

# Your Practical Guide to County Finances

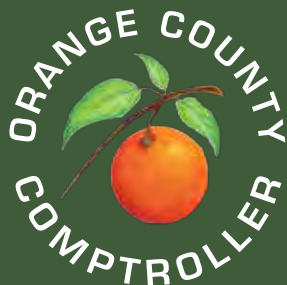
ACCEPTED FOR FILING BY  
THE BOARD OF COUNTY  
COMMISSIONERS AT ITS  
MEETING ON

BCC Mtg. Date: July 31, 2018

*Orange County, Florida*

## Citizens Annual Financial Report

*For the Year Ended September 30, 2017*



*Phil Diamond, CPA  
Orange County Comptroller*

[www.occompt.com](http://www.occompt.com)

Received by: Clerk of BCC July 2, 2018 CAS  
Rec'd from Sherrill Saylor-Finance and Accounting

# Orange County, Florida

## Board of County Commissioners

**Teresa Jacobs**, County Mayor

**Jennifer Thompson, Vice Mayor** ..... District 4  
**Betsy VanderLey**..... District 1  
**Rod A. Love** ..... District 2  
**Pete Clarke** ..... District 3  
**Emily Bonilla**..... District 5  
**Victoria P. Siplin** ..... District 6

## Elected Constitutional Officers

**Tiffany Moore Russell** ..... Clerk of the Circuit and County Courts  
**Phil Diamond, CPA** ..... County Comptroller  
**Rick Singh** ..... Property Appraiser  
**Jerry L. Demings**..... Sheriff  
**Bill Cowles**..... Supervisor of Elections  
**Scott Randolph** ..... Tax Collector





OFFICE OF THE COMPTROLLER

ORANGE COUNTY FLORIDA

---



Dear Residents:

Our office's priority is to provide you with easily accessible information about how your tax dollars are managed and spent. One way we do that is through this document.

The Orange County Board of County Commissioners adopts a budget every year determining how much money it will raise and, prioritizing how those funds will be spent. The budget year (or 'fiscal year') begins on October 1st and ends on September 30th. So, this report covers the fiscal year that ended on September 30, 2017.

This document provides valuable information about Orange County finances, demographics and economic data. In short, information about your community.

To ensure that this document is easily accessible to you, it is available with our other financial reports at [www.occompt.com](http://www.occompt.com). The source for much of the information in this report is the Orange County Comprehensive Annual Financial Report (CAFR) that we prepared for the fiscal year ending September 30, 2017. The CAFR is an audited document and, was prepared in accordance with Generally Accepted Accounting Principles (GAAP). You can also access that document at [www.occompt.com](http://www.occompt.com)

In addition to reviewing financial documents on our website, you can also search over 21 million Orange County Official Records, sign up for Property Fraud Alert, participate in tax deed auctions, request a speaker for your organization, review our audit reports, obtain information about surplus property auctions, link to our social media like Facebook, search Orange County Commission board minutes and, much more. So, visit [occompt.com](http://occompt.com) and sign up to follow us on social media like Facebook and Twitter.

On behalf of the dedicated professionals that work in this office, it is a privilege to serve you.

Sincerely,

Phil Diamond, CPA

201 South Rosalind Avenue • Post Office Box 38 • Orlando, FL 32802  
Telephone: (407) 836-5690 • Fax: (407) 836-5599 • [www.occompt.com](http://www.occompt.com)

# Citizens Annual Financial Report

for the year ended September 30, 2017

3-4

## GOVERNMENT IN YOUR COUNTY

The basic structure of Orange County government in an easy to read format • County Government and Commission Districts

5-7

## OPERATIONAL REVIEW

Major initiatives • Summarized operating statement • Business-type activities • County budget process • Financial results for the year explained

8-11

## REVENUES

Descriptions of all major County revenues • County tax rates and service fees applied to a typical residential home

12-15

## EXPENDITURES

Descriptions of all major County expenditures • Breakdown of resources used for current operations and capital outlays • Average costs for a cross-section of County services.

16

## CASH AND INVESTMENTS

County's investment policy • Year-end balances of different cash and investment types.

17-19

## CAPITAL ASSETS AND DEBT

Capital assets • Outstanding debt • Per capita debt

20-24

## COUNTY DEMOGRAPHICS AND TREND INDICATORS

Five-year economic, demographic, and County financial trends • Top Ten Taxpayers • Top Ten Employers

25

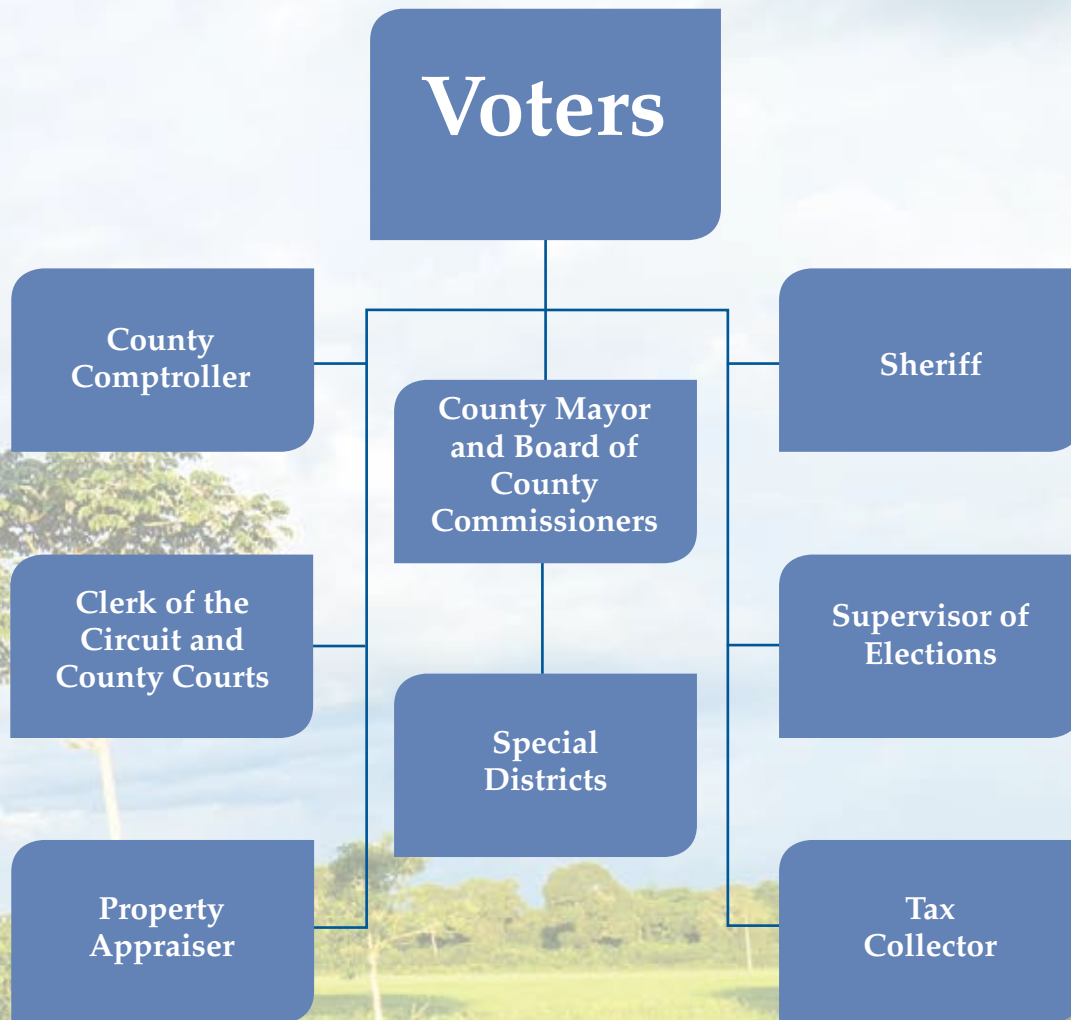
## CONTACT INFORMATION FOR ELECTED COUNTY OFFICIALS

Contact information for the Board of County Commissioners and Constitutional Officers.

This publication was designed and printed by the  
Orange County Graphics Department



# Government in Your County



# Government in Your County



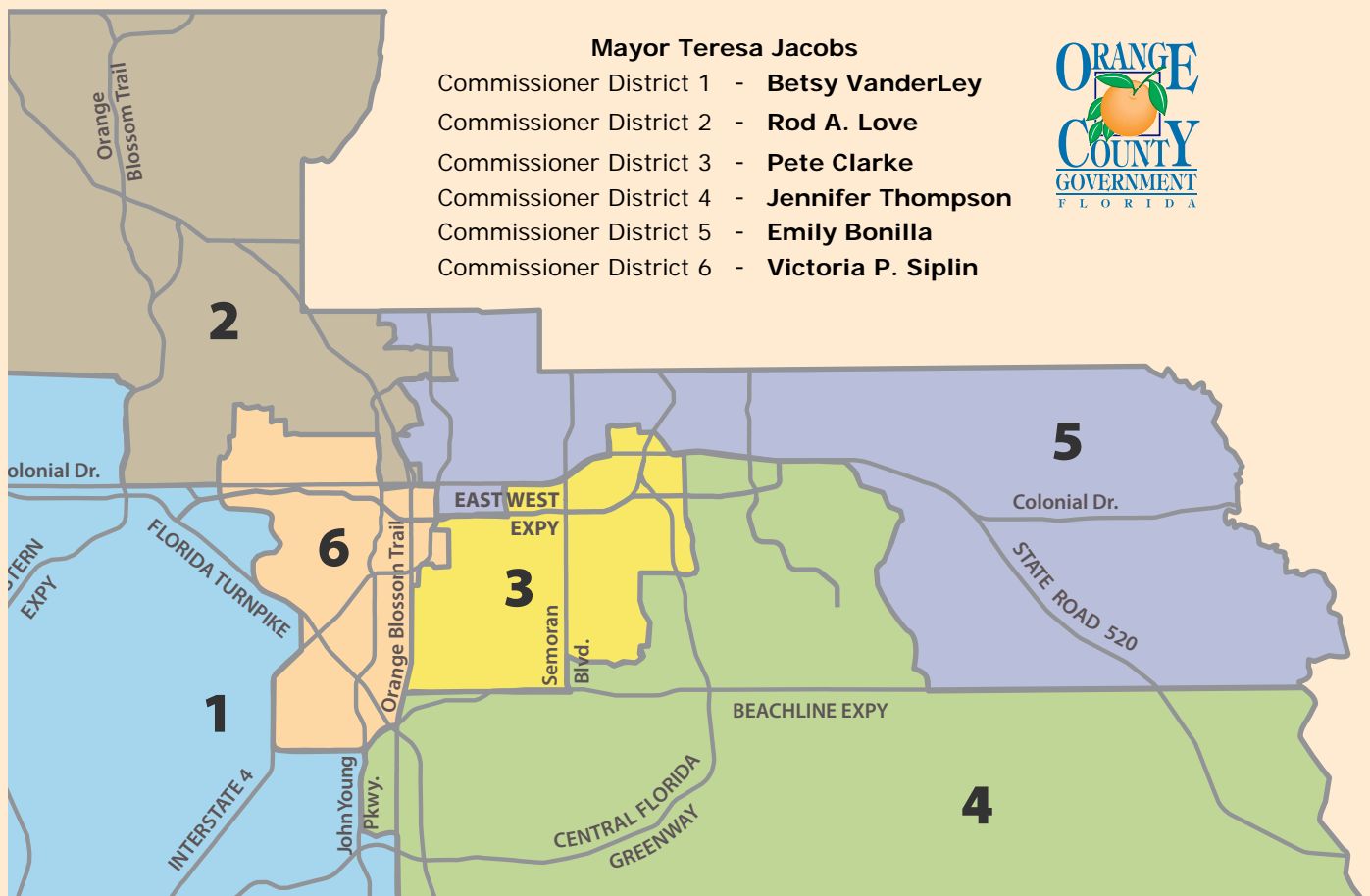
## County Government

**O**range County operates under a charter enacted by the voters in 1987 and most recently amended in November 2016. The legislative body is the seven-member Board of County Commissioners, made up of the County Mayor, elected county-wide, and six district Commissioners, each elected from their respective districts. The Mayor also serves as the chief administrative officer for the operations under the Board. Certain special districts also fall under the Board's jurisdiction.

Six constitutional officers, who are separately elected on a county-wide basis, perform specifically designated governmental functions. These officers and the Board members are listed at the beginning of this report and included in the organizational chart found on the previous page. These elected officials serve four year terms.

Commission districts were most recently revised in November 2011 - effective beginning with the 2012 elections. The map below displays current districts.

## Orange County, Florida Commissioner Districts





# Operational Review

## Major Initiatives

*The County was involved in a number of major initiatives during the 2017 fiscal year. With economic indicators continuing to highlight positive economic gains, the County recognized the importance of adequate infrastructure to our quality of life and to the area's economic vitality.*

- Renovations were completed on 30 fire stations and construction began on a new 3-bay station on University Boulevard in East Orange County.
- Design and construction was underway to widen or extend Boggy Creek Road, Fenton Street, Kennedy Boulevard, Lake Underhill Road, Destination Parkway, and Reams Road. Additionally, three intersection improvements, one bridge improvement, and three median landscaping projects were completed. Also, 395 miles of roads were either paved or resurfaced.
- Construction was completed on the Young Pine Community Park, while nine acres were acquired for the expansion of Cypress Grove Park.
- The Johns Lake Conservation Area picnic pavilion was completed and the Lake Price stormwater treatment pond was constructed to improve water quality.
- The County began implementation of new infrastructure to modernize the County's 911 system.



## Operating Results

For the year ended September 30, 2017

REVENUES	Amount (Millions)	Percent
Taxes	\$1,082	50 %
Charges for Services	650	30
Intergovernmental	321	15
Miscellaneous	79	3
Interest Income	8	1
Proceeds from Borrowing	21	1
<b>Total Revenues</b>	<b>\$2,161</b>	<b>100 %</b>
<b>Balance, Beginning of Year</b>	<b>1,357</b>	
<b>Total Revenues Available</b>	<b>\$3,518</b>	
EXPENDITURES		
Law Enforcement & Judicial System	\$454	23 %
Community Services	367	19
Utilities System	320	16
Transportation	208	11
Convention Center & Tourism	183	9
General Government	167	8
Fire Rescue	166	8
Debt Payments	114	6
<b>Total Expenditures</b>	<b>\$1,979</b>	<b>100 %</b>
<b>Balance, End of Year</b>	<b>\$1,539</b>	
BALANCE DESIGNATIONS	Beginning	Ending
Reserved for Capital Outlays	\$512	\$601
Operational Requirements	633	696
Reserved for Debt Payments	212	242
<b>Total Balances</b>	<b>\$1,357</b>	<b>\$1,539</b>

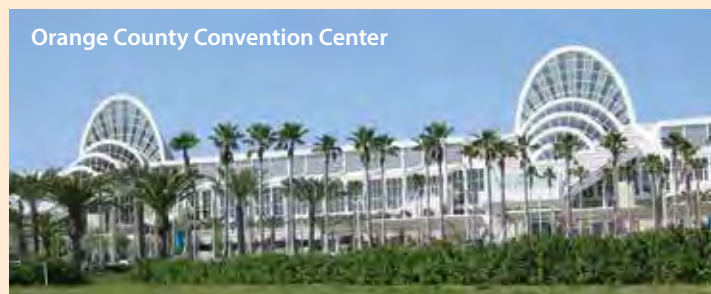
# Operational Review

*The County's business-type activities include the Convention Center and a utilities system that provides water, wastewater, garbage collection, and landfill/recycling services. Below is a summary of this year's activity.*

- ▶ The Convention Center completed an extensive replacement of the North-South building decorative architectural roofing features. The Center's current capital improvement plan totals \$193.3 million over the next five fiscal years, primarily for renovations to the existing facility.
- ▶ The Utilities System completed water distribution system modifications at the Western Regional Water Supply Facility Phase 3A and the East Service Area Potable and Reclaimed Water Storage and Re-pumping Facility. Water distribution system modifications continued with a new well at the Western Regional Water Supply Facility and five additional wells at the Malcom Road Water Supply Facility.
- ▶ Wastewater treatment improvements were completed on 10 pump stations with an additional 66 improvements in design or

construction. Additionally, construction continued on the installation of a force main along Lee Vista Boulevard to Conway Road with an expected completion date of 2019.

- ▶ The Solid Waste System completed Phase 2 of the partial closure of Cell 9. Upgrades to the scalehouse facilities at the Porter Transfer Station and preliminary design for the development of Cell 11 are both currently underway.



## Budget Approval Process

*The County's budget is enacted annually each fiscal year. It sets operational and capital project spending priorities.*

- ▶ The Mayor prepares the budget proposal.
- ▶ The Board and the Mayor then review the proposed budget in public work sessions during the summer. Changes are made as decided by a majority of the Board.
- ▶ The budget proposal is then formally presented to the citizens at two public hearings in September, where any final adjustments may be made. These hearings are also used to set annual property tax rates. Individual budgets for the elected

constitutional officers are prepared by each respective officer and approved by the board.

- ▶ All budgets must be balanced. All expenditures must be backed by identified funding sources. On September 30th of each year, all unspent budget amounts expire and remaining funds become available as a funding source for the County in the next fiscal year.



### Financial Information

*The financial information presented in this report includes the operations of the Board of County Commissioners, the six elected constitutional officers, and other related agencies managed by the Board.*

- ▶ The County began Fiscal Year 2017 with \$1.36 billion in available funds. More than half (53%) was restricted for capital projects or held as reserves related to past borrowing.
- ▶ Funds received during the year totaled \$2.16 billion. After \$1.98 billion in operational costs and capital project outlays, the County finished the year with \$1.54 billion on hand.
- ▶ About 55% of those moneys were earmarked for capital projects and debt-related reserves, leaving the remaining 45% or \$696 million available to fund County operations at the start of the 2018 fiscal year in October 2017.
- ▶ Some of the remaining operational funds were used to fund operations until annual property tax collections began in late November 2017, and some were set aside as reserves for unexpected events or emergencies.
- ▶ The ending balance designations reflect the continued conservation of funds for operational reserves to protect the County against a weakened economy or other contingencies.

**The County uses a well-defined program for investment of funds. High-risk investments are avoided, and investments are available as needed for payment of obligations. As a result, investment income of \$8 million (\$18 million of interest earned less \$10 million market value adjustment) was earned during the fiscal year across all funds of the County in a low interest rate environment.**

### Other Governmental Units

*Other legally separate units are related to but not financially dependent on the County. As such, they are not included in this report.*

These units publish their own annual financial reports. Six are special districts created by State law or by County ordinance or resolution. One is a not-for-profit corporation established jointly by the County and the City of Orlando. The Board of County Commissioners either appoints or serves as a majority of these units' board members; however, it doesn't fund their annual budgets or actively oversee their operations. These related units are:

- ▶ Orange County Library District
- ▶ Orange County Housing Finance Authority
- ▶ International Drive Master Transit and Improvement District
- ▶ Orange County Industrial Development Authority
- ▶ Orange County Health Facilities Authority
- ▶ Orange County Educational Facilities Authority
- ▶ Orange Blossom Trail Development Board, Inc.

There are many other specialized governmental units in the Central Florida area, some even include "Orange County" in their titles. However, they operate independently from the County and are not financially related despite their names. Some better-known units not included in this report are:

- ▶ Orange County Public Schools (School Board)
- ▶ Central Florida Expressway Authority
- ▶ Central Florida Regional Transportation Authority ("Lynx")
- ▶ Greater Orlando Aviation Authority
- ▶ Orange Soil and Water Conservation District
- ▶ Sunrail

# Revenues

## Orange County receives funds from a variety of sources.

The Board of County Commissioners levies four primary taxes as well as other lesser taxes and fees. The primary levies are property taxes, the tourist development tax, public service and communications taxes, and a local option gas tax. The Board also sets user charges for specific services, like water, wastewater, garbage collection, and landfill service charge rates for the Utilities System operations. Next, the County receives operating funds shared by the State, including the one-half cent State sales tax portion that is allocated to counties. It also receives Federal and State grants. Many other types of revenue come into the County, including court fees, local business taxes, building permit fees, and Convention Center operating funds. Finally, interest income is received throughout the year, as funds

are invested until needed to pay budgeted obligations.

Current revenues from all of the above sources are combined with funds left over from the previous fiscal year, including any remaining cash proceeds from prior County borrowing. This makes up the total resources available to fund budgeted expenditures. Some revenue sources can only be used for specific purposes. Other sources can be used for a variety of public purposes.

The following page provides a brief description of the County's key revenue sources. These sources, when combined with interest income and funds borrowed for capital projects, account for 86% of the current sources of funds received during the fiscal year.





## Primary Taxes Levied by the Board of County Commissioners



**Property Tax** – An annual tax is levied on land, buildings, and business equipment. Multiple levies are made for various purposes. A county-wide levy is made to cover county-wide operations and some capital projects. Other levies are made in the unincorporated areas (i.e., outside limits of cities in the County) or parts thereof for specified purposes such as Sheriff services and fire/emergency medical services.



**Tourist Development Tax** - A six percent tax is levied on all short-term living quarters such as hotels, motels, apartments, and campgrounds. Under State law, tax proceeds are generally restricted to the Convention Center, tourism promotion, auditoriums, museums, and certain types of sports facilities. The first five percent is used for tourism promotion, cultural and sports facilities, and for operations and debt repayment for the Convention Center. The sixth percent is earmarked for tourism promotion and for a portion of debt repayment for the City of Orlando's Amway Center.



**Public Service/Communications Taxes** – The Board levies a tax of 10% on the use of electric, water, and gas/propane utilities and four cents per gallon on the use of fuel oil in the unincorporated area.

Communications services are taxed on a statewide basis, which includes a 4.98% local component approved by the Board. These tax proceeds are used for various purposes including environmentally sensitive land acquisition, parks, Sheriff services, transportation, and for annual payments on County debt incurred for major capital projects.



**Local Option Gas Tax** - A tax of six cents per gallon is levied on motor fuel sold in the County. Tax proceeds are shared by the County and cities for construction and maintenance of roads.

## Revenues For the year ended September 30, 2017

Category	Amount (Millions)	Percent of Total Sources
<b>TAXES</b>		
Property	\$702	33%
Tourist Development	255	12
Public Service	74	3
Local Option Gas	29	1
Communications	19	1
Other	3	-
<b>TOTAL TAXES</b>	<b>\$1,082</b>	<b>50%</b>
<b>CHARGES FOR SERVICES</b>		
Water & Wastewater	\$183	9%
Impact Fees	150	7
Garbage Collection & Landfill	78	4
Convention Center	74	3
Court Fees	33	1
Other	132	6
<b>TOTAL CHARGES FOR SERVICES</b>	<b>\$650</b>	<b>30%</b>
<b>INTERGOVERNMENTAL</b>		
State Sales Tax	\$175	8%
Federal & State Grants	78	4
State Revenue Sharing	41	2
State Gas Taxes	19	1
Other	8	-
<b>TOTAL INTERGOVERNMENTAL</b>	<b>\$321</b>	<b>15%</b>
<b>MISCELLANEOUS</b>		
Licenses & Permits	\$27	1%
Fines & Forfeitures	16	1
Other	36	1
<b>TOTAL MISCELLANEOUS</b>	<b>\$79</b>	<b>3%</b>
<b>INTEREST INCOME</b>	<b>\$8*</b>	<b>1%</b>
<b>PROCEEDS FROM BORROWING</b>	<b>\$21</b>	<b>1%</b>
<b>TOTAL REVENUES</b>	<b>\$ 2,161</b>	<b>100 %</b>

\*\$18 million of interest earned less \$10 million market value adjustment

# Revenues

## Primary Service Fees Charged by the Board of County Commissioners



**Utilities System** - Service fees are established for use of the County water and wastewater utility system. Also, fees are charged for garbage disposal at the County landfill, mandatory garbage collection services in the unincorporated areas, and stormwater management.



**Impact Fees** - Fees are charged on new development to help pay for its impact on transportation, water and wastewater, parks and recreation, schools, fire, and law enforcement services. School impact fee collections are forwarded to the Orange County School Board.

## Primary Funds Received from Other Governments (“Intergovernmental” Revenue)



**State Sales Tax** - A portion of Florida Sales Tax is returned to counties for operational purposes. This source is used for transportation and other county-wide operations, and for annual payments on County debt incurred for major capital projects.



**State Revenue Sharing** - Certain State revenues are shared with counties for operational purposes. This source is used for county-wide operations and for annual payments on County debt incurred for major capital projects.



**Federal and State Grants** - The Federal and State governments award grants to the County for a variety of specific purposes and programs such as criminal justice, homeland security, social services, transportation and environmental protection.



## Rates for Selected Revenues

For the year ended September 30, 2017

### PROPERTY TAXES AND OTHER TAX LEVIES

Tax or Fee Item	Rate	Average Residential Cost		How Paid	Where Paid
		per Month	per Year		
Property Taxes designated for:					
- General County Services	4.04 mills	\$50.50	\$606.00	Prop Tax Bill	County-wide
- County Capital Projects	0.22 mills	2.75	33.00	Prop Tax Bill	County-wide
- Parks Operations & Improvements	0.17 mills	2.13	25.50	Prop Tax Bill	County-wide
- Fire Rescue	2.24 mills	28.00	336.00	Prop Tax Bill	Unincorporated
- Law Enforcement (38% of funding)	1.81 mills	22.63	271.50	Prop Tax Bill	Unincorporated
Public Service Taxes:					
- Electric Service	10%	8.85	106.20	Utility Bill	Unincorporated
- Water Service	10%	2.02	24.24	Utility Bill	Unincorporated
- Communications Services Tax <sup>(1)</sup>	4.98%	8.12	97.44	Phone/Cable Bill	Unincorporated
Gas Taxes:					
- Local Option Gas Tax	6 cents/gal	3.12	37.44	Gas Sales	County-wide
- State Imposed Gas Tax <sup>(2)</sup>	3 cents/gal	1.56	18.72	Gas Sales	County-wide
Half-Cent State Sales Tax <sup>(2)</sup>	0.5%	10.00	120.00	Taxable Sales	County-wide

### CHARGES FOR SELECTED COUNTY SERVICES

Water and Wastewater Utility:					
- Water Service	Consump	21.44	257.28	Utility Bill	Unincorporated
- Wastewater Service	Consump	54.57	654.84	Utility Bill	Unincorporated
Garbage, Trash & Recycling Service	Flat per unit	16.67	200.00	Prop Tax Bill	Unincorporated
Retention Pond Maintenance Service	Flat per lot	6.50	78.00	Prop Tax Bill	Unincorporated
Streetlighting Service	Flat per lot	4.62	55.46	Prop Tax Bill	Unincorporated
<b>Total Tax Levies and Service Charges</b>		<b>\$243.48</b>	<b>\$2,921.62</b>		

#### Notes:

Excludes taxes and fees levied by the School Board, city governments, and other special districts.

- Property taxes based on a home assessed at \$200,000 with \$50,000 homestead exemption. One mill equals one dollar of tax for each \$1,000 of assessed value.
- Public Service taxes based on monthly use of 1,000 kilowatts for electricity and 10,000 gallons for water. Natural/bottle gas and fuel oil also subject to tax. Communications Services Tax based on one home phone, two shared cell phones, and one cable TV/DVR box.
- Gas taxes based on 1,300 miles driven per month with fuel economy of 25 miles per gallon. State imposed gas tax is the portion remitted back to counties.
- Sales tax is the portion remitted back to counties based on \$2,000 of monthly purchases.
- Water and wastewater service based on monthly usage of 10,000 gallons.

<sup>(1)</sup> Local portion collected by the State and returned to the County. Replaces former County levies on telecommunications and cable TV.

<sup>(2)</sup> Collected by the State and returned to the County as Intergovernmental revenue.

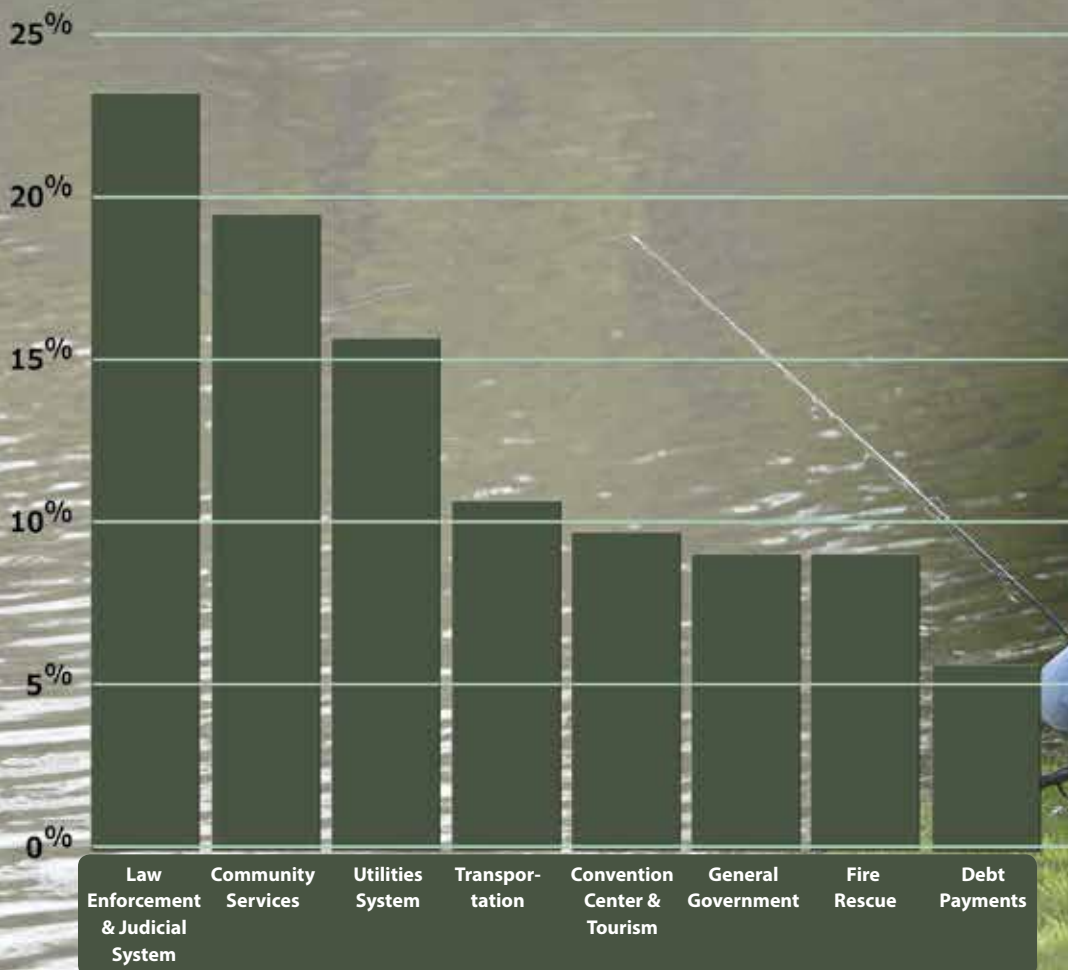
# Expenditures

**Orange County provides a wide variety of services to its citizens.**

**S**ome services are provided county-wide, while other additional services are provided specifically to citizens residing in the unincorporated areas outside the corporate limits of any cities.

Annual operational expenses are paid with the current revenues that come in during the year and with funds left over from the previous fiscal year.

Major capital projects are usually funded by proceeds from borrowing, but also may be funded by prior fiscal year funds on hand and certain current revenues earmarked for project purposes such as gas taxes, impact fees, and a portion of property and public service taxes.





### The major categories of County services are:

#### **Law Enforcement and Judicial System**

- This includes all services connected with the enforcement of civil and criminal laws in the community. Services include the Sheriff's Office, County jail system, the Clerk of the Circuit and County Courts Office ("Clerk"), court administration and reporting, and partial funding for the State Attorney and Public Defender. Since July 1, 2004, as a result of a State constitutional amendment, the Clerk's court operations have been funded by State appropriations.

**Community Services** - This covers a wide range of services that preserve and enhance citizens' quality of life. Key services provided are health and social services, veterans' services, children's programs, animal services, cultural services, parks and recreation, building/planning/zoning and environmental regulation, and housing assistance.

**Utilities System** - The Utilities System provides services relating to management of water resources and for the proper disposal or recycling of garbage. Specific services include water supply, wastewater treatment/reclamation, stormwater management, recycling programs, garbage collection, and the County landfill operation.

**Transportation** - Services provided for transportation include county-wide road and transit systems. Key activities include road and sidewalk construction and maintenance, streetlights, and partial funding for the Lynx bus system.

#### **Convention Center and Tourism**

- This covers services related mainly to the tourism and convention industry that is a highly visible element of the County's economy. Services include the Orange County Convention Center operations and ongoing capital improvements, major funding for the Convention and Visitors Bureau (known as "Visit Orlando"), support for cultural and sporting events related to tourism, and capital funding assistance for community facilities that serve tourism and local residents such as the Amway Center and the Dr. Phillips Center for the Performing Arts.

**General Government** - This provides for various administrative and support services vital to the County's efficient operation. Key services are the Mayor's, Commissioners' and County Administrator's offices, the operations of the Comptroller, Supervisor of Elections, Property Appraiser and Tax Collector, the legal, personnel, purchasing and budgeting functions, and county-wide support services such as facilities maintenance, computer systems, internal mail, security, and radio and telephone services.

**Fire Rescue** - The provision of public safety services for fire and health emergencies in the County's unincorporated areas, as well as disaster planning and response, are included here. Services cover fire suppression and prevention, emergency medical services, and natural disaster planning and recovery.

**Debt Payments** - This includes the annual installment payments necessary to repay funds the County has borrowed in the past to acquire property, construct major county facilities, or make major equipment purchases. The debt section provides further information on this subject.

# Expenditures

## Expenditures

For the year ended September 30, 2017

Category	Cost of Operations (Millions)	Capital Outlays (Millions)	Total Uses (Millions)	Percent of Total Uses
<b>LAW ENFORCEMENT &amp; JUDICIAL SYSTEM</b>				
Law Enforcement	\$222	\$8	\$230	12%
Corrections	161	2	163	8
Courts	60	1	61	3
<b>TOTAL LAW ENFORCEMENT &amp; JUDICIAL SYSTEM</b>	<b>\$443</b>	<b>\$11</b>	<b>\$454</b>	<b>23%</b>
<b>COMMUNITY SERVICES</b>				
Health & Social Services	\$203	\$1	\$204	10%
Environmental & Growth Management	73	2	75	4
Culture & Recreation	34	15	49	3
Community Development	33	1	34	2
Other Community Services	5	-	5	-
<b>TOTAL COMMUNITY SERVICES</b>	<b>\$348</b>	<b>\$19</b>	<b>\$367</b>	<b>19%</b>
<b>UTILITIES SYSTEM</b>				
Water & Wastewater	\$126	\$106	\$232	12%
Refuse Disposal & Recycling	63	7	70	3
Stormwater Management	12	6	18	1
<b>TOTAL UTILITIES SERVICES</b>	<b>\$201</b>	<b>\$119</b>	<b>\$320</b>	<b>16%</b>
<b>TRANSPORTATION</b>				
Road Systems	\$115	\$40	\$155	8%
Transit Systems	53	-	53	3
<b>TOTAL TRANSPORTATION</b>	<b>\$168</b>	<b>\$40</b>	<b>\$208</b>	<b>11%</b>
<b>CONVENTION CENTER &amp; TOURISM</b>	<b>\$144</b>	<b>\$39</b>	<b>\$183</b>	<b>9%</b>
<b>GENERAL GOVERNMENT</b>				
Legislative/Administrative/Financial	\$111	\$5	\$116	5%
Maintenance Services	26	9	35	2
Communications/Security	14	2	16	1
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$151</b>	<b>\$16</b>	<b>\$167</b>	<b>8%</b>
<b>FIRE RESCUE</b>	<b>\$158</b>	<b>\$8</b>	<b>\$166</b>	<b>8%</b>
<b>DEBT PAYMENTS</b>	<b>\$114</b>	<b>\$ -</b>	<b>\$114</b>	<b>6%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,727</b>	<b>\$252</b>	<b>\$1,979</b>	<b>100%</b>



## Costs of Selected Services by Function

### LAW ENFORCEMENT & JUDICIAL SYSTEM

#### Law Enforcement: <sup>(1)</sup>

Average cost per call dispatched	\$157
Average personnel cost per deputy per year	\$80,575
Average personnel cost per call	\$128

#### Corrections - Orange County Jail:

Cost per inmate per day	\$155
Cost per inmate per year	\$56,575

### COMMUNITY SERVICES

Head Start cost per child per year	\$9,645
Parks and Recreation operating and maintenance cost per acre	\$14,374
Permitting and inspections:	
Cost per development plan review	\$435

### UTILITIES SYSTEM

Water Production cost per 100,000 gallons of water produced	\$62
Water Distribution operating and maintenance cost per mile of water main	\$4,123
Wastewater Collection operating and maintenance cost per mile of sewer main	\$13,321
Wastewater Treatment operating and maintenance cost per 100,000 gallons of wastewater treated	\$124
Solid Waste cost per ton processed	\$23

### TRANSPORTATION

#### Traffic Engineering: <sup>(2)</sup>

Cost per lane mile maintained per year	\$18,500
Cost per lane mile constructed	\$2,964,254

### CONVENTION CENTER & TOURISM

Operating expense per delegate	\$52
--------------------------------	------

### GENERAL GOVERNMENT

#### Risk Management average cost per claim:

Workers compensation	\$3,272
Property loss claims	\$3,299
Auto liability/physical damage	\$1,504
General liability	\$2,934

### FIRE RESCUE <sup>(3)</sup>

Average dispatch cost per call	\$34
Average personnel cost per firefighter per year	\$80,583
Average personnel and operating cost per on-scene emergency unit	\$539

#### Sources:

Office of Management and Budget, Performance Based Report, Fiscal Year 2016-17

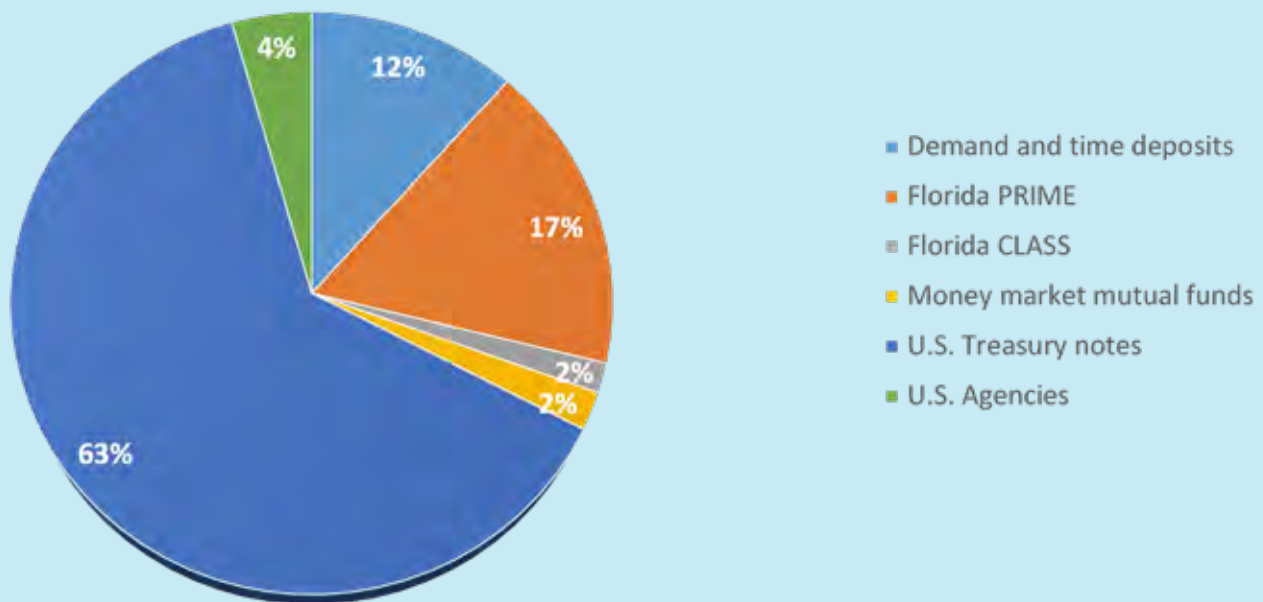
- (1) County Sheriff, based on 2017 budgeted amounts
- (2) County Public Works Department
- (3) County Fire Rescue Department

# Cash And Investments

## Investment Policy

**S**ection 218.415, Florida Statutes provides Orange County with the ability to conduct investment activity consistent with a written plan adopted by its local governing body. Orange County's Investment Policy is adopted by the Board of County Commissioners, and is administered by the Orange County Comptroller's Finance and Accounting Department. This Policy, along with the separate investment policies of the constitutional officers, details authorized investment types and portfolio composition guidelines, in order to achieve the primary objectives of the County's investment activities which, in priority order, are: *Safety, Liquidity and Yield.*

**ORANGE COUNTY INVESTMENT PORTFOLIO**  
AS OF SEPTEMBER 30, 2017



Issuer	Amount	% of Portfolio
Demand and time deposits	\$ 209,852,533	12%
Florida PRIME	312,455,276	17%
Florida CLASS	30,000,000	2%
Money market mutual funds	38,296,953	2%
U.S. Treasury notes	1,139,913,620	63%
U.S. Agencies	80,252,300	4%
<b>Total</b>	<b>\$ 1,810,770,682</b>	<b>100%</b>

**Note:** Includes the Investment Portfolios for the Board of County Commissioners and all Constitutional Officers

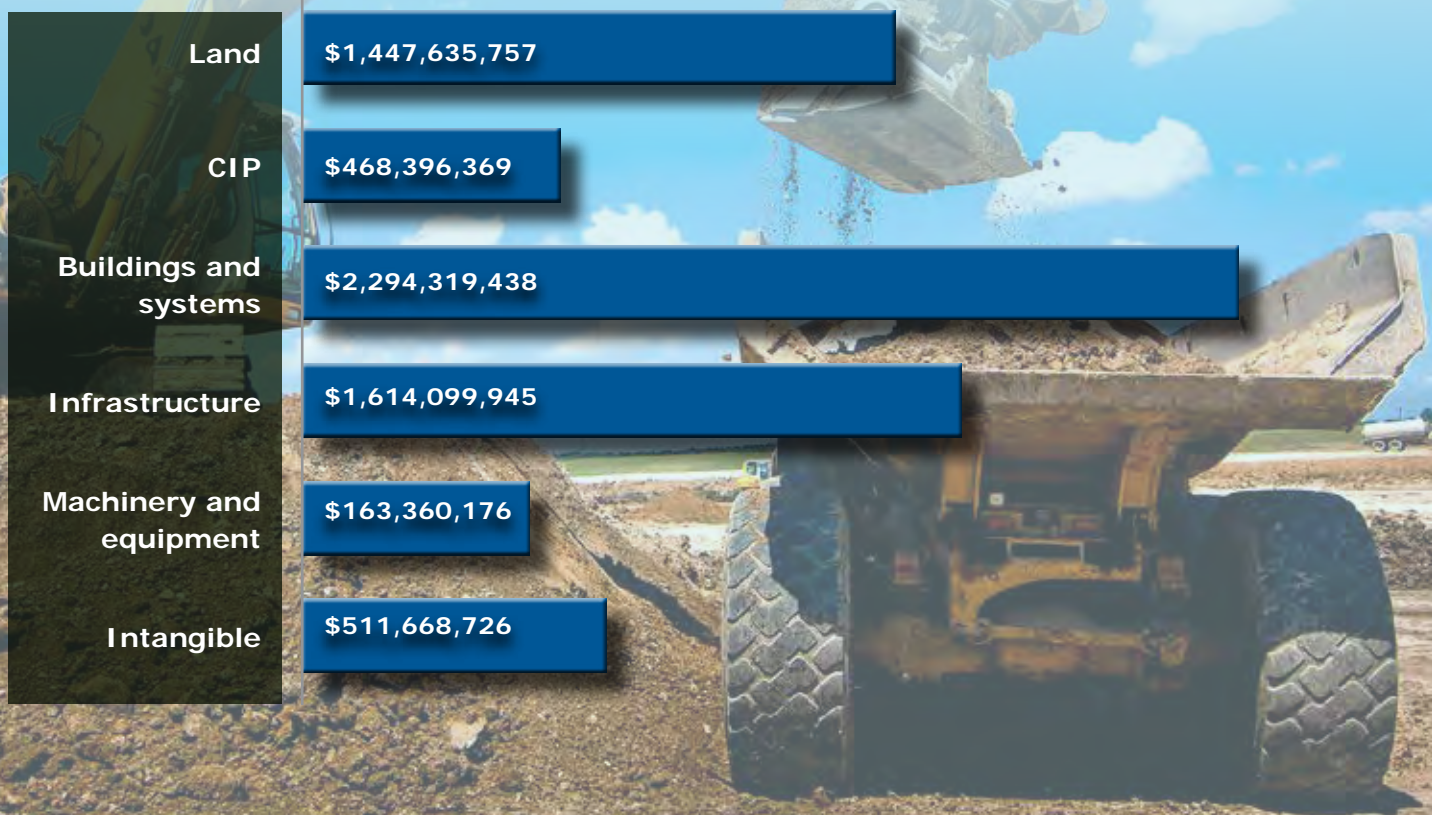


# Capital Assets and Debt

Orange County's investment in capital assets as of September 30, 2017, was approximately \$6.5 billion (net of accumulated depreciation). This investment in capital assets includes land, construction in progress, buildings and systems, infrastructure, machinery and equipment, and intangible items. The overall net increase in the County's capital assets for the current fiscal year was 0.8% over last year. Major capital asset events in the 2017 fiscal year included the following:

- Approximately seven road widening and extension projects were continued or completed - combined cost of \$21.7 million.
- Capital assets valued at \$175.2 million were received as capital contributions - \$132.2 million for governmental activities and \$43.0 million for business-type activities.
- The County had outstanding construction contracts for various projects totaling approximately \$207.6 million at September 30, 2017.

Orange County maintains a five-year Capital Improvement Program. During the budget process, the County determines the amount of funding available for capital projects. Proposed projects are prioritized and available funds are allocated accordingly.



# Capital Assets and Debt

**W**hile the County is able to balance its budget each year for operating expenses, it does go into debt for the acquisition of most major facilities and equipment. This is done to extend the payment for such things over their useful lives; much like a citizen does with a home mortgage or car loan. By doing this, the burden for paying for these facilities and equipment is spread out to all of the future taxpayers who will benefit, rather than only those present at the time of construction or acquisition.

As of September 30, 2017, outstanding county debt was \$1.29 billion. Total debt outstanding increased by approximately \$189 million during the 2017 fiscal year. This increase is a net result of new borrowings and scheduled principal payments from previously issued debt. During the 2017 fiscal year, the County had three new bond issuances as follows:

- \$88.9 million of Tourist Development Tax Bonds, to pay a portion of the cost for Phase II of the Dr. Phillips Center for the Performing Arts.
- \$202.7 million of Tourist Development Tax Bonds, to refund all of the outstanding City of Orlando, Contract Tourist Development Tax Payments Bonds.
- \$194.7 million of Tourist Development Tax Bonds, to refund all of the outstanding 2007 and 2007A Tourist Development Tax Bonds. The refunding transaction resulted in a cash flow savings of \$41.7 million.

## Outstanding Debt

	FY 2016	FY 2017	INCREASE / (DECREASE)
Tourist Development Tax Bonds	\$ 706,066,849	\$ 937,863,909	\$ 231,797,060
Sales Tax Bonds	243,468,569	229,014,308	(14,454,261)
Water Utilities Bonds	94,176,939	93,158,794	(1,018,145)
Water Utilities State Revolving Loans	57,107,143	76,391,573	19,284,430
Special Revenue Debt	69,838,636	54,271,257	(15,567,379)
	<b>\$ 1,170,658,136</b>	<b>\$ 1,390,699,841</b>	<b>\$ 220,041,705</b>



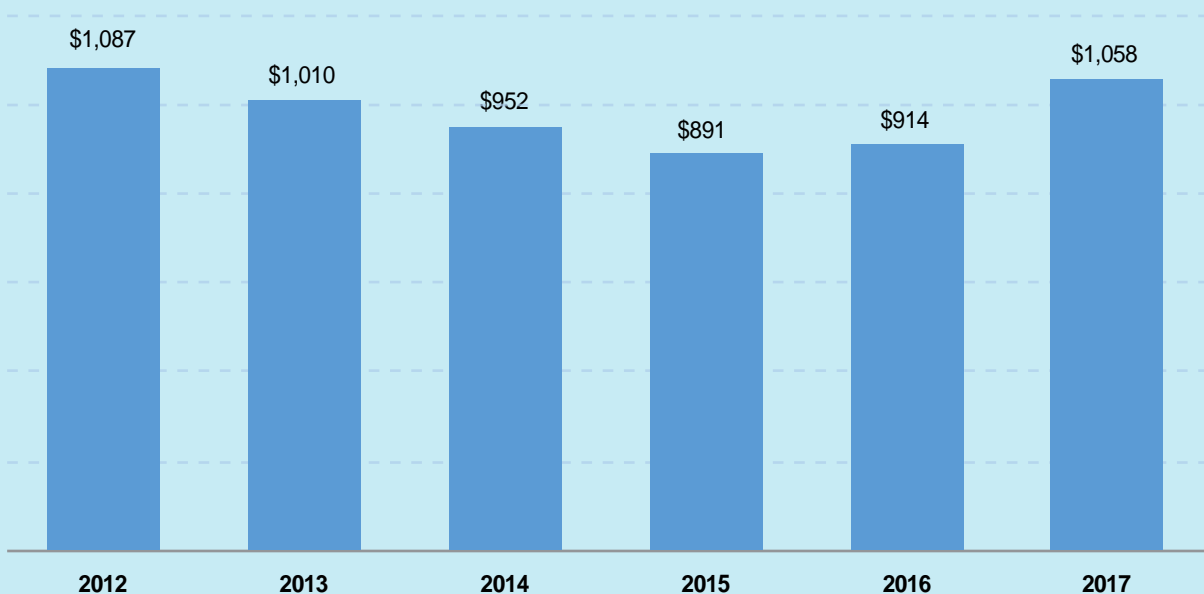
## Capital Assets and Debt

*State law prohibits the County from pledging facilities or equipment as collateral for debt.*

Instead, the County pledges certain sources of revenue to make debt installment payments. These pledged revenues must first be used to pay the installments due. Amounts left over may be used for ongoing operations.

TOURIST DEVELOPMENT TAX BONDS	SALES TAX BONDS	UTILITIES SYSTEM BONDS AND LOANS	SPECIAL REVENUE DEBT
<ul style="list-style-type: none"> <li>• <b>Pledged Revenue</b> <b>Source:</b> First five cents of the six cent Tourist Development Tax</li> <li>• <b>Use of Borrowed Funds:</b> Orange County Convention Center facility; Community Venues.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Pledged Revenue</b> <b>Source:</b> Sales Tax levied by the State and shared with the County</li> <li>• <b>Use of Borrowed Funds:</b> Jail and courthouse facilities; Old Courthouse conversion to historical museum; other County service facilities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Pledged Revenue</b> <b>Source:</b> Customer charges for water and wastewater services</li> <li>• <b>Use of Borrowed Funds:</b> Water production and distribution system; wastewater collection and treatment system</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Pledged Revenue</b> <b>Source:</b> Public Service Tax, other County general operating revenues, and certain State revenues shared with the County</li> <li>• <b>Use of borrowed funds:</b> County service facilities; environmentally sensitive and park land acquisition; acquisition of machinery and equipment</li> </ul>

### Debt Per Capita as of September 30, 2017



*Debt per capita includes all types of debt including bonds, loans, notes and capital leases.*

# County Demographics and Trend Indicators

Orange County has experienced dynamic changes over the years. Maintaining adequate public services to provide good quality of life is a key challenge faced by the County and other local governments. This trend information is presented to display a five-year view of changes in County government financial indicators and how they compare to key community demographic indicators. The following pages provide a compilation of these indicators in the general categories of property values and taxes, demographics, and sources and uses of County funds. Key information is displayed below for general overview purposes.

## Summary of Key Trend Indicators

TREND CATEGORY	CURRENT VALUE	FIVE-YEAR CHANGE (\$)	FIVE-YEAR CHANGE (%)	AVERAGE CHANGE PER YEAR
Total Appraised Property Value	\$ 158.8 billion	\$47.9 billion	43.2%	8.6%
Total Taxable Property Value	\$109.2 billion	\$27.9 billion	34.3%	6.9%
Total Property Taxes Collected	\$761.3 million	\$171.1 million	29.0%	5.8%
County-wide Property Tax Levy	\$4.43 per \$1,000	\$0 per \$1,000	zero	zero
Unincorporated Property Tax Levy	\$4.05 per \$1,000	\$0 per \$1,000	zero	zero
Population	1,313,880	137,939	11.7%	2.3%
Labor Force	741,512	76,909	11.6%	2.3%
Consumer Price Index	246.8	15.4	6.7%	1.3%
Retail Sales	\$103.8 billion	\$30.9 billion	42.4%	8.5%
Gasoline Sales - Gallons	797.6 million	143.3 million	21.9%	4.4%
Arriving Air Visitors	22.4 million	4.8 million	27.3%	5.5%



### Property Values and Property Taxes

FISCAL YEAR	APPRAISED VALUES	TAXABLE VALUES	TAXES COLLECTED	COUNTY-WIDE LEVY	UNINCORPORATED LEVY
<b>2017</b>	<b>\$158.8</b> billion	<b>\$109.2</b> billion	<b>\$761.3</b> million	<b>\$4.43</b> per \$1,000 value	<b>\$4.05</b> per \$1,000 value
<b>2016</b>	<b>\$147.3</b> billion	<b>\$100.3</b> billion	<b>\$702.3</b> million	<b>\$4.43</b> per \$1,000 value	<b>\$4.05</b> per \$1,000 value
<b>2015</b>	<b>\$126.1</b> billion	<b>\$90.1</b> billion	<b>\$646.4</b> million	<b>\$4.43</b> per \$1,000 value	<b>\$4.05</b> per \$1,000 value
<b>2014</b>	<b>\$115.0</b> billion	<b>\$84.1</b> billion	<b>\$607.0</b> million	<b>\$4.43</b> per \$1,000 value	<b>\$4.05</b> per \$1,000 value
<b>2013</b>	<b>\$110.9</b> billion	<b>\$81.1</b> billion	<b>\$587.4</b> million	<b>\$4.43</b> per \$1,000 value	<b>\$4.05</b> per \$1,000 value
<b>2012</b>	<b>\$110.9</b> billion	<b>\$81.3</b> billion	<b>\$590.2</b> million	<b>\$4.43</b> per \$1,000 value	<b>\$4.05</b> per \$1,000 value
<b>5 year change</b>	<b>\$47.9</b> billion	<b>\$27.9</b> billion	<b>\$171.1</b> million	<b>\$0</b> per \$1,000 value	<b>\$0</b> per \$1,000 value
<b>Average change per year</b>	<b>\$9.6</b> billion	<b>\$5.6</b> billion	<b>\$34.2</b> million	<b>\$0</b> per \$1,000 value	<b>\$0</b> per \$1,000 value
<b>5 year percentage change</b>	<b>43.2</b> percent	<b>34.3</b> percent	<b>29.0</b> percent	<b>zero</b> percent	<b>zero</b> percent
<b>Average change per year</b>	<b>8.6</b> percent	<b>6.9</b> percent	<b>5.8</b> percent	<b>zero</b> percent	<b>zero</b> percent

#### Notes:

- Taxes Collected include non-ad valorem based assessments.
- Unincorporated Levy represents property taxes collected in the unincorporated areas of Orange County in addition to the County-wide Levy. Proceeds are used to fund Fire Rescue and Sheriff's services.

#### Sources:

- Appraised and Taxable Values - Orange County Property Appraiser
- Taxes Collected - Orange County Tax Collector
- County-wide and Unincorporated Levies - Orange County Annual Budget Resolution

# County Demographics and Trend Indicators

## Revenue and Expenditures

### Revenues for All Operational and Capital Outlays (millions)

FISCAL YEAR	TAXES	CHARGES FOR SERVICES	INTERGOVERNMENTAL	MISC	INTEREST INCOME	PROCEEDS FROM BORROWING
2017	\$1,082	\$650	\$321	\$79	\$8	\$21
2016	1,010	601	307	77	14	118
2015	933	541	301	65	17	28
2014	869	510	281	61	6	13
2013	831	482	303	54	2	6
2012	818	437	294	43	8	7

### Expenditures for Operational Outlays (millions)

FISCAL YEAR	LAW ENFORCEMENT & JUDICIAL SYSTEM	COMMUNITY SERVICES	UTILITIES SYSTEM	TRANSPORTATION	CONVENTION CENTER & TOURISM	GENERAL GOVERNMENT	FIRE RESCUE	DEBT PAYMENTS
2017	\$443	\$348	\$201	\$168	\$144	\$151	\$158	\$114
2016	431	313	220	158	194	149	136	114
2015	408	299	199	157	183	140	130	115
2014	389	281	184	146	153	125	138	114
2013	383	258	177	150	146	109	123	121
2012	369	254	177	143	119	110	123	135

### Expenditures for Capital Outlays (millions)

FISCAL YEAR	LAW ENFORCEMENT & JUDICIAL SYSTEM	COMMUNITY SERVICES	UTILITIES SYSTEM	TRANSPORTATION	CONVENTION CENTER & TOURISM	GENERAL GOVERNMENT	FIRE RESCUE
2017	\$11	\$19	\$119	\$40	\$39	\$16	\$8
2016	21	12	114	48	37	10	9
2015	20	8	119	40	44	14	10
2014	17	6	89	54	43	15	8
2013	21	13	115	58	23	14	4
2012	19	8	64	46	10	11	7

**Source:** Orange County Comptroller - Citizens Annual Financial Reports



## County Demographics and Trend Indicators

Demographic Trends						
FISCAL YEAR	POPULATION	LABOR FORCE	CONSUMER PRICE INDEX	RETAIL SALES	GASOLINE SALES- GALLONS	ARRIVING AIR VISITORS
2017	1,313,880	741,512	246.8	\$103.8 billion	797.6 million	22.4 million
2016	1,280,387	717,085	241.4	\$95.4 billion	769.4 million	20.8 million
2015	1,252,396	691,840	237.9	\$91.5 billion	729.7 million	19.0 million
2014	1,227,995	685,783	238.0	\$84.9 billion	725.8 million	17.7 million
2013	1,202,978	673,246	234.1	\$78.0 billion	675.0 million	17.4 million
2012	1,175,941	664,603	231.4	\$72.9 billion	654.3 million	17.6 million
5 year change	137,939	76,909	15.4	\$30.9 billion	143.3 million	4.8 million
Average change per year	27,588	15,382	3.1	\$6.2 billion	28.7 million	1.0 million
5 year percent-age change	11.7 percent	11.6 percent	6.7 percent	42.4 percent	21.9 percent	27.3 percent
Average change per year	2.3 percent	2.3 percent	1.3 percent	8.5 percent	4.4 percent	5.5 percent

### Sources:

- Population - Florida Office of Economic and Demographic Research
- Labor Force - Florida Department of Economic Opportunity, with the US Department of Labor, Bureau of Labor Statistics
- Consumer Price Index - US Department of Labor, Bureau of Labor Statistics
- Retail and Gasoline Sales - Florida Department of Revenue, Office of Tax Research; Based on fiscal years ending June 30
- Disembarked Air Visitors - Greater Orlando Aviation Authority

# County Demographics and Trend Indicators



## Principal Taxpayers Fiscal Year 2017

TAXPAYER	TYPE OF BUSINESS	TAXABLE ASSESSED VALUE	PERCENTAGE OF TOTAL TAXABLE ASSESSED VALUE
Walt Disney World	Tourism	\$8.6 billion	7.87%
Universal Studios	Tourism	2.0 billion	1.83%
Marriott Corporation	Tourism	1.8 billion	1.65%
Hilton Resorts	Tourism	1.3 billion	1.19%
Orange Lake Country Club	Tourism	855 million	0.78%
Duke Energy	Electric Utility	750 million	0.69%
Hyatt Resorts	Tourism	670 million	0.61%
Wyndham Resorts	Tourism	621 million	0.57%
Westgate Resorts	Tourism	584 million	0.53%
Vistana Development	Tourism	565 million	0.52%

## Principal Employers Fiscal Year 2017

EMPLOYER	EMPLOYEES	PERCENTAGE OF TOTAL COUNTY EMPLOYMENT
Walt Disney World Co.	73,000	10.16%
Orange County Public Schools	23,929	3.32%
Universal Orlando Resort	23,000	3.20%
Florida Hospital/Adventist Health System	21,815	3.04%
Orlando Health	19,032	2.65%
Orange County Government	10,804	1.50%
University of Central Florida	9,134	1.27%
Lockheed Martin	9,000	1.25%
Darden Restaurants, Inc.	5,500	0.77%
Rosen Hotels and Resorts	4,568	0.64%

### Notes:

- Assessed Value is reported based on the fiscal year in which associated tax revenue is recognized - e.g., the 2016 tax roll data is reported here for Fiscal Year 2017, as that is the period of collection and revenue recognition.
- Percentage of Total County Employment uses an Employed Labor Force figure of 718,236 for Orange County, as reported by the Florida Department of Economic Opportunity, Labor Market Statistics.

### Sources:

- Assessed Value - Orange County Property Appraiser
- Employees - Economic Development Commission of Mid-Florida, Inc., Orange County Statistics



# Contact Information

## Board of County Commissioners

[www.orangecountyfl.net](http://www.orangecountyfl.net)

		Phone	Email
Teresa Jacobs	County Mayor	(407) 836-7370	<a href="mailto:Mayor@ocfl.net">Mayor@ocfl.net</a>
Jennifer Thompson, Vice Mayor	District 4	(407) 836-7350	<a href="mailto:district4@ocfl.net">district4@ocfl.net</a>
Betsy VanderLey	District 1	(407) 836-7350	<a href="mailto:district1@ocfl.net">district1@ocfl.net</a>
Rod A. Love	District 2	(407) 836-7350	<a href="mailto:district2@ocfl.net">district2@ocfl.net</a>
Pete Clarke	District 3	(407) 836-5140	<a href="mailto:district3@ocfl.net">district3@ocfl.net</a>
Emily Bonilla	District 5	(407) 836-7350	<a href="mailto:district5@ocfl.net">district5@ocfl.net</a>
Victoria J. Siplin	District 6	(407) 836-5860	<a href="mailto:district6@ocfl.net">district6@ocfl.net</a>

## Elected Constitutional Officers

		Phone	Website
Tiffany Moore Russell	Clerk of the Circuit and County Courts	(407) 836-2000	<a href="http://www.myorangeclerk.com">www.myorangeclerk.com</a>
Phil Diamond, CPA	Comptroller	(407) 836-5690	<a href="http://www.occompt.com">www.occompt.com</a>
Rick Singh	Property Appraiser	(407) 836-5044	<a href="http://www.ocpaf.org">www.ocpaf.org</a>
Jerry L. Demings	Sheriff	(407) 254-7000	<a href="http://www.ocso.com">www.ocso.com</a>
Bill Cowles	Supervisor of Elections	(407) 836-2070	<a href="http://www.ocfelections.com">www.ocfelections.com</a>
Scott Randolph	Tax Collector	(407) 836-2705	<a href="http://www.octaxcol.com">www.octaxcol.com</a>



# The Office of the County Comptroller

**The County Comptroller, an elected official answering directly to the citizens of Orange County, acts as watchdog for the public in the use of County resources.**

This function serves as a check and balance, and results in the greatest accounting integrity and safeguarding of public assets. As a constitutional officer, the Comptroller operates independently of County Government.

Services performed by the County Comptroller can be classified into three broad categories: financial, audit, and records administration. The Comptroller's specific roles include serving as chief financial officer, treasurer, county auditor, clerk of the board, recorder, and custodian of County funds and records.

## Chief Financial Officer, Treasurer & Auditor

To protect taxpayers, the Comptroller oversees County revenues and spending for their annual \$4.1 billion budget. The Comptroller records revenues and pre-audits payments on behalf of Orange County Government to ensure that taxpayer funds are being used lawfully. The Comptroller also holds and invests available Orange County funds with the goals of safety, liquidity and yield.

## County Recorder

The Comptroller preserves and maintains the Orange County Official Records. Documents like deeds, mortgages, liens, judgments and notices of commencement are recorded and digitally indexed into an electronic system. Documents dating back to the 1840's are available at [www.occompt.com](http://www.occompt.com). Residents can also sign up for Property Fraud Alert at the website.

## Clerk of the Board of County Commissioners and Clerk to the Value Adjustment Board

The Comptroller prepares and maintains the minutes of the Orange County Commission and other government meetings for the public. The Comptroller also administers the Orange County Value Adjustment Board to allow property owners to contest their property assessments.

***Fraud Hotline:*** Orange County citizens and County employees should contact the County Audit Division's Fraud Hotline where fraud, waste, or abuse of County assets or resources is suspected. The Fraud Hotline phone number is (407) 836-5775. Comments, inquiries, etc. may also be submitted at [fraudhotline@occaudit.com](mailto:fraudhotline@occaudit.com)



## Work Activity Statistics for the 2017 Fiscal Year

**Board Meeting Minutes**

**30**

**Official Records  
Recorded**

**694,000**

**Payroll Payments  
Issued**

**199,700**

**checks and deposits**

**Vendor and  
Other Payments Issued**

**104,100**

**checks and deposits**

**Procurement Card  
Payments Processed**

**49,100**

**Tagged Assets  
Inventoried**

**52,600**