

# Resilience and Recovery

Jerry L. Demings  
Orange County Mayor



## 2022 Year in Review

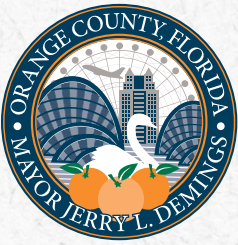
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## Table of Contents

Letter from Orange County Mayor Jerry L. Demings . . . . .	3
Major Initiatives . . . . .	4-5
Hurricane Response. . . . .	6-7
Board of County Commissioners . . . . .	8
Orange County Budget – By the Numbers . . . . .	9
Timeline. . . . .	10-11
Administrative Services . . . . .	12
Community & Family Services . . . . .	13
Orange County Regional History Center . . . . .	14
Parks & Recreation . . . . .	15
Convention Center . . . . .	16-17
County Corrections . . . . .	18
Fire Rescue . . . . .	19
Health Services . . . . .	20-21
PEDS . . . . .	22-23
Public Works . . . . .	24
Utilities . . . . .	25
Sustainability . . . . .	26
Administration & Fiscal Services . . . . .	27
Human Resources . . . . .	28
Communications. . . . .	29
Leadership Team . . . . .	30-31
Connect With Orange County . . . . .	32





## Letter from Orange County Mayor Jerry L. Demings



### Greetings!

The 2022 Year in Review highlights Orange County initiatives, community collaborations and our departments' accomplishments and service delivery. 2022 was a busy and at times challenging year, but it was also a year of perseverance, positive growth and big accomplishments.

First, we must mention the pair of late-season hurricanes that threatened the region. Hurricane Ian made landfall on Florida's Gulf Coast as a late-September Category 5 storm. As it made its way across the state, its wind speeds diminished, but it brought record amounts of rain that caused devastating flooding in some Orange County neighborhoods.

One month later, Hurricane Nicole made landfall as a Category 1 storm. Although it brought less damage to the region, it still required oversight by our emergency response teams, who were still recovering from the effects of Ian. The Emergency Operations Center, Public Works, Fire Rescue, 311 and Utilities all deserve recognition for storm preparation and assisting in the aftermath.

The 2022 Orange County Mayor's Holiday Toy Drive completed its 12th year collecting gifts. Despite challenges presented by the economy, Orange County employees, businesses and residents generously donated more than 9,000 toys to the Orange County Neighborhood Centers for Families and other local organizations. All told, the drive surpassed its goal and more than doubled the total pre-COVID toy collection from 2019.

The Orange County Mental & Behavioral Health System of Care Community Analysis was an in-depth study commissioned through Heart of Florida United Way and included six key recommendations to improve the mental and behavioral health system within Orange County, including Mental Health Promotion, Affordable Housing, and Services for Homeless Individuals and Families.

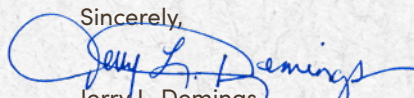
In an ever-tightening rental market, Orange County's Board of County Commissioners approved the establishment of an Office of Tenant Services. This office acts as a one-stop shop to address issues of landlord and tenant rights with a focus on outreach and education for both parties. The Office of Tenant Services collaborates with County departments, Legal Aid Society of the Orange County Bar Association, nonprofits, and other community stakeholders to provide education, referrals, code violation assistance, and other services to residents of Orange County to ensure they have safe and affordable housing and know what their rights are under Florida law.

More programming and resources recommended by the Orange County Citizens Safety Task Force continued to be rolled out. This included a revised distribution process that gives smaller grassroots nonprofits a better chance at receiving funding, as well as youth mentorship programs. Further recommendations from the Task Force will continue into 2023.

An Orange County program was launched for English language instruction tailored to the needs of working adults in the I-Drive corridor. The County's I-Drive Community Redevelopment Act (CRA) Advisory Group invited hotel and resort properties within the I-Drive CRA to participate by offering English for Speakers of Other Languages (ESOL) classes to employees. Rosen Hotels & Resorts participated, and nearly 60 employees signed up, with some 100 more expressing interest.

In closing, I want to thank you for trusting in me to lead Orange County forward and make it the best place to live, work, play and visit. Serving this community has been a great honor for me, and I look forward to continuing to focus on all areas that affect our quality of life.

Sincerely,

  
Jerry L. Demings  
Orange County Mayor



# Major Initiatives



## Housing for All

The "Housing For All" initiative seeks to create more affordable housing that includes diversity of housing types, mixed-income development and sustainable building and infrastructure techniques. The County created the Housing Trust Fund in 2019, which includes the investment of approximately \$160 million during a 10-year period and building 30,000 new affordable and attainable housing units. In 2022, Orange County partnered with Habitat for Humanity of Greater Orlando to build 19 homes in Holden Heights on donated land.



## Transportation Initiative

After a series of community meetings in all six districts, an interactive website with planned improvements, and a survey that captured the sentiments of thousands of residents, the sales tax initiative for transportation did not pass. Orange County remains committed to creating public/private partnerships across Central Florida to address the myriad of challenges the growing community will face in moving around the region.



## Orange County Mental & Behavioral Health System of Care Community Analysis

This in-depth study was commissioned by Mayor Demings through Heart of Florida United Way and included six key recommendations to improve the mental and behavioral health system within Orange County: Integrated and Coordinated Care Delivery, Mental Health Promotion, Affordable Housing and Services for Homeless Individuals and Families, a Qualified and Available Workforce, Mental and Behavioral Health Finances, and an Implementation Team.



## Rental Ordinance

In an ever-tightening rental market, Orange County's Board of County Commissioners approved a Rental Notice Ordinance to protect tenants. The ordinance requires landlords give a 60-day written notice for rent increases of more than 5 percent. Additional protections for residents and landlords without written lease agreements also require 60-days written notice by either party to terminate the arrangements. Having this ordinance in place gives tenants time to prepare and seek alternative housing in the event they do not wish to stay where they are currently living.





### Citizen Safety Task Force

In 2022, Orange County continued to roll out programming and resources recommended by the Orange County Citizens Safety Task Force. Convened in 2020 in response to local youth violence, the task force seeks to reduce and prevent gun violence and violent crime in local communities. Key programming includes a revised fund distribution process that gives smaller grassroots nonprofits a better chance at receiving funding and youth mentorship programs that include employment preparedness and placement, tutoring, GED support, computer skills training, life skills training, conflict thinking training, and peer support groups. Further recommendations from the Citizens Safety Task Force will continue into 2022–2023.



### ESOL I-Drive Program

Orange County Government launched a program for English language instruction tailored to the needs of working adults in the I-Drive corridor in September 2022. Orange County's I-Drive Community Redevelopment Act (CRA) Advisory Group had recommended an investment in English language instruction to support professional growth and retention. Through this unique model, hotel and resort properties within the International Drive CRA were invited to participate by offering English for Speakers of Other Languages (ESOL) classes to their employees. Rosen Hotels & Resorts accepted the offer, and nearly 60 employees signed up, with some 100 more expressing interest. UCF Global offers two-hour classes that occur twice a week.



### Toy Drive

The 2022 Orange County Mayor's Holiday Toy Drive completed its 12th year collecting gifts for local families. Despite challenges presented by the economy and two late fall hurricanes, Orange County employees, businesses and residents generously donated more than 9,000 toys, which were donated to the Orange County Neighborhood Centers for Families and other local organizations. All told, the drive surpassed its goal and more than doubled the total pre-COVID toy collection from 2019.



# Hurricane Response



In the fall of 2022, Florida was hit with a late-September hurricane. Ian made landfall as a Category 5 storm near Cay Costa on Florida's Gulf Coast on September 28. As the storm made its way across the state, the wind speeds diminished, but it still brought record amounts of rain, causing devastating flooding in some Orange County neighborhoods.

Just one month later, Hurricane Nicole threatened the region from the east, making landfall near Vero Beach as a Category 1. This storm once again closed schools and required the EOC to activate and shelters to open. Fortunately, it did not cause the same damage as Ian, but still required oversight by Orange County's emergency response teams, who were still recovering from the effects of Ian.

Orange County's Emergency Operations Center (EOC) served as the hub of activities before, during, and after the storms. In advance, Public Works teams ensured the

County's storm water infrastructure could accommodate as much rain as possible. Working in partnership with the Parks and Recreation Division, Public Works opened four sites where sandbags were available on a self-serve basis. Fire Rescue teams visited mobile home communities, nursing homes and assisted living facilities to check readiness and evacuate as necessary. Schools were quickly converted into shelters so evacuees had a safe place to ride out the storm, and our Convention Center became a staging area so emergency personnel and equipment could be rapidly deployed to the hardest-hit areas.

As the storms raged, teams quickly responded to rescue residents whose homes were flooded. Shelter operations shifted from protecting residents from the weather to providing refuge for those whose homes and areas of the County that were damaged. As the storms passed, EOC operations moved to assessing the damage and providing relief as quickly as possible.

## Public Works

Orange County is approximately 1,000 square miles and maintains more than 2,600 miles of roadway. From October through December, the County's debris removal contractor collected roughly 355,000 cubic yards of debris – or enough debris to fill more than 100 Olympic-sized swimming pools. Over the course of the operation, contractors utilized 96 individual trucks to collect a total of 7,940 loads of debris.

## 311

When Hurricanes Ian and Nicole wrought havoc to much of the Florida peninsula, Orange County residents turned to 311 and its team of knowledgeable operators to alleviate their fears and provide information to get through the storms safely. 311 is a mobile app that assists Orange County residents in reporting local non-emergency community issues, alleviating 911 from receiving non-emergency calls.

Pre-storm calls typically include questions about trimming trees and shelter transportation. During a storm, calls lessen because residents are riding it through. After the storms pass, calls about debris pick up, power outages and flooding concerns increased. With operators on call 24 hours a day during both fall 2022 hurricanes, more than 70 operators, including trained volunteers, staffed the 311 Call Center before, during and after the storm.





## Animal Services



In response to Hurricanes Ian and Nicole, Orange County Animal Services deployed a multifaceted effort to protect the people and pets in our community. Staff members served at the shelter, which was called the “Department Operations Center” during the storms. They bunkered down with the animals, ensuring their safety and maintaining their routine of cleaning, feeding and medicating them as needed. Additionally, staff members served at evacuation shelters, which provided safe havens for people and their pets seeking refuge from the storm. Animal Services Enforcement Operations shifted into handling emergency calls, helping as many pets as possible before the worst of the storms hit the region. Overseeing these efforts, staff members were also stationed at the Orange County Emergency Operations Center, coordinating the placement and strategy of the response.

## Communications



To keep Orange County residents informed, the Office of Communications staffed the EOC and fielded media inquiries from local and national news sources. With Hurricanes Ian and Nicole dominating the news, Mayor Demings presided at eight press conferences in less than a week with breaking news about preparation and recovery. Power outages required citizens to rely on social media for information. Orange County’s digital channels recorded nearly 14 million impressions across all platforms.

## OCFR



Orange County Fire Rescue conducted 1,696 water rescues across the County in Hurricane Ian’s aftermath, including the evacuation of several assisted living facilities. The department also went door-to-door in more than 80 mobile home communities prior to the storms passing out informational flyers and encouraging residents to consider local shelters or staying with friends or family. Orange County Fire Rescue dispatched 1,761 calls as Ian struck Orange County; a typical day averages 350 calls.

In response to the devastation on the southwest coast, Central Florida Task Force 4, comprised of Orange County Fire Rescue, and other local fire departments, deployed to Lee County in what would become the longest deployment in its history – 14 days. During that time, Task Force 4 searched 2,500 structures and more than 200 vessels, rescuing several families and assisting survivors with post-storm recovery efforts.

## Utilities



The hurricanes presented unique challenges for Orange County Utilities, including more than 21,820 tons of yard waste delivered to the solid waste facilities, a 43 percent increase over the same time in 2021. And when 238 pump stations lost commercial power at the peak of Hurricane Ian, generators and personnel kept vital operations going. Utilities employees worked more than 20,000 additional hours during the hurricanes and recovery periods.



# Board of County Commissioners



**Jerry L. Demings**  
Orange County Mayor



**Nicole H. Wilson**  
District 1



**Christine Moore**  
District 2



**Mayra Uribe**  
District 3



**Maribel Gomez Cordero**  
District 4



**Emily Bonilla**  
District 5



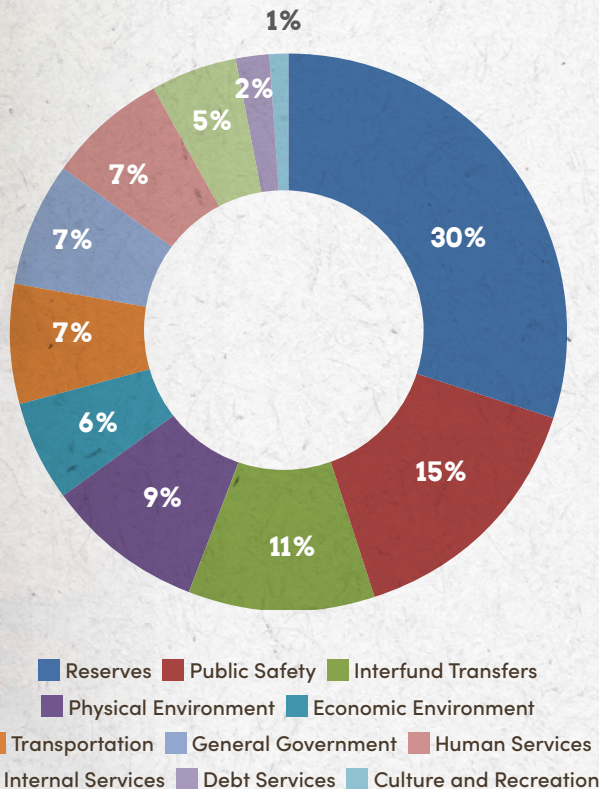
**Mike Scott**  
District 6



# Orange County Budget – by the Numbers

Orange County encompasses a wide variety of lifestyles, demographics and socioeconomic communities. In 2022, the County again demonstrated sound financial footing and continued recovery from the pandemic. Prudent and strategic approaches to services and deliveries allowed Orange County to meet the needs of the community as well as restore reserves that were essential to avoid disruption to residents from 2020 through 2022. The FY22-23 budget adheres to the following strategic objectives:

- Public Safety and Health – By engaging federal and state resources, the budget allowed Orange County to provide essential services that protect the public's health, safety and welfare.
- Sense of Community – By working with community partners, the budget funded programs and initiatives that reflect community priorities.
- Economic Development – The budget used common vision and direction to help Orange County become a more economically vibrant and sustainable business community.
- Infrastructure – The budget permitted investment in critical infrastructure where needed.



**\$6,216,064,747**

Total Adopted Budget

**1,457,940**

Population

**\$181.735 billion**

Assessed Value

**5,840**

Lane Miles Maintained

**903.4 sq. miles**

Land Area

**109**

Parks

**44**

Fire Stations

**12**

Community Centers

**23.3\***

Water Produced for  
Consumption

\*In Billions of Gallons



# 2022 Year in Review Timeline



**January 14**

Steinmetz Hall, located in the Dr. Phillips Center for the Performing Arts, officially opens. Mayor Demings speaks at the ceremonies for this new, acoustically remarkable theater, which completes the original design for the arts center.



**April 22**

Orange County celebrates Earth Day, highlighting its commitment to sustainability.



**January 25**

The transportation sales tax initiative relaunches after COVID hiatus.



Empowering Good training program for nonprofit organizations announced by Orange County and Rollins College.

**January 15**

Mayor Demings leads the way in the Town of Eatonville Martin Luther King Jr Parade Celebration.



**March 25**

National Vietnam War Veterans Day observed with a drive-by pinning ceremony.



**April 23**

The Florida Puerto Rican Parade & Festival honors the Puerto Rican community and its contributions to the State of Florida.



**June 10**

Mayor Demings welcomes citizens and community leaders to the 2022 State of the County address.





### September 15

Orange County kicks off month-long celebrations of Hispanic Heritage Month including an official proclamation, an art exhibit at Millenia Mall, and the annual Hispanic Heritage Art Exhibit at the Orange County Admin Center, which features artwork and traditional dresses from Hispanic countries.



### September–November

The Orange County Emergency Operations Center is activated for the entire month and fully staffed with County personnel and state and federal emergency responders. Shelters remain open as needed, and residents are directed to various agencies for support and benefits.



### October 17

Diwali: The Festival of Lights Celebration takes place at Orange County's Administration building.



### November 26 & 27

Orange County celebrates FusionFest, a free, two-day festival that draws people from more than 110 different cultures for music, dance, food, visual arts, spoken word, games and interactive activities.

### September 18

Mayor Demings participated in the Annual Gold Star Mothers and Families Day Ceremony hosted by the Mayor's Veterans Advisory Council. Gold Star families are those who have lost a loved one through active-duty service in the U.S. Armed Forces.



### October 15

Orange County shows support for our LGBTQ friends and families in the annual "Come Out With Pride" event.



### November 1

Orange County Animal Services announces that the shelter set a record adoption rate in 2022 with 9,066 pets being matched with families, which is the highest number in the shelter's 53-year history.



### December 16

Surrounded by hundreds of supporters, Mayor Demings, Comm. Moore, Comm. Gomez Cordero, and newly elected Comm. Michael "Mike" Scott all take the oath of office at the Orange County Convention Center.





# Administrative Services

The Administrative Services Department provides essential support to the operating divisions and constitutional offices of Orange County to enable them to deliver services that meet the demands of the customers they serve. Support services include building design and construction, maintenance, building security, property leasing and acquisition, fleet management, procurement, fiscal and operational support, and business development.



## Business Development

enhanced contract compliance to increase timely payment for work by M/WBE firms to more than

**\$41M**

In 2022, implemented the Business to Government Now (B2GNOW) program to establish an online certification system for more than 410 certified firms to go paperless.



## Fleet Management

selected for the 5th time as a Top 50 Leading Fleet in North America by an industry publication. Fleet staff maintained more than

**2,040**

rolling stock vehicles and

**1,930**

off-road and heavy equipment assets.



## Capital Projects

Managed

**330**

projects with total project costs of

**\$620M**



## Facilities Management

Maintained

**535**

buildings totaling

**5.8M**

square feet.



## Real Estate

Acquired nearly 40 acres of conservation lands, with another 25 acres under contract and in active negotiations for an additional 3,505 acres under the GreenPLACE program.



## Procurement

Managed approximately

**\$680M**

in commodities, services, construction and engineering procurement.





# Community & Family Services

## Citizens' Commission for Children

### Citizens' Review Panel Fund Distribution Process

In 2022, a revised funding strategy for the Citizens' Review Panel Fund distribution process was implemented. As a result, nearly half of the subsequent year's funded agencies were small, grassroots nonprofits that had not previously received funding.

### New Trainings for Nonprofits

Through a partnership with Orange County's Mental Health and Homelessness Division, family-focused trainings took place to increase therapeutic practices, including cognitive behavioral therapy and parent-child interaction therapy.

## Citizens Resource and Outreach

### Emergency Rental Assistance Program

Orange County distributed more than \$30 million in federal Emergency Rental Assistance funds, amounting to more than 25,000 months of rental assistance for more than 4,700 eligible residents.

## Orange County Citizens Safety Task Force

### Credible Messenger Program

The first county in Florida to do so, Orange County implemented a unique mentoring model that identified "street wise" individuals to work directly with under-estimated youth as "Credible Messengers." The program has been linked with decreased youth violence in several major U.S. cities, including New York City and Washington D.C.

## Community Action

### Assistance Programs

The Low-Income Household Water Assistance Program (LIHWAP) was launched in September 2022 and provides income-eligible Orange County households with financial assistance toward water utility costs. Similarly, the Low-Income Home Energy Assistance Program (LIHEAP) assisted nearly 10,000 Orange County households in 2022.

## Head Start



### Staff Training

In 2022, Head Start committed to training for faculty and staff, holding more than 50 training sessions. A Health and Wellness Summit took place in August 2022, providing wellness checks, biometric screenings, financial literacy courses, nutrition workshops, and an on-site fitness zone.

## University of Florida Institute for Food and Agricultural Sciences, Extension Orange County



### Peanut Butter Challenge

In October, more than 1,200 lbs. of peanut butter were collected in Orange County during the 2022 Peanut Butter Challenge, which benefits Florida food pantries during the holiday season.

### Diabetes Prevention

Orange County's Family and Consumer Sciences team received Full Plus Diabetes Prevention Program national certification to provide Orange County citizens with diabetes prevention programming. Orange County is the first and only UF/IFAS extension office with this designation.



## Capacity Building Seminar Program

To strengthen operations for local nonprofits, seminars were held to ensure that Orange County taxpayers receive a premium return on investment through the County's grant funding.

## Youth and Family Services Division

### Stop Now and Plan (S.N.A.P.)

S.N.A.P. is an award-winning evidence-based program for children ages 6-11 who are experiencing behavior issues. In 2022, some 30 Orange County families completed the program, and more than 100 group sessions took place in Orange County public schools.

### Great Oaks Village / Orange County Youth Shelter

Celebrating its 98th anniversary, Great Oaks Village houses as many as 46 youth at a time. All school-aged children attend local schools. The Orange County Youth Shelter provides temporary housing for youth who are experiencing dire circumstances.

### Parenting Support Squad

The Parenting Support Squad assists teen parents and families in Orange County and was launched in early 2022. The Squad opened a free store where teen parents can attain basic resources for their children, and it further assists them through case management, transportation and a teen pregnancy hotline.





## Orange County Regional History Center

### INTO LIGHT Project FLORIDA

Presented in partnership with the Orange County Drug-Free Coalition and the national nonprofit INTO LIGHT Project, this powerful special exhibition presented original portraits of people in Central Florida who died from drug addiction – the only public exhibition of its kind in Florida. The exhibition sought to raise awareness, help erase the stigma of Substance Use Disorder, and provide a space of healing for those impacted by addiction.

### Figurehead: Music & Mayhem in Orlando's Underground

Between 1985 and 2001, the Orlando concert promoter Figurehead invigorated the musical landscape in Central Florida. This special exhibition tells the story of how the company helped grow the local scene with a focus on underground rock music and the club circuit. Utilizing the extensive Figurehead archive, now part of the History Center's permanent collection, the exhibition showcases an impressive display of eye-catching and jaw-dropping concert posters that provide a glimpse into what made this time in the Orlando area so memorable.

### Selected as Founding Fostering Critical Conversations with Our Communities Cohort Member

The History Center was one of only nine organizations selected to participate in the Fostering Critical Conversations with Our Communities program, a Smithsonian Institution community-engagement initiative in collaboration with the International Coalition of Sites of Conscience.

The year-long pilot program provided a hands-on opportunity for two staff members – Shannon Elliston, assistant curator of education, and Aaron Alcorn, curator of exhibitions – to develop skills designed to help deepen community relationships and foster important conversations that are often difficult or ignored.

Elliston and Alcorn developed a plan to engage educators and young learners in critical conversations about using history to promote belonging. Their training helps cultural organizations facilitate meaningful conversations that address the past with honesty and forge trust and compassion in our community today. The project's goals to break down barriers and encourage understanding will inform and strengthen the History Center's ongoing work as they re-envision what the museum can be for the community.

### Serving the Community

- Served more than **9,000** school-aged children with exciting educational experiences
- Offered more than **80** high-quality public programs
- Fulfilled **411** research library requests totaling more than **550** hours of direct support to community members, researchers and the media
- Received more than **7,300** hours of volunteer support from our community



## Parks & Recreation

Orange County's Parks and Recreation maintains nearly 15,000 acres of land for 109 parks, trails and facilities, including 12 recreation centers, two senior centers, six fitness centers, five campgrounds, one swimming pool, six splash pads, 11 dog parks and 11 public boat ramps. In 2022, the team welcomed residents in large numbers. The Barnett Park team continued to coordinate numerous community events and meetings on site during the year, and COVID drive-through testing ended after more than 700,000 tests were administered at this location since 2020. Mayor's Jazz in the Park returned to Cypress Grove Park for the 10th year, 10 Movies in the Park were popular family events, and Fish4Fun challenged hundreds of kids ages 12 and younger. New park development continued with eight public meetings (virtual and in-person) and the ribbon cutting for Magnolia Park's Eco Education Center in August.



### Magnolia Park Eco Education Center

In August, Orange County Parks and Recreation opened the Magnolia Park Eco Education Center along the east shore of Lake Apopka. Mayor Jerry L. Demings, District 2 Commissioner Christine Moore and other officials cut the ribbon on many new amenities including restroom facilities, fishing and mooring pier, dock, pavilion, inclusive playground, additional parking and interpretive signage.

Friends of Lake Apopka (FOLA), an advocacy group for the restoration of Lake Apopka, helped develop an educational display to show the lake's history. Additional programs will include Florida plants, wildlife and conservation.





## Convention Center

The award-winning Orange County Convention Center (OCCC) hosts some of the most dynamic regional, national and international conventions, meetings, trade shows, sporting events and more. This allows the OCCC to fulfill its mission of economic development, ultimately benefitting the Central Florida region.

### Awards and Recognitions

The OCCC and its dedicated personnel received multiple awards and industry recognition for their commitment to the Center in 2022.

- Exhibitor Magazine | 2022 Center of Excellence Award
- NorthStar Meetings Magazine | Gold Medal, Best Convention Center, Southeast Region, Stella Award 2022
- Smart Meetings | Smart Stars Winner, 2022 Best Convention Center
- Public Relations Society of America | Florida Sunshine Chapter 2022 Radiance Awards:
  - Business Better than Usual Campaign
  - Business Better than Usual Video Tactics
  - FY 22-23 Sales and Marketing Plan
  - FY 20-21 Annual Report
- Convention South | 2022 Readers' Choice Award
- Events Industry Council | Retired Deputy Director Yulita Osuba, Adaptation and Innovation Award
- Meetings Today | 2022 Best Convention Center





## Highlights

In 2022, the OCCC hosted some of the largest and most prestigious events in North America, welcoming new and returning events, resulting in significant guest attendance and economic impact for the region. In fact, OCCC achieved near pre-pandemic numbers by hosting 159 events, with approximately 1.4 million attendees, creating an estimated \$2.3 billion in economic impact. The OCCC is committed to giving back to the community. In September 2022, Orange County was impacted by Hurricane Ian, which left behind historic flooding and devastated numerous communities across the County and the state of Florida. The OCCC served as a staging ground for emergency equipment and machinery used in response and recovery efforts both during and after the storm. The Center housed more than 350 emergency equipment, vehicles, and aircrafts from agencies including American Medical Response, U.S. Air Force, Tampa General Hospital, Federal Emergency Management Agency (FEMA), Florida Game and Wildlife, Jacksonville Police Department, Orange County Sheriff's Office, Orange County Fire Rescue and the National Guard.

## Industry Outlook

Experts are predicting that the exhibition industry is expected to fully recover by the end of 2023. The pent-up demand for face-to-face engagement was demonstrated this past year with the OCCC's increased attendance and economic impact. With its customizable spaces, 40 years of leadership in the business, world-class customer service and industry-leading partnerships, the OCCC is well-positioned to continue leading the industry's recovery. Thanks to the trust and confidence of its legacy and first-time clients, coupled with its dedication to excellence, the OCCC is slated for a strong 2022-2023 fiscal year.

## Charitable Contributions and Partnerships

While the OCCC is committed to the economic development of Orange County, it also strives to give back to the community through charitable contributions and partnerships with several of the region's non-profit organizations. In 2022, more than 23,000 pounds of furniture, lighting fixtures, office and art supplies, valued at more than \$37,000, was donated to local organizations, including A Gift for Teaching, West Orange Habitat for Humanity, Ronald McDonald House, Osceola County Public Schools and Orange County Public Schools.

### Major Events at the OCCC

Event	Attendance	Economic Impact
AAU Jr. National Volleyball Championships 2022	178,000	\$228.5 million (\$228,463,000)
Megacon Orlando	140,000	\$179.7 million (\$179,690,000)
Design and Construction Week	70,000	\$179.7 million (\$179,690,000)



# Orange County Corrections



## Community Resource Fair



Corrections hosted its first-ever Community Resource Fair on June 30, 2022. The fair provided helpful resources available to recently released inmates, offenders on community supervision and members of the community who are experiencing homelessness. More than 40 community resources, vendors and nonprofit organizations were onsite for the event.

## Satellite Clinic



In collaboration with Aspire Health Partners, the Corrections Department opened a fully licensed satellite clinic inside the jail in March 2022 to treat incarcerated individuals with opioid addictions. This is the first of its kind in the State of Florida providing Medication Assisted Treatment. The clinic marks one more step in the war on the opioid epidemic in Florida. Inmates will continue to receive supportive re-entry services during incarceration and after release to the community. The clinic identifies mental health resources for those in crisis, and ensures officer and inmate safety.

## New Start

New Start began at the Orange County Jail in early 2022. Working with the local mental health resources to provide a strong base of support, the New Start program is designed to lead inmates from hardship to healing. The mission is to provide medication management, education, support and guidance to male inmates who are cleared from sub-acute mental health units. This unit is managed by correctional staff who have received Crisis Intervention Training, which improves communication, identifies mental health resources for those in crisis, and ensures officer and inmate safety.

## Drop-In Center Offers Help and Hope

As part of its comprehensive re-entry program to help recently released inmates and offenders on community supervision successfully transition back into society, the Community Corrections Department opened a Re-entry Drop-in Center at the Orange County Corrections Administration Building in February 2022. Open during the week from 9-5, the Center offers gently used business attire and personal hygiene items for men and women. All articles were generously provided by donations, mostly from OCCD staff members. The Center also includes a computer lab where visitors can prepare resumes, apply for jobs and pay court fines. The gratitude for this service has been overwhelming, and although it was created with former inmates and offenders on community supervision in mind, no one will be turned away.





# Orange County Fire Rescue



## New Recruits

Orange County Fire Rescue added nearly 200 new firefighters to the department in 2022, hosting five graduations between January and December. On October 14, 2022, Class 96 and Class 98 took their Oaths of Office together at Full Sail University. The department anticipates a graduating class every 10 weeks through 2023 and into 2024, as the department continues to grow to meet the demands of Orange County's growing population.



## Educational Conferences

Orange County Fire Rescue hosted several conferences in 2022, including EMS World Expo and Women in Fire. Held in October, the EMS World Expo provided hands-on training and information to the worldwide EMS community. The 2022 Women in Fire International Conference was in September, with Fire Administrator Dr. Lori Moore-Merrell as the Keynote Speaker, Mayor Jerry L. Demings delivering remarks, with Orange County Fire Chief James Fitzgerald, District 3 Commissioner Mayra Uribe, and District 1 Commissioner Nicole Wilson in attendance.

## National Fallen Firefighters Week

Orange County Fire Rescue continued its tradition of partnering with ICON Park Orlando during National Fallen Firefighters Week to honor and remember firefighters from around the nation who died in the line of duty. To ensure their sacrifice is not forgotten, landmarks, fire stations and businesses around the country illuminate red in remembrance.

## 44th Fire Rescue Station Opens

Orange County Fire Rescue's 44th station began serving the County in 2022. Station 68, located in East Orange County off Goldenrod, will serve East Orange County communities for decades to come. Fire Chief James M. Fitzgerald was joined by Mayor Jerry L. Demings for the official ribbon-cutting ceremony on April 20, 2022.



## Training Drills and Simulations

The department hosted several trainings, including an Active Shooter Drill in partnership with several law enforcement agencies and other fire departments, as well as a structural collapse training simulation with Arnold Palmer Hospital. These exercises allow crews to train for complex scenarios involving joint operations.





# Health Services



- **95%** live release rate for dogs and **88%** for cats, an overall live release rate of **91%** for shelter pets
- **15,035** pets impounded (**10%** higher than last year)
- **86,846** shelter visitors (**33%** increase from last year)
- **27,339** enforcement actions taken in response to resident's request
- **27,409** volunteer hours logged (**42%** higher than last year)
- **7,827** spay and neuter surgeries completed
- **9,066** adoptions (**29%** increase from last year)
- **1,528** animals transferred to rescue partners
- **1,363** animals reunited with their families

## Animal Services Division

In 2022, Orange County Animal Services announced a record adoption year, with 9,066 pets being matched with new homes, the highest in the shelter's 53-year history. Animal Services remains the only open admission pet shelter in Orange County, which means no animal in need is turned away regardless of health issue or behavior concern. In 2022, the shelter observed an increase in incoming shelter pets, receiving a total of 15,035 for the year. Thanks to community partnerships and strong support networks, including teams of foster parents, volunteers and rescue partnerships, the division was able to maintain a high live release rate for pets.





# Health Services

## Drug Free Coalition

### One Pill Can Kill

The Orange County Drug Free Coalition, in partnership with the University of Central Florida, launched the One Pill Can Kill public health awareness campaign in 2022. Developed by the Drug Enforcement Agency (DEA), One Pill Can Kill seeks to raise awareness of the risks associated with Fentanyl-laced prescription drugs and other counterfeit pills. With the alarming increase of accidental drug overdose deaths related to Fentanyl, this campaign will educate and warn the community on this growing cause of death and facilitate access to prevention resources. According to data acquired from the Orange County Office of the Medical Examiner, Fentanyl-related deaths in Orange County have increased from 62 in 2015, to 424 in 2021.

### International Overdose Awareness Day



In observance of International Overdose Awareness Day, the Drug Free Coalition partnered with Project Noelle and the annual candlelight vigil at Lake Eola. During this event, the fountain at Lake Eola was turned purple in memory of those who have passed, and families came together to support one another. Dr. Thomas Hall, director of the Orange County Drug Free Coalition, was among the speakers of the night.

## ACT2SaveaLife.org

In partnership with local colleges and universities, the Orange County Drug-Free Office launched the ACT2SaveaLife.org website, offering training for young adults in recognizing an overdose.

ACT stands for:

- ASK Questions
- Call 911
- Take Action

ACT was piloted with student leaders at the University of Central Florida and seeks to recruit "influencers for health." The curriculum will be available to students at Rollins College and Full Sail University. ACT2 Save a Life teaches students crucial harm reduction strategies at a time when fentanyl-related overdose deaths are rapidly increasing among young adults.



## Orange County Medical Clinic

In 2022, Orange County Medical Clinic (OCMC) transitioned from two years dedicated to COVID-19 response to its central role, which is providing health services to the uninsured residents of Orange County. In recognition of the clinical staff's efforts and hard work during the pandemic, 2022 was a year devoted to employee satisfaction and development. Fifteen activities, including training sessions, webinars, and group sessions, were organized and dedicated to our most important asset, our team.

**Clinical Team:** Completed a total of 2,741 patient visits and provided training to all clinical staff regarding GenExpert testing equipment. The clinical team was critical in the outreach program and participated in several community events.

**Pharmacy:** Received \$1,560,014 in free medications for the patient assistance program and filled 34,912 prescriptions.

**Eligibility:** The clinic is now fully centralized and provides services remotely from its 101 S. Westmoreland location, which has increased access to services by using remote technology for the financial eligibility screenings. This process will allow the incorporation of financial eligibility screening services at corrections health, which will increase access to health services for this population after their release, ensuring continuity of care.

## Ryan White

The Ryan White Program is a federal program administered by the U.S. Department of Health and Human Services (HHS), Health Resources and Services Administration (HRSA), HIV/AIDS Bureau (HAB). The program provides HIV-related services for those who do not have sufficient health care coverage or financial resources for coping with HIV disease. Orange County Government is the official local recipient that provides funding for medical and support services provided by not-for-profit, private, public and government entities. In 2022, this office provided care and support services to approximately 5,876 clients living with HIV/AIDS to improve health outcomes, which resulted in a 90 percent viral load suppression for those clients.



# Planning, Environmental and Development Services

## 2022 Stats:

- Total Permits Issued **80K**
- Total Inspections Performed **270K**
- Single Family Residential Permits Issued **1,525**
- Multi-family Residential Units Permitted **4,850**
- Total New Construction Permitted Value **\$2.9 billion**



## Building Safety Division

In 2022, Building Safety added new application types and launched a “training hub” with tutorials and videos, which proved to be a great help to customers, resulting in fewer plan file verification errors. The Fast Track Help Desk assisted approximately 2,300 customers using the live chat feature and took 24,000 (out of some 137,000) calls. Building Safety also hosted quarterly Virtual Developer Forums with more than 1,000 registrations and 600 attendees, and celebrated Building Safety Month as a virtual campaign with weekly themes and interactive activities, including employee spotlight videos. For internal staff – as well as contractors, superintendents, and field construction personnel – Building Safety provided continuing education units to improve inspection approval rate in Orange County. Finally, the Special Projects Team supported the 2022 Habitat for Humanity Builder’s Blitz with round-the-clock on-site support to ensure zero-delay inspections. As a result, six homes were built in just five days.

## Neighborhood Services

In 2022, Neighborhood Services awarded funding through Neighborhood Beautification Grants to 24 neighborhoods to make physical improvements. Another 25 neighborhoods received materials such as trash bags and gloves to conduct small-scale clean-up events. Throughout the year, some 20 workshops were held for residents to learn about planning for a sustainable community and being more successful neighborhood leaders. In addition, more than 34,000 inspections took place to ensure properties and structures met applicable code requirements, finding that 84 percent were in compliance. To safeguard residents against unfair, deceptive and fraudulent business practices, the Consumer Protection Office was reorganized to better provide residents the resources they need to protect themselves.





## Environmental Protection Division

### Green PLACE Program

Together with partner organizations, the Green PLACE (Park Land Acquisition for Conservation and Environmental Protection) program protects more than 23,000 acres of natural lands, and that number continues to grow. In 2022, Orange County closed on the purchase of five new parcels of environmentally sensitive lands. In addition, EPD staff evaluated and identified more than 300 parcels for possible acquisition in the future.

### Sustainable Pool Construction & Maintenance

In 2022, EPD developed an awareness campaign to keep harmful pool chemicals out of lakes, rivers and springs. "BePoolutionFree" shares regulatory and compliance information to pool owners, builders and service companies.

### Local Environmental Policies

EPD was busy in the local policy arena, gathering scientific data, hosting community meetings and proposing updates to outdated ordinances to the Board of County Commissioners. Some of these changes include new rules for fertilizer use that will reduce pollution from excessive amounts of nitrogen and phosphorus in stormwater runoff in lakes, rivers and springs; changes to the boat dock construction code to protect lakeshore environments; and a designated swimming area and vessel exclusion zone that was added near the Audubon Society's Bird Island to increase public safety and reduce negative impacts to the birds that nest there.

### Measuring Air Quality

Orange County collects, monitors and reports regional air quality data from highly specialized ambient air monitoring stations, and recently opened a new station in Winter Park and finalized

plans to build another near the Florida Turnpike. Also, in response to reports of neighborhood smoke and odors, EPD created a campaign called "Where There's Smoke, There's Air Pollution," which used TV, social media, internet, public spaces and more to spread the word about the County's prohibitions on open burning. During the celebration of Earth Day, EPD demonstrated the technology involved in measuring air quality and highlighted the importance of clean air for everyone.

### Environmental Permitting and Inspections

EPD's permitting and inspection teams efficiently manage many projects throughout the year. In 2022, EPD issued nearly 1,000 permits, reviewed more than 21,000 commercial, residential and development plans and conducted over 5,000 inspections of wetlands, industrial facilities, petroleum storage tanks, private landfills, construction sites and more.



# Public Works



## ADA Transition Plan Updates

The Public Works Department continues to implement infrastructure improvements consistent with the 2016 ADA Transition Plan. The Department has created an ADA Core Team to communicate across the different divisions within the Department and has developed detailed reporting procedures. The Department will be working with the consultant for the original Transition Plan to update the plan and add signalized intersections into the program. The updated study should be underway in early 2023.

## Vision Zero

The Vision Zero Resolution was approved by the BCC on August 9th, 2022, with the goal to eliminate all traffic-related fatalities and serious injuries by 2040. Public Works is initiating a Vision Zero Action Plan study and has partnered with Metroplan Orlando on a joint grant application for a regional Safety Action Plan through the Safe Streets and Roads for All federal infrastructure funding program. Public Works staff will also be developing strategies to integrate Vision Zero strategies into the various capital programs.

## New Maintenance Unit in Horizon West

Due to the rapid growth in the Horizon West area, Public Works plans to construct a new maintenance unit to provide more effective maintenance services to this area. Public Works has been working with Utilities and evaluating where best to locate this facility.

## Stormwater Management Evaluation

Public Works has been analyzing all the reported structural flooding sites identified post-Hurricane Ian. For the homes that were reported with possible water intrusion, data analysis took place to note which are within the existing 100-year designated flood plain, the percentage built before 1980 when the stormwater design standards and associated permitting were established, and the percentage built since 2000.





# Utilities

## H2O Pipeline



To recruit and retain a motivated workforce, Orange County Utilities launched the H2O Pipeline, a partnership with Orange County Public Schools and the Florida Section of American Water Works Association. Designed to give high school seniors an opportunity to prepare for a career in utilities, H2O Pipeline offers training and mentorship that teaches marketable and technical skills. Eleven students enrolled in the inaugural class.

## J.D. Power Award



Orange County Utilities was recognized by J.D. Power for Best Customer Satisfaction across all southern, mid-sized water utilities. The ranking is part of a comprehensive, national survey conducted annually by J.D. Power. Utilities customers gave high marks for communications, conservation, customer service, pricing, and billing and payment processes.

## New Electric Vehicles

Electric vehicles improve fuel economy and reduce emissions. Two 2022 Ford E-Transit Vans joined the Orange County Utilities fleet, and are estimated to reduce CO2 emissions by 10,166.5 lbs./year.

## Research & Innovation



Orange County Utilities is committed to research and innovation for quality improvement. For example, UCF's RISE Lab has partnered with the County to use drones to evaluate natural and manmade environments, including the landfill, providing a unique vantage point on changes in the landfill's surface structure.

## Population Served

- **660,000** curbside garbage and recycling services
- **805,000** water service
- **1,046,000** wastewater service

## Operations

- **68** million gallons of water per day
- **57 million gallons** of wastewater treated and reclaimed per day
- **4,700 miles of underground pipe**, including 661 miles of reclaimed water lines
- **7,459 commercial, subdivision, and roadway** development plans reviewed

## Septic to Sewer



The Orange County Utilities sewer retrofit project will help protect the Wekiwa River and Wekiwa Springs from high concentrations of nitrates, partially attributed to septic tanks. The current phase of this construction project connects 211 parcels of a Wekiwa Springs neighborhood to central sewer services and ends their reliance on septic tanks.



# Sustainability

The Office of Sustainability & Resilience infuses sustainability into meeting the needs of the present without compromising the ability of future generations to meet their own. Orange County addresses and mitigates the greatest impacts of climate change, ensuring a resilient future of tomorrow.

## Orange County Goes LEED GOLD



The LEED for Cities and Communities program recognized Orange County's ongoing commitment to enhancing sustainability and community resilience by establishing the County as an official LEED Gold Community. The County excelled in areas such as natural resources, community electric vehicle charging infrastructure, and was recognized for balancing water supply demand and using automation technology. Orange County is one of only a few counties to be certified nationwide and the first in the East Central Florida region.

## Giving Election Signs a New Purpose



Orange County partnered with the City of Orlando, Winter Park, Seminole County and the League of Women Voters to provide a campaign sign recycling program following the 2022 election and collected 11,140 pounds of signs.

## Community Garden Installation at South Econ Community Park



South Econ Community Park staff, residents and UF/IFAS Orange County Extension installed 10 new vegetable beds to grow healthy produce to localize the food system and provide nutritious fruits and vegetables.

## Orange County Hosts Earth Day Celebration on Lawn



Orange County celebrated Earth Day on Orange County's Administration lawn. More than 25 vendors and Orange County Divisions observed Earth Day and learned about local initiatives working towards protecting the planet.

## Food Waste Collection at Great Oaks Village

Orange County's Great Oaks Village is one of the region's most historic residential foster group homes for children and young adults, and they recycle all their food waste. To date, they have diverted 4,000 pounds of food waste from the landfill that will now be used as a local resource for farms and nurseries as composting.

## 2022 NACo Achievement Award Winner, The Power of Partnerships in Energy

This award highlighted Orange County's innovative approach to tackling the climate crisis and the partnerships that make this work achievable - reducing the County's greenhouse gas emissions and saving residents money.



# Administration & Fiscal Services

The Administration & Fiscal Services Department ensures the best administrative and financial management practices are followed by providing an effective, cost-efficient operation with an excellent return on investment to residents and visitors

## Fiscal and Business Services

- Emerged from the COVID pandemic with the County's credit ratings intact, including the County's general credit ratings maintaining the highest level of AAA.
- Worked with community organizations such as the Orange County Housing Finance Authority to promote funding of affordable housing in Orange County.
- Led the reimbursement effort for 79 FEMA claims following Hurricane Irma. Currently, the County has received more than \$21 million in reimbursements, received full or partial payments on 74 projects, and has finalized and closed out 60 projects.

## Arts & Cultural Affairs

- Invested more than \$3.5 million to 34 arts and culture organizations through the Cultural Tourism Grant program.
- Annual Sculpture on the Lawn exhibition highlighted artists from Greece and Italy as well as the United States.
- Unveiled the first Art on Wheels Bus wrap design in collaboration with GoPegasus and United Arts Of Central Florida. "Art is Essential" by Christian Stanley was designed as the first Art Advocacy Bus.
- Installed the large mosaic, "The Spirit of Pine Hills" by Katy Antill, at the entrance to the Orange County Multi-Cultural Center.
- FusionFest created a 30th Floor penthouse gallery overlooking Lake Eola for "Multi-Colors, Multi-Cultures" art exhibitions throughout the year.

## Office of Management and Budget

- Received the Distinguished Budget Presentation Award from the national Government Finance Officers Association for FY 2021-22.
- Successfully developed the \$6.2 billion FY 2022-23 budget.
- Managing \$270 million of American Rescue Plan Act of 2021 Local Recovery funding.
- Received Truth in Millage (TRIM) compliance certification from the state.

## Office of Professional Standards

- Completed 28 misconduct investigations and 9 Equal Employment Opportunity Commission position papers.
- Completed 2093 background investigations.

## Risk Management

- Inspected more than 900 County-owned and leased facilities using OSHA guidelines for workplace safety. Orange County had an overall compliance rate of 95% with recommendations made during the initial and follow-up inspections.

## ISS Projects

- ISS fully implemented Multi-Factor Authentication (MFA) to bolster security for all remote access, email, and cloud applications.
- ISS significantly increased security intelligence with advanced protection against threats and ease of remote work by providing Office 365 and Teams for collaborative workspaces.
- ISS implemented a first-of-its-kind cybersecurity model to protect Traffic Engineering resources and prepare its systems for new technologies, including electronic vehicles.
- The County used ARPA funds to construct a new radio communications tower for public safety and first responders. The tower improves radio communications for the Sheriff's Office, Fire Rescue, police, and fire departments serving this community.
- Orange County's 911 System was upgraded to enhance efficiency, including a next-generation mapping system, RapidDeploy, at all 9 County public safety answering points to improve location accuracy and situational awareness.
- ISS upgraded critical Enterprise Systems, including Kronos time management and Peoplesoft/Human Resources management, allowing streamlined online performance evaluations, County-wide processing and approvals, and ensuring accessibility compliance for all web content.





# Human Resources



Ensuring a robust and high-performing workforce is a critical component of HR's responsibilities.

Financial incentives were added in 2022 as part of ongoing recruitment and retention initiatives. For example, a \$1,000 sign-on incentive was offered for hard-to-fill positions, and an existing employee could earn a \$400 incentive for a successful referral. In addition, various longevity incentives were paid to eligible employees who have worked for the County for three or more years.

Also, HR expanded the OC MindMatters program that provides a mental health toolkit to further support employees' well-being, which ultimately results in a more productive workforce. Employee educational assistance for tuition costs was increased to ensure employees have contributory funds from the County to pursue higher education and future growth.

HR facilitated the Mayor's Executive Leadership Program to provide professional development to County leaders.

For excellence in government communications, HR earned international Blue Pencil and Gold Screen Awards for a superior government internal communication campaign.

In 2022, Orange County won the Team Spirit Award for having the largest team participating in the IOA Corporate 5K.





# Communications

## #IGOTMYSHOT Campaign



Orange County's Office of Communications was recognized in 2022 by the Public Relations Society of America (PRSA) with the highest national honor, the Silver Anvil, for its efforts in planning and executing the #IGotMyShot campaign to combat vaccine hesitancy. From April through September 2021, Orange County minority vaccinations more than doubled, and the overall vaccination percentage increased from 28% to 71%.

## Signature Events



The entire Communications team was instrumental in the organization, outreach, and logistical implementation of several annual community events in 2022, including the Economic Summit on April 30, 2022, the State of the County presentation on June 10, 2022, and the Oath of Office Ceremony on December 6, 2022. Graphics, Digital, PIO, and Orange TV all collaborated to deliver important information to Orange County residents and stakeholders.

## Transportation Open Houses



In the early months of 2022, Mayor Demings revived the sales tax initiative for transportation, a proposal that was sidelined in 2020 by the global pandemic. A critical component of the initiative was to reach out to residents across the County by hosting Open House meetings in all six districts. In addition to subject matter experts from Orange County, stakeholders from other government entities and all the municipalities were invited to be available to answer questions and participate in presentations and make remarks to the attendees. The communications team was instrumental in the logistical details and the publicity and promotion of the events through traditional and digital channels. Hundreds of residents attended to learn about planned improvements to the County's transportation challenges.

## Digital Outreach



Orange County's digital connection with residents continued to be an important platform in 2022 for sharing critical information. During the year, followers were apprised with news of events, County initiatives and celebrations. However, in the fall, when two late season hurricanes swept through the County, the digital team published 392 posts across all platforms, including daily news conferences, sandbag notices, shelter information, debris cleanup and FEMA updates. These posts racked up 12,544,375 impressions and 2,486,523 engagements.



# Leadership Team

## Mayor's Office



**Roseann Harrington**  
Chief of Staff



**Carol Burkett**  
Deputy Chief of Staff



**Simone Babb**  
Chief Innovation and Emerging  
Technologies Officer



**Kelley Teague**  
Director of Legislative  
Affairs



**Jeff Williamson**  
Director of  
Communications



**Marc Espeso**  
Special Assistant to the  
Mayor



**Ronda Robinson**  
Special Assistant to the  
Mayor



**Liz Roby**  
Special Assistant to the  
Mayor



**Ilia Torres**  
Special Assistant to the  
Mayor



**Shally Wong**  
Special Assistant to the  
Mayor



# County Administrator Office



**Byron Brooks, AICP**  
County Administrator



**Chris Testerman, AICP**  
Deputy County Administrator



**Danny Banks**  
Deputy County Administrator



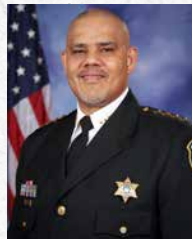
**Carla Bell Johnson**  
Assistant County Administrator



**Lisa Snead**  
Assistant County Administrator



**Mark Tester**  
Executive Director  
Convention Center



**Chief Louis Quinones**  
Orange County Corrections



**Chief Jim Fitzgerald**  
Orange County Fire Rescue



**Carrie Black**  
Chief Sustainability &  
Resilience Officer



**Anne Kulikowski**  
Director of  
Administrative Services



**Lonnie Bell**  
Director of Community &  
Family Services



**Dr. Raul Pino**  
Director of Health Services



**Ricardo Daye**  
Director of Human Resources



**Rafael Mena**  
Director of Information  
Systems & Services



**Ed Torres**  
Director of  
Orange County Utilities



**Jon Weiss P.E.**  
Director of Planning,  
Environmental &  
Development Services



**Joe Kunkel P.E.**  
Director of Public Works



## Resident Resources

Mayor Demings' Digest - [www.ocfl.net/mayor](http://www.ocfl.net/mayor)

311 - [www.ocfl.net/311](http://www.ocfl.net/311)

Orange County Website - [www.ocfl.net](http://www.ocfl.net)

The Source - [www.ocfl.net/thesource](http://www.ocfl.net/thesource)

## Connect With Orange County

**Facebook** - @OrangeCountyFlorida

**Twitter** - @OrangeCOFL

**YouTube** - OrangeTVFL

**Instagram** - @OCFL

