	54,676	61,633	61,637	65,195
OPERATING EXPENSES	2,476	66,533	19,755	10,505
CAPITAL OUTLAY	1,304	-	-	-
OTHER	-	-	-	-
TOTAL	**58,456**	**128,166**	**81,392**	**75,700**

ACCOUNT SUMMARY

SALARIES	34,963	40,119	39,970	41,347
OVERTIME	-	-	-	-
OTHER PAY	215	215	290	-
BENEFITS	19,498	21,299	21,377	23,848
PROFESSIONAL SERVICES	1,014	62,393	16,000	6,000
TRAINING & TRAVEL	-	-	-	-
UTILITIES	576	540	540	540
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	886	3,600	3,215	3,965
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
INDIRECT COSTS	-	-	-	-
CAPITAL OUTLAY	1,304	-	-	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**58,456**	**128,166**	**81,392**	**75,700**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: CITY ATTORNEY | **ACCOUNT**
DIVISION: MUNICIPAL COURT CLERK | 0001-05-0520-514

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Municipal Court Clerk	1	0	1	41,347
SALARY SUBTOTAL				**41,347**
OVERTIME				**-**
OTHER PAY				**-**
SALARY TOTAL				**41,347**
BENEFITS				**23,848**
TOTAL PERSONAL SERVICES	**1**	**0**	**1**	**65,195**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
NONE		
TOTAL		

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: FINANCE

DIVISION(S): FINANCE, PURCHASING, TRANSFERS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,177,418	1,290,869	1,243,308	1,430,301
OPERATING EXPENSES	6,478,802	6,683,145	6,632,797	7,392,276
CAPITAL OUTLAY	5,783	84,762	78,762	13,400
OTHER	1,915,385	2,071,802	3,123,901	2,197,259
TOTAL	**9,577,388**	**10,130,578**	**11,078,768**	**11,033,236**

DUTIES AND FUNCTIONS

The Finance Department is responsible for all financial records of the City. Activities include purchasing, paying the City's bills, collecting revenue, payroll processing and reporting, administering the debt service, investing funds, maintaining fixed asset records. The Department also prepares the annual financial report and the annual budget.

The Transfers division records interfund transfers and the General Fund's payments for services provided by the Central Services Fund. It also records transfers to the FMHA Bond Fund for debt service. In addition, transfers are recorded for matching funds on various grants.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Investment Return	2.62%	1.64%	1.50%
Payroll Disbursements	19,748	19,762	20,904
Vendor Disbursements	19,831	17,500	18,500
Purchase Orders Issued	2,470	2,740	3,100
Formal Bids Processed	23	24	30

STRATEGIES

Listed below are the Finance Department's strategies adopted for the coming year.

- Address all new professional accounting standards to ensure City's compliance with the latest regulations.
- Provide customer friendly oriented services to internal and external customers of Kissimmee.
- Ensure the financial sustainability of the City over the next five years.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: FINANCE **DIVISION:** FINANCE

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,025,339	1,122,175	1,074,837	1,252,604
OPERATING EXPENSES	93,658	180,831	138,133	159,519
CAPITAL OUTLAY	5,783	84,762	78,762	13,400
OTHER	-	-	-	-
TOTAL	**1,124,780**	**1,387,768**	**1,291,732**	**1,425,523**

ACCOUNT SUMMARY

SALARIES	721,917	791,318	745,543	863,206
OVERTIME	-	500	-	500
OTHER PAY	11,742	16,136	16,514	14,034
BENEFITS	291,680	314,221	312,780	374,864
PROFESSIONAL SERVICES	193,902	267,320	267,320	257,612
TRAINING & TRAVEL	5,432	11,773	500	10,369
UTILITIES	1,731	1,990	-	1,990
AUTO MAINTENANCE	-	500	-	500
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	14,418	25,335	-	20,485
OTHER OPERATING COSTS	2,615	3,600	-	3,600
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	21,252	20,752	20,752	21,834
INDIRECT COSTS	(145,692)	(150,439)	(150,439)	(156,871)
CAPITAL OUTLAY	5,783	84,762	78,762	13,400
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**1,124,780**	**1,387,768**	**1,291,732**	**1,425,523**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: FINANCE — **ACCOUNT**
DIVISION: FINANCE — 0001-20-2010-513

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Director	1	0	1	154,135
Assistant Director	1	0	1	104,122
Finance Manager	1	0	1	74,929
Accountant I	1	0	1	48,820
Payroll Analyst	1	0	1	72,011
Accounting Technician	1	0	1	41,955
* Grant Writer	1	0	1	50,116
Business Systems Administrator	1	0	1	95,208
Budget Analyst	1	0	1	65,926
Accounting Specialist	1	0	1	45,714
Senior Accountant	1	0	1	64,125
Payroll Specialist	1	0	1	46,143
SALARY SUBTOTAL				**863,206**
OVERTIME				**500**
OTHER PAY				**14,034**
SALARY TOTAL				**877,740**
BENEFITS				**374,864**
TOTAL PERSONAL SERVICES	**12**	**0**	**12**	**1,252,604**

* Position is split 90/10% with General Fund/CDBG

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Laptop Computer (2)	3,400	3,400
Fixed Asset Scan Gun	4,000	4,000
Personal Computer (4)	6,000	6,000
TOTAL	**13,400**	**13,400**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: FINANCE **DIVISION:** PURCHASING

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	152,079	168,694	168,471	177,697
OPERATING EXPENSES	4,972	8,660	1,010	8,910
CAPITAL OUTLAY	-	-	-	-
OTHER	-	-	-	-
TOTAL	**157,051**	**177,354**	**169,481**	**186,607**

ACCOUNT SUMMARY

SALARIES	104,416	116,511	116,320	120,080
OVERTIME	-	300	-	300
OTHER PAY	823	930	930	500
BENEFITS	46,840	50,953	51,221	56,817
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	829	3,800	-	3,800
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	2,642	2,360	1,010	2,360
OTHER OPERATING COSTS	1,501	2,500	-	2,750
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
INDIRECT COSTS	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**157,051**	**177,354**	**169,481**	**186,607**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: FINANCE | **ACCOUNT**
DIVISION: PURCHASING | 0001-20-2020-513

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Procurement Coordinator	1	0	1	59,691
Procurement Manager	1	0	1	60,389
SALARY SUBTOTAL				**120,080**
OVERTIME				**300**
OTHER PAY				**500**
SALARY TOTAL				**120,880**
BENEFITS				**56,817**
TOTAL PERSONAL SERVICES	**2**	**0**	**2**	**177,697**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
NONE		
TOTAL		

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: FINANCE **DIVISION:** TRANSFERS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	-	-	-	-
OPERATING EXPENSES	6,380,172	6,493,654	6,493,654	7,223,847
CAPITAL OUTLAY	-	-	-	-
OTHER	1,915,385	2,071,802	3,123,901	2,197,259
TOTAL	**8,295,557**	**8,565,456**	**9,617,555**	**9,421,106**

ACCOUNT SUMMARY

SALARIES	-	-	-	-
OVERTIME	-	-	-	-
OTHER PAY	-	-	-	-
BENEFITS	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	-	-	-	-
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	-	-	-	-
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	6,380,172	6,493,654	6,493,654	7,223,847
INSURANCE	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	1,915,385	2,071,802	3,123,901	2,197,259
RESERVES	-	-	-	-
TOTAL	**8,295,557**	**8,565,456**	**9,617,555**	**9,421,106**

CHARGES BY OTHER FUNDS

Charges made by other funds to General Fund are composed of charges from the Central Services Fund for services. The following shows those charges by fiscal year:

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Warehouse	$ 736,320	$ 651,737	$ 651,737	$ 545,573
Facilities Maintenance	3,463,452	3,225,366	3,225,366	3,800,486
Information Technology	2,180,400	2,616,551	2,616,551	2,877,788
TOTAL	$ 6,380,172	$ 6,493,654	$ 6,493,654	$ 7,223,847

TRANSFERS TO OTHER FUNDS

From General Fund, transfers are made to other funds for several purposes. A transfer is made to the FMHA Bond Fund for debt service payments. In addition, transfers are made to various law enforcement grant funds that require the City to provide matching dollars. A transfer is made to the Building Fund each year for administrative services that are provided by Building employees for the benefit of the General Fund. A transfer is also made to the Local Option Gas Tax Fund for the pavement management program. Lastly, transfers are made to the CRA Funds for the tax increment payments.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
FMHA Bonds	$ 44,795	$ 28,950	$ 28,950	$ 29,100
Justice Assistance Grant	250,069	266,136	247,491	270,246
Building Fund	40,000	40,000	10,000	5,000
Local Option Gas Tax Fund	221,000	500,000	500,000	500,000
CRA Increment:				
Downtown	810,697	865,033	864,955	907,750
Vine Street	193,494	326,933	327,755	478,648
Health Self Insurance Fund	-	-	1,100,000	-
Miscellaneous Funds	355,330	44,750	44,750	6,515.00
TOTAL	$ 1,915,385	$ 2,071,802	$ 3,123,901	$ 2,197,259

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: DEVELOPMENT SERVICES

DIVISION(S): PLANNING, COMMUNITY REDEVELOPMENT AGENCY, MAIN STREET

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,345,929	1,459,303	1,502,421	1,535,953
OPERATING EXPENSES	640,025	1,410,378	1,317,968	1,001,880
CAPITAL OUTLAY	13,912	308,013	306,922	5,700
OTHER	-	-	-	-
TOTAL	**1,999,866**	**3,177,694**	**3,127,311**	**2,543,533**

DUTIES AND FUNCTIONS

Principal activities of the Planning and Zoning Division of the Development Services Department include: the development and updating of the Comprehensive Plan which serves as a guide for the physical development of the City; coordinating the City's development review process; enforcement of the land development regulations; transportation concurrency and impact fees; providing staff support to the Planning Advisory Board, Historic Preservation Board, Board of Adjustment and Development Review Committee; preparation of long and short range plans and special reports; and administration of various governmental grant programs, including the Community Development Block Grant, that provide resources to aid the citizens of Kissimmee.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Development Review Committee Cases	178	120	150
Code Enforcement Cases	3,354	2,200	2,800
Walk-in Customers Served	1,665	900	1,300

STRATEGIES

Listed below are the Development Services Department's strategies adopted for the coming year.

- Improve and maintain the Development Services customer service experience.
- Work to improve transportation and growth issues within the City for a more sustainable future.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: DEVELOPMENT SERVICES **DIVISION:** PLANNING

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,053,419	1,228,575	1,229,377	1,333,151
OPERATING EXPENSES	640,025	1,410,378	1,317,968	1,001,880
CAPITAL OUTLAY	13,912	308,013	306,922	5,700
OTHER	-	-	-	-
TOTAL	**1,707,356**	**2,946,966**	**2,854,267**	**2,340,731**

ACCOUNT SUMMARY

SALARIES	682,513	838,960	840,544	890,880
OVERTIME	441	1,000	750	1,000
OTHER PAY	8,308	15,631	10,796	18,940
BENEFITS	362,157	372,984	377,287	422,331
PROFESSIONAL SERVICES	514,009	1,260,742	1,220,541	764,004
TRAINING & TRAVEL	3,222	13,065	2,000	15,065
UTILITIES	4,987	6,060	4,500	8,280
AUTO MAINTENANCE	11,013	9,578	6,000	9,500
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	5,636	6,930	5,000	6,930
OTHER SUPPLIES	34,981	53,576	29,500	34,967
OTHER OPERATING COSTS	30,259	21,500	11,500	124,261
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	35,918	38,927	38,927	38,873
CAPITAL OUTLAY	13,912	308,013	306,922	5,700
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**1,707,356**	**2,946,966**	**2,854,267**	**2,340,731**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: DEVELOPMENT SERVICES — **ACCOUNT**
DIVISION: PLANNING — 0001-25-2510-515

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
* Director	1	0	1	93,165
Planner II	1	0	1	63,906
Administrative Secretary	1	(1)	0	-
Administrative Assistant	0	1	1	52,914
Secretary	1	0	1	32,648
Senior Planner	1	0	1	64,148
Code Enforcement Officer	4	0	4	197,316
Chief Code Enforcement Officer	1	0	1	64,396
** Assistant Director	1	0	1	59,534
Planner I	1	0	1	46,862
Planning Manager	2	0	2	169,936
Planning Technician	1	0	1	39,209
^ Clerk Technician	0	0	0	6,846

* Position split 65/25/5/5% with the General Fund, Building Fund and CRA Funds
** Position split 50/50% with the Building Fund
^ Position split 75/25% with the Building Fund and General Fund; headcount in Building Fund

SALARY SUBTOTAL				**890,880**
OVERTIME				**1,000**
OTHER PAY				**18,940**
SALARY TOTAL				**910,820**
BENEFITS				**422,331**
TOTAL PERSONAL SERVICES	**15**	**0**	**15**	**1,333,151**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Tablet Computer (2)	2,100	2,100
Personal Computer (2)	3,600	3,600
TOTAL	**5,700**	**5,700**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: DEVELOPMENT SERVICES **DIVISION:** COMMUNITY REDEVELOPMENT AGENCY

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	161,951	213,286	227,723	202,802
OPERATING EXPENSES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
OTHER	-	-	-	-
TOTAL	**161,951**	**213,286**	**227,723**	**202,802**

ACCOUNT SUMMARY

SALARIES	112,132	151,394	165,872	139,519
OVERTIME	-	-	-	-
OTHER PAY	4,050	1,713	2,500	400
BENEFITS	45,769	60,179	59,351	62,883
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	-	-	-	-
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	-	-	-	-
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**161,951**	**213,286**	**227,723**	**202,802**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: DEVELOPMENT SERVICES — **ACCOUNT**
DIVISION: COMMUNITY REDEVELOPMENT AGENCY — 0001-25-2550-515

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
* Director	0	0	0	14,333
CRA Manager	1	0	1	71,985
Administrative Assistant	1	0	1	53,201

* Position split 65/25/5/5% with the General Fund, Building Fund and CRA Funds, headcount in General Fund

SALARY SUBTOTAL				**139,519**
OVERTIME				**-**
OTHER PAY				**400**
SALARY TOTAL				**139,919**
BENEFITS				**62,883**
TOTAL PERSONAL SERVICES	**2**	**0**	**2**	**202,802**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
NONE		
TOTAL		

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: DEVELOPMENT SERVICES **DIVISION:** MAIN STREET

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	130,559	17,442	45,321	-
OPERATING EXPENSES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
OTHER	-	-	-	-
TOTAL	**130,559**	**17,442**	**45,321**	**-**

ACCOUNT SUMMARY

SALARIES	87,444	14,553	29,016	-
OVERTIME	-	-	-	-
OTHER PAY	430	430	430	-
BENEFITS	42,685	2,459	15,875	-
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	-	-	-	-
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	-	-	-	-
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**130,559**	**17,442**	**45,321**	**-**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: DEVELOPMENT SERVICES | **ACCOUNT**
DIVISION: MAIN STREET | 0001-25-2560-515

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT

NONE

SALARY SUBTOTAL	-
OVERTIME	-
OTHER PAY	-
SALARY TOTAL	-
BENEFITS	-
TOTAL PERSONAL SERVICES	

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION

NONE

TOTAL	

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: POLICE

DIVISION(S): CHIEF, SUPPORT SERVICES, PATROL, CRIMINAL INVESTIGATIONS, COMMUNICATIONS, SPECIALIZED PATROL

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	19,634,383	21,534,032	21,100,771	23,178,499
OPERATING EXPENSES	2,476,559	3,299,339	2,906,819	3,235,943
CAPITAL OUTLAY	1,398,021	1,322,528	1,322,528	1,133,350
OTHER	-	-	-	-
TOTAL	**23,508,963**	**26,155,899**	**25,330,118**	**27,547,792**

DUTIES AND FUNCTIONS

The Kissimmee Police Department is committed to providing superior law enforcement services to the community. The department's functions are to protect and serve the residents of the community and the general public in the most efficient and effective manner possible. This is accomplished by encouraging citizen involvement in cooperative efforts to prevent criminal activity, detecting criminal activity, arresting and providing support for prosecution of criminals, controlling traffic flow, investigating and analyzing traffic accidents with a view toward eliminating causative factors, and to generally preserve the peace of the community by addressing quality of life issues from a law enforcement perspective.

In addition to the operations reflected in the sections which are funded within the General Fund, the Police Department administers the budgets for the Police 2nd Dollar Assessment Fund, State Law Enforcement Trust Fund, Federal Law Enforcement Trust Fund, and various other grant funds.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Calls for Law Enforcement Services	40,875	39,000	41,070
Criminal Arrests	2,234	1,917	1,975
Traffic Citations Issued	4,374	2,860	2,946
Response Time for Priority Calls (Minutes)	7:42	7:29	7:15
Clearance Rate %	19.6	12.7	15.7
Self Initiated Calls	72,097	73,000	75,190

STRATEGIES

Listed below are the Police Department's strategies adopted for the coming year.

- Utilize Intelligence Led Policing (ILP) strategies through all divisions of the agency.
- Maintain a full staff with a focus on employee wellness and long-term retention as a priority.
- Develop a formal plan to increase and ensure a high quality of life is achieved and maintained.
- Partner with City entities and community stakeholders relative to crime prevention.
- Improve cultural blueprint.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: POLICE **DIVISION:** OFFICE OF THE POLICE CHIEF

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	677,344	1,019,083	990,907	1,040,254
OPERATING EXPENSES	141,944	92,381	76,106	106,828
CAPITAL OUTLAY	2,775	69,300	69,300	36,500
OTHER	-	-	-	-
TOTAL	**822,063**	**1,180,764**	**1,136,313**	**1,183,582**

ACCOUNT SUMMARY

SALARIES	439,732	486,865	468,340	490,273
OVERTIME	5,802	20,060	17,500	20,060
OTHER PAY	31,962	280,666	279,591	284,819
BENEFITS	199,848	231,492	225,476	245,102
PROFESSIONAL SERVICES	-	3,200	-	3,200
TRAINING & TRAVEL	804	29,485	28,485	33,800
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	750	350	750
GAS & OIL	-	-	-	-
OTHER SUPPLIES	139,940	55,426	43,751	64,878
OTHER OPERATING COSTS	1,200	3,520	3,520	4,200
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	2,775	69,300	69,300	36,500
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**822,063**	**1,180,764**	**1,136,313**	**1,183,582**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: POLICE — **ACCOUNT**
DIVISION: OFFICE OF THE POLICE CHIEF — 0001-30-3010-521

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Chief	1	0	1	142,701
Deputy Chief	2	0	2	253,981
Administrative Secretary	1	0	1	34,325
Public Information Officer	1	0	1	59,266
SALARY SUBTOTAL				**490,273**
OVERTIME				**20,060**
OTHER PAY				**284,819**
SALARY TOTAL				**795,152**
BENEFITS				**245,102**
TOTAL PERSONAL SERVICES	**5**	**0**	**5**	**1,040,254**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
SWAT Entry Vest (10)	36,500	36,500
TOTAL	**36,500**	**36,500**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: POLICE **DIVISION:** SUPPORT SERVICES

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	2,127,363	2,234,558	2,338,178	2,396,546
OPERATING EXPENSES	1,602,786	2,063,581	1,894,405	2,146,119
CAPITAL OUTLAY	1,311,863	1,098,903	1,098,903	1,084,350
OTHER	-	-	-	-
TOTAL	**5,042,012**	**5,397,042**	**5,331,486**	**5,627,015**

ACCOUNT SUMMARY

SALARIES	1,376,495	1,461,786	1,567,896	1,537,560
OVERTIME	22,325	23,202	22,000	24,363
OTHER PAY	30,465	15,418	9,075	9,075
BENEFITS	698,078	734,152	739,207	825,548
PROFESSIONAL SERVICES	110,654	152,725	130,000	213,600
TRAINING & TRAVEL	5,410	21,025	18,303	25,125
UTILITIES	137,301	177,873	175,000	203,812
AUTO MAINTENANCE	348,362	455,620	387,350	425,000
OTHER MAINTENANCE	3,459	16,522	11,765	14,328
GAS & OIL	317,074	340,616	315,000	439,716
OTHER SUPPLIES	244,796	431,768	397,516	379,844
OTHER OPERATING COSTS	47,861	62,436	43,100	14,326
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	387,869	404,996	416,371	430,368
CAPITAL OUTLAY	1,311,863	1,098,903	1,098,903	1,084,350
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**5,042,012**	**5,397,042**	**5,331,486**	**5,627,015**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: POLICE | **ACCOUNT**
DIVISION: SUPPORT SERVICES | 0001-30-3020-521

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Captain	1	0	1	116,884
Lieutenant	1	0	1	98,113
Sergeant	1	0	1	93,366
Corporal	1	0	1	72,814
Police Officer	2	0	2	99,786
Community Services Officer	1	0	1	51,474
Accreditation Specialist (part-time)	1	0	1	25,255
Administrative Services Supervisor	1	0	1	55,392
Clerk Technician II	9	0	9	318,615
Clerk Technician (part-time)	1	0	1	25,823
Purchasing Technician	1	0	1	40,452
Fiscal Specialist	1	0	1	55,714
Range Master	1	0	1	62,336
Background Investigator	1	0	1	61,358
Administrative Secretary	2	0	2	85,176
Crime Scene Technician	3	0	3	150,955
Evidence Technician	2	0	2	64,063
Forensic Unit Supervisor	1	0	1	59,984
SALARY SUBTOTAL				**1,537,560**
OVERTIME				**24,363**
OTHER PAY				**9,075**
SALARY TOTAL				**1,570,998**
BENEFITS				**825,548**
TOTAL PERSONAL SERVICES	**31**	**0**	**31**	**2,396,546**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Training Dummy	1,500	1,500
Imaging Scanner	6,500	6,500
Conducted Electronic Weapon (4)	3,450	3,450
360 Degree Crime Scene Camera System	18,000	18,000
Forensic Workstation	30,000	30,000
Laptop Computer (19)	49,400	49,400
Portable Radio (12)	54,000	54,000
Personal Computer (45)	67,500	67,500
Mobile Digital Computer (40)	224,000	224,000
Vehicle (16)	630,000	630,000
TOTAL	**1,084,350**	**1,084,350**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: POLICE **DIVISION:** PATROL

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	8,559,413	8,108,251	8,596,556	8,684,222
OPERATING EXPENSES	148,488	166,931	128,305	139,761
CAPITAL OUTLAY	17,600	16,100	16,100	-
OTHER	-	-	-	-
TOTAL	**8,725,501**	**8,291,282**	**8,740,961**	**8,823,983**

ACCOUNT SUMMARY

SALARIES	4,786,462	4,461,622	4,964,190	4,592,167
OVERTIME	265,042	324,178	320,000	308,887
OTHER PAY	979,498	849,592	849,592	1,085,680
BENEFITS	2,528,411	2,472,859	2,462,774	2,697,488
PROFESSIONAL SERVICES	4,997	8,320	8,320	8,320
TRAINING & TRAVEL	2,447	5,526	3,000	3,562
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	350	350	2,500
GAS & OIL	-	-	-	-
OTHER SUPPLIES	141,044	152,735	116,635	125,379
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	17,600	16,100	16,100	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**8,725,501**	**8,291,282**	**8,740,961**	**8,823,983**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: POLICE | **ACCOUNT**
DIVISION: PATROL | 0001-30-3030-521

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Captain	1	0	1	115,982
Lieutenant	4	0	4	417,266
Sergeant	6	0	6	533,072
Corporal	8	0	8	570,779
Police Officer	51	0	51	2,587,901
Community Service Officer	5	0	5	201,228
Auxiliary Officer (unpaid)	5	0	5	-
Patrol Support Specialist	1	0	1	36,013
Park Ranger	4	0	4	129,926
SALARY SUBTOTAL				**4,592,167**
OVERTIME				**308,887**
OTHER PAY				**1,085,680**
SALARY TOTAL				**5,986,734**
BENEFITS				**2,697,488**
TOTAL PERSONAL SERVICES	**85**	**0**	**85**	**8,684,222**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
NONE		
TOTAL		

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: POLICE **DIVISION:** CRIMINAL INVESTIGATIONS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	3,851,526	4,860,703	4,394,559	5,454,325
OPERATING EXPENSES	124,116	295,648	266,534	167,081
CAPITAL OUTLAY	62,211	33,625	33,625	2,800
OTHER	-	-	-	-
TOTAL	**4,037,853**	**5,189,976**	**4,694,718**	**5,624,206**

ACCOUNT SUMMARY

SALARIES	2,271,142	2,956,521	2,346,585	3,326,146
OVERTIME	107,958	233,565	150,000	241,970
OTHER PAY	74,996	29,525	312,302	36,100
BENEFITS	1,397,430	1,641,092	1,585,672	1,850,109
PROFESSIONAL SERVICES	23,189	142,679	138,829	34,760
TRAINING & TRAVEL	17,557	45,573	33,970	47,518
UTILITIES	525	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	4,603	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	76,410	95,858	87,000	78,068
OTHER OPERATING COSTS	6,435	6,935	6,735	6,735
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	62,211	33,625	33,625	2,800
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**4,037,853**	**5,189,976**	**4,694,718**	**5,624,206**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: POLICE — **ACCOUNT**
DIVISION: CRIMINAL INVESTIGATIONS — 0001-30-3040-521

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Captain	1	0	1	115,898
Lieutenant	1	0	1	98,113
Sergeant	3	1	4	327,004
Corporal	4	0	4	282,754
Police Officer	38	0	38	2,080,085
Community Service Officer	4	0	4	204,443
Crime Analyst	2	1	3	147,520
Administrative Secretary	1	0	1	42,478
Clerk/Technician	1	0	1	27,851
SALARY SUBTOTAL				**3,326,146**
OVERTIME				**241,970**
OTHER PAY				**36,100**
SALARY TOTAL				**3,604,216**
BENEFITS				**1,850,109**
TOTAL PERSONAL SERVICES	**55**	**2**	**57**	**5,454,325**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Interactive Touch Screen	2,800	2,800
TOTAL	**2,800**	**2,800**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: POLICE **DIVISION:** COMMUNICATIONS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	2,300,883	2,712,452	2,430,026	2,852,577
OPERATING EXPENSES	28,488	42,401	35,500	41,290
CAPITAL OUTLAY	-	84,000	84,000	-
OTHER	-	-	-	-
TOTAL	**2,329,371**	**2,838,853**	**2,549,526**	**2,893,867**

ACCOUNT SUMMARY

SALARIES	1,368,578	1,666,261	1,430,076	1,707,618
OVERTIME	126,138	151,991	130,000	151,991
OTHER PAY	50,649	60,779	52,609	64,369
BENEFITS	755,518	833,421	817,341	928,599
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	9,171	14,460	11,900	14,730
UTILITIES	5,264	6,616	6,616	6,600
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	34	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	14,053	21,325	16,950	19,960
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	-	84,000	84,000	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**2,329,371**	**2,838,853**	**2,549,526**	**2,893,867**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: POLICE | **ACCOUNT**
DIVISION: COMMUNICATIONS | 0001-30-3050-521

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Shift Supervisor	4	0	4	251,457
Telecommunicator	26	0	26	1,008,077
Telecommunicator (part-time)	2	0	2	81,961
Communications Manager	1	0	1	65,093
Communications Training Coordinator	1	0	1	60,820
Lead Telecommunicator	4	0	4	206,920
Quality AssuranceTelecommunicator	1	0	1	33,290
SALARY SUBTOTAL				**1,707,618**
OVERTIME				**151,991**
OTHER PAY				**64,369**
SALARY TOTAL				**1,923,978**
BENEFITS				**928,599**
TOTAL PERSONAL SERVICES	**39**	**0**	**39**	**2,852,577**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
NONE		
TOTAL		

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: POLICE **DIVISION:** SPECIAL OPERATIONS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	2,117,854	2,598,985	2,350,545	2,750,575
OPERATING EXPENSES	430,737	638,397	505,969	634,864
CAPITAL OUTLAY	3,572	20,600	20,600	9,700
OTHER	-	-	-	-
TOTAL	**2,552,163**	**3,257,982**	**2,877,114**	**3,395,139**

ACCOUNT SUMMARY

SALARIES	1,284,403	1,664,635	1,471,136	1,745,987
OVERTIME	36,371	97,800	80,000	82,010
OTHER PAY	39,761	18,955	13,365	14,500
BENEFITS	757,319	817,595	786,044	908,078
PROFESSIONAL SERVICES	389,162	518,093	428,700	533,608
TRAINING & TRAVEL	6,813	17,234	13,800	18,831
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	9,759	11,425	11,000	13,175
GAS & OIL	-	-	-	-
OTHER SUPPLIES	25,003	85,645	46,469	61,810
OTHER OPERATING COSTS	-	6,000	6,000	7,440
CHARGES BY OTHER FUNDS	-			
INSURANCE	-	-	-	-
CAPITAL OUTLAY	3,572	20,600	20,600	9,700
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**2,552,163**	**3,257,982**	**2,877,114**	**3,395,139**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: POLICE — **ACCOUNT**
DIVISION: SPECIAL OPERATIONS — 0001-30-3060-521

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Community Service Officer	2	0	2	81,334
Parking Enforcement Specialist	2	0	2	70,457
Police Captain	1	0	1	115,691
Police Corporal	3	0	3	218,503
Police Lieutenant	1	0	1	99,080
Police Officer	12	1	13	710,398
Police Sergeant	4	0	4	335,114
Red Light Camera Specialist	2	0	2	115,410
SALARY SUBTOTAL				**1,745,987**
OVERTIME				**82,010**
OTHER PAY				**14,500**
SALARY TOTAL				**1,842,497**
BENEFITS				**908,078**
TOTAL PERSONAL SERVICES	**27**	**1**	**28**	**2,750,575**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Hand Held Traffic Laser (2)	4,700	4,700
Surveillance Equipment	5,000	5,000
TOTAL	**9,700**	**9,700**

DEPARTMENT: FIRE **DIVISION(S):** ADMINISTRATION, OPERATIONS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	11,723,484	12,660,301	12,564,766	13,705,702
OPERATING EXPENSES	1,845,312	2,024,731	2,006,399	2,471,096
CAPITAL OUTLAY	843,702	507,956	507,432	707,800
OTHER	-	-	-	-
TOTAL	**14,412,498**	**15,192,988**	**15,078,597**	**16,884,598**

DUTIES AND FUNCTIONS

The City of Kissimmee Fire Department (KFD) provides fire protection, fire suppression, emergency medical care, hazardous materials response and an assortment of other emergency response and non-emergency activities to the citizens and visitors to the City of Kissimmee. It is KFD's mission to responsibly protect life and property in the community through a highly trained and well equipped emergency response system. KFD strives to prevent injuries as well as loss of life and property through an all-hazards public education program.

KFD responds to more than 13,000 calls for service a year with the majority being requests for Emergency Medical Services (EMS). EMS response saves lives, reduces suffering and speeds recovery from injury and illness by delivering basic and advanced life support pre-hospital care as part of a community based emergency medical system.

The Fire Department budget is funded through the City's General Fund, medical transport revenue, as well as federal and state grants.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Total Alarms	13,817	13,500	14,175
Fire Calls	231	220	231
EMS Calls	11,113	11,000	11,550
Other Calls	2,473	2,280	2,394

STRATEGIES

Listed below are the Fire Department's strategies adopted for the coming year.

- Enhance the safety, health, and wellness of department personnel.
- Work cooperatively with the Public Works and Engineering Department's Facilities division to implement a comprehensive Capital Improvement Program (CIP) for all Department facilities to include buildings as well as furniture, fixtures, and equipment (FF&E).
- Improve emergency response operations while maintaining the City's Insurance Services Office (ISO) Class 1 status through a highly skilled workforce that is continuously training for high risk/low frequency events.
- Increase organizational effectiveness, accountability and communications while maintaining fiscal responsibility.
- Identify key areas of the Department that justify additional human resource needs to adequately meet internal and external customer demands.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: FIRE **DIVISION:** ADMINISTRATION

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,222,534	1,489,951	1,491,362	1,642,529
OPERATING EXPENSES	585,586	641,083	654,793	829,957
CAPITAL OUTLAY	122,048	82,835	77,238	131,800
OTHER	-	-	-	-
TOTAL	**1,930,168**	**2,213,869**	**2,223,393**	**2,604,286**

ACCOUNT SUMMARY

SALARIES	739,233	940,658	923,836	1,023,576
OVERTIME	7,333	7,661	12,000	9,545
OTHER PAY	38,234	45,427	42,232	46,330
BENEFITS	437,734	496,205	513,294	563,078
PROFESSIONAL SERVICES	248,716	231,385	275,575	453,117
TRAINING & TRAVEL	8,563	28,590	24,590	29,655
UTILITIES	32,464	35,004	33,000	38,301
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	516	12,000	5,000	1,250
GAS & OIL	-	-	-	-
OTHER SUPPLIES	58,765	91,826	74,350	67,227
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	236,562	242,278	242,278	240,407
CAPITAL OUTLAY	122,048	82,835	77,238	131,800
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**1,930,168**	**2,213,869**	**2,223,393**	**2,604,286**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: FIRE | **ACCOUNT**
DIVISION: ADMINISTRATION | 0001-35-3510-522

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Chief	1	0	1	141,080
Deputy Chief	2	0	2	248,524
Office Manager	1	0	1	61,358
Logistics Manager	1	0	1	69,654
Logistics Coordinator	1	0	1	39,833
Health & Safety Chief	1	0	1	113,397
Emergency Medical Services Lieutenant	1	0	1	98,029
Fire Lieutenant	1	0	1	98,029
Logistics Technician (part-time)	2	0	2	36,946
Secretary	1	0	1	38,141
Fire Administrative Technician	1	0	1	40,042
Training Coordinator	1	0	1	38,543
SALARY SUBTOTAL				**1,023,576**
OVERTIME				**9,545**
OTHER PAY				**46,330**
SALARY TOTAL				**1,079,451**
BENEFITS				**563,078**
TOTAL PERSONAL SERVICES	**14**	**0**	**14**	**1,642,529**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Thermal Imager	3,800	3,800
Laptop Computer (2)	4,300	4,300
Personal Computer (4)	6,000	6,000
Portable Radio (2)	9,700	9,700
Sport Utility Vehicle	42,000	42,000
3/4 Ton Pick-up Truck	66,000	66,000
TOTAL	**131,800**	**131,800**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: FIRE **DIVISION:** OPERATIONS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	10,500,950	11,170,350	11,073,404	12,063,173
OPERATING EXPENSES	1,259,726	1,383,648	1,351,606	1,641,139
CAPITAL OUTLAY	721,654	425,121	430,194	576,000
OTHER	-	-	-	-
TOTAL	**12,482,330**	**12,979,119**	**12,855,204**	**14,280,312**

ACCOUNT SUMMARY

SALARIES	5,338,791	5,499,201	5,750,204	6,010,324
OVERTIME	778,825	940,527	650,000	904,163
OTHER PAY	693,668	927,771	731,086	890,413
BENEFITS	3,689,666	3,802,851	3,942,114	4,258,273
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	67,466	116,318	116,318	166,218
UTILITIES	-	-	-	-
AUTO MAINTENANCE	340,993	284,350	275,000	307,500
OTHER MAINTENANCE	54,568	71,958	71,958	90,215
GAS & OIL	111,424	97,650	100,000	118,000
OTHER SUPPLIES	685,275	813,372	787,500	959,206
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	830	-
CAPITAL OUTLAY	721,654	425,121	430,194	576,000
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**12,482,330**	**12,979,119**	**12,855,204**	**14,280,312**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: FIRE — **ACCOUNT**
DIVISION: OPERATIONS — 0001-35-3520-522

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Battalion Chief	3	0	3	311,034
Lieutenant	18	0	18	1,579,520
Engineer	15	0	15	986,762
Firefighter	64	0	64	3,133,008
SALARY SUBTOTAL				**6,010,324**
OVERTIME				**904,163**
OTHER PAY				**890,413**
SALARY TOTAL				**7,804,900**
BENEFITS				**4,258,273**
TOTAL PERSONAL SERVICES	**100**	**0**	**100**	**12,063,173**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION SLS TAX	THIS DIVISION
Portable Radio Multi-Unit Charger	1,100		1,100
Piston Intake Valve	1,800		1,800
Rapid Intervention Team Pack	2,000		2,000
Portable LED Scene Lighting (2)	2,800		2,800
SCBA Escape Pack (2)	3,400		3,400
Hydraulic Forcible Entry Tool (2)	4,200		4,200
VHF Base Station/Vertical Fire Sled	6,000		6,000
Traffic Control Pre-Emption/Opticom Emitter	6,000		6,000
Wireless Headset	7,000		7,000
Chain Vent (2) and Rotary Saw (2)	7,200		7,200
Firefighting Ventilation Fan	8,500		8,500
Radiological and Thermal Equipment	9,600		9,600
Hands Free Cardio Pulmonary Resucitation Devic	16,200		16,200
Commercial Washer/Dryer (3)	16,500		16,500
Personal (2)/Tablet (13) Computer Equipment	18,000		18,000
Special Event All Terrain Vehicle	20,000		20,000
Fire Hose and Appliance	23,000		23,000
Powerload Hydraulic Stretcher (2)	34,000		34,000
Strut Adapter/ Narcotics Safe/ Stair Chair	35,000		35,000
Powerload Cot Fastening System (2)	46,600		46,600
Hydraulic Extrication Rescue Tool System	49,500		49,500
Vehicle-Mounted Diesel Filter System (5)	54,000		54,000
Portable (11)/Mobile (2) Radio Equipment	96,400		96,400
Self Contained Breathing Apparatus Equipment	107,200		107,200
Rescue Rechassis	195,000	195,000	
TOTAL	**771,000**	**195,000**	**576,000**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: PUBLIC WORKS DIVISION(S): ADMINISTRATION, ENGINEERING, STREET MAINT TRAFFIC ENGINEERING

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	2,843,993	3,370,211	2,730,329	3,021,880
OPERATING EXPENSES	2,258,802	2,466,840	2,288,124	2,446,622
CAPITAL OUTLAY	153,771	567,063	658,013	167,900
OTHER	371	-	-	-
TOTAL	**5,256,937**	**6,404,114**	**5,676,466**	**5,636,402**

DUTIES AND FUNCTIONS

The Public Works Department is responsible for the design, construction, and maintenance of the streets and drainage systems. The Engineering division prepares specifications and designs for municipal projects, reviews municipal projects engineered by others, conducts reviews of all site and subdivision developments and implements stormwater compliance. The Street Maintenance division is responsible for street repairs, guard rails, tree maintenance, mowing of City right-of-ways, State contracted areas, and special projects. Traffic Engineering oversees the design, maintenance, and construction of the City's signals and conducts the rehabilitation, repair, and installation of signage and pavement markings. In addition, the Public Works Department manages the Stormwater Utility and Solid Waste operations as well as transportation related projects funded through the Paving Assessment, Local Option Gas Tax, and Mobility Fee Funds. Some capital items are funded by the Local Option Sales Tax Fund.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Miles of Paved Streets	160	161	161
Miles of Unpaved Streets	1.2	1.2	1.2
Traffic Signal Maintenance*	214	-	-
Beacon Maintenance*	98	-	-
Traffic Activated Sign*	17	-	-
Pavement Markings (miles)	5	17	34
Grants Received	1	2	2
Right-of-Way Permits Issued	586	600	615
Development Review Committee Plans Reviewed	153	132	132

* In Fiscal Year 2020, Osceola County assumed responsibility for maintenance of this equipment.

STRATEGIES

Listed below are the Public Works Department's strategies adopted for the coming year.

- Improve the process of identifying and prioritizing projects listed in the Department's 5-year Capital Improvement Plan (CIP) and seek necessary funding.

- Provide high-quality City facilities, public infrastructure, and neighborhood improvements and ensure those assets are well maintained with properly functioning components and systems.

- Enhance established policies, procedures, and practices for divisions to reduce costs and improve customer satisfaction while ensuring operations are conducted within industry standards.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** ADMINISTRATION

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	344,258	446,641	285,516	472,313
OPERATING EXPENSES	104,574	114,663	103,797	117,530
CAPITAL OUTLAY	-	3,500	3,480	1,100
OTHER	-	-	-	-
TOTAL	**448,832**	**564,804**	**392,793**	**590,943**

ACCOUNT SUMMARY

SALARIES	244,767	318,499	174,452	332,261
OVERTIME	546	500	300	300
OTHER PAY	4,348	6,860	452	6,000
BENEFITS	94,597	120,782	110,312	133,752
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	1,884	7,746	500	5,390
UTILITIES	1,720	1,688	1,490	1,488
AUTO MAINTENANCE	2,868	2,650	2,400	3,420
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	1,201	2,000	1,400	2,100
OTHER SUPPLIES	3,433	5,797	3,225	5,330
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	93,468	94,782	94,782	99,802
CAPITAL OUTLAY	-	3,500	3,480	1,100
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**448,832**	**564,804**	**392,793**	**590,943**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS | **ACCOUNT**
DIVISION: ADMINISTRATION | 0001-45-4510-541

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Director	1	0	1	129,310
City Engineer	1	0	1	121,206
* Assistant Director of Operations	0	0	0	10,068
Administrative Secretary	1	0	1	39,029
Secretary	1	0	1	32,648
SALARY SUBTOTAL				**332,261**
OVERTIME				**300**
OTHER PAY				**6,000**
SALARY TOTAL				**338,561**
BENEFITS				**133,752**
TOTAL PERSONAL SERVICES	**4**	**0**	**4**	**472,313**

* Position split 40/40/10/10% with Stormwater/ Solid Waste/General Fund/Gas Tax; headcount in Solid Waste Fund

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Personal Computer	1,100	1,100
TOTAL	**1,100**	**1,100**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** ENGINEERING

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	449,596	557,557	542,381	493,500
OPERATING EXPENSES	78,119	139,059	95,564	99,559
CAPITAL OUTLAY	62,596	17,800	17,353	3,300
OTHER	371	-	-	-
TOTAL	**590,682**	**714,416**	**655,298**	**596,359**

ACCOUNT SUMMARY

SALARIES	300,613	383,636	372,196	329,098
OVERTIME	13,011	6,600	3,300	2,500
OTHER PAY	6,295	6,982	5,421	1,628
BENEFITS	129,677	160,339	161,464	160,274
PROFESSIONAL SERVICES	45,266	103,442	67,000	62,500
TRAINING & TRAVEL	1,292	3,790	1,000	3,950
UTILITIES	3,509	3,328	3,328	3,328
AUTO MAINTENANCE	8,133	7,713	5,200	8,880
OTHER MAINTENANCE	-	150	150	150
GAS & OIL	10,186	8,700	7,700	8,700
OTHER SUPPLIES	8,000	11,936	11,186	12,051
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	1,733	-	-	-
CAPITAL OUTLAY	62,596	17,800	17,353	3,300
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	371	-	-	-
RESERVES	-	-	-	-
TOTAL	**590,682**	**714,416**	**655,298**	**596,359**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS | **ACCOUNT**
DIVISION: ENGINEERING | 0001-45-4520-541

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Construction Manager	1	0	1	100,928
Construction Coordinator	1	0	1	74,577
Construction Inspector	2	0	2	90,699
* Design & Construction Manager	1	0	1	62,894

* Position split 75/25% with General Fund/ Gas Tax

SALARY SUBTOTAL				**329,098**
OVERTIME				**2,500**
OTHER PAY				**1,628**
SALARY TOTAL				**333,226**
BENEFITS				**160,274**
TOTAL PERSONAL SERVICES	**5**	**0**	**5**	**493,500**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION SLS TAX	THIS DIVISION
Tablet Computer	1,500		1,500
Performance Workstation	1,800		1,800
Neighborhood Improvement Program	50,000	50,000	
TOTAL	**53,300**	**50,000**	**3,300**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** STREET MAINTENANCE

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,217,926	1,461,832	1,425,716	1,563,521
OPERATING EXPENSES	919,706	952,052	853,386	934,628
CAPITAL OUTLAY	27,733	64,600	62,849	67,400
OTHER	-	-	-	-
TOTAL	**2,165,365**	**2,478,484**	**2,341,951**	**2,565,549**

ACCOUNT SUMMARY

SALARIES	737,900	880,520	843,962	918,134
OVERTIME	4,749	8,700	8,700	8,700
OTHER PAY	12,449	15,328	14,728	15,498
BENEFITS	462,828	557,284	558,326	621,189
PROFESSIONAL SERVICES	12,600	15,000	13,400	15,000
TRAINING & TRAVEL	2,953	4,731	2,180	3,650
UTILITIES	655,501	695,452	653,492	679,564
AUTO MAINTENANCE	129,599	121,500	80,000	121,500
OTHER MAINTENANCE	5,413	3,100	2,800	3,300
GAS & OIL	30,849	36,000	29,000	36,000
OTHER SUPPLIES	82,791	74,169	71,014	73,514
OTHER OPERATING COSTS	-	2,100	1,500	2,100
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	27,733	64,600	62,849	67,400
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**2,165,365**	**2,478,484**	**2,341,951**	**2,565,549**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: STREET MAINTENANCE — 0001-45-4530-541

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
* Streets & Stormwater Manager	0	0	0	45,332
* Streets & Stormwater Assistant Manager	0	0	0	37,399
Foreman	1	0	1	45,529
** Lead Foreman	1	0	1	31,960
Heavy Equipment Operator	2	0	2	76,572
Equipment Operator II	7	0	7	253,688
Equipment Operator I	4	0	4	136,038
Secretary	1	0	1	34,347
Utility Worker	6	0	6	175,214
Herbicide Specialist	1	(1)	0	-
Herbicide Specialist II	0	1	1	40,964
Utility Worker (part-time)	2	0	2	41,091
SALARY SUBTOTAL				**918,134**
OVERTIME				**8,700**
OTHER PAY				**15,498**
SALARY TOTAL				**942,332**
BENEFITS				**621,189**
TOTAL PERSONAL SERVICES	**25**	**0**	**25**	**1,563,521**

* Position split 50/50% with Stormwater/ General Fund; headcount in Stormwater
** Position is split 50/50% with Gas Tax

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION GAS TAX	SLS TAX	THIS DIVISION
Personal Computer	1,500			1,500
Arrow Board	5,100			5,100
All Terrain Vehicle	7,000			7,000
Riding Mower	16,000			16,000
Utility Vehicle	37,800			37,800
Temporary Vehicle Barrier	80,000	80,000		
Crew Truck	94,000		94,000	
TOTAL	**241,400**	**80,000**	**94,000**	**67,400**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** TRAFFIC ENGINEERING

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	832,213	904,181	476,716	492,546
OPERATING EXPENSES	1,156,403	1,261,066	1,235,377	1,294,905
CAPITAL OUTLAY	63,442	481,163	574,331	96,100
OTHER	-	-	-	-
TOTAL	**2,052,058**	**2,646,410**	**2,286,424**	**1,883,551**

ACCOUNT SUMMARY

SALARIES	490,116	548,939	215,324	291,895
OVERTIME	11,114	13,900	4,000	8,000
OTHER PAY	20,167	18,610	7,776	520
BENEFITS	310,816	322,732	249,616	192,131
PROFESSIONAL SERVICES	952,205	1,117,980	1,117,979	1,118,979
TRAINING & TRAVEL	1,606	6,284	2,000	4,150
UTILITIES	50,245	41,520	51,758	57,854
AUTO MAINTENANCE	40,428	32,659	18,519	25,060
OTHER MAINTENANCE	22,195	515	515	815
GAS & OIL	14,265	15,178	5,000	7,209
OTHER SUPPLIES	69,872	42,250	38,476	78,708
OTHER OPERATING COSTS	5,587	4,680	1,130	2,130
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	63,442	481,163	574,331	96,100
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**2,052,058**	**2,646,410**	**2,286,424**	**1,883,551**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: TRAFFIC ENGINEERING — 0001-45-4540-541

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Traffic Division Supervisor	1	0	1	69,580
Project Coordinator	1	0	1	46,723
Senior Sign and Striping Technician	1	0	1	48,827
Senior Marking Tech	0	1	1	32,644
Marking Tech II	0	1	1	29,613
Sign Tech II	1	0	1	33,690
Sign Tech I	1	0	1	30,818
SALARY SUBTOTAL				**291,895**
OVERTIME				**8,000**
OTHER PAY				**520**
SALARY TOTAL				**300,415**
BENEFITS				**192,131**
TOTAL PERSONAL SERVICES	**5**	**2**	**7**	**492,546**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION SLS TAX	THIS DIVISION
Generator	3,700		3,700
Copier	4,500		4,500
Signal Uninterrupted Power Supply	4,500		4,500
Vinyl Cutter/Plotter	7,000		7,000
Controller with Communications (2)	7,000		7,000
Cabinet/Controller 8 Phase	10,400		10,400
Data Line Connection	20,000		20,000
1/2 Ton Pick-up Truck	30,000	30,000	
Message Board (2)	39,000		39,000
TOTAL	**126,100**	**30,000**	**96,100**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: PARKS & RECREATION

DIVISION(S): ADMINISTRATION, PARKS AQUATIC CENTER, RECREATION, CEMETERY, EVENTS & VENUES

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	4,635,020	5,285,583	4,726,299	5,752,197
OPERATING EXPENSES	1,547,599	1,801,589	1,376,529	1,780,695
CAPITAL OUTLAY	399,955	775,628	775,195	580,500
OTHER	-	-	-	-
TOTAL	**6,582,574**	**7,862,800**	**6,878,023**	**8,113,392**

DUTIES AND FUNCTIONS

The Administration division provides support services and management oversight for internal services such as human resources, financial, procurement, contract administration and construction services. The Parks division is responsible for management and maintenance of all public parks, grounds, athletic fields, and courts throughout the City. This division also provides support for public events and special projects. The Recreation division creates, conducts and is responsible for all recreational programs, aquatic classes and athletic programs. The Events & Venues division is responsible for public venues, reservations, grant administration and event oversight logistics. The Parks & Recreation Department is typically funded by the General Fund, Local Option Sales Tax Fund and the Recreation Impact Fund. This department also operates the aquatic center and is responsible for the maintenance of the City cemetery.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Parks and Public Lands Acreage	836	836	836
Recreation Program Participants	18,250	9,000	15,000
Athletic Program Participants	4,500	3,500	4,000
Aquatic Program Participants	5,500	3,000	5,000
Special Event Participants	101,500	50,000	80,000
Civic Center Rec Participants	280	150	100
Community House Rentals:			
Private Events/COK Use/Waivers	50/15/15	24/27/2	40/10/5
Civic Center/Gov Use/Waivers	60/33/5	39/35/3	50/35/3
Arena Rentals/COK Use/Waivers	52/5/18	13/8/1	30/5/2
Park Rentals/COK Use/Waivers	40/20/4	30/25/2	40/20/4
Pavilion Rentals	1,350	407	700
Structural Units Maintained	147	148	148

STRATEGIES

Listed below are the Parks and Recreation Department's strategies adopted for the coming year.

- Utilize technology, fellow departments and resources available to identify, improve and enhance the delivery of services with increased efficiency, and optimize operation fiscal accountability including but not limited to exploring the Tyler MUNIS Recreation component.

- Provide adequate recreation opportunities and well-maintained facilities for the City of Kissimmee.

- Seek City Commission guidance and direction on next steps for the Berlinsky Community House and Kissimmee Civic Center maintenance and remodeling to maximize public use and revenue potential.

- Staff and volunteer training/orientations for more consistent programmatic content schedules, field trips, and price points.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PARKS & RECREATION **DIVISION:** ADMINISTRATION

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	480,120	517,303	506,042	542,402
OPERATING EXPENSES	161,676	159,211	162,699	169,350
CAPITAL OUTLAY	16,979	-	-	7,700
OTHER	-	-	-	-
TOTAL	**658,775**	**676,514**	**668,741**	**719,452**

ACCOUNT SUMMARY

SALARIES	327,807	358,361	347,084	368,790
OVERTIME	-	-	20	-
OTHER PAY	20,655	15,277	15,277	14,022
BENEFITS	131,658	143,665	143,661	159,590
PROFESSIONAL SERVICES	-	-	-	300
TRAINING & TRAVEL	2,120	2,185	2,970	2,385
UTILITIES	37,653	33,719	35,700	36,089
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	3,368	5,495	4,890	5,495
OTHER OPERATING COSTS	467	500	475	500
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	118,068	117,312	118,664	124,581
CAPITAL OUTLAY	16,979	-	-	7,700
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**658,775**	**676,514**	**668,741**	**719,452**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PARKS & RECREATION — **ACCOUNT**
DIVISION: ADMINISTRATION — 0001-50-5010-572

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Director	1	0	1	141,058
Assistant Director	1	0	1	115,264
Administrative Secretary	1	0	1	36,410
Secretary	1	0	1	32,640
Office Manager	1	0	1	43,418
SALARY SUBTOTAL				**368,790**
OVERTIME				**-**
OTHER PAY				**14,022**
SALARY TOTAL				**382,812**
BENEFITS				**159,590**
TOTAL PERSONAL SERVICES	**5**	**0**	**5**	**542,402**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION REC IMP	SLS TAX	THIS DIVISION
Personal Computer	1,500			1,500
Laptop Computer	1,700			1,700
Copier	4,500			4,500
Mill Slough Playground	20,000	20,000		
Shingle Creek Regional Trail Land Acquisition	150,000	150,000		
Shingle Creek Regional Trail Construction	200,000	200,000		
Berlinsky Community House	2,000,000		2,000,000	
TOTAL	**2,377,700**	**370,000**	**2,000,000**	**7,700**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PARKS & RECREATION **DIVISION:** PARKS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,993,745	2,188,768	2,126,896	2,503,106
OPERATING EXPENSES	539,402	609,863	560,126	634,561
CAPITAL OUTLAY	308,750	569,291	556,311	501,400
OTHER	-	-	-	-
TOTAL	**2,841,897**	**3,367,922**	**3,243,333**	**3,639,067**

ACCOUNT SUMMARY

SALARIES	1,216,756	1,356,305	1,269,928	1,529,076
OVERTIME	21,750	17,750	16,500	20,750
OTHER PAY	16,599	22,568	51,500	11,199
BENEFITS	738,640	792,145	788,968	942,081
PROFESSIONAL SERVICES	7,068	11,200	11,175	7,200
TRAINING & TRAVEL	1,935	6,961	1,764	5,713
UTILITIES	-	-	-	-
AUTO MAINTENANCE	118,161	90,507	79,000	89,057
OTHER MAINTENANCE	204,176	291,680	270,000	292,530
GAS & OIL	58,470	50,465	37,500	53,974
OTHER SUPPLIES	144,492	155,850	154,210	182,087
OTHER OPERATING COSTS	2,866	3,200	4,350	4,000
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	2,234	-	2,127	-
CAPITAL OUTLAY	308,750	569,291	556,311	501,400
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**2,841,897**	**3,367,922**	**3,243,333**	**3,639,067**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PARKS & RECREATION — **ACCOUNT**
DIVISION: PARKS — 0001-50-5020-572

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Parks Superintendent	1	0	1	83,034
Foreman	2	0	2	105,063
Lead Foreman	1	0	1	67,104
Equipment Operator I	3	1	4	151,292
Groundskeeper	17	(17)	0	-
Utility Worker	0	18	18	547,574
Herbicide Specialist	1	0	1	36,609
Herbicide Technician	1	0	1	33,867
Equipment Operator II	2	0	2	99,041
General Tradesworker	6	0	6	203,227
Secretary	1	0	1	39,773
Arborist	1	0	1	33,987
Groundskeeper (part-time)	6	2	8	128,505
SALARY SUBTOTAL				**1,529,076**
OVERTIME				**20,750**
OTHER PAY				**11,199**
SALARY TOTAL				**1,561,025**
BENEFITS				**942,081**
TOTAL PERSONAL SERVICES	**42**	**4**	**46**	**2,503,106**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Personal Computer	1,300	1,300
Pressure Washer	3,500	3,500
Copier	4,800	4,800
Sidewalk Replacement	5,000	5,000
Tow Behind Turbine Blower	8,500	8,500
Trailer (2)	11,000	11,000
Bunker Rake	14,000	14,000
Portable Radio (6)	14,300	14,300
Oak Street/Fortune Road Park Windscreen	20,000	20,000
Zero Turn Mower (3)	24,000	24,000
Triplex Mower/Power Turf Renovator	26,500	26,500
Hockey Rink Boards	30,000	30,000
Passenger Van	33,000	33,000
Splash Pad Resurface	48,000	48,000
Batwing Tractor	55,000	55,000
Utility Vehicles (5)	82,500	82,500
3/4 Ton Pick-up Truck (4)	120,000	120,000
TOTAL	**501,400**	**501,400**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PARKS & RECREATION **DIVISION:** AQUATIC CENTER

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	306,445	370,569	246,440	383,175
OPERATING EXPENSES	106,060	127,093	95,403	102,843
CAPITAL OUTLAY	23,918	38,922	52,772	21,800
OTHER	-	-	-	-
TOTAL	**436,423**	**536,584**	**394,615**	**507,818**

ACCOUNT SUMMARY

SALARIES	229,612	283,987	166,150	291,481
OVERTIME	614	877	877	946
OTHER PAY	1,634	2,580	5,075	-
BENEFITS	74,585	83,125	74,338	90,748
PROFESSIONAL SERVICES	58,080	72,715	44,000	44,715
TRAINING & TRAVEL	815	2,100	1,540	2,125
UTILITIES	-	-	-	-
AUTO MAINTENANCE	462	400	350	400
OTHER MAINTENANCE	18,962	18,500	17,800	19,100
GAS & OIL	259	400	350	400
OTHER SUPPLIES	26,802	32,003	30,488	35,128
OTHER OPERATING COSTS	680	975	875	975
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	23,918	38,922	52,772	21,800
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**436,423**	**536,584**	**394,615**	**507,818**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PARKS & RECREATION — **ACCOUNT**
DIVISION: AQUATIC CENTER — 0001-50-5030-572

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Recreation & Leisure Svcs Program Coordinator	1	0	1	46,512
Recreation Specialist	1	0	1	34,257
Lifeguard I (part-time)	15	0	15	143,856
Aquatic Center Technician	1	0	1	32,088
Facility Attendant (part-time)	3	0	3	34,768
SALARY SUBTOTAL				**291,481**
OVERTIME				**946**
OTHER PAY				**-**
SALARY TOTAL				**292,427**
BENEFITS				**90,748**
TOTAL PERSONAL SERVICES	**21**	**0**	**21**	**383,175**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Lane Line Storage Reel	3,800	3,800
Slide Railings/Platform	18,000	18,000
TOTAL	**21,800**	**21,800**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PARKS & RECREATION **DIVISION:** RECREATION

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,069,020	1,318,071	977,007	1,366,404
OPERATING EXPENSES	290,320	386,717	271,000	404,568
CAPITAL OUTLAY	10,695	46,516	46,516	28,600
OTHER	-	-	-	-
TOTAL	**1,370,035**	**1,751,304**	**1,294,523**	**1,799,572**

ACCOUNT SUMMARY

SALARIES	800,532	995,298	679,864	1,022,081
OVERTIME	1,781	3,939	2,000	4,196
OTHER PAY	6,138	10,372	9,425	1,597
BENEFITS	260,569	308,462	285,718	338,530
PROFESSIONAL SERVICES	160,790	225,509	136,500	235,985
TRAINING & TRAVEL	3,103	5,920	3,250	5,365
UTILITIES	-	-	-	-
AUTO MAINTENANCE	20,527	15,925	19,000	20,425
OTHER MAINTENANCE	5,640	8,530	7,600	9,619
GAS & OIL	6,597	6,800	5,500	6,800
OTHER SUPPLIES	82,646	108,428	88,550	111,146
OTHER OPERATING COSTS	11,017	15,605	10,600	15,228
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	10,695	46,516	46,516	28,600
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**1,370,035**	**1,751,304**	**1,294,523**	**1,799,572**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PARKS & RECREATION — **ACCOUNT**
DIVISION: RECREATION — 0001-50-5040-572

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Recreation & Leisure Services Coordinator	3	0	3	138,701
Recreation & Leisure Services Manager	1	0	1	64,603
Recreation & Leisure Services Supervisor	1	0	1	56,000
Secretary	1	0	1	34,339
Facility Attendant (part-time)	4	0	4	40,020
Facility Attendant	1	0	1	29,617
Summer Camp Counselor (part-time)	29	0	29	131,794
Summer Camp Director (part-time)	3	0	3	18,178
Bus Driver (part-time)	2	0	2	32,254
Recreation Leader (part-time)	19	0	19	311,517
Clerk Technician (part-time)	3	0	3	15,043
Recreation Specialist	4	0	4	150,015
SALARY SUBTOTAL				**1,022,081**
OVERTIME				**4,196**
OTHER PAY				**1,597**
SALARY TOTAL				**1,027,874**
BENEFITS				**338,530**
TOTAL PERSONAL SERVICES	**71**	**0**	**71**	**1,366,404**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Automated External Defibrillator	2,000	2,000
Personal Computer (2)	2,600	2,600
Fortune Road Softball Safety Fencing/Netting	24,000	24,000
TOTAL	**28,600**	**28,600**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PARKS & RECREATION **DIVISION:** CEMETERY

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	108,937	116,016	115,719	133,301
OPERATING EXPENSES	84,231	93,463	92,797	88,825
CAPITAL OUTLAY	1,130	104,896	104,896	3,000
OTHER	-	-	-	-
TOTAL	**194,298**	**314,375**	**313,412**	**225,126**

ACCOUNT SUMMARY

SALARIES	62,123	68,838	68,502	79,109
OVERTIME	2,729	2,250	2,250	2,250
OTHER PAY	730	430	323	-
BENEFITS	43,355	44,498	44,644	51,942
PROFESSIONAL SERVICES	3,053	6,600	6,600	-
TRAINING & TRAVEL	-	-	-	-
UTILITIES	-	-	-	-
AUTO MAINTENANCE	1,143	1,000	1,000	1,000
OTHER MAINTENANCE	78,340	82,418	81,997	84,450
GAS & OIL	307	325	325	475
OTHER SUPPLIES	941	3,070	2,825	2,850
OTHER OPERATING COSTS	447	50	50	50
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	1,130	104,896	104,896	3,000
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**194,298**	**314,375**	**313,412**	**225,126**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PARKS & RECREATION — **ACCOUNT**
DIVISION: CEMETERY — 0001-50-5050-539

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Cemetery Technician	1	(1)	0	-
Cemetery Sexton	0	1	1	33,321
Cemetary Coordinator	1	(1)	0	-
Foreman	0	1	1	45,788
SALARY SUBTOTAL				**79,109**
OVERTIME				**2,250**
OTHER PAY				**-**
SALARY TOTAL				**81,359**
BENEFITS				**51,942**
TOTAL PERSONAL SERVICES	**2**	**0**	**2**	**133,301**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Personal Computer (2)	3,000	3,000
TOTAL	**3,000**	**3,000**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PARKS & RECREATION **DIVISION:** EVENTS & VENUES

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	676,753	774,856	754,195	823,809
OPERATING EXPENSES	365,910	425,242	194,504	380,548
CAPITAL OUTLAY	38,483	16,003	14,700	18,000
OTHER	-	-	-	-
TOTAL	**1,081,146**	**1,216,101**	**963,399**	**1,222,357**

ACCOUNT SUMMARY

SALARIES	442,325	524,151	507,626	546,386
OVERTIME	2,423	4,000	950	4,000
OTHER PAY	2,515	3,118	2,311	-
BENEFITS	229,490	243,587	243,308	273,423
PROFESSIONAL SERVICES	195,822	207,533	77,000	205,900
TRAINING & TRAVEL	4,403	7,172	1,205	7,518
UTILITIES	-	-	-	-
AUTO MAINTENANCE	1,150	2,200	999	2,100
OTHER MAINTENANCE	1,025	1,100	1,500	1,500
GAS & OIL	203	597	200	390
OTHER SUPPLIES	54,896	61,820	56,375	80,895
OTHER OPERATING COSTS	107,222	144,820	57,225	82,245
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	1,189	-	-	-
CAPITAL OUTLAY	38,483	16,003	14,700	18,000
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**1,081,146**	**1,216,101**	**963,399**	**1,222,357**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PARKS & RECREATION | **ACCOUNT**
DIVISION: EVENTS & VENUES | 0001-50-5066-575

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Facility Attendant (part-time)	2	0	2	21,862
Secretary	1	0	1	33,204
Event Monitor (part-time)	5	0	5	57,622
Event Coordinator	3	0	3	133,661
Events & Venues Supervisor	1	0	1	54,295
Facility Technician	2	0	2	58,969
Event Specialist	1	0	1	34,955
Clerk Technician	1	0	1	30,204
Events & Venues Manager	1	0	1	76,970
Event and Venue Operations Coordinator	1	0	1	44,644
SALARY SUBTOTAL				**546,386**
OVERTIME				**4,000**
OTHER PAY				**-**
SALARY TOTAL				**550,386**
BENEFITS				**273,423**
TOTAL PERSONAL SERVICES	**18**	**0**	**18**	**823,809**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Personal Computer	1,500	1,500
Floor Scrubber	4,500	4,500
Conference Room Remodel	12,000	12,000
TOTAL	**18,000**	**18,000**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: HUMAN RESOURCES & RISK MANAGEMENT

DIVISION(S): HUMAN RESOURCES, GENERAL EMPLOYEE ORGANIZATION

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	823,425	901,265	887,467	1,105,849
OPERATING EXPENSES	43,399	189,932	52,586	74,166
CAPITAL OUTLAY	4,326	3,800	6,000	13,500
OTHER	-	-	-	-
TOTAL	**871,150**	**1,094,997**	**946,053**	**1,193,515**

DUTIES AND FUNCTIONS

The Personnel Department is responsible for processing all employment applications, processing all employee benefit provisions, coordinating the training of personnel, and assisting departments with policy decisions pertaining to employment. In addition, this Department handles workers compensation claims and payments and administers the general insurance and safety programs of the City. This Department also maintains budgetary control of the General Employee Organization and Self Insurance Funds. Administrative support is also provided by this office for the three Pension Boards.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Vacancies Filled	149	120	120
Workers Compensation Claims	129	232	300
Liability Claims	236	250	300
In-House Claims	270	250	300
Health Fair Participants	255	0	300
Safety Training	201	275	225
Internal Human Resources Consultations	45	40	50

STRATEGIES

Listed below are the Human Resources and Risk Management Department's strategies adopted for the coming year.

- Enhance department efficiency through effective human resource information systems.
- Strengthen Citywide recruitment and retention.
- Continue to enhance Citywide training and development.
- Develop additional opportunities to minimize all incident and accident claims within the City.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: HUMAN RESOURCES & RISK MANAGEMENT

DIVISION: HUMAN RESOURCES

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	823,425	901,265	887,467	1,105,849
OPERATING EXPENSES	12,470	147,182	10,886	20,696
CAPITAL OUTLAY	4,326	3,800	6,000	13,500
OTHER	-	-	-	-
TOTAL	**840,221**	**1,052,247**	**904,353**	**1,140,045**

ACCOUNT SUMMARY

SALARIES	575,352	616,552	606,928	636,437
OVERTIME	226	5,000	2,500	3,000
OTHER PAY	14,693	13,237	13,500	170,272
BENEFITS	233,154	266,476	264,539	296,140
PROFESSIONAL SERVICES	41,945	162,700	45,700	28,700
TRAINING & TRAVEL	30,750	36,475	18,200	42,225
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	9,029	16,199	16,178	19,830
OTHER OPERATING COSTS	7,918	13,750	12,750	13,750
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	13,416	19,473	19,473	16,277
INDIRECT COSTS	(90,588)	(101,415)	(101,415)	(100,086)
CAPITAL OUTLAY	4,326	3,800	6,000	13,500
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**840,221**	**1,052,247**	**904,353**	**1,140,045**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: HUMAN RESOURCES & RISK MANAGEMENT — **ACCOUNT**
DIVISION: HUMAN RESOURCES & RISK MANAGEMENT — 0001-15-1510-513

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Director	1	0	1	135,206
Assistant Director	1	0	1	97,707
Risk Manager	1	0	1	64,013
Clerk Technician (part-time)	1	0	1	14,534
Risk Management Coordinator	1	0	1	45,511
Pension Coordinator	1	0	1	52,196
Benefit Coordinator	1	0	1	64,443
Payroll Coordinator	1	0	1	48,842
Administrative Technician	2	0	2	69,911
Intern (part-time)	1	0	1	12,360
Clerk Technician	1	0	1	31,714
SALARY SUBTOTAL				**636,437**
OVERTIME				**3,000**
OTHER PAY				**170,272**
SALARY TOTAL				**809,709**
BENEFITS				**296,140**
TOTAL PERSONAL SERVICES	**12**	**0**	**12**	**1,105,849**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION SELF INS	THIS DIVISION
Personal Computer (3)	3,900		3,900
Laptop Computer (4)	9,600		9,600
TOTAL	**13,500**		**13,500**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: HUMAN RESOURCES & RISK MANAGEMENT

DIVISION: EMPLOYEE COMMITTEE

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	-	-	-	-
OPERATING EXPENSES	30,929	42,750	41,700	53,470
CAPITAL OUTLAY	-	-	-	-
OTHER	-	-	-	-
TOTAL	**30,929**	**42,750**	**41,700**	**53,470**

ACCOUNT SUMMARY

SALARIES	-	-	-	-
OVERTIME	-	-	-	-
OTHER PAY	-	-	-	-
BENEFITS	-	-	-	-
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	-	-	-	-
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	30,929	42,750	41,700	53,470
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**30,929**	**42,750**	**41,700**	**53,470**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: PUBLIC WORKS

DIVISION(S): STORMWATER ENGINEERING
STORMWATER OPERATIONS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	2,428,994	2,524,526	2,530,293	2,664,719
OPERATING EXPENSES	1,318,316	1,442,318	1,397,157	1,459,154
CAPITAL OUTLAY	2,874,650	5,397,760	5,392,414	1,423,500
OTHER	3,746,460	1,346,429	1,311,837	1,422,714
TOTAL	**10,368,420**	**10,711,033**	**10,631,701**	**6,970,087**

DUTIES AND FUNCTIONS

The Stormwater Utility, comprised of two divisions within the Public Works Department, is responsible for Kissimmee's storm drainage system which receives waters from public and privately owned lands. The system includes open ditches, retention ponds, drainage pipes, and structures. Funding for both divisions is provided through a Stormwater Utility Fee.

The primary function of the Operations division is to keep the system free of debris and maintained at its original design to ensure positive flow. The level of service determines the Community Flood Insurance Rating. Stormwater Engineering's main function is to monitor water quality, review plans, maintain and enforce the stormwater ordinance to ensure all state and federal permit requirements are met and to administer the City's Flood Plain Management requirements in order to maintain the current Flood Insurance Rating of 7 (15% discount on flood insurance for City residents).

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Miles of pipes maintained	207	210	210
Total structures	12,983	13,087	13,087
Structures maintained	5,360	5,445	5,445
Miles of ditches maintained	37	37	37
Ponds maintained	82	83	83
Acres mowed each cycle	222	223	223
Street sweeping - lane miles	455	458	458
Water monitoring stations	16	16	16

STORMWATER UTILITY FUND

Although administered as a division of the Public Works Department, the Stormwater Utility is an enterprise fund operation that accounts separately for Stormwater revenues and expenditures. Stormwater services are provided to both residential and commercial units. The Stormwater utility fee is derived from an $8.78 per month fee for each equivalent residential unit (ERU). An ERU is defined as 2,404 square feet of impervious surface.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Stormwater Utility Fee	$ 5,561,068	$ 5,700,000	$ 5,735,000	$ 5,964,000
State Grant	1,982,280	-	1,547,835	-
Interest Earnings	52,641	30,000	19,000	20,000
Miscellaneous	45,608	-	14,180	-
Subtotal	7,641,597	5,730,000	7,316,015	5,984,000
Fund Balance Carryover	2,726,823	4,981,033	3,315,686	986,087
TOTAL SOURCES	$ 10,368,420	$ 10,711,033	$ 10,631,701	$ 6,970,087
Personal Services	$ 2,428,994	$ 2,524,526	$ 2,530,293	$ 2,664,719
Other Expenditures	1,318,310	1,442,318	1,397,157	1,459,154
Capital Outlay	2,874,650	5,397,760	5,392,414	1,423,500
Transfer to Other Funds	430,780	324,000	325,750	298,200
Subtotal	7,052,734	9,688,604	9,645,614	5,845,573
Unrestricted Reserves	3,315,686	1,022,429	986,087	1,124,514
TOTAL USES	$ 10,368,420	$ 10,711,033	$ 10,631,701	$ 6,970,087

STRATEGIES

Listed below are the Public Works Department's strategies associated with the activities of the Stormwater Utility Fund that have been adopted for the coming year.

- Improve the process of identifying and prioritizing projects listed in the Department's 5-year Capital Improvement Plan (CIP) and seek necessary funding.

- Enhance established policies, procedures, and practices for divisions to reduce cost and improve customer satisfaction while ensuring operations are conducted within industry standards.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** STORMWATER ENGINEERING

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	594,696	615,877	565,754	649,988
OPERATING EXPENSES	429,927	498,967	488,651	495,882
CAPITAL OUTLAY	2,783,497	3,752,335	3,750,782	649,500
OTHER	152,727	39,000	39,000	-
TOTAL	**3,960,847**	**4,906,179**	**4,844,187**	**1,795,370**

ACCOUNT SUMMARY

SALARIES	396,186	408,172	360,710	419,868
OVERTIME	230	300	150	300
OTHER PAY	3,212	6,035	6,000	5,375
BENEFITS	195,068	201,370	198,894	224,445
PROFESSIONAL SERVICES	342,258	388,396	387,681	385,014
TRAINING & TRAVEL	6,232	14,750	8,111	15,500
UTILITIES	3,250	4,016	3,900	3,816
AUTO MAINTENANCE	3,398	2,500	2,500	2,550
OTHER MAINTENANCE	39,056	30,770	30,770	33,830
GAS & OIL	4,091	3,600	3,600	3,600
OTHER SUPPLIES	26,663	47,936	45,890	45,576
OTHER OPERATING COSTS	800	3,300	2,500	2,900
CHARGES BY OTHER FUNDS	4,179	3,699	3,699	3,096
INSURANCE				
CAPITAL OUTLAY	2,783,497	3,752,335	3,750,782	649,500
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	152,727	39,000	39,000	-
RESERVES	-	-	-	-
TOTAL	**3,960,847**	**4,906,179**	**4,844,187**	**1,795,370**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: STORMWATER ENGINEERING — 4409-45-4520-538

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Stormwater Technician	2	0	2	71,353
Stormwater Technician II	1	0	1	55,653
Stormwater Inspector	1	0	1	43,009
Engineer II	1	0	1	61,612
* Public Education Coordinator	1	0	1	47,445
Financial Analyst	1	0	1	29,721
Engineering Technician I	1	0	1	60,828
Engineer Technician II	1	0	1	50,247
SALARY SUBTOTAL				**419,868**
OVERTIME				**300**
OTHER PAY				**5,375**
SALARY TOTAL				**425,543**
BENEFITS				**224,445**
TOTAL PERSONAL SERVICES	**9**	**0**	**9**	**649,988**

* Position split 40/40/20% with Stormwater/Solid Waste/Gas Tax

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Rain Gauge	1,200	1,200
Laptop Computer	3,400	3,400
Plotter	5,000	5,000
Stage Meter (2)	6,500	6,500
Velocity Meter	10,000	10,000
Water Quality Logger (4)	29,400	29,400
Optical Sensor (10)	34,000	34,000
Baffle Box	60,000	60,000
Master Stormwater Model	150,000	150,000
Woodside Drainage	350,000	350,000
TOTAL	**649,500**	**649,500**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** STORMWATER OPERATIONS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,834,298	1,908,649	1,964,539	2,014,731
OPERATING EXPENSES	888,389	943,351	908,506	963,272
CAPITAL OUTLAY	91,153	1,645,425	1,641,632	774,000
OTHER	3,593,733	1,307,429	1,272,837	1,422,714
TOTAL	**6,407,573**	**5,804,854**	**5,787,514**	**5,174,717**

ACCOUNT SUMMARY

SALARIES	1,135,583	1,167,172	1,189,260	1,207,937
OVERTIME	1,596	8,000	5,000	8,000
OTHER PAY	25,884	28,293	57,000	18,205
BENEFITS	671,235	705,184	713,279	780,589
PROFESSIONAL SERVICES	228,492	299,972	289,200	312,142
TRAINING & TRAVEL	8,785	7,350	2,787	8,520
UTILITIES	40,128	43,252	43,016	41,852
AUTO MAINTENANCE	311,787	294,000	298,000	300,000
OTHER MAINTENANCE	7,448	3,800	3,400	3,800
GAS & OIL	96,993	96,000	90,000	98,000
OTHER SUPPLIES	94,700	101,168	96,294	101,502
OTHER OPERATING COSTS	25,396	20,300	8,300	20,300
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	74,660	77,509	77,509	77,156
CAPITAL OUTLAY	91,153	1,645,425	1,641,632	774,000
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	278,053	285,000	286,750	298,200
RESERVES	3,315,680	1,022,429	986,087	1,124,514
TOTAL	**6,407,573**	**5,804,854**	**5,787,514**	**5,174,717**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: STORMWATER OPERATIONS — 4409-45-4550-538

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Foreman	2	0	2	122,909
Lead Foreman	1	0	1	58,123
Heavy Equipment Operator	6	0	6	250,019
Equipment Operator II	9	0	9	362,523
Equipment Operator I	2	0	2	75,417
Utility Worker	4	(1)	3	91,046
Herbicide Specialist I	0	1	1	34,284
* Superintendent	1	0	1	45,335
Assistant Superintendent	1	0	1	37,399
Secretary	1	(1)	0	-
Project Coordinator	0	1	1	50,479
Herbicide Specialist II	1	0	1	40,132
** Assistant Director of Operations	0	0	0	40,271
SALARY SUBTOTAL				**1,207,937**
OVERTIME				**8,000**
OTHER PAY				**18,205**
SALARY TOTAL				**1,234,142**
BENEFITS				**780,589**
TOTAL PERSONAL SERVICES	**28**	**0**	**28**	**2,014,731**

* Position split 50/50% with General Fund
** Position split 40/40/10/10% with Stormwater/ Solid Waste/General Fund/Gas Tax; headcount in Solid Waste Fund.

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Mower (2)	12,000	12,000
Pick-up Truck	35,000	35,000
Slip-line Program	100,000	100,000
Dump Truck	170,000	170,000
Excavator	457,000	457,000
TOTAL	**774,000**	**774,000**

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SOLID WASTE FUND

Although administered as a division of the Public Works Department, Solid Waste is an enterprise fund operation which accounts separately for garbage and trash collection revenues and expenditures. In 2017, the City implemented an underground refuse collection operation that will be used by commercial businesses primarily in the downtown area. The City's refuse service is basically residential and small commercial with large commercial containers handled via franchise. The franchise fee is considered a revenue stream in this fund. Garbage fees will be approximately $19.50 per month for residential service during FY 2021. Annual rates are adjusted for increases in fuel costs and the Consumer Price Index.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Franchise Fees	$ 833,061	$ 840,000	$ 870,000	$ 880,000
Garbage/Trash Fees	3,749,606	3,846,951	3,950,000	4,100,000
Special Pickup	330,297	312,000	385,000	390,000
Weld Shop Fees	379,398	390,000	320,000	380,000
Other Charges/Fees	69,400	68,000	66,000	70,000
Interest Earnings	29,683	10,000	24,000	15,000
Miscellaneous	59,499	50,600	4,600	2,800
Subtotal	5,450,944	5,517,551	5,619,600	5,837,800
Fund Balance Carryover	1,249,366	1,798,937	1,774,561	956,521
TOTAL SOURCES	$ 6,700,310	$ 7,316,488	$ 7,394,161	$ 6,794,321
Personal Services	$ 1,915,788	$ 2,105,029	$ 2,110,784	$ 2,263,978
Other Expenditures	2,446,262	2,638,880	2,579,234	2,693,533
Capital Outlay	295,611	1,532,000	1,468,072	645,500
Transfer to Other Funds	268,088	272,848	279,550	291,000
Subtotal	4,925,749	6,548,757	6,437,640	5,894,011
Unrestricted Reserves	1,774,561	767,731	956,521	900,310
TOTAL USES	$ 6,700,310	$ 7,316,488	$ 7,394,161	$ 6,794,321

DEPARTMENT: PUBLIC WORKS **DIVISION(S):** SOLID WASTE, WELD SHOP

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,915,788	2,105,029	2,110,784	2,263,978
OPERATING EXPENSES	2,446,262	2,638,880	2,579,234	2,693,533
CAPITAL OUTLAY	295,611	1,532,000	1,468,072	645,500
OTHER	2,042,649	1,040,579	1,236,071	1,191,310
TOTAL	**6,700,310**	**7,316,488**	**7,394,161**	**6,794,321**

DUTIES AND FUNCTIONS

The Solid Waste Division provides the City's residential solid waste collection, oversees the franchised commercial solid waste collection and operates the Weld Shop. The Solid Waste Fund is administered by the Public Works Department. The division is funded through residential customers' monthly sanitation fees and franchise fees from the exclusive franchise agreement with Waste Management for commercial solid waste collection services. An automatic annual rate change for both residential and commercial services is determined by the Consumer Price Index (CPI) and fuel costs.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Number of Customers	16,444	16,617	16,800
Tons Collected - Garbage	14,691	15,264	15,570
Tons Collected - Recycle	3,605	3,794	3,870
Tons Collected - Yard Waste	3,691	3,723	3,798
Tons Collected - Bulk	1,307	1,315	1,340
Disposal Fees Paid	$1,158,268	$1,260,000	$1,342,800

STRATEGIES

Listed below are the Public Works Department's strategies associated with the activities of the Solid Waste Fund that have been adopted for the coming year.

- Enhance the efficiency of the Solid Waste division and increase public awareness of solid waste issues and recycling.

- Enhance established policies, procedures, and practices for divisions to reduce cost and improve customer satisfaction while ensuring operations are conducted within industry standards.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** SOLID WASTE

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,539,930	1,689,485	1,750,794	1,832,468
OPERATING EXPENSES	2,397,820	2,581,518	2,529,997	2,637,750
CAPITAL OUTLAY	292,771	1,504,000	1,443,082	644,000
OTHER	2,042,649	1,040,579	1,236,071	1,191,310
TOTAL	**6,273,170**	**6,815,582**	**6,959,944**	**6,305,528**

ACCOUNT SUMMARY

SALARIES	961,910	1,056,153	1,093,992	1,116,388
OVERTIME	24,603	27,000	17,000	26,000
OTHER PAY	12,768	14,853	41,000	11,451
BENEFITS	540,649	591,479	598,802	678,629
PROFESSIONAL SERVICES	179,198	180,500	180,286	187,411
TRAINING & TRAVEL	1,582	6,522	500	7,969
UTILITIES	1,161,401	1,263,983	1,262,971	1,346,175
AUTO MAINTENANCE	389,245	440,000	425,000	370,000
OTHER MAINTENANCE	1,800	4,800	4,000	4,800
GAS & OIL	148,434	155,000	135,000	155,000
OTHER SUPPLIES	125,794	134,173	126,200	171,113
OTHER OPERATING COSTS	5,000	10,460	9,960	10,110
CHARGES BY OTHER FUNDS	308,170	306,260	306,260	304,107
INSURANCE	77,196	79,820	79,820	81,065
CAPITAL OUTLAY	292,771	1,504,000	1,443,082	644,000
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	268,088	272,848	279,550	291,000
RESERVES	1,774,561	767,731	956,521	900,310
TOTAL	**6,273,170**	**6,815,582**	**6,959,944**	**6,305,528**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: SOLID WASTE — 4411-45-4571-534

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Superintendent	1	(1)	0	-
Solid Waste Manager	0	1	1	85,739
Foreman	1	(1)	0	-
Residential Solid Waste Foreman	0	1	1	67,636
Solid Waste Driver	16	1	17	712,333
Secretary	1	0	1	42,940
Franchise Coordinator	1	0	1	54,348
Service Technician	1	(1)	0	-
Container Service Technician	0	1	1	53,783
* Assistant Director	1	0	1	40,271
** Financial Analyst	0	0	0	29,721
Clerk Technician	1	0	1	29,617
SALARY SUBTOTAL				**1,116,388**
OVERTIME				**26,000**
OTHER PAY				**11,451**
SALARY TOTAL				**1,153,839**
BENEFITS				**678,629**
TOTAL PERSONAL SERVICES	**23**	**1**	**24**	**1,832,468**

* Position split 40/40/10/10% with Stormwater/ Solid Waste/General Fund/Gas Tax
** Position split 40/40/20% with Stormwater/Solid Waste/Gas Tax; headcount in Stormwater

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Garbage Truck (2)	644,000	644,000
TOTAL	**644,000**	**644,000**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** WELD SHOP

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	375,858	415,544	359,990	431,510
OPERATING EXPENSES	48,442	57,362	49,237	55,783
CAPITAL OUTLAY	2,840	28,000	24,990	1,500
OTHER	-	-	-	-
TOTAL	**427,140**	**500,906**	**434,217**	**488,793**

ACCOUNT SUMMARY

SALARIES	247,813	275,606	221,916	278,678
OVERTIME	1,143	2,000	1,200	2,000
OTHER PAY	3,303	4,550	6,900	4,256
BENEFITS	123,599	133,388	129,974	146,576
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	2,225	4,599	1,480	4,599
UTILITIES	1,383	1,492	1,456	1,464
AUTO MAINTENANCE	2,135	2,000	1,200	2,000
OTHER MAINTENANCE	-	2,410	2,300	2,360
GAS & OIL	967	1,300	1,000	1,300
OTHER SUPPLIES	41,732	44,060	40,300	44,060
OTHER OPERATING COSTS	-	1,501	1,501	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	2,840	28,000	24,990	1,500
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**427,140**	**500,906**	**434,217**	**488,793**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: WELD SHOP — 4411-45-4572-534

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Weld Shop Supervisor	1	0	1	72,476
Machinist	2	0	2	129,612
Welder	2	0	2	76,590
SALARY SUBTOTAL				**278,678**
OVERTIME				**2,000**
OTHER PAY				**4,256**
SALARY TOTAL				**284,934**
BENEFITS				**146,576**
TOTAL PERSONAL SERVICES	**5**	**0**	**5**	**431,510**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Personal Computer	1,500	1,500
TOTAL	**1,500**	**1,500**

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AIRPORT FUND

The Airport is an enterprise fund operation. The following is a summary of budgeted sources and uses of Airport funds.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Aviation:				
Fuel Fees	$ 142,600	$ 125,200	$ 93,000	$ 72,014
Leased Sites	457,112	445,188	432,615	458,349
Car Rental Fees	4,188	3,700	2,300	1,400
Terminal	37,679	38,239	38,239	38,239
Miscellaneous	2,613	157,000	157,421	-
Non-Aviation:				
Leased Sites	131,090	129,183	144,200	192,537
City Rentals	97,260	128,561	118,350	91,782
Miscellaneous	3,779	4,344	2,635	2,849
Interest Earnings	8,923	5,000	7,000	5,000
Donations	3,997	64,000	63,494	4,000
Subtotal	889,241	1,100,415	1,059,254	866,170
Fund Balance Carryover	863,234	740,590	583,603	641,269
TOTAL SOURCES	$ 1,752,475	$ 1,841,005	$ 1,642,857	$ 1,507,439
Personal Services	$ 606,437	$ 610,697	$ 612,117	$ 701,141
Other Expenditures	412,705	382,778	366,876	328,653
Capital Outlay	21,985	21,919	20,595	170,600
Transfer to Other Funds	127,745	2,000	2,000	2,000
Subtotal	1,168,872	1,017,394	1,001,588	1,202,394
Unrestricted Reserves	583,603	823,611	641,269	305,045
TOTAL USES	$ 1,752,475	$ 1,841,005	$ 1,642,857	$ 1,507,439

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: AIRPORT **DIVISION(S):** OPERATIONS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	606,437	630,357	612,117	701,141
OPERATING EXPENSES	412,705	382,778	366,876	328,653
CAPITAL OUTLAY	21,985	21,919	20,595	170,600
OTHER	711,348	805,951	643,269	307,045
TOTAL	**1,752,475**	**1,841,005**	**1,642,857**	**1,507,439**

DUTIES AND FUNCTIONS

The Airport is responsible for all operations associated with the Kissimmee Gateway Airport. Staff coordinates the continued development efforts at the Airport with the Federal Aviation Administration and the state Department of Transportation.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Based Aircraft	246	246	250
Fuel Sales Gallons (000s)	2,084	1,084	1,084
Flight Operations	134,375	120,000	130,000
Air Taxi (Chartered Flights)	3,180	3,200	3,350
Military Operations	64	65	70

STRATEGIES

Listed below are the Airport Department's strategies adopted for the coming year.

- Provide safe, secure, and efficient airport facilities.
- Foster economic development through marketing, advertising and community awareness.
- Complete airfield and industrial park infrastructure improvements for economic development.
- Develop and implement sustainability for airport infrastructure and operations.
- Assess and implement airport staff development opportunities and strategies.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: AIRPORT **DIVISION:** OPERATIONS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	606,437	630,357	612,117	701,141
OPERATING EXPENSES	412,705	382,778	366,876	328,653
CAPITAL OUTLAY	21,985	21,919	20,595	170,600
OTHER	711,348	805,951	643,269	307,045
TOTAL	**1,752,475**	**1,841,005**	**1,642,857**	**1,507,439**

ACCOUNT SUMMARY

REGULAR SALARIES & WAGES	399,707	418,124	397,532	449,481
OVERTIME	1,292	5,000	1,500	5,000
SPECIAL PAY	7,799	14,866	23,000	11,460
BENEFITS	197,639	192,367	190,085	235,200
PROFESSIONAL SERVICES	140,970	58,665	56,270	62,596
TRAINING AND TRAVEL	4,357	6,500	1,300	3,900
UTILITIES	35,521	38,470	37,300	40,200
AUTO MAINTENANCE	12,577	7,300	12,000	7,300
OTHER MAINTENANCE	36,378	45,800	44,000	65,260
GAS & OIL	8,433	8,500	7,900	8,500
OTHER SUPPLIES	19,277	31,562	23,375	32,380
OTHER OPERATING COSTS	72,993	103,000	101,750	26,600
CHARGES BY OTHER FUNDS	66,047	66,598	66,598	66,226
INSURANCE	16,152	16,383	16,383	15,691
CAPITAL OUTLAY	21,985	21,919	20,595	170,600
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	5,423	2,000	2,000	2,000
RESERVES	705,925	803,951	641,269	305,045
TOTAL	**1,752,475**	**1,841,005**	**1,642,857**	**1,507,439**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: AIRPORT | **ACCOUNT**
DIVISION: OPERATIONS | 4461-70-7010-542

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Director	1	0	1	129,780
Airport Technician II	1	0	1	37,143
Airfield Manager	1	0	1	65,265
Airport Operations Coordinator	2	0	2	104,440
Airport Administration Specialist	1	0	1	39,588
Lead Airport Technician	1	0	1	39,576
Secretary	1	0	1	33,689
SALARY SUBTOTAL				**449,481**
OVERTIME				**5,000**
OTHER PAY				**11,460**
SALARY TOTAL				**465,941**
BENEFITS				**235,200**
TOTAL PERSONAL SERVICES	**8**	**0**	**8**	**701,141**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Personal Computer (3)	4,500	4,500
Tower Radio	15,200	15,200
Secondary Weather Station	32,000	32,000
Comprehensive Airfield Security-Phase II	118,900	118,900
TOTAL	**170,600**	**170,600**

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CENTRAL SERVICES FUND

The Central Services Fund accounts for the costs of operating the centralized services (Information Technology, Warehouse, Fleet Maintenance, and Facilities Maintenance) of the City. Costs are billed to City departments based upon costs to provide the service.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Information Technology	$ 2,180,400	$ 2,616,551	$ 2,616,551	$ 2,877,788
Warehouse				
General Fund	736,320	651,737	651,737	545,573
Stormwater Utility	4,179	3,699	3,699	3,096
Solid Waste	4,138	3,663	3,663	3,066
Airport	647	572	572	479
Facilities Maintenance	3,463,452	3,225,366	3,225,366	3,800,486
Fleet Maintenance	1,702,833	1,970,000	1,427,277	1,970,000
Car Wash Facility	50,442	45,000	35,916	45,000
LYNX Revenue	135,244	136,368	131,654	135,654
Interest Earnings	9,059	5,000	5,000	5,000
Miscellaneous	44,105	35,000	31,858	35,000
Transfer from Other Funds	38,311	-	-	-
Fund Balance Carryover	406,486	1,068,197	1,081,832	265,228
TOTAL SOURCES	$ 8,775,616	$ 9,761,153	$ 9,215,125	$ 9,686,370
Information Technology	$ 2,109,239	$ 2,717,781	$ 2,615,747	$ 2,877,788
Warehouse	639,666	660,134	660,466	552,214
Fleet Maintenance	2,075,461	2,239,655	1,997,564	2,100,731
Facilities Maintenance	2,869,418	4,142,925	3,676,120	3,800,486
Unrestricted Reserves	1,081,832	658	265,228	355,151
TOTAL USES	$ 8,775,616	$ 9,761,153	$ 9,215,125	$ 9,686,370

DEPARTMENT: INFORMATION TECHNOLOGY **DIVISION(S):** INFORMATION TECHNOLOGY

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,289,255	1,472,560	1,433,313	1,624,201
OPERATING EXPENSES	804,108	1,218,060	1,155,273	1,220,187
CAPITAL OUTLAY	15,876	27,161	27,161	33,400
OTHER	1,081,832	658	265,228	355,151
TOTAL	**3,191,071**	**2,718,439**	**2,880,975**	**3,232,939**

DUTIES AND FUNCTIONS

The Central Services Fund accounts for internal services provided to other City departments. Information Technology is its own department. The total costs of the Information Technology Department are funded by the General Fund which then recovers a portion of that charge along with other administrative cost allocations to the enterprise funds.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Personal Computers/Laptops & Tablets	616	620	625
Mobile Digital Computers	205	207	213
Servers	172	177	187
Security Cameras	222	250	275

STRATEGIES

Listed below are the Information Technology Department's strategies adopted for the coming year.

- Create and maintain state-of-the-art information management systems to help departments accomplish their strategies and initiatives.

- Ensure Department offerings remain relevant, efficient, and effective for the short and long-term needs of the City.

- Maintain a secure and reliable high-speed communication network to support and protect critical City information management systems and data to ensure business continuity.

- Support City users with specialized training in software, hardware, and computer policies and procedures.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: INFORMATION TECHNOLOGY **DIVISION:** INFORMATION TECHNOLOGY

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,289,255	1,472,560	1,433,313	1,624,201
OPERATING EXPENSES	804,108	1,218,060	1,155,273	1,220,187
CAPITAL OUTLAY	15,876	27,161	27,161	33,400
OTHER	1,081,832	658	265,228	355,151
TOTAL	**3,191,071**	**2,718,439**	**2,880,975**	**3,232,939**

ACCOUNT SUMMARY

SALARIES	912,059	1,033,954	999,184	1,117,462
OVERTIME	6,593	11,000	11,000	11,000
OTHER PAY	25,082	30,566	27,099	28,323
BENEFITS	345,521	397,040	396,030	467,416
PROFESSIONAL SERVICES	2,754	7,560	7,560	78,000
TRAINING & TRAVEL	35,262	53,265	35,500	57,840
UTILITIES	57,236	73,040	64,640	77,240
AUTO MAINTENANCE	1,955	1,600	1,200	1,000
OTHER MAINTENANCE	574,101	933,732	903,000	842,422
GAS & OIL	347	620	350	620
OTHER SUPPLIES	99,381	115,101	109,881	123,661
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	33,072	33,142	33,142	39,404
CAPITAL OUTLAY	15,876	27,161	27,161	33,400
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	1,081,832	658	265,228	355,151
TOTAL	**3,191,071**	**2,718,439**	**2,880,975**	**3,232,939**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: INFORMATION TECHNOLOGY — **ACCOUNT**
DIVISION: INFORMATION TECHNOLOGY — 5560-60-6010-516

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Director	1	0	1	145,942
Asstistant Director	1	0	1	116,884
GIS Analyst	1	(1)	0	-
Enterprise Application Administrator	1	1	2	138,695
Programmer Analyst	2	0	2	166,289
Network Manager	1	0	1	106,991
Network Engineer	4	0	4	261,017
Computer Specialist	1	0	1	45,935
Lead Computer Specialist	1	0	1	71,021
Applications Manager	1	0	1	64,688
SALARY SUBTOTAL				**1,117,462**
OVERTIME				**11,000**
OTHER PAY				**28,323**
SALARY TOTAL				**1,156,785**
BENEFITS				**467,416**
TOTAL PERSONAL SERVICES	**14**	**0**	**14**	**1,624,201**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION SLS TAX	THIS DIVISION
Personal Computer (3)	3,900		3,900
Computer Equipment	5,500		5,500
Geographic Information Systems Implementation	10,000	10,000	
OneSolution Alarm Interface	10,500	10,500	
Training Room Furniture (12)	24,000		24,000
Back Office Licensing	79,000	79,000	
Wide Area Network	345,000	345,000	
TOTAL	**477,900**	**444,500**	**33,400**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION(S):** WAREHOUSE, FLEET MAINT, FACILITIES MAINTENANCE

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,617,548	1,808,411	1,782,389	1,890,612
OPERATING EXPENSES	3,578,801	4,215,847	3,536,744	3,877,419
CAPITAL OUTLAY	342,319	1,018,456	1,015,017	685,400
OTHER	45,877	-	-	-
TOTAL	**5,584,545**	**7,042,714**	**6,334,150**	**6,453,431**

DUTIES AND FUNCTIONS

The Central Services Fund accounts for internal services provided to other City departments. The Fleet Maintenance, Facilities Maintenance and Warehouse divisions are administered by the Public Works Department. The Facilities Maintenance division is funded by the General Fund which then recovers a portion of that charge along with other administrative cost allocations from the enterprise funds. The Fleet Maintenance division bills for services as performed. The Warehouse division is allocated between General Fund and the enterprise funds based on expected usage.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Warehouse Orders	475	656	655
Facilities Maint. Work Orders	2,045	2,454	2,945
Fleet Maintenance-Labor Hours			
Light Duty Vehicles City	2,368	2,534	3,000
Light Duty Vehicles TWA*	2,052	1,060	2,000
Heavy Duty Vehicles City	2,409	1,708	2,000
Heavy Duty Vehicles TWA*	1,545	1,648	1,800

***TWA=Toho Water Authority**

STRATEGIES

Listed below are the Public Works Department's strategies associated with the activities of the Central Services Fund that have been adopted for the coming year.

- Provide high-quality City facilities, public infrastructure, and neighborhood improvements and ensure those assets are well maintained with properly functioning components and systems.

- Enhance established policies, procedures, and practices for divisions to reduce costs and improve customer satisfaction while ensuring operations are conducted within industry standards.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** WAREHOUSE

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	84,272	101,061	101,393	52,364
OPERATING EXPENSES	534,531	556,480	559,073	497,350
CAPITAL OUTLAY	20,863	-	-	2,500
OTHER	-	-	-	-
TOTAL	**639,666**	**657,541**	**660,466**	**552,214**

ACCOUNT SUMMARY

SALARIES	46,016	60,506	61,066	29,354
OVERTIME	567	1,000	1,000	1,000
OTHER PAY	215	430	-	-
BENEFITS	37,474	39,125	39,327	22,010
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	-	-	-	-
UTILITIES	123,123	6,000	6,000	-
AUTO MAINTENANCE	5,783	500	500	500
OTHER MAINTENANCE	258,950	401,082	401,082	338,300
GAS & OIL	27	1,000	1,000	1,000
OTHER SUPPLIES	-	1,250	1,250	1,750
OTHER OPERATING COSTS	66,416	60,387	62,980	64,209
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	80,232	86,261	86,261	91,591
CAPITAL OUTLAY	20,863	-	-	2,500
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**639,666**	**657,541**	**660,466**	**552,214**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS | **ACCOUNT**
DIVISION: WAREHOUSE | 5560-45-4580-519

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Utility Worker	1	0	1	29,354
SALARY SUBTOTAL				**29,354**
OVERTIME				**1,000**
OTHER PAY				**-**
SALARY TOTAL				**30,354**
BENEFITS				**22,010**
TOTAL PERSONAL SERVICES	**1**	**0**	**1**	**52,364**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Personal Computer	2,500	2,500
TOTAL	**2,500**	**2,500**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** FLEET MAINTENANCE

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	856,468	967,530	951,065	1,031,092
OPERATING EXPENSES	1,163,355	1,210,625	985,001	1,035,139
CAPITAL OUTLAY	55,638	61,500	61,498	34,500
OTHER	-	-	-	-
TOTAL	**2,075,461**	**2,239,655**	**1,997,564**	**2,100,731**

ACCOUNT SUMMARY

SALARIES	537,359	609,059	587,088	638,388
OVERTIME	16,341	15,000	20,500	15,000
OTHER PAY	9,107	13,592	13,500	7,797
BENEFITS	293,661	329,879	329,977	369,907
PROFESSIONAL SERVICES	213,382	230,395	190,500	205,000
TRAINING & TRAVEL	10,760	15,385	8,000	18,650
UTILITIES	3,352	3,450	3,700	3,300
AUTO MAINTENANCE	806,169	838,950	667,200	690,900
OTHER MAINTENANCE	21,377	33,800	32,500	35,800
GAS & OIL	10,450	10,700	9,500	10,700
OTHER SUPPLIES	45,910	65,855	62,299	60,559
OTHER OPERATING COSTS	51,955	12,090	10,790	10,230
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	512	-
CAPITAL OUTLAY	55,638	61,500	61,498	34,500
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**2,075,461**	**2,239,655**	**1,997,564**	**2,100,731**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: FLEET MAINTENANCE — 5560-45-4570-590

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Fleet Manager	1	0	1	75,290
Apprentice Mechanic	1	0	1	29,352
Fleet Mechanic	3	0	3	117,918
Heavy Equipment Mechanic	3	0	3	130,513
Lead Mechanic	1	0	1	58,163
Secretary	1	0	1	50,496
Fleet Maintenance Foreman	1	0	1	67,636
Clerk Technician	1	0	1	31,628
Service Writer	1	0	1	40,478
Fleet Parts Specialist	1	0	1	36,914
SALARY SUBTOTAL				**638,388**
OVERTIME				**15,000**
OTHER PAY				**7,797**
SALARY TOTAL				**661,185**
BENEFITS				**369,907**
TOTAL PERSONAL SERVICES	**14**	**0**	**14**	**1,031,092**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Laptop Computer	4,500	4,500
Personal Computer (3)	5,500	5,500
Air Conditioning Machine	6,500	6,500
Light Duty Equipment Tire Machine	8,000	8,000
Fuel Dispenser Pump (2)	10,000	10,000
TOTAL	**34,500**	**34,500**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: PUBLIC WORKS **DIVISION:** FACILITIES MAINTENANCE

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	676,808	739,820	729,931	807,156
OPERATING EXPENSES	1,880,915	2,448,742	1,992,670	2,344,930
CAPITAL OUTLAY	265,818	956,956	953,519	648,400
OTHER	45,877	-	-	-
TOTAL	**2,869,418**	**4,145,518**	**3,676,120**	**3,800,486**

ACCOUNT SUMMARY

SALARIES	392,520	438,332	406,778	496,138
OVERTIME	15,857	15,000	25,500	15,000
OTHER PAY	9,646	10,752	22,000	6,890
BENEFITS	258,785	275,736	275,653	289,128
PROFESSIONAL SERVICES	193,152	186,816	202,905	439,066
TRAINING & TRAVEL	400	2,050	1,250	1,250
UTILITIES	1,112,631	1,437,069	1,250,836	1,301,880
AUTO MAINTENANCE	10,052	5,000	10,000	10,000
OTHER MAINTENANCE	521,309	760,413	474,275	549,710
GAS & OIL	8,236	12,990	9,000	10,000
OTHER SUPPLIES	29,551	37,002	37,002	26,024
OTHER OPERATING COSTS	5,584	7,402	7,402	7,000
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	265,818	956,956	953,519	648,400
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	45,877	-	-	-
RESERVES	-	-	-	-
TOTAL	**2,869,418**	**4,145,518**	**3,676,120**	**3,800,486**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: FACILITIES MAINTENANCE — 5560-45-4560-519

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Facilities Construction & Maintenance Manager	1	0	1	77,878
Facilities Inspector	1	0	1	33,002
Facilities Construction Coordinator	1	0	1	64,156
Facilities Manitenance Supervisor	1	0	1	50,192
General Tradesworker	6	0	6	208,049
Secretary	1	0	1	34,652
Custodian	4	(3)	1	28,209
SALARY SUBTOTAL				**496,138**
OVERTIME				**15,000**
OTHER PAY				**6,890**
SALARY TOTAL				**518,028**
BENEFITS				**289,128**
TOTAL PERSONAL SERVICES	**15**	**(3)**	**12**	**807,156**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION	THIS DIVISION
Laptop Computer	5,000		5,000
Fire Station 14 Kitchen Cabinet	10,000		10,000
Water Fountain (6)	15,000		15,000
Fire Station 11 & 14 Kitchen Countertop	18,000		18,000
Fire Station 14 Front Apron	18,000		18,000
Police Department Mini Split System	18,000		18,000
Civic Center Tile Replacement	20,000		20,000
Oak Street Parking Lot Resurface	20,000		20,000
Fire Station 13 Bay Floor	25,000		25,000
Police Department Carpet	30,000		30,000
Chambers Park Air Conditioning	45,000		45,000
Police Fire Panel	50,000		50,000
Oak Street Flooring	68,300		68,300
Roof Replacement	80,000		80,000
Communications Center Air Conditioning (4)	84,200		84,200
Rose Hill Cemetery Parking/Road Improvements	112,100	112,100	
City Hall Variable Air Volume Upgrade	141,900		141,900
Facilities ADA Compliance	600,000	600,000	
TOTAL	**1,360,500**	**712,100**	**648,400**

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LOCAL OPTION SALES TAX FUND

On June 5, 1990, a referendum was approved for an additional one-cent sales tax within Osceola County. Only major capital items can be funded from this source of revenue. Over the years, bonds have been issued to fund various projects such as Community Redevelopment improvements, a new Service Center, City Hall and Fire Stations as well as park land purchases and improvements.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Local Option Sales Tax	$ 8,144,241	$ 8,638,000	$ 6,606,000	$ 8,700,000
State Grant	-	-	-	500,000
Interest Earnings	118,893	50,000	70,000	30,000
Transfer from Other Funds	646,422	224,700	224,700	-
Fund Balance Carryover	6,112,238	6,041,859	5,798,185	25,628
TOTAL SOURCES	$ 15,021,794	$ 14,954,559	$ 12,698,885	$ 9,255,628
Sales Tax Projects by Department:				
City Manager	$ 4,850	$ 195,150	$ 195,150	$ -
Police	2,777,211	1,019,772	1,019,772	-
Fire	21,947	779,000	778,511	195,000
Public Works	390,219	4,332,700	3,718,041	886,100
Parks and Recreation	359,279	1,092,830	1,092,830	2,000,000
Information Technology	1,027,383	1,729,723	1,520,723	444,500
Transfers:				
Sales Tax Bonds	4,370,409	4,375,823	4,310,193	4,362,514
Capital Lease	-	-	-	156,844
Miscellaneous Funds	272,311	38,037	38,037	-
Unrestricted Reserves	5,798,185	1,391,524	25,628	1,210,670
TOTAL USES	$ 15,021,794	$ 14,954,559	$ 12,698,885	$ 9,255,628

TRANSPORTATION IMPACT FUND

This fund accounts for impact fees collected for road and intersection improvements. These charges were initiated in January 1989. The City also collected the County's portion of impact fees which were remitted to the County on a monthly basis. In FY 2003, the transportation impact fees were increased to expand the City's ability to make further improvements to the City's roadway network. The fee increase became effective in FY 2004 and was phased in over a three-year period. In August 2007, the fee was once again increased due to right of way and construction cost increases. During FY 2013, the City implemented mobility fees in lieu of transportation impact fees. In FY 2019, all remaining transportation impact fee loans were paid off and the balance in this fund was transferred to the Local Option Gas Tax Fund and used for road improvements.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Transportation Impact Fees	$ -	$ -	$ -	$ -
Interest Earnings	85	-	-	-
Fund Balance Carryover	60,767	-	-	-
TOTAL SOURCES	$ 60,852	$ -	$ -	$ -
Transfer to Other Funds	$ 60,852	$ -	$ -	$ -
Restricted Reserves	-	-	-	-
TOTAL USES	$ 60,852	$ -	$ -	$ -

MOBILITY FEE FUND

During fiscal year 2013, this fund was established to account for the proceeds of the newly implemented mobility fees. These fees were implemented in lieu of transportation impact fees; therefore, future projects that were previously planned for in the Transportation Impact Fund have been moved to the Mobility Fee Fund. These monies will be used to fund new road construction.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Mobility Fees	$ 1,501,111	$ 954,200	$ 1,531,000	$ 1,236,500
Other Transportation Charges	-	5,000	-	-
Interest Earnings	83,384	50,000	60,000	30,000
Fund Balance Carryover	4,192,795	4,520,868	4,818,962	5,005,005
TOTAL SOURCES	$ 5,777,290	$ 5,530,068	$ 6,409,962	$ 6,271,505
Road Improvements	$ 513,577	$ 961,506	$ 961,506	$ 2,500,000
Transfer to Other Funds	444,751	443,451	443,451	443,399
Restricted Reserves	4,818,962	4,125,111	5,005,005	3,328,106
TOTAL USES	$ 5,777,290	$ 5,530,068	$ 6,409,962	$ 6,271,505

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LOCAL OPTION GAS TAX FUND

This fund was established to account for the proceeds of the Local Option Gas Tax which was authorized by the Osceola County Board of Commissioners and is distributed by Interlocal Agreement as follows:

City of Kissimmee	25.0%
City of St. Cloud	12.5%
Osceola County	62.5%

The City's intention is to utilize these funds to make improvements to City roadways and intersections. Summaries showing personnel and capital outlay for the divisions administered by the Public Works Department begin on the following page.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Local Option Gas Tax	$ 2,830,860	$ 2,827,000	$ 2,415,000	$ 2,725,000
Interest Earnings	53,801	20,000	40,000	20,000
Miscellaneous Revenue	5,091	3,000	3,325	3,500
Transfer from				
Special Assessments	30,544	5,000	1,000	5,000
Transfer from Other Funds	281,852	500,181	500,181	500,000
Fund Balance Carryover	2,898,133	2,684,589	3,120,865	2,083,054
TOTAL SOURCES	$ 6,100,281	$ 6,039,770	$ 6,080,371	$ 5,336,554
Sidewalks	$ 487,608	$ 823,862	$ 719,415	$ 625,114
Engineering	525,619	597,785	558,967	652,558
Traffic Engineering	11,703	-	-	-
Street Maintenance	-	-	-	80,000
Road Improvements	1,048,037	1,792,813	1,804,885	926,200
Transfers:				
Gas Tax Notes	904,792	920,010	914,050	917,296
Other Funds	1,657	-	-	-
Unestricted Reserves	3,120,865	1,905,300	2,083,054	2,135,386
TOTAL USES	$ 6,100,281	$ 6,039,770	$ 6,080,371	$ 5,336,554

DEPARTMENT: LOCAL OPTION GAS TAX

DIVISION(S): SIDEWALKS, ENGINEERING, ROAD IMPROVEMENTS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	902,911	1,009,801	894,196	1,096,017
OPERATING EXPENSES	934,000	747,457	734,393	743,355
CAPITAL OUTLAY	236,056	1,457,202	1,454,678	444,500
OTHER	4,027,314	2,825,310	2,997,104	3,052,682
TOTAL	**6,100,281**	**6,039,770**	**6,080,371**	**5,336,554**

DUTIES AND FUNCTIONS

These funds are administered by the Public Works Department. Projected collections of this tax are supplemented by transfers of collections received in the Paving Assessment Fund. Funding is provided for the sidewalk program, resurfacing, engineering staff needed to design a large number of projects in-house, and road improvement projects.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Sidewalk Miles Maintained	208	215	215
Linear Feet of Sidewalk Replaced	2,000	1,800	2,400
Cubic Yards of Concrete Poured	212	190	277
Feet of Curb Replaced	90	30	30
City Roads Maintained (LM)	378	392	392
State Roads Maintained (LM)	58	58	58
Asphalt Tonnage Applied	130	120	165

LM=Lane Miles

STRATEGIES

Listed below are the Public Works Department's strategies associated with the activities of the Local Option Gas Tax Fund that have been adopted for the coming year.

- Provide high-quality City facilities, public infrastructure, and neighborhood improvements and ensure those assets are well maintained with properly functioning components and systems.

- Improve the process of identifying and prioritizing projects listed in the department's 5-year Capital Improvement Plan (CIP) and seek necessary funding.

- Enhance established policies, procedures, and practices for divisions to reduce cost and improve customer satisfaction while ensuring operations are conducted within industry standards.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: LOCAL OPTION GAS TAX **DIVISION:** SIDEWALKS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	394,033	471,817	379,009	523,459
OPERATING EXPENSES	81,991	97,640	87,702	97,155
CAPITAL OUTLAY	11,584	254,405	252,704	4,500
OTHER	-	-	-	-
TOTAL	**487,608**	**823,862**	**719,415**	**625,114**

ACCOUNT SUMMARY

SALARIES	228,288	288,119	199,567	306,029
OVERTIME	1,259	2,500	1,400	2,500
OTHER PAY	5,413	7,395	12,500	6,105
BENEFITS	159,073	173,803	165,542	208,825
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	470	1,490	694	1,290
UTILITIES	415	888	882	888
AUTO MAINTENANCE	23,946	29,364	25,000	29,364
OTHER MAINTENANCE	56	200	100	200
GAS & OIL	12,192	11,600	10,000	11,600
OTHER SUPPLIES	32,900	42,272	39,200	42,647
OTHER OPERATING COSTS	-	100	100	100
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	12,012	11,726	11,726	11,066
CAPITAL OUTLAY	11,584	254,405	252,704	4,500
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**487,608**	**823,862**	**719,415**	**625,114**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: SIDEWALKS — 1104-45-4564-541

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
* Lead Foreman	0	0	0	31,960
** Assistant Director	0	0	0	10,068
Foreman	1	0	1	43,753
Equipment Operator II	4	1	5	176,748
Heavy Equipment Operator	1	0	1	43,500

* Position is split 50/50% with General Fund; headcount in General Fund.
** Position split 40/40/10/10% with Stormwater/ Solid Waste/General Fund/Gas Tax; headcount in Solid Waste Fund.

SALARY SUBTOTAL				**306,029**
OVERTIME				**2,500**
OTHER PAY				**6,105**
SALARY TOTAL				**314,634**
BENEFITS				**208,825**
TOTAL PERSONAL SERVICES	**6**	**1**	**7**	**523,459**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Personal Computer	1,500	1,500
Sidewalk Forms	3,000	3,000
TOTAL	**4,500**	**4,500**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: LOCAL OPTION GAS TAX **DIVISION:** ENGINEERING

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	508,878	537,984	515,187	572,558
OPERATING EXPENSES	16,741	26,888	23,762	80,000
CAPITAL OUTLAY	11,703	20,018	20,018	80,000
OTHER	-	-	-	-
TOTAL	**537,322**	**584,890**	**558,967**	**732,558**

ACCOUNT SUMMARY

SALARIES	344,517	371,244	348,308	387,347
OVERTIME	-	-	-	-
OTHER PAY	2,225	3,473	3,473	1,996
BENEFITS	162,136	163,267	163,406	183,215
PROFESSIONAL SERVICES	4,736	8,908	10,000	65,000
TRAINING & TRAVEL	2,689	4,645	4,562	4,200
UTILITIES	1,227	1,540	1,300	1,060
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	3,498	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	4,591	11,795	7,900	9,740
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	11,703	20,018	20,018	80,000
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**537,322**	**584,890**	**558,967**	**732,558**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: ENGINEERING — 1104-45-4520-541

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Engineer III	1	0	1	72,026
Lead Engineering Technician	1	0	1	78,040
* Financial Analyst	0	0	0	14,861
Secretary	1	0	1	31,714
Engineer I	2	(1)	1	69,597
Traffic Engineering Manager	0	1	1	70,528
Clerk Technician	1	0	1	29,617
** Design & Construction Manager	0	0	0	20,964
SALARY SUBTOTAL				**387,347**
OVERTIME				**-**
OTHER PAY				**1,996**
SALARY TOTAL				**389,343**
BENEFITS				**183,215**
TOTAL PERSONAL SERVICES	**6**	**0**	**6**	**572,558**

* Position split 40/40/20% with Stormwater/Solid Waste/Gas Tax headcount in Stormwater.
** Position split 75/25% with General Fund/ Gas Tax; headcount in General Fund

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Temporary Vehicle Barrier	80,000	80,000
TOTAL	**80,000**	**80,000**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: LOCAL OPTION GAS TAX **DIVISION:** ROAD IMPROVEMENTS

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	-	-	-	-
OPERATING EXPENSES	835,268	622,929	622,929	566,200
CAPITAL OUTLAY	212,769	1,182,779	1,181,956	360,000
OTHER	4,027,314	2,825,310	2,997,104	3,052,682
TOTAL	**5,075,351**	**4,631,018**	**4,801,989**	**3,978,882**

ACCOUNT SUMMARY

SALARIES	-	-	-	-
OVERTIME	-	-	-	-
OTHER PAY	-	-	-	-
BENEFITS	-	-	-	-
PROFESSIONAL SERVICES	66,182	166,030	166,030	66,200
TRAINING & TRAVEL	-	-	-	-
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	769,086	456,899	456,899	500,000
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	212,769	1,182,779	1,181,956	360,000
DEBT SERVICE	904,792	920,010	914,050	917,296
TRANSFER TO OTHER FUNDS	1,657	-	-	-
RESERVES	3,120,865	1,905,300	2,083,054	2,135,386
TOTAL	**5,075,351**	**4,631,018**	**4,801,989**	**3,978,882**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: PUBLIC WORKS — **ACCOUNT**
DIVISION: ROAD IMPROVEMENTS — 1104-45-4565-541

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
NONE				
SALARY SUBTOTAL				-
OVERTIME				-
OTHER PAY				-
SALARY TOTAL				-
BENEFITS				-
TOTAL PERSONAL SERVICES				

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION MOBILITY	THIS DIVISION
Neighborhood Street Light Infill Program	10,000		10,000
Intelligent Transportation System	50,000		50,000
Denn John Lane Improvements	300,000		300,000
Hoagland Boulevard: US 192/Carroll Street	2,500,000	2,500,000	
TOTAL	**2,860,000**	**2,500,000**	**360,000**

PAVING ASSESSMENT FUND

This fund accounts for the collection of paving and sidewalk assessments. Collections are transferred to the Local Option Gas Tax Fund where the total cost of road and sidewalk improvements are budgeted and accounted for.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Assessments	$ 27,281	$ 28,000	$ 5,950	$ 10,000
Interest Earnings	396	-	50	-
TOTAL SOURCES	$ 27,677	$ 28,000	$ 6,000	$ 10,000
Other Operating Costs	$ (2,867)	$ 23,000	$ 5,000	$ 5,000
Transfers to Other Funds	30,544	5,000	1,000	5,000
TOTAL USES	$ 27,677	$ 28,000	$ 6,000	$ 10,000

SHINGLE CREEK TRAIL GRANT FUND

This fund was established to account for a grant from the Florida Department of Transportation (FDOT) for the purpose of designing a 12-foot wide, multi-use, paved surface that connects the Orange/Osceola County line with the City's trails along Lake Tohopekaliga. Funding for the project is provided solely by FDOT with no match required by the City.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ -	$ 94	$ -
Fund Balance Carryover	-	4,588	4,494	-
TOTAL SOURCES	$ -	$ 4,588	$ 4,588	$ -
Capital Outlay	$ -	$ 4,588	$ 4,588	$ -
TOTAL USES	$ -	$ 4,588	$ 4,588	$ -

SHINGLE CREEK REGIONAL TRAIL CONSTRUCTION GRANT FUND

This fund was established to account for a $3,085,032 grant from the Florida Department of Transportation (FDOT) for the purpose of constructing a 12-foot wide, multi-use, paved surface that connects the Orange/Osceola County line with the City's trails along Lake Tohopekaliga. Funding for the project is provided solely by FDOT with no match required by the City.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Fund Balance Carryover	$ 68,092	$ 68,092	$ 68,092	$ -
TOTAL SOURCES	$ 68,092	$ 68,092	$ 68,092	$ -
Capital Outlay	$ -	$ 68,092	$ 68,092	$ -
Unrestricted Reserves	68,092	-	-	-
TOTAL USES	$ 68,092	$ 68,092	$ 68,092	$ -

SHINGLE CREEK REGIONAL TRAIL DESIGN GRANT FUND

This fund was established to account for a $1,912,079 grant from the Florida Department of Transportation (FDOT) for the purpose of designing a 14-foot wide, multi-use, paved surface that connects the Orange/Osceola County line with the City's trails along Lake Tohopekaliga. Funding for the project is provided solely by FDOT with no match required by the City. In FY 2019, the City was awarded an additional $381,727 from FDOT.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 19,063	$ -	$ 672,776	$ -
Fund Balance Carryover	(18,264)	428,704	(244,072)	-
TOTAL SOURCES	$ 799	$ 428,704	$ 428,704	$ -
Capital Outlay	$ 244,871	$ 428,704	$ 428,704	$ -
Unrestricted Reserves	(244,072)	-	-	-
TOTAL USES	$ 799	$ 428,704	$ 428,704	$ -

SHINGLE CREEK REGIONAL TRAIL PHASE 2A GRANT FUND

This fund was established to account for a $577,834 grant from the Florida Department of Transportation (FDOT) for the purpose of constructing a 1.5 mile-long, 12-14 foot wide multi-use recreational trail along the east side of Shingle Creek. Funding for this project is provided solely by FDOT with no match required by the City; however, some monies have been transferred from other funds for expenditures not covered by the grant.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 458,850	$ -	$ -	$ -
Transfer from Other Funds	1,657	-	-	-
Fund Balance Carryover	(375,422)	181	181	-
TOTAL SOURCES	$ 85,085	$ 181	$ 181	$ -
Capital Outlay	$ 84,904	$ -	$ -	$ -
Transfer to Other Funds	-	181	181	-
Unrestricted Reserves	181	-	-	-
TOTAL USES	$ 85,085	$ 181	$ 181	$ -

SHINGLE CREEK REGIONAL TRAIL PHASE 1B GRANT FUND

This fund was established to account for a $2,230,000 grant from the Florida Department of Transportation (FDOT) for the purpose of constructing a .85 mile long 12-14 foot wide fiber reinforced concrete trail. Funding for this project is provided solely by FDOT with no match required by the City.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 1,069,111	$ -	$ 1,160,889	$ -
Fund Balance Carryover	(219,901)	63,166	(1,097,723)	-
TOTAL SOURCES	$ 849,210	$ 63,166	$ 63,166	$ -
Capital Outlay	$ 1,946,933	$ 63,166	$ 63,166	$ -
Unrestricted Reserves	(1,097,723)	-	-	-
TOTAL USES	$ 849,210	$ 63,166	$ 63,166	$ -

SHINGLE CREEK REGIONAL TRAIL SOUTH PHASE 1A GRANT FUND

This fund was established to account for a $200,000 grant from the Florida Department of Environmental Protection (FDEP) for the purpose of developing a new multi-purpose trail with a nature observation boardwalk and landscaping. This grant requires a 50% match from the City. The original match was provided from the Recreation Impact Fund. In FY 2019, additional monies from the Recreation Impact Fund are being transferred to this project due to the overall cost to construct this portion of the trail.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ -	$ 200,000	$ -
Transfer from Other Funds	166,671	-		-
Fund Balance Carryover	249,001	534,371	334,372	-
TOTAL SOURCES	$ 415,672	$ 534,371	$ 534,372	$ -
Capital Outlay	$ 81,300	$ 534,371	$ 534,372	$ -
Unrestricted Reserves	334,372	-	-	-
TOTAL USES	$ 415,672	$ 534,371	$ 534,372	$ -

SHINGLE CREEK REGIONAL TRAIL TOHO VISTA AMENITIES GRANT FUND

This fund was established to account for an $81,932 grant from the Florida Department of Environmental Protection (FDEP) for the purpose of installing above-ground amenities along the Toho Vista trail segment. This grant requires a 20% match from the City which is being provided by the Recreation Impact Fund. In addition to the required match, the City transferred another $42,503 in FY 2020 for amenities not covered by the grant.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ -	$ 81,932	$ -
Transfer from Other Funds	20,483	42,503	42,503	-
Fund Balance Carryover	-	102,415	20,483	-
TOTAL SOURCES	$ 20,483	$ 144,918	$ 144,918	$ -
Capital Outlay	$ -	$ 144,918	$ 144,918	$ -
Unrestricted Reserves	20,483	-	-	-
TOTAL USES	$ 20,483	$ 144,918	$ 144,918	$ -

SHINGLE CREEK REGIONAL TRAIL TOHO-VALENCIA TRAIL II GRANT FUND

This fund was established to account for a $99,081 grant from the Florida Department of Transportation (FDOT) for the construction of roadways associated with the Toho-Valencia Trail. Funding for this project is provided solely by FDOT with no match required by the City. In FY 2020, monies were transferred from the Stormwater Utility Fund for additional permitting costs that were not covered by the grant.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ 99,081	$ 99,081	$ -
Transfer from Other Funds	-	39,000	39,000	-
Fund Balance Carryover	-	(98,474)	(98,474)	-
TOTAL SOURCES	$ -	$ 39,607	$ 39,607	$ -
Capital Outlay	$ 98,474	$ 39,607	$ 39,607	$ -
Unrestricted Reserves	(98,474)	-	-	-
TOTAL USES	$ -	$ 39,607	$ 39,607	$ -

SHINGLE CREEK REGIONAL TRAIL PHASE 2B GRANT FUND

This fund was established to account for a $2,368,856 grant from the Florida Department of Transportation (FDOT) for the purpose of constructing a 12-14 foot wide concrete multi-use trail running from the Tapestry Development to Osceola Parkway. The trail also contains a 14-foot wide boardwalk with an approximate length of 823 linear feet. While there is no required City match, $101,577 has been transferred from the Recreation Impact Fund to cover ineligible costs associated with the project.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ 2,368,856	$ 2,368,856	$ -
Transfer from Other Funds	-	101,577	101,577	-
TOTAL SOURCES	$ -	$ 2,470,433	$ 2,470,433	$ -
Capital Outlay	$ -	$ 2,470,433	$ 2,470,433	$ -
TOTAL USES	$ -	$ 2,470,433	$ 2,470,433	$ -

EMORY CANAL TRAIL NORTH GRANT FUND

This fund was established to account for a $912,691 grant from the Florida Department of Transportation (FDOT) which will fund a portion of the bike trail network planned for the local trail system. More specifically, this grant will fund the construction of a concrete trail in a north-south direction along Emory Canal and through residential areas west of downtown Kissimmee. Funding for this project is provided solely by FDOT with no match required by the City.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ 912,691	$ 912,691	$ -
TOTAL SOURCES	$ -	$ 912,691	$ 912,691	$ -
Capital Outlay	$ -	$ 912,691	$ 912,691	$ -
TOTAL USES	$ -	$ 912,691	$ 912,691	$ -

JOHN YOUNG PARKWAY/WEST OAK STREET IMPROVEMENTS GRANT FUND

This fund was established to account for a $1,679,133 grant from the Florida Department of Transportation (FDOT) for the purpose of obtaining the right-of-way needed to widen and realign West Oak Street at John Young Parkway. During FY 2020, the City was awarded an additional $3,380,150 for right-of-way acquisition associated with this project. At this time, it is not anticipated that the City will need to provide any match monies.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 1,517,419	$ 3,380,150	$ 3,398,008	$ -
Fund Balance Carryover	(62,684)	16,879	(979)	-
TOTAL SOURCES	$ 1,454,735	$ 3,397,029	$ 3,397,029	$ -
Capital Outlay	1,455,714	3,397,029	3,397,029	-
Unrestricted Reserves	$ (979)	$ -	$ -	$ -
TOTAL USES	$ 1,454,735	$ 3,397,029	$ 3,397,029	$ -

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BUILDING FUND

Although administered as a division of Development Services, the Building Fund is a special revenue fund that accounts separately for various permits and plan checking fees as well as the expenses associated with building/fire inspections and permitting.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Building Permits	$ 2,444,673	$ 1,900,000	$ 1,198,847	$ 800,000
Electrical Permits	111,888	75,000	59,066	37,500
Plumbing Permits	34,696	35,000	23,431	17,500
Mechanical Permits	35,641	25,000	19,070	12,500
Impact Fee Allowance	71,735	40,000	20,000	20,000
Plan Checking Fees	6,768	10,000	5,000	5,000
Interest Earnings	109,387	85,000	85,000	75,000
Miscellaneous	41,051	39,000	32,000	32,000
Transfer from General Fund	40,000	40,000	10,000	5,000
Fund Balance Carryover	5,544,946	6,301,917	6,813,388	6,004,626
TOTAL SOURCES	$ 8,440,785	$ 8,550,917	$ 8,265,802	$ 7,009,126
Personal Services	$ 1,124,553	$ 1,608,495	$ 1,356,891	$ 1,822,130
Operating Costs	112,882	486,398	433,195	319,546
Capital Outlay	333,962	479,138	471,090	2,782,300
Transfer to Other Funds	56,000	-	-	-
Unestricted Reserves	6,813,388	5,976,886	6,004,626	2,085,150
TOTAL USES	$ 8,440,785	$ 8,550,917	$ 8,265,802	$ 7,009,126

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: DEVELOPMENT SERVICES **DIVISION(S):** BUILDING

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,124,553	1,608,495	1,356,891	1,822,130
OPERATING EXPENSES	112,882	486,398	433,195	319,546
CAPITAL OUTLAY	333,962	479,138	471,090	2,782,300
OTHER	6,869,388	5,976,886	6,004,626	2,085,150
TOTAL	**8,440,785**	**8,550,917**	**8,265,802**	**7,009,126**

DUTIES AND FUNCTIONS

Principal activities of the Development Services Building division include: enforcement of the building code regulations; issuance of all occupational licenses (business tax receipts) and construction agreements; providing staff support to the Development Review Committee; and all building permit activity including plan review, permit issuance, and inspections.

SELECTED PERFORMANCE INDICATORS

	ACTUAL 2019	ESTIMATE 2020	BUDGET 2021
Occupational Licenses Issued	3,673	4,000	3,800
Total Permits Issued	5,380	4,740	5,100
Building Related Revenues	$2,961,730	$1,600,000	$1,004,500
Inspections	8,250	5,720	7,000
Single Family COs Issued	274	300	300
Commercial COs Issued	74	35	55
Fire Inspections	923	685	800

STRATEGIES

Listed below are the Development Services Department's strategies associated with the activities of the Building Fund that have been adopted for the coming year.

- Improve and maintain the Development Services customer service experience.
- Work to improve transportation and growth issues within the City for a more sustainable future.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: DEVELOPMENT SERVICES **DIVISION:** BUILDING

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	1,124,553	1,608,495	1,356,891	1,822,130
OPERATING EXPENSES	112,882	486,398	433,195	319,546
CAPITAL OUTLAY	333,962	479,138	471,090	2,782,300
OTHER	6,869,388	5,976,886	6,004,626	2,085,150
TOTAL	**8,440,785**	**8,550,917**	**8,265,802**	**7,009,126**

ACCOUNT SUMMARY

SALARIES	671,546	1,064,273	830,020	1,195,731
OVERTIME	28,958	27,020	25,000	30,000
OTHER PAY	10,119	15,402	13,738	10,370
BENEFITS	413,930	501,800	488,133	586,029
PROFESSIONAL SERVICES	51,742	412,613	373,521	105,480
TRAINING & TRAVEL	10,574	12,725	6,500	22,090
UTILITIES	2,765	4,140	2,200	7,920
AUTO MAINTENANCE	2,230	4,200	3,000	12,500
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	2,650	4,000	2,000	6,300
OTHER SUPPLIES	16,251	26,656	23,856	44,376
OTHER OPERATING COSTS	5,034	2,800	2,500	4,000
CHARGES BY OTHER FUNDS	-	-	-	88,898
INSURANCE	21,636	19,264	19,618	27,982
CAPITAL OUTLAY	333,962	479,138	471,090	2,782,300
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	56,000	-	-	-
RESERVES	6,813,388	5,976,886	6,004,626	2,085,150
TOTAL	**8,440,785**	**8,550,917**	**8,265,802**	**7,009,126**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: DEVELOPMENT SERVICES **ACCOUNT**
DIVISION: BUILDING 1120-40-4010-524

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Building Official	1	0	1	105,213
Building Inspector III	1	0	1	82,220
Chief Plan Reviewer	1	0	1	86,522
Plan Reviewer I	1	0	1	59,208
Plan Reviewer II	1	0	1	69,127
Building Inspector I	2	0	2	102,977
Permit Technician	6	0	6	214,935
Permit Coordinator	1	0	1	41,190
* Permit Supervisor	1	0	1	65,521
^ Assistant Director	0	0	0	59,534
** Clerk Technician	1	0	1	20,537
Director	0	0	0	35,833
Fire Inspector	2	1	3	180,586
Fire Prevention Supervisor	1	0	1	72,328
SALARY SUBTOTAL				**1,195,731**
OVERTIME				**30,000**
OTHER PAY				**10,370**
SALARY TOTAL				**1,236,101**
BENEFITS				**586,029**
TOTAL PERSONAL SERVICES	**19**	**1**	**20**	**1,822,130**

* Position split 50/50% with the Planning Division; headcount in General Fund
** Position split 65/25/5/5% with the General Fund, Building Fund and CRA Funds; headcount in General Fund
^ Position split 75/25% with the Building Fund and General Fund

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Personal Computer	2,000	2,000
Laptop Computer (2)	6,800	6,800
Radio Base Station	7,000	7,000
Portable Radio (4)	14,500	14,500
Large Format Scanner (8)/Plan Size Scanner	124,000	124,000
Vehicle (4)	128,000	128,000
Permtting Service Center	2,500,000	2,500,000
TOTAL	**2,782,300**	**2,782,300**

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DOWNTOWN COMMUNITY REDEVELOPMENT FUND

This fund was established to account for the financial activity of the Downtown Community Redevelopment Agency (CRA). Revenue is received based on the incremental increase in assessed value within the CRA's boundaries.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Intergovernmental Revenue	$ 1,174,340	$ 1,253,047	$ 1,252,934	$ 1,314,925
Interest Earnings	45,344	30,000	35,000	30,000
Miscellaneous Revenue	58,626	60,384	60,384	62,196
Transfer from General Fund	810,697	865,033	864,955	907,750
Fund Balance Carryover	1,158,775	1,291,961	2,279,461	1,175,315
TOTAL SOURCES	$ 3,247,782	$ 3,500,425	$ 4,492,734	$ 3,490,186
Professional Services	$ 37,648	$ 765,731	$ 765,731	$ 37,000
Other Operating Costs	45,583	239,805	154,334	227,345
General Fund Admin Cost	159,228	106,412	106,412	101,454
Capital Outlay	39,642	774,677	774,677	500,000
Aid to Private Organizations	-	611,969	611,969	710,000
Transfer to Other Funds	686,220	932,136	904,296	871,633
Unrestricted Reserves	2,279,461	69,695	1,175,315	1,042,754
TOTAL USES	$ 3,247,782	$ 3,500,425	$ 4,492,734	$ 3,490,186

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: DEVELOPMENT SERVICES **DIVISION(S):** DOWNTOWN COMMUNITY REDEVELOPMENT

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	-	-	-	-
OPERATING EXPENSES	242,459	1,723,917	1,638,446	1,075,799
CAPITAL OUTLAY	39,642	774,677	774,677	500,000
OTHER	2,965,681	1,001,831	2,079,611	1,914,387
TOTAL	**3,247,782**	**3,500,425**	**4,492,734**	**3,490,186**

DUTIES AND FUNCTIONS

The Community Redevelopment Agency Fund was established by Ordinance # 1893 which was adopted by the City Commission on June 8, 1993. Pursuant to Florida Statute 163.387, the Community Redevelopment Agency (CRA) receives the incremental increase in ad valorem taxes on real property within the redevelopment area. Annual payments are required by the City and County based on the cumulative increase above the area's 1992 total taxable value. To initiate some of the planned improvements, a bank loan was secured in December 1994. The loan was refunded in FY 2015 to provide additional debt service relief by extending the maturity date to 2030.

STRATEGIES

Listed below are the Vine Street and Downtown Community Redevelopment Agencies' (CRA) strategies adopted for the coming year.

- Improve and grow the City's Community Redevelopment Agency districts.

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: DEVELOPMENT SERVICES **DIVISION(S):** DOWNTOWN COMMUNITY REDEVELOPMENT

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	-	-	-	-
OPERATING EXPENSES	242,459	1,723,917	1,638,446	1,075,799
CAPITAL OUTLAY	39,642	774,677	774,677	500,000
OTHER	2,965,681	1,001,831	2,079,611	1,914,387
TOTAL	**3,247,782**	**3,500,425**	**4,492,734**	**3,490,186**

ACCOUNT SUMMARY

SALARIES	-	-	-	-
OVERTIME	-	-	-	-
OTHER PAY	-	-	-	-
BENEFITS	-	-	-	-
PROFESSIONAL SERVICES	37,648	773,631	765,731	37,000
TRAINING & TRAVEL	-	3,100	1,600	2,500
UTILITIES	3,297	5,920	5,500	5,800
AUTO MAINTENANCE	81	-	-	-
OTHER MAINTENANCE	8,463	76,756	10,000	57,000
GAS & OIL	-	-	-	-
OTHER SUPPLIES	8,472	113,529	111,979	121,295
OTHER OPERATING COSTS	25,270	644,569	637,224	750,750
CHARGES BY OTHER FUNDS	159,228	106,412	106,412	101,454
INSURANCE	-	-	-	-
CAPITAL OUTLAY	39,642	774,677	774,677	500,000
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	686,220	932,136	904,296	871,633
RESERVES	2,279,461	69,695	1,175,315	1,042,754
TOTAL	**3,247,782**	**3,500,425**	**4,492,734**	**3,490,186**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: DEVELOPMENT SERVICES — **ACCOUNT**
DIVISION: DOWNTOWN COMMUNITY REDEVELOPMENT — 1107-10-1050-559

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
NONE				
SALARY SUBTOTAL				-
OVERTIME				-
OTHER PAY				-
SALARY TOTAL				-
BENEFITS				-
TOTAL PERSONAL SERVICES				-

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Legacy Project	500,000	500,000
TOTAL	**500,000**	**500,000**

VINE STREET COMMUNITY REDEVELOPMENT FUND

This fund was established to account for the financial activity of the Vine Street Community Redevelopment Agency (CRA). Revenue is received based on the incremental increase in assessed value within the CRA's boundaries.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Intergovernmental Revenue	$ 206,527	$ 348,954	$ 349,831	$ 510,888
Interest Earnings	8,692	5,000	12,000	8,000
Transfer from General Fund	193,494	326,933	327,755	478,648
Fund Balance Carryover	145,237	536,233	553,950	889,881
TOTAL SOURCES	$ 553,950	$ 1,217,120	$ 1,243,536	$ 1,887,417
General Fund Admin Cost	$ -	$ 106,411	$ 106,411	$ 101,454
Operating Costs	-	245,684	245,684	19,510
Capital Outlay	-	1,900	1,560	500,000
Aid to Private Organizations	-	-	-	60,000
Unrestricted Reserves	553,950	$ 863,125	$ 889,881	$ 1,206,453
TOTAL USES	$ 553,950	$ 1,217,120	$ 1,243,536	$ 1,887,417

2010 COMMUNITY DEVELOPMENT BLOCK GRANT ENTITLEMENT FUND

During 2011, the City was awarded a $667,010 Community Development Block Grant from the Department of Community Affairs. The proceeds from this grant are to be used for economic development projects.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 600	$ -	$ 26,772	$ -
Fund Balance Carryover	(1,876)	24,897	(1,876)	-
TOTAL SOURCES	$ (1,276)	$ 24,897	$ 24,896	$ -
Professional Services	$ 600	$ 24,897	$ 24,896	$ -
Unrestricted Reserves	(1,876)	-	-	-
TOTAL USES	$ (1,276)	$ 24,897	$ 24,896	$ -

2013 COMMUNITY DEVELOPMENT BLOCK GRANT ENTITLEMENT FUND

During 2014, the City was awarded a $491,359 Community Development Block Grant from the Department of Community Affairs. The proceeds from this grant are to be used for economic development projects.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 5	$ -	$ 115,734	$ -
Fund Balance Carryover	(29,740)	85,994	(29,740)	-
TOTAL SOURCES	$ (29,735)	$ 85,994	$ 85,994	$ -
Professional Services	$ -	$ 85,994	$ 85,994	$ -
Operating Costs	5	-	-	-
Unrestricted Reserves	(29,740)	-	-	-
TOTAL USES	$ (29,735)	$ 85,994	$ 85,994	$ -

2014 COMMUNITY DEVELOPMENT BLOCK GRANT ENTITLEMENT FUND

During 2015, the City was awarded a $513,694 Community Development Block Grant from the Department of Community Affairs. The proceeds from this grant are to be used for economic development projects.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ -	$ 11,045	$ -
Fund Balance Carryover	(4,812)	6,233	(4,812)	-
TOTAL SOURCES	$ (4,812)	$ 6,233	$ 6,233	$ -
Capital Outlay	$ -	$ 6,233	$ 6,233	$ -
Unrestricted Reserves	(4,812)	-	-	-
TOTAL USES	$ (4,812)	$ 6,233	$ 6,233	$ -

2015 COMMUNITY DEVELOPMENT BLOCK GRANT ENTITLEMENT FUND

In 2016, the City was awarded a $526,371 Community Development Block Grant from the Department of Community Affairs. The proceeds from this grant are to be used for economic development projects.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 10,094	$ -	$ 88,147	$ -
Fund Balance Carryover	(7,355)	67,184	(20,963)	-
TOTAL SOURCES	$ 2,739	$ 67,184	$ 67,184	$ -
Professional Services	$ 23,702	$ 67,184	$ 67,184	$ -
Unrestricted Reserves	(20,963)	-	-	-
TOTAL USES	$ 2,739	$ 67,184	$ 67,184	$ -

2016 COMMUNITY DEVELOPMENT BLOCK GRANT ENTITLEMENT FUND

In 2017, the City was awarded a $553,874 Community Development Block Grant from the Department of Community Affairs. The proceeds from this grant are to be used for economic development projects.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 12,032	$ -	$ (288)	$ -
Fund Balance Carryover	(6,301)	943	1,231	-
TOTAL SOURCES	$ 5,731	$ 943	$ 943	$ -
Professional Services	$ 4,500	$ 500	$ 500	$ -
Operating Costs	-	443	443	-
Unrestricted Reserves	1,231	-	-	-
TOTAL USES	$ 5,731	$ 943	$ 943	$ -

2017 COMMUNITY DEVELOPMENT BLOCK GRANT ENTITLEMENT FUND

In 2018, the City was awarded a $576,285 Community Development Block Grant from the Department of Community Affairs. The proceeds from this grant are to be used for economic development projects.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 57	$ -	$ 30,498	$ -
Fund Balance Carryover	5,205	35,702	5,205	-
TOTAL SOURCES	$ 5,262	$ 35,702	$ 35,703	$ -
Professional Services	$ -	$ 2,279	$ 2,279	$ -
Operating Costs	57	33,423	33,424	-
Unrestricted Reserves	5,205	-	-	-
TOTAL USES	$ 5,262	$ 35,702	$ 35,703	$ -

2018 COMMUNITY DEVELOPMENT BLOCK GRANT ENTITLEMENT FUND

In 2019, the City will be awarded a $670,003 Community Development Block Grant from the Department of Community Affairs. The proceeds from this grant are to be used for economic development projects.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 373,021	$ -	$ 296,982	$ -
Fund Balance Carryover	-	283,195	(13,787)	-
TOTAL SOURCES	$ 373,021	$ 283,195	$ 283,195	$ -
Personal Services	$ 151,311	$ -	$ -	$ -
Professional Services	50	5,050	5,050	-
Operating Costs	215,436	128,145	128,145	-
Capital Outlay	20,011	150,000	150,000	-
Unrestricted Reserves	(13,787)	-	-	-
TOTAL USES	$ 373,021	$ 283,195	$ 283,195	$ -

2019 COMMUNITY DEVELOPMENT BLOCK GRANT ENTITLEMENT FUND

In 2020, the City was awarded a $661,559 Community Development Block Grant from the Department of Community Affairs. The proceeds from this grant are to be used for economic development projects.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ 661,559	$ 661,559	$ -
TOTAL SOURCES	$ -	$ 661,559	$ 661,559	$ -
Personal Services	$ -	$ 146,366	$ 147,421	$ -
Professional Services	-	118,832	118,832	-
Operating Costs	-	396,361	395,306	-
TOTAL USES	$ -	$ 661,559	$ 661,559	$ -

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2020 COMMUNITY DEVELOPMENT BLOCK GRANT ENTITLEMENT FUND

In 2021, the City will be awarded a $725,197 Community Development Block Grant from the Department of Community Affairs. The proceeds from this grant are to be used for economic development projects.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ -	$ -	$ 725,197
TOTAL SOURCES	$ -	$ -	$ -	$ 725,197
Personal Services	$ -	$ -	$ -	$ 162,166
Professional Services	-	-	-	25,000
Operating Costs	-	-	-	531,631
Capital Outlay	-	-	-	6,400
TOTAL USES	$ -	$ -	$ -	$ 725,197

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: DEVELOPMENT SERVICES **DIVISION:** 2020 CDBG ENTITLEMENT GRANT

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	-	-	-	162,166
OPERATING EXPENSES	-	-	-	556,631
CAPITAL OUTLAY	-	-	-	6,400
OTHER	-	-	-	-
TOTAL	**-**	**-**	**-**	**725,197**

DUTIES AND FUNCTIONS

In 2004, when the population of the City of Kissimmee exceeded 50,000, Kissimmee became eligible to receive federal funds on an annual basis through the Community Development Block Grant (CDBG) program. This program is administered by the U.S. Department of Housing and Urban Development (HUD). The CDBG program's goal is to develop viable urban communities by assisting low to moderate income households through physical development programs to:

- provide decent housing
- provide a suitable living environment
- expand economic opportunities

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: DEVELOPMENT SERVICES **DIVISION:** 2020 CDBG ENTITLEMENT GRANT

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	-	-	-	162,166
OPERATING EXPENSES	-	-	-	556,631
CAPITAL OUTLAY	-	-	-	6,400
OTHER	-	-	-	-
TOTAL	**-**	**-**	**-**	**725,197**

ACCOUNT SUMMARY

SALARIES	-	-	-	111,254
OVERTIME	-	-	-	-
OTHER PAY	-	-	-	-
BENEFITS	-	-	-	50,912
PROFESSIONAL SERVICES	-	-	-	25,000
TRAINING & TRAVEL	-	-	-	7,600
UTILITIES	-	-	-	720
AUTO MAINTENANCE	-	-	-	1,500
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	2,600
OTHER SUPPLIES	-	-	-	2,572
OTHER OPERATING COSTS	-	-	-	516,639
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	-	-	-	6,400
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	-	-	-	-
TOTAL	**-**	**-**	**-**	**725,197**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: DEVELOPMENT SERVICES — **ACCOUNT**
DIVISION: 2020 CDBG ENTITLEMENT GRANT — 1013-25-2510-515

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Community Development Program Coordinator	1	0	1	47,420
Code Enforcement Officer	1	0	1	42,518
* Grant Writer	0	0	0	5,568
Clerk (part-time)	1	0	1	15,748

* Position is split 90/10% with General Fund/CDBG; headcount in General Fund.

SALARY SUBTOTAL				**111,254**
OVERTIME				**-**
OTHER PAY				**-**
SALARY TOTAL				**111,254**
BENEFITS				**50,912**
TOTAL PERSONAL SERVICES	**3**	**0**	**3**	**162,166**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
Tablet Computer	1,500	1,500
Personal Computer	1,500	1,500
Laptop Computer	3,400	3,400
TOTAL	**6,400**	**6,400**

2020 COMMUNITY DEVELOPMENT BLOCK GRANT COVID-19 FUND

In 2020, the City was awarded a $426,609 Community Development Block Grant from the Department of Community Affairs. The proceeds from this grant are to be used to prevent, prepare for and respond to COVID-19. The City will use these additional funds to address the needs of low and moderate income households, micro-enterprises and small businesses by offering residential rent/mortgage and/or utilities assistance and financial assistance to for profit businesses with 5 or fewer employees as well as those with 6-75 employees.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ 426,609	$ 426,609	$ -
TOTAL SOURCES	$ -	$ 426,609	$ 426,609	$ -
Professional Services	$ -	$ 213,305	$ 213,305	$ -
Operating Costs	-	213,304	213,304	-
TOTAL USES	$ -	$ 426,609	$ 426,609	$ -

2013 STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT FUND

In 2013, the City was awarded $111,247 by the Florida Housing Finance Corporation. These funds are being used to provide down payment assistance, foreclosure prevention, housing rehabilitation and rental security deposit assistance. In previous years, Osceola County managed the City's SHIP program; therefore, the City received an additional $27,009 from Osceola County for funds that remained from a previous year's allotment. This additional funding increased the total State funding to $138,256; the remaining is anticipated to be spent in FY 2020.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Interest Earnings	$ 62	$ -	$ -	$ -
Fund Balance Carryover	3,452	3,464	3,464	-
TOTAL SOURCES	$ 3,514	$ 3,464	$ 3,464	$ -
Operating Costs	$ 50	$ 3,464	$ 3,464	$ -
Unrestricted Reserves	3,464	-	-	-
TOTAL USES	$ 3,514	$ 3,464	$ 3,464	$ -

2014 STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT FUND

In 2014, the City was awarded $314,441 by the Florida Housing Finance Corporation. These funds are being used to provide down payment assistance, foreclosure prevention, housing rehabilitation and rental security deposit assistance.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ -	$ 17	$ -
Interest Earnings	1,015	-	-	-
Fund Balance Carryover	57,716	58,748	58,731	-
TOTAL SOURCES	$ 58,731	$ 58,748	$ 58,748	$ -
Professional Services	$ -	$ 58,748	$ 58,748	$ -
Unrestricted Reserves	58,731	-	-	-
TOTAL USES	$ 58,731	$ 58,748	$ 58,748	$ -

2015 STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT FUND

In 2015, the City was awarded $318,210 by the Florida Housing Finance Corporation. These funds are being used to provide down payment assistance, foreclosure prevention, housing rehabilitation and rental security deposit assistance.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Interest Earnings	$ 311	$ -	$ -	$ -
Fund Balance Carryover	54,304	2,018	2,018	-
TOTAL SOURCES	$ 54,615	$ 2,018	$ 2,018	$ -
Professional Services	$ 52,597	$ 2,018	$ 2,018	$ -
Unrestricted Reserves	2,018	-	-	-
TOTAL USES	$ 54,615	$ 2,018	$ 2,018	$ -

2016 STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT FUND

In 2016, the City was awarded $424,326 by the Florida Housing Finance Corporation (FHFC). These funds are being used to provide down payment assistance, foreclosure prevention, housing rehabilitation and rental security deposit assistance. FHFC awarded another $9,609 and $4,218 to be used for housing counseling and additional distributions, respectively. With these additional amounts, the total funding for the 2016 SHIP grant is $438,153.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Interest Earnings	$ 1,842	$ -	$ -	$ -
Fund Balance Carryover	170,922	7,615	7,615	-
TOTAL SOURCES	$ 172,764	$ 7,615	$ 7,615	$ -
Professional Services	$ 165,149	$ 7,615	$ 7,615	$ -
Unrestricted Reserves	7,615	-	-	-
TOTAL USES	$ 172,764	$ 7,615	$ 7,615	$ -

2017 STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT FUND

In 2017, the City was awarded $334,676 by the Florida Housing Finance Corporation. These funds are being used to provide down payment assistance, foreclosure prevention, housing rehabilitation and rental security deposit assistance.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Interest Earnings	$ 2,813	$ -	$ -	$ -
Fund Balance Carryover	207,503	93,070	93,070	-
TOTAL SOURCES	$ 210,316	$ 93,070	$ 93,070	$ -
Professional Services	$ 117,246	$ 93,070	$ 93,070	$ -
Unrestricted Reserves	93,070	-	-	-
TOTAL USES	$ 210,316	$ 93,070	$ 93,070	$ -

2018 STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT FUND

In 2018, the City was awarded $114,224 by the Florida Housing Finance Corporation. These funds are being used to provide down payment assistance, foreclosure prevention, housing rehabilitation and rental security deposit assistance. In FY 2018, $40,210 was transferred from the General Fund due to ineligible activities that the City was required to reimburse to the SHIP Fund. These monies will be spent on eligible SHIP activities. With this transfer, the total funding for this grant program is $154,434.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 114,224	$ -	$ -	$ -
Fund Balance Carryover	40,210	142,212	142,212	-
TOTAL SOURCES	$ 154,434	$ 142,212	$ 142,212	$ -
Personal Services	$ 11,422	$ -	$ 824	$ -
Professional Services	800	142,212	141,388	-
Unrestricted Reserves	142,212	-	-	-
TOTAL USES	$ 154,434	$ 142,212	$ 142,212	$ -

2019 STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT FUND

In 2019, the City was awarded $119,185 by the Florida Housing Finance Corporation. These funds will be used to provide down payment assistance, foreclosure prevention, housing rehabilitation and rental security deposit assistance. In FY 2020, the City was awarded an additional $20,498 in response to housing needs associated with COVID-19. This resulted in funds totaling $139,683.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ 139,683	$ 139,683	$ -
TOTAL SOURCES	$ -	$ 139,683	$ 139,683	$ -
Personal Services	$ -	$ 9,623	$ 9,731	$ -
Professional Services	-	127,765	127,765	-
Operating Costs	-	2,295	2,187	-
TOTAL USES	$ -	$ 139,683	$ 139,683	$ -

2015 HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME) GRANT FUND

In 2016, the City was awarded HOME funds in the amount of $262,958 from the Department of Housing and Urban Development (HUD) passed through Osceola County. These funds are being used to provide non-amortized, low interest loans to developers for the acquisition and/or new construction or rehabilitation of affordable rental housing to low income families.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Federal Grant	$ -	$ -	$ 44,259	$ -
Fund Balance Carryover	4,731	48,990	4,731	-
TOTAL SOURCES	$ 4,731	$ 48,990	$ 48,990	$ -
Operating Costs	$ -	$ 48,990	$ 48,990	$ -
Unrestricted Reserves	4,731	-	-	-
TOTAL USES	$ 4,731	$ 48,990	$ 48,990	$ -

2016 HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME) GRANT FUND

In 2017, the City was awarded HOME funds in the amount of $227,817 from the Department of Housing and Urban Development (HUD) passed through Osceola County. These funds are being used to provide non-amortized, low interest loans to developers for the acquisition and/or new construction or rehabilitation of affordable rental housing to low income families.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Federal Grant	$ 202,215	$ -	$ -	$ -
Transfer from General Fund	-	-	6,515	-
Fund Balance Carryover	(6,515)	-	(6,515)	-
TOTAL SOURCES	$ 195,700	$ -	$ -	$ -
Professional Services	$ -	$ -	$ -	$ -
Operating Costs	202,215	-	-	-
Unrestricted Reserves	(6,515)	-	-	-
TOTAL USES	$ 195,700	$ -	$ -	$ -

2017 HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME) GRANT FUND

In 2018, the City was awarded HOME funds in the amount of $243,741 from the Department of Housing and Urban Development (HUD) passed through Osceola County. These funds are being used to provide non-amortized, low interest loans to developers for the acquisition and/or new construction or rehabilitation of affordable rental housing to low income families.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Federal Grant	$ 193,252	$ -	$ 43,417	$ -
Fund Balance Carryover	171	43,587	171	-
TOTAL SOURCES	$ 193,423	$ 43,587	$ 43,588	$ -
Operating Costs	$ 193,252	$ 43,587	$ 43,588	$ -
Unrestricted Reserves	171	-	-	-
TOTAL USES	$ 193,423	$ 43,587	$ 43,588	$ -

2018 HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME) GRANT FUND

In 2019, the City was awarded HOME funds in the amount of $371,287 from the Department of Housing and Urban Development (HUD) passed through Osceola County. These funds are being used to provide non-amortized, low interest loans to developers for the acquisition and/or new construction or rehabilitation of affordable rental housing to low income families.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Federal Grant	$ 15,154	$ 352,324	$ 356,133	$ -
Fund Balance Carryover	-	-	(3,809)	-
TOTAL SOURCES	$ 15,154	$ 352,324	$ 352,324	$ -
Personal Services	$ 13,872	$ -	$ -	$ -
Operating Costs	5,091	352,324	352,324	-
Unrestricted Reserves	(3,809)	-	-	-
TOTAL USES	$ 15,154	$ 352,324	$ 352,324	$ -

2019 HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME) GRANT FUND

In 2020, the City was awarded HOME funds in the amount of $312,891 from the Department of Housing and Urban Development (HUD) passed through Osceola County. These funds will be used to provide non-amortized, low interest loans to developers for the acquisition and/or new construction or rehabilitation of affordable rental housing to low income families.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Federal Grant	$ -	$ 312,891	$ 312,891	$ -
TOTAL SOURCES	$ -	$ 312,891	$ 312,891	$ -
Personal Services	$ -	$ 22,311	$ 22,311	$ -
Professional Services	-	1,254	1,254	-
Operating Costs	-	289,326	289,326	-
TOTAL USES	$ -	$ 312,891	$ 312,891	$ -

2020 HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME) GRANT FUND

In 2021, the City will be awarded HOME funds in the amount of $345,234 from the Department of Housing and Urban Development (HUD) passed through Osceola County. These funds will be used to provide non-amortized, low interest loans to developers for the acquisition and/or new construction or rehabilitation of affordable rental housing to low income families.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Federal Grant	$ -	$ -	$ -	$ 345,234
TOTAL SOURCES	$ -	$ -	$ -	$ 345,234
Personal Services	$ -	$ -	$ -	$ 24,982
Professional Services	-	-	-	4,627
Operating Costs	-	-	-	315,625
TOTAL USES	$ -	$ -	$ -	$ 345,234

NEIGHBORHOOD STABILIZATION 1 GRANT FUND

This fund was established to account for a $2,371,750 grant from the Department of Housing and Urban Development (HUD). These funds will be used to purchase and rehabilitate homes that have been foreclosed. Upon completion of rehabilitation, the homes will be sold or donated to low income families. All monies must be spent within five years. This grant is funded solely by HUD.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ -	$ -	$ 162,297	$ -
Fund Balance Carryover	28,497	190,794	28,497	-
TOTAL SOURCES	$ 28,497	$ 190,794	$ 190,794	$ -
Operating Costs	$ -	$ 173,104	$ 173,104	$ -
Capital Outlay	-	17,690	17,690	-
Unrestricted Reserves	28,497	-	-	-
TOTAL USES	$ 28,497	$ 190,794	$ 190,794	$ -

NEIGHBORHOOD STABILIZATION 3 GRANT FUND

During 2012, this fund was established to account for a second grant for $1,042,299 from the Department of Housing and Urban Development (HUD) that will be used to purchase and rehabilitate homes that have been foreclosed. Upon completion of rehabilitation, the homes will be sold or donated to low income families. All monies must be spent within five years. This grant is funded solely by HUD.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Federal Grant	$ -	$ -	$ 36,530	$ -
Sale of Homes	126,652	-	-	-
Interest Earnings	2,182	-	-	-
Fund Balance Carryover	62,393	103,622	67,092	-
TOTAL SOURCES	$ 191,227	$ 103,622	$ 103,622	$ -
Professional Services	$ 66,135	$ 103,622	$ 103,622	$ -
Capital Outlay	58,000	-	-	-
Unrestricted Reserves	67,092	-	-	-
TOTAL USES	$ 191,227	$ 103,622	$ 103,622	$ -

RECREATION IMPACT FUND

This fund was established to account for the impact fees collected for recreation improvements. Use of these funds is limited to the acquisition, development or capital improvement of neighborhood parks or recreation areas within the City.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Recreation Impact Fees	$ 825,000	$ 400,000	$ 325,000	$ 300,000
State Grant	-	-	-	-
Interest Earnings	22,139	15,000	18,000	10,000
Fund Balance Carryover	1,249,293	1,106,873	1,572,012	847,755
TOTAL SOURCES	$ 2,096,432	$ 1,521,873	$ 1,915,012	$ 1,157,755
Capital Outlay	$ 184,910	$ 935,100	$ 935,100	$ 370,000
Transfer to Other Funds	339,510	132,157	132,157	-
Restricted Reserves	1,572,012	454,616	847,755	787,755
TOTAL USES	$ 2,096,432	$ 1,521,873	$ 1,915,012	$ 1,157,755

LANCASTER RANCH PARK GRANT FUND

This fund was established to account for a $200,000 grant from the Florida Department of Environmental Protection (FDEP). The proceeds of this grant were to be used to fund the development of creek access, picnic areas, parking, restrooms and landscaping at Lancaster Ranch Park. The grant required a 50% match from the City which would have been funded by the Local Option Sales Tax Fund; however, the City will not be moving forward with this grant at this time. Consequently, the match monies that were originally transferred from the Local Option Sales Tax Fund have been transferred back.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Transfer from Other Funds	$ 200,000	$ -	$ -	$ -
Fund Balance Carryover	-	200,000	200,000	-
TOTAL SOURCES	$ 200,000	$ 200,000	$ 200,000	$ -
Transfer to Other Fund	$ -	$ 200,000	$ 200,000	$ -
Unrestricted Reserves	200,000	-	-	-
TOTAL USES	$ 200,000	$ 200,000	$ 200,000	$ -

POLICE 2ND DOLLAR ASSESSMENT FUND

These funds flow to the City pursuant to ordinance No. 1287 enacted March 1985 and authorized by Florida Statutes 943.25 (13) which imposes a $2.00 court cost against every person convicted of a municipal or county ordinance violation where said offense occurred within the City of Kissimmee. These funds are earmarked for police education and training.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Police Education Fines	$ 17,179	$ 18,000	$ 14,580	$ 16,000
Fund Balance Carryover	45,437	31,793	19,054	16,504
TOTAL SOURCES	$ 62,616	$ 49,793	$ 33,634	$ 32,504
Operating Costs	$ 43,562	$ 26,505	$ 17,130	$ 28,905
Unrestricted Reserves	19,054	5,288	16,504	3,599
TOTAL USES	$ 62,616	$ 31,793	$ 33,634	$ 32,504

JUSTICE ASSISTANCE GRANT FUND

Beginning in 1997, the City began receiving grant funds through the United States Department of Justice. The name of this grant has subsequently been changed to the Edward Byrne Memorial Justice Assistance Grant (JAG). The City uses these funds to partially pay salaries and benefits for one Sergeant and two Police Officers.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Federal Grant	$ 34,833	$ 34,356	$ 34,356	$ 31,446
Transfer from General Fund	250,069	266,136	247,491	270,246
Fund Balance Carryover	18,057	-	4,537	-
TOTAL SOURCES	$ 302,959	$ 300,492	$ 286,384	$ 301,692
Personal Services	$ 298,422	$ 300,492	$ 286,384	$ 301,692
Unrestricted Reserves	4,537	-	-	-
TOTAL USES	$ 302,959	$ 300,492	$ 286,384	$ 301,692

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DEPARTMENT SUMMARY

DEPARTMENT: POLICE **DIVISION:** JUSTICE ASSISTANCE GRANT

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	298,422	300,492	286,384	301,692
OPERATING EXPENSES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
OTHER	4,537	-	-	-
TOTAL	**302,959**	**300,492**	**286,384**	**301,692**

DUTIES AND FUNCTIONS

The Kissimmee Police Department is committed to providing superior law enforcement services to the community. The department's functions are to protect and serve the residents of the community and the general public in the most efficient and effective manner possible. This will be accomplished by encouraging citizen involvement in cooperative efforts to prevent criminal activity, detecting criminal activity, arresting and prosecuting criminals, controlling traffic flow, investigating and analyzing traffic crashes with a view toward eliminating causative factors, and to generally preserve the peace of the community by addressing quality of life issues from a law enforcement perspective.

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CITY OF KISSIMMEE
2021 ANNUAL BUDGET
DIVISION SUMMARY

DEPARTMENT: POLICE **DIVISION:** JUSTICE ASSISTANCE GRANT

EXPENDITURE	ACTUAL 2019	ADJUSTED BUDGET 2020	ESTIMATE 2020	BUDGET 2021
PERSONAL SERVICES	298,422	300,492	286,384	301,692
OPERATING EXPENSES	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
OTHER	4,537	-	-	-
TOTAL	**302,959**	**300,492**	**286,384**	**301,692**

ACCOUNT SUMMARY

SALARIES	191,042	199,553	177,510	195,997
OVERTIME	-	-	-	-
OTHER PAY	8,060	-	12,000	-
BENEFITS	99,320	100,939	96,874	105,695
PROFESSIONAL SERVICES	-	-	-	-
TRAINING & TRAVEL	-	-	-	-
UTILITIES	-	-	-	-
AUTO MAINTENANCE	-	-	-	-
OTHER MAINTENANCE	-	-	-	-
GAS & OIL	-	-	-	-
OTHER SUPPLIES	-	-	-	-
OTHER OPERATING COSTS	-	-	-	-
CHARGES BY OTHER FUNDS	-	-	-	-
INSURANCE	-	-	-	-
CAPITAL OUTLAY	-	-	-	-
DEBT SERVICE	-	-	-	-
TRANSFER TO OTHER FUNDS	-	-	-	-
RESERVES	4,537	-	-	-
TOTAL	**302,959**	**300,492**	**286,384**	**301,692**

CITY OF KISSIMMEE
2021 ANNUAL BUDGET
PERSONNEL SCHEDULE

DEPARTMENT: POLICE — **ACCOUNT**
DIVISION: JUSTICE ASSISTANCE GRANT — 1250-30-3030-521

POSITION TITLE	NUMBER OF POSITIONS BUDGET 2020	CHANGE 2021	BUDGET 2021	AMOUNT
Sergeant	1	0	1	81,047
Police Officer	2	0	2	114,950
SALARY SUBTOTAL				**195,997**
OVERTIME				**-**
OTHER PAY				**-**
SALARY TOTAL				**195,997**
BENEFITS				**105,695**
TOTAL PERSONAL SERVICES	**3**	**0**	**3**	**301,692**

CAPITAL OUTLAY SCHEDULE

DESCRIPTION	TOTAL AMOUNT	COST ALLOCATION THIS DIVISION
NONE		
TOTAL		

VICTIMS OF CRIME ACT GRANT FUND

During 2001, the City was awarded a Victims of Crime Act Grant to hire one full-time Community Service Officer. Expenditures have been reimbursed under the program. This grant expired at the end of FY 2007; however, the City was awarded this grant in each fiscal year since then, including FY 2020.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
State Grant	$ 51,720	$ 53,868	$ 53,868	$ -
Transfer from General Fund	28,499	20,050	20,050	-
Fund Balance Carryover	11,653	-	18,936	-
TOTAL SOURCES	$ 91,872	$ 73,918	$ 92,854	$ -
Personal Services	$ 72,936	$ 71,918	$ 73,570	$ -
Operating Costs	-	2,000	-	-
Unrestricted Reserves	18,936	-	19,284	-
TOTAL USES	$ 91,872	$ 73,918	$ 92,854	$ -

STATE LAW ENFORCEMENT TRUST FUND

This fund was established to account for the proceeds from property confiscated in police enforcement activities pursuant to Florida Statute 932.701. The funds may not be used for normal operating needs but are to be used to defray the cost of protracted or complex investigations, provide additional technical equipment or expertise, provide matching funds for federal grants or other such appropriate law enforcement purposes as approved by the City Commission.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Forfeiture Proceeds	$ 26,436	$ -	$ 15,780	$ -
Interest Earnings	4,561	1,500	3,000	1,500
Miscellaneous Revenue	310	-	-	-
Fund Balance Carryover	256,550	273,534	268,037	264,447
TOTAL SOURCES	$ 287,857	$ 275,034	$ 286,817	$ 265,947
Operating Costs	$ 19,820	$ 32,370	$ 22,370	$ 21,800
Unrestricted Reserves	268,037	242,664	264,447	244,147
TOTAL USES	$ 287,857	$ 275,034	$ 286,817	$ 265,947

FEDERAL LAW ENFORCEMENT TRUST FUND

This fund was established to account for the proceeds of equitable sharing obtained from joint municipal/federal investigations or municipal seizures of property where the underlying offense is a violation of federal law. These funds may not be used for normal law enforcement operating needs but are to be used for law enforcement activities associated with seizures/forfeitures, specific types of law enforcement training, law enforcement equipment and operations, and/or drug education and awareness training.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Forfeiture Proceeds	$ 1,043	$ -	$ -	$ -
Interest Earnings	773	500	590	500
Fund Balance Carryover	43,956	41,736	45,772	46,362
TOTAL SOURCES	$ 45,772	$ 42,236	$ 46,362	$ 46,862
Operating Costs	$ -	$ 3,000	$ -	$ -
Unrestricted Reserves	45,772	39,236	46,362	46,862
TOTAL USES	$ 45,772	$ 42,236	$ 46,362	$ 46,862

SCHOOL CROSSING GUARD TRUST FUND

This fund was established to account for the proceeds from the surcharge imposed on parking fines. Pursuant to Florida Statute 318.21, this surcharge must be used solely for the purpose of funding a school crossing guard program.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Fines	$ 15,580	$ 11,000	$ 4,500	$ 3,600
Interest Earnings	93	50	100	50
Fund Balance Carryover	12,967	12,967	28,640	-
TOTAL SOURCES	$ 28,640	$ 24,017	$ 33,240	$ 3,650
Operating Costs	$ -	$ 5,000	$ -	$ -
Transfer to Other Funds	-	11,050	33,240	3,650
Unrestricted Reserves	28,640	7,967	-	-
TOTAL USES	$ 28,640	$ 24,017	$ 33,240	$ 3,650

TREASURY FORFEITURE FUND

This fund was established to account for the proceeds of equitable sharing obtained from joint municipal/federal investigations where the underlying offense is a violation of federal law. More specifically, the proceeds received represent seized or forfeited properties that are the result of IRS investigations. These funds may not be used for normal law enforcement operating needs but are to be used only for law enforcement purposes and activities associated with enhancing future seizures or forfeitures, providing specific types of law enforcement training, law enforcement equipment and operations, and/or drug education and awareness training.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Forfeiture Proceeds	$ 24,085	$ -	$ 2,446	$ -
Interest Earnings	4,811	3,000	3,000	1,500
Fund Balance Carryover	260,427	357,022	277,421	72,548
TOTAL SOURCES	$ 289,323	$ 360,022	$ 282,867	$ 74,048
Operating Costs	$ -	$ 115,000	$ 115,000	$ -
Capital Outlay	11,902	95,319	95,319	-
Unrestricted Reserves	277,421	149,703	72,548	74,048
TOTAL USES	$ 289,323	$ 360,022	$ 282,867	$ 74,048

CHARTER SCHOOL FUND

This fund was established to account for the full time equivalent (FTE) funds that are received from the Osceola County School District on a biweekly basis to operate the Kissimmee Charter Academy. These funds, less an amount sufficient to pay debt service on the bonds issued to construct the school, are immediately remitted to Imagine Schools, the management company that operates the charter school on a daily basis. The amount retained for debt service is transferred to a debt service fund; payments on the debt are made semi-annually.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Intergovernmental Revenue	$ 5,945,855	$ 5,798,000	$ 5,475,000	$ 5,600,000
Interest Earnings	56,066	45,000	37,000	40,000
Fund Balance Carryover	2,794,849	2,762,349	2,931,891	2,982,891
TOTAL SOURCES	$ 8,796,770	$ 8,605,349	$ 8,443,891	$ 8,622,891
Professional Services	$ 5,225,879	$ 5,225,123	$ 4,818,000	$ 5,000,000
Other Operating Costs	-	2,500	-	2,500
Capital Oultay	-	-	-	-
Transfers to Other Funds	639,000	643,000	643,000	646,000
Unrestricted Reserves	2,931,891	2,734,726	2,982,891	2,974,391
TOTAL USES	$ 8,796,770	$ 8,605,349	$ 8,443,891	$ 8,622,891

UTILITY TAX FUND

City Code Section 26-16 imposes the 8% utility tax on sales of electricity, water, metered or bottled gas, and telecommunication services within the City limits. In October 1995, the rate on telephone services was changed to 7% of intrastate tolls and recurring charges on cellular/mobile telephone or other telecommunication services. Monies are typically transferred to and used for General Fund purposes.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Utility Tax Revenue:				
Electric	$ 4,443,016	$ 4,700,000	$ 4,534,000	$ 4,760,000
Telephone	1,798,128	1,878,000	1,800,000	1,825,000
Water	559,694	572,000	578,000	595,000
Natural Gas	97,681	102,000	101,000	105,000
Propane Gas	125,307	130,000	100,000	120,000
Fund Balance Carryover	630,667	580,667	565,845	535,845
TOTAL SOURCES	$ 7,654,493	$ 7,962,667	$ 7,678,845	$ 7,940,845
Bad Debt Expense	$ 15,689	$ 50,000	$ 30,000	$ 30,000
Transfer to General Fund	7,072,959	7,382,000	7,113,000	7,405,000
Unrestricted Reserves	565,845	530,667	535,845	505,845
TOTAL USES	$ 7,654,493	$ 7,962,667	$ 7,678,845	$ 7,940,845

LOCAL OPTION SALES TAX BONDS FUND

In December 2005, a $10,000,000 bank note was issued to fund the relocation of Fire Station 11 as well as various drainage and road improvement projects. An additional $9,500,000 bank note was issued in February 2009 to fund improvements at the lakefront. In FY 2010, the $10,000,000 bank note was refinanced to take advantage of interest savings. In FY 2011, the $9,500,000 bank note was converted to a fixed rate note. In FY 2011, an additional note for $8,000,000 was issued to provide further funding for the lakefront development project. Finally, in FY 2014, an additional note for $9,600,000 was issued to provide funding for certain roadway improvements and improvements to the lakefront park. For all issues, transfers are made from the Local Option Sales Tax Fund to cover the annual debt service payments.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Transfer from Local Option Sales Tax Fund	$ 3,027,214	$ 3,035,674	$ 3,035,674	$ 3,062,086
TOTAL SOURCES	$ 3,027,214	$ 3,035,674	$ 3,035,674	$ 3,062,086
Debt Service - Due 10/1	$ 2,718,607	$ 2,760,337	$ 2,760,337	$ 2,821,043
Debt Service - Current	308,607	275,337	275,337	241,043
TOTAL USES	$ 3,027,214	$ 3,035,674	$ 3,035,674	$ 3,062,086

FMHA BONDS FUND

This fund was established to account for the payment of debt service on the following bonds:

1980 Excise Tax Revenue Bonds $265,000
1981 Excise Tax Revenue Bonds $500,000

Proceeds from the bonds were used for Fire Station 12 and for City Hall expansion, respectively. Occupational licenses are pledged for debt service on these bonds. From collections of occupational license revenues, a transfer from the General Fund is made to cover annual debt service requirements. The final payment for the Series 1981 bonds was made in fiscal year 2019.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Transfer from General Fund	$ 44,795	$ 28,950	$ 28,950	$ 29,100
Fund Balance Carryover	41,874	41,874	41,874	41,874
TOTAL SOURCES	$ 86,669	$ 70,824	$ 70,824	$ 70,974
Debt Service	$ 44,795	$ 28,950	$ 28,950	$ 29,100
Restricted Reserves	41,874	41,874	41,874	41,874
TOTAL USES	$ 86,669	$ 70,824	$ 70,824	$ 70,974

LOCAL OPTION GAS TAX NOTES FUND

In December 2006, the City issued Revenue Notes of $9,000,000 to fund the construction of various road improvements throughout the City. In November 2010, the City issued additional Revenue Notes of $4,000,000 to fund further road improvements. In February 2016, the 2006 note was refunded with the Series 2016 Bonds. For all issues, transfers are made from the Local Option Gas Tax Fund to cover the annual debt service payments.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Transfer from Local Option Gas Tax Fund	$ 279,490	$ 279,110	$ 279,110	$ 278,596
TOTAL SOURCES	$ 279,490	$ 279,110	$ 279,110	$ 278,596
Debt Service - Due 10/1	$ 239,745	$ 242,055	$ 242,055	$ 244,298
Debt Service - Current	39,745	37,055	37,055	34,298
TOTAL USES	$ 279,490	$ 279,110	$ 279,110	$ 278,596

COMMUNITY REDEVELOPMENT NOTES FUND

In March 2004, the City issued a Redevelopment Trust Fund Revenue Note of $6,000,000 to fund the construction of various improvements throughout the Community Redevelopment Agency's area of responsibility. In 2015, the 2004 Note was refunded by the Series 2015B Note. Transfers are made from the Community Redevelopment Fund to cover the annual debt service payments.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Transfer from Community Redevelopment Fund	$ 272,168	$ 282,110	$ 282,110	$ 281,630
TOTAL SOURCES	$ 272,168	$ 282,110	$ 282,110	$ 281,630
Debt Service - Due 10/1	$ 226,084	$ 238,555	$ 238,555	$ 240,815
Debt Service - Current	46,084	43,555	43,555	40,815
TOTAL USES	$ 272,168	$ 282,110	$ 282,110	$ 281,630

SERIES 2016 BONDS FUND

In February 2016, the City issued Revenue Bonds of $42,930,000 to fund the construction of various projects throughout the City and to refund the Series 2006 Note and the Charter School Note. Annual debt service payments are being paid for via a transfer from the funds listed below.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Transfer from Community Redevelopment Fund	$ 239,481	$ 238,781	$ 238,781	$ 238,753
Transfer from Local Option Gas Tax Fund	609,900	612,100	612,100	613,500
Transfer from Local Option Sales Tax Fund	1,026,350	1,023,349	1,023,349	1,023,228
Transfer from Mobility Fee Fund	444,751	443,451	443,451	443,399
Transfer from General Fund	639,000	643,000	643,000	646,000
Fund Balance Carryover	17,429	13,029	17,429	17,429
TOTAL SOURCES	$ 2,976,911	$ 2,973,710	$ 2,978,110	$ 2,982,309
Debt Service - Due 10/1	$ 2,089,741	$ 2,115,340	$ 2,115,340	$ 2,144,940
Debt Service - Current	869,741	845,341	845,341	819,940
Restricted Reserves	17,429	13,029	17,429	17,429
TOTAL USES	$ 2,976,911	$ 2,973,710	$ 2,978,110	$ 2,982,309

SERIES 2016 CONSTRUCTION FUND

This fund was established to account for the various projects that were funded by the Series 2016 Bonds that were issued in February 2016.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Interest Earnings	$ 278,270	$ -	$ 70,000	$ -
Miscellaneous Revenue	665,936	-	-	-
Transfer from General Fund	9,862	-	-	-
Transfer from Local Option Sales Tax	-	38,037	38,037	-
Fund Balance Carryover	19,526,834	7,527,499	7,527,499	-
TOTAL SOURCES	$ 20,480,902	$ 7,565,536	$ 7,635,536	$ -
Lakefront Park	$ 5,154,490	$ 3,829,329	$ 3,829,329	$ -
Toho Square Parking Garage	75,246	-	-	-
Utility Relocation	-	1,541,760	1,611,760	-
Road Improvements	5,944,027	(253,816)	(253,816)	-
Public Safety Facility	1,416,229	2,360,542	2,360,542	-
Facility Improvements	363,411	87,721	87,721	-
Unrestricted Reserves	7,527,499	-	-	-
TOTAL USES	$ 20,480,902	$ 7,565,536	$ 7,635,536	$ -

SERIES 2017 AND 2018 LINES OF CREDIT FUND

In the fall of 2017, the City opened a line of credit with the Florida Local Government Finance Program for $10,950,000 to fund the acquisition of various parcels of land throughout the City. Transfers are made from the Downtown Community Redevelopment Fund and the Local Option Sales Tax Fund to cover the annual debt service payments. In January 2019, the City increased the line of credit by another $5,400,000 to fund road improvements, the Police Firearms Range as well as parking and trail improvements. This resulted in increases to the transfer

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Transfer from Local Option Sales Tax Fund	$ 229,481	$ 316,800	$ 251,170	$ 277,200
Transfer from Local Option Gas Tax Fund	9,037	28,800	22,840	25,200
Transfer from Community Redevelopment Fund	164,558	134,400	106,560	117,600
TOTAL SOURCES	$ 403,076	$ 480,000	$ 380,570	$ 420,000
Debt Service	$ 403,076	$ 480,000	$ 380,570	$ 420,000
TOTAL USES	$ 403,076	$ 480,000	$ 380,570	$ 420,000

SERIES 2017 CONSTRUCTION FUND

This fund was established to account for the various projects that were funded by the Series 2017 Line of Credit that was issued in September 2017.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Interest Earnings	$ 15,824	$ -	$ 8,000	$ -
Fund Balance Carryover	1,295,933	811,757	811,757	-
TOTAL SOURCES	$ 1,311,757	$ 811,757	$ 819,757	$ -
Professional Services	$ -	$ -	$ -	$ -
Property Acquisition:				
Lancaster Ranch	-	-	-	-
Beaumont	-	-	-	-
Sunrise Pointe	500,000	-	-	-
Future Land Acquisitions	-	796,007	819,757	-
Unrestricted Reserves	811,757	15,750	-	-
TOTAL USES	$ 1,311,757	$ 811,757	$ 819,757	$ -

SERIES 2018 CONSTRUCTION FUND

This fund was established to account for the various projects that were funded by the Series 2018 Line of Credit that was issued in January 2019.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Note Proceeds	$ 5,400,000	$ -	$ -	$ -
Interest Earnings	58,129	-	35,000	-
Fund Balance Carryover	-	3,594,769	3,594,769	-
TOTAL SOURCES	$ 5,458,129	$ 3,594,769	$ 3,629,769	$ -
Professional Services	$ 14,295	$ -	$ -	$ -
Church Street Parking	-	560,000	560,000	-
Road Improvements	1,000,000	1,476	1,476	-
Police Firearms Range	678,247	2,911,858	2,911,858	-
Shingle Creek Trail	170,818	115,144	156,435	-
Unrestricted Reserves	3,594,769	6,291	-	-
TOTAL USES	$ 5,458,129	$ 3,594,769	$ 3,629,769	$ -

LIABILITY/WORKERS COMPENSATION SELF INSURANCE FUND

This fund was established to account for all insurance costs of the City. The City maintains the balance considered necessary and funds certain safety program expenditures in addition to insurance premiums and claims. This fund also pays the General Fund for personnel costs allocated to this activity.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Cost Allocations:				
General Fund	$ 1,921,524	$ 1,995,958	$ 1,995,787	$ 2,084,345
Central Services	151,536	160,746	160,746	173,096
Airport	30,720	30,384	30,662	31,206
Stormwater Utility	177,612	191,018	191,018	193,485
Solid Waste	154,560	163,148	163,148	170,093
Local Option Gas Tax	38,580	40,614	40,614	41,700
Building	26,700	28,879	28,879	38,802
Community Development Block Grant	1,488	1,226	1,226	1,261
Other Funds	10,536	8,581	10,949	8,958
Interest Earnings	91,955	60,000	47,000	60,000
Recoveries	502,444	200,000	450,000	200,000
Miscellaneous Revenue	-	-	-	-
Fund Balance Carryover	2,250,821	2,568,053	2,699,540	2,581,515
TOTAL SOURCES	$ 5,358,476	$ 5,448,607	$ 5,819,569	$ 5,584,461
Charges by Other Funds	$ 177,029	$ 198,128	$ 198,128	$ 209,213
Operating Cost	154,531	307,634	276,801	252,060
Capital Outlay	98,122	181,068	231,930	-
Workers Comp Premium	21,188	25,000	21,815	25,000
Workers Comp Claims	493,226	750,000	625,000	750,000
General & Auto Premium	1,120,638	1,250,954	1,259,380	1,466,717
Liability Claims	594,202	750,000	625,000	750,000
Unestricted Reserves	2,699,540	1,985,823	2,581,515	2,131,471
TOTAL USES	$ 5,358,476	$ 5,448,607	$ 5,819,569	$ 5,584,461

HEALTH SELF INSURANCE FUND

This fund was established to account for all health insurance costs of the City. The City maintains the balance considered necessary and funds the administrative expenditures associated with the program as well as the claims.

ACCOUNT	ACTUAL FY 2019	ADJUSTED BUDGET FY 2020	ESTIMATE FY 2020	BUDGET FY 2021
Cost Allocations:				
General Fund	$ 5,469,623	$ 5,803,419	$ 5,803,419	$ 6,686,160
Central Services	431,278	467,838	467,838	514,320
Airport	87,113	89,112	89,112	102,864
Stormwater Utility	388,476	412,143	412,143	475,746
Sanitation	287,098	311,892	311,892	372,882
Local Option Gas Tax	148,916	133,668	133,668	167,154
Building	180,949	222,780	222,780	257,160
Community Development Block Grant	23,121	22,278	22,278	25,716
Other Funds	48,118	33,417	33,417	38,574
Dependent Coverage	775,521	772,200	832,000	850,000
Interest Earnings	-	1,000	-	-
Retiree/COBRA Contributions	303,900	325,000	295,000	325,000
Miscellaneous Revenue	3,617	-	100,363	100,000
Transfer from General Fund	-	-	1,100,000	-
Fund Balance Carryover	(176,962)	228,241	(456,728)	(201,918)
TOTAL SOURCES	$ 7,970,768	$ 8,822,988	$ 9,367,182	$ 9,713,658
Professional Services	$ 1,520,185	$ 1,713,499	$ 1,527,000	$ 1,788,722
Other Operating Costs	176,232	289,211	242,100	269,275
Health Claims	6,731,079	6,700,000	7,800,000	7,500,000
Capital Outlay	-	-	-	7,800
Unestricted Reserves	(456,728)	120,278	(201,918)	147,861
TOTAL USES	$ 7,970,768	$ 8,822,988	$ 9,367,182	$ 9,713,658

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SCHEDULE 1
CITY OF KISSIMMEE OBJECT CODES

OBJECT CODE	SUMMARY TITLE/OBJECT DESCRIPTION
	SALARIES/OTHER PAYS:
5001111	Executive Salaries
5001212	Regular Salaries and Wages
5001414	Overtime
5001517	Special Pay
	BENEFITS:
5002121	FICA Taxes
5002222	Retirement Contributions
5002323	Life and Health Insurance
5002424	Workers Compensation
5002525	Unemployment Compensation
5002626	Other Postemployment Benefits
	PROFESSIONAL SERVICES:
5003131	Professional Services
5003232	Accounting and Auditing
5003434	Other Contract Services
5003435	Other Services - Custodial
5003436	Other Services - Customer Billing
	TRAINING AND TRAVEL:
5004041	Travel and Per Diem
5005555	Training
	UTILITIES:
5004141	Communication Services
5004343	Electric
5004344	Water and Sewer
5004345	Stormwater Fees
5004347	Solid Waste Disposal Fees
	INSURANCE:
5004545	General Insurance
5004546	Workers Compensation Claims
5004547	Liability Claims
5004549	Health Claims
	OTHER MAINTENANCE:
5004645	Vehicle Parts
5004646	Building and Grounds Maintenance
5004647	Other Equipment Maintenance
5004648	Radio Maintenance
5004649	VEHICLE MAINTENANCE
	OTHER SUPPLIES:
5004242	Postage
5004747	Printing
5005151	Office Supplies
5005252	Operating Supplies
5005253	Cleaning Supplies
5005254	Chemical Supplies

OBJECT CODE	SUMMARY TITLE/OBJECT DESCRIPTION
	CONTINUED, OTHER SUPPLIES:
5005255	Tools and Equipment
5005257	Uniforms
5005261	Special Functions
5005353	Road Materials and Supplies
5005454	Books and Publications
5005455	Dues, Subscriptions and Memberships
	OTHER OPERATING COST:
5004444	Rentals and Leases
5004901	Advertising
5004902	Recruitment
5004903	Copier Costs
5004911	Safety/Wellness Program
5004917	Garage/Gas Inventory Write-off
5004918	General Inventory Write-off
5004998	Traffic Inventory Write-off
5004999	Bad Debt Expense
5005959	Depreciation
5008181	Aid to Government Agencies
5008282	Aid to Private Organizations
5008382	General Employee Assistance
5005259	FUEL
	CHARGES BY OTHER FUNDS:
5004905	General Fund Admin Cost
5004906	Warehouse Charges
5004907	Facilities Maintenance Charges
5004908	Information Technology Charges
5004904	INDIRECT COSTS
	CAPITAL OUTLAYS:
5006191	Land or Easements
5006292	Buildings
5006393	Infrastructure/Other Improvements
5006494	Machinery and Equipment-Equipment
5006495	Machinery and Equipment-Vehicles
	DEBT SERVICE:
5007171	Principal
5007272	Interest
5007373	Other Debt Service Costs
5009171	TRANSFERS TO OTHER FUNDS
	RESERVES:
5009275	Contingency Reserves
5009276	Capital Outlay Reserves
5009277	Debt Service Reserves
5009278	Operating Cost Reserves

SCHEDULE 2
ANALYSIS OF PROFESSIONAL SERVICES

DEPARTMENT	DIVISION	DESCRIPTION	AMOUNT
GENERAL FUND			
City Commission	City Commission	Commission Retreat Facilitator	25,000
		Lobbyists	150,000
		Total City Commission/City Commission	175,000
City Commission	Social Services	Miscellaneous Event Expenses	3,000
		Total City Commission/Social Services	3,000
		Total City Commission	178,000
City Manager	City Manager	Public Meeting and Hearing Security Screening	10,000
		Total City Manager/City Manager	10,000
City Manager	City Clerk	Geographical Information System Data	50
		Corrective Mortgage Deeds/Recording Fees	1,000
		Development Services/Code Enforcement	1,500
		Recording Fees	2,450
		Onsite Records Disposal	2,800
		Deed Recording	2,832
		Document Preservation	7,000
		Document Remediation	10,000
		Envelopes for DocuSign Electronic Signature	10,000
		Total City Manager/City Clerk	37,632
City Manager	Communications and Public Affairs	Video Translation Services	1,000
		Video Voice-Over	1,500
		Motion Graphics	2,500
		American Sign Language Services	4,000
		Closed Captioning Services	6,000
		Miscellaneous Services	10,000
		Total City Manager/Communications and Public Affairs	25,000
City Manager	Economic Development	Translation Services	100
		Marketing Material Production	500
		Prospera	10,000
		Annexation Outreach Efforts	25,000
		Small Business Development Center	30,000
		Economic Development Incentive Funds	100,000
		University of Central Florida Incubator	150,000
		Total City Manager/Economic Development	315,600
		Total City Manager	388,232

SCHEDULE 2
ANALYSIS OF PROFESSIONAL SERVICES

DEPARTMENT	DIVISION	DESCRIPTION	AMOUNT
City Attorney	City Attorney	Bankruptcy Filings	200
		Recording Fees	500
		Court Filing Fees	600
		Court Subpoena Service Fees	810
		Title and Closing Fees	2,000
		Court Deposition Fees	3,000
		Private Investigator	5,000
		Mediator Fees	11,600
		Appraisals	12,490
		Retained Counsel	229,800
		Total City Attorney/City Attorney	266,000
City Attorney	Municipal Court Clerk	Transcription Services	1,000
		Hearing Officer Fees	5,000
		Total City Attorney/Municipal Court Clerk	6,000
		Total City Attorney	272,000
Finance	Finance	CAFR Online	2,500
		Bond Disclosure Compliance Fees	3,000
		Armored Car Service	10,500
		eCivis	10,000
		Actuarial Services	12,000
		Account Analysis Fees	20,000
		General Consultants	25,000
		Redlight Camera Credit Card Fees	50,000
		Credit Card Fees	50,000
		Audit and CAFR Preparation	74,612
		Total Finance	257,612
Development Services	Planning	Title Searches	1,200
		Mailing Services	2,000
		Code Enforcement Board Attorney	19,200
		Demolition of Unsafe or Blighted Structures	30,000
		General Planning and Transportation Consulting	100,000
		Kissimmee Main Street	115,000
		Transit Circulator Contract	400,000
		Total Development Services	667,400
Police	Office of the Police Chief	Translation Services	3,200
		Total Police/Office of the Police Chief	3,200
Police	Support Services	Contested Parking Ticket Filing Fees	1,000
		Paper Shredding	3,100
		Disposal of Narcotics/Biological Hazardous Waste	7,500
		Firearms Training Facility Lead Removal	12,000
		Firearms Training Facility Decontamination	30,000
		Latent Print Services	60,000
		False Alarm Billing Services	100,000
		Total Police/Support Services	213,600

SCHEDULE 2
ANALYSIS OF PROFESSIONAL SERVICES

DEPARTMENT	DIVISION	DESCRIPTION	AMOUNT
Police	Patrol	K9 Kennel Care	1,120
		Veterinary Insurance	2,200
		Canine Maintenance	5,000
		Total Police/Patrol	8,320
Police	Criminal Investigations	K9 Kennel Care	560
		Veterinary Insurance	1,100
		Forfeiture Proceeding Court Fees	1,500
		Court Certified Transcriptions	1,600
		Towing and Storage Fees	2,500
		Canine Maintenance	2,500
		Phone Tolls/Bank Records/Undercover Operations	2,500
		Professional Remote Composites	4,000
		Nurse Examiners	7,500
		DNA testing	8,500
		Total Police/Criminal Investigations	32,260
Police	Special Operations	Towing and Storage Fees	1,000
		Annual Physical Examinations	1,600
		Therapy Canine Maintenance	2,000
		Confidential Funds	10,000
		Crossing Guard Management Services	519,008
		Total Police/Special Operations	533,608
		Total Police	790,988
Fire	Administration	OSHA Certification	5,000
		Respiratory Physicals	6,254
		Pre-Employment Examinations	8,750
		Medical Director Contract	35,000
		Medicaid Payment	177,113
		Ambulance Billing Service	221,000
		Total Fire	453,117
Public Works	Engineering	Appraisal Services	2,500
		Surveys for Special Projects	15,000
		Traffic Review Projects	20,000
		Engineering Design Fees	25,000
		Total Public Works/Engineering	62,500
Public Works	Street Maintenance	Miscellaneous Contract Services	2,400
		Railroad Crossing Contract	12,600
		Total Public Works/Street Maintenance	15,000
Public Works	Traffic Engineering	Contracted Traffic Counts/Studies	11,000
		Beacon Maintenance	16,352
		Emergency Signal Services	40,605
		Signal Maintenance	91,022
		Redlight Camera Fees	960,000
		Total Public Works/Traffic Engineering	1,118,979
		Total Public Works	1,196,479

SCHEDULE 2
ANALYSIS OF PROFESSIONAL SERVICES

DEPARTMENT	DIVISION	DESCRIPTION	AMOUNT
Parks and Recreation	Administration	Lease Fees	300
		Total Parks and Recreation/Administration	300
Parks and Recreation	Parks	Lancaster Ranch Property Taxes	3,200
		Grant Application Fees	4,000
		Total Parks and Recreation/Parks	7,200
Parks and Recreation	Aquatic Center	Event Entertainment	900
		Pool Permit	975
		Miscellaneous Aquatic Classes	3,000
		Lifeguard Certification Fees	9,840
		Chemical Delivery Contract	30,000
		Total Parks and Recreation/Aquatic Center	44,715
Parks and Recreation	Recreation	Athletic Camps	1,300
		Food Service	3,300
		Marydia Janitorial/Custodial	3,950
		Special Programs	10,474
		Camp Infinity	12,000
		Day Camp Program Trips	15,005
		Recreation Programs	31,412
		Teen Extreme Program	31,546
		Youth and Adult Sports	48,716
		Oak Street Park Camp Discovery	78,282
		Total Parks and Recreation/Recreation	235,985
Parks and Recreation	Events & Venues	Chili Craft Beer	3,300
		Miscellaneous Catering	3,600
		Face Painters	4,500
		Night of Music	5,000
		Fandom	8,000
		Pridefest	10,000
		Festival of Lights Parade	11,250
		Kowtown	13,000
		Chili Cook Off	13,000
		Martin Luther King, Jr. Event	15,250
		General Labor Services	26,000
		July 4th Fireworks	30,000
		July 4th Entertainment and Production	63,000
		Total Parks and Recreation/Events & Venues	205,900
		Total Parks and Recreation	494,100
Human Resources and Risk Management	Human Resources	Pre-Employment Testing	2,000
		Pension and Actuarial Studies	3,000
		Affordable Healthcare Form Processing	3,700
		Labor Attorney	20,000
		Total Human Resources and Risk Management	28,700
		Total General Fund	**4,726,628**

SCHEDULE 2
ANALYSIS OF PROFESSIONAL SERVICES

DEPARTMENT	DIVISION	DESCRIPTION	AMOUNT
STORMWATER UTILITY FUND			
Public Works	Engineering	Water Quality Reporting	3,000
		Annual Audit Fees	3,514
		Diving Services	4,000
		Data Storage Management	30,000
		Water Quality Lab Sampling	30,500
		FEMA Flood Insurance Rate Map Revision	35,000
		Drainage Study and Master Pond Report	70,000
		Hydrological Flow Data Annual Service	73,000
		Stormwater Monitoring Services	136,000
		Total Stormwater Utility/Engineering	385,014
Public Works	Operations	Pond Cleaning Service	65,000
		Customer Billing Services	247,142
		Total Stormwater Utility/Operations	312,142
		Total Stormwater Utility Fund	**697,156**
SOLID WASTE FUND			
Public Works	Solid Waste	Annual Audit Fees	3,678
		General Consulting Services	40,000
		Customer Billing Services	143,733
		Total Solid Waste Fund	**187,411**
AIRPORT FUND			
Airport	Operations	Audit Fees	596
		Surveying Services	3,000
		Appraisals	5,000
		General Consultant Fees	7,000
		Cleaning Services	17,000
		Marketing Consultant	30,000
		Total Airport Fund	**62,596**
CENTRAL SERVICES FUND			
Information Technology	Information Technology	Microsoft/Cisco Technical Support	2,000
		Cisco Call Manager/Unity Upgrade	4,000
		Cyber Security and Consulting Services	72,000
		Total Information Technology/Information Technology	78,000
Public Works	Fleet Maintenance	Financial Software Integration	60,000
		Vehicle Parts Contract	145,000
		Total Public Works/Fleet Maintenance	205,000

SCHEDULE 2
ANALYSIS OF PROFESSIONAL SERVICES

DEPARTMENT	DIVISION	DESCRIPTION	AMOUNT
Public Works	Facilities Maintenance	Work Order System	5,256
		HVAC Contract Services	73,288
		Alarm Security Monitoring Services	142,522
		Janitorial Service	218,000
		Total Public Works/Facilities Maintenance	439,066
		Total Central Services Fund	**722,066**
LOCAL OPTION GAS TAX FUND			
Public Works	Engineering	General Consultants	65,000
		Total Local Option Gas Tax/Engineering	65,000
Public Works	Road Improvements	Water Main Relocation	66,200
		Total Local Option Gas Tax/Road Improvements	66,200
		Total Local Option Gas Tax Fund	**131,200**
BUILDING FUND			
Development Services	Building	Fire Prevention Agreement	480
		Consultant Services	5,000
		Building Inspector Services and Plan Review	100,000
		Total Building Fund	**105,480**
VINE STREET COMMUNITY REDEVELOPMENT FUND			
Development Services	Community Redevelopment	Miscellaneous Contract Services	5,000
		Miscellaneous Professional Services	10,000
		Total Vine Street Community Redevelopment Fund	**15,000**
DOWNTOWN COMMUNITY REDEVELOPMENT FUND			
Development Services	Community Redevelopment	Real Estate Agent Commission	2,000
		Architectural Services	2,500
		Surveying and Engineering Services	2,500
		Various Consultant Services	30,000
		Total Downtown Community Redevelopment Fund	**37,000**
2020 COMMUNITY DEVELOPMENT BLOCK GRANT FUND			
Development Services	2020 CDBG	Miscellaneous Contract Services	10,000
		Consulting Services	15,000
		Total 2020 Community Development Block Grant Fund	**25,000**

SCHEDULE 2
ANALYSIS OF PROFESSIONAL SERVICES

DEPARTMENT	DIVISION	DESCRIPTION	AMOUNT
2020 HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME) GRANT FUND			
Development Services	2020 HOME Program	Miscellaneous Technical Assistance	4,627
		Total 2020 Home Investment Parternships Program (HOME) Grant Fund	**4,627**
CHARTER SCHOOL FUND			
City Manager	Charter School	Board Minute Contract Services	2,500
		School Management Services	5,000,000
		Total Charter School Fund	**5,002,500**
LIABILITY/WORKERS COMPENSATION SELF INSURANCE FUND			
Human Resources and Risk Management	Risk Management	Commercial Drivers License Random Drug Testing	5,000
		Hazardous Materials Cleanup	5,000
		Exposure Hot Line	5,000
		Hepatitis B Shots/Draws	10,000
		Actuarial Services	11,000
		Total Liability/Workers Comp Self Insurance Fund	**36,000**
HEALTH SELF INSURANCE FUND			
Human Resources and Risk Management	Risk Management	Miscellaneous	475
		Waste Disposal Services	1,200
		Fire Cancer Presumption Policy	14,700
		Actuarial Services	17,000
		Clinic Contract Fees	168,000
		Onsite Medical Staff	573,000
		Administrative Service Fees	1,201,022
		Total Health Self Insurance Fund	**1,975,397**
		TOTAL CITY OF KISSIMMEE	**13,728,061**

SCHEDULE 3
CAPITAL OUTLAYS - ALL FUNDS

Project No.	DESCRIPTION	New	Repl.	Amount Approved	Account No.
	GENERAL FUND				
	City Manager				
CM2100	Tablet Computer		x	1,300	0001-10-1010-512-5006494
CM2101	Performance Workstation		x	1,800	0001-10-1010-512-5006494
CM2102	Camera Network Switch	x		10,000	0001-10-1010-512-5006494
CM2103	Citywide Camera Expansion (6)	x		24,000	0001-10-1010-512-5006393
CM2104	Citywide Camera Replacement (25)		x	100,000	0001-10-1010-512-5006393
	Subtotal			137,100	
	City Clerk				
CM2105	Laptop Computer		x	1,700	0001-10-1020-512-5006494
CM2106	Imaging Scanner		x	3,500	0001-10-1020-512-5006494
	Subtotal			5,200	
	Communications & Public Affairs				
CM2107	Small Drone	x		1,900	0001-10-1040-512-5006494
CM2108	Media Server Hard Drive	x		2,500	0001-10-1040-512-5006494
CM2109	Mirrorless Camera		x	2,500	0001-10-1040-512-5006494
CM2110	Performance Laptop		x	3,800	0001-10-1040-512-5006494
CM2111	Laptop Computer		x	3,800	0001-10-1040-512-5006494
CM2112	Performance Workstation	x		5,000	0001-10-1040-512-5006494
CM2113	Performance Workstation		x	5,800	0001-10-1040-512-5006494
	Subtotal			25,300	
	Total City Manager			**167,600**	
	City Attorney				
CA2100	Personal Computer		x	1,500	0001-05-0510-514-5006494
	Total City Attorney			**1,500**	
	Finance				
FA2100	Laptop Computer (2)		x	3,400	0001-20-2010-513-5006494
FA2101	Fixed Asset Scan Gun		x	4,000	0001-20-2010-513-5006494
FA2102	Personal Computer (4)		x	6,000	0001-20-2010-513-5006494
	Total Finance			**13,400**	
	Development Services - Planning				
DS2100	Tablet Computer (2)	x		2,100	0001-25-2510-515-5006494
DS2101	Personal Computer (2)		x	3,600	0001-25-2510-515-5006494
	Total Development Services			**5,700**	

SCHEDULE 3
CAPITAL OUTLAYS - ALL FUNDS

Project No.	DESCRIPTION	New	Repl.	Amount Approved	Account No.
	Police - Office of the Police Chief				
PD2100	SWAT Entry Vest (10)		x	36,500	0001-30-3010-521-5006393
	Subtotal			36,500	
	Police - Support Services				
PD2101	Training Dummy		x	1,500	0001-30-3020-521-5006494
PD2102	Laptop Computer	x		2,600	0001-30-3020-521-5006494
PD2103	Conducted Electronic Weapon (2)	x		3,450	0001-30-3020-521-5006494
PD2104	Mobile Digital Computer (1)	x		5,600	0001-30-3020-521-5006494
PD2105	Imaging Scanner	x		6,500	0001-30-3020-521-5006494
PD2106	Portable Radio (2)	x		9,000	0001-30-3020-521-5006494
PD2107	360 Degree Crime Scene Camera System	x		18,000	0001-30-3020-521-5006494
PD2108	Forensic Workstation	x		30,000	0001-30-3020-521-5006494
PD2109	Portable Radio (10)		x	45,000	0001-30-3020-521-5006494
PD2110	Laptop Computer (18)		x	46,800	0001-30-3020-521-5006494
PD2111	Personal Computer (45)		x	67,500	0001-30-3020-521-5006494
PD2112	Vehicle (2)	x		90,000	0001-30-3020-521-5006495
PD2113	Mobile Digital Computer (39)		x	218,400	0001-30-3020-521-5006494
PD2114	Vehicle (12)		x	540,000	0001-30-3020-521-5006495
	Subtotal			1,084,350	
	Police - Criminal Investigations				
PD2115	Interactive Touch Screen	x		2,800	0001-30-3040-521-5006494
	Subtotal			2,800	
	Police - Special Operations				
PD2116	Hand Held Traffic Laser (2)	x		4,700	0001-30-3060-521-5006494
PD2117	Surveillance Equipment		x	5,000	0001-30-3060-521-5006494
	Subtotal			9,700	
	Total Police			**1,133,350**	
	Fire - Administration				
FD2100	Laptop Computer		x	1,700	0001-35-3510-522-5006494
FD2101	Laptop Computer		x	2,600	0001-35-3510-522-5006494
FD2102	Thermal Imager	x		3,800	0001-35-3510-522-5006494
FD2103	Personal Computer (4)		x	6,000	0001-35-3510-522-5006494
FD2104	Portable Radio (2)		x	9,700	0001-35-3510-522-5006494
FD2105	Sport Utility Vehicle		x	42,000	0001-35-3510-522-5006495
FD2106	3/4 Ton Pick-up Truck		x	66,000	0001-35-3510-522-5006495
	Subtotal			131,800	

SCHEDULE 3
CAPITAL OUTLAYS - ALL FUNDS

Project No.	DESCRIPTION	New	Repl.	Amount Approved	Account No.
	Fire - Operations				
FD2107	Radiological Detector	x		1,000	0001-35-3520-522-5006494
FD2108	Radiological Detector		x	1,000	0001-35-3520-522-5006494
FD2109	Portable Radio Multi-Unit Charger		x	1,100	0001-35-3520-522-5006494
FD2110	Chain Vent Saw	x		1,800	0001-35-3520-522-5006494
FD2111	Chain Vent Saw		x	1,800	0001-35-3520-522-5006494
FD2112	Rotary Saw	x		1,800	0001-35-3520-522-5006494
FD2113	Rotary Saw		x	1,800	0001-35-3520-522-5006494
FD2114	Piston Intake Valve		x	1,800	0001-35-3520-522-5006494
FD2115	Rapid Intervention Team Pack	x		2,000	0001-35-3520-522-5006494
FD2116	Hydraulic Forcible Entry Tool	x		2,100	0001-35-3520-522-5006494
FD2117	Hydraulic Forcible Entry Tool		x	2,100	0001-35-3520-522-5006494
FD2118	VHF Base Station	x		2,500	0001-35-3520-522-5006494
FD2119	Portable LED Scene Lighting (2)		x	2,800	0001-35-3520-522-5006494
FD2120	Personal Computer (2)		x	3,000	0001-35-3520-522-5006494
FD2121	Self Contained Breathing Apparatus Escape Pack (2)	x		3,400	0001-35-3520-522-5006494
FD2122	Vertical Fire Sled	x		3,500	0001-35-3520-522-5006494
FD2123	Thermal Imager	x		3,800	0001-35-3520-522-5006494
FD2124	Thermal Imager		x	3,800	0001-35-3520-522-5006494
FD2125	Firefighting Ventilation Fan		x	4,000	0001-35-3520-522-5006494
FD2126	Firefighting Ventilation Fan	x		4,500	0001-35-3520-522-5006494
FD2127	Traffic Control Pre-Emption/Opticom Emitter	x		6,000	0001-35-3520-522-5006393
FD2128	Wireless Headset	x		7,000	0001-35-3520-522-5006494
FD2129	Fire Hose and Appliance		x	8,000	0001-35-3520-522-5006393
FD2130	Strut Adapter (2)	x		9,000	0001-35-3520-522-5006494
FD2131	Vehicle-Mounted Diesel Filter System	x		9,000	0001-35-3520-522-5006494
FD2132	Self Contained Breathing Apparatus 45 Minute Cylinder (8)	x		9,200	0001-35-3520-522-5006494
FD2133	Hydraulic Extrication Rescue Tool System	x		9,500	0001-35-3520-522-5006494
FD2134	Narcotics Safe (5)		x	10,000	0001-35-3520-522-5006494
FD2135	Mobile Radio (2)		x	14,800	0001-35-3520-522-5006494
FD2136	Tablet Computer (13)		x	15,000	0001-35-3520-522-5006494
FD2137	Fire Hose and Appliance	x		15,000	0001-35-3520-522-5006393
FD2138	Stair Chair (5)		x	16,000	0001-35-3520-522-5006494
FD2139	Hands Free Cardiopulmonary Resuscitation Device	x		16,200	0001-35-3520-522-5006494
FD2140	Commercial Stacking Washer/Dryer (3)	x		16,500	0001-35-3520-522-5006494
FD2141	Special Event All Terrain Vehicle	x		20,000	0001-35-3520-522-5006494
FD2142	Portable Radio (4)	x		26,800	0001-35-3520-522-5006494
FD2143	Self Contained Breathing Apparatus (4)	x		28,000	0001-35-3520-522-5006494
FD2144	Powerload Hydraulic Stretcher (2)		x	34,000	0001-35-3520-522-5006494
FD2145	Hydraulic Extrication Rescue Tool System (4)		x	40,000	0001-35-3520-522-5006494
FD2146	Vehicle-Mounted Diesel Filter System (5)		x	45,000	0001-35-3520-522-5006393
FD2147	Powerload Cot Fastening System (2)		x	46,600	0001-35-3520-522-5006494
FD2148	Portable Radio (7)		x	54,800	0001-35-3520-522-5006494
FD2149	Self Contained Breathing Apparatus		x	70,000	0001-35-3520-522-5006494
	Subtotal			576,000	
	Total Fire			**707,800**	

SCHEDULE 3
CAPITAL OUTLAYS - ALL FUNDS

Project No.	DESCRIPTION	New	Repl.	Amount Approved	Account No.
	Public Works - Director				
PW2100	Computer Tower		x	1,100	0001-45-4510-541-5006494
	Subtotal			1,100	
	Public Works - Engineering				
PW2101	Tablet Computer	x		1,500	0001-45-4520-541-5006494
PW2102	Performance Workstation		x	1,800	0001-45-4520-541-5006494
	Subtotal			3,300	
	Public Works - Street Maintenance				
PW2103	Personal Computer		x	1,500	0001-45-4530-541-5006494
PW2104	Arrow Board		x	5,100	0001-45-4530-541-5006494
PW2105	All Terrain Vehicle		x	7,000	0001-45-4530-541-5006494
PW2106	Riding Mower		x	16,000	0001-45-4530-541-5006494
PW2107	Utility Vehicle		x	37,800	0001-45-4530-541-5006495
	Subtotal			67,400	
	Public Works - Traffic Engineering				
PW2108	Generator		x	3,700	0001-45-4540-541-5006494
PW2109	Copier		x	4,500	0001-45-4540-541-5006494
PW2110	Signal Uninterrupted Power Supply	x		4,500	0001-45-4540-541-5006494
PW2111	Vinyl Cutter/Plotter	x		7,000	0001-45-4540-541-5006494
PW2112	Controller with Communications (2)		x	7,000	0001-45-4540-541-5006494
PW2113	Cabinet/Controller 8 Phase		x	10,400	0001-45-4540-541-5006494
PW2114	Message Board (2)		x	39,000	0001-45-4540-541-5006494
PW2115	Data Line Connection	x		20,000	0001-45-4540-541-5006393
	Subtotal			96,100	
	Total Public Works			**167,900**	
	Parks and Recreation - Administration				
PR2100	Personal Computer		x	1,500	0001-50-5010-572-5006494
PR2101	Laptop Computer		x	1,700	0001-50-5010-572-5006494
PR2102	Copier		x	4,500	0001-50-5010-572-5006494
	Subtotal			7,700	
	Parks and Recreation - Parks				
PR2103	Personal Computer		x	1,300	0001-50-5020-572-5006494
PR2104	Trailer		x	3,000	0001-50-5020-572-5006494
PR2105	Pressure Washer	x		3,500	0001-50-5020-572-5006494
PR2106	Copier		x	4,800	0001-50-5020-572-5006494
PR2107	Sidewalk Replacement		x	5,000	0001-50-5020-572-5006393
PR2108	Oak Street Park Windscreen		x	7,000	0001-50-5020-572-5006393
PR2109	Enclosed Trailer	x		8,000	0001-50-5020-572-5006494
PR2110	Zero Turn Mower	x		8,000	0001-50-5020-572-5006494
PR2111	Tow Behind Turbine Blower	x		8,500	0001-50-5020-572-5006494
PR2112	Off Road 4-Wheeler (2)	x		12,000	0001-50-5020-572-5006494
PR2113	Non Licensed Utility Vehicle	x		12,500	0001-50-5020-572-5006494
PR2114	Triplex Mower	x		13,000	0001-50-5020-572-5006494
PR2115	Fortune Road Softball Fence Windscreen (4)		x	13,000	0001-50-5020-572-5006393
PR2116	Power Turf Renovator	x		13,500	0001-50-5020-572-5006494

SCHEDULE 3
CAPITAL OUTLAYS - ALL FUNDS

Project No.	DESCRIPTION	New	Repl.	Amount Approved	Account No.
PR2117	Bunker Rake		x	14,000	0001-50-5020-572-5006494
PR2118	Portable Radio (6)		x	14,300	0001-50-5020-572-5006494
PR2119	Zero Turn Mower (2)		x	16,000	0001-50-5020-572-5006494
PR2120	Heavy Duty Non Licensed Utility Vehicle		x	22,000	0001-50-5020-572-5006494
PR2121	Hockey Rink Boards		x	30,000	0001-50-5020-572-5006393
PR2122	Passenger Van		x	33,000	0001-50-5020-572-5006495
PR2123	Sport Utility Vehicle		x	36,000	0001-50-5020-572-5006495
PR2124	Splash Pad Resurface		x	48,000	0001-50-5020-572-5006393
PR2125	Batwing Tractor		x	55,000	0001-50-5020-572-5006494
PR2126	3/4 Ton Pick-up Truck (4)	x		120,000	0001-50-5020-572-5006495
	Subtotal			501,400	
	Parks and Recreation - Aquatics				
PR2127	Lane Line Storage Reel		x	3,800	0001-50-5030-572-5006393
PR2128	Slide Railings/Platform		x	18,000	0001-50-5030-572-5006393
	Subtotal			21,800	
	Parks and Recreation - Recreation				
PR2129	Automated External Defibrillator		x	2,000	0001-50-5040-572-5006494
PR2130	Personal Computer (2)		x	2,600	0001-50-5040-572-5006494
PR2131	Fortune Road Softball Safety Fencing/Netting	x		24,000	0001-50-5040-572-5006393
	Subtotal			28,600	
	Parks and Recreation - Cemetery				
PR2132	Personal Computer		x	1,500	0001-50-5050-539-5006494
PR2133	Performance Workstation		x	1,500	0001-50-5050-539-5006494
	Subtotal			3,000	
	Parks and Recreation - Events and Venues				
PR2134	Personal Computer		x	1,500	0001-50-5066-575-5006494
PR2135	Floor Scrubber		x	4,500	0001-50-5066-575-5006494
PR2136	Conference Room Remodel	x		12,000	0001-50-5066-575-5006393
	Subtotal			18,000	
	Total Parks and Recreation			**580,500**	
	Human Resources and Risk Management				
HR2100	Personal Computer (3)	x		3,900	0001-15-1510-513-5006494
HR2101	Laptop Computer (4)		x	9,600	0001-15-1510-513-5006494
	Total Human Resources and Risk Management			**13,500**	
	TOTAL GENERAL FUND			**2,791,250**	
	STORMWATER UTILITY FUND				
	Engineering				
SW2100	Rain Gauge		x	1,200	4409-45-4520-538-5006494
SW2101	Laptop Computer		x	3,400	4409-45-4520-538-5006494
SW2102	Plotter		x	5,000	4409-45-4520-538-5006494
SW2103	Stage Meter (2)		x	6,500	4409-45-4520-538-5006494
SW2104	Velocity Meter		x	10,000	4409-45-4520-538-5006494

SCHEDULE 3
CAPITAL OUTLAYS - ALL FUNDS

Project No.	DESCRIPTION	New	Repl.	Amount Approved	Account No.
SW2105	Water Quality Logger (4)		x	29,400	4409-45-4520-538-5006494
SW2106	Optical Sensor (10)			34,000	4409-45-4520-538-5006494
SW2107	Baffle Box	x		60,000	4409-45-4520-538-5006393
SW2108	Master Stormwater Model	x		150,000	4409-45-4520-538-5006393
SW2109	Woodside Drainage	x		350,000	4409-45-4520-538-5006393
	Subtotal			649,500	
	Operations				
SW2110	Mower (2)		x	12,000	4409-45-4550-538-5006494
SW2111	Pick-up Truck		x	35,000	4409-45-4550-538-5006495
SW2112	Slip-line Program	x		100,000	4409-45-4550-538-5006393
SW2113	Dump Truck		x	170,000	4409-45-4550-538-5006494
SW2114	Excavator		x	457,000	4409-45-4550-538-5006494
	Subtotal			774,000	
	TOTAL STORMWATER UTILITY FUND			**1,423,500**	
	SOLID WASTE FUND				
	Solid Waste				
SA2100	Garbage Truck (2)		x	644,000	4411-45-4571-534-5006495
	Subtotal			644,000	
	Weld Shop				
SA2101	Personal Computer		x	1,500	4411-45-4572-534-5006494
	Subtotal			1,500	
	TOTAL SOLID WASTE FUND			**645,500**	
	AIRPORT FUND				
AP2100	Personal Computer (3)		x	4,500	4461-70-7010-542-5006494
AP2101	Tower Radio		x	15,200	4461-70-7010-542-5006494
AP2102	Secondary Weather Station	x		32,000	4461-70-7010-542-5006393
AP2103	Comprehensive Airfield Security-Phase II	x		118,900	4461-70-7010-542-5006393
	TOTAL AIRPORT FUND			**170,600**	
	CENTRAL SERVICES FUND				
	Information Technology				
IT2100	Personal Computer (3)		x	3,900	5560-60-6010-516-5006494
IT2101	Computer Equipment		x	5,500	5560-60-6010-516-5006494
IT2102	Training Room Furniture (12)		x	24,000	5560-60-6010-516-5006494
	Subtotal			33,400	
	Fleet Maintenance				
CS2100	Laptop Computer		x	4,500	5560-45-4570-590-5006494
CS2101	Personal Computer (3)		x	5,500	5560-45-4570-590-5006494
CS2102	Air Conditioning Machine		x	6,500	5560-45-4570-590-5006494
CS2103	Light Duty Equipment Tire Machine		x	8,000	5560-45-4570-590-5006494
CS2104	Fuel Dispenser Pump (2)		x	10,000	5560-45-4570-590-5006393
	Subtotal			34,500	

SCHEDULE 3
CAPITAL OUTLAYS - ALL FUNDS

Project No.	DESCRIPTION	New	Repl.	Amount Approved	Account No.
	Facilities Maintenance				
CS2105	Chambers Park Water Fountain		x	2,500	5560-45-4560-519-5006393
CS2106	Bob Makinson Aquatic Center Water Fountain		x	2,500	5560-45-4560-519-5006393
CS2107	Laptop Computer	x		5,000	5560-45-4560-519-5006494
CS2108	Fire Station 11 Kitchen Countertop		x	9,000	5560-45-4560-519-5006393
CS2109	Fire Station 14 Kitchen Countertop		x	9,000	5560-45-4560-519-5006393
CS2110	Fortune Road Water Fountain (4)		x	10,000	5560-45-4560-519-5006393
CS2111	Fire Station 14 Kitchen Cabinet		x	10,000	5560-45-4560-519-5006393
CS2112	Fire Station 14 Front Apron		x	18,000	5560-45-4560-519-5006393
CS2113	Police Department Mini Split System	x		18,000	5560-45-4560-519-5006393
CS2114	Civic Center Tile Replacement		x	20,000	5560-45-4560-519-5006393
CS2115	Oak Street Parking Lot Resurface		x	20,000	5560-45-4560-519-5006393
CS2116	Fire Station 13 Bay Floor	x		25,000	5560-45-4560-519-5006393
CS2117	Police Department Carpet		x	30,000	5560-45-4560-519-5006393
CS2118	Chambers Park Air Conditioning	x		45,000	5560-45-4560-519-5006393
CS2119	Police Fire Panel		x	50,000	5560-45-4560-519-5006393
CS2120	Oak Street Flooring		x	68,300	5560-45-4560-519-5006393
CS2121	Roof Replacement		x	80,000	5560-45-4560-519-5006393
CS2122	Communications Center Air Conditioning (4)		x	84,200	5560-45-4560-519-5006393
CS2123	City Hall Variable Air Volume Upgrade		x	141,900	5560-45-4560-519-5006393
	Subtotal			648,400	
	Warehouse				
CS2124	Personal Computer		x	2,500	5560-45-4580-519-5006494
	Subtotal			2,500	
	TOTAL CENTRAL SERVICES FUND			**718,800**	
	LOCAL OPTION SALES TAX FUND				
ST2100	Geographic Information Systems Implementation	x		10,000	1105-60-6010-516-5006393
ST2101	OneSolution Alarm Interface	x		10,500	1105-60-6010-516-5006393
ST2102	1/2 Ton Pick-up Truck	x		30,000	1105-45-4540-541-5006495
ST2103	Neighborhood Improvement Program	x		50,000	1105-45-4520-541-5006393
ST2104	Back Office Licensing		x	79,000	1105-60-6010-516-5006393
ST2105	Crew Truck		x	94,000	1105-45-4530-541-5006495
ST2106	Rose Hill Cemetery Parking/Road Improvements		x	112,100	1105-45-4560-519-5006393
ST2107	Rescue Rechassis		x	195,000	1105-35-3520-522-5006495
ST2108	Wide Area Network		x	345,000	1105-60-6010-516-5006393
ST2109	Facilities ADA Compliance		x	600,000	1105-45-4560-519-5006393
ST2110	Berlinsky Community House		x	2,000,000	1105-50-5010-572-5006393
	TOTAL LOCAL OPTION SALES TAX FUND			**3,525,600**	
	MOBILITY FEES FUND				
MF2100	Hoagland Boulevard: US 192/Carroll Street	x		2,500,000	1130-45-4565-541-5006393
	TOTAL MOBILITY FEES FUND			**2,500,000**	
	LOCAL OPTION GAS TAX FUND				
	Street Maintenance				
GT2100	Temporary Vehicle Barrier	x		80,000	1104-45-4530-541-5006393
	Subtotal			80,000	

SCHEDULE 3
CAPITAL OUTLAYS - ALL FUNDS

Project No.	DESCRIPTION	New	Repl.	Amount Approved	Account No.
	Sidewalks				
GT2101	Personal Computer		x	1,500	1104-45-4564-541-5006494
GT2102	Sidewalk Forms		x	3,000	1104-45-4564-541-5006393
	Subtotal			4,500	
	Road Improvements				
GT2103	Neighborhood Street Light Infill Program	x		10,000	1104-45-4565-541-5006393
GT2104	Intelligent Transportation System	x		50,000	1104-45-4565-541-5006393
GT2105	Denn John Lane Improvements	x		300,000	1104-45-4565-541-5006393
	Subtotal			360,000	
	TOTAL LOCAL OPTION GAS TAX FUND			**444,500**	
	BUILDING FUND				
DS2102	Personal Computer	x		2,000	1120-40-4010-524-5006494
DS2103	Laptop Computer (2)		x	6,800	1120-40-4010-524-5006494
DS2104	Radio Base Station	x		7,000	1120-40-4010-524-5006494
DS2105	Portable Radio (4)	x		14,500	1120-40-4010-524-5006494
DS2106	Large Format Scanner (8)	x		24,000	1120-40-4010-524-5006494
DS2107	Plan Size Scanner	x		100,000	1120-40-4010-524-5006494
DS2108	Vehicle (4)	x		128,000	1120-40-4010-524-5006495
DS2109	Permitting Service Center	x		2,500,000	1120-40-4010-524-5006292
	TOTAL BUILDING FUND			**2,782,300**	
	DOWNTOWN COMMUNITY REDEVELOPMENT FUND				
CR2100	Legacy Project	x		500,000	1107-10-1050-559-5006393
	TOTAL DOWNTOWN COMMUNITY REDEVELOPMENT FUND			**500,000**	
	VINE STREET COMMUNITY REDEVELOPMENT FUND				
CR2101	Beautification and Storm Water Project	x		500,000	1007-25-2550-559-5006393
	TOTAL VINE STREET COMMUNITY REDEVELOPMENT FUND			**500,000**	
	2020 CDBG ENTITLEMENT FUND				
DS2111	Tablet Computer	x		1,500	1013-25-2510-515-5006494
DS2112	Personal Computer		x	1,500	1013-25-2510-515-5006494
DS2113	Laptop Computer		x	3,400	1013-25-2510-515-5006494
	TOTAL 2020 CDBG ENTITLEMENT FUND			**6,400**	
	RECREATION IMPACT FUND				
RI2100	Mill Slough Playground	x		20,000	1116-50-5070-572-5006393
RI2101	Shingle Creek Regional Trail Land Acquisition	x		150,000	1116-50-5070-572-5006191
RI2102	Shingle Creek Regional Trail Construction	x		200,000	1116-50-5070-572-5006393
	TOTAL RECREATION IMPACT FUND			**370,000**	
	HEALTH SELF INSURANCE FUND				
HR2102	Personal Computer (2)		x	3,000	5568-15-1580-513-5006494
HR2103	Copier		x	4,800	5568-15-1580-513-5006494
	TOTAL HEALTH SELF INSURANCE FUND			**7,800**	
	TOTAL CITY OF KISSIMMEE			**16,386,250**	

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CITY OF KISSIMMEE
PROPERTY VALUES, MILLAGE LEVIES AND AD VALOREM RECEIPTS

FY 2011/2012 THROUGH FY 2020/2021

Fiscal Year	City of Kissimmee Assessed Valuation (1)	% of Increase Over Prior Year	Total City of Kissimmee Millage Levy	Revenue From Ad Valorem Taxes (2)	% of Change Over Prior Year
2021	4,027,266,906	9.3	4.6253	17,695,952	9.3
2020	3,683,383,717	12.1	4.6253	16,184,917	12.1
2019	3,286,613,221	10.4	4.6253	14,441,494	10.4
2018	2,976,491,772	8.2	4.6253	13,078,809	8.2
2017	2,751,632,014	5.7	4.6253	12,090,767	5.7
2016	2,603,567,797	7.6	4.6253	11,440,168	7.6
2015	2,419,581,191	6.8	4.6253	10,631,724	6.8
2014	2,266,248,949	4.2	4.6253	9,957,977	4.2
2013	2,175,009,530	(0.9)	4.6253	9,557,068	(0.9)
2012	2,195,792,718	(8.6)	4.6253	9,648,390	(8.6)

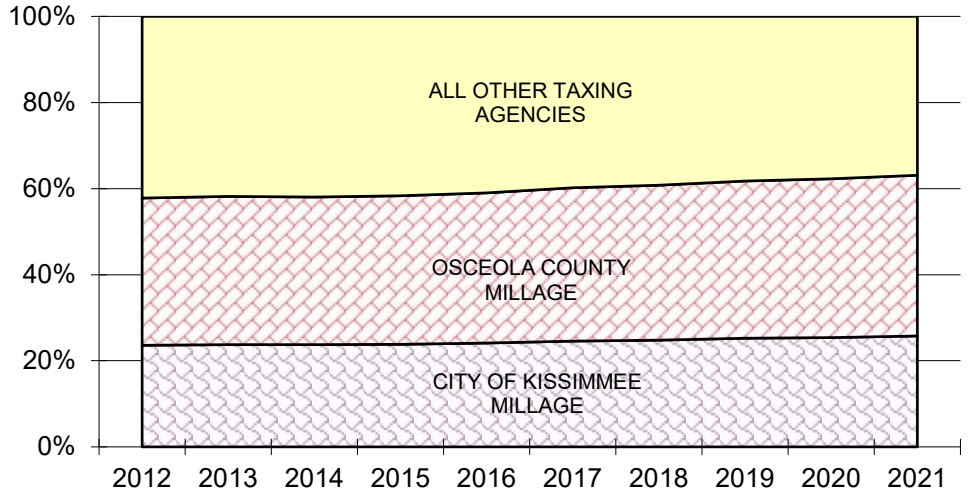
(1) Form DR422 - Final Certification of Taxable Value for 2012-2020: Form DR420 - Certification of Taxable Value for 2021
(2) Taxes from operating millage levy. Estimated at 95% collection rate.

OPERATING MILLAGE RATES
ALL OVERLAPPING GOVERNMENTS
LAST TEN FISCAL YEARS
MILLAGE RATE ($1 PER $1,000 VALUATION)

FISCAL YEAR	CITY	COUNTY	LIBRARY	SCHOOL BOARD	OTHER [1]	TOTAL
2021	4.6253	6.7000	0.3000	6.0220	0.2936	17.9409
2020	4.6253	6.7000	0.3000	6.2750	0.2936	18.1939
2019	4.6253	6.7000	0.3000	6.4110	0.2936	18.3299
2018	4.6253	6.7000	0.2566	6.7490	0.3100	18.6409
2017	4.6253	6.7000	0.2566	6.9050	0.3307	18.8176
2016	4.6253	6.7000	0.2566	7.2610	0.3551	19.1980
2015	4.6253	6.7000	0.2566	7.4460	0.3842	19.4121
2014	4.6253	6.7000	0.2566	7.5090	0.4110	19.5019
2013	4.6253	6.7000	0.2566	7.4540	0.4289	19.4648
2012	4.6253	6.7000	0.2566	7.5770	0.4363	19.5952

[1] Includes South Florida Water Management District, Okeechobee Basin and Everglades Basin.

PROPERTY TAX RATES
CITY & COUNTY PROPORTION TO TOTAL



Due to decreases in the School Board millage rate over the past several years, the City's relative share of the property tax bill has increased to just over 25.5% even though the City's millage rate has remained the same for the past twelve years.

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REVENUES

FORECAST METHODOLOGY

The purpose of detailing forecast methodologies for revenues is to determine the validity of the forecast over time and to utilize such information in making future forecasts.

The following are some assumptions concerning revenues which were made across all funds [note that funds were not listed which have only revenues that are covered by these assumptions]:

FUND/REVENUE SOURCE	FORECAST METHODOLOGY
Interest	All interest revenue is calculated on the basis of estimated average available cash balances at 2% per year.
From Fund Balance	Beginning fund balance, plus excess of revenue over expenditure for the prior year, less any commitments outstanding at year end in governmental fund types. In other proprietary fund types, it is projected current assets less current liabilities.

The following is information on a fund-by-fund basis for revenues forecasted in this budget:

FUND/REVENUE SOURCE	FORECAST METHODOLOGY
General Fund	
Ad Valorem Taxes	Approved millage multiplied by tax roll, less 5% for assumed non-collection and/or discounts taken for early payment.
Franchise Fees	Historical trend analysis.
Local Business Tax	Historical trend analysis, adjusted for changes in business and economic trends and changes in fee schedules.
Subdivision Fees	Historical trend analysis.

FUND/REVENUE SOURCE	FORECAST METHODOLOGY
State Grant	Based on grants anticipated to be received during the year.
Federal Grant	Based on grants anticipated to be received during the year.
State Revenue Sharing	State's forecast adjusted for historical trend analysis.
Mobile Home License Tax	Historical trend analysis.
Alcoholic Beverage Taxes	Historical trend analysis.
Half-Cent Sales Tax Program	State's forecast adjusted for historical trend analysis.
Firefighter Supplemental Comp	Based on current year activity.
Fuel Tax Refunds and Credits	Historical trend analysis.
Municipal Share of Occupational License	Historical trend analysis.
County 8% Utility Tax	Historical trend analysis.
Zoning Charges	Historical trend analysis.
Maps and Publications	Historical trend analysis.
Other Charges and Fees	Estimate of items not properly included in other categories.
Staff Review Fees	Historical trend analysis.
Fire Plan Checking Fees	Estimated by Development Services Department.
Charges to Other Funds	Based upon indirect cost allocation plan for charges to proprietary and other funds.
Impact Fee Allowance	Estimated by Development Services Department.

FUND/REVENUE SOURCE	FORECAST METHODOLOGY
Law Enforcement Services-Officers	Estimate provided by the Police Department based upon services to be provided by off-duty officers, adjusted for historical trend analysis.
Law Enforcement Services-Admin	Estimate provided by the Police Department based upon services such as fingerprints, copies of reports and bicycle registrations, adjusted for historical trend analysis.
Redflex	Department estimate.
Lot Mowing	Department estimate adjusted for historical trend analysis.
Code Enforcement	Department estimate adjusted for historical trend analysis.
Other Transportation Charges	Historical trend analysis based upon estimated traffic signal maintenance services to Osceola County and highway maintenance services to the State of Florida.
Ambulance Services	Department estimate.
Program Fees and Lighting	Department estimate.
Court Fines	Police Department estimate adjusted for historical trend analysis.
Parking Tickets	Police Department estimate adjusted for historical trend analysis.
Alarm Violations	Police Department estimate adjusted for historical trend analysis.
Rents	Based upon review of lease provisions.
Cemetery Lot Sales	Department estimate.

FUND/REVENUE SOURCE	FORECAST METHODOLOGY
Sales-Disposition of Fixed Assets	Historical trend analysis.
Sale of Surplus Material	Historical trend analysis.
Other Miscellaneous Revenue	Projected based on estimated receipts.
Utility Tax Fund Transfer	Total amount of estimated revenue to be collected in Utility Tax Fund.
Contributions from:	
Kissimmee Utility Authority	Transfer payment amounts are provided by KUA.
Toho Water Authority	Payment from TWA is based upon the stream of payments identified as the Kissimmee system transfer amount and the annual transfer amount based upon growth in the system.
Stormwater Utility Fund	
Stormwater Utility Fees	Based upon $8.65 per equivalent residential unit.
Solid Waste Fund	
Special Trash Pickup	Historical trend analysis.
Garbage and Trash Fees	Based on projected customers at current rates.
Franchise Fees	Historical trend analysis based on the current rate specified in the franchise agreement.
Airport Fund	
Fuel Fees	Airport Department estimate.
Leased Sites	Based upon review of lease provisions.
Car Rental Fees	Airport Department estimate.
Terminal	Per leases on terminal space.

FUND/REVENUE SOURCE	FORECAST METHODOLOGY
City Rentals	Fair market rental rates on properties used by other City funds, the Kissimmee Utility Authority and Tohopekaliga Water Authority.
Miscellaneous Revenue	Airport Department estimate.
Central Services Fund	
Charges for Service	Amounts billed to using departments for Information Technology, Fleet Maintenance, Facilities Maintenance and Warehouse services. Each division has a unique cost allocation methodology or charge back system.
Local Option Sales Tax Fund	
Sales Tax	Projected based on City's portion of local option one cent sales tax on items $5,000 or less.
Mobility Fee Fund	
Mobility Fees	Development Services Department estimates.
Local Option Gas Tax Fund	
Gas Tax	State estimate adjusted by historical trend analysis.
Paving Assessment Fund	
Interest and Penalties	Interest and penalties due on paving assessments, based on historical trend analysis.
Assessments of Principal	Cash basis estimate of anticipated principal payments to be received in the fiscal year.
Building Fund	
Permits (all types)	Forecast furnished by Development Services Department, adjusted for historical trend analysis.
Plan Checking Fees	Estimated by Development Services Department.

FUND/REVENUE SOURCE	FORECAST METHODOLOGY
Downtown Community Redevelopment Fund	
Intergovernmental Revenue	Amount of tax increment due from the City and County based on growth in the Downtown Community Redevelopment area.
Vine Street Community Redevelopment Fund	
Intergovernmental Revenue	Amount of tax increment due from the City and County based on growth in the Vine Street Community Redevelopment area.
Recreation Impact Fee Fund	
Impact Fees	Development Services Department estimates.
Police 2nd Dollar Assessment Fund	
Police Education Fines	Police Department estimate adjusted for historical trend analysis.
School Crossing Guard Fund	
Fines	Police Department estimate adjusted for historical trend analysis.
Charter School Fund	
Intergovernmental Revenue	Osceola County School District full time equivalent (FTE) funds, adjusted for historical trend analysis.
Utility Tax Fund	
Electric	Historical trend analysis at rate of 8%.
Water	Historical trend analysis at rate of 8%.
Natural Gas	Historical trend analysis at rate of 8%.
Propane Gas	Historical trend analysis at rate of 8%.

FUND/REVENUE SOURCE	FORECAST METHODOLOGY
Communications Services Tax	Historical trend analysis at rate of 7% on local service, intrastate long-distance charges and other telecommunication services.
Local Option Sales Tax Bonds Fund	
Sales Tax Transfers	Amount to pay debt service on the Local Option Sales Tax bonds.
FMHA Bonds Fund	
General Fund Transfer	Amount to pay debt service on the Farmer's Home Loan Administration bonds.
Local Option Gas Tax Notes Fund	
Gas Tax Transfer	Amount to pay debt service on the Local Option Gas Tax notes.
Community Redevelopment Notes Fund	
Community Redevelopment Fund Transfer	Amount to pay debt service on the Community Redevelopment notes.
Series 2016 Bonds Fund	
Transfers from Other Funds	Amounts from various funds to pay debt service on the Series 2016 bonds.
Self-Insurance Funds	
Transfers	Allocated charges to each fund based on share of cost of insurance programs and reserves.
Reimbursements	Historical trend analysis.

EXPENDITURES

FORECAST METHODOLOGY

With the number and types of funds handled by the City, there are a large number of accounts used to capture different types of disbursements which apply to some but not all of the cost centers. These are limited as much as possible for simplicity but are still customized to a particular fund or department when necessary to present a good picture of its operation and to enable the proper level of budgetary control desired by management. The State of Florida requires its agencies to utilize and report with a standardized chart of accounts which must summarize into its object code categories. Therefore, the City's detailed object codes are designed to roll into the proper State object codes.

Although the level of budgetary control by the City Commission is legally established at the department level, City departments are required by management to budget at the more detailed level of object codes. For purposes of reviewing and considering the City Manager's recommendations, the budget document presents summaries of object code disbursements at the division level which provides sufficient information for the policy makers without making the presentation too detailed. Schedule 1 lists the detailed object codes categorized by their summary titles. This Schedule briefly describes the method used to forecast disbursements at the detailed object code level.

OBJECT DESCRIPTION	FORECAST METHODOLOGY
Executive Salaries	Current City Commission salaries are based on population figures.
Regular Salaries and Wages	Current and newly authorized personnel are extended out at the recommended pay rates.
Overtime	Historical trend analysis modified by anticipated changes in staffing or policies.
Special Pay	Calculated percent of salary on personnel eligible for longevity pay and accrued sick leave balances available to be cashed in as well as various other incentive payments.
FICA Taxes	Calculated percent of salaries and wages, overtime and special pay.
Retirement Contributions	Calculated percent based on administrative and actuarial cost. Currently 19.4% for General, 20.6% for Police and 33.5% for Fire.

OBJECT DESCRIPTION	FORECAST METHODOLOGY
Life and Health Insurance	Cost to provide health, dental and life as well as the City paid credit.
Workers Compensation	Based on factors applied to salaries for each type of position depending on the risk of on-the-job injuries.
Unemployment Compensation	Historical trend analysis.
Professional Services	Sum of detailed listing of estimated cost for services anticipated.
Accounting and Auditing	Sum of detailed listing of estimated audit cost for services anticipated.
Other Contract Services	Sum of detailed listing of estimated cost for services anticipated.
Other Services - Custodial	Sum of detailed listing of estimated janitorial cost for services anticipated.
Other Services - Customer Billing	Historical trend analysis adjusted by projected billing charge by the Kissimmee Utility Authority.
Travel and Per Diem	Sum of detailed listing of events, persons attending, expected costs for transportation, meals and incidental travel expenses.
Training	Sum of detailed listing of events, persons attending, expected costs for training and educational materials.
Communication Services	Historical trend analysis, plus anticipated new services.
Electric	Historical trend analysis.

OBJECT DESCRIPTION	FORECAST METHODOLOGY
Water and Sewer	Historical trend analysis.
Stormwater Fees	Historical trend analysis.
Solid Waste Disposal Fees	Historical trend analysis adjusted by projected landfill rates.
General Insurance	Based on current premiums adjusted for coverage changes and estimated increases.
Workers Compensation Claims	Historical trend analysis
Vehicle Parts	Historical trend analysis.
Buildings and Grounds Maintenance	Historical trend analysis adjusted for facility modifications.
Other Equipment Maintenance	Historical trend analysis adjusted for additions.
Radio Maintenance	Historical trend analysis adjusted for additions.
Vehicle Maintenance	Historical trend analysis adjusted for fleet age and additions.
Postage	Historical trend analysis adjusted for rate changes or new practices.
Printing	Historical trend analysis adjusted for additional activities to be handled.
Office Supplies	Historical trend analysis.
Operating Supplies	Historical trend analysis.
Cleaning Supplies	Historical trend analysis.
Chemical Supplies	Historical trend analysis.
Tools and Equipment	Historical trend analysis adjusted for additional tools, equipment or office furniture less than $1,000.

OBJECT DESCRIPTION	FORECAST METHODOLOGY
Uniforms	Projected cost times the number of uniformed personnel.
Special Functions	Estimates of the costs of each function.
Road Materials and Supplies	Historical trend analysis amounting to rough costs of keeping roads resurfaced on a regular basis.
Books and Publications	Historical trend analysis.
Dues, Subscriptions and Memberships	Estimated based on current and added membership dues and/or subscriptions.
Rentals and Leases	Projected based on anticipated use of equipment.
Advertising	Historical trend analysis adjusted by any new practices.
Recruitment	Not normally budgeted but covered by unused salaries of the vacated position.
Copier Costs	Projected cost of operating or renting copier equipment.
Safety/Wellness Program	Estimated based on expenses of current program and added activities.
Bad Debt Expense	Historical trend analysis.
Aid to Government Agencies	Based upon specific requests.
Aid to Private Organizations	Based on amounts specified by the City Commission to be allocated to organizations providing services within the City.
Fuel	Historical trend analysis adjusted for additions.

OBJECT DESCRIPTION	FORECAST METHODOLOGY
General Fund Admin Cost	Allocation to other funds or a share of the indirect services provided by General Fund departments based on relative size of each fund's adjusted budget.
Warehouse Charges	Allocation to funds using the warehouse based on relative size of each fund's adjusted budget.
Facilities Maintenance Charges	Sum of costs incurred for maintenance of City facilities.
Information Technology Charges	Allocation to funds using the services of the Information Technology Department based on the relative size of each fund's adjusted budget and on any significant cost (such as implementation of GIS and LAN) for that division's primary benefit.
Land or Easements	Sum of detailed listing of estimated cost for purchases of land or easements.
Buildings	Sum of detailed listing of estimated cost for purchase or construction of buildings.
Infrastructure/Other Improvements	Sum of detailed listing of estimated cost of improvements to City infrastructure. Does not include land, buildings, machinery and equipment or vehicles which are tagged and accounted for in the City's property control record system.
Machinery and Equipment-Equipment	Sum of detailed listing of estimated cost for purchases of machinery and equipment items which are tagged and accounted for in the City's property control record system.
Machinery and Equipment-Vehicles	Sum of detailed listing of estimated cost for purchases of vehicles and mobile equipment which are tagged and accounted for in the City's property control record system.

OBJECT DESCRIPTION	FORECAST METHODOLOGY
Principal	Sum of debt service principal from amortization tables of each debt issue.
Interest	Sum of debt service interest from amortization tables of each debt issue.
Other Debt Service Costs	Historical trend analysis adjusted for new issues.
Contingency Reserves	Used for budget allocation only (never actual charges). Sets aside some specific portion of available funds so that transfers can be made to other budgeted accounts for emergencies or unforeseen circumstances.
Restricted Reserves	Used for budget allocation only (never actual charges). Indicates some specific portion of funds on hand or expected to be on hand to comply with City Commission directives or current bond covenants.
Unrestricted Reserves	Used for budget allocation only (never actual charges). Indicates some specified portion of funds on hand or expected to be on hand that are not considered restricted by the City Commission or current bond covenants.

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