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**Budget Message**  
Fiscal Year 2004-2005

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**A**s we begin the second year of the biennial budget process, I'm pleased to report that Orange County remains in good fiscal health. We have weathered the economic downturn by closely managing our financial affairs and living within our means. However, there are some darkening clouds on the horizon. As the state continues to struggle with its own budget issues, we are seeing more costs being shifted from the state to local governments. Just recently, the Legislature shifted the pre-detention costs of juvenile offenders to counties. The impact to Orange County of this unfunded mandate is estimated to be \$7.1 million next year.

Also, there is a petition initiative to amend the state's constitution to raise the homestead exemption from \$25,000 to \$50,000. If that measure ultimately goes to the voters and is approved, it will reduce our property tax revenues by an estimated \$35 million annually, which would significantly impact programs and services that are provided to the citizens of Orange County. In addition, we currently have significant unfunded needs in the county. For example, we are projecting that we will have a shortfall of approximately \$20 million a year for the foreseeable future for county road construction projects and we have over \$250 million of identified, unfunded needs and requests for new and improved parks.

Despite these fiscal challenges, there are no new programs included in the budget for FY 04-05; however, we must still plan for the future. We have done that by designing a "Blueprint for Orange County's Future". The guiding principles of our Blueprint include:

- ✓ Protecting our sensitive environment by preserving the Wekiva basin, the Econ River and our precious groundwater supply. We will acquire more environmentally sensitive land through our Green PLACE initiative.

- ✓ Working closely with other governments in Orange County on important regional issues.
- ✓ Partnering with the Orlando/Orange County Expressway Authority to use future roads to control where our county grows.
- ✓ Tying new growth to jobs.
- ✓ Making new growth "pay its own way."

To be successful with our blueprint, we must effectively manage our growth by encouraging infill growth and discouraging urban sprawl. We must also stay the course on tying growth to school capacity.

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**STATE OF THE ECONOMY**

Between 1990 and the year 2000 we were the fastest growing metropolitan county in Florida. Of Florida's 67 counties, Orange County is 1<sup>st</sup> in tourist tax collections and 3<sup>rd</sup> in sales tax collections, yet our county property tax rate is 11<sup>th</sup> lowest in the state. Our Board of County Commissioners has shown strong fiscal restraint by not increasing our countywide millage rate over the past 15 years. In fact, in FY 2000 and 2001, we actually reduced it. The countywide millage for FY 05 will remain at the current level of 5.1639 mils, which is well below the 10 mil statutory cap.

**Revenue Outlook:**

As we move to the next fiscal year, we continue to closely monitor our major revenues. After September 11, 2001, we faced many fiscal challenges with the economic slowdown and the magnified impact to the tourism industry. Recently, we have seen some encouraging growth trends, which seem to be indicating that our economy is rebounding.

To illustrate, **property taxes** are projected to grow in FY 05 by 6.8% and 7.3% for the countywide and unincorporated area, respectively. This is a strong rate of growth in

the county's single largest revenue source. Another sign of the economic recovery is evident in the county's **half-cent sales tax revenue sharing program**. This year we are estimating that we will receive in excess of \$108 million from this source, which represents an increase over the prior year of 1.7%, after taking into account recent legislative actions. Specifically, the state has reduced our distribution percentage of this revenue by 8.7%, which amounts to a reduction of approximately \$9.7 million for FY 05. This was done so that the state could use these funds to partially offset its new responsibilities of the court system as a result of the constitutional amendment known as Revision 7 to Article V. For FY 05, we have budgeted \$101.7 million for sales tax, a 3.5% increase after adjusting for the reduced percentage.

Orange County is #1 in the state in the collection of the **Tourist Development Tax (TDT)**. TDT revenue continues its strong recovery from the negative growth rates of FY 01 and FY 02. Positive growth is expected for FY 04 with projected revenue of over \$105 million, and moderate growth of approximately 2.5% is projected for FY 05. Combined **Public Service Tax and Communication Services Tax** revenue is currently forecasted at about \$71.8 million for FY 04, a 1.4% decrease over the prior year actual results; however, it is projected to grow at 4% for FY 05.

Despite high gas prices, which can have the effect of reducing consumption, FY 04 revenue from **gas taxes** is projected to grow moderately over the prior year, to reach about \$40.3 million. A growth rate of approximately 4.4% is projected for FY 05. We have also updated our transportation **impact fees and connection fees** for utilities to more closely reflect the true cost of development and we are considering a new impact fee to build more parks. Our fire and law enforcement impact fees are currently under review. Total impact fee revenue from transportation, fire and law enforcement all displayed downward trends for FY 00, 01 and 02, reflecting a slowdown in the commercial sector during this period. In FY 03 we saw a modest upturn over the prior year, and overall impact fee revenue is

projected to remain relatively stable at approximately \$20 million for these three impact fees for FY 04 and FY 05.

Building, Planning and Zoning revenues (**permit and inspection fees**) have declined for the past couple of years due to a slowdown in commercial construction. Following a relatively low point of \$12.4 million in FY 02, FY 03 finished with an encouraging \$13.1 million. Revenues for FY 04 have increased as improvements in the commercial construction sector are being realized. Projected revenue for FY 04 and FY 05 is estimated at \$15.8 million and \$17.6 million respectively. Continued growth and revenue increases of about 11.0% are expected as a result of the recent valuation changes, 4.0% of which is expected from indexing the valuation table for FY 05.

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#### LEGISLATIVE UPDATE

Due to a combination of modest revenue growth in recent years, tax breaks and significant expenses associated with numerous constitutional amendments such as the class size amendment, Pre-K and high speed rail, the state has had many budget challenges. As a result we have seen numerous attempts to shift costs out of the state's budget to counties.

This year the Legislature passed and the Governor signed into law a bill that shifts an estimated \$90.6 million annually of pre-detention costs of juvenile offenders to counties. Orange County's estimated cost for this unfunded mandate is estimated at \$7.1 million for FY 05. The state will continue to be responsible for running the juvenile detention centers, but will periodically invoice the counties based on the number of juvenile offenders from each county. This is a significant amount that was unanticipated and has put considerable pressure on our budget.

**Revision 7 to Article V** – On November 3, 1998, the voters of Florida passed an amendment to the state's constitution that, among other things, shifted the majority of the funding responsibility for the court system to the state. Further, the amendment required that the Legislature implement the changes to

become effective July 1, 2004. During Special Session "A", the legislature passed House Bill 113A, which implements this constitutional amendment. The 2004 legislative session concluded with the passage of Senate Bill 2962, the associated glitch bill that details the state and counties responsibilities as related to the implementation of Revision 7 to Article V of the state's constitution, effective July, 2004.

The combined effect of HB 113A and SB 2962 will have a significant impact on Orange County's budget. The county will retain the funding responsibility for communications services, courier services, existing radio systems, existing multi-agency criminal justice information systems, and the cost of construction and leases, maintenance, utilities, and security for facilities for the circuit and county courts, public defenders' office, state attorneys' office, and the clerk of courts' office. The responsibility for providing facilities for guardian ad litem offices was also added in the glitch bill. In addition, the county will be responsible for local requirements, which are broadly defined. Other court related expenses that historically were funded by the county are now shifted to either the state or funded through user fees. On the revenue side, most of the county's court related revenues and local add-on fees have been repealed.

The glitch bill provided some revenue relief to the counties. A \$4 recording fee to fund court technology was implemented by the state effective June 1, 2004. Two other local option revenue sources were created for counties which require approval by local governments: A \$15 traffic infractions surcharge to offset the costs associated with court facilities and up-to \$65 mandatory court costs to fund local court programs. These surcharges were approved by the Board of County Commissioners on June 15, 2004 and budget adjustments to FY 05 budget will be made following Board discussions in July.

**Florida Retirement System** - The Florida Retirement System provides a retirement program for some 10,316 county employees (3,174 are employed with the constitutional officers). In FY 04, the total budgeted cost to Orange County, excluding external

constitutional officers, for FRS is \$34.4 million. In FY 05, we anticipate a \$.7 million cost increase resulting in a total cost of \$35.1 million.

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## **GROWTH MANAGEMENT**

Orange County has almost a million people and that's before you add the thousands of visitors who can inflate our population by 120,000 or more on any given day. As a testament to the desirability of this area, each year 30,000 additional people call Orange County home. This is equivalent to adding the entire population of the City of Apopka each and every year! As we continue to grow, we have tremendous opportunities and challenges to maintain and improve the quality of life here through effective growth management techniques. We will continue to tie new zoning requests to school capacity to ensure that our kids have an opportunity to have a first rate education, and not be squeezed into some overcrowded portable trailer.

We will also encourage "smart growth". One example of this can be found in our Horizon West and Town Center Corporate Business Park development ("Horizon West"). Horizon West is planned for more than 100,000 people. That's larger than any of the cities in Orange County except Orlando. This development consists of mostly self-contained villages with housing, schools, parks, retail and office space. It's the kind of intelligent infill growth we will encourage in our Blueprint for Orange County's Future.

To effectively manage our growth, we will review and update zoning codes and regulations to maintain quality of life within neighborhoods and aesthetics in commercial developments. This will guide the county in providing the right mix of new homes, schools, office and retail.

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## **CHILDREN AND FAMILY INITIATIVES**

Orange County pours nearly \$70 million dollars a year into programs for children and families – from the award winning Head Start program to our nationally recognized After School Zone – to our innovative Primary Care

Access Network (PCAN) clinics that provide vital healthcare to the uninsured.

**Head Start Program** - is nationally accredited and provides quality Pre-K educational services to more than 1,500 children as well as support services to their families. The Head Start program is a “Program of Excellence” and the children served are ready for their entry into the school system.

**Community Action** - is on the front lines providing services to help individuals and families achieve self-sufficiency. Community Action serves over 3,000 individuals and their services span the age continuum from children to seniors. Services include employment, education, housing and other emergency services.

**Citizens’ Commission for Children** – (CCC) funds thirteen Neighborhood Centers for Families (NCF’s) located throughout Orange County. The NCF’s served 31,000 clients with a focus on family stability. Anger management training for individuals and families promote positive behaviors through improved communication and decision making skills. NCF’s provide after school recreational and tutoring programs as well as counseling and employment resource centers. CCC is actively involved in the school readiness of pre-kindergarten children. They also manage the award winning After School Zone program in twenty-one middle schools.

**Youth & Family Services** - provides an array of diversion services to assist families in danger of having a child removed due to abuse and/or neglect as well as helping children avoid repeat involvement with the Juvenile Justice system. Youth & Family Services also operates over 100 residential foster care and shelter care beds. Lastly, Youth & Family Services provides veterans with services aimed at securing their benefits they are entitled to due to their service to our country.

**PCAN** – Here in Florida, nearly 1 in 5 working adults has no health insurance. These are people with jobs that can’t afford health insurance due to skyrocketing costs. More than 200,000 residents of Orange County are

underinsured or uninsured. Orange County’s Primary Care Access Network, or PCAN, reaches out to these citizens to provide them with a medical home. We have opened 6 new PCAN clinics since I took office in January of 2001 and we have 4 more clinics coming online over the next few months bringing the expected number of clients to served to 60,000. Skyrocketing health care costs leave many small businesses unable to provide healthcare coverage. As a result, people without insurance either delay seeking medical care until they are seriously ill, or they seek treatment in hospital emergency rooms, which is the most costly level of care. Thanks to our partnerships with local healthcare providers, more than 32,000 citizens have access to medical help through one of our PCAN clinics.

**Central Receiving Center** - is a project that co-locates services such as medical clearance, substance abuse and mental health services, including Baker Act and Marchman Act evaluations, at one location. The Central Receiving Center now serves as a central point for assessment services for individuals who are presented by law enforcement. The Central Receiving Center will ensure that law enforcement officers have a more appropriate location to take individuals with mental health and/or substance abuse disorders for treatment rather than avoiding contact or taking individuals to the Jail. The Center will also ensure that individuals will be referred to the appropriate agencies for future treatment.

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## **STIMULATING AND DIVERSIFYING THE LOCAL ECONOMY**

Our Blueprint for Orange County’s Future also ties new growth to jobs. Orange County is proactive in working with our many partners to further diversify our economy, and to raise the overall average wage to a level above the national average. We’ve made a 10% improvement since 2002. One of our goals is to establish the Orange County High Tech Corridor from the University of Central Florida (UCF) to Orlando International Airport. To accomplish this and other goals, we are continuing to work with the Metro Orlando Economic Development Commission

on a targeted and aggressive campaign to attract high-value, high-wage companies to our community. This includes a special effort to attract corporate headquarters to our region. As we succeed, we leverage the presence of these companies to attract other companies and further expand our economy.

To assist small and medium-sized companies, we have committed to provide leadership and financial support over a five-year period to the newly created Disney/SBA National Entrepreneur Center (NEC) in Orange County. It opened this spring in downtown Orlando as a super-sized, one-stop support center for entrepreneurs and businesses. The NEC was created through a partnership of the U.S. Small Business Administration, Orange County, Walt Disney World Company, and the University of Central Florida. This facility is only the second of its kind in the United States.

The County's FY 05 economic incentives package is \$818,291 which builds upon the prior year's successes and continues funding from the previous Economic Stimulus Packages as well as payments to industries and will include:

1. A \$25,000 Orange County contribution to O-Force, Inc.
2. Continued \$50,000 assistance for an expansion of the programs of the University of Central Florida Small Business Development Center.
3. A \$75,000 contribution to the University of Central Florida Technology Incubator to increase assistance to high tech start-ups.
4. A \$25,000 contribution to the Digital Media Alliance of Florida to assist in the establishment and support of an industry association to promote the digital media industry. Experiences in other communities show that a strong industry association is important to growing this economic sector.

**Convention Center** - The Orange County Convention Center's new complex successfully opened its doors in September 2003 to make it the 2<sup>nd</sup> largest convention center in America. In its first year of operations, the new North/South Building will attract more than 400,000 attendees who will spend more than \$475 million in our community.

The Convention Center has over 700 future events on the books that will be attended by approximately 11.4 million convention and tradeshow delegates who will spend more than \$16.6 billion in our community.

## **PUBLIC SAFETY**

**Corrections** – Orange County's jail is among the 20 largest in the country. As part of our commitment to excellence, a team of community and criminal justice system leaders assembled to form the Jail Oversight Commission (JOC) with the purpose of scrutinizing every aspect of Corrections' operations and to recommend improvements to jail operations. Since that time, we have implemented many of the recommendations as well as other improvements. Some of the highlights are as follows:

- ✓ Improved initial appearances process.
- ✓ Successfully opened the Female Detention Center.
- ✓ Increased substance abuse treatment, life skills and residential substance abuse treatment programs.
- ✓ Implemented a Pre-Trial Release Program.
- ✓ Dedicated a team to improve hospital security.
- ✓ Created an improved Internal Affairs operation unit.

Successful implementation of JOC recommendations has brought about positive changes throughout the criminal justice system and in the jail itself. Due to a decrease in the time it takes to process misdemeanor cases, the average length of stay of inmates has been reduced which has a direct impact on the size of the jail population and frees-up valuable jail bed space.

**Corrections Expansion** - One of the major recommendations made by the JOC was the need to expand the current jail facility. Phase II of implementation develops a facility that serves as the front door of the new Correctional Complex. As a commitment to public safety, it has been designed to serve all areas of the judicial system beginning with the initial contact with the law enforcement officer on the street through the court proceedings. All arrestees will be delivered to this facility for processing and holding for initial court appearances, which will be held in the two courtrooms located in the facility; thereby reducing the time it takes for dispositions. This facility also provides housing for the most acute medical and mental health inmates until they are ready to return to the general population. All inmates being released from the correctional system, transferred to other counties or the state or returned to society will pass through this facility.

**Sheriff's Office** – The Sheriff's Office continues to be a leader in Homeland Security to protect the citizens and visitors to Orange County. In a world dramatically changed by terrorism, the Sheriff's Office developed the nation's first local homeland security unit. In recognition for its efforts in the tourist industry, in local neighborhoods and with regional businesses, the Homeland Security Unit was named the Florida Crime Prevention Unit of the Year.

Although the Sheriff's Office is responsible for the safety and protection of the world renowned tourist destinations, the "*quality of life*" issues in our local neighborhoods remain a high priority. The Sheriff's Office uses innovative programs to prevent and reduce juvenile crime, provide for safety in schools, address traffic safety and congestion, and reduce crime in neighborhoods.

The Sheriff's Office uses technology as a cost saving and crime reduction tool. For example, the Data Sharing Consortium, a partnership between the Sheriff's Office, the University of Central Florida and other regional law enforcement agencies, is the first of its kind in the nation. Through the use of technology, local law enforcement can share intelligence

and information on crimes that cross-jurisdictional lines. The Orange County Sheriff's Office continues to be recognized as a leader in the law enforcement community with new and innovative methods to deliver services to the public.

**Fire Rescue** – Orange County operates the 24<sup>th</sup> largest fire department in the country and the 3<sup>rd</sup> largest in the state. In order to meet the demands of the community in the coming years, Fire Rescue is dedicated to the preservation of life and the protection of property through excellent service to the community while preparing to meet the challenges of the future.

Fire Rescue has established many partnerships between fire agencies. A couple of examples of our partnerships are the interlocal agreements consisting of a joint fire/police facility with the Town of Oakland and the first Central Florida Urban Search and Rescue team comprised of Orange County, Seminole County, and the City of Orlando. We have enhanced technology through a state-of-the-art Computer Aided Dispatch (CAD) system Mobile Data Technology (MDT), live streaming video training connecting all fire station locations, and fire station alerting. We have established the first online paramedic school in the nation. This innovative approach to training has led to a dramatic increase in the number of paramedics available to serve our citizens.

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## **COMMUNITY AND ENVIRONMENT**

One of the most important things we can do as public servants is to protect our sensitive environment. We will preserve the Wekiva basin, the Econ River and our precious groundwater supply. We will acquire more environmentally sensitive land through our Green PLACE initiative.

**Green PLACE** – Two years ago I outlined a vision for our Green PLACE program. This is an exciting initiative to enhance, preserve and restore environmentally sensitive lands. "Green PLACE" stands for Park Land Acquisition for Conservation and Environmental protection. This program bases its environmentally sensitive land acquisition

on animal diversity and preservation of unique and ecologically significant locations, and encourages regional connections and protection of precious water resources. Orange County contains 1,003 square miles or 641,920 acres of land. Orange County is fortunate to have over 300 lakes, which cover 48 square miles or 30,720 acres of lakes equal to 4.8% of the county. The Green PLACE program provides the opportunity to preserve important and unique Central Florida habitats for future generations to come. Orange County is continuing innovative ways to fund Green PLACE. Approximately \$20 million was received from bond proceeds secured by the county's Public Services Tax revenues. Additional funding may come from grants, partnerships, penalties and mitigation.

**Animal Services** – Animal Services is one of Central Florida's largest pet rescue and adoption centers. Last year, Animal Services received more than 14,000 animals at its shelter. Over the next decade, Animal Services anticipates tremendous growth in the number of loose, unwanted animals, the number of animal impoundments, and the number of animals adopted to safe, loving homes. Growth is leading to increased workloads from increased nuisance complaints to bite incidents reported and investigated. To meet this growth, Animal Services has taken a proactive approach by providing comprehensive training to field officers in animal cruelty and dangerous dog investigations.

Animal Services will continue to work with the community by implementing programs about responsible pet ownership in schools, homeowner associations, and by inviting groups to tour the shelter. The spay/neuter clinic performs more than 2,000 surgeries every year and will continue to offer a low cost alternative to Orange County citizens desiring to help control animal overpopulation by having their pets sterilized. Our volunteer program will provide opportunities for individuals and groups to work side by side with Animal Services staff in caring for our animals and providing services to our citizens. With adoptathons, marketing initiatives, participation in community events, and our ongoing relationships with animal rescue

groups, we have raised the awareness of the benefits of adopting shelter animals, while saving over 4,000 dogs and cats in the last year.

**Code Enforcement Division** – This division continues to partner closely with the Orange County Sheriff's Office. Code Enforcement Officers are posted at four substations and accompany law enforcement on drug raids, coupling criminal sanctions with civil violations brought against tenants and property owners. The division's enforcement actions have led to dramatic revitalization of our neighborhoods.

**Neighborhood Services** – The Neighborhood Services Division provides opportunities for citizens to connect with one another through projects, initiatives and small area studies that preserve and restore neighborhoods.

The ReNEW (Residents and Neighborhoods Empowered to Win) program is a neighborhood improvement initiative created to assist in restoring our older neighborhoods. It has been tremendously successful with nearly \$10.5 million in neighborhood projects funded since 2000. We will continue to use our popular ReNEW program to improve the quality of life in our mature neighborhoods.

**Parks and Recreation** - From rollerblading on the West Orange Trail to camping at Moss Park, there's something for everyone. With 85 parks, trails and facilities we're still growing. Thousands of bicyclists, walkers and joggers enjoy trekking down Orange County's 30 miles of trail. Whether on the West Orange Trail, Cady Way Trail or Little Econ Trail users find the scenic surroundings a welcome retreat. Future trail expansion plans call for adding 7 miles within the next two years.

Along with building new parks, we're building fields of dreams. Available through Parks and Recreation, the Field of Dreams grant program offers funding to all volunteer youth sports organizations. Field of Dreams dollars are hard at work building concession stands, resurfacing tracks and adding better turf to fields and field lighting. To date, more than \$3 million dollars has been awarded to deserving

youth sports groups touching the lives of 20,000 young athletes.

For today's young people it's all about choices. That's why we have developed a new youth program, "*the Club*", that will offer free and affordable recreation for 20,000 kids ages 5 to 19 who live in Orange County. According to the 2000 US Census, 200,000 youth ages 5 to 19 live in Orange County. Approximately 35% are latchkey kids. Youngsters who join *the Club* choose from an assortment of recreational programs offered at participating private and non-profit organizations and municipalities.

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### **TRANSPORTATION**

I will use my influence as a member of the Expressway Authority Board to advocate variable tolls and accelerate construction of open toll plazas at the Holland East and Holland West toll plazas. That should help to eliminate two of the worst bottlenecks on the East-West Expressway. It will also encourage more in-fill development in the downtown area. We will also partner with the Authority to use future roads to control where our county grows. I will champion a vital interchange at the Bee Line and an extended Avalon Parkway. This project will help create a high tech corridor that stretches from UCF to the airport. At the same time, we will discourage roads that facilitate regional sprawl.

In addition to what the Expressway Authority is planning, our Orange County Public Works Department is currently maintaining more than 2,550 miles of roads, 1,300 ponds and 500 traffic signals. For FY 05, the Public Works Department is planning, designing and/or constructing 27 major roadway projects. In addition, 185 miles of roads will be resurfaced under the road rehabilitation program.

Traffic-calming devices contribute to slower traffic in residential neighborhoods, and therefore improve safety conditions. For FY 05, \$100,000 has been earmarked for neighborhood traffic calming devices. This program is funded through neighborhood partnerships, which allows Public Works to maximize the program. Overall demand for

traffic calming has increased over the past few years. Public Works is also continuing to work with the School Board to install Speed Activated Awareness signs for school zones. We have installed 80 countdown clocks placed throughout the County as well as 55 traffic calming devices and 66 speed radar activated signs for school zone safety installed at 33 locations.

In conjunction with the roadway improvement program, the lighting program will include the installation of 45 miles of roadway lighting. We will also continue to fund the sidewalk program, which calls for the placement of an estimated 15 miles of sidewalks annually in Orange County.

In addition, Public Works implemented a comprehensive directional signage program in the International Drive resort area as well as the signing and parking management system to direct motorists to the Orange County Convention Center and appropriate parking lots. The Traffic Engineering Division has worked with the Convention Center to expand the demand driven computerized traffic signal system already in place on International Drive to Universal Boulevard.

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### **CONCLUSION**

As we prepare for the next fiscal year, I am extremely proud and honored to serve as Orange County Chairman. We have weathered the challenges of the past and I am confident we will overcome the challenges of the future. Through the strength of this great community and the quality of the people who work for Orange County, we will continue to improve our quality of life for our citizens.

Sincerely,

  
Richard T. Crotty  
Orange County Chairman

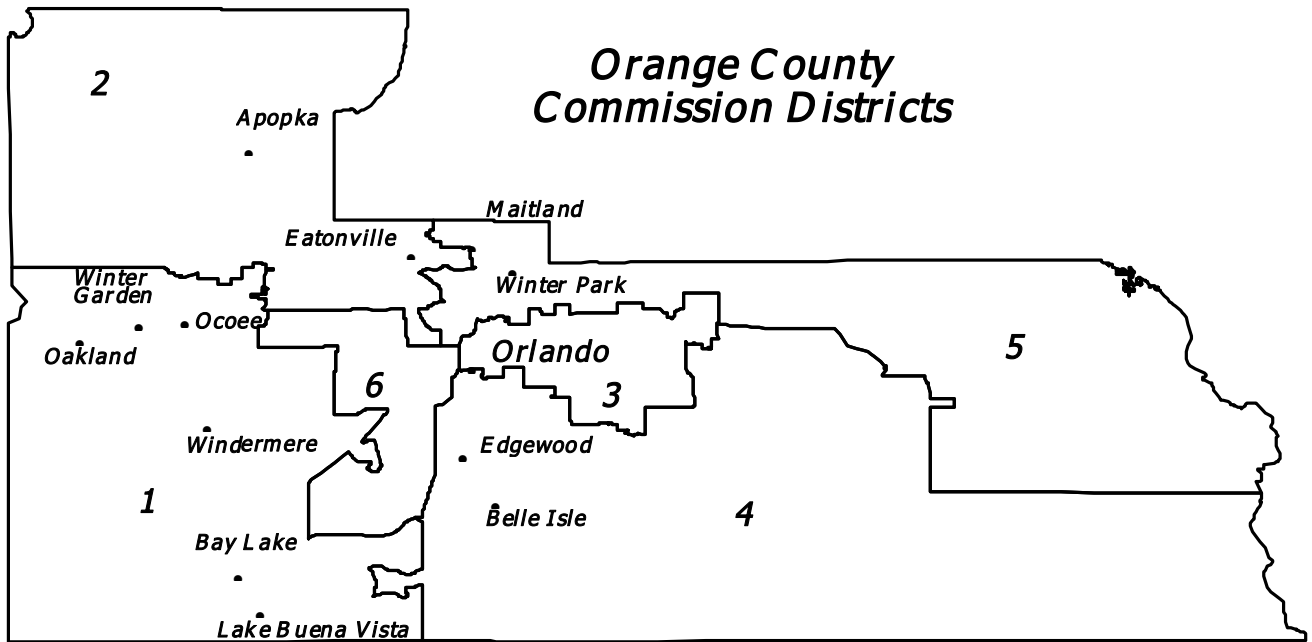
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**F L O R I D A**



**BOARD OF COUNTY COMMISSIONERS**

Richard T. Crotty..... County Chairman  
 Linda Stewart..... Vice Chairman, Commissioner, District 4  
 Teresa S. Jacobs .....Commissioner, District 1  
 Robert B. “Bob” Sindler.....Commissioner, District 2  
 Mary I. Johnson.....Commissioner, District 3  
 Ted B. Edwards.....Commissioner, District 5  
 Homer L. Hartage.....Commissioner, District 6

**COUNTY ADMINISTRATION**

Ajit Lalchandani .....County Administrator  
 Sharon Donoghue ..... Deputy County Administrator  
 David Heath..... Deputy County Administrator  
 Tom Weinberg..... Deputy County Administrator  
 Jerry Demings.....Director of Public Safety  
 Eric Gassman..... Director of Fiscal Management

## CONSTITUTIONAL OFFICERS

Belvin Perry, Jr ..... Chief Judge  
Lydia Gardner ..... Clerk of Courts  
Martha O. Haynie ..... Comptroller  
Bill Donegan ..... Property Appraiser  
Robert Wesley ..... Public Defender  
Kevin Beary ..... Sheriff  
Lawson Lamar ..... State Attorney  
Bill Cowles ..... Supervisor of Elections  
Earl K. Wood ..... Tax Collector

## DEPARTMENT DIRECTORS

Warren Geltch ..... Administrative Services Department  
Melvin Pittman ..... Community and Environmental Services Department  
Tom Ackert ..... Convention Center  
Timothy Ryan ..... Corrections Department  
Carl Plaughter ..... Fire Rescue Department  
James Harrison (Interim) ..... Growth Management Department  
Larry Jones ..... Health and Family Services Department  
Bill Baxter ..... Public Works Department  
Mike Chandler ..... Utilities Department



# OFFICE OF MANAGEMENT AND BUDGET

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## **A SPECIAL THANKS...**

To all those who contributed their time, energy, and talent in compiling this book.

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