American Rescue Plan Act
State and Local Fiscal Recovery Funds
July 31, 2025

ORANGE COUNTY GOVERNMENT FLORIDA

Orange County, Florida
2025 Recovery Plan

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Executive Summary

On March 11, 2021, President Biden signed the $1.9 trillion American Rescue Plan Act of 2021 (ARPA) to provide direct relief to Americans, contain the COVID-19 virus, and rescue the economy. ARPA contained an allocation of $362 billion in state and local fiscal recovery funds to assist state and local governments in the recovery. Orange County's direct allocation based on population is $270.7 million. All ARPA funding has been received from the U.S. Department of Treasury. Federal law required all funds to be obligated by December 31, 2024, and they must be fully spent by December 31, 2026.

Orange County's plan focused on bringing the COVID-19 pandemic under control; addressing the urgent needs of residents, families and neighborhoods hit hardest by the COVID-19 public health emergency; and making investments to provide economic recovery and rebuilding. The Orange County Board of County Commissioners have approved five (5) areas of focus to include business assistance, social and community services, health and public safety, infrastructure projects, and revenue recovery, that will be used to invest in areas that were heavily impacted by the pandemic.

The chart below is a summary of the current funding allocations for each of the focus categories. The specific programs and projects associated with the categories are described in further detail in this report. Information and Resources for residents and businesses can be found on the Orange County's website under Emergency Information/Emergency Management Coronavirus.

Funding Categories	Funding	Allocation
Business Assistance	$7.0 Million	2%
Social and Community Services	$81.0 Million	30%
Health and Public Safety	$21.2 Million	8%
Infrastructure Projects	$30.0 Million	11%
Revenue Recovery Investments	$131.5 Million	49%
Total	$270.7 Million	100%

Uses of Funds

	$7.0 million for Small Business Assistance & Economic Development, including: • $2.3 million for Small Business Grants and to provide micro-grants for Home-based Businesses and GIG workers • $3.2 million to assist with Nonprofit Technical Assistance Program • $1.5 million to fund the Plug & Play Program that is designed to help technology startups overcome challenges and accelerate their growth
	$81.0 million for Social & Community Services, including: • $17.8 million for Job Training to provide a suite of employment and retraining opportunities • $16.0 million to sustain Food Bank access through existing partnerships • $15.0 million for Childcare Services to aid in childcare, academic services, aid to high-poverty districts, healthy childhood services, and other programs • $10.0 million to support affordable housing projects • $9.3 million for Homelessness to provide aid in rental assistance, eviction prevention, and other programs • $6.9 million for Adult and Youth Mental Health programs • $4.5 million for medical debt relief • $1.5 million as matching dollars to build a permanent operational headquarters for "IDignity"
 $21.2 million for Public Health and pandemic response, including: • $12.3 million to support vaccination and COVID-19 testing	• $3.1 million for pandemic response safety costs such as personal protective equipment (PPE) and PPE warehouse improvements • $2.15 million will fund updates to the current electronic medical record system and manage county facilities • $3.0 million to provide workers compensation for fire fighters and correctional officers who contracted COVID-19 as an occupational disease • $500,000 for the expansion of the Orange Blossom Family Health (OBFH) at Ivey Lane • $150,000 to monitor COVID-19 through testing wastewater throughout Orange County
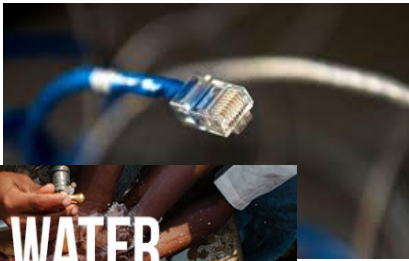
$30.0 million for Infrastructure, including:

- $10.8 million to extend water service to the southwest portion of Bithlo Rural Area and two (2) residential streets in east Orange County, Frankel St. and Lake Downey Dr.
- $8.3 million to convert septic tanks to gravity sewer systems in the Wekiwa and Pine Hills neighborhoods
- $5.5 million for Utilities Capital Charges for the Wekiwa, Pine Hills, Bithlo, and Frankel Street projects
- $5.4 million for bridging digital divide in fixed broadband and programs

$131.5 million for Fiscal Sustainability & Core County Services, including: *

- $36.1 million to partially fund the design and construction of the Fire Rescue Training Facility
- $26.2 million for purchase of Fire and Public Works heavy and capital equipment
- $17.9 million for land acquisition for Fire Station 32, Fire Station 31, construction of Fire Station 80, and EOC Renovations
- $11.5 million to fund the construction of the new Mosquito Control facility

- $9.0 million to fund the renovation of an existing building into the Innovation Lab
- $8.5 million for tech upgrades, including security, broadband literacy, tablets, and digital infrastructure at community centers.
- $5.1 million for installation of a new Public Safety Radio Communications Tower
- $3.9 million for the East Streets Drainage Improvements including two stormwater ponds
- $3.7 million to update and provide new isolation cells throughout County Correctional Facilities
- $2.1 million to replace radios for the OC Sheriff's Office that will reach the end of their useful life by 2023 - 2025
- $1.9 million will support Cybersecurity Infrastructure for the Ninth Judicial Circuit Court - Clerk of Court
- $1.5 million to provide Virtual Mental Health counselling and essentials to county employees
- $1.5 million to assist Art & Cultural Agencies that were affected by COVID-19
- $880,000 for workforce and upskilling programs
- $600,000 to fund the construction of the Pine Hills – LYNX Transfer Station
- $672,000 to fund the Financial Empowerment Center
- $546,000 to replace outdated automated external defibrillators

Items marked with asterisk are funded through the revenue loss provision of ARPA.

Promoting Equitable Outcomes

Orange County created a plan to provide equitable outcomes to meet many areas of need throughout the county.

Goals

I. **Business Assistance**
- Aid businesses that have been impacted by the COVID-19 pandemic by providing grants to home and small businesses.
- Evaluate cash grants for GIG workers that didn't qualify for unemployment or the Federal Paycheck Protection Program (PPP).
- Provide nonprofit technical assistance to prepare local nonprofits to pursue partnerships with the county as well as other local municipalities.
- Provide minority and women business enterprise support to ensure seamless contracting procedures and outreach initiatives are in place to grow these businesses.

II. **Social & Community Services**
- Expand and create additional capacity to serve the homeless.
- Provide prevention, early intervention, and enhanced medical services for youth and adult mental health.
- Provide medical debt relief for residents of Orange County who meet the eligibility criteria regardless of race, sex, ethnicity or national origin.
- Provide a suite of new employment and retraining opportunities for residents whose careers were negatively affected by the COVID-19 pandemic.
- Expand childcare funding for families in high-poverty areas who don't qualify for current vouchers by raising income eligibility, increasing access to affordable, quality care, and supporting women of color providers in underserved Orange County communities.
- Provide funding to Second Harvest Food Bank to provide food for those in the community that are unable to afford it.

III. **Health & Public Safety**
- Establish COVID-19 testing sites for residents to get tested for free if they feel they may have contracted the disease.
- Partner with the State Health Department on setting up vaccination sites.
- Procure the necessary personal protective equipment supplies for those in the community that may need supplies to stay safe from COVID-19.
- Implement a new health record system to streamline medication, improve inventory accuracy, reduce data interfaces, and enhance care for Orange County inmates.

IV. **Infrastructure – Water and Broadband**
- Extend water mains to service areas in the county that don't have reliable water service.
- Assess broadband access to expanding service in rural and underserved areas with poor or no internet.

V. **Revenue Recovery Investments**
- Use funding to build new fire stations to serve the community.
- Use funding to replace Fire Rescue Engines and Public Works heavy equipment to be able to respond to emergencies timely.
- Allocated funding to build a new public safety radio tower to serve the west side of Orange County that is experiencing rapid growth.
- Purchase the necessary technological security upgrades to ensure a safe county technology network.
- Looking to provide technological training and equipment to those in the community that are in need. As well as upgrading technology at the community centers.
- Utilize some funding to enhance the County's Emergency Operations Center to provide necessary responses during emergencies.
- Renovate a space in a low-income area to support design thinking, innovation, prototype testing, and educational programs.
- Launch workforce programs for Telecom Network Technician, General Laborer skills, and accredited fiber/wireless telecom training.
- Assisting the Arts community with grants to those impacted greatly by the pandemic.

Awareness
- Marketing programs on the Orange County website.
- Academic Institution's network and channels.
- Working with community and charity organizations to communicate programs, such as the United Way of Central Florida.
- Continuous engagement through community partner coordination (educational, entrepreneurs, technology startups, enterprise) bringing awareness to the availability of the Plug and Play accelerator program.
- Seeking feedback from the county's many advisory boards.
- Orange TV and other media sources.
- Mayor's weekly press conferences.
- Board of County Commissioner meetings.

Access and Distribution

- Orange County will target the access of the programs being offered. Some of the programs will be available for electronic submission and others will be in person submissions. Systems will be developed to reach as many residents as possible in need for a particular program.
- The county will use established community organizations to run many of the social services programs to better target those in need.
- The county will contract private providers for business assistance and other programs to provide the necessary resources for access and distribution of resources.

Outcomes

- The intended outcome of the programs is primary focused on closing gaps in business, social services, and infrastructure needs throughout the community.
- The health and public safety goals are safety awareness through testing and a reduction in the number of COVID-19 cases through vaccinations.
- Revenue recovery investment outcomes are focused on meeting needs that were impacted by the pandemic on the county government's resources.

Community Engagement

Orange County will use a variety of community engagement methods to reach the diverse residents of the community stated in the table below:

Web	Orange County's website will serve as a platform through which the community and other stakeholders can find out about services being offered. This information will be available in both English and Spanish.
Community Partnerships	Orange County will be working with the various community partners to push out the information for business assistance, social service programs, and public safety resources to reach those that need these services.
Social Media	The county will use the various social media platforms (Facebook, Twitter, Instagram) to communicate the services being offered by the county.
Prints & Flyers	For select programs, printed materials outlining detailed information about services and offerings will be available. These materials will be available in both English and Spanish.
Community Meetings	May hold community meetings with partnerships with County Commissioner to target various programs.
Press Releases	The Mayor and Commissioners have used the local media channels to explain the programs being offered and how to obtain those services.

Advisory Boards	Orange County will use advisory boards to help community programs especially for social services and innovation.
Surveys	Surveys, along with verbal and informal feedback, are used to gather ongoing input from participants, enabling real-time understanding of community needs and enhancing engagement efforts in various programs.

Labor Practices

The county took all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms were used when possible. Affirmative steps include:

A. Placing qualified small and minority businesses and women's business enterprises on solicitation lists thereby assuring that small and minority businesses, and women's business enterprises were solicited whenever they are potential sources.

B. Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises.

C. Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises.

D. Requiring the awarded contractor to use prevailing wage requirements and local hiring practices.

E. Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.

F. Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed above.

G. Ensuring prevailing wage requirements and local hiring are being utilized by the awarded contractor.

The county incorporates strong workforce practices aimed at ensuring high-quality infrastructure delivery while supporting local economic recovery and equitable employment opportunities. All contractors and subcontractors are required to comply with federal and state prevailing wage laws, ensuring fair and competitive compensation for construction workers in accordance with the Davis-Bacon Act.

The county established a minimum annual contract dollar participation goal of twenty-five (25) percent of contract dollars awarded to minority/women business enterprises for participation in the construction area. The twenty-five (25) percent goal applied to all construction related

procurement. Fifty (50) percent of the total dollar value of supplies furnished by certified minority/women business enterprises will be counted toward the goals established for the project provided the supplier is not a manufacturer. If the minority/women business enterprise supplier also manufactured the goods, one hundred (100) percent of those dollars was allotted toward the minority/women business enterprise goals. If a minority/women business enterprise prime contractor certified that it will self-perform fifty-one (51) percent or more of the project with its own forces, it was not required to comply with the minority/women business enterprise subcontracting goals. If the minority/women business enterprise prime contractor does not certify that it will self-perform at least fifty-one (51) percent of the project, then the minority/women business enterprise prime contractor was required to comply with the twenty-five (25) percent annual minority/women business enterprise subcontracting goal. Contract awards counted towards minority/women business enterprise subcontract participation only for subcontractors who are certified in a specific line of work or business for which a defined scope of work was sought at the time of bid or proposal opening. Only these minority/women business enterprise firms certified or recognized by the county counted towards the subcontracting goals. A prime contractor is not required to subcontract work that has historically and consistently performed with its own work force. For that portion that the prime contractor does not historically and consistently perform, the prime shall make a good-faith effort as defined herein, to utilize all available minority/women business enterprise. However, if after the award of bid, the prime contractor chooses to subcontract such work to a non-minority/women business enterprise firm, the prime contractor may face penalties. A business acting or that will act as broker, front, conduit or pass-through shall not be certified or recertified as a minority/women business enterprise, unless in the case of a broker the brokering service reflects normal industry practice and provides or will provide a commercially useful function. The compliance officer may revoke the certification of any minority/women business enterprise that is determined to be acting under these arrangements in connection with one (1) or more county procurement contracts, and contractors and subcontractors who create or knowingly participate in such arrangements shall be subject to the penalties enumerated in this division. The relevant market for which the county will recognize and calculate minority/women business enterprise participation will be as follows: (1) Construction - Orlando Metropolitan Statistical Area.

Use of Evidence

Orange County incorporated evidence-based approaches in several projects throughout the performance period. Below are summaries highlighting how evidence was used:

A. The Small Business Grant Program focused on companies that were only able to obtain $50,000 or less in the Federal PPP program loan. Under the PPP program, $133B, or 25%, of PPP funding had gone to companies in economically disadvantaged areas known as HUB

business zones and 27% went to businesses operating in low- and moderate-income neighborhoods according to the SBA. Many of these businesses couldn't secure loans until very late in the program. Setting a PPP threshold ensured that the Small Business Grant Program reached companies that received the least amount of assistance previously.

B. Cash grants for GIG workers (independent contractors who typically do short-term work for multiple clients) that couldn't obtain unemployment or qualify for PPP. According to the US Chamber of Commerce, 1 in 10 workers utilize GIG work as their primary source of income. Many didn't receive benefits due to the structure of these types of jobs. Examples of GIG workers include Freelancers, rideshare drivers, food delivery drivers, creative workers, web designers, bartenders, actors, musicians, etc.

C. A project, titled "Breakthrough" fosters access to a network of evidence-based clinical services for youth ages 9 to 16 with two (2) or more involuntary psychiatric hospitalizations. Family navigation services are provided to each youth/family, in the community for approximately 18 to 24 months, based on the needs of the family. Embrace Families, the lead Child Welfare Organization for Orange County, employs the Family Navigators and manages the pool of funds for family financial assistance.

D. People living without basic shelter are at high risk for COVID-19 infection due to limited access to the preventive measures recommended by (CDC), including handwashing, home isolation, avoiding high touch surfaces, and rapid access to health care to help prevent an outbreak. Funding was used to support the expansion of homeless outreach to outer areas of Orange County and includes case management, connection to medical, mental health and housing resources. Outreach to the more rural settings of Orange County has been identified as gaps in the continuum of care in the homeless system. Services are rooted in evidence-based practices.

E. According to the Administration for Children and Families, one (1) in six (6) childcare jobs were lost during the pandemic, and turnover rates for childcare workers were high. The inability of providers to recruit and retain a high-quality workforce disrupts the stable relationships between children and providers that is important to child development and wellbeing. Funding was allocated to help childcare providers defray unexpected business costs associated with the pandemic, and to help stabilize their operations so that Early Head Start centers may continue to provide care as they have faced increase in staff turnover and a more competitive job market during the pandemic.

F. During the COVID-19 public health emergency, food insecurity grew exponentially. Second Harvest of Central Florida reports that food distribution exceeded the prior year by over 1 million pounds per month. Funding will provide support for Bring Hope Home, Mobile Drop and expand partner feeding capacity building. Bring Hope Home provides both fresh produce and non-perishable food items delivered to the homes of seniors, homebound individuals,

people with a disability and those in the high-risk group for contracting coronavirus. Mobile Drop provides fresh produce and other nutritious food through feeding programs in Orange County. The Partner Feeding Capacity Building project will increase the flow of fresh fruit and vegetables from Florida farmers and other sources by expanding refrigeration capacity.

G. Expansion of homelessness prevention and diversion for Orange County residents. Even with a temporary moratorium on evictions, the number of families and individuals seeking rental assistance because of loss of employment or lack of employment and loss of housing due to COVID-19 increased. Rapid Rehousing, an evidence-based intervention, provided short-term case management and assistance to families and individuals.

H. Expansion of use of evidence-based practices in education settings for children/youth in Orange County experiencing social, emotional, and mental health distress that has been exacerbated by COVID-19. Researchers from the University of Central Florida rigorously evaluated the effectiveness of services and related youth and family outcomes utilizing evidence based assessment tools such as CDI2- Clinical Depression Inventory 2 (age 7 and above); CBCL – Child Behavior Checklist- preschool and school aged (parent) and Youth Self Report (YSR) (age 11 and 12) and Teacher Report Form (TRF) (Teacher), the LSDQ- Loneliness and Social Dissatisfaction Questionnaire; and LACA - Loneliness and Aloneness Scale for Children and Adolescents.

I. To connect all single-family homes in the project area to gravity sewer and eliminate existing septic systems. Installing traditional gravity sewer systems in neighborhoods with existing septic systems is a way to aid the ailing springs and reduce nutrients by transmitting wastewater to a treatment facility where the contaminants are removed. Evidence documented in the Wekiwa Spring and Rock Springs Basin Management Action Plan, adopted in 2018, specified that septic systems represent 29% of estimated nitrogen loading to groundwater.

J. County resources will track evidence-based outcomes together with the non-profit partners. No funds are expected to be used for this purpose on this project. Charter Communications will provide monthly data on the sign-up rate of 1,399 households. The program will list the number of households and the number of households that utilize the Affordable Connectivity Program.

K. To implement evidence-based infrastructure strategies, the storm water retention ponds follow the recommended best management practices. Similarly, the inclusion of Americans with Disabilities Act (ADA)-compliant sidewalks aligns with federally recognized Complete Streets policies, which have been demonstrated to improve pedestrian safety, increase mobility, and reduce vehicle emissions.

L. The Digital Navigator program practices are based on peer-reviewed research regarding barriers to digital literacy, pedagogical strategies to teach adult-learners, outreach strategies

to residents with low digital literacy, validated survey instruments, and established best-practices for digital navigation services. These evidence-based practices are central to the program.

Performance Report

Orange County has utilized the American Rescue Plan Act funding to continue to bring the COVID-19 pandemic under control and address the needs of the residents, families and neighborhoods disadvantaged and impacted by the COVID-19 public health emergency by successfully accomplishing the following:

Small Business program has focused on partnering with multiple local agencies to assist small businesses with grants that can be used towards rent or mortgage, payroll, utility costs or safety improvements tied to the COVID pandemic. The Small Business **BOOST Program** that provides financial assistance directly to all types of small businesses has been completed and helped over 150 businesses that were impacted by the unruly effects of COVID-19. Additionally, in collaboration with Rollins College, partnerships are being formed within cohorts to implement **nonprofit technical assistance** to prepare local nonprofits for the ability to work with the county as well as other local municipalities.

All efforts have begun to expand and create **social and community services** to serve the homeless and those residents in need of prevention, early intervention, and enhanced **mental health services.** Using ARPA funding, Orange County is currently in collaboration with over 10 organizations to provide these resources and services to the community. To address food **insecurity** the county has partnered with Second Harvest Food Bank to provide support for mobile drops and to expand local partner feed capacity building.

To address the **health and public safety** of the residents, created by the COVID-19 emergency health pandemic, testing sites were strategically positioned throughout the county to provide **free testing** for those who felt they may have contracted the disease. Multiple **vaccination sites** were established in conjunction with the State Health Department. The county has secured the necessary **personal protective equipment** supplies to respond to the community's needs to help residents to stay safe. After receiving an outpour of support from the community, **medical debt relief** efforts have been initiated and are in the developmental stage with Medical Debt Resolution, Inc to provide financial reprieve to individuals who fall below 400% of the federal poverty guideline.

Projects are underway to address the county's **broadband infrastructure** needs. It is the county's intent to have broadband installations placed in marginalized residential areas of the county and it is expected that these same residents, who were adversely affected by the COVID-19 pandemic, would benefit the greatest. The project will provide gigabit capable broadband to 1,341 unserved homes in Orange County. Construction is completed and the final project closeout is expected to be completed by September 2025.

In an effort to provide reliable **water service** to the residents of orange county, projects are in design to extend water service to the south-west portion of Bithlo rural area and to sections of east orange county. Additionally, the Wekiwa and Pine Hills area have **septic to sewer** projects that have begun and are over 50% done with construction; the goal of these projects is to reduce nutrient loads that affect **water quality** at local natural resources and connect all parcels in the project area to central sewers and eliminate existing septic systems. The septic to sewer projects are done in phases with some being in design phase and some being in construction phases. All Utilities' capital charges have been fully assessed and paid for over 1,700 parcels, and the project has been successfully completed.

To aid the county in fiscal sustainability and ensure continued core county services, multiple **revenue recovery investments** are underway. Construction of the **Innovation Lab** is underway, with completion expected in Spring 2026. The **Fire Training Facility** and multiple fire stations (Stations #80, #32, and #31) have progressed through design and construction phases, with several achieving substantial completion. Renovations to the **Emergency Operations Center** were completed in December 2023. The new **Mosquito Control Facility** is nearing final closeout, while the Correctional Department's specialized cell project is on track for April 2026 completion. All four (4) **Affordable Housing** projects have been fully funded with ARPA dollars and remain under construction. The Ivey Lane **Health Center** and **IDignity** headquarters projects are progressing toward 2026 completion.

Digital inclusion efforts continue through programs like the Orange County Library's mobile tech classes (over 45 sessions delivered), the UCF **Digital Navigator** pilot, and the Aeras Foundation's successful distribution of over 2,900 digital devices. **Workforce development** is expanding through Orange County Public Schools-Orange Technical College's (OCPS–OTC) registered apprenticeships and partnerships. The **Plug and Play** program supported 25 startups over two cohorts, with a third in progress. In virtual mental health, the OCELOT project concluded its pilot phase, and the UCF Virtual Simulator project continues to build immersive wellness tools. The **Mental Health Essentials** program trained over 1,600 supervisors and employees in Mental Health First Aid.

Public safety has been strengthened through substantial progress on the Public Safety Radio **Communications Tower** project, nearing completion in late 2025, and the delivery of over 50% of Fire Rescue's **heavy equipment** replacements. All Fire Rescue **capital equipment** has been received and deployed. **Cybersecurity infrastructure** has been successfully upgraded with ARPA-funded tools, resulting in a 70% reduction in vulnerabilities and improved response times. The **Financial Empowerment Center (FEC)** has helped residents increase savings by $93,013 and reduce debt by $197,333, supporting over 80 measurable outcomes. Finally, ARPA funds have been fully disbursed to the **LYNX** Transportation Authority for the **Pine Hills Transfer Station** project.

These accomplishments reflect Orange County's strategic and impactful use of American Rescue Plan Act funding through the end of June 2025. The county remains committed to advancing equitable recovery, improving public health and safety, supporting economic revitalization, and enhancing infrastructure and community services for long-term resilience. Ongoing projects will continue to deliver measurable outcomes for residents across all sectors in the months ahead.

Project Inventory

PUBLIC HEALTH

PROJECT 8621: COVID-19 Vaccination

FUNDING AMOUNT: $3,238,675.00

PROJECT EXPENDITURE CATEGORY: 1.1; COVID-19 Vaccination

MANAGING DEPARTMENT: Health Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

Funding supported continued COVID-19 vaccination efforts for Orange County residents in order to contain and mitigate the spread of COVID-19. Orange County offered COVID-19 vaccines at no cost throughout the community to decrease the spread of COVID-19. To promote equitable outcomes, the county established several vaccination sites in and near qualified census tracts. This is made possible with the collaboration of the Florida Department of Health in Orange County and was designed to debunk vaccine myths, highlight trusted voices in the community, and encourage residents to get vaccinated and become advocates.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The county has expanded its services through this funding to include COVID-19 vaccinations for inmates at Orange County Jail to prevent the spread of COVID-19 within the jail population.

Output Measures

- Points of access for vaccination:
  - Local Florida Department of Health offices
  - Federal Retail Pharmacies
  - Orange County Parks & Schools
  - Mobile Vaccination sites
  - VA Orlando Health Care
- Estimated 250,000 vaccinations provided.

Outcome Measures

- Increased vaccination coverage in underserved areas, supporting equitable access to COVID-19 prevention.
- Reduction in barriers to vaccine access by offering no-cost vaccinations at multiple easily accessible locations.

PROJECT 8620: COVID-19 Testing

FUNDING AMOUNT: $9,009,490.00

PROJECT EXPENDITURE CATEGORY: 1.2; COVID-19 Testing

MANAGING DEPARTMENT: Health Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

Orange County conducted COVID-19 testing throughout the community to identify positive cases and mitigate the spread of COVID-19. Testing was offered at no cost seven days a week from 9am to 5pm in or near qualified census tracts. Testing continues at Orange County Jail in order to identify and mitigate COVID within the jail population.

Through our public awareness campaign to ensure residents are informed of the multiple testing options offered throughout the county, we can identify positive cases and mitigate the spread of COVID-19.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The county has expanded its services through this funding to include COVID-19 testing for inmates at Orange County Jail.

Output Measures

- 15+ Covid testing sites.
- 93,000 COVID-19 tests completed.

Outcome Measures

- Allocated resources to service areas with the highest levels of infection.
- Overcame data gaps due to home testing.
- Expanded reach of vaccine education and administration through trusted local community partners and mobile clinics.
- Reduction in barriers to testing access by offering no-cost testing at multiple easily accessible locations.

PROJECT 8654: Utilities COVID-19 Wastewater Testing

FUNDING AMOUNT: $150,000.00

PROJECT EXPENDITURE CATEGORY: 1.3; COVID-19 Contact Tracing

MANAGING DEPARTMENT: Utilities

PROJECT STATUS: Completed

PROJECT OVERVIEW

Funds supported the Orange County Utilities department for the purpose of partnering with a commercial laboratory to analyze wastewater for COVID-19 gene copies and variants.

Orange County opted to expand its contract to GT Molecular, to broaden results and expedite turnaround. The agreement with GT Molecular totaled $149,345. By partnering with GT Molecular, Orange County was able to ensure accuracy, broaden testing ability, and highlight the use of this technology as a public health tool.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The Utilities Department analyzed wastewater samples from four service areas representing approximately 870,000 residents and visitors. This surveillance effectively captured data from both symptomatic and asymptomatic individuals, enabling early detection of potential COVID-19 spikes, often 4 to 10 days before confirmed case data was available. The findings informed timely decision-making and public health interventions across the county.

Output Measures

• 252 samples tested by the lab.

Outcome Measures

• Enabled early detection of COVID-19 outbreaks, allowing for timely public health response.

• Supported data-driven decision-making by county leadership, including use of wastewater trends to adjust mitigation strategies.

PROJECT 8622: Personal Protective Equipment

FUNDING AMOUNT: $81,154.86

PROJECT EXPENDITURE CATEGORY: 1.5; Personal Protective Equipment

MANAGING DEPARTMENT: Health Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

The Orange County Health Services Department utilized funding to purchase personal protective equipment (PPE) such as hand sanitizer, masks, and gloves. The Health Services Department supplied PPE for distribution at different community events throughout the county and directly to community partners.

The PPE Initiative in Orange County provided PPE to residents, organizations and small businesses in Orange County, at no cost.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The county provided free PPE to residents who register for a COVID-19 test at Orange County Health Services testing site. The county offered various opportunities for residents to pick up free PPE. For example, the County gave PPE to every household that participated in its self-serve sandbag program.

In addition, free PPE was provided to residents at one of 13 Neighborhood Centers for Families locations. Free PPE was also provided at Orange County OneBlood locations to donors who pre-register to donate blood.

Output Measures

- Estimated 10,600 shoe covers distributed.
- Estimated 5,000 gloves distributed.
- Estimated 3,200 masks distributed.

Outcome Measures

- Increased community access to PPE, reducing potential transmission of COVID-19 at both individual and household levels.
- Improved understanding of proper PPE use through the distribution of informational flyers and educational materials.

PROJECT 8656: Risk Management Claims & Other Medical Expenses for COVID

FUNDING AMOUNT: $3,050,679.80

PROJECT EXPENDITURE CATEGORY: 1.6; Medical Expenses (including Alternative Care Facilities)

MANAGING DEPARTMENT: Risk Management

PROJECT STATUS: Completed

PROJECT OVERVIEW

Funding was utilized to cover costs that occurred to the county medical plan and works compensation plan directly related to COVID-19. Directly related to First Responders, this project provided worker's compensation benefits for COVID-19 positive fire fighters and correctional officers who contracted COVID-19 as an occupational disease. Funds were used to reimburse the Orange County self-insurance fund for these medical and lost time costs.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

Reimbursed the Risk Management and Medical Benefits Funds for COVID-19 medical claim expenses that Risk Management paid.

Output Measures

- Over 680 fire fighters and correctional officers contracted COVID-19.

- 3,047 claims paid for county staff including fire fighters, correctional officers, public works and Head Start staff.

Outcome Measures

- Reduced financial burden on the county's self-insurance fund by reimbursing documented medical and lost-time claims related to COVID-19.

- Maintained uninterrupted access to medical treatment and wage replacement for impacted county employees, supporting workforce stability during the pandemic.

PROJECT 8611: Adult Mental Health Community Expansion

FUNDING AMOUNT: $5,761,060.50

PROJECT EXPENDITURE CATEGORY: 1.12; Mental Health Services

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

This project expands access to mental and behavioral health services in Orange County. Programs aim to increase engagement in outpatient care, provide support during transitions from acute settings, reduce gaps in care through voluntary, community-based services and offer non-clinical, overnight, and aftercare support in a home-like environment. The following programs address the mental health concerns that have been exacerbated by COVID-19:

- Assisted Outpatient Treatment and Psychosocial Rehabilitation
- Peer Respite for the Homeless with Mental Health
- Outpatient Mental Health Services
- Adult Intensive Outpatient Treatment
- Pediatric Psychiatric Services

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

Orange County enhanced access to mental health care for both minors and adults, particularly those transitioning from higher levels of care. Peer Support Space provided voluntary respite and aftercare services. Care coordination connected individuals to behavioral health, housing, education, and justice system resources. Services emphasized client empowerment, reduced reliance on inpatient care, and supported long-term community-based treatment.

Output Measures:

Assisted Outpatient Treatment and Psychosocial Rehabilitation

- 335 individuals served (unduplicated).
- 58 individuals received Clinical and Strength-based Assessments.
- 299 individuals benefited from prescribing and managing medication therapy.

Peer Respite for the Homeless with Mental Health

- 593 clients assisted with employment services.
- 640 individual peer group sessions activity.

- 354 substance abuse support group activity.
- 121 clients benefited from Mental Health counseling.

Certified Peer Respite Training

- 217 clients served.
- 307 individuals connected to other services in the community.
- 223 respites stay completed.
- 573 1:1 sessions held.
- 292 individuals attended group activities.

Outpatient Mental Health Services and Care Coordination

- 502 individuals assisted with accessing their benefits, SSI/SSDI, food etc.
- 201 individuals assisted with housing support.
- 502 individuals benefited from ongoing update of treatment planning and interventions.
- 502 individuals that were effectively connected with the services and supports that they need to transition successfully from higher levels of care to effective community-based care.

Adult Intensive Outpatient Treatment

- 145 individuals received counseling.
- 145 of participants in group counseling and activities.
- 145 individual access Peer services.
- 145 individual access 24-hours Crisis services.

Pediatric Psychiatric Services

- 2,985 individuals served (unduplicated).
- 235 minor patients screened by pediatric primary care are identified as needing further mental or behavioral health care.
- 690 minors referred to ED Mental Health Navigators that received follow up phone calls at 30-60 and 90-days intervals.
- 396 minors navigated to appropriate and timely care.
- 238 minors were seen in the emergency department and referred to and evaluated by an emergency Department Health Navigator for navigation to appropriate community resources.

Outcome Measures:

- Reduction in deep end, inpatient mental health services.
- Participants reported overall improved mental health.
- Minors have access to mental and behavioral health services.
- Minors have access to support services while they are patients in the Advent Health system.
- Families receive resources and referrals for treatment and follow-up assistance to the local community.
- Minors are assessed and treated by providers for acute mental health crisis and receive appropriate ongoing care.
- Participants have access to ongoing treatment plans, interventions and housing support.

PROJECT 8608: Expansion of Community Substance Abuse Services

FUNDING AMOUNT: $1,000,000.00

PROJECT EXPENDITURE CATEGORY: 1.13; Substance Use Services

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

Funding will support the expansion of community substance abuse services and address identified gaps in the current system in Orange County. The program will offer professional and consultative services that take a holistic approach to patient care, integrating support for substance addiction, mental health, and primary care through a multidisciplinary treatment team.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The expansion of Medication-Assisted Treatment (MAT) services for adults included a range of integrated care components. Outreach and intervention were delivered through dedicated case and care management services aimed at engaging individuals in treatment. Participants received outpatient counseling as part of their recovery plan, along with access to primary care services for medical evaluations, treatment, referrals, and coordinated follow-up care. These efforts supported a comprehensive approach to addressing substance use disorders within the community

Output Measures:

- 629 clients served (unduplicated).
- 100 clients benefited from ongoing update of treatment planning and interventions.
- 83 clients benefited from education and counseling.
- 28 individuals who transitioned from the Orange County Jail to the community.

- 51 individuals that were assisted with transition to other level(s) of care as necessary.
- 6 - Number of individuals that were assisted with Peer Support and Care Coordination.
- 4 - Number of individuals that received a Clinical Assessment.

Outcome Measures:

- Reduction in deep end, inpatient services, and substance use.
- Participants reported overall improved health.
- Rate of reduction of inpatient hospitalization (for those served what was the overall rate of hospital admissions as compared to the rest of the agency; based on that number, what was the rate of reduction from one month to the next of those connected, how many referrals turned into continued care).

NEGATIVE ECONOMIC IMPACTS

PROJECT 8614: Food Bank

FUNDING AMOUNT: $15,999,999.05

PROJECT EXPENDITURE CATEGORY: 2.1; Household Assistance: Food Programs

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: More than 50% Completed

PROJECT OVERVIEW

Funding provides support for Bring Hope Home, Mobile Food Drop, and to expand the Partner Feeding Capacity Building program.

Bring Hope Home:

This program provides fresh produce and non-perishable food items delivered to the homes of seniors, homebound individuals, the disabled and those in the high-risk group for contracting coronavirus.

Mobile Food Drops:

This program provides fresh produce and other nutritious food through feeding programs in Orange County.

Partner Feeding Capacity Building:

This project increases the flow of fresh fruit and vegetables from Florida farmers and other sources by expanding refrigeration capacity. The funds would be deployed in a manner that effectively enables Orange County partner agencies to access food for their feeding programs at no cost to them paired with direct home delivery to Orange County residents unable to access the food pantries. There will also be an emphasis on communities of color.

Project Website

www.feedhopenow.org

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

Under the direction of Second Harvest Food Bank of Central Florida, Bring Hope Home (BHH), Food Distribution, and Mobile Food Drops continue to distribute food to families in need within our community. The programs have ongoing marketing and outreach efforts to provide awareness, determine drop locations and establish a timeline for distribution. Mobile food distribution events and Commissioner events are open to all our neighbors in need in the community. Second Harvest provides food to 520 Orange County

feeding programs and transports an average of 21,255+ pounds of fresh fruit, vegetables, and dry goods directly to where low-income individuals reside at these mobile food distribution sites.

Program Goals:

- The Bring Hope Home program shall maintain a 75% or greater delivery rate for all registered participants.

- The Mobile Food Drop program shall distribute 75% or greater of the available food boxes.

- The Capacity Building projects shall demonstrate the difference between the capacity of partner agencies before the enhancements and after.

Output Measures:

Overall:

- 12,146,725 pounds of food purchased.

- Provided 520 Orange County feeding programs with food to distribute.

Bring Hope Home Program:

- 52,925 boxes of food delivered through Bring Hope Home.

- 44,136 households received food relief through Bring Hope Home.

- 79,851 individuals received food relief through Bring Hope Home.

Mobile Drops Program:

- 184,640 households received food relief through Mobile Drops.

- 853,800 individuals received food relief through Mobile Drops.

- 29,9,340 households received food relief through Commissioner Mobile Drops.

- 116,220 individuals received food relief through Commissioner Mobile Drops.

Capacity Building Project:

- 62 total fridges/freezers provided to partner agencies.

Outcome Measures:

- 99.98% (52,925 boxes of 52,934 boxes delivered).

- 90.99% (11,052,786 lbs. of 12,146,725.65 lbs.) delivered via Mobile Food Drop; remainder delivered to partner agency pantry programs.

PROJECT 8606: Homeless Diversion/ Prevention – Rental Assistance

FUNDING AMOUNT: $3,401,913.14

PROJECT EXPENDITURE CATEGORY: 2.2; Household Assistance: Rent, Mortgage, and Utility Aid

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: More than 50% Complete

PROJECT OVERVIEW

Funding will support homelessness outreach, prevention and diversion for Orange County residents. The objective is to bridge the gap in the homeless system for residents who are currently living in remote Orange County encampments.

The long-term impact of this project is to ensure that families/individuals who are experiencing financial hardship remained housed with the supportive services offered. Case management and bridge housing are provided to unhoused families/individuals to help them become sustainable and transition into permanent housing.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The Homeless Outreach initiative provides a range of critical support services to individuals experiencing homelessness, with a focus on stabilization and long-term housing solutions. Services included short-term rental assistance for individuals securing new housing after the loss of previous dwellings, utility assistance, and support for rental deposits. Outreach teams also worked to connect individuals to COVID-19 testing and vaccination services.

Efforts are made to actively engage individuals experiencing homelessness, including collaboration with law enforcement agencies to identify and serve individuals residing in rural homeless encampments. All service activities were documented in the Homeless Management Information System (HMIS), and continued follow-up was conducted to support sustained housing outcomes.

Output Measures:

- 1,266 individuals served (unduplicated).

- 312 individuals/families that were placed in bridge housing.

- 176 individuals/families that exited into permanent housing.

- 485 individuals/families benefited from financial assistance.

Outcome Measures:

- Individuals and families experiencing financial hardship were able to maintain stable housing as a result of supportive services provided through the program.

- Unhoused individuals and families who received case management and bridge housing support successfully transitioned into permanent, sustainable housing.

PROJECT 8612: Job Training and Retraining

FUNDING AMOUNT: $17,800,000.00

PROJECT EXPENDITURE CATEGORY: 2.10; Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: More than 50% Completed

PROJECT OVERVIEW

LevelUp Orange provides re-training for Orange County residents whose jobs were eliminated, or hours were significantly reduced due to the impact of COVID-19, into new career paths of similar or higher wages. The program offers individuals opportunities to increase their skills level ("upskill") for higher wage prospects within pandemic affected industries as well as create opportunities to connect workers with emerging industries.

LevelUp Orange has provided effective outreach and engagement efforts to both residents and potential employers about the available re-training programs including internship and employment placement. The program's focus of building and expanding emerging career training programs in alignment with large local employer vacancies and/or skill needs; enable the broadest representation of residents to be eligible for these programs (i.e. individuals with criminal records; residents with physical disabilities, military Veterans, etc. will be able to enter the local workforce); and make available resources which residents can use to find re-training programs and ensuing job opportunities in close proximity to their home.

Additionally, the program has extended career exploration to youth through the Mayor Demings County Showcase, offering industry growth awareness in the public sector as well as began learning science and data analysis of industry gaps and high growth potential within emerging industries in Orange County. Service delivery is rendered by the team's Career Coaches, Neighborhood Navigators and Business Consultants. Since the program's launch in May 2022, the program has served 7,423 Career Seekers.

Project Website
https://www.careersourcecentralflorida.com/level-up-orange/

USE OF EVIDENCE

Evidence-based Intervention: Yes

Evidence-based Amount: $3,533,288.87

The goal of the project is to expand career readiness and post-secondary opportunities for youth and adult job seekers through targeted programs like High School Career Express and Access to Career Pathways. These programs focus on skill development, post-secondary planning, and career exposure. The interventions are grounded in cohort-based learning, an evidence-based model shown to enhance motivation, retention and learning outcomes by fostering a sense of community and shared purpose.

Program Evaluation: Yes

Program Evaluation Amount: $0

CareerSource Central Florida (CSCF) provides oversight of performance to make sure we are consistently evaluating milestones. CSCF will work with Orange County staff to develop a Request for Proposal (RFP) to solicit a study to understand the return on investment of program funds and identify promising practices and areas of opportunity. CSCF expects to have the procurement process completed by October 1, 2025.

PERFORMANCE REPORT

High School Career Express and Public Sector Academy are initiatives designed to help high school students explore career options and prepare for future careers. The High School Career Express initiative expanded to nine (9) high schools, engaging 283 students in career exploration aligned with industry demand. Key partnerships with major employers enhanced participants' experience through facility tours and insights into in-demand careers. The initiative links education with employment, preparing the region's future workforce. Participants received support through resume building, interview prep, soft skills training, Florida Ready to Work State certification, legal aid and hiring events.

Anticipated Remaining Timeline:

Access to Career Pathways will host eight (8) academies, occurring every other month starting July 2025. Workforce Services will include one additional English for Speakers of Other Languages (ESOL) class in 2026, building on the current partnership with University of Central Florida (UCF). We will also continue offering targeted hiring events and internships.

Output Measures:

- Outreach to 43,919 residents.

- Provided workforce services and access to career, training and employment information to 3,351 residents.

- Provide employment placement for 1,886 residents.

- 1,556 participants earn $15+ per hour.

- 861 participants earn $18+ per hour.

- 1,079 workers enrolled in sectoral training programs.

- 914 workers completing sectoral training programs.

- 204 workers enrolled in job training programs.

- 159 workers completing job training programs.

- 58 individuals participating in summer youth employment programs.

High School Career Express:
- 283 students engaged in career exploration aligned with industry demand.

Access to Career Pathways:
- 7 cohorts completed.

- 89 residents served, including 45 justice-involved individuals, 22 older workers, 5 people with disabilities and 7 experiencing homelessness.

- 48 residents gained employment.

- 12 residents secured jobs after paid internships.

Outcome Measures:

- On track to have 80% of those in workforce services complete programming.

- On track to have 80% of participants employed.

- Focus on improving assessment process to better connect residents and align them to the best educational and employment programs based on their skills and personalities.

PROJECT 8616: Mental Health - Healthy Childhood Env: Child Welfare System "Breakthrough"

FUNDING AMOUNT: $144,608.52

PROJECT EXPENDITURE CATEGORY: 2.13; Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

Funding was used to improve access to community-based services for youth and families involved in or at risk of involvement in Child Welfare systems due to recurrent psychiatric hospitalizations by providing "Family Navigators" (peer support service) and need-based financial assistance. The need and demand for these types of services and interventions has been exacerbated by COVID-19. [The Kaiser Family Foundation published "The Pandemic's Impact on Children's Mental Health" article on May 26, 2021, reviewing recent research findings to draw attention to worsening mental health outcomes among children and adolescents during the pandemic, looking closely at those who are at higher risk for negative mental health impacts].

The project "Breakthrough" fostered access to a network of evidence-based clinical services for youth ages 9 to 16 with two (2) or more involuntary psychiatric hospitalizations. Family navigation services were provided to each youth/family, in the community for approximately 18 to 24 months, based on the needs of the family. Embrace Families, the lead Child Welfare Organization for Orange County, employed Family Navigators and managed the pool of funds for family financial assistance. Two (2) additional Navigators were hired for this project and will serve 40 families per year.

USE OF EVIDENCE

Evidence-based Intervention: Yes

Evidence-based Amount: $3.5 million

Researchers from the University of Central Florida rigorously evaluated the effectiveness of services and related youth and family outcomes.

The project goals were to improve access to evidence-based services for under-served populations based on race, ethnicity, and

income, along with improving youth and family functioning.

Program Evaluation: No

PERFORMANCE REPORT

The impacted Class of this project is Residents of Orange County who are low-income, defined as having a household income of 185% or less of the most current federal poverty guidelines, or who have otherwise suffered due to: a financial COVID-19 related impact and homelessness or imminent risk of homelessness. Residents of Orange County with household incomes above 300% of the most current federal poverty guidelines shall not be considered members of the Impacted Class without prior written approval of the County Agreement Liaison.

Output Measures

- 227 families assisted by the Family Support Navigator (FSN).
- 227 families assisted by the access services/support within 30 days of referral.
- 14 families received financial assistance and/or information and referrals for pro-social or other household stabilizing activities.
- 41 outreach activities conducted.

Outcome measures

- Provided advocacy, mentoring, coaching, and education resources to families utilizing a strength-based approach.
- Project increased access to services for those populations without access based on race, ethnicity, and financial resources.

PROJECT 8613: Children Services

FUNDING AMOUNT: $74,564.32

PROJECT EXPENDITURE CATEGORY: 2.14; Education Assistance: Early Learning

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: Completed

PROJECT OVERVIEW:

To bring sustainable job training in the sector of childcare to underserved populations in Orange County. Two (2) programs were made available: the DCF 45 hours and Infant and Toddler CDAs. The DCF hours were initiated at Community Coordinated Care for Children (4C) and the CDA was subcontracted to the Early Learning Coalition of Central Florida.

Funding expanded access to childcare assistance by recruiting and retaining qualified staff to provide enriching high-quality, low-cost Early Head Start services to residents of Orange County, Florida. The goal was to provide services for parents and other individuals interested in pursuing a career in childcare.

Program Website

https://4cflorida.org/

USE OF EVIDENCE

Evidence-based Intervention: No
Program Evaluation: No

PERFORMANCE REPORT

The program ended in December 2023 due to due to low participant enrollment.

Output Measures

- 52 total students enrolled in the DCF 45-hours program.

- 3 students enrolled in the CDA program.

Outcome Measures

- 3 students completed the DCF 45-hours total, and 1 student completed the first round of the CDA program.

PROJECT 8610: Homelessness - Housing Support: Unhouse Person

FUNDING AMOUNT: $5,611,704.89

PROJECT EXPENDITURE CATEGORY: 2.16; Long-term Housing Security: Services for Unhoused Persons

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: Less than 50% Completed

PROJECT OVERVIEW

Funding will support an expansion of homeless outreach to outer areas of Orange County and will include case management, connection to medical, mental health and housing resources. Outreach to the more rural settings of Orange County has been identified as gaps in the continuum of care in the homeless system. Services are rooted in evidence-based practices. These gaps would include the following projects that will address homelessness, medical risk and mental health concerns:

Samaritan Resource Center:

This project provides funding for homelessness outreach, prevention, and diversion. The objective is to bridge the gap in the homeless system for COVID-19 impacted residents of Orange County, who are currently living in remote Orange County encampments. Clients will receive short-term rental assistance for new moves following loss of prior dwelling along with getting assistance with rental deposits and utilities assistance. Clients will be connected to COVID testing, vaccines and counseling services. The street outreach team will engage with homeless individuals and offer services. Documented all activities in Homeless Management Information Services (HMIS).

Matthew's Hope Ministries:

This project provides funding for homelessness outreach, prevention, and diversion along with medical assistance/assessment. The objective is to bridge the gap in the homeless system for COVID-19 impacted residents of Orange County, who are currently living in remote Orange County encampments.

Clean the World Foundation:

Funding this project allows Clean the World to provide mobile shower units in Orange County, including the provision of navigation staff to connect homeless individuals to

medical needs, housing, and other resources via the Fresh Start Wash & Wellness program.

SALT Outreach, Inc.:

Funding this project allows SALT to provide mobile shower units and laundry services in East Orange County and Apopka, including the provision of navigation staff to connect homeless individuals to medical needs, housing, and other resources.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The impacted Class of this project is Residents of Orange County who are low-income, defined as having a household income of 185% or less of the most current federal poverty guidelines, or who have otherwise suffered due to: a financial COVID-19 related impact and homelessness or imminent risk of homelessness. Residents of Orange County with household incomes above 300% of the most current federal poverty guidelines shall not be considered members of the Impacted Class without prior written approval of the County Agreement Liaison.

Output Measures

Samaritan Resource Center:

- 264 households served (unduplicated).
- 310 individuals/families that were placed in bridge housing.
- 50 individuals/families that exited into permanent housing.
- 510 - Number of individuals/families benefited from financial assistance.
- 179 clients received mental health counseling.
- 350 - Number of clients entered Homeless Management Information System (HMIS).

Matthew's Hope Ministries

- 744 individuals served (unduplicated).
- 259 received counseling services.
- 1105 individuals received medical assistance and assessment.
- 10 individuals placed in bridge housing.
- 7 families existed into permanent housing.
- 245 clients benefited from financial assistance.

Clean the World

- 1,491 clients served (unduplicated).
- 257 individuals that were connected to COVID-19 testing and vaccination.
- 431 mobile events held.

- 509 individuals referred to other services, including but not limited to legal, identification needs through IDignity, food pantry etc**.**

SALT Outreach

- 338 clients served (unduplicated).

- 155 mobile events held in the community.

- 181 individuals that received case management services.

- 83 individuals referred to other services, including but not limited to legal, identification needs through I-Dignity, food pantry etc.

Outcome Measures

Samaritan Resource Center:

- Long term impact for families/individuals to remain housed with the supportive services offered.

- Case management/bridge housing to provide to unhoused families/individual to help them become sustainable and transition into permanent housing.

Matthew's Hope Ministries

- Long term impact for families/individuals to remain housed with the supportive services offered.

- Case management/bridge housing to provide to unhoused families/individual to

help them become sustainable and transition into permanent housing.

- Clients will be able to access ongoing medical care services.

Clean the World

- Long-term support of Orange County residents that are homeless and/or impoverished to access resources with community partners.

- To connect the vulnerable to resources to include medical, housing, and other needed community resources as well as preventing the spread of COVID-19.

SALT Outreach

- To support Orange County residents that are homeless and/or impoverished accessing resources with community partners.

- To connect the vulnerable to resources to include medical, housing, and other needed community resources as well as preventing the spread of COVID-19.

PROJECT 8607: Strong Healthy Communities - Wayne Densch

FUNDING AMOUNT: $250,000.00

PROJECT EXPENDITURE CATEGORY: 2.22; Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

Funding is provided for the construction of a community and case management space for low-income individuals located in a qualified census tract.

The funding allows for implementation of new program in an underserved community that will outlast the physical impact of COVID-19 and provide an array of mental health and substance abuse services including access to healthcare and occupational therapy, as well as licensed mental health professionals, case management, and peer support staff.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

Output Measures

- NA

Outcome Measures

- The community center will provide opportunities for recreational activities to allow for safe interaction among peers and support groups.

- The community will have access to healthcare services, case management and peer support.

PROJECT 8617: Childcare Services – Aid to High Poverty Districts

FUNDING AMOUNT: $14,359,144.69

PROJECT EXPENDITURE CATEGORY: 2.24; Addressing Educational Disparities: Aid to High-Poverty Districts

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: More than 50% Completed

PROJECT OVERVIEW

Funding will provide financial relief to childcare providers to help defray unexpected business costs associated with the pandemic, and to help stabilize their operations so that they may continue to provide care as they face less revenue and higher expenses during the pandemic.

Funding will expand access to childcare assistance by supporting families who earn less than 300% of federal poverty guidelines and are not eligible for current School Readiness vouchers, provide a supplement above the current School Readiness payment to offset the continued cost of COVID, equip childcare providers with technology, and provide training and professional development opportunities to childcare

owners, early learning entrepreneurs, directors, family childcare home providers, etc., aimed to strengthen financial skills and build business acumen in support of quality childcare for Orange County's families.

USE OF EVIDENCE

Evidence-based Intervention: Yes

Evidence-based Amount: $14,359,116.40

This program is designed to serve the most vulnerable children and families, targeting all populations, to provide access to high quality early care and learning programs to ensure children are kindergarten ready. The primary goal of the program is to stabilize the childcare community post COVID. Further, providing access to early education programs enables children to enter school ready to learn, and parents to go to work and bring them closer to self-sufficiency.

Program Evaluation: No

PERFORMANCE REPORT

The Orange County School Readiness Coalition, Inc launched project activities the second week of June 2022. As families submitted the required eligibility documentation, staff reviewed and approved

children for enrollment at a School Readiness approved provider of their choice.

Output Measures

- 2,983 children have been enrolled.

- 2,267 households have been enrolled.

Outcome Measures

- 90% of funding has been utilized.

- An average of 390 children per month has been served.

- Economically disadvantaged families have received childcare who would not have otherwise received financial assistance.

PROJECT 8600: Micro Grant Home-Based Program

FUNDING AMOUNT: $141,000.00

PROJECT EXPENDITURE CATEGORY: 2.29; Small Business Economic Assistance (General)

MANAGING DEPARTMENT: County Administration - Economic, Trade, and Tourism Development

PROJECT STATUS: Completed

PROJECT OVERVIEW

The Orange County Board of County Commissioners allocated $2.3 million of its State and Local Fiscal Recovery Funds (SLFRF) allocation to provide such financial assistance to COVID-19 impacted small businesses, home businesses, and gig workers located in Orange County, Florida. Thus, the creation of the Orange County Small Business BOOST Program.

A total of $3,000,000 was allocated specifically for Home-Based businesses. Under the program, if a home-based business meets the program's eligibility criteria, it may apply to receive a grant in an amount up to $3,000 that may be used for business expenses. The grant program was marketed to our existing list of applicants from the CARES act programs as well as by our Communications Team. We also worked with our community chamber, consul, and technical service provider networks to help communicate the program to the entire county.

Project Website:

https://www.ocfl.net/BOOST

Project Dashboard:

https://www.arcgis.com/apps/dashboards/7631acf14e2e481cade52d90be16ea7c

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The Orange County Small Business BOOST program officially launched on July 18, 2023, and the portal to submit applications was closed on September 15, 2023, due to the low volume of applications. The low success rate for applicants was attributed to the improved economy as applicants struggled to provide information documenting a decline in revenue of 25% between 2020-2023.

Output measures

- 388 applications received.

- 46 applications approved.

- 342 applications denied.

- 21 applications unsubmitted.

Outcome Measure

- Home-based businesses were able to overcome the negative economic impacts as a result of the COVID-19 public health emergency.

PROJECT 8601: Small Business Grants

FUNDING AMOUNT: $2,138,138.00

PROJECT EXPENDITURE CATEGORY: 2.29; Small Business Economic Assistance (General)

MANAGING DEPARTMENT: County Administration - Economic, Trade, and Tourism Development

PROJECT STATUS: Completed

PROJECT OVERVIEW

The Orange County Board of County Commissioners allocated $2.3 million of its State and Local Fiscal Recovery Funds (SLFRF) allocation to provide such financial assistance to COVID-19 impacted small businesses, home businesses, and gig workers located in Orange County, Florida. Thus, the creation of the Orange County Small Business BOOST Program. Under the program, if a small business meets the program's eligibility criteria, it may apply to receive a grant in an amount up to $10,000 that can be used for business expenses.

The grant program was marketed to our existing list of applicants from the CARES act programs as well as by our Communications Team. We also worked with our community chamber, consul, and technical service provider networks to help communicate the program to the entire county.

Project Website

https://www.ocfl.net/BOOST

Project Dashboard:

https://www.arcgis.com/apps/dashboards/7631acf14e2e481cade52d90be16ea7c

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The Orange County Small Business BOOST program officially launched on July 18, 2023, and the portal to submit applications was closed on September 15, 2023, due to the low volume of applications. The low success rate for applicants was attributed to the improved economy as applicants struggled to provide information documenting a decline in revenue of 25% between 2020-2023.

Output measures

- 1,461 applications received.
- 104 applications approved.
- 1,357 applications denied.
- 48 applications unsubmitted.

Outcome Measure

- Small businesses were able to overcome the negative economic impacts as a result of the COVID-19 public health emergency.

PROJECT 8603: Small Business Assistance - Nonprofit Technical Assistance

FUNDING AMOUNT: $3,203,593.48

PROJECT EXPENDITURE CATEGORY: 2.34; Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)

MANAGING DEPARTMENT: County Administration - Economic, Trade, and Tourism Development

PROJECT STATUS: More than 50% Completed

PROJECT OVERVIEW

Empowering Good is a nonprofit capacity-building initiative designed to strengthen the resilience and effectiveness of nonprofit organizations in Orange County in response to the disruptions caused by COVID-19. Administered by Rollins College's Edyth Bush Institute for Philanthropy and Nonprofit Leadership (EBI), the program delivers targeted support to eligible nonprofits through two distinct tracks.

The primary track offers cohort-style training for nonprofit teams including CEOs, board members, and staff focused on critical topics such as impact measurement, risk awareness, fundraising, financial management, and storytelling. Training is delivered through a mix of in-person sessions, virtual instruction, and individualized coaching.

A second track is available for organizations better suited for organizational assessments and tailored capacity-building solutions.

This program aims to enhance the long-term sustainability of both emerging and established nonprofits, with an emphasis on supporting small organizations and those led by socially and economically disadvantaged individuals. Empowering Good also prepares participating nonprofits to pursue funding and partnership opportunities with Orange County and other local municipalities.

With over 6,600 nonprofit organizations and 58,000 nonprofit employees in Orange County, the program leverages EBI's existing outreach networks, in partnership with Orange County's internal departments and economic development partners, to ensure wide and inclusive program awareness and engagement.

Project Website

https://www.empowering-good.org/

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: Yes

Program Evaluation Amount: $100,000.00

An outside evaluation company was hired to evaluate the program through pre and post surveys, focus groups, and by reviewing all the coaching reports.

PERFORMANCE REPORT

Empowering Good officially launched on May 16, 2022. The program has successfully completed five (5) cohort cycles and will complete its sixth and final cohort by October 5, 2025.

During the performance period of 7/01/2024 - 6/30/2025, 53 nonprofit organizations have participated in the Empowering Good program representing three (3) cohorts - one of which is currently in progress. Collectively, these 53 nonprofit organizations operate across 12 distinct service areas with their unique missions, including human services, community development, children & youth, families, adults, underserved & underrepresented populations, specialized groups, education, homelessness, environmental conservation, arts & culture, and the general community.

Output measures

Cohort 1:

19 organizations completed the program

- 100% reported pandemic impact.

- 11% reported revenue loss > 15%.

- 89% self-identify as "small grassroots", "minority-led" or "women-led".

- 9 organizations have a budget < $500,000.

- 4 organizations have a budget < $50,000.

Cohort 2:

19 organizations completed the program

- **Gender:** 32%-man, 68%-woman.

- **Age:** 18 to 20 – 6%, 21 to 29 – 12%, 30 to 39 – 18%, 40 to 49 – 18%, 50 to 59 – 27%, 60 to 69 – 18%, 70 or order – 0%.

- **Ethnicity:** 32% Hispanic or Latino, 68% Non-Hispanic or Latino.

- **Race:** 17% Black or African American, 68% White, 15% Other.

Cohort 3:

18 organizations completed the program

- **Gender:** 32%-man, 68%-woman.

- **Age:** 18 to 20 – 0%, 21 to 29 – 4%, 30 to 39 – 24%, 40 to 49 – 40%, 50 to 59 – 16%, 60 to 69 – 12%, 70 or order – 4%.

- **Ethnicity:** 88% Hispanic or Latino, 8% Non-Hispanic or Latino, 4% Missing data.
- **Race:** 8% Black or African American, 88% White, 4% Asian.

Cohort 4:

21 organizations completed the program

- **Gender:** 24%-man, 27%-woman, 2% non-binary.
- **Age:** 18 to 20 – 5%, 21 to 29 – 2%, 30 to 39 – 29%, 40 to 49 – 24%, 50 to 59 – 26%, 60 to 69 – 14%.
- **Ethnicity:** 15% Hispanic or Latino, 83% Non-Hispanic or Latino, 2% other.
- **Race:** 35% Black or African American, 59% White, 6% Other.

Cohort 5:

20 organizations completed the program

- **Gender:** 21%-man, 74%-woman, 5% missing data.
- **Age**: 21 to 29 – 11%, 30 to 39 – 18%, 40 to 49 – 18%, 50 to 59 – 32%, 60 to 69 – 5%, 70+ – 8%, missing data – 5%.
- **Ethnicity:** 19% Hispanic or Latino, 76% Non-Hispanic or Latino, 5% missing data.
- **Race**: 21% Black or African American, 63% White, 5% American Indian or Alaskan Native, 5% Multiple Races, 3% other, 3% missing data.

Cohort 6:

- **Gender:** 23%-man, 74%-woman, 3% missing data.
- **Age:** 18 to 20 – 3%, 21 to 29 – 8%, 30 to 39 – 13%, 40 to 49 – 44%, 50 to 59 – 44%, 60 to 69 – 8%, 70+ – 13%, missing data – 3%.
- **Ethnicity**: 8% Hispanic or Latino, 90% Non-Hispanic or Latino, 2% other.
- **Race:** 49% Black or African American, 41% White, 5% Multiple Races, 3% other, 3% missing data.

Outcome Measures from Cohort 4 & 5

1. **Impact Measurement & Communication**

Cohort 4:

- The percentage of organizations ability to clearly identify their outputs, outcomes, and impacts increased significantly from 39% to 83%, demonstrating measurable growth in evaluation capacity as a result of the program.
- The development of formal plans and logic models rose significantly from 21% to 71%.
- The ability to communicate impact results to stakeholders improved from 27% to 74%.

Cohort 5:

- The percentage of organizations ability to clearly identify their outputs, outcomes, and impacts increased significantly from 29% to 88%, demonstrating measurable

growth in evaluation capacity as a result of the program.

- The development of formal plans and logic models rose significantly from 21% to 79%.
- The ability to communicate impact results to stakeholders improved from 34% to 84%.

These results show the program's success in equipping organizations to rigorously measure and share their impact, strengthening accountability and stakeholder confidence.

2. Financial Management and Governance

Cohort 4:

- Active cash flow monitoring increased from 56% to 67%.
- Leaders' understanding of key financial documents improved from 52% to 79%.
- Organizations with active finance committees providing oversight grew from 50% to 57%.

Cohort 5:

- Active cash flow monitoring increased from 42% to 73%.
- Leaders' understanding of key financial documents improved from 53% to 82%. Organizations with active finance committees providing oversight grew from 53% to 81%.

Together, these outcomes indicate lasting gains in financial literacy, governance, and fiscal resilience.

3. Risk Management Capacity

Cohort 4:

- Awareness of necessary documents and policy processes rose from 25% to 74%.
- Boards fulfilling their roles in risk assessment and mitigation improved from 23% to 64%.
- Organizations conducting risk audits to identify gaps increased sharply from 12% to 76%.

Cohort 5:

- Awareness of necessary documents and policy processes rose from 42% to 82%.
- Boards fulfilling their roles in risk assessment and mitigation improved from 29% to 79%.
- Organizations conducting risk audits to identify gaps increased sharply from 34% to 81%.

These results show strengthened preparedness and capacity to identify and manage organizational risks.

4. Storytelling & Leadership Communication

Cohort 4:

- The use of storytelling as a communication and leadership tool rose from 42% to 79%.

- Leaders understanding and applying effective storytelling techniques increased from 40% to 83%.

- The ability to tailor stories to target audiences grew from 37% to 74%.

Cohort 5:

- The use of storytelling as a communication and leadership tool rose from 55% to 78%.

- Leaders understanding and applying effective storytelling techniques increased from 50% to 88%.

- The ability to tailor stories to target audiences grew from 47% to 85%.

These outcomes highlight the program's effectiveness in helping leaders craft compelling narratives that engage supporters and advance missions.

5. Fundraising and Income Diversification

Cohort 4:

- Organizations diversifying income streams increased from 42% to 60%

- Boards and staff ability to articulate the case for support and make donor asks improved from 29% to 56%.

- Organizations actively stewarding donors grew from 23% to 52%.

Cohort 5:

- Organizations diversifying income streams increased from 34% to 88%.

- Boards and staff ability to articulate the case for support and make donor asks improved from 21% to 70%.

- Organizations actively stewarding donors grew from 24% to 67%.

These findings demonstrate a stronger foundation for sustainable fundraising and donor engagement.

6. Participant Satisfaction and Confidence

- Over 83% of Cohort 4 strongly agreed the program would help their organization; 81% would recommend it.

- Cohort 5 had similarly high agreement on the program's relevance and applicability, and strong willingness to recommend it to peers.

Participants also expressed high confidence in applying the lessons learned to impact measurement, financial management, risk management, storytelling, and fundraising, signaling readiness to translate knowledge into sustained action.

In summary, the Empowering Good program has consistently strengthened participating organizations' capacity to measure and communicate impact, improve financial practices, manage risk, engage donors, and tell their stories effectively. These outcomes not only support immediate operational improvements but also position organizations for long-term sustainability, resilience, and greater community impact.

PROJECT 8649: Art Agency Assistance

FUNDING AMOUNT: $965,255.42

PROJECT EXPENDITURE CATEGORY: 2.36;

MANAGING DEPARTMENT: Arts and Cultural Affairs

PROJECT STATUS: Completed

PROJECT OVERVIEW

The funding provided critical support to nonprofit arts organizations, which were among the earliest to cease operations and the last to resume activities during challenging times. This strategic investment played a pivotal role in preventing these organizations from folding, thereby preserving vital cultural institutions within our community. Beyond safeguarding their survival, the funds enabled these organizations to continue offering essential cultural enrichment and emotional relief - serving as a much-needed stimulus and source of healing for the community.

Additionally, this support sustained employment for hundreds of arts professionals and creatives, ensuring that the local creative economy remained vibrant and resilient throughout the period of disruption.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

United Arts is a non-profit organization that works to serve arts, sciences, and history by raising and distributing funds while collaborating with individuals, businesses, local governments, and more than 75 arts and cultural organizations in Central Florida.

Through an application process, United Arts has distributed funding to 29 different local arts organizations meeting the criteria pertaining to loss due to COVID-19. All awards were disbursed by March 1, 2022.

Output Measures

- 38 applications submitted.
- 30 organizations qualified for funding.
- 29 local arts organizations funded.
- 1 organization declined funding.

Outcome Measures

- Employment and attendance levels brought back to pre-COVID levels.

PROJECT 8602: Small Business Assistance - Gig Worker Grant Program

FUNDING AMOUNT: $4,200.00

PROJECT EXPENDITURE CATEGORY: 2.37; Other Economic Support

MANAGING DEPARTMENT: County Administration - Economic, Trade, and Tourism Development

PROJECT STATUS: Completed

PROJECT OVERVIEW

The Orange County Board of County Commissioners allocated $2.3 million of its State and Local Fiscal Recovery Funds (SLFRF) allocation to provide such financial assistance to COVID-19 impacted small businesses, home businesses, and gig workers located in Orange County, Florida. Thus, the creation of the Orange County Small Business BOOST Program.

Under the program, if an individual is a gig worker that could not obtain unemployment and otherwise meets the program's eligibility requirements, they may apply to receive a grant in an amount up to $1,400 to recover income lost due to the COVID-19 public health emergency. According to the US Chamber of Commerce, 1 in 10 workers utilize Gig work as their primary source of income. Many don't receive benefits due to the structure of these types of jobs. Examples of Gig workers include: Freelancers, rideshare drivers, food delivery drivers, creative workers, web designers, bartenders, actors, musicians, etc.

Orange County has worked with various groups in the community to get an understanding of the challenges currently facing Gig workers in various industry groups. Working with the Greater Orlando Performing Arts Relief (GOPAR) to review the results of an industry survey they have conducted to determine the challenges of their workforce during the COVID pandemic. Also reaching out to various other industry associations representing Gig workers.

Project Website

https://www.ocfl.net/BOOST

Project Dashboard:

https://www.arcgis.com/apps/dashboards/7631acf14e2e481cade52d90be16ea7c

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The Orange County Small Business BOOST program officially launched on July 18, 2023, and the portal to submit applications was closed on September 15, 2023, due to the low volume of applications. The low success rate for applicants was attributed to the improved economy as applicants struggled to provide information documenting a decline in revenue of 25% between 2020-2023.

Output measures

- 11 applications received.
- 3 applications approved.
- 8 applications denied.
- 335 applications unsubmitted.

Outcome Measure

- Gig workers were able to overcome the negative economic impacts as a result of the COVID-19 public health emergency.

PROJECT 8619: Childcare Services – Healthy Childhood

FUNDING AMOUNT: $519,900.24

PROJECT EXPENDITURE CATEGORY: 2.37; Economic Impact Assistance: Other

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: More than 50% Completed

PROJECT OVERVIEW

The Central Florida Diaper Bank provides community-based family support services to pregnant and parenting families. In response to the COVID-19 pandemic, funding will be used to provide community-based family support services to families.

Programming has been designed to promote the well-being of children and families that will increase the strength and stability of families, increase parents' confidence and competence in their parenting abilities, afford children a stable and supportive family environment, and help them to identify where improvement is needed and to obtain assistance with respect to matters such as child development, family budgeting, coping with stress, health, and nutrition.

Funding will improve access to such services via home visits and/or mobile units. Information and referral services are being provided to encourage healthy growth, nutrition, and development of children aged newborn to three (3).

Project Website

https://www.centralfloridadiaperbank.org

USE OF EVIDENCE

Evidence-based Intervention: Yes

Evidence-based Amount: $519,900.24

The goal of the project is to provide community-based family support services to parents or legal guardians of children aged 0-3 years old. The Central Florida Diaper Bank (CFLDB) program uses evidence-based interventions. Through the program we aim to lower risk factors associated with infant mortality and poor developmental outcomes.

Our evidence-based approach uses the Partners for a Healthy Baby (PHB) model which is a research-based, practice-informed curriculum developed by Florida State University. It has been used in several evidence-based programs that have achieved

positive outcomes as documented in numerous studies. The curriculum is unique in that it addresses issues of child health and development within the context of the multifaceted needs of expectant and parenting families.

The project aimed to strengthen parenting skills, improve access to essential hygiene items, and increase awareness of community resources among families. Key goals included achieving at least a 70% successful completion rate for participants completing three parenting courses, distributing 70% of diaper and hygiene supplies, and ensuring at least 70% of participants demonstrate improved knowledge of community resources.

Program Evaluation: No

PERFORMANCE REPORT

There were 22 mobile distribution sites and 64 online parenting classes. A total of 473 households has been served (3249 individuals in the households). 473 households have received basic essentials and community resource sheets. And 133 participants have completed all parenting classes as of 6/30/25.

Output Measures

- 990 total participants.

- 30 referrals received.

- 133 evaluations completed.

- 97,852 diapers distributed.

- 102,688 wipes distributed.

- 34,818 personal hygiene items distributed.

Outcome Measures

- 70% of participants completed all three (3) parenting courses through the program.

- 70% of the available diapers, wipes, and personal hygiene products were distributed through the Diaper Distribution program.

- 90% of participants have improved knowledge of community resources.

PROJECT 8627: Medical Debt Relief

FUNDING AMOUNT: $4,500,000.00

PROJECT EXPENDITURE CATEGORY: 2.37; Economic Impact Assistance: Other

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: Less than 50% completed

Project Website:

https://www.orangecountyfl.net/FamiliesHealthSocialSvcs/MedicalDebtReliefInitiative.aspx

USE OF EVIDENCE

Evidence-based Amount: No

Program Evaluation: No

PROJECT OVERVIEW:

The goal of this project is to provide medical debt relief for residents of Orange County Florida who fall below 400% Federal Poverty Guideline (FPG) and/or who have 5% or more of their income going toward medical debt.

The primary activities involve the purchase outstanding medical debt at a discounted rate from local medical hospitals/ medical service providers and secondary medical debt markets or debt collection agencies. The debt is subsequently written off and the eligible residents are provided with written notification that their outstanding debt has been eliminated.

The third-party administrator sub-recipient is Medical Debt Resolution, Inc. The project timeline is from 08/29/2024 to 12/31/2026.

PERFORMANCE REPORT

Medical Debt Resolution, Inc. continues to engage with hospitals in the area and are processing two files currently from a hospital system as well as the secondary market.

Undue is currently awaiting another file from a large area hospital that has indicated that there is a pending file with almost $50M face value in debt. This file is anticipated within the next two months. There was an abolishment of debt of 291,393 individuals with a debt value of $500,350,137 during the reporting period.

Output Measures

- 291,393 individuals received debt relief during this reporting period.
- $500,350,137 total debt value.

Outcome Measures

- 100% percent of the eligible target population will receive medical debt relief.

INFRASTRUCTURE

PROJECT 8633: Lake Downey Drive and Frankel Street Water Main Extension

FUNDING AMOUNT: $753,000.00

PROJECT EXPENDITURE CATEGORY: 5.11; Drinking water: Transmission & distribution

MANAGING DEPARTMENT: Utilities

PROJECT STATUS: Completed

PROJECT OVERVIEW

The project will extend central water service to two residential streets in east Orange County - Frankel Street and Lake Downey Drive - serving a total of 34 single-family residential parcels occupied by low- to moderate-income households. Frankel Street, located north of Dean Creek Lane and east of Dean Road, will serve 15 parcels, while Lake Downey Drive, located south of Flowers Avenue and east of Dean Road, will serve 19 parcels.

All single-family residences within the project area will benefit from the new water service. The area qualifies as a low- to moderate-income community. Residents will receive advance notice of the project, and community meetings will be held to provide additional information and address questions.

LABOR PRACTICES

Prevailing wage requirements and local hiring are being utilized by the awarded contractor.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

In 2024, the project successfully completed the Preliminary Design Report (PDR), and Schuller Contractors, Inc. was selected for construction through a competitive bid process, with contract approval granted at December 12, 2023, Board of County Commissioners meeting. A Notice to Proceed was issued to the contractor in February 2024.

As of June 2025, construction is complete, and central water service has been extended to Frankel Street and Lake Downey Drive in east Orange County, with all designated residential parcels connected to the system.

Outcome measures

- Making central water available to 34 Low/Mod income single family residential parcels – this equates to approximately 100 individual residents.

Outcome Measures

- Serves a population that is more than 33% Black or Hispanic, based on 2023 Census data.

- Serves an area where 30% of households are living below the poverty level.

PROJECT 8631: Fixed Broadband

FUNDING AMOUNT: $2,175,245.00

PROJECT EXPENDITURE CATEGORY: 5.19; Broadband: "Last Mile" projects

MANAGING DEPARTMENT: County Administration - Innovation & Emerging Technologies Office

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

Orange County intends to prioritize fixed broadband infrastructure deployment where there currently is none. This initiative includes main fixed assets leading directly to homes and/or businesses for "last mile" service. After new fiber and/or co-axial installations have been fully realized in the county, remaining funding will be utilized to target fixed asset upgrade needs throughout low/median income areas of the county.

The intended outcome is for every eligible residential address, regardless of occupation at the time of installation completion, to have "last mile" broadband infrastructure where there previously was no infrastructure. Furthermore, it is expected that these same residents were adversely affected by the COVID-19 pandemic, with already earning very

low/low wages and coming from industries – such as hospitality/tourism- which was most affected by the pandemic. The project includes building Fiber network infrastructure to connect 1,341 unserved locations.

Project Website

Fiber Broadband Serviceable Locations

USE OF EVIDENCE

Evidence-based Intervention: Yes

Evidence-based Amount: $0

County resources (non-ARPA funding) will allow for the tracking of evidence-based outcomes together with the non-profit partners. No funds are expected to be used for this purpose on this project. Charter Communications has provided monthly data on the sign-up rate of the households. The program will list the number of households and the number of households that utilize the program.

Program Evaluation: No

PERFORMANCE REPORT

This project will be done in two phases: (1) Deign & Engineering and (2) Construction & Operations. A consultant has completed data gathering for Phase 2 and prepared the details

and scope for the Request for Proposals (RFP) for design, as well as engineering of the Anchor Institution Fiber Optic Network.

Charter Communications won the Request for Proposal (RFP) and will contribute approximately $5 million to the project. The project activities are now complete with all 1,341 project build locations being activated and serviceable. These locations were previously unserved with broadband service. Final invoices have been received and are in process; final project close out is expected to be completed by Septebmer 2025.

Output Measures

- 1,341 households adopt the broadband infrastructure from this funding.

- 494 newly built locations subscribed to high-speed broadband services as of June 2025.

Outcome Measures

- Providing broadband access that will allow residents to participate in digital education and work, skills training, telehealth access, and other elements of digital society.

REVENUE REPLACEMENT

PROJECT 0162: Innovation Lab

FUNDING AMOUNT: $9,000,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: County Administration - Innovation & Emerging Technologies Office

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

This project will fund the renovation of a 20,084 square foot existing building into an Innovation Lab. Currently a mobile version of the Innovation Lab is operational and is being utilized for implementing design thinking processes into current project workflows.

In addition to the allocation of general funds, other funding sources are allocated to brick and mortar for continuing county programs which include STEAM, education, and workforce programs to support economic development initiatives.

LABOR PRACTICES

This project will incorporate Davis-Bacon prevailing wage requirements in the Request for Proposals for the Contractor.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

Currently a mobile version of the Innovation Lab is operational and is being utilized for implementing design thinking processes into current project workflows. Until the brick and mortar (Innovation Center) construction is completed, this information is unknown.

PERFORMANCE REPORT

The Innovation Lab has completed the design and competitive bidding process. The project started construction in January 2025 and should achieve substantial completion by February 2026. Final project close out should occur by June 2026.

Outcome Measures

- Promotion of innovation by providing office space, conference rooms, fabrication space, Idea/Think Lab and a Virtual Reality room to serve the citizens of Orange County.

PROJECT 0727: Fire Training Facility

FUNDING AMOUNT: $36,084,523.08

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Administrative Services

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

Funding will be utilized to fund the majority of construction costs for a new Fire Training Facility with a total project cost of $47 million. The project consists of a 38-acre site with the Main Building of roughly 38,000 square feet with an office, classroom, fitness center, and apparatus bays. The remainder of the site consists of training structures including a burn building, drill towers, structural collapse, trench safety, CPAT building and various other gas-fired training props. The American Rescue Plan Act funding is partial funding for the project and Orange County is funding the balance of the project.

The goal of Orange County Fire Rescue Department's new Fire Training Center is to provide a premier site that is owned and operated by the Orange County Fire Rescue Department and serves the department's direct interests and needs for the next 50 years. The site will be used to conduct Fire, EMS, and Special Operations training for OCFRD's incumbent firefighters, recruit firefighters, and non-certified staff. The training center will be designed to meet all requirements by the Florida Bureau of Fire Standards to be a certified training center, as well as meet the facility requirements for ISO (Insurance Service Office).

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The project completed the gopher tortoise relocation and started site clearing by the end of June 2023.

As of June 2024, construction work was ongoing. All extensive site work was completed for the project. All the slabs were poured, and the framing of all the buildings has been nearly completed. The main building was dried in by the end of June 2024.

As of June 2025, the project achieved substantial completion; punch list items and

project close out is ongoing and should be completed by December 2025.

Output Measures

- Number of ISO Training Hours completed by combat rated personnel annually.

- Number of Firefighter Minimum Standards courses provided annually.

- Passing rate of Firefighter Minimum Standards for non-certified recruits.

- Number of Special Operations recertification hours annually.

Outcome Measures

- Increase the department's ability to conduct mandatory training hours, including live fire burns.

- Decrease new firefighter recruit orientation with non-certified recruits.

- Increase the regional and multi-jurisdictional training with other Fire, EMS, and Law Enforcement agencies.

PROJECT 0797: Fire Station #80

FUNDING AMOUNT: $6,517,622.60

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Administrative Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

The Fire Station #80 project involves the construction of a new, modern 3-bay fire station to replace the existing facility located at 1841 Bonneville Drive, Orlando, FL 32826. The current station, a prefabricated metal structure built in 1973, has surpassed its intended service life and no longer meets the operational, safety, or comfort standards required to support today's fire and emergency services personnel. The aging facility lacks adequate space, functionality, and infrastructure to accommodate modern firefighting equipment and provide a suitable living and working environment for first responders.

The new Fire Station #80 will be a purpose-built facility designed to enhance emergency response capabilities, improve the quality of life for firefighters, and support the growing needs of the surrounding community. The design phase of the project was fully funded by Orange County, demonstrating a commitment to investing in critical public safety infrastructure.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

Purchase orders were issued to support various aspects of the project, including construction services, surveying, additional design services, and construction materials testing.

Fire Station #80 reached substantial completion in February 2023, and all construction activities are now fully complete. As of June 2025, all project funds have been expended, and the project has been fully closed out.

Outcome measures

- Ability to provide fire rescue services to the residents of East Orange County from a modern fire station.

PROJECT 0798: Fire Station #32 Land Acquisition

FUNDING AMOUNT: $8,282,036.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Fire Rescue

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

Funding for this project will allow the purchase of a 1.71 parcel located at Avalon Road and "New" Hartzog Road for the permanent construction of Fire Station 32; this includes fire fighter sleeping quarters, common space, kitchen, three apparatus bays and, a vehicle fueling station. At present, Fire Station 32 is located and operates from a strip mall plaza suite.

The logic to provide emergency services to countywide residents and visitors is predicated on response metrics centered on population density. It is an equitable service delivery model that promotes evidence-based decision-making for where stations are located.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

The construction project has a budget that was based on the historic costs for Orange County to construct a three-bay fire station.

PERFORMANCE REPORT

The process of negotiation between the seller and Real Estate Management has been completed; a meeting took place to discuss contract terms and contingencies of the seller to acquire the lot for Fire Station 32. The purchase was finalized in March 2023.

Fire Station #32 completed the design in Spring 2023 and has been in bidding and permitting for the last twelve months. The construction contract was awarded in February 2024, and the contractor is scheduled to begin work in August 2024.

As of June 2025, the project is continuing with construction and should achieve substantial completion by September 2025. Final project close out should occur by January 2026.

Outcome measures

- Response times to the targeted district and complimenting network areas.

PROJECT 0803: Emergency Operation Center Renovation

FUNDING AMOUNT: $1,249,659.21

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Administrative Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

The Emergency Operations Center (EOC) Renovation Project involves a comprehensive upgrade of Orange County's primary coordination hub for disaster response and emergency management. The scope of work includes significant technological enhancements to improve communication, data integration, and operational efficiency during emergency events. Renovations will also include the replacement of aging access flooring, installation of new furnishings and custom millwork to improve functionality and workflow, and implementation of security upgrades to enhance the overall safety and resilience of the facility.

This project is critical to ensuring the EOC remains a state-of-the-art facility capable of supporting countywide emergency operations and interagency coordination during natural disasters, public health emergencies, and other critical incidents. The renovation is being funded through a combination of resources, with partial funding provided by the American Rescue Plan Act (ARPA) and the remaining balance supported by Orange County.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

Due to not receiving competition on the first and second solicitations, the project had to go out for bid for a third time. This bid was successful.

The Renovation of the Orange County Emergency Operations Center project achieved substantial completion in December 2023 and continues with the construction contract close out. All ARPA funds have been expensed for this project and the final project closeout is currently in process.

Outcome Measures

- Continue to provide emergency operation services to the community from an updated, modern facility.

PROJECT 0804: Fire Station #31 Land Acquisition

FUNDING AMOUNT: $1,844,900.04

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Fire Rescue

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

Funding for this project will allow the purchase of a parcel for the relocation of Fire Station 31 and design costs. At present, Fire Station 31 is operating on a long-term land use lease which expires in less than six (6) years. The owners have expressed interest in re-acquiring the land. Two (2) appraisal reports will be provided as completed. The Capital Projects Department will perform a feasibility analysis to determine suitability for vertical construction. The legal description of the parcel will be recorded, and the purchase transaction can advance following 49 CFR Part 24 - Uniform Relocation Assistance and Real Property Acquisition for Federal and Federally Assisted Programs.

The logic to provide emergency services to countywide residents and visitors is predicated on response metrics centered on population density. It is an equitable service delivery model that promotes evidence-based decision-making for where stations are located. In addition, the land acquisition project, although allows for some variance based on availability and suitable land, is relegated to availability within a data-driven response area. Outcome performance will be measured by response times to the targeted district and complementing network areas.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

The building of new fire station facilities with modern accommodations is grounded on evidence-based research regarding protecting against carcinogens found in regular firefighting activities. These carcinogens are present in the exhaust of the units as well as particles found in fires during and after a fire. These particles remain on gear and in the apparatus. Modern fire stations are equipped with proper decontamination areas and designed with keeping 'clean' living areas free of contamination. These are critical components to keeping the workforce safe.

PERFORMANCE REPORT

Land purchase for this project was completed in March 2024. Associated environmental evaluations of the property have been completed and the land is approved for clearing/construction.

Design and vertical construction remain to be completed; design has reached 60% completion as of April 2025 and is on track to be at 100% completion by September 2025. Project closeout is expected by December 2025.

Outcome Measures

- House up to nine (9) firefighters to serve the Dr. Phillips area, replacing an aging facility.
- Providing a fire station equipped with adequate and safe facilities to serve a diverse and growing population.

PROJECT 2472: Mosquito Control Facility

FUNDING AMOUNT: $11,500,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Health Services

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

This project will partially fund the construction of a new Mosquito Control Facility designed to enhance the operational capacity and efficiency of Orange County's Mosquito Control division. The new facility will be purpose-built to address the growing demands of the division, providing modern infrastructure, expanded workspace, and updated equipment to better support ongoing mosquito surveillance, control, and prevention efforts that protect public health.

The existing facility has become inadequate in size and functionality to meet the division's needs and will be repurposed for the development of another Orange County facility. The new facility aims to ensure the continued delivery of effective mosquito control services, safeguarding the community from mosquito-borne diseases and improving overall quality of life for residents.

LABOR PRACTICES

This project will incorporate Davis-Bacon prevailing wage requirements in the Request for Proposals for the Contractor.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

Construction of the new Mosquito Control facility has continued to progress steadily. All exterior walls and the roof have been completed, and asphalt paving, stormwater piping, and associated structures are now fully in place. As of Spring 2025, HVAC installation and sidewalk forming have also been completed. Only minor closeout work remains, with substantial completion anticipated by September 2025. Final project closeout is expected by December 2025.

Outcome Measures

- Continue to provide mosquito control services to the citizens of Orange County.

PROJECT 3839: Negative Air and Suicide Prevention Cells

FUNDING AMOUNT: $3,699,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Corrections

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

This project will fund the construction of 10 to 12 new isolation cells to the Corrections Campus. With the impacts of COVID, there is a need for isolation cells with negative air for disease control; these cells must also contain suicide-resistant furniture while maintaining negative airflow to prevent the spread of infectious diseases.

The purpose of negative airflow systems is to prevent the transfer and spread of contagious diseases to adjacent spaces. Suicide proof furniture, fixtures, and equipment will be purchased to minimize or prevent any hazardous situations that could be used for suicidal attempts.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

A design review meeting was held in June 2023, with final design completed and contractor bidding initiated in 2024, followed by Board approval of the contract in Fall 2024.

As of June 2025, all materials and equipment have been ordered, with an estimated delivery time of approximately eight weeks. The selected contractor is scheduled to begin work on the Female Detention Center (FDC) in July 2025, with that phase expected to take eight weeks to complete. Following the FDC, work on the Book & Release Center (BRC) is set to commence, also with an anticipated duration of eight weeks. Construction on Building E will begin upon completion of the BRC phase. The project remains on track for substantial completion by April 2026.

Output Measures

- 10 to 12 new isolation cells in the Corrections campus.

Outcome Measures

- Reduce the spread of infectious diseases in the jail.
- Preventing suicide within the jail.

PROJECT 5148: East Streets Drainage Improvements

FUNDING AMOUNT: $3,900,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Public Works

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

This project involves a comprehensive set of infrastructure improvements aimed at enhancing both stormwater management and transportation safety within the project area. Key components of the work will include significant drainage upgrades, featuring the installation of a closed drainage system designed to more effectively manage runoff and reduce localized flooding. Additionally, two new stormwater retention ponds will be constructed to support long-term water quality and volume control.

As part of the scope, roadway improvements will be carried out along four streets within the project boundaries: East Bay Street, Christopher Street, Trumbo Street, and Saba Avenue. These improvements will include the milling and resurfacing of all four roadways to restore pavement conditions, improve rideability, and extend the life of the roadway infrastructure. To enhance pedestrian connectivity and accessibility, new sidewalks will be added along each of these streets. This addition will provide safer pedestrian routes and promote walkability throughout the area.

Furthermore, the project includes critical rail safety enhancements. Specifically, new railroad crossing gates will be installed at the two (2) existing rail crossings located within the project limits. These safety features are intended to improve public safety and ensure compliance with current transportation standards. Collectively, these upgrades will support improved drainage performance, enhance transportation infrastructure, promote pedestrian access, and increase safety for both vehicular and rail traffic within the project area.

LABOR PRACTICES

The project incorporates strong workforce practices aimed at ensuring high-quality infrastructure delivery while supporting local economic recovery and equitable employment opportunities. The following labor standards and practices are being implemented: Prevailing Wage Requirements;

all contractors and subcontractors are required to comply with federal and state prevailing wage laws, ensuring fair and competitive compensation for construction workers in accordance with the Davis-Bacon Act.

USE OF EVIDENCE

Evidence-based Intervention: Yes

Evidence-based Amount: $3,900,000

ARPA funds are being used to implement evidence-based infrastructure strategies. The storm water retention ponds follow the recommended best management practices. Similarly, the inclusion of ADA-compliant sidewalks aligns with federally recognized Complete Streets policies, which have been demonstrated to improve pedestrian safety, increase mobility, and reduce vehicle emissions.

Program Evaluation: Yes

Program Evaluation Amount: $555,025

The construction management, inspection, and compliance efforts conducted by the selected Civil Site-Engineering, Inc. (CEI) consultant constitute rigorous program evaluation activities. The CEI consultant ensures that construction is properly executed, strictly adheres to the approved plans and specifications, and fully complies with all applicable federal Equal Employment Opportunity (EEO) requirements and wage standards.

PERFORMANCE REPORT

In 2024, design was completed and the project advertised for construction. The Construction Engineering and Inspection contract with Civil/Site Engineering, Inc. was executed.

In 2025, the project advanced through key early construction milestones. Mobilization and site preparation began with clearing and grubbing along the project corridor, followed by excavation of the stormwater pond. Water main installation was completed on Christopher, Trumbo, and Saba Streets, with partial installation along East Bay. Jack and bore operations were successfully completed under the railroad crossing. Coordination continued with utility agencies, including Lake Apopka Gas tie-ins and Duke Energy pole holds. Right-of-way surveys and soft digs were conducted to support drainage redesign and driveway restoration planning. Compliance efforts remain ongoing, including Buy America certification tracking, Stormwater Pollution

Prevention Plan inspections, and public engagement activities.

Anticipated 2025 Timeline

- Water main tie-ins & pressure testing.
- Final grading & sod installation on East Bay
- Begin storm drainage work on Trumbo (7/9) and Christopher Streets (7/15).
- Continue drainage installation on East Bay.
- Start roadway subgrade preparation and paving.

Anticipated 2026 Timeline

- Substantial completion by February 2026.
- Final completion by April 2026.

Output Measures

- Construction of new 5-foot-wide ADA-compliant sidewalks on both sides of the roadway.
- Infrastructure improvements serve a census tract with over 51% of households at or below 80% of the Area Median Income (AMI).
- Project benefits delivered in a community with the following demographics:
  - 65% Black/African American
  - 25% White
  - 10% Hispanic or other races
  - 52% female / 48% male

- Directly serves a population of 5,235 residents, including:
  - 4,041 minority individuals
  - 1,621 Black residents
  - 1,957 Hispanic residents
  - 147 Asian / Hawaiian / Pacific Islander residents
  - 27 American Indian residents
  - 289 residents of other or two or more races
- Community includes:
  - 711 owner-occupied housing units
  - 1,068 families
  - 1,584 total households

Outcome Measures

- Upgraded drainage system to mitigate flooding in the East Bay Street community.
- Installation of new ADA-compliant pedestrian facilities along East Bay Street.
- Resurfacing and pavement improvements on East Bay Street.
- Construction of two (2) retention ponds to manage stormwater runoff.
- Reduction of stormwater runoff from roadways to adjacent properties through improved drainage infrastructure.

PROJECT 8623: Personal Protective Equipment Warehouse Improvement

FUNDING AMOUNT: $3,074,934.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Health Services

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

Funding will support the renovation of the County's Personal Protective Equipment (PPE) Warehouse, which serves as a centralized storage facility for the county's emergency stockpile of PPE and related supplies. This warehouse is critical for maintaining readiness in response to the COVID-19 pandemic as well as future public health emergencies. Renovations will improve the facility's storage capacity, organization, and environmental controls, ensuring that PPE remains accessible and in good condition for rapid deployment when needed. To ensure the warehouse meets the diverse needs of the community, input was gathered from a wide range of local healthcare stakeholders. This included representatives from hospitals, nursing homes, Federally Qualified Health Centers, the County Corrections Department, the County Medical Clinic, and other healthcare providers.

Their feedback helped inform decisions on the types and quantities of PPE to be stored, ensuring the facility is equipped to meet the demands of various sectors during health crises.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The warehouse renovation contract was executed in September 2024, with contractor mobilization and construction beginning in January 2025. Ongoing work includes electrical, mechanical, plumbing, and interior remodeling to create office and storage areas. The project has a 9-month construction timeline (10 months to final completion), with substantial completion anticipated by October 2025 and final closeout expected by February 2026.

Output Measures

- Quantity of PPE stockpiled.

Outcome Measures

- Ability to store the county's stockpile of PPE and emergency supplies for pandemics and public health emergencies.

PROJECT 8625: Affordable Housing – Mira

FUNDING AMOUNT: $4,000,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Planning, Environmental and Development Services/ Housing and Community Development Division

PROJECT STATUS: Completed

PROJECT OVERVIEW

The Mira is an affordable housing development that will deliver 312 new rental units. Of these, 94 units will be reserved for households earning up to 50% of the Area Median Income (AMI), while the remaining 218 units will be available to households earning up to 60% of AMI. The primary objective of the project is to provide safe, quality housing for very low- and low-income residents.

The development will be financed through a combination of American Rescue Plan Act (ARPA) funds and the county's local Housing Trust Fund resources, ensuring the creation of stable and accessible housing opportunities for income-qualified households.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

This project received Board approval in late Fall 2024. Since then, several key construction milestones have been completed to date. Site demolition and clearing activities are finished, along with mass excavation work, including cut, fill, and import operations necessary for grading and the construction of two (2) stormwater retention ponds. The retaining wall has been fully constructed, and all underground on-site storm and sanitary systems are in place. Additionally, the paving of the entrance road has been completed. The water main wet tap, meter assembly, and backflow preventer installation have also been successfully finalized.

While the overall project is still under construction, the portion funded by ARPA has been fully expended.

Anticipated Remaining Timeline - Construction

- By July 11, 2025: Complete Phase 1 water main pressure testing.

- Late July 2025: Finish remaining underground fire and water line installations.
- July 2025 (ongoing): Continue grading building pads and underground plumbing and electrical work on Phase 1.
- Around July 14, 2025: Begin post-tension concrete pours for Phase 1.
- Around July 18, 2025: Start parking lot paving for Phase 1.
- Early August 2025: Commence clubhouse framing and offsite force main installation.
- October 2026: Achieve substantial completion of Phase 1.
- December 2026: Achieve substantial completion of Phase 2.

Output Measures

- Decreased cost-burden for 312 households.

Outcome Measures

- Enhanced housing stability and improved financial security for residents.
- Strengthening of community resilience by supporting long-term housing stability for low- and moderate-income residents.

- Promotion of neighborhood integration by locating units adjacent to senior communities and within walking distance to educational facilities.

PROJECT 8626: Affordable Housing – Southwick Commons

FUNDING AMOUNT: $1,000,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Planning, Environmental and Development Services/ Housing and Community Development Division

PROJECT STATUS: Completed

PROJECT OVERVIEW

Southwick Commons is a planned affordable housing development that will deliver 192 new rental units. Of these, 29 units will be designated for households earning up to 30% of the Area Median Income (AMI), 120 units for those earning up to 60% of AMI, and 43 units for households earning up to 80% of AMI. The project is designed to provide safe, quality, and affordable housing for very low- and low-income residents.

This development will be funded through a combination of American Rescue Plan Act (ARPA) funds and the county's local Housing Trust Fund, supporting the creation of stable housing opportunities and addressing the critical need for income-restricted rental units in the community.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

An agreement for this project was approved by the Orange County Board of County Commissioners in March 2024.

The site has been transformed from a wooded lot into an active construction zone for a new apartment complex. Major infrastructure has been installed, including all roads and curbs, with the first lift of asphalt completed.

Building 1 has progressed significantly, with the first two floors fully framed and blocked, and work now underway on the third-floor block sections. Plumbing and fire main lines have been installed on the first and second floors. Building 2 has its first floor completed, with block work underway on the second floor and plumbing and fire main lines installed at the first-floor level. Similarly, Building 3 has the first floor completed, and block work has begun on the second floor, along with the

installation of plumbing and fire main lines at the first-floor level.

While the overall project is still under construction, the portion funded by ARPA has been fully expended.

Output Measures

- Decreased cost-burden for 192 households.

Outcome Measures

- Enhanced housing stability and improved financial security for residents.

- Strengthening of community resilience by supporting long-term housing stability for low- and moderate-income residents.

- Promotion of neighborhood integration by locating units adjacent to senior communities and within walking distance to educational facilities.

PROJECT 8630: Bithlo Rural Area Water - Phase 1 West

FUNDING AMOUNT: $10,010,508.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Utilities

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

This project will extend central water service to the southwest portion of the Bithlo Rural Area, specifically south of SR 50 and west of N. 3rd Street, in order to serve 320 single-family residential parcels occupied by low- to moderate-income households.

The project is designed to provide reliable access to potable water for all single-family residences within the defined service area, which qualifies as a low- to moderate-income community. Outreach efforts have included the distribution of project notices to all affected residents, along with community meetings to share project details and address questions. Additionally, an email address has been made available to collect written comments and feedback from the community.

LABOR PRACTICES

Prevailing wage requirements and local hiring are being utilized by the awarded contractor.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The bidding phase for the project has been completed, and on January 9, 2024, the Board of County Commissioners awarded the construction contract to Carr & Collier, Inc. The contract was executed, and a Purchase Order was issued on February 7, 2024. A project initiation meeting was held with the contractor on March 4, 2024, during which the official Notice to Proceed was issued. As of now, construction is approximately 75% complete, with final completion anticipated by Fall 2025.

Anticipated Timeline:

- Acquire purchase order for continuing engineering consultant – 3 months (Completed).
- Preliminary design and survey – 6 months (Completed).

- Final design and permitting – 9 months (Completed).

- Bidding – 8 months (completed).

- Construction – 15 months to substantial completion (in-progress).

- Total Time from project initiation to substantial completion – 41 months (3 years 5 months).

Output Measures

- 320 low- to moderate-income single family residential parcels receiving central water – this equates to approximately 1000 residents being served.

Outcome Measures

- Serves a population that is more than 36% Black or Hispanic, based on 2023 Census data:
  - 12.8% Black
  - 24.1% Hispanic

- Serves an area where 20% of households are living below the poverty level.

PROJECT 8632: Broadband Planning & Program

FUNDING AMOUNT: $3,177,052.05

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: County Administration - Innovation & Emerging Technologies Office

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

This funding will support multiple initiatives aligned with Orange County's ongoing efforts to expand broadband infrastructure and promote digital equity. These projects are designed to enhance residents' access to critical services, including specialized skills training, education, workforce development, and healthcare, by reducing digital barriers and improving connectivity across underserved communities.

Digital Literacy Expansion - Orange County Library District

In partnership with the Orange County Library District, this project focuses on bridging key digital literacy gaps-particularly among seniors-by expanding and enriching existing educational programs. A central component includes offering dedicated technology classes at both library branches and off-site partner locations, increasing accessibility for older adults who may face transportation challenges.

This mobile approach allows digital literacy instruction to reach seniors directly in their communities, enhancing inclusivity and impact. Additionally, by utilizing hybrid vehicles to deliver these services, the project contributes to sustainability goals by reducing the number of individual car trips, lowering vehicle emissions, and minimizing fuel consumption.

Digital Navigator Program - UCF

The University of Central Florida (UCF), in collaboration with local nonprofits and Orange County Public Schools, will further the County's digital equity efforts through a comprehensive device loaner and technical support initiative, known as the Digital Navigator Program. The program, running from August 2024 through December 2026, was formally launched through a contract awarded to UCF in November 2024.

The UCF Center for Public and Nonprofit Management (CPNM) leads the project, leveraging its expertise in research, public service, and nonprofit capacity-building. CPNM will provide technical assistance, capacity-building training, and digital navigation services to underserved populations, equipping them with essential digital skills that improve access to services and enhance economic mobility. CPNM has partnered with UCF Global to deliver the digital literacy component. UCF Global - UCF's international engagement hub - will support program implementation, drawing on its experience delivering English language instruction and academic support services.

Through a $3,015,000 contract with Orange County, CPNM and UCF Global will provide digital navigation and training to vulnerable residents, while also supporting local nonprofit organizations in overcoming digital access challenges. This initiative not only improves digital equity but also strengthens the nonprofit sector's capacity to serve the community, reinforcing Orange County's commitment to inclusive, technology-driven development.

USE OF EVIDENCE

Evidence-based Intervention: Yes

Evidence-based Amount: $2,803,151.00

The Digital Navigation Program with UCF is grounded in evidence-based practices informed by peer-reviewed research and nationally recognized standards. Program design draws on scholarly literature addressing barriers to digital literacy, effective pedagogical strategies for adult learners, and outreach methods for engaging residents with limited digital skills. Additionally, the program utilizes validated survey instruments and established best practices for digital navigation services, including guidance from the National Digital Inclusion Alliance. These research-backed practices are central to the program's implementation, with the overarching goal of enhancing participants' digital literacy and overall quality of life.

Program Evaluation: Yes

Program Evaluation Amount: $211,849.00

The Digital Navigator Program with UCF is actively using evaluations to track key performance metrics, including the number of survey responses, response rates, engagement counts, workshop and class participation, as well as attendance and completion rates. Customized survey

instruments have been developed to conduct needs assessments and measure participants' digital literacy levels.

To support a robust evaluation framework, surveys are being administered to individuals in organizations that have not yet received services, allowing for the creation of a comparison group. This approach enables both baseline measurement and post-intervention analysis. Although all participating organizations have received devices, the use of pre- and post-engagement data supports a quasi-experimental design and helps establish a counterfactual to assess the impact of digital navigation services more effectively.

PERFORMANCE REPORT

Through Ookla, LLC, software has been used by a third-party technical database to determine areas of Orange County that need to be augmented for better quality mobile networks.

Please refer to Page 85 for the complete project schedule, which outlines accomplishments to date as well as the remaining anticipated timeline for both projects.

Output Measures

Digital Literacy Expansion

- 45 digital literacy sessions delivered.

- 135 senior participants reached.

- Sessions held at 3 library branches and 2 offsite partner locations.

- 2 additional sites set to launch in September.

- Four-part digital literacy curriculum for seniors developed and piloted.

- 4 formal partnerships established with local organizations (goal: 8 by year-end).

- 2 planning meetings held with UCF to coordinate curriculum and outreach.

Digital Navigator Program

Digital Navigation Curriculum is under the Orange County approval process, services have not started fully, only one nonprofit is receiving digital navigation services as a pilot site. The Output Measures are:

- Engagements per quarter.

- Number of nonprofits received digital navigation services.

- Number of views on the Knowledge Base.

- Number of workshops or training on Digital Navigation.

- Number of open houses for digital literacy classes.

- Number of students register for Digital Literacy Classes.
- Number of students completed the Digital Literacy Classes.

Outcome Measures

Digital Literacy Expansion

- Early outcome measures show progress in improving digital literacy among older adults.
- Participants report increased confidence with technology and reduced social isolation.
- Feedback indicates seniors are learning basic tech skills, including using devices, spotting online scams, and accessing services.
- While formal demographics are not collected, attendance and site locations suggest outreach to historically underserved communities.
- Expansion to additional partner sites is planned for the second half of 2025.
- Ongoing evaluation will include class feedback, partner input, and participant testimonials.

Digital Navigator Program

- Increases in average digital literacy levels.
- Improved knowledge, attitudes, and practices related to digital literacy.
- Increased English fluency among ESOL participants.
- Improved knowledge, attitudes, and practices among T3 participants for teaching digital literacy.

ConnectED ORANGE
A partnership between Orange County & UCF

Digital Literacy Program Timeline 2025

COMPLETED

IN PROGRESS

IN PROGRESS

NOT STARTED

QUARTER 1
Dec–Jan–Feb
Project Planning

QUARTER 2
Mar–Apr–May
Curriculum & Engagement

QUARTER 3
Jun–Jul–Aug
Curriculum & Execution

QUARTER 4
Sept– Until Dec 2026
Execution Monitoring &Completion

Quarter 1

Hiring Process

- Recruit curriculum developers.
- Appoint program coordinators from UCF Global and OCPS.
- Define and develop outcome metrics for tracking project progress.

Needs Assessment & Curriculum

- Continue hiring efforts for curriculum developers and coordinators.
- Finalize outcome metrics.
- Schedule bi-weekly coordination meetings between UCF Global and OCPS teams.

Curriculum Demo

- Create a preliminary version of the curriculum for review and approval.
- Identify class sites in collaboration with UCF Global and OCPS.
- Continue refining outcome metrics.
- Launch marketing efforts targeting OCPS and county sites.
- Begin outreach and meetings with site representatives to strategize community engagement and class promotion.

Quarter 2

Needs Assessment & Curriculum Development

- Complete the first draft of the curriculum and upload it into a Canvas shell for OCPS review. (In Progress)
- Finalize and prepare marketing materials for community distribution (e.g., flyers with QR codes or other communication tools).

Demo Preparation

- Schedule Open House sessions for potential participants.
- Hire instructors through UCF Global and OCPS.
- Prepare training sessions for instructors on the new curriculum.

Project Scheduling & Partnerships

- Develop a detailed project schedule.
- Establish partnerships with community organizations for program administration.

Quarter 3

Needs Assessment & Curriculum Development

- Develop student guides focused on basic computer skills.
- Approve translated versions of the guides to ensure accessibility.
- Transform the guides into interactive online learning modules
- Review and assess the current curriculum for necessary updates.
- Start drafting revised lesson plans based on feedback from earlier phases.
- Finalize and submit updated lesson plans for approval.
- Create supporting materials like worksheets and quizzes.

Outreach

- Partner with organizations to identify potential participants.
- Create outreach materials such as flyers and social media content.
- Distribute outreach materials to target communities.
- Host informational sessions to raise awareness about the program.
- Collaborate with the Orange County Library System (OCLS) to host community events.
- Begin registering participants for upcoming classes.

Demo Launch

- Launch pilot classes using the new curriculum.
- Collect feedback from instructors and students to refine the content.

Quarter 4

Program Execution

- Repeat Community Engagement process, present the program, make partnerships, host open houses, recruit participants, assess skills, place students in a class

Program evaluation

- Conduct a comprehensive evaluation of the program's effectiveness.
- Check On going feedback forms from instructors and participants, receive feedback from Community Center managers Create Improvement opportunities and improvement plans
- Apply evaluation findings to enhance the program.

Community Engagement:

- Continue to collaborate with community partners to support literacy initiatives.

Curriculum Integration

- Revise lesson content, instructional format, and the overall curriculum framework based on insights and recommendations derived from the program evaluation

ConnectED Orange
DIGITAL NAVIGATOR PROGRAM TIMELINE

For more detailed on deliverables progress please see the deliverables chart in page 7.

YEAR 1 JAN 2025	Quarter 1-2 Jan - June	Quarter 3-4 July - Dec 2025	YEAR 2 JAN 2026	Quarter 4 until Dec 2026
Completed	In progress	In progress	Not started	End of the contract

Project Planning

Hiring Process

- Completed all key hiring such as curriculum developer, program manager and digital navigator agents.

Need Assessment

- Start curriculum drafts, create training materials for the digital navigator agents
- Initial collaboration with Aeras Foundation to connect with all the nonprofits under the Device Loaner Program
- Submit curriculum drafts for approval to Orange County. Awaiting for final changes from OC on the curriculum.
- Start all deliverables

Curriculum & Partnership

Curriculum Development

- Set up all logistic and workflow for the digital navigation team.
- Create comprehensive documentation repository and knowledge base.
- Develop community awareness and marketing materials

Engagement & Trainings

- Connect with nonprofits under the Device Loaner Program with Aeras Foundation
- Onboarding training for al Digital Navigator agents.
- Process necessary MOU with nonprofits to receive services.
- Start engagements and services

Execution

Demo Launch

- Project demo once the curriculums are approved
- Identify phone number for call-in digital navigator services

Engagement

- Make 1000 engagement per quarter with device users.
- Estimated distribution percentage of 35/65 (phone calls/ in-person at community centers)
- Serve nonprofit user via email, phone call, and in-person sessions.

Monitoring

- Establish reporting and feedback mechanism.
- Implement monitoring tools and analytics
- Develop a comprehensive change management
- Provide clear documentation for users, admins, and support team

Program Evaluation

- Report monitor key performance metrics and evaluation success for each nonprofit
- Share progress report to each nonprofit that received services

Completion

Reporting

- Complete all deliverables and conduct project evaluation.
- Complete all reports from Orange County
- Present all data collected and research results

Community Integration

- Showcase all the digital tools that was created throughout the program and the living access to all nonprofits after the program
- Provide clear and comprehensive documentation for users, administrators to facilitate troubleshooting and problem solution.

PROJECT 8634: Workforce and Upskilling

FUNDING AMOUNT: $880,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: County Administration - Innovation & Emerging Technologies Office

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

The Workforce Development Program project focuses on workforce development through the creation of an apprenticeship pilot program aimed at building skills in the telecommunications sector by partnering with Orange County Public Schools - Orange Technical College (OCPS-OTC).

Specifically, the program will provide training in Telecommunications Network Technician and General Laborer roles, with the broader goal of developing a new, accredited program centered on fiber and wireless telecommunications. This accredited program is intended to be both sustainable and scalable, supporting long-term workforce needs in the industry.

The apprenticeship initiative aims to enroll and train 60 apprentices within one year. The training will include both classroom instruction and on-the-job training (OJT), with a minimum of three cohorts of 20 apprentices, each as a key program outcome.

To support implementation, OTC has secured signed employer agreements with several industry partners, including Comcast, Aspire, FiOptix, Lumen, and Crown Castle. Additionally, OTC is in ongoing discussions with other potential partners such as Spectrum, Summit Broadband, T-Mobile, Wiring Technologies, and Precision Contracting Services.

CareerSource is fully engaged in the project and is prepared to begin both student and employer recruitment efforts. They also bring additional funding resources to help incentivize employer participation and offset apprenticeship-related costs, strengthening the program's appeal and long-term viability.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

To date, significant progress has been made in establishing the foundation for the apprenticeship program. Two (2) apprenticeship tracks have been officially registered with both the Florida Department of Education (FLDOE) and the U.S. Department of Labor (DOL), marking a key milestone in program accreditation. Orange Technical College (OTC) has also secured affiliation with the Fiber Broadband Association and has been publicly recognized as an official training provider on the national Broadband Nation platform.

Five (5) employers-Lumen, Comcast, Crown Castle, FiOptix, and Aspire-have signed apprenticeship partnership agreements, demonstrating strong industry support. In addition, three (3) more companies are actively engaged in internal approval processes to finalize their partnership agreements.

A highly qualified instructor with extensive industry experience has been hired to lead instruction. A digital media campaign is being launched to promote the program and support recruitment efforts. Furthermore, OTC has partnered with CareerSource, which will provide funding support to help offset employer costs associated with apprenticeship participation.

The first two (2) apprenticeship cohorts are currently on track to launch in August and September 2025, representing a strong start toward meeting the program's workforce development goals.

Anticipated Timeline

- Fiber Optics and Wireless Technicians apprenticeships approved by FLDOE and added to Florida Matrix and OTC accreditation.
- Instructor identified; full onboarding by mid-July 2025.
- Student kits, supplies, and training equipment will be arriving; classroom assembly by end of July 2025.
- Curriculum purchased and being developed in Canvas LMS.
- OTC marketing campaign launched; landing page finalized; digital recruitment campaign starting July 2025.
- Fiber Optics Apprenticeship Cohort 1 start date set for August 18, 2025; Wireless

Apprenticeship cohort begins September 2025.

- Career Certificate Program available; OTC discussing launch of short-term program in January 2026.

Output Measures

- Number of apprentices enrolled in program – goal of 60 – 20 per cohort.
- Number of low-income, underserved residents completing accelerated skills training.
- Number of classes given.
- Number of apprentices successfully placed in telecommunications careers.

Outcome Measures

- Build career skills for high school seniors and adults attempting to build careers.
- Increase in apprenticeship enrollment from traditionally underserved areas (Apopka, Bithlo, Eatonville).
- Improvement in economic mobility among program participants.
- Employer satisfaction with apprentice performance and skills.

PROJECT 8635: Plug & Play Incubation

FUNDING AMOUNT: $1,500,000.00

PROJECT EXPENDITURE CATEGORY: 6.1;

Provision of Government Services

MANAGING DEPARTMENT: County Administration - Innovation & Emerging Technologies Office

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

This project launched a program, Plug and Play, that connects startups with a large, international network of industry leading corporations and venture capital firms. Plug & Play has a proven model that connects startups with large, international network of industry leading corporations and venture capital firms that will assist our technology startups and entrepreneurs to accelerate their development, deployment and commercialization of technologies.

Plug & Play provides a comprehensive range of accelerator services to include mentorship, business model refinement, workshops, funding access, and connections to over 550 corporate partners. These services are designed to help technology startups overcome challenges and accelerate their growth.

This is a three-year program, and a funding commitment of $500,000 per year, totaling $1,500,000. This commitment will support two cohort programs per year (minimum 20 companies) with key milestones to accelerate the county's smart cities initiatives, contributing to safety and sustainability. Orange County's contribution and funding partnership will provide the opportunity for the mentoring and coaching, development and review of existing business models, workshops and webinars, pitch opportunities, fundraising and business development, corporate introductions and measuring successes. Additional funding partners in this endeavor include academia (UCF), Duke Energy Corporation and Lake Nona Land Company.

Project Website

https://www.plugandplaytechcenter.com/locations/orlando-fl

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

The contract was awarded by the Orange County Board of County Commissioners on 10/24/2023.

The accelerator program formally launched on April 2, 2024, at the University of Central Florida (UCF), bringing together representatives from the public and private sectors, academia, startups, and the investment community. During the launch event, 22 startup organizations participated in a competitive pitch session for an opportunity to join the program. Fourteen startups were selected and are currently progressing through the accelerator pipeline, receiving access to mentorship, specialized workshops, expert-led webinars, funding opportunities for accelerated growth, and strategic guidance to address common startup challenges.

Following the inaugural launch, the program successfully hosted Cohort 1 (July–December 2024) and Cohort 2 (February–June 2025). Each of these cohorts followed a similar structured format, offering intensive support designed to strengthen and scale early-stage companies. Both cohorts concluded with a culminating Expo event attended by a diverse mix of stakeholders from government, industry, academia, and the investor community. For each cohort, more than 100 startups were vetted, and 20 were invited to pitch for participation in the accelerator. Of these, 14 startups were selected for Cohort 1 and 11 selected for Cohort 2.

Currently, the program is in the selection phase for Cohort 3, with a Selection Day scheduled for August 4, 2025. The vetting process is underway, and final participants will be chosen based on innovation potential, scalability, and alignment with program goals.

Output Measures

- 14 startups enrolled in the program in first cohort.
- 11 startups enrolled in the program in second cohort.
- Number of startups enrolled in the program in third cohort.
- Number of startups enrolled in the program in fourth cohort.
- Number of startups enrolled in the program in fifth cohort.
- Number of startups enrolled in the program in sixth cohort.

- Engagement & Exposure:
  - Over 785 direct introductions, including 94 with corporations, 168 with mentors, and 71 with investors (259 investors engaged overall).
  - 59 program activities, including 34 workshops/webinars, 54 mentor sessions, 13 pitch events, and 184 office hours.
- Business Development:
  - 8 NDAs signed and 10 pilots or proof-of-concept projects initiated.
  - $140 million in capital raised by participating startups.

Outcome Measures

- Provide specific accelerator services to help technology startups overcome challenges and accelerate their growth.
- Monitor Key Performance Indicators as the project progresses.
- Startup success rates post-program (e.g., growth metrics, revenue, client acquisition).

PROJECT 8638: Automated External Defibrillators

FUNDING AMOUNT: $546,707.96

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Health Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

This project involves the replacement of 209 outdated Automated External Defibrillators (AEDs) across county facilities, which are no longer under warranty and can no longer be serviced. In addition to replacing these units, the project will upgrade existing AEDs by integrating Wi-Fi capability, enabling remote monitoring of their operational status. This technological enhancement will eliminate the need for manual monthly inspections, where employees must physically check each device, thereby improving maintenance efficiency, ensuring device readiness, and enhancing overall public safety across county facilities.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

A total of 209 Automated External Defibrillators (AEDs) were procured and installed across Orange County facilities to enhance public safety. The project has been successfully completed and is now in the final closeout phase.

Output Measures

- 209 new AEDs to replace outdated equipment.

Outcome Measures

- Improved access to care for Orange County residents and employees due to AEDs.

PROJECT 8639: Mental Health Essentials

FUNDING AMOUNT: $349,700.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: County Administration – Human Resources

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

Mental Health First Aid at Work is a comprehensive, skills-based training program offered by the National Council for Mental Wellbeing that equips employees to recognize and respond effectively to individuals experiencing mental health challenges or crises. The program trains participants to provide support similarly to how they would respond to a physical or medical emergency, fostering the confidence and ability to offer direct assistance and, when necessary, connect individuals to appropriate emergency services.

This project encompasses the delivery of 49 Mental Health General Awareness sessions and four (4) Mental Health Essentials training courses, designed to introduce key concepts of workplace wellbeing and reinforce Mental Health First Aid principles. These trainings aim to promote peer support and engagement and are scheduled to be conducted between September 1, 2023, and August 31, 2026.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: Yes

Program Evaluation Amount: $0

The National Council for Mental Wellbeing will provide post-training evaluations at no additional cost.

PERFORMANCE REPORT

The Mental Health Trainings went to the Board of County Commissioner's for approval on July 11, 2023.

To date - all 49 Mental Health First Aid (MHFA) training sessions have been successfully completed, with a total of 1,403 supervisors and managers participating in the in-person, four-hour courses. Additionally, as of July 2, 2025, 236 employees have completed the Mental Health Essentials virtual training sessions. Two (2) remaining virtual sessions are scheduled and are expected to be completed by August 14, 2025.

The training sessions were very well received with positive comments in the post-session survey. The survey asks "What did you get most from this training?" Same of the comments from post-session survey:

- Increased comfort if I need to deal with the issue.
- Provided knowledge and a better understanding of warning signs that person may need mental health assistance/help.
- Some of it was a refresher and other material was new and that is a helpful resource for any future staff discussions.
- This is such an important topic and I appreciate this training very much!
- Effective scripts and language models for handling difficult conversations.
- Reassurance rather than advice, not to be so judgmental.
- I now have a better understanding of the mental illness and how to better assist those in the professional world and personally.
- How to recognize someone who is having a panic attack, mental disorder, suicidal.
- I am thankful that Orange County is making the awareness of mental health challenges a priority in the workplace.

Output Measures

- Completed 49 Mental Health First Aid (MHFA) training sessions.
- Trained 1,403 supervisors and managers in-person (4-hour sessions).
- Completed 236 Mental Health Essentials virtual training sessions as of July 2, 2025.

Outcome Measures

- To teach employees how to identify, understand and respond to signs and symptoms of mental health and substance use challenges encountered in the workplace.

PROJECT 8640: Fire Heavy Equipment

FUNDING AMOUNT: $18,347,219.85

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Fire Rescue

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

This project involves the replacement of heavy rolling stock apparatus that have exceeded their operational life expectancy based on criteria such as age, mileage, and escalating maintenance and repair costs. The scope of the project includes the procurement of ten (10) pumpers, three (3) 95-foot aerial platforms, three (3) 75-foot quints, six (6) rescue units, four (4) medic units, and one (1) Mobile Command Unit (MCU).

All apparatus are being built to match the current configurations and specifications used by Orange County Fire Rescue Department (OCFRD), promoting continuity, operational consistency, and fleet standardization across the department. The anticipated project timeline is approximately two years from the date the purchase order is finalized with the vendor.

Once delivered, the new apparatus will be deployed across Orange County's 45 fire stations, which serve a rapidly growing and diverse population. The design and specifications of the equipment are informed by industry best practices and developed in consultation with internal stakeholders, including the department's apparatus committee. Particular attention has been given to features that reduce firefighter exposure to carcinogens and improve overall safety and functionality.

By replacing outdated equipment, this initiative will enhance OCFRD's ability to respond effectively to emergencies, particularly in light of operational constraints experienced during the COVID-19 pandemic. Modern, reliable apparatus are essential for addressing public safety needs and ensuring efficient and timely emergency response.

The primary objective of the project is to retire aging vehicles and replace them with new apparatus that reduce downtime due to maintenance, improve firefighter safety, and enhance the department's operational readiness and service delivery capabilities.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

On December 14, 2021, the Orange County Board of County Commissioners approved a sole source purchase order for the procurement of fire apparatus. Since that approval, 20 of the 27 units have been paid for and delivered, contributing to the ongoing modernization of the Orange County Fire Rescue fleet. The remaining units - six (6) rescue units and one (1) Mobile Command Unit (MCU) - have not yet been received. Delivery of these outstanding units is scheduled for completion by December 2025, finalizing the full apparatus replacement initiative.

Output Measures

- 10 pumpers.
- 3 aerial platforms (95-foot).
- 3 quints (75-foot).
- 6 rescue units.
- 4 medic units.
- 1 Mobile Command Unit (MCU).

Outcome Measures

- Improved reliability and performance of fire apparatus will enable faster, more efficient responses to emergencies across Orange County.
- Upgraded equipment ensures better protection for the community during fire, medical, and rescue incidents.
- New apparatus are designed with updated safety features and best practices that reduce firefighter exposure to carcinogens and enhance overall operational safety.
- Replacing aging and maintenance-heavy vehicles will minimize mechanical failures, ensuring units are available and operational when needed.
- Ensures the fire rescue department is well-equipped to meet future demands as the county's population and infrastructure continue to grow.

PROJECT 8641: Public Works Heavy Equipment

FUNDING AMOUNT: $2,799,263.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Public Works

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

Orange County has established a list of heavy equipment items needed for future ventures. With this project, funding is intended to bring inventory up to date regarding new and replacement of Heavy Equipment in the Roads & Drainage Division. The purchase of these items will allow Orange County to replace equipment that has exceeded operational life expectancy.

The equipment list with quantity details for purchase is as follows:

(1) Front End Loader

(4) Dump Trucks

(1) Asphalt Patch Truck

(1) Concrete Truck

(1) Transport Semi Truck

(1) Transport Semi Trailer

(1) Excavator

(2) Skid Steers

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

With the decline of market conditions, the project has had a slow start. Now that the market has started to recover, and vendors now have product availability, the project is once again moving forward.

As of June 2025, the following updates have been established:

- Front End Loader – $220,258
  - Delivered and fully paid.
- (4) 10-Wheel Dump Trucks – $808,000
  - PO issued; estimated delivery date: September 12, 2025.
- Concrete Truck – $360,000
  - PO issued; estimated delivery date: August 29, 2025.
- Patch Truck – $275,000
  - Delivered July 22, 2025; pending payment.
- Transport Semi Truck – $199,950
  - PO issued; estimated delivery date: August 15, 2025.
- Transport Semi Trailer – $113,601
  - Delivered and submitted for payment.

- Excavator – $605,372

  o Delivered; awaiting invoice.

- (2) Skid Steers – $217,082

  o Delivered and fully paid.

Output Measures

- 1 Front End Loader

- 4 Dump Trucks

- 1 Asphalt Patch Truck

- 1 Concrete Truck

- 1 Transport Semi Truck

- 1 Transport Semi Trailer

- 1 Excavator

- 2 Skid Steers

Total Equipment Units: 12

Outcome Measures

- Updated equipment enables more efficient and effective road repairs, paving, and drainage work, leading to better-maintained public infrastructure.

- Well-maintained roads reduce the risk of accidents and vehicle damage, improving overall safety for drivers, cyclists, and pedestrians.

- Replacing outdated and unreliable equipment minimizes downtime and maintenance delays, allowing Public Works crews to complete projects faster and more reliably.

PROJECT 8642: Erect a County – Public Safety Radio Communications Tower

FUNDING AMOUNT: $5,099,995.56

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: County Administration - Information System and Services

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

Orange County currently owns and operates a Motorola radio communications system that provides critical support to public safety-first responders and a wide range of agencies throughout the county. This system ensures reliable, secure communications for law enforcement, fire departments, emergency medical services, hospitals, Corrections, county departments, and other key entities such as LYNX (public transit), the Orlando Utilities Commission (OUC), the Orange County Convention Center, local schools, and various local, state, and federal agencies.

With the support of this funding, Orange County will construct two new radio communications towers - each ranging from 250 to 290 feet in height - to enhance system coverage and reliability across the region. These towers will be equipped with modern Motorola radio equipment, antennas, and microwave dishes to strengthen connectivity within the existing radio network and support seamless roaming coverage for mobile units.

The project directly contributes to improved emergency response capabilities by enhancing communication among first responders and public safety personnel. It will also bolster school safety through enhanced interoperability for incident response and enable faster coordination in the event of emergencies. Additionally, the improved communications infrastructure will support critical daily operations for partner agencies such as LYNX, further improving their ability to serve the residents of Orange County.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

In August 2022, the project received approval from the Board of County Commissioners, including the signing of the lease agreement.

Following this, a purchase order was issued for Motorola radio equipment, and environmental evaluations along with pre-activation activities were conducted.

Construction of the west tower was completed in March 2024. For the east tower, all necessary equipment has been procured, soil sampling has been completed, and all required permits have been obtained. The site has been cleared, the tower foundation poured, and the tower structure erected. Additionally, foundations for the shelter and generator have been successfully poured, advancing the project toward completion. Final project closeout is anticipated by October 2025.

Output Measures

- One new 250'–290' radio communications tower constructed.
- Two tower sites equipped with antennas and microwave dishes.
- Motorola radio communications equipment purchased and installed.

Outcome Measures

- Improved emergency response times through enhanced radio coverage and communication reliability for first responders.
- Expanded and more reliable communication coverage for public safety agencies across Orange County, including law enforcement, fire rescue, EMS, and hospitals.
- Increased operational efficiency for county departments and partner agencies such as LYNX, OUC, and the Orange County Convention Center.
- Reduced communication blackouts and dead zones through optimal tower placement and upgraded equipment.
- Greater public safety infrastructure resilience through modernized and expanded radio network capabilities.

PROJECT 8643: Cyber Security Infrastructure Upgrade and Technology Security Enhancements

FUNDING AMOUNT: $4,249,597.07

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: County Administration - Information System and Services

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

The Technology Security Enhancement Project represents a comprehensive, county-wide initiative to strengthen Orange County's cybersecurity infrastructure and enhance the resilience of its information systems. Funded to support major advancements in electronic and cyber defense, the project significantly bolstered the County's ability to secure network access, respond to emerging threats, safeguard critical data and facilities, and build a highly trained workforce through professional certifications and specialized cybersecurity training.

As part of this effort, Orange County implemented four advanced security solutions through its Information Systems & Services (ISS) department in collaboration with trusted industry vendors. These included:

- Palo Alto Expanse, providing continuous external network visibility and monitoring of the county's internet-facing infrastructure;
- Palo Alto Cortex XSOAR, a Security Orchestration, Automation, and Response (SOAR) platform that automates incident response and threat resolution;
- Unit 42, a cybersecurity incident response service that enables rapid expert support in the event of major cyber incidents, with additional hours available for training; and
- Forescout, a real-time device visibility and network access control platform that strengthens internal network security and device compliance.

These procurements were strategically managed under the county's existing contract with CDW, allowing cost-effective acquisition of key solutions from Palo Alto Networks and Forescout. While the project did not involve sub-recipients or external subcontractors, key collaborators included Orange County's internal cybersecurity team, CDW for sourcing and licensing, and the respective solution providers.

The ultimate goal of the project was to elevate Orange County's cyber posture by gaining real-time insight into its digital environment, automating response to security threats, preparing for large-scale incidents, and enforcing robust access controls. These enhancements ensure the protection of systems and data that support essential public services relied upon by all Orange County residents, while ensuring continuity of government operations in an increasingly complex digital threat landscape.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

The project did not utilize Treasury-designated evidence-based interventions, as no funds were allocated to such categories; instead, it followed an evidence-informed approach grounded in cybersecurity best practices, vendor research, and real-time risk assessments. Solutions like Expanse, XSOAR, Forescout, and Unit 42 were selected based on their proven effectiveness in addressing specific, documented gaps in the county's cybersecurity infrastructure, ensuring a targeted, outcomes-driven strategy without the need for formal program evaluation.

PERFORMANCE REPORT

Orange County's Technology Security Enhancement initiative has been fully implemented, with all ARPA-funded cybersecurity solutions deployed, operational, and supported by multi-year service agreements. Key systems-including Palo Alto Expanse, Cortex XSOAR, Unit 42 incident response, and Forescout network access control-were integrated to strengthen monitoring, automate threat response, and enforce device compliance. Additional tools such as DNS security, endpoint protection, VPN upgrades, and cyber training were also successfully delivered and integrated.

The project achieved all intended goals: reducing critical vulnerabilities by 70%, cutting incident containment times from over two hours to 15 minutes, improving staff readiness through hands-on training for over 260 employees, and increasing remote-access capacity by 35% without compromising security. Since becoming fully operational, the County has experienced zero major security breaches and maintained 99.9% uptime for public services. The project is in the process of being fully closed out, with 99% of funds expended, contracts finalized, and

documentation archived to support long-term operational resilience.

Output Measures

- 4 cornerstone platforms (Expanse, Cortex XSOAR, Unit 42, Forescout) fully implemented.

- 100% visibility of public-facing assets through continuous Expanse monitoring.

- 42,000+ network endpoints continuously monitored by Forescout.

- 1,100+ non-compliant devices automatically quarantined since go-live.

- 2 county-wide tabletop exercises and multiple workshops conducted.

- Incident escalation steps reduced by 40%.

- Phishing click rate reduced from 9% to 2%.

- 260+ employees completed cybersecurity certifications and training.

- 99.9% uptime maintained for public-facing services (Dec 2024–Jul 2025).

- Zero major breaches or ransomware incidents during operational period.

Outcome Measures

- 70% reduction in critical vulnerabilities, improving overall system security.

- Incident containment time reduced from over 2 hours to ~15 minutes, enabling faster threat response.

- 99.9% uptime maintained for public-facing digital services.

- 35% increase in secure remote-access capacity, supporting telework without added risk.

- 25% increase in public use of secure online services, reflecting greater trust in digital platforms.

- Automated threat response capabilities significantly reduce need for manual intervention.

- Improved staff readiness and confidence, supported by tabletop exercises and expert training.

- New 24/7 expert incident response capacity through Unit 42 retainer.

- Enhanced protection of critical public services, including courts, public safety, and citizen-facing systems.

- County-wide benefit to residents and employees, with no service disparities across demographics.

- Long-term cost avoidance by reducing risk of costly breaches and service disruptions.

PROJECT 8645: Mobile Hotspots and Tablets

FUNDING AMOUNT: $3,888,280.73

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: County Administration - Innovation & Emerging Technologies Office

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

The Mobile Hotspots and Tablets Project, in partnership with the Aeras Foundation, is designed to enhance digital equity across Orange County, Florida, through strategic partnerships with eligible nonprofit organizations. The initiative focuses on increasing access to both new and repurposed digital devices - including tablets, computers, and mobile hotspots - to underserved residents, thereby fostering greater technology adoption and connectivity within the community.

By addressing critical digital access gaps, this project supports Orange County's overarching economic development objectives, targeting barriers that disproportionately affect vulnerable populations. These barriers include limited availability of workforce development resources, restricted access to telehealth services, insufficient opportunities for upskilling, challenges in digital literacy, and limited capacity for remote work and educational advancement.

Through this initiative, Orange County aims to strengthen the digital infrastructure necessary to connect residents to vital services and tools that contribute to long-term resilience, inclusion, and economic mobility.

Key community partnerships driving the success of this project include Quest Inc., CECO, United Against Poverty, Grace Medical, Orange Blossom Family Health, Job Partnership, Poverty Solution Group, Heart of United Way, Boys & Girls Club of Central Florida, and True Health.

USE OF EVIDENCE

Evidence-based Intervention: Yes

Evidence-based Amount: $0

Program Evaluation: Yes

Program Evaluation Amount: $0

The total amount of funding that will be used for the gathering of evidence is zero dollars. This function is bundled into the grant and will

be a requirement of Aeras and the non-profits. County staff will tabulate the details and conduct ongoing assessments to ensure effectiveness.

The Aeras Foundation has incorporated ongoing program evaluations as a core component of its evidence-based approach. Enhancements to the Salesforce CRM system and the hiring of two dedicated staff members have strengthened data collection and analysis efforts. In collaboration with the Orange County Innovation Office, the Foundation established eligibility criteria, implementation guidelines, and systems for tracking device requests, distributions, and usage trends. Program evaluations are conducted at the end of each 6-, 12-, or 24-month loan period, allowing the team to assess impact, gather community feedback, and identify high-demand devices. These evaluations have enabled data-driven decision-making, including reallocating grant resources to better meet community needs without requiring additional funding.

PERFORMANCE REPORT

As of June 2025, the Aeras Foundation concentrated on the procurement and distribution of digital devices to qualified nonprofit partners serving underserved populations in Orange County. To participate in the program, organizations were required to support at least one of the following priority groups: individuals engaged in workforce development, digital literacy, or telehealth services; seniors; disabled individuals; veterans; incarcerated individuals; low-income residents below 150% of the poverty level; or participants in other County-funded social programs. Significant progress was made toward device distribution goals. Of the 1,500 cellular-connected tablets procured, 1,466 were distributed. For laptops, 577 of 1,066 Tier 1 devices and 30 of 80 Tier 2 devices were distributed. Although 177 cellular-connected Chromebooks were allocated under the grant, none have been procured or distributed to date. In addition, the program continued its successful refurbishment efforts, distributing 602 refurbished laptops and 298 refurbished desktops. These efforts are helping bridge the digital divide by increasing access to technology for populations most in need.

Between now and December 31, 2026, the Aeras Foundation plans to distribute the remaining inventory of digital devices to

eligible nonprofit partners through its technology lending program. Projected activities include the loan distribution of 489 new Tier 1 laptops, 40 new Tier 2 laptops, and 177 new Chromebook laptops. In addition to new devices, approximately 1,095 refurbished laptops or desktops will be repurposed and distributed to expand digital access and support underserved populations across Orange County. These efforts will continue to advance the program's goal of bridging the digital divide and promoting equitable access to technology.

Output Measures

- 1,466 cellular-connected tablets distributed to qualified nonprofit partners (out of 1,500 procured).

- 577 new Tier 1 laptops distributed (out of 1,066 allocated).

- 30 new Tier 2 laptops distributed (out of 80 allocated).

- 0 Cellular-connected Chromebooks procured or distributed (out of 177 allocated).

- 602 refurbished laptops distributed during the reporting period.

- 298 refurbished desktops distributed during the reporting period.

- Total of 900 refurbished devices (laptops and desktops) redistributed to the community.

- Average of 655 refurbished devices repurposed annually through the program.

- Nonprofit eligibility criteria included at least one of the following: workforce development, digital skills/literacy, access to telehealth, support for seniors, low-income residents (≤150% poverty level), disabled individuals, veterans, incarcerated individuals, or participants in other county-funded programs.

Outcome Measures

- Increased digital access and connectivity among underserved populations in Orange County.

- Enhanced capacity for residents to engage in remote work, online education, telehealth, and workforce development.

- Improved digital literacy and technology adoption rates within target communities.

- Strengthened community resilience and inclusion by reducing the digital divide.

- Greater utilization of online resources and services contributing to long-term economic and social advancement.

PROJECT 8646: Digital Infrastructure Upgrade

FUNDING AMOUNT: $419,114.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Community and Family Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

This project aims to comprehensively upgrade the digital infrastructure across all 12 community centers managed by the Orange County Community Action Division. These centers serve as vital one-stop hubs within the community, providing access to a broad range of social services, resources, and referrals designed to support residents in need.

Situated within Orange County's designated low-income census tracts, the community centers play a critical role in bridging service gaps by offering not only essential social services but also access to computer labs, technology resources, and various goods and services that support families' well-being and self-sufficiency.

As part of the project, each community center will conduct thorough needs assessments to identify the specific digital service requirements and preferences of the residents they serve. This resident-driven approach ensures that upgrades to online and computer-based service delivery are aligned with community priorities and barriers, such as improving internet access, providing updated hardware and software, and enhancing digital literacy training. By tailoring these enhancements to the unique needs of each location, the project will promote equitable access to digital tools and enable residents to more effectively utilize social services, educational opportunities, workforce development programs, and other vital resources offered through these centers.

Ultimately, the upgraded digital infrastructure will strengthen the centers' capacity to serve as inclusive, accessible, and technologically equipped spaces, fostering greater community engagement, reducing the digital divide, and supporting Orange County's broader goals of social equity and economic empowerment.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

The community centers will periodically survey residents using a digital survey tool regarding access and availability of services.

PERFORMANCE REPORT

All upgrades have been completed at the Orange County Community Centers and the funds have been fully expensed – see list of applicable community centers below:

Outcome Measures

- Increase centers' capacity to deliver digital services to low-income and underserved populations, reducing access disparities.

- Increased resident engagement with social services through more efficient and accessible online platforms.

- Improved digital literacy and technology skills among community members, empowering them to access employment, education, and health resources.

Name of Site	Address
Apopka/Zellwood	6565 Willow Street Zellwood Fl. 32798
John Bridges-6 classrooms	445 W. 13th Street
Taft	9500 S. Orange Ave. Orlando Fl. 32824
Taft-6 classrooms	9504 South Orange Avenue, Orl., Fl 32824
SOYMCA-3 classrooms	810 W. Oak Ridge Road
Southwood-6 classrooms	6225 Brookgreen Ave
Bithlo-2 classrooms	18501 Washington Avenue, Orl., Fl. 32820
Bithlo/Christmas	18510 Madison Orlando Fl. 32820
East Orange 7 classrooms	12050 East Colonial Drive
Callahan	101 N Parramore Ave Orlando
Lila Mitchell	5151 Raleigh St # B, Orlando, FL 32811
Pine Hills- 2 classrooms	6408 Jennings Road
Holden Heights	1201 20th St, Orlando, FL 32805
West Orange / Mildred Dixion	303 SW. Crown Point Drive Winter Garden Fl. 34787
Hal Marston	3933 Wd Judge Dr, Orlando, FL 32808

PROJECT 8647: Virtual Mental Health

FUNDING AMOUNT: $1,164,300.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: County Administration - Innovation & Emerging Technologies Office

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

This funding will support Orange County's upcoming investments in virtual and/or online mental health-based technology that complements our employee mental wellbeing program, Orange County Mind Matters. The initiative aims to support employees to thrive in their positions, while also supporting their families, as the mental burdens of the pandemic continue.

The pilot projects selected for this initial phase of the initiative were selected because if they prove successful, can be scaled for all employees and their families to use at low to no cost. These projects include:

- Immersive De-Escalating Virtual Environment Simulator – A Virtual Walk-Through Nature – with University of

Central Florida Research Foundation, Inc. (UCFRF)

- OCELOT – an Empathy Learning and Occupational Therapy Training System
- Relaxzootion – a Mobile Application for Assisting Children with Relaxation and Meditation Techniques

These projects aim to develop and deploy immersive, mixed reality-based solutions to learn, practice, and transfer empathy-related cognitive, affective, and behavior processes in dealing with high-stress, dynamic real-world emergency and/or crisis scenarios.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

In 2024, the OCELOT project completed its 18-month timeline. Various Orange County staff stakeholder meetings have been conducted and have provided their feedback on the development of the pilot program. That feedback is under review to determine the next steps. The scenarios/modules developed under this pilot directly benefit Orange County's Head Start, Health Services, and Mental Health departments.

The Virtual Walk-through Simulator immersive experience with UCF has made significant progress in several areas. The team has developed the foundational application framework for the vDen platform, enabling users to create immersive 3D environments with interactive elements like object manipulation and collision detection. Two digital stress-relief environments - a beach and a forest - have been designed, each offering dynamic natural features and ample space for extended virtual exploration. Construction of the vDen system has begun, with state-of-the-art ultra-short-throw projectors successfully tested and approved, allowing the project to proceed with component acquisition. Location scouting for 360-degree live environment filming is underway, targeting serene beaches and forest areas in Florida, with filming scheduled to avoid peak seasons for optimal conditions. Additionally, the team has initiated the design of user experiments to assess VR's effectiveness in reducing stress, marking the start of impact evaluation efforts.

Output Measures

- Number of Orange County community members with access to the vDen through the Innovation Center.

- Number of first responders participating in the pilot study evaluating the VR stress reduction application.

- Number of additional stakeholders engaged who either explore VR for stress relief or plan to utilize the vDen for other Orange County initiatives.

- Number of interactive features implemented in the vDen application framework (e.g., object manipulation, collision detection).

Outcome Measures

- Enhanced mental and physical well-being of first responders and Orange County personnel through the use of virtual reality as a stress reduction tool in high-stress work environments.

- Expanded access to scalable mental health resources for employees and their families at low or no cost.

PROJECT 8648: Dr. Phillips Front Yard Festival

FUNDING AMOUNT: $500,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Arts and Cultural Affairs

PROJECT STATUS: Completed

PROJECT OVERVIEW

Funds provided vital support to the nonprofit Dr. Phillips Center for the Performing Arts, enabling the continuation of the outdoor Front Yard Festival through December 2021. This investment ensured the maintenance of a temporary performance venue designed with socially distanced seating and comprehensive COVID-19 safety protocols, prioritizing the health and well-being of attendees and performers alike. The festival's programming consistently reflected the rich diversity of the community, offering a wide range of performances and cultural experiences that served as both a source of inspiration and healing during challenging times. Additionally, the Front Yard Festival played a critical role in sustaining the livelihoods of hundreds of local artists, performers, and creative professionals.

Among its diverse offerings, the festival featured FusionFest, an event highlighting cultural diversity and inclusion. Building upon safety measures initially supported by CARES Act funding, the additional investment from ARPA allowed the Front Yard Festival to continue delivering culturally rich programming in the safest manner possible, ensuring ongoing community engagement and access to the arts despite public health challenges.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

With support from this funding, the Dr. Phillips Center for the Performing Arts successfully hosted the Frontyard Festival from June 2021 through December 2021. The initiative provided a safe, outdoor venue for socially distanced performances and events over a six-month period, ensuring continued community access to the arts during the pandemic. The project has been fully completed, and all allocated funds have been expended in accordance with program guidelines.

Output Measures

- Hosted 105 socially distanced shows at the Front Yard Festival, providing safe entertainment during the pandemic.

- Presented 14 movies as part of the festival's diverse programming.

- Distributed 21,353 tickets, increasing community access to live performances.

- Offered 71 free events.

- Featured 44 live local performances, supporting regional artists.

- Held 4 sold-out concerts, demonstrating strong audience engagement.

- Donated 40 community giveback boxes to support underserved residents.

Outcome Measures

- Sustained community access to the arts during the pandemic through safe, outdoor, socially distanced performances.

- Promoted cultural diversity and inclusion by featuring programming like FusionFest and performances reflective of Orange County's diverse population.

- Supported the mental and emotional well-being of residents by offering uplifting cultural experiences during a period of social and emotional strain.

- Preserved local arts employment, providing continued work opportunities for hundreds of artists, performers, and creative professionals.

- Enhanced community resilience by maintaining public engagement and connection through shared cultural experiences in a safe environment.

PROJECT 8650: Affordable Housing - Barnett Villas

FUNDING AMOUNT: $2,500,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Planning, Environmental and Development Services / Housing and Community Development Division

PROJECT STATUS: Completed

PROJECT OVERVIEW

Barnett Villas is a 100% affordable housing development that will deliver 156 new rental units to serve low- and moderate-income residents in Orange County. Strategically located adjacent to Barnett Park, the development is part of Orange County's broader efforts to address the region's affordable housing shortage. The project was selected through a competitive Request for Proposals process and approved by the Board of County Commissioners on September 14, 2021, for an initial $5,000,000 investment from the Orange County Affordable Housing Trust Fund.

In addition to County support, Barnett Villas is financed through key public housing mechanisms, including the 4% Low Income Housing Tax Credit (LIHTC) program and the Mortgage Revenue Bond (MMRB) Program. Due to significant inflationary cost increases that are beyond the developer's control, Orange County has increased its total contribution from the Affordable Housing Trust Fund to $6,800,000. To ensure the project remains financially viable and is completed as planned, an additional $2,500,000 in American Rescue Plan Act (ARPA) funding has been allocated. This combined investment reflects Orange County's ongoing commitment to expanding access to quality affordable housing for its residents.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

An agreement for the Barnett Villas affordable housing project was formally approved by the Orange County Board of County Commissioners on November 28, 2023. The development is currently under active construction and remains on schedule for substantial completion by December 31, 2025.

At this stage, the majority of the residential buildings are nearing completion; however, final progress is contingent upon the relocation of existing electrical utility poles. This utility work is essential to establishing permanent electrical service to the site and may introduce potential delays if not resolved promptly. Pre-leasing activities are expected to commence in mid-August 2025, allowing prospective tenants to begin the application process in anticipation of unit availability. Orange County continues to monitor construction progress closely to ensure timely delivery of this critical affordable housing resource.

While the overall project is still under construction, the portion funded by ARPA has been fully expended.

Output Measures

- Decreased cost-burden for 156 households.

Outcome Measures

- Enhanced housing stability and improved financial security for residents.
- Strengthening of community resilience by supporting long-term housing stability for low- and moderate-income residents.
- Promotion of neighborhood integration by locating units adjacent to senior communities and within walking distance to educational facilities.

PROJECT 8651: Affordable Housing - Emerald Villas Phase Three

FUNDING AMOUNT: $2,500,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Planning, Environmental and Development Services / Housing and Community Development Division

PROJECT STATUS: Completed

PROJECT OVERVIEW

Emerald Villas Phase Three is a 100% affordable housing development that will provide 90 new rental units, addressing critical housing needs in Orange County. Located adjacent to the Emerald Villas Preserve senior community and within walking distance of Evans High School, the development is strategically positioned to support families and seniors with accessible, high-quality housing options. The project was competitively selected through a Request for Proposals process and approved by the Board of County Commissioners on September 14, 2021, for $4,500,000 in funding from the Orange County Affordable Housing Trust Fund.

To support the full development cost, additional financing is being provided through the 4% Low Income Housing Tax Credit (LIHTC) program and the Mortgage Revenue Bond (MMRB) Program. However, rising construction and material costs-driven by inflation and market volatility-have created a funding shortfall beyond the developer's control. To ensure the project's continued viability and timely completion, Orange County has allocated an additional $2,500,000 in American Rescue Plan Act (ARPA) funding. This investment strengthens the County's commitment to expanding affordable housing options and enhancing community resilience.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

An agreement for the Emerald Villas affordable housing development was approved by the Orange County Board of County Commissioners on January 24, 2023. To accommodate project updates and financial adjustments, an amendment to the agreement was executed by the Board on May 7, 2024. All necessary building permits have

been reviewed and approved, and vertical construction is actively underway. The county continues to monitor construction progress and compliance to ensure the timely delivery of this critical 100% affordable housing development.

While the overall project is still under construction, the portion funded by ARPA has been fully expended.

Output Measures

- Decreased cost-burden for 90 households.

Outcome Measures

- Enhanced housing stability and improved financial security for residents.
- Strengthening of community resilience by supporting long-term housing stability for low- and moderate-income residents.
- Promotion of neighborhood integration by locating units adjacent to senior communities and within walking distance to educational facilities.

PROJECT 8652: IDignity

FUNDING AMOUNT: $1,500,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Planning, Environmental and Development Services/ Housing and Community Development Division

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

Funding from this initiative will serve as critical matching dollars to support the construction of a permanent operational headquarters for IDignity, located on Division Avenue in Orange County. IDignity is a nonprofit organization dedicated to ensuring that all U.S. citizens and legal immigrants have equitable access to essential identification documents, such as birth certificates, Social Security cards, and state IDs, while maintaining the integrity and security of personal identification.

The development of a permanent facility is vital to strengthening IDignity's organizational stability and operational sustainability. The organization's current reliance on leased space has proven inconsistent and unsustainable, frequently disrupting its nationally recognized service model, which is based on large-scale, volunteer-driven events. The new headquarters will resolve these limitations by providing a dedicated, secure, and purpose-built facility to host IDignity's client service days and related programming.

The planned headquarters will include a large multi-use assembly space designed specifically to accommodate IDignity's event model, as well as flexible meeting rooms and client service areas. This infrastructure will increase the organization's capacity to serve clients by an estimated 30% and enable expedited assistance for individuals in urgent need of documentation to access housing, healthcare, employment, and public services. In addition to supporting core operations, the new facility will also serve as a community resource, supporting broader outreach, training, and service coordination efforts.

The project is expected to be a $6 million investment and will provide the foundational infrastructure needed to replicate and scale IDignity's services in other regions, expanding its long-term impact across Central Florida and beyond.

LABOR PRACTICES

The project integrates strong workforce standards to promote high-quality infrastructure delivery and equitable economic recovery. All contractors must comply with prevailing wage laws and demonstrate experience with public infrastructure projects, ensuring fair compensation, job quality, and adherence to labor and safety standards.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

An agreement for this project was approved by the Orange County Board of County Commissioners on June 4, 2024. Following approval, the nonprofit agency leading the development initiated the competitive bidding process for the demolition phase. However, the original solicitation, which closed on July 12, 2024, did not yield any responsive bids. As a result, the demolition work has been re-advertised to ensure project timelines remain on track.

Progress has since been made on-site, with the subcontractor beginning the installation of underground stormwater structures in June 2025. Once this work is complete, the contractor will proceed with preparation of the building pad, advancing the site toward vertical construction. The total construction cost is estimated at $6 million, and project completion is targeted for September 2026.

Output Measures

- Construction of 1 permanent operational headquarters for IDignity.

Outcome Measures

- To ensure that all citizens and legal immigrants of the United States will have access to their essential identification documents while protecting the integrity of identification.

- Provides a multi-use space that serves as an additional community resource.

- Enhances organizational stability, security, and long-term service capacity.

- Supports IDignity's nationally recognized event model requiring large assembly space.

- Increases client service capacity by an estimated 30%.

PROJECT 8653: Facilities Management

FUNDING AMOUNT: $177,342.04

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Administrative Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

Funding will be allocated to cover additional expenses incurred during the COVID-19 pandemic related to enhanced cleaning, disinfection, and security measures. This includes contracting specialized Day Port Sanitizing Services and Fogging Services to ensure thorough and regular sanitization of facilities, thereby reducing the risk of virus transmission. Additionally, funding supports G4S Security Services, which provide essential security personnel to maintain a safe environment. Specifically, guard services are deployed at the Work Release facility to assist county staff in managing critical CARES Act and ARPA Social and Community Services programs. This component of the project accounts for over $177,000 in funding, underscoring the commitment to maintaining both health safety and operational security during the pandemic.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

Facilities Management has used the ARPA funding to provide guard services at a county facility supporting COVID-19 community outreach for Orange County residents and businesses. This project is now complete and has reached final closeout.

Output Measures

- Reduce the spread of COVID-19 in Orange County Facilities.

- Provide a safe work environment for Orange County staff working directly on COVID-19 related response programs.

Outcome Measures

- A reduction in COVID-19 cases for Orange County employees and citizens

- The successful implementation and completion of the COVID-19 Response programs administered by Orange County government.

PROJECT 8655: Electronic Medical Record (EMR) and Pharmacy System Upgrades

FUNDING AMOUNT: $1,926,787.92

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Health Services

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

Funding will be allocated to implement a new Electronic Medical Records (EMR) system designed to enhance information accessibility for healthcare providers and patients within Corrections Health Services. The existing EMR and pharmacy system, in use since 2005, is outdated and increasingly unsustainable, with essential hardware such as PDA devices for medication administration no longer manufactured and only available as refurbished units.

Additionally, the current pharmacy system's support will end in 2025, necessitating an upgrade. The new EMR system will streamline patient health record management, automate medication order processing to eliminate manual data entry, improve inventory accuracy, and reduce the complexity of data interfaces. Furthermore, the upgraded system will incorporate telehealth capabilities, facilitate more efficient healthcare delivery and reduce costs associated with external medical care for incarcerated individuals.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

Customization, training, and system integration phases for the upgraded Electronic Health Record (EHR) system have been successfully completed. Thorough testing of the interfaces connecting the EHR with the offender management system and the pharmacy system has been conducted and finalized, ensuring seamless data exchange and operational efficiency.

The upgraded system was officially launched and went live in 2023. Since then, Corrections Health staff have undergone comprehensive training and are actively utilizing the new system to accurately document inmate healthcare services, track patient outcomes, and manage clinical workflows within the Orange County jail.

Final project closeout is anticipated by September 2025, marking the completion of all remaining administrative and technical requirements.

Output Measures

- In the past year, the system recorded:
  - 22,131 patient encounters
  - 18,334 mental health assessments
  - 3,171 dental examinations
  - 881 outside medical consultations
  - 8,793 medications dispensed daily

Outcome Measures

- Improve access to care for inmates served by Orange County Corrections Health as it will streamline current processes and improve outcome data.

PROJECT 8657: Ivey Lane Health Center

FUNDING AMOUNT: $500,000.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Planning, Environmental and Development Services/ Housing and Community Development Division

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

The Orange Blossom Family Health (OBFH) clinic at Ivey Lane provides comprehensive primary medical, dental, behavioral health, and pharmacy services within a census tract characterized by a high minority population, over 7,000 residents living in poverty, and approximately 26% lacking any form of health insurance coverage. The proposed expansion aims to increase the number of medical exam rooms from 15 to 21, add 250 square feet of renovated office space, enhance restroom facilities, and expand parking availability to better accommodate patients.

This expansion will increase the total building footprint from 12,000 to over 13,400 square feet. Funding for the project is supported through multiple sources, including the City of Orlando, Dr. Phillips Charities, the State of Florida, the Florida Community Loan Fund, as well as $500,000 from the Orange County Community Development Block Grant (CDBG) Program and $500,000 from Orange County's American Rescue Plan Act (ARPA) funds.

The project primarily serves low- to moderate-income individuals who are underinsured or uninsured, functioning as their essential provider for primary and preventive care, oral health, pharmacy services, and mental health support. Substantial evidence supports the critical need for this expansion, emphasizing its value in delivering affordable healthcare services to underserved and economically vulnerable residents of Orange County.

LABOR PRACTICES

The project integrates strong workforce standards to promote high-quality infrastructure delivery and equitable economic recovery. All contractors must comply with prevailing wage laws and demonstrate experience with public infrastructure projects, ensuring fair compensation, job quality, and adherence to labor and safety standards.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

An agreement for this project was approved by the Orange County Board of County Commissioners on January 23, 2024. Since then, significant progress has been made on site, with all underground utilities - including stormwater structures, site lighting rough-ins, and plumbing - fully completed and inspected. Current efforts are focused on site work, specifically the installation and compaction of the sub-base material for the parking lot area. Vertical construction is also underway, with mechanical equipment delivered and securely stored on-site. The fire alarm and fire sprinkler systems have completed engineering design, which has been reviewed and approved by the Authority Having Jurisdiction (AHJ). Despite a delay in the delivery of steel joists, now expected to arrive at the end of July, the contractor anticipates project completion is on track.

Key upcoming milestones include the addition of up to six (6) new medical exam rooms through the construction of two (2) medical pods, as well as the expansion of the parking lot. The overall project is estimated to be fully completed by September 2026.

Output Measures

- 1,400 sq. ft. of additional renovated office space.
- 20 new parking spaces added to support increased patient volume.
- Client population: Low- to very-low-income individuals.
- Income breakdown of patients:
    - 60% very low-income (<50% AMI).
    - 30% low-income (50–80% AMI).
    - 10% other income levels.
- Race/Ethnicity of patients:
    - 40% Hispanic/Latino.
    - 25% Black/African American.
    - 25% White.
    - 10% Other.
- Gender distribution:
    - 55% Female.
    - 45% Male.

Outcome Measures

- Increased access to care demonstrated by a rise in annual patient visits.
- Reduction in appointment wait times for new patients.
- Expanded availability and utilization of dental services.

- Improved management of chronic diseases among underserved populations.

- Enhanced early intervention efforts for at-risk community members.

- Anticipated reduction in long-term healthcare costs through greater emphasis on preventive care.

PROJECT 8658: Clerk of Courts Cybersecurity – Network & Data Security

FUNDING AMOUNT: $1,912,100.17

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: County Administration - Information System and Services

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

This project will significantly enhance the Orange County Clerk of Courts' cybersecurity infrastructure to ensure the continuity and security of Ninth Judicial Circuit Court operations during and after the COVID-19 pandemic. Supported by $1.9 million in ARPA funding, the Clerk's Information Systems team partnered with industry vendors to implement a comprehensive suite of cybersecurity upgrades. These included advanced ransomware protection, continuous threat monitoring, expanded cybersecurity training for staff, hardened cloud platforms (e.g., Microsoft 365), and IT infrastructure improvements such as secure remote access tools, next-generation firewalls, and PCI-compliant payment systems.

All improvements were executed internally by the Clerk's IT department with support from external vendors and oversight from Orange County's ARPA administration. The project aimed to enhance operational flexibility, enable secure remote access, and strengthen long-term protection of sensitive court data. As of June 2025, all objectives have been met on time and within budget, with full deployment of all planned enhancements. The Clerk's Office now maintains a secure, modernized IT environment capable of sustaining reliable and resilient court services across both in-person and remote platforms.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

The cybersecurity project by the Orange County Clerk of Courts was evidence-informed, using proven industry's best practices and tools aligned with NIST standards. While not subject to Treasury's evidence-based intervention requirements, the project addressed documented vulnerabilities using strategies shown to reduce cyber threats, such as advanced backups, phishing prevention training, and vulnerability scanning. Effectiveness is being

monitored through operational metrics, with no formal program evaluation required.

PERFORMANCE REPORT

Significant progress was made on the Orange County Clerk of Courts Cybersecurity Project through the successful implementation of key output measures, all of which have now been completed. A total of 10 major cybersecurity solutions were deployed across critical areas such as backup and recovery, threat monitoring, cloud security, network and endpoint protection, and staff training. This included new hardware installations - such as firewall devices and secure payment terminals - alongside software and service upgrades, including vulnerability scanning tools and remote management platforms. Security licensing enhancements were implemented through Microsoft 365 G5 and KnowBe4. As part of the initiative, 100% of Clerk's Office staff (approximately 500 employees) received cybersecurity awareness training on phishing prevention, data handling, and secure computing.

Infrastructure improvements included the installation of two (2) upgraded network firewalls, a new cloud backup system with expanded retention capabilities, and over 30 encrypted credit card readers across public counters. The project also funded key cybersecurity assessments, including a third-party external penetration test and ongoing weekly vulnerability scans to monitor and mitigate risks. To further institutionalize best practices, the Clerk's IT department developed or revised five (5) cybersecurity policies, such as the Incident Response Plan and Remote Access Security Policy.

All project activities have been successfully completed, and the final project closeout process is currently underway.

Output measures

- Implemented 10 major cybersecurity systems and tools, including ransomware protection, firewalls, vulnerability monitoring, and cloud backup.

- Trained 100% of Clerk of Courts staff (approximately 500 employees) in cybersecurity awareness.

- Installed over 30 encrypted, PCI-compliant credit card readers at public service counters.

- Deployed 2 enterprise-grade firewalls securing public and internal networks.

- Implemented 1 cloud backup system with 12-month backup retention capability.

- Completed 1 third-party penetration test and initiated weekly vulnerability scans.

- Created or updated 5 internal cybersecurity policies and procedures.

- Achieved zero major security breaches or successful ransomware attacks post-implementation.

- Reduced employee phishing susceptibility rate from 8% to 2% after training.

- Maintained 99.9% uptime for key public-facing court systems.

- Increased remote staff access by approximately 40%, enhancing operational flexibility.

- Public use of digital court services increased by about 25%, indicating improved trust and accessibility.

Outcome measures

- Enhance organizational resilience to sustain court operations during emergencies without service disruption.

- Institutionalize best practices in IT governance and data protection via updated security policies.

- Improve secure access to court services that benefits all users, including underserved and low-income populations.

- Enable equitable remote access to justice services, reducing barriers for residents with disabilities or limited transportation.

- Establish a sustainable foundation for ongoing secure, equitable delivery of government services countywide.

PROJECT 8659: Fire Rescue Capital Equipment

FUNDING AMOUNT: $4,998,764.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Fire Rescue

PROJECT STATUS: Completed

PROJECT OVERVIEW

Funding supported the department-wide replacement of approximately 600 Self-Contained Breathing Apparatuses (SCBAs), essential equipment used by all combat-rated firefighters during training and operations in hazardous environments. These SCBAs, which are carried on every emergency response vehicle, are critical components of the life safety ensemble. Additionally, around 175 portable radios, vital for emergency communications, were replaced due to reaching the end of their service life and limited availability of replacement parts caused by obsolescence. The new SCBAs and portable radios have been deployed across Orange County's 44 fire stations. This upgraded equipment enhances the safety, effectiveness, and operational capabilities of all combat-rated firefighters and emergency personnel throughout the county.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

All equipment from this project has been received and deployed into operation. The project is complete.

Output Measures

- 600 - Self Contained Breathing Apparatus (SCBA's) replaced.
- 175 - portable radios replaced

Outcome Measures

- Enhanced firefighter safety through the deployment of up-to-date, reliable Self-Contained Breathing Apparatus (SCBA) equipment across all emergency response units.
- Increased reliability and clarity of emergency communications with the introduction of new portable radios, reducing risks associated with equipment failure.
- Standardized critical life safety equipment across all 44 fire stations in Orange County, ensuring consistent protection for personnel countywide.

PROJECT 8664: Financial Literacy

FUNDING AMOUNT: $672,504.76

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: County Administration – Fiscal & Business Services

PROJECT STATUS: Less than 50% completed

PROJECT OVERVIEW

The Financial Literacy project, overseen by the Fiscal and Business Services Division, provides free, individualized financial counseling sessions to all residents and workers within Orange County. This program is designed to empower participants to achieve greater financial stability by helping them reduce debt, build emergency savings, improve credit scores, and gain increased access to secure and reliable banking services. Utilizing a structured and evidence-based counseling model developed by the Cities for Financial Empowerment (CFE) Fund, the program ensures best practices rooted in proven financial empowerment strategies.

Certified financial counselors conduct thorough financial assessments to evaluate each client's unique situation, collaboratively develop personalized financial goals, and create actionable plans tailored to the client's needs. Progress and outcomes are meticulously tracked using FECBOT, a centralized case management system that enables counselors to document verified results and monitor client advancements in real time. This systematic approach supports data-driven decision-making and program evaluation to maximize impact.

The initiative is a collaborative effort led by Orange County Government in partnership with Habitat for Humanity Greater Orlando & Osceola County and benefits from the technical guidance and support of the CFE Fund. Together, these partners work to expand financial literacy access, foster economic inclusion, and promote long-term financial well-being for underserved and vulnerable populations throughout the county.

Project Website

https://habitatorlando.org/fec/

USE OF EVIDENCE

Evidence-based Intervention: Yes

Evidence-based Amount: $267,973.08

The Financial Empowerment Center (FEC) model is built on over a decade of evidence-based practice and evaluation, delivering one-on-one professional financial counseling integrated within social service systems. Counselors follow a structured, research-backed approach focused on four key financial pillars: banking, savings, debt, and credit, and are trained and certified through standardized national protocols established by the Cities for Financial Empowerment (CFE) Fund. Client outcomes are tracked and verified using a centralized data system (FECBOT), ensuring accountability and alignment with national standards. Supported by robust evidence, including a 2017 evaluation demonstrating consistent improvements across multiple cities, the FEC model has helped over 142,000 clients nationally reduce debt by $211 million and increase savings by $43 million, underpinning its ongoing expansion and implementation in Orange County.

Program Evaluation: Yes

Program Evaluation Amount: $0

Program evaluation is integral to the Financial Empowerment Center (FEC) model, utilizing the centralized FECBOT database systematically track session activities, client outcomes, and progress over time. All outcomes are rigorously verified with documentation in accordance with the FEC Public Outcome Definitions guide, ensuring consistency, accountability, and transparency. The Program Manager oversees implementation and performance monitoring by supervising counselors, ensuring accurate data entry, tracking goal progress, fostering partnerships, and collaborating regularly with the county and the CFE fund to review outcomes and adjust the program as needed. Evaluation results inform counselor performance assessments, enhance service quality, identify improvement opportunities, and guide program refinements to maximize local impact.

PERFORMANCE REPORT

Since its launch in November 2024, the Financial Empowerment Center (FEC) program has made significant progress, with clients collectively increasing savings by $93,013 and reducing non-mortgage debt by $197,333. The program has achieved 86 measurable outcomes, including 17 clients increasing savings, 21 reducing debt by at least 10%, and 19 opening safe and affordable bank accounts.

Additionally, 62 milestone achievements were achieved, such as 13 clients creating budgets and 27 reviewing their credit reports and scores. Clients have reported feeling empowered and better prepared to manage financial emergencies, with one participant sharing, "This program has helped me tremendously - I've been able to get out of financial distress I was in."

Moving forward, through December 31, 2026, the program will focus on continued growth and development by strengthening staffing - having hired a third counselor in early 2025 and planning to hire two (2) more to meet rising demand - expanding community outreach, refining service delivery, and enhancing program stability. Efforts will also include increasing community visibility, deepening partnerships with local organizations, investing in staff development, evaluating long-term impact, and exploring opportunities to scale services across additional county locations, all while adapting goals to meet evolving community needs.

Output Measures

This data is as of June 2025

- Total client case count: 170.

- Average counselor time spent per session: 65 minutes.

- Total official client sessions conducted: 461.

- Gender distribution:
  - Male: 30
  - Female: 138
  - Preference not to answer: 2

- Race distribution:
  - African American/Black: 79
  - White: 64
  - Asian: 4
  - Multiple Races: 7
  - American Indian/Alaskan Native: 1
  - Prefer not to answer: 14
  - Other: 1

- Ethnicity distribution:
  - Not Hispanic/Latinx: 107
  - Hispanic/Latinx: 61
  - Prefer not to answer: 2

- Age distribution:
  - 18 to 25 years: 54
  - 36 to 45 years: 55
  - 46 to 54 years: 27
  - 55 and above: 34

Outcome Measures

- Increased client financial stability through personalized counseling.

- Reduced client debt levels.

- Improved client credit scores.

- Expanded client access to secure and reliable banking services.

- Delivery of evidence-based financial counseling by certified professionals.

- Use of data-driven tracking and evaluation to monitor client progress and outcomes.

- Enhanced financial literacy and economic inclusion for underserved and vulnerable populations in Orange County.

PROJECT 8665: Wekiwa Springs Septic to Sewer Retrofit Program

FUNDING AMOUNT: $7,406,827.82

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Utilities

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

The Wekiwa Springs Septic Sewer Retrofit Program is a multi-year, multi-phase effort to reduce nutrient loads that affect water quality at local natural resources such as Wekiwa Springs. Orange County Utilities has developed a $138.6 million program to convert 1,967 parcels with existing septic systems to central sewers. Homeowners have agreed to an assessment of approximately 10% of the project costs and after combined with funding from Orange County Utilities, the goal is to secure up to 65% of the overall project costs from additional funding sources. Orange County Utilities has received commitments from multiple agencies such as the Florida Department of Environmental Protection (FDEP), and the St. Johns River Water Management District (SJRWMD) through grants and cost share programs. ARPA provides another source of funding that

makes it possible for these projects to move forward.

The focus of the Wekiwa Springs Septic Sewer Retrofit Program is to address a critical environmental challenge. The Florida Springs and Aquifer Protection Act of 2016 mandated the state craft a long-term road map to restore the water quality in Florida's fragile springs. In Central Florida, the implementation of a Basin Management Action Plan (BMAP) for Wekiwa Spring and Rock Springs aims to reduce adverse spring impacts originating from septic runoff. Installing traditional gravity sewer systems in neighborhoods with existing septic systems is a way to aid the ailing springs and reduce nutrients by transmitting wastewater to a treatment facility where the contaminants are removed.

Specifically, Orange County Utilities will implement a design and construction project to convert 1,967 parcels. The project has been divided into phases and the ARPA funding allocated for this program will support conversions in Phases 2-5, which comprise 1,270 parcels. Construction will include gravity sewer mains and manholes, wastewater pump

stations, laterals and sewer connections, and septic tank abandonments.

The following contractors were selected for the following phases:

- Phase 2: Metro Equipment, Inc. (Construction Contractor)
- Phase 3: Prime Construction Group, Inc. (Construction Contractor)
- Phase 4: Barnes, Ferland and Associates, Inc. (Engineering Consultants)
- Phase 5: Tetra Tech (Engineering Consultants)

LABOR PRACTICES

Prevailing wage requirements and local hiring are being utilized by the awarded contractor for the phases that include funding for construction.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

The goal of this project is to connect all parcels in the project area to the central sewer and eliminate existing septic systems. Installing central sewer systems in neighborhoods with existing septic systems is a way to aid the ailing springs and reduce nutrients by transmitting wastewater to a treatment facility where the contaminants are removed. Evidence documented in the Wekiwa Spring and Rock Springs Basin Management Action Plan, adopted in 2018, specified that septic systems represent 29% of estimated nitrogen loading to groundwater.

PERFORMANCE REPORT

The progress/accomplishments broken out by phase are detailed as follows:

Phase 2: Metro Equipment, Inc.

Construction Authorization:

- Authorized under Purchase Order (PO) C227008.
- PO was awarded on November 2, 2022.

Construction Status (as of June 30, 2025):

- All gravity sewer mains and manholes have been installed.
- All connections to existing parcels are complete.
- Construction is currently ongoing.

Remaining Work:

- Final paving.
- Site restoration.

Timeline:

- Substantial completion is scheduled for December 31, 2025, or sooner.

Phase 3: Prime Construction Group, Inc.

Construction Authorization:

- Authorized under Purchase Order (PO) C237001.
- PO was awarded on September 26, 2023.

Construction Status (as of June 30, 2025):

- All gravity sewer mains and manholes have been installed.
- All connections to existing parcels are complete.
- Construction is currently ongoing.

Remaining Work:

- Final paving.
- Site restoration.

Timeline:

- Substantial completion is scheduled for September 30, 2025, or sooner.

Phase 4: Barnes, Ferland and Associates, Inc.

Project Design & Bidding (as of June 30, 2025):

- Final design has been completed.
- Project has been advertised for contractor bids.

Contractor Selection:

- Recommendation of Award (ROA) for the contractor has been forwarded to Procurement.

- Scheduled for Board of County Commissioners (BCC) approval on August 5, 2025.

Construction Timeline:

- Notice to Proceed (NTP) for construction is anticipated in Fall 2025.

Phase 5: Tetra Tech

Project Design Status (as of June 30, 2025):

- Final design is 90% complete.

Bidding Timeline:

- Project is scheduled to be advertised for contractor bids later in 2025.

Output Measures

- 1,187 single-family homes in connected to gravity sewer and the corresponding number of existing septic systems eliminated.
- Demographics Served by Project:
  - Total minority population: Over 35.8%.
  - Black population: Approx. 14.3%.
  - Hispanic population: Approx. 21.5%.

Outcome Measures

- Installing traditional gravity sewer systems in neighborhoods with existing septic systems will reduce nitrogen loading to the groundwater by transmitting wastewater to a treatment facility where the contaminants are removed.

PROJECT 8666: Pine Hills Septic to Sewer Retrofit Program

FUNDING AMOUNT: $974,791.18

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Utilities

PROJECT STATUS: More than 50% completed

PROJECT OVERVIEW

This project consists of converting approximately 93 septic tanks to sewer systems in the Pine Hills area of Orlando. Construction would include septic tank abandonment, infrastructure necessary to provide central sewer, sanitary sewer service lines, and lift station(s). Once constructed, this project is estimated to reduce the nitrogen load to Pine Hills through diversion to a central sewer system. Construction is expected to begin in late 2024, and it is expected to take 15 months to complete.

The Pine Hills Neighborhood Improvement District Septic to Sewer project aims to provide businesses and residents along Pine Hills Road access to central sewer where wastewater service was previously not available. The funding allocated with the implementation of the central sewer made this project a viable option to provide sewer to this area. The project will serve a mix of commercial and single-family residential parcels within the service area. This project will address environmental issues described in Wekiwa Springs and Rock Springs Basin Management Action Plan (BMAP).

The general schedule for completion is as follows:

- Acquire purchase order for continuing engineering consultant – 3 months.
- Preliminary design and survey – 4 months.
- Final design and permitting – 9 months.
- Change order into existing OCPW project – 2 months [Currently in this phase].
- Construction – 15 months to substantial completion.
- Total Time from project initiation to substantial completion – 31 months (2 years 7 months).

LABOR PRACTICES

Prevailing wage requirements and local hiring are being utilized by the awarded contractor.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

The goal of this project is to connect all parcels in the project area to central sewers and eliminate existing septic systems. Installing central sewer systems in neighborhoods with existing septic systems is a way to aid the ailing springs and reduce nutrients by transmitting wastewater to a treatment facility where the contaminants are removed. Evidence documented in the Wekiwa Spring and Rock Springs Basin Management Action Plan, adopted in 2018, specified that septic systems represent 29% of estimated nitrogen loading to groundwater.

PERFORMANCE REPORT

The project aims to connect up to 93 parcels to the central sewer system. Construction was authorized through a change order to the existing Orange County Public Works (OCPW) contract Y23-741. Utility improvement work commenced in September 2024, and to date, approximately 75% of the sewer mains and manholes have been successfully installed. Starting in June 2025, work on laterals and individual parcel connections began. The overall construction is progressing according to schedule, with substantial completion targeted for Fall 2025.

Output Measures

- Provides central sewer access to approximately 93 parcels previously served by septic tanks.

- Demographics Served by Project:
  - Total minority population: Over 81.6%.
  - Black population: Approx. 68.9%.
  - Hispanic population: Approx. 12.7%.

Outcome Measures

- Improves public health and sanitation by abandoning aging septic systems.

- Reduces nitrogen load in the Pine Hills area, supporting local water quality improvements.

- Supports compliance with Wekiwa Springs and Rock Springs Basin Management Action Plan (BMAP) environmental goals.

- Enhances environmental protection by preventing septic system failures and groundwater contamination.

PROJECT 8667: Utilities Capital Charges

FUNDING AMOUNT: $5,539,040.00

PROJECT EXPENDITURE CATEGORY: 6.1; Provision of Government Services

MANAGING DEPARTMENT: Utilities

PROJECT STATUS: Completed

PROJECT OVERVIEW

The funds allocated will be designated to cover capital charges associated with Utilities projects financed through American Rescue Plan Act (ARPA) dollars. These capital charges are essential fees assessed to new customers of the water and wastewater systems to recover all or a portion of the costs related to the expansion and enhancement of system capacity required to serve their demand. Capital charges typically fund significant infrastructure improvements necessary to support growth, including the construction of new transmission mains, pipeline extensions, and expansions or upgrades at wastewater treatment facilities. These charges ensure that the financial burden of accommodating additional customers is equitably distributed and that the utility system remains sustainable and capable of meeting future needs.

For budgeting purposes, each project incorporates the anticipated capital charges based on the number of new connections added to the system. This approach guarantees that sufficient funds are reserved to cover the incremental costs associated with increasing system capacity. At present, the water capital charge is established at $1,970 per Equivalent Residential Connection (ERC), reflecting the investment needed for water system expansion. Similarly, the wastewater capital charge is set at $3,570 per Equivalent Residential Unit (ERU), which accounts for the costs associated with wastewater system growth.

The current break down of the Capital Charges for Utilities projects that include ARPA dollars is:

Project Title	# of Parcels	Capital Charge per Parcel
Wekiwa Springs Septic to Sewer Retrofit Program	1,270	$3,570
Pine Hills Septic to Sewer Retrofit Program	84	$3,570
Lake Downey Dr. and Frankel St. - Water Main Ext.	34	$1,970
Bithlo Rural Area Water - Phase 1 West	324	$1,970

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

All Utilities capital charges have been fully assessed and paid for over 1,700 parcels, and the project has been successfully completed.

Output Measures

- 1,712 parcels Capital Charges assessed and paid for.

Outcome Measures

- Promotes equitable cost distribution by assessing capital charges to new system customers, preventing undue financial burden on existing customers.

- Supports the reliable delivery of water and wastewater services through upgraded and expanded system capacity.

- Enables infrastructure improvements such as new transmission mains, pipeline extensions, and treatment facility upgrades to accommodate future demand.

ADMINISTRATIVE

PROJECT 8661: LYNX - Pine Hill Transfer Station

FUNDING AMOUNT: $600,000.00

PROJECT EXPENDITURE CATEGORY: 7.2; Transfers to Other Units of Government

MANAGING DEPARTMENT: County Administration – Office of Management & Budget

PROJECT STATUS: Completed

PROJECT OVERVIEW

This will fund the construction of the Pine Hills - LYNX Transfer Station and the LYNX service building estimated to cost $8.8 million. This is funded by a Florida state grant that requires 50% local funding, of which these funds cover. The project is estimated to be started in Fall of 2022.

The construction for this project includes an 8-bay transfer center at the intersection of Belco and Silver Star Road. In addition to the reconstruction of Belco Drive, the project will include:

- Iconic canopy similar to LYNX Central Station.
- Trail head and office parking.
- CCTV and Real time information.
- Integration with the Pine Hills Trail.
- Rain garden for stormwater.

The building itself is:

- 2400 square feet.
- Offers drivers restrooms and drivers breakroom.
- IT server room for ITS components of transfer center.
- Office for customer service and supervisor/security.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

This project is currently under construction. All ARPA funding allocated to this project has been provided to the LYNX Transportation Authority for the required construction payments.

PROJECT 8663: Sheriff's Office - Mobile Radio Replacement

FUNDING AMOUNT: $2,041,457.05

PROJECT EXPENDITURE CATEGORY: 7.2; Transfers to Other Units of Government

MANAGING DEPARTMENT: County Administration - Information System and Services

PROJECT STATUS: Completed

PROJECT OVERVIEW

The Orange County Sheriff's Office maintains a fleet of over 3,000 mobile radios that are essential for daily law enforcement operations and emergency response communications. These radios are approaching the end of their useful life, with most models expected to require replacement between 2023 and 2025. The cost to replace each unit varies by model but averages approximately $5,000 per radio.

To date, funding has supported the replacement of approximately 409 mobile radios. This investment enhances the reliability, safety, and operational effectiveness of Sheriff's Office personnel by ensuring continued access to modern, secure, and interoperable communication equipment.

USE OF EVIDENCE

Evidence-based Intervention: No

Program Evaluation: No

PERFORMANCE REPORT

All the Sheriff radios have been purchased and delivered; the project is complete.

Output Measures

- 409 radios replaced.

Outcome Measures

- Allow for the continuation of policing services to go uninterrupted by keeping equipment up to date.